



*Effects of workplace incivility on employees' well-being:
An examination of boundary conditions*

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Abstract

Uncivil behaviours from insider as well as outsider members of the organization are commonly experienced and may have detrimental effects on employee's well-being. While previous diary studies demonstrated that such effects might already appear within the same day, few investigated how long they might last. Moreover, previous studies that examined targets of incivility's stress reaction mainly focused on emotions and neglected that such interpersonal misconduct might also impair employees' self-esteem. In addition, previous studies on the boundary conditions of experienced incivility's effects showed that resources are crucial to cope with experienced incivility's effects. However, few studies considered the close social context and specifically whether targets observe others being rudely treated as well, which may also buffer targets' stress reaction. In addition, employees may have to cope with many job stressors (included incivility) but resources are limited, thus they may lack the resources to successfully cope with experienced incivility's effects. We therefore conducted two first diary studies to examine the short-term effects of experienced incivility on employees' well-being (angry and depressive mood and self-esteem) as well as the lagged effects on general negative affect. In a third filed study, we also examined customer incivility's effects on exhaustion and job satisfaction. In addition, we investigated the buffering role of observed incivility as well as the exacerbating role of some work stressors (workload, organizational constraints and an organizational change). Our findings revealed that experienced incivility positively related to angry, depressive mood and exhaustion and negatively related to self-esteem and job satisfaction. With regard to the boundary conditions, observed incivility did buffer experienced incivility's effects on depressive mood and self-esteem. Unexpectedly however, the organizational change also buffered customer incivility's effects on job satisfaction. Finally and in line with the depletion of resources assumption, workload did exacerbate experienced incivility's effect on general negative affect. Overall, the present research confirms the harmful effects of experienced incivility on employees' well-being. Moreover, it highlights that sharing experiences of incivility with other victims may buffer targets' strain and on the contrary, facing some work stressors may exacerbate it.

Keywords: Workplace incivility, well-being, boundary conditions, resources, diary

Résumé

Les impolitesse de la part de membres internes et externes à l'organisation sont fréquemment vécues et peuvent avoir des effets délétères sur le bien-être des employés. Bien que de précédentes études sous forme de journal de bord aient démontré que ces effets pouvaient apparaître le jour même, peu ont évalué combien de temps ces effets durent. De plus, les études précédentes ayant investigué les effets de l'impolitesse vécue ont principalement considéré les émotions et négligé que cette expérience pouvait aussi affecter l'estime de soi des employés. De plus, les précédentes études sur les conditions cadre de ces effets ont montré que les ressources jouent un rôle crucial dans la gestion de l'impolitesse vécue. Toutefois, peu ont considéré le contexte social et plus particulièrement si les victimes observent d'autres être aussi traité de manière impolie, ce qui peut atténuer le stress ressenti par celles-ci. De plus, les employés peuvent être exposés à de nombreux facteurs de stress (y compris l'impolitesse) et comme les ressources sont limitées, il est probable qu'ils manquent de ressources pour adéquatement gérer les effets de l'impolitesse vécue. Nous avons donc mené deux premières études journal de bord pour examiner les effets à court terme de l'impolitesse vécue sur le bien-être des employés (humeur colérique et dépressive et estime de soi) et les effets différés sur l'affect négatif global. Dans une troisième étude de terrain, nous avons aussi examiné les effets de l'impolitesse des clients sur l'épuisement et la satisfaction professionnelle des employés. De plus, nous avons investigué le rôle atténuateur de l'impolitesse observée et le rôle amplificateur de certains facteurs de stress (charge de travail, contraintes organisationnelles et changement organisationnel). Nos résultats ont révélé que l'impolitesse vécue était positivement liée à une humeur colérique, dépressive et à l'épuisement et négativement liée à l'estime de soi et la satisfaction avec le travail. Concernant les conditions cadre, l'impolitesse observée atténuait les effets de l'impolitesse vécue sur l'humeur dépressive et l'estime de soi. Toutefois et de manière inattendue, le changement organisationnel atténuait aussi l'effet de l'impolitesse des clients sur la satisfaction professionnelle. Enfin et en accord avec l'hypothèse de l'épuisement des ressources, la charge de travail amplifiait l'effet de l'impolitesse vécue sur l'affect négatif global. De manière générale, cette recherche confirme les effets délétères de l'impolitesse vécue sur le bien-être des employés. De plus, elle met en évidence que le fait de partager l'expérience personnelle d'impolitesse avec d'autres cibles atténue le stress ressenti des victimes alors qu'au contraire, faire face à d'autres facteurs de stress peut amplifier le stress des victimes.

Mots-clé: Impolitesse au travail, bien-être, conditions cadres, ressources, journal de bord

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I would never have imagined that completing a PhD could be such a great source of personal growth. Despite such experience was for me a challenge (and not a hindrance) stressor, I still had some hard time and would not have reached its end without the availability of my social entourage who offered me many resources. I therefore would like to address all my gratitude to the people who helped me enter into the scientific practice, understand its essence and develop my professional skills.

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Introduction

Research on occupational stress

In a national study conducted in 2010, 33% of employees reported having often felt stressed within the last year and this percent seems to increase across years (Grebner et al., 2011). Although a broad range of demands, related to both the work and non-work domains, are likely to trigger employees' strain, work conditions play an important role. Indeed, 14.6% of the Swiss employees considered that their job had a negative impact on their health in a European study on working conditions conducted in 2015 (Parent-Thirion et al., 2017).

According to the transactional model of stress (Folkman & Lazarus, 1984), strain results from the exposition to environmental demands that individuals appraise as threatening their personal well-being (i.e., primary appraisal) and taxing their resources (i.e., secondary appraisal). Such demands (i.e., stressors) may threat important psychological needs related to both the work tasks (e.g., the need to make a good job) and the social relationships (e.g., the need to be positively valued by others and belong to a significant group) (Smith & Lazarus, 1990). In addition, coping with stressors may interfere with the individuals' goal of preserving one's resources, which according to the conservation of resources theory (Hobfoll, 1989) may trigger strain. Individuals are indeed motivated to preserve their resources to be able to face unexpected negative events and may therefore feel stressed when they experience a situation that requests them to consume their resources.

As mentioned above, individuals who face a stressor will engage in a coping process that involves two appraisals, one regarding the threatening potential of the stressor and the other with the amount of available resources individuals have to cope with the stressor's effects. Specifically related to the secondary appraisal, resourceful individuals will feel more confident towards the stressor as they feel capable to cope with it, and may even perceive it as a challenge rather than a threat. Related to this, the occupational stress research suggests that energy, self-

esteem (De Longis et al., 1988) and control (Theorell & Karasek, 1996) are crucial resources that help individuals to cope with stressors. Besides these personal and job resources, the occupational stress research also emphasizes the beneficial role played by social support, provided by both the professional (e.g., supervisors, coworkers, subordinates) and the private entourage. In their Job-Demand-Control model, Theorell and Karasek (1996) indeed proposed that having supportive co-workers may alter the relationship between job demands and control, meaning that employees who are confronted to high job demands and low job control but can benefit from social support tend to feel less stressed. Related to this, several studies demonstrated that social support did buffer the stressor-strain relationship (Viswesvaran et al., 1999).

While having good social relationships may help employees coping with high job demands, working within a tense social environment may conversely generate strain (Keenan & Newton, 1985). Indeed, research on occupational stress turned more recently its attention from common work stressors (e.g., workload, time pressure or role stressors) to investigate the effects that social stressors might have on employee's well-being (Dormann & Zapf, 2002; Spector & Jex, 1998). Social stressors imply working in a social environment characterized by hostility and disrespect that is likely to impair well-being and involve, for example, having to perform tasks that are considered to be illegitimate (i.e., unnecessary or unreasonable) or being socially mistreated by others.

At this stage, it is worth mentioning that social stressors strongly relate to work stressors. On the one hand, work stressors might be antecedents of social stressors, among others, by depleting the employees' self-regulatory resources and therefore raise social tensions among coworkers (Schilpzand et al., 2016). In addition, employees who face work stressors tend to experience negative affect and diffuse the associated negativity within the team, which may exasperate the others and lead them to behave in an antisocial way to restore a positive social

climate. This second mechanism leading work stressors to social stressors has been proposed by Milam et al. (2009) who suggested that employees' negative affect might lead them to be provocative targets of interpersonal mistreatments. In line with this, previous studies have shown that role stressors positively related to workplace harassment and aggression (Bowling & Beehr, 2006; Taylor & Kluemper, 2012). Similarly, Meier et al. (2013) found that task and relationship conflicts strongly related to each other, suggesting that both often co-occur at the workplace. On the other hand, social stressors are likely to increase the work stressor's effects on employees' well-being. For instance, employees may invest most of their resources to cope with a relationship conflict they experienced and consequently devote fewer efforts to achieve the work tasks, thus increasing workload.

Social stressors, like work stressors, may threaten important psychological needs like the need to be respected and appreciated by others and involve a significant loss of resources to cope. Past research, consistently, demonstrated that social stressors negatively affected employees' well-being, notably by leading to psychological strain (Dormann & Zapf, 2002).

Of particular interest, experiencing interpersonal mistreatments from both insider (e.g., supervisors, coworkers, subordinates) and outsider (e.g., customer, patients, pupils, family, and suppliers) members of the organization plays an important role in employees' strain (Bolger et al., 1989). The literature on interpersonal mistreatments includes many forms of social misconducts such as physical or verbal aggression, bullying, mobbing, petty tyranny, abusive supervision, social undermining or incivility (Aquino & Thau, 2009). Related to this, Hershcovis (2011) raised the problem that there are conceptual and measurement overlaps between all these forms of mistreatments that, moreover, have similar effects on employees' well-being. Nevertheless, they are distinguishable by their frequency (high or low), their intensity (high or low), their orientation (direct or indirect), the type of harm caused to the target (physical or psychological) or the instigator's status (higher, same or lower as well as outsider).

In the next chapter, I will introduce the concept of workplace incivility that is a mild form of interpersonal mistreatment and provide an overview of its effects on employees' well-being.

Workplace incivility as a social stressor

While most research initially focused on the effects of intense forms of workplace interpersonal mistreatment – such as physical aggression or mobbing – on employees' well-being (Aquino & Thau, 2009), scholar has begun to pay more attention to less intense forms of interpersonal mistreatment, such as incivility. Andersson and Pearson (1999) defined workplace incivility as “low intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect” (p.457). Incivility may come from both insider or outsider members of the organization and involves various forms of social misconducts such as making demeaning remarks, stealing someone's idea to make it one's own, excluding someone from social activities without objective purpose, ignoring someone, etc. Such misconducts violate the social norm for mutual respect and are therefore, like aggression, considered as deviant behaviors. An important particularity of incivility that distinguishes it from other forms of interpersonal mistreatment is that it is often difficult for targets to know whether the rude behavior was intentional or not (i.e., the intent to harm is ambiguous).

Research on incivility that investigated the antecedents of enacted incivility demonstrated that personal, situational and organizational factors might foster such social misconducts (Schilpzand, De Pater, et al., 2016). For example, perceptions of injustice, lack of reciprocity in job commitment or strain are personal antecedents that may lead employees to behave in an uncivil way. With regard to organizational antecedents, role stressors, job demands and a poor workgroup norm for civility are also likely to foster uncivil behaviors.

Interestingly, previous studies found that being treated in a rude way by supervisors or customer positively related to instigated incivility (Meier & Gross, 2015; Van Jaarsveld et al., 2010). This supports the spiraling effect proposed by Andersson and Pearson (1999) that

employees targeted by uncivil behaviors might perceive such mistreatment as unfair and threatening their ego, which consequently may encourage them to reciprocate towards the instigator. Incivility may therefore be the starting point of a spiral of more intense forms of social misconducts that are likely to spread out through the whole organization.

Effects of workplace incivility on employees' well-being

Despite incivility is a mild form of mistreatment with an ambiguous intent to harm, past research demonstrated that it negatively affected targets' well-being, attitudes and behaviors (Schilpzand, De Pater, et al., 2016). Specifically related to psychological well-being, incivility may threaten specific psychological needs or goals and therefore lead targets to feel negative emotions (Yochi & Lazarus, 2001). In line with this, empirical studies showed that targets felt anger, guilt, depression, fear and anxiety (Bunk & Magley, 2013; Cortina et al., 2001; Lim et al., 2008; Porath & Pearson, 2012) in response to experienced incivility.

Among targets' emotional reactions, anger seems to be the most likely negative emotion elicited by experiences of incivility (Bunk & Magley, 2013). According to Baumeister et al. (1996), anger is likely to arise when individuals perceive that their person has been devaluated by someone's behavior or attitude and that such mistreatment was undeserved. Incivility signaling disregard, targets may perceive it as an offense to their identity and consequently feel anger towards the responsible for the mistreatment, namely the instigator. In line with this, targets of incivility mostly felt frustrated and offended in a study where participants were asked to report their appraisal with regard to the mistreatment they experienced (Cortina & Magley, 2009). Apart from the ego threat, experienced incivility may also trigger perceptions of interpersonal injustice (Caza & Cortina, 2007) that is a significant driver of anger (Mikula et al., 1998).

While attributing the responsibility for the mistreatment to the instigator is likely to trigger anger towards him/her, targets might also feel responsible for it and start feeling negative

emotions towards themselves like anxiety, depression or sadness (Baumeister et al., 1996). Moreover, uncivil behaviors reflect a negative feedback about the target's person, past behaviors or job quality, which interferes with the individuals' goal of maintaining a positive social image. Drawing on the stress-as-offense-to-self approach (Semmer et al., 2007), experiencing disrespectful and depreciative behaviors may signal to targets that their social status is threatened, which as a result may trigger psychological distress. Related to this, the sociometer theory (Leary & Baumeister, 2000) posits that individuals interpret others' behaviors to evaluate their social status within the group and that self-esteem is particularly sensitive to this evaluation. Specifically, self-esteem is likely to decrease when individuals feel socially rejected by members of a significant group or even anticipate a future rejection. Then, feeling depreciated and socially excluded by others may lead targets to feel negative emotions towards themselves (i.e., depressive mood) but also change the evaluation of their own worth (i.e., self-esteem). In line with this, empirical studies found that experiencing interpersonal tensions (i.e., incivility and relationship conflict) positively related to perceived social rejection (Caza and Cortina, 2007) and negatively related to self-esteem (Frone, 2000).

As mentioned above, individuals are likely to feel stressed when they face an unexpected event that threatens their well-being and involves a net or anticipated loss of resources (Hobfoll, 1989). On the one hand, experiences of incivility may threaten targets' resources such as for example self-esteem (DeLongis et al., 1988). Related to this, targets may also fear to lose the social support of their team members in a near future, the latter also being an important resource (Theorell & Karasek, 1996). On the other hand, targets of incivility may lose resources when making sense of the mistreatment they experienced (i.e., cognitive resources) or to regulate their negative affect (i.e., self-regulatory resources). Targets may also struggle to replenish the depleted resources, among others because they ruminate about what occurred. Related to this, previous studies found that facing interpersonal mistreatments lead to poor psychological

detachment and sleep quality (Demsky et al., 2019; Pereira et al., 2012; Wang et al., 2013), which are important recovery strategies. Then, losing resources to cope with uncivil events and failing to recover may engender a spiral of losses that according to Hobfoll (1989), may make individuals particularly vulnerable to stressors' effects.

Boundary conditions of experienced incivility's effects

Employees may differ in their reactions to experienced incivility's effects and previous studies that examined their boundary conditions revealed the moderating role of personal, situational and organizational factors (Cortina et al., 2017). Of particular importance, these factors may affect targets' appraisal of both the uncivil event and their ability to cope (Folkman & Lazarus, 1984), thus playing a buffering or exacerbating role on experienced incivility's effects.

Buffers

In terms of factors intervening in employees' perceptions of incivility, a first category concerns the personality traits that, as proposed by Costa Jr. and McCrae (1990), may affect the coping process of stress. Specifically related to buffers, Sliter et al. (2015) demonstrated that individuals with emotional stability and openness to experience were less likely to perceive interpersonal behaviors as uncivil. With regard to individual differences in the way employees react to experiences of incivility's effects, Sliter and Boyd (2015) showed that firefighters who were highly committed and empathic suffered less from customer incivility, notably because they were more easily prone to understand such misconducts and forgive the instigators. As another personal characteristic, employees who easily mentally detach from work are more likely to recover from the mistreatment they experienced, psychological detachment act therefore as a buffer of experienced incivility's effects (Demsky et al., 2019).

Besides personality, previous studies also demonstrated that job control (Park et al., 2015),

perceived supervisor support (Beattie & Griffin, 2014) and supervisor's transformational leadership (Arnold & Walsh, 2015) helped targets to cope with the adverse effects of experienced incivility. Finally, Walsh et al. (2012) assessed the influence of workgroup social norms and found that employees who reported to work in a civil social climate were less likely to perceive others' behaviours as uncivil.

Exacerbators

Among the personal characteristics that lead employees to perceive social behaviors as particularly uncivil, Sliter et al. (2015) showed that angry, conscious but also prone to experience positive affect individuals were more likely to perceive a given behaviour as uncivil. With regard to targets' stress reaction, Zhou et al. (2015) found that daily experienced incivility's effect on end-of-work negative mood was stronger among employees with external locus of control, emotional instability and hostile attribution bias regarding the instigator's intent to harm.

By considering the moderating role of incivility's characteristics, Bunk and Magley (2013) found that employees reacted emotionally more strongly when being rudely treated by a powerful instigator compared to someone at the same hierarchical level. Moreover, Liu (2018) found that employees who were socially ostracized and who doubted about the instigator's intent to harm (i.e., intent to harm was ambiguous) were more likely to engage in internal attribution, the latter being more strongly related to psychological strain than external attribution.

Finally, some studies examined the exacerbating role of work stressors with the assumption that employees who face multiple job stressors (including experiences of incivility) may struggle coping with experienced incivility's effects as they have depleted resources. Indeed, in their daily working life, employees have to deal with multiple stressors but resources are limited, thus those employees might be particularly vulnerable to stressors' effects (Hobfoll,

1989). Providing support for the depletion of resources assumption, Sguera et al. (2016) showed that role ambiguity did exacerbate the relationship between experienced incivility and turnover. With regard to well-being, Zhou et al. (2015) showed that experienced incivility's effects on end-of-work negative affect was stronger among employees with high organizational constraints. However, and unexpectedly, they also found the relationship to be stronger among employees with low workload.

Overall, the existent literature suggests that experienced incivility has detrimental effects on employees' emotional well-being. Moreover, personal, social and organizational factors may influence both employees' perception and emotional response to experienced incivility. In the next chapter, I will introduce three studies we conducted to develop the knowledge on the effects of experienced incivility on employees' well-being and their boundary conditions.

Presentation of the three studies

Short-term effects of experienced and observed incivility on mood and self-esteem (Study1)

In study 1, we examined the short-term effects of experienced incivility on employees' angry mood, depressive mood and self-esteem and investigated whether observing others being rudely treated as well might buffer such effects.

As mentioned above, previous studies largely demonstrated that experiences of incivility positively related to employee's negative affect (Schilpzand, De Pater, et al., 2016). Nevertheless, past research emphasized that negative mood involves different negative emotions related to specific threats for well-being (Yochi & Lazarus, 2001). By taking into account the multidimensionality of negative mood, previous studies showed that experiences of incivility lead to distinct negative emotions such as anger, guilt, depression, fear and anxiety (Bunk & Magley, 2013; Cortina et al., 2001; Lim et al., 2008; Porath & Pearson, 2012). However, these studies used a cross-sectional design, which involves some methodological issues that limit the interpretation of the findings. First, the episodic memory tends to fade over time, implying that individuals arbitrarily reconstruct their memory about the emotions they felt after having experienced a specific event (Ross, 1989; Schacter, 2001). Then, asking employees to remember how they felt about an event they experienced within the last year or even months may produce inaccurate responses. Second, findings from such studies reflect the general relationship between a stressor (e.g., experienced incivility) and its outcome (e.g., well-being) but provide no information about the causal or temporal dynamic of such relationship (Hamaker, 2012). Then, it is not clear whether experiences of incivility lead to poor well-being or whether the latter actually triggered experienced incivility. Of course, both ways are possible but by controlling for prior levels of well-being, it is possible to claim that the mistreatment affected well-being independently of the employees' general or prior level of well-being. To bypass these methodological issues and develop the knowledge on the short-term stress

reactions to experienced incivility (Schilpzand, De Pater, et al., 2016), we therefore conducted a diary study and explored the following research question: *do daily experienced incivility lead to distinct negative emotional states?*

As mentioned above, interpersonal mistreatments may not only trigger negative emotions but also change the way employees feel about themselves. Drawing on the stress-as-offense-to-self approach (Semmer et al., 2007) as well as the sociometer theory (Leary, 1999), depreciative behaviors may threaten the employees' psychological needs to be appreciated and belong to a significant group and therefore weaken self-esteem. In line with this, previous studies found that experiences of interpersonal conflicts and petty tyranny negatively related to employees' self-esteem (Ashforth, 1997; Frone, 2000). However, it is yet unknown whether a milder form of mistreatment, such as incivility, might also weaken self-esteem. Although trait self-esteem is considered in occupational stress research as an important personal resource to cope with daily stressors (De Longis et al., 1988), recent studies also suggested that daily experience of interpersonal mistreatments may negatively affect self-esteem (Burton & Hooper, 2006; Ferris et al., 2010). With the aim to broaden the knowledge on the short-term stress reactions to daily experienced incivility, we explored the following research question: *do daily experienced incivility negatively affect employees' state self-esteem?*

The third research question we explored concerns the influence of the contextual information targets will cognitively treat to make sense of the uncivil event. Specifically, Schilpzand, De Pater, et al. (2016) suggested that the causal attribution regarding the reason for the instigator's misconduct is part of targets' primary appraisal and should therefore be considered when examining the stress reactions. Two causal attributional types are traditionally distinguished, namely internal and external attribution. Internal attribution consists in feeling personally responsible for a negative event that occurred, meaning that individuals attribute the cause of the event to personal factors (e.g., a mistake, lack of skills or motivation). On the contrary,

individuals who think that factors unrelated to them (i.e., situational factors) triggered the event make external attribution. Interestingly, Garnefski et al. (2001) found that when individuals face stressful life events, they tend to blame themselves when making sense of the events. Specifically, when targets search the reason for an experienced mistreatment they will notably examine whether the instigator's misconduct was intentional or not and related to this, Liu (2018) found that ostracized individuals for whom the intent to harm was ambiguous made more internal than external attribution. Causal attributions may trigger distinct negative emotions (Smith et al., 1993) with internal attribution being particularly harmful for well-being by leading to guilt, shame and depression (Richman Smart & Leary, 2009; Smith & Lazarus, 1990).

Of particular interest, in their experimental study Schilpzand, Leavitt, et al. (2016) showed that targets of incivility who knew that other team members were also uncivilly treated tend to blame themselves less, thus observed incivility buffered experienced incivility's effects. Similarly, Tong et al. (2019) conducted a field study where they found that employees who observed incivility towards them blamed themselves less. These findings are consistent with Kelley and Michela (1980)'s attribution model which posits that individuals who know that they are not the single target (i.e., distinctiveness is low) will rather engage in external attribution. Targets who know they are not the single target might therefore judge that some situational circumstances (e.g. high job demands, poor communication, etc.) or even the instigators' personality (e.g., emotional instability, trait anger) may have triggered the uncivil event, thus resulting in lower strain. Yet, past research that examined buffers of experienced incivility's effects mainly focused on the beneficial role of resources and neglected that the close social context in which such event is experienced might also affect targets' stress reaction. Based on this, we explored the following research question: *do observing others being also rudely treated buffer experienced incivility's effects on emotional well-being?*

With regard to the first research question, our findings revealed that daily experienced incivility positively predicted end-of-work angry mood and depressive mood, after controlling for morning emotional states. Moreover and in line with Bunk and Magley (2013)'s findings, its effect on anger was stronger. These findings suggest that daily experiences of incivility may trigger distinct negative emotions among targets. The second research question aimed to explore the harmful effect of experience incivility on employees' self-esteem. In line with our assumption, experienced incivility was negatively associated with self-esteem but only on the between-person level, meaning that it did not affect targets' self-esteem on the short-run. Finally, we aimed to examine whether observing others also being rudely treated may buffer experienced incivility' effects. In line with our assumption, observed incivility did buffer experienced incivility's effects on depressive mood and self-esteem but only on the between-person level. Providing support to Kelley and Michela (1980)'s attribution model, the relationships between experienced incivility and the outcomes were weaker among targets who knew they were not the single victim. This last finding suggest that the close social context in which incivility is experienced may affect target's appraisal about the cause of the mistreatment, thus acting as a buffer of experienced incivility's effects.

Short-term effects of workplace incivility on negative affect and the moderating role of work stressors: A replication study (Study2)

In study 2, we examined the lagged effects of experienced incivility on employees' negative affect at the end-of-work, at bedtime and the next morning. Moreover, we investigated whether facing multiple job stressors might exacerbate these effects by depleting targets' resources.

Past research highlighted that short-term stressors' effects may last over time (Ohly et al., 2010). Based on previous studies showing that daily experienced incivility lead to end-of-work negative affect (Beattie & Griffin, 2014; Tremmel & Sonnentag, 2018; Zhou et al., 2015), one might therefore wonder how long may this effect last. Previous studies that examined experienced incivility's lagged showed mixed findings, as some studies found that daily

experienced incivility was positively associated with next-morning affective distress (Park et al., 2015; Wang et al., 2013) and negatively associated with next-morning recovery state (Nicholson & Griffin, 2015) but others did not find such lagged effects (Tremmel & Sonnentag, 2018). Related to this, previous studies suggest that targets of incivility tend to ruminate about the mistreatment they experienced and sleep less well (Pereira et al., 2012; Wang et al., 2013), thus implying a loss of cognitive resources but also a difficulty to replenish them. Then, it is plausible to expect that such situation will prolong targets' negative affect. To bring more clarity in past mixed findings, we conducted a diary study and explored the following research question: *do daily experienced incivility's effects on negative affect last until the next day?*

As cited above, research that examined the boundary conditions of experiences incivility's effects mainly focused on the buffering role of resources and neglected that working in stressful conditions may deplete targets' resources and consequently weaken their ability to cope. Indeed, the conservation of resources theory (Hobfoll, 1989) argues that individuals with few resources are more vulnerable to stressful events. Drawing on the depletion of resources assumption, Serido et al. (2004) showed that home stressors exacerbated daily work hassles' effects on psychological distress. With regard to work stressors, Zhou et al. (2015) found that the daily relationship between experienced incivility's effects and end-of-work negative affect was stronger among employees with high organizational constraints. However and contrary to their expectation, they also found the relationship to be stronger when workload was low. To bring more clarity on the interplay between experienced incivility and work stressors, we replicated Zhou et al. (2015)'s study and extended it by considering the moderating role of workload and organizational constraints on both a chronic and daily level. Indeed, while it is clear that working in stressful conditions for a long time will deplete employees' resources, it is also likely that facing daily stressful events (e.g., peaks of workload) will be resources consuming. The second research question we explored was therefore: *do chronic and daily*

levels of workload and organizational constraints make employees more vulnerable to daily experienced incivility' effects because of depleted resources?

With regard to the first research question and consistent with Zhou et al. (2015)'s findings, we found that daily experienced incivility positively predicted end-of-work negative affect after controlling for morning emotional state. However and similar to Tremmel and Sonnentag (2018), we failed to find lagged effects of experienced incivility on bedtime and next-morning negative affect. The second research question was to explore whether workload and organizational constraints may exacerbate experienced incivility's effects. Providing support to the depletion of resources assumption, the relationship between experienced incivility and end-of-work negative affect was stronger among employees with high workload. Similarly, daily workload did exacerbate experienced incivility's effects on bedtime and next-morning negative affect. This suggests that facing peaks of workload is just as resources consuming than working with high workload for a long period. However, nor chronic nor daily organizational constraints did affect daily experienced incivility's effects. Thus, we failed to replicate Zhou et al. (2015)'s findings as we found no support for the exacerbating role of organizational constraints. Moreover and although we found support for the depletion of resources assumption with workload, Zhou et al. (2015) did not find such effects. This suggest that not only the depletion of resources but also other mechanisms underlie the interplay between work stressors and experienced incivility.

Effects of customer incivility on exhaustion and job satisfaction in the context of an organizational change (Study3)

In study 3, we examined the effects of customer incivility on employees' exhaustion and job satisfaction and investigated whether a specific stressful context, namely the implementation of an organizational change, might exacerbate these effects.

Although the literature on workplace incivility mainly examined employees' reactions to experienced incivility from insider instigators (e.g., co-workers, supervisors or subordinates),

scholars more recently focused their attention on outsider instigators, and notably on customer (Cortina et al., 2017). As a social stressor, customer incivility may threaten employees' needs to be respected and recognized by others and therefore undermine well-being. Specifically relevant in service sector job, customer's satisfaction with regard to the provided services plays an important role on employees' motivation and job satisfaction. Drawing on Herzberg's motivation theory (Herzberg et al., 1959) that posits that social recognition is an important driver of job satisfaction, it is therefore likely to expect that feeling disregarded by customer will decrease employees' job satisfaction.

Employees in service sector jobs who interact with rude customer may also be emotionally drained by such negative experiences (Grandey et al., 2007). As cited above, experiences of incivility may involve a significant loss of resources (e.g., energy and cognitive resources) to cope. Related to this, in such jobs employees are often required to show positive emotions towards customer (i.e., hiding any negative emotions or disagreement they might have), thus performing emotional labour (Glomb & Tews, 2004). Previous studies demonstrated that regulating one's emotions, on the long run, might lead to exhaustion (Grandey & Melloy, 2017; Martínez-Iñigo et al., 2007; Xanthopoulou et al., 2018). Then, having to fake feeling positive emotions when confronted to rude customer may create emotional dissonance and therefore involves the use of self-regulatory resources to cope with the resulted strain (Grandey & Melloy, 2017). In addition to that, the relative higher power's status of customer may discourage targets from confronting a rude customer, thus leading them to cope by regulating their negative emotions.

In line with this, previous studies showed that experienced incivility from customer and patients positively related to employees' exhaustion (Al-Hawari et al., 2019; Alola et al., 2019; Kern & Grandey, 2009; Zhou et al., 2019) and job dissatisfaction (Marchiondo et al., 2015; Wilson & Holmvall, 2013). However, these studies used a cross-sectional design (with the

exception of Zhou et al., 2019), which does not provide information about the causal relationship between customer incivility and well-being. Based on this, we conducted a field longitudinal study and explored the following research questions: *do customer incivility lead to exhaustion and poor job satisfaction?*

Past research also investigated the boundary conditions of customer incivility's effects and notably demonstrated that employees highly engaged, empathic (Sliter & Boyd, 2015) and resilient (Al-Hawari et al., 2019) better coped with customer incivility's effects. Besides these personal resources, Arnold and Walsh (2015) found that perceived supervisor transformational leadership did buffer customer incivility's effects on psychological strain. Based on the depletion of resources assumption, it is conversely likely that the employees who face multiple job demands will struggle to cope with customer incivility's effects. However, the interplay between customer incivility and stressful work conditions received little attention so far. Based on this, we considered a specific context likely to deplete employees' resources and therefore make them vulnerable to customer incivility's effects, namely the implementation of an organizational change. On the one hand, research on organizational change showed that the implementation of changes might have negative consequences on employees' well-being and job satisfaction (Oreg et al., 2011). Indeed, employees have to deal with many unexpected demands, thus implying the consumption of many resources such as energy or time. In addition to the actual loss of resources, the uncertain climate induced by such changes might also lead employees to fear of losing their current resources such as for example their self-efficacy to accomplish the work tasks or autonomy. Related to this, the conservation of resources theory (Hobfoll, 1989) argues that anticipating a loss of resources is as stressful as actually losing the available resources. Based on this, we explored the following research question: *are employees who face an organizational change more vulnerable to customer incivility's effects compared to employees who did not?*

With regard to the first research question, our findings revealed that customer incivility positively predicted employees' exhaustion and job dissatisfaction, after controlling for baseline level of the outcomes. The second research question aimed to explore whether employees who faced the implementation of an organizational change would be more vulnerable to customer incivility's effects because of depleted resources. Our findings did not support the depletion of resources assumption, as the organizational change did not affect the relationship between customer incivility and exhaustion. Contrary to our expectation, customer incivility's effect on job satisfaction was weaker among employees who faced the organizational change compared to those who did not. This last finding suggests that working in a stressful context might act as a buffer of customer incivility' effects.

Discussion

Different research questions, related to both the direct effects of experienced incivility and their boundary conditions, drove the three studies I presented in the previous section. In this discussion chapter, I will provide a more detailed interpretation of the major findings and mention the associated limitations. Also, I will give some practical recommendations designed to occupational health specialists for guiding the prevention of experienced incivility's negative effects on employees' well-being.

Interpretation of the findings

Direct effects of experienced incivility on employees' well-being

A first research question we investigated was to know whether daily experienced incivility from insider instigators might trigger distinct negative emotions. In general, the three studies showed that experienced incivility led to poor emotional well-being. Specifically, study 1 showed that daily experienced incivility positively predicted two distinct negative emotions, namely angry and depressive mood. Drawing on Yochi and Lazarus (2001), this finding indicates that uncivil behaviours may threat different psychological needs and therefore lead to different emotional responses. Moreover, the strong effect of experienced incivility on angry mood emphasizes the importance, for the employees, of the social norm for mutual respect. Also, it suggests that targets may engage in retaliatory behaviors to restore a climate of interpersonal justice, as illustrated by Andersson and Pearson (1999) through the spiralling effect of incivility.

A second question was to explore whether daily experienced incivility from insider instigators might also impair employees' self-esteem. In line with the stress-as-offense-to-self approach (Semmer et al., 2007) and the sociometer theory (Leary, 1999), the findings from study 2 revealed that experienced incivility was negatively associated with self-esteem on the between-person level. This finding is consistent with previous studies (Ashforth, 1997; Frone,

2000) and indicates that even a mild form of interpersonal mistreatment such as incivility may weaken employees' self-esteem. However, we failed to find this effect on the daily level, suggesting that experienced incivility's effects on self-esteem take more time than negative emotions to manifest and that a longer time lag between the reports of the uncivil event and state self-esteem would better account for the temporal dynamic involved. Related to this, it may be that experiencing incivility once does not threaten targets' social status but being frequently mistreated does. Overall, this indicates that future research on experienced incivility's effects should consider indicators of well-being other than emotions.

A third research question was to examine how long do targets of incivility feel negative affect. Findings from study 2 revealed that daily experienced incivility positively predicted end-of-work negative affect but was unrelated to bedtime and next-morning negative affect, suggesting that employees quickly recover from daily experienced incivility's effects. Based on the mixed findings existing in the literature and although we failed to find lagged effects of incivility, it still seems premature to conclude that targets quickly recover. Related to this, one might wonder whether some coping strategies used in the evening would be particularly efficient to cope with experienced incivility's effects. In their transactional model of stress, Folkman and Lazarus (1984) distinguish two types of coping strategies that individuals are likely to use in response to stressful events and that may be simultaneously used. On the one hand, emotion-based actions involve efforts in regulating one's emotional state resulting from the exposition to a stressor by trying to reduce the associated strain and enhance positive affect. Examples of emotion-based strategies imply minimizing the actual relevance of the negative event or engaging in activities that bring positive emotions (e.g., sport, meet friends, etc.). On the other hand, individuals may focus on the initial threatening situation in order to change its effects on personal well-being. Examples of problem-based strategies are gaining new resources to face (i.e., eliminate) the problem or avoiding it. Of particular importance, both types of

coping strategies help individuals to cope with a stressor's effects, whereas actions directed to eliminate the problem are more efficient.

Boundary conditions of experienced incivility's effects on employee's well-being

A fourth research question was to explore whether the close social context, namely observing other persons suffer from incivility, might buffer the effects of experienced incivility. Findings from study 1 revealed that targets of incivility who know that they are not the single victim suffer less, meaning they feel less depressed and judge themselves less negatively than those who observe few incivilities around. However, we failed to find this effect on the daily level. One explanation might be that on a specific day, employees mainly focus on what they personally experience; however, across days they might be more sensitive to other's experiences of incivility and therefore engage in more external attribution regarding the cause of the instigator's misconduct. Overall, this indicates that targets take into account the contextual information to infer the cause of the instigator's misconduct, which consequently affect the stress reaction. While researchers separately investigated experienced and observed incivility's effects, this also implies that future research should consider their interplay when examining targets' emotional or behavioural responses to experienced incivility.

A fifth research question was to know whether working in stressful conditions might deplete employees' resources and therefore make them vulnerable to experienced incivility's effects. While findings from study 2 revealed that facing a high workload did exacerbate daily experienced incivility's effects on negative affect, findings from study 3 showed that facing an organizational change did buffer experienced incivility's effects on job satisfaction. More generally, there is some evidence providing support to the depletion of resources assumption (chronic and daily workload, Adiyaman & Meier, 2020; chronic organizational constraints, Zhou et al., 2015). However, some findings do not support such assumption and even suggest that work stressors may buffer experienced incivility' effects (chronic workload, Zhou et al.,

2015, organizational change, Adiyaman & Meier, 2020). This inconsistency in findings raises the question of whether other underlying mechanisms than the depletion of resources might explain why facing work stressors can exacerbate, buffer or have no effect at all on targets of incivility's well-being. First of all, an explanation for the lack of moderating effect of the organizational change on employee's exhaustion might be that facing such work stressor may simultaneously undermine and enhance well-being. Drawing on the challenge-hindrance stressors framework (Cavanaugh et al., 2000), employees may perceive such changing environment as potentially leading to positive outcomes (e.g., personal growth, increased income), thus decreasing the perceived threat to well-being (Hobfoll, 1989). Although they may feel fatigued by the unexpected demands and the uncertain climate, they simultaneously may feel positive affect by thinking about the positive outcomes of the change, which consequently would counteract the effect of experienced incivility on exhaustion. Related to this, Widmer et al. (2012) found that time pressure (i.e., a challenge stressor) had both negative (i.e., strain) and positive (i.e., organizational-based self-esteem) effects on employees' well-being. Second and with regard to the buffering role of the organizational change on employees' job satisfaction, it may be that employees who experience a change tend to concentrate their efforts on coping with it, thus turning off their attention from experiences of rude customer. As a consequence, the negative feedbacks from customer would become less salient to targets and thus have a lower effect on their job satisfaction. Finally, and with regard to Zhou et al. (2015)'s unexpected finding for workload suggesting that employees with low workload are more vulnerable to experienced incivility's effects, it may be that those employees have more resources to spend in ruminating about the uncivil event. Then, while employees who are exposed to multiple stressors are likely to have limited resources to cope with experienced incivility's effects, those who have a low-stress job may conversely have more resources to ruminate about the uncivil event, resulting in a greater strain. In general, these findings suggest

that examining the depleting effect of work stressors on employees' resources is just as relevant as examining the beneficial role of resources to cope with experienced incivility's effects.

Limitations of the studies

The present studies include some limitations that need to be considered when interpreting these findings. A first limitation concerns the time lag between the uncivil event (i.e., stressor) and targets' reports of their emotional states (i.e., outcomes) in study 1 and 2, which does not allow affirming that experienced incivility (and not another event that happened in between) really caused the change in well-being. Although we controlled for morning levels of well-being in predicting end-of-work well-being, it does not eliminate the potential influence of confounding variables. Based on Spector and Meier (2014), future studies may want to use an experimental design or a diary study with the combination of a time-based and event-based design that would allow to better assess the causal relationship between experienced incivility and the stress reaction.

A second limitation relates to study 2's expectation that experienced incivility's effects on well-being would last until the next-morning. As mentioned above, the duration of experienced incivility's effects on negative affect may depend on how targets recover in the evening. Related to this, in two cross-sectional studies Cortina and Magley (2009) examined the coping strategies used by targets of incivility and found that conflict avoidance, minimization and social support seeking were common responses to experienced incivility. Given that we did not investigate this aspect, future diary studies may want to integrate in their measures the coping strategies used by targets in the evening, which would allow better understanding the experienced incivility's lagged effects.

With regard to the buffering role of observed incivility postulated in study 1, the instigators' identity or the type of causal attribution made by targets would provide a clearer vision of the

interplay between experienced and observed incivility. Despite our findings revealed that targets who observe others also being rudely treated tend to suffer less, this buffering effect may depend on whether it was the same instigator or not (i.e., the same instigator would have a stronger buffering effect). Future studies that aimed to examine the role of targets' causal attribution on their stress reaction may want to integrate these aspects in their measurements.

Finally, we faced some methodological issues in study 3 that limit the interpretation of the moderating role of the organizational change. Despite our efforts during the data collection to increase the employees' participation, the final sample sizes of both groups were rather small, which lower the statistical power to capture a moderating effect of the organizational. Moreover, employees in the control condition (i.e., no change) had overall lower level of well-being. Finally, and despite we based our moderation hypothesis on the depletion of resources assumption, we did not measure how employees actually lost/gained resources within the process of organizational change. Then, future studies may want to examine in more details how employees perceive and experience such organizational changes in terms change in resources.

Practical implications

Findings from the present studies may also be translated into some recommendations destined to occupational health specialists. It's worth mentioning that actions aimed to prevent employees from the detrimental effects of experienced incivility can be at both primary and secondary levels of prevention.

First of all, the findings suggest that work stressors may not only trigger enacted incivility but also weaken targets' ability to cope with experienced incivility's effects. In a primary prevention approach aimed to decrease the frequency of enacted incivility, a first recommendation is to minimize, as much as possible, the employees' exposition to work

stressors.

Second, the findings indicate that targets of incivility may start feeling negative emotions already within the same day, meaning that occupational health specialist should intervene rather quickly from the moment they know that uncivil events happened.

Related to this, a third recommendation concerns the potential incivility spiral that targets' anger and perceived injustice are likely to make emerge. To prevent an initial episode of incivility between the target and the instigator from turning into a social exchange of coercive actions that may spread throughout the team, occupational health specialists should pay attention to the presence of hostility among co-workers that may signal the beginning of an incivility spiral.

Although the more efficient strategy is to avoid any uncivil behavior to occur at the workplace, notably by reducing work stressors, it is obvious the latter can't be eliminated from the work organization. Moreover, they are only one antecedent of enacted incivility. Thus, based on the depletion of resources assumption a final recommendation would be to give priority to intervening for targets who work in stressful conditions in order to help them coping with experienced incivility's effects.

Conclusion

Generally, the present research confirms the detrimental effects that a mild form of interpersonal mistreatment like incivility may have on employees' well-being. Specifically, it extends the knowledge on experienced incivility's effects by showing that facing such interpersonal mistreatment may not only trigger negative emotions but also change the way employees feel about themselves.

In addition to that, it emphasizes the importance to consider the context in which employees experience incivility as it may affect both the appraisal of the uncivil event and consequently the stress reaction. On the one hand, the findings indicate that the close social context (i.e., observed incivility) may lead targets to attribute the cause of the experienced uncivil event to external factors, resulting in lower strain. This suggests that experienced and observations of workplace incivility should be investigated together in understanding targets' emotional and behavioural responses. On the other hand, facing stressful work conditions may deplete targets' resources and thus make them vulnerable to experienced incivility's effects, this time resulting in greater strain. Related to this, past research showed that working in low stressful conditions may also exacerbate target's strain, among other reasons because they spend more resources to worry and ruminate about the uncivil event. This suggests that not only having the necessary resources but also efficiently use them is likely to affect employees' stress reaction to experienced incivility. Finally, our findings also suggest that facing work stressors may buffer incivility's effects on job satisfaction, among other reasons because they distract target's attention and thus make the uncivil event less salient. Overall, this reveals that multiple mechanisms may underly the interplay between work stressors and experienced incivility.

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Appendices

Appendix 1

Adiyaman, D. & Meier, L.L. (submitted). Short-Term Effects of Experienced and Observed Incivility on Mood and Self-Esteem.

Manuscript submitted on July 7, 2020 to the journal Work & Stress.

Appendix 2

Adiyaman, D., Meier, L.L., & Zhou, Z.E. (in preparation). Short-Term Effects of Workplace Incivility on Negative Affect and the Moderating Role of Work Stressors: A Replication Study.

Appendix 3

Adiyaman, D. & Meier, L.L. (in preparation). Effects of Customer Incivility on Exhaustion and Job Satisfaction in the context of an Organizational Change.

Appendix 1

Adiyaman, D. & Meier, L.L. (submitted). Short-Term Effects of Experienced and Observed Incivility on Mood and Self-Esteem.

Manuscript submitted on July 7, 2020 to the journal Work & Stress

Short-Term Effects of Experienced and Observed Incivility on Mood and Self-Esteem

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Short-Term Effects of Experienced and Observed Incivility on Mood and Self-Esteem

Research on workplace incivility principally has focused on targets' reactions to uncivil behaviours. Moreover, incivility's consequences have been separately investigated for targets and observers. In the present diary study ($N = 164$), we examined the short-term effects of experienced incivility on targets' angry mood, depressive mood, and self-esteem. Also, we investigated the interplay between experienced and observed incivility in predicting targets' well-being. Specifically, we expected daily observed incivility to buffer the detrimental effects of experienced incivility on depressive mood and self-esteem. Findings revealed that daily experienced incivility positively predicted targets' angry and depressive mood. Moreover, observed incivility did moderate experienced incivility's effects at the between-person level. In line with our assumption, the effects of experienced incivility on depressive mood and self-esteem were weaker for targets who observed frequent incivility. In general, our findings confirm the detrimental effects of experienced incivility on well-being and support the buffering role of observed incivility.

Keywords: Experienced incivility; observed incivility; negative mood; self-esteem; diary study

Workplace incivility is a common antisocial behaviour affecting employees' well-being, attitudes, and behaviours (Schilpzand, De Pater, & Erez, 2016). Previous research has mostly focused on direct targets of incivility, and only a few studies have investigated observers' psychological reactions to events of incivility. In addition, although employees likely both experience and observe incivility in daily life, previous research has focused either on experienced or observed incivility but not both, ignoring the possibility that their interplay might affect targets' psychological reactions to incivility they experience directly (for an exception, see Schilpzand, Leavitt, & Lim, 2016).

The present study offers three contributions to the literature on workplace incivility. First, this study addresses the limits of the single perspective in examining employees' reaction to incivility by shedding light on the interplay between experienced and observed incivility. As we detail below, we argue that the effects of experienced incivility depend on, among other conditions, whether targets also observe other colleagues getting treated rudely. More specifically, based on Kelley's covariation model (Kelley & Michela, 1980), we suggest that the effects of experienced incivility on well-being should be particularly strong when the target is the only victim—in other words, when the target does not observe others getting treated rudely. By taking into account employees' social context, the current study aims to advance knowledge of the boundary conditions for the relationship between daily experienced incivility and psychological strain. Second, this study broadens our understanding of employees' affective reactions to incivility by distinguishing between two specific negative emotions, namely angry and depressive moods. Although previous research mostly focused on general negative mood (Lim, Cortina, & Magley, 2008; Zhou, Yan, Che, & Meier, 2015), scholars have repeatedly called on the field to consider the multidimensionality of mood and to examine specific affective reactions (Bunk & Magley, 2013;

Gooty, Gavin, & Ashkanasy, 2009; Yochi & Lazarus, 2001). Differentiating among specific negative emotions is crucial, because different emotions lead to specific behaviours. For example, Porath and Pearson (2012) showed that anger was most strongly related to aggressive behaviours, whereas sadness led to withdrawal. In addition, and based on Smith and Lazarus (1990), experiencing and observing incivility are negative events that are likely to trigger different affective reactions. Extending previous research that examined specific affective reactions among targets of incivility (Bunk & Magley, 2013; Porath & Pearson, 2012), the current study aims to examine targets' specific and short-term affective reactions to incivility. Third, it expands our knowledge of the effects of experienced incivility by assessing its impact on employees' self-esteem. Although self-esteem has largely been ignored as an outcome in stress research for a long time, it has more recently attracted scholars' interest (Bai, Lin, & Wang, 2016; Semmer, Jacobshagen, Keller, & Meier, 2019; Sonnentag & Lischetzke, 2018), because, among other reasons, self-esteem is an important predictor of individuals' psychological well-being (Sowislo & Orth, 2013) and work-related outcomes (Kuster, Orth, & Meier, 2013). Thus, this study aims to explore the potential effects of incivility on self-esteem.

Introduction

Workplace Incivility and Psychological Well-being

Workplace incivility is a social stressor defined by Andersson and Pearson (1999) as “low-intensity deviant behaviour with ambiguous intent to harm the target, in violation of workplace norms for mutual respect” (p. 457). Uncivil behaviours may thwart employees' basic psychological needs like the need to be respected and appreciated and to belong to a significant group, and thus may lead to poor psychological well-being such as negative mood (Lim et al., 2008; Zhou et al., 2015). Whereas most studies have focused on general negative mood, some have considered its multidimensionality and shown that anger was the most common reaction to experienced incivility

(Bunk & Magley, 2013; Porath & Pearson, 2012). Interestingly, targets only rarely reported feelings of sadness in a study where participants described their feelings regarding an uncivil event that bothered them the most in the last year (Bunk & Magley, 2013). Based on this, Bunk and Magley (2013) raised the question of “whether fear and sadness are useful emotions to use when investigating reactions to incivility” (p. 100). However, based on the theoretical work of Yochi and Lazarus (2001), we believe that both anger and sadness are critical emotional states employees are likely to experience when facing incivility.

Effects of Experienced Incivility

The Effect of Experienced Incivility on Negative Mood

According to the transactional model of stress (Folkman & Lazarus, 1984), individuals affectively react to events perceived as threatening to their well-being. Of particular interest, negative events may harm specific psychological needs and, consequently, trigger different affective reactions. Considering that experienced incivility is likely to thwart the need to be both respected and appreciated by others, we expect that it triggers both angry mood and depressive mood.

Angry Mood

Uncivil behaviours signal disregard for the target’s person or behaviours, which may be particularly harmful to the target’s ego (Baumeister, Smart, & Boden, 1996). According to Smith and Lazarus (1990), anger is likely to arise when individuals feel offended by the instigator and think that they did not deserve to experience such mistreatment. Therefore, anger constitutes an affective response to an ego threat that is perceived as not self-caused.

Related to this, Caza and Cortina (2007) found that employees perceived uncivil behaviours as unfair because they violate the norm of reciprocity for mutual respect. According to justice research, anger is a common affective response to a situation perceived as unfair (Mikula, Scherer,

& Athenstaedt, 1998). This is consistent with the incivility spiral proposed by Andersson and Pearson (1999), which posits that, among employees, an initial uncivil behaviour, perceived as derogatory and unfair by targets, may trigger angry feelings against the injuring party and paves the way for an exchange of multiple coercive behaviours. In line with these theoretical frameworks, Bunk and Magley (2013) found that experienced incivility was positively related to anger. Therefore, based on theory and empirical findings, we hypothesize:

Hypothesis 1a: Experienced incivility is positively related to angry mood.

Depressive Mood

Although experienced incivility may trigger negative emotions towards the instigator such as anger, it may also induce negative emotions towards oneself. According to Smith and Lazarus (1990), individuals who feel at least partially responsible for a stressful situation and hence attribute the cause of such a situation to their personal characteristics or past behaviours are likely to feel sadness and depression. Baumeister et al. (1996) consistently stated that when individuals internalize the negative appraisal an instigator directs at them, they may blame themselves, resulting in helplessness and sadness. Feelings of sadness may also arise when individuals experience or anticipate the loss of an important resource to their personal well-being. As acts of incivility are derogatory and therefore signal threats to one's social standing—an important resource (Hobfoll, 2001)—targets may feel sadness.

In line with these theoretical frameworks, some cross-sectional studies have found a positive relationship between experienced incivility and depressive mood (Cortina, Magley, Williams, & Langhout, 2001; Lim et al., 2008; Porath & Pearson, 2012). But, as mentioned above, targets of incivility only rarely reported feelings of sadness in Bunk and Magley's (2013) study where participants were asked to report an uncivil event happening in the last year that most bothered them. In that study, they retrospectively reported their feelings about a specific event. However,

research on memory and emotions shows that episodic memory fades over time and individuals increasingly rely on other information to reconstruct how they must have felt in the past (Ross, 1989; Schacter, 2001). It is therefore possible that the reconstructive process may result in biased reports of the intensity and quality of the experienced emotion. To overcome this potential methodological issue and to capture the effect of incivility on fleeting feelings, we used an experience sampling approach. Based on theory and these previous empirical findings, we hypothesize:

Hypothesis 1b: Experienced incivility is positively related to depressive mood.

The Effect of Experienced Incivility on Self-Esteem

Acts of incivility may not only impair targets' mood but also affect how targets think about themselves. Research on more intense forms of antisocial behaviour demonstrated that employees who experienced interpersonal conflict and petty tyranny reported lower levels of self-esteem (Ashforth, 1997; Frone, 2000). One might wonder, however, whether milder forms of antisocial behaviours, such as incivility, may also impact targets' self-esteem in the short run. Although organizations still have the tendency to underestimate the detrimental effects of incivility (Huy, 2016), we argue that not only intense forms of mistreatment but also daily experiences of incivility might affect how targets evaluate their overall worth as a person.

Self-esteem has both a stable and a fluctuating aspect, the first corresponding to an individual's tendency to have general low or high self-esteem (trait self-esteem), whereas the second (state self-esteem) represents the intraindividual variation in self-esteem relative to his or her usual level. Although for a long time stress research mainly focused on the trait of self-esteem as resource to cope with stressful events (De Longis, Lazarus, & Folkman, 1988), more recent studies have shown

that state self-esteem varies as a function of daily interpersonal negative events such as abusive supervision (Burton & Hooper, 2006; Ferris, Spence, Brown, & Heller, 2010).

According to the stress-as-offense-to-self approach (Semmer, Jacobshagen, Meier, & Elfering, 2007), derogatory behaviours represent a threat to one's social self-esteem. Sociometer theory (Leary & Baumeister, 2000) consistently argues that individuals interpret others' behaviours so as to evaluate their own social standing within the group and that self-esteem is particularly sensitive to this evaluation. Specifically, self-esteem tends to increase as individuals feel valued and accepted by others and conversely decreases when they feel devalued or rejected. Based on these theoretical frameworks and the findings of Caza and Cortina (2007), which showed that targets of incivility feel socially excluded, we hypothesize:

Hypothesis 1c: Experienced incivility is negatively related to self-esteem.

Interplay Between Experienced and Observed Incivility

Existing research suggests that individuals react differently to experienced incivility depending on their personality traits (e.g., emotional stability and locus of control; Zhou et al., 2015) and work characteristics (e.g., social support; Miner, Settles, Pratt-Hyatt, & Brady, 2012). Extending this line of research, we expect that targets' social context also impacts their affective reaction to the experience of incivility. More specifically, we assume that the effects of experienced incivility depend on whether the target also observes other colleagues getting treated rudely or not.

Previous research on workplace incivility has largely focused on the direct experience of incivility; the number of studies examining observed incivility is rather small (for an overview, see Schilpzand, De Pater, et al., 2016). The few existing studies on observed incivility were mainly interested in testing whether observing incivility may have similar detrimental effects as directly experiencing it and found that observing incivility was related to negative affect, emotional

exhaustion, job dissatisfaction, lower performance, and counterproductive work behaviours (Ferguson & Barry, 2011; Miner-Rubino & Cortina, 2007; Porath & Erez, 2007; Totterdell, Hershcovis, Niven, Reich, & Stride, 2012). In this study, we considered the buffering role of observed incivility on the effects of experienced incivility.

The degree to which targets will feel depressed and worthless after having been rudely treated likely depends on who is perceived as responsible for the mistreatment. Previous research on antisocial behaviour suggests that targets often tend to blame themselves when making sense of the instigator's misconduct (Garnefski, Kraaij, & Spinhoven, 2001), which then may lead to depressive symptoms and low self-esteem (Bowling & Beehr, 2006). Of importance for the present study, the attribution of blame likely depends on the social context. According to Kelley's covariation model (Kelley & Michela, 1980), when a negative event is experienced by many people (i.e., distinctiveness is low), then targets tend to seek the causes of that negative event outside themselves. In line with this reasoning, in an experimental study, targets of incivility blamed themselves less when the instigator behaved rudely towards both the target and other team members than when the target was the only victim (Schilpzand, Leavitt, et al. (2016). Similarly, in a recent field study, the effect of experienced incivility on self-blame was weaker for employees who observed high levels of incivility towards their colleagues than for employees who observed little incivility (Tong, Chong, & Johnson, 2019). Thus, when targets of incivility observe others also being treated rudely (i.e., they are not the only victim), they blame themselves less for the event—and hence they should feel less sad and worthless than if they were the sole target.

Based on theory and these first empirical findings, we therefore assume that the effect of experienced incivility on depressive mood and self-esteem depends on the level of observed incivility towards others at work. More specifically, we hypothesize:

Hypothesis 2: The effect of experienced incivility on (a) depressive mood and (b) self-esteem is weaker when observed incivility is high than when it is low.

In sum, the present research examined the short-term effects of experienced incivility on angry mood, depressive mood, and state self-esteem. Moreover, we investigated whether the effects of experienced incivility depend on the level of observed incivility. Given that mood and self-esteem are fleeting states that may fluctuate quickly, we conducted a diary study. Various scholars have noted that diary studies focusing on short-term fluctuations within individuals are particularly well suited to examining psychological processes (Hamaker, 2012; Spector & Meier, 2014).

Method

Participants and Procedure

Two hundred and forty Swiss employees in diverse professional fields, including marketing, education, healthcare, and administration, working at least 25 hours per week (60% of fulltime employment), were recruited with the help of master's-level students and invited to participate in a diary study. Participants were first sent a link to their email addresses to fill in a baseline survey. The next Monday, they started the diary study by filling in two daily surveys over a period of 10 workdays (weekend days excluded). Specifically, the morning survey (sent at 6:00 a.m. each workday) measured morning angry mood, depressive mood, and self-esteem, and participants filled it out before starting to work. The end-of-work survey (sent at 4:00 p.m.) measured end-of-work angry mood, depressive mood, and self-esteem as well as experienced and observed incivility, and participants filled out this survey before leaving the workplace. Participants could fill in the daily surveys within a window of four hours. Finally, at the end of the data collection, participants were offered individual feedback and took part in a drawing to win a gift card worth 100 Swiss francs.

In the initial sample, 27 out of the 240 participants did not fill in the baseline survey (response rate: 89%). Moreover, 8 participants were omitted from the analyses due to incompatibility with the eligibility criteria (i.e., working less than 25 hours per week) and 41 due to providing insufficient daily data (i.e., completing fewer than three end-of-work surveys), resulting in a final sample size of 164 participants, who filled in 1,380 morning and 1,283 end-of-work surveys (response rates of 84% and 78%, respectively).

Fifty-seven percent of the participants were women, with a mean age of 32.74 years ($SD = 11.68$) and mean tenure in the current job of 5.91 years ($SD = 8.81$). Educational degrees varied from secondary school diplomas to doctorate degrees (with 62% having any university degree). Twenty-six percent were supervisors, and average working hours per week was 41.05 hours ($SD = 4.92$).

Measures

The original English scales were translated into French by a research assistant fluent in French and were back translated into English by a native English speaker. Divergences between translations were discussed to define the more relevant french translation.

Daily Experienced Incivility. We assessed experienced incivility using three items from Hershcovis, Ogunfowora, Reich, and Christie (2017). At the end of the workday, participants indicated how often they personally experienced incivility during the day. A sample item was “Today, have you been in a situation where your supervisor or a colleague ignored you?” Responses ranged from *never* (1) to *many times* (5). Within-person reliability, calculated according to Shrout and Lane (2012), was .60.

Daily Observed Incivility. We assessed observed incivility using the same three items we used for experienced incivility but adapted them to the bystander’s perspective. At the end of the

workday, participants indicated how often they observed incivility during the day. A sample item was “Today, have you observed or been told of a situation in which your supervisor or a colleague ignored someone?” Responses ranged from *never* (1) to *many times* (5). Within-person reliability was .70.

State Angry Mood. We assessed angry mood using three items from the Profile of Mood States scale (POMS) from McNair, Lorr, and Droppleman (1981) (item selection by Cranford et al. [2006]). In the morning and before leaving work, participants indicated the extent to which they felt “angry,” “resentful,” and “annoyed.” Responses ranged from *not at all* (1) to *extremely* (5). Within-person reliability estimates of morning and end-of-work measures were .63 and .76, respectively.

State Depressive Mood. We assessed depressive mood using three items from the Profile of Mood States (POMS), with item selection by Cranford et al. (2006) and McNair et al. (1981). In the morning and before leaving work, participants indicated the extent to which they felt “sad,” “hopeless,” and “discouraged.” Responses ranged from *not at all* (1) to *extremely* (5). Within-person reliability estimates of morning and end-of-work measures were .68 and .71, respectively.

State Self-Esteem. We assessed state self-esteem using five items from the self-esteem scale from Rosenberg, Schooler, and Schoenbach (1989). In the morning and before leaving work, participants indicated how they felt about themselves. A sample item was “At the moment, I am satisfied with myself.” Responses ranged from *not at all* (1) to *extremely* (5). Within-person reliability estimates of morning and end-of-work measures were .50 and .54, respectively.

Results

Data Analysis

Results from null models indicate that the within-person variances of the Level 1 variables

ranged from 32% to 70%, showing that there is considerable fluctuation in employees' well-being over the course of two weeks. The main objective of the current study was to examine short-term effects of incivility on well-being at the within-person level. Therefore, all (daily) predictors were person-mean-centered, implying that the coefficients for these variables reflect the effect of a person being above or below (e.g., experiencing more or less incivility) his or her own mean for that variable across days. Thus, between-person variance in these variables was removed, and an interpretation of the results in terms of stable differences between persons could be ruled out (Ilies, Schwind, & Heller, 2007). Average levels of experienced and observed incivility, however, are neglected by person-mean-centering.

Although it was not the main focus of the present study, we also examined the effect of interindividual differences with respect to level of experienced and observed incivility. According to various authors (e.g., Dalal, Bhave, & Fiset, 2014; Hamaker, 2012), it is critical to consider within-person and between-person relationships simultaneously, because the relationship between two constructs at the within-person level may differ from the relationship between the analogous constructs at the between-person level in size or sign. To test the effect on the between-person effects, we used the aggregated daily measures of experienced and observed incivility as between-person variables, which were grand-mean-centered.

To model change and to account for the auto-regressive effects of the outcomes (i.e., mood and self-esteem), we controlled for mood and self-esteem in the morning. We used the restricted maximum-likelihood procedure to estimate the fixed and random parameters. In particular, we modelled experienced and observed incivility as random slopes and the interaction effects as well as the control variables (i.e., well-being in the morning) as fixed slopes. We used two-tailed tests for testing our hypotheses.

Testing of Hypotheses

Descriptive statistics and correlations for the main study variables appear in Table 1. Of particular interest, within-person experienced incivility was positively related to end-of-work angry mood and depressive mood and negatively related to end-of-work self-esteem.

[Insert Table 1 about here]

Results from multilevel regression analyses appear in Table 2. Within-person, and in line with hypotheses 1a and 1b, daily experienced incivility positively predicted end-of-work angry mood ($B = 0.63, p < .001$) and depressive mood ($B = 0.27, p = .014$), controlling for morning states. However, it did not predict end-of-work self-esteem ($B = -0.13, p = .116$), thus hypothesis 1c was not supported. Moreover, daily observed incivility did not moderate the effects of experienced incivility on end-of-work depressive mood and self-esteem. For this reason, hypothesis 2 was not supported.¹

With regard to between-person effects, aggregated experienced incivility was positively related to angry mood ($B = 0.84, p < .001$) and depressive mood ($B = 0.98, p < .001$) and negatively related to self-esteem ($B = -0.85, p = .003$). Moreover, and in line with our assumption, there were significant interactions between observed and experienced incivility for depressive mood and self-esteem. Simple slope tests, using the computational tool for probing interactions in multilevel modelling from Preacher, Curran, and Bauer (2006), indicated that the effect of experienced incivility on depressive mood was weaker among targets who reported high observed incivility ($B = 0.81, p < .001$) than among those targets who reported low observed incivility ($B = 1.15, p < .001$; see Figure 1, left side). Similarly, the effect of experienced incivility on self-esteem was

¹ We did not hypothesize an interaction effect between experienced and observed incivility for angry mood; nevertheless, we tested this effect in an exploratory manner. The interaction effect for angry mood as outcome was not significant, neither at the within- nor at the between-person level.

weaker among targets who reported high observed incivility ($B = -0.67, p < .001$) than among those who reported low observed incivility ($B = -1.03, p < .001$; see Figure 1, right side).

[Insert Table 2 and Figure 1 about here]

Discussion

This study aimed to examine the effects of experiencing workplace incivility on targets' psychological well-being and whether observing co-workers being treated rudely may alter the targets' reactions. Our findings indicate that targets of incivility likely experience both angry and depressive mood. Addressing Bunk and Magley's (2013) question of the usefulness of studying sadness when investigating reactions to incivility, we therefore believe it is worth studying depressive mood (sadness being a part of it) in the context of incivility. That said, it is worth mentioning that, consistent with past research (Bunk & Magley, 2013), the effect of experienced incivility on anger was stronger than on depressive mood (for anger: $B = 0.63, \beta = .27$; for depressive mood: $B = 0.27, \beta = .12$). Moreover, observed incivility was related only to angry mood, thus, arguably, anger is a key emotion in the context of workplace incivility.

Unexpectedly, experienced incivility was unrelated to self-esteem at the end of the workday, in contrast with other studies showing that interpersonal conflicts may negatively affect employees' self-esteem (Frone, 2000). Our findings therefore suggest that rather mild forms of interpersonal mistreatment like uncivil behaviours mainly trigger negative emotions but do not affect how targets evaluate themselves, at least not in the short run. It is plausible to assume that the process that leads targets to feel socially rejected requires time, and single episodes of incivility are unlikely to threaten one's self-esteem. However, a more chronic exposure to incivility may cause feelings of social rejection and a drop in self-esteem. In line with this reasoning, experienced incivility was associated with depressive mood and self-esteem at the between-person level. Thus, individuals

who generally experienced high levels of incivility not only reported higher levels of depressive mood but also lower levels of self-esteem than individuals who experienced low levels of incivility.

On the between-person level, we also found the postulated interaction effect of experienced and observed incivility. For targets who often observed others being treated rudely, the effect of experienced incivility on depressive mood and self-esteem was weaker than for targets who rarely observed others being mistreated. This finding is in line with the findings of Schilpzand, Leavitt, et al. (2016) and Tong et al. (2019) and provides support for Kelley and Michela's (1980) model of attribution. Targets of incivility who know they are not the only victims likely attribute the mistreatment to an external cause (e.g., the perpetrator) and hence are less likely to question their own social standing and worth. Interestingly, we did not find these buffering effects on the daily level. One explanation for this unexpected finding might be that on a daily basis, targets mainly focus on their personal experience with incivility and do not pay much attention to others' experiences. However, across days, they may become more attentive and include information concerning their close social context in their attributions. Overall, these findings highlight the existence of an interplay between experienced and observed incivility in predicting targets' well-being and the importance of taking into account the close social context in which employees experience incivility.

The present findings also have practical implications, and recommendations based on them can guide occupational health professionals' practice. First, the findings corroborate past research showing that workplace incivility has detrimental effects on targets' psychological well-being, which implies that managers should rapidly intervene to keep strain from developing among workers. Second, given the predominance of anger, regularly measuring the level of counterproductive work behaviours among co-workers would allow the supervisors to detect the

beginning of a potential incivility spiral. Finally, because uncivil behaviours trigger anger among observers as well as among targets, actions aimed at reducing incivility should be made visible to all employees in order to prevent a secondary spiral that spreads incivility throughout the organization.

Limitations and Directions for Future Research

A limitation of this research concerns the temporal dynamic of the stressor-strain relationship. We measured negative mood and self-esteem in workers before they left the workplace, which includes a time lag between the moment when workers experienced workplace incivility and the moment when they reported on their well-being. However, we cannot be sure whether the change in well-being was caused by the experience of incivility or whether well-being actually changed before the event happened. To pinpoint the temporal order, future research may either use an experimental study design (Porath & Erez, 2007) or a daily diary study design with a combination of a time-based design (with repeated measures of well-being) and an event-based design where participants are invited to record their emotional states just after having experienced incivility (see Bolger, Davis, & Rafaeli, 2003). Second, the within-person reliability of the self-esteem measure was low, which may explain why we found no effect of incivility on self-esteem at the within-person level. It is noteworthy that we used an established measure of self-esteem (Rosenberg et al., 1989) that has been used in diary studies in social psychology (e.g., Nezlek & Gable, 2001) and work psychology (e.g., Eatough et al., 2016). That said, Rosenberg's measure was developed to capture stable interindividual differences in self-esteem. Although we adapted the instruction to measure a state ("At the moment, ..."), the items may not be optimal for capturing short-term variation in self-esteem across occasions (for a related discussion of the measurement of within-person variation in affect, see Brose, Schmiedek, Gerstorf, & Voelkle [2020]). Therefore, future studies may use a measure that has been developed to capture state self-esteem, such as the

instrument by Heatherton and Polivy (1991), that also has been used in workplace diary studies (e.g., Sonnentag & Lischetzke, 2018). Finally, although our findings on the between-person level suggest that the level of observed incivility may affect the association between experienced incivility and targets' depressive mood and self-esteem, we did not examine the underlying mechanisms. Although we built our assumptions on previous theoretical (Kelley & Michela, 1980) and empirical work (Schilpzand, Leavitt, et al., 2016; Tong et al., 2019) on the attribution of blame, we did not measure it. Future research may therefore assess targets' attribution (e.g., blaming the self-versus the perpetrator) and capture more details about the episode of incivility (e.g., the identity of the perpetrator, whether targets experienced incivility from multiple perpetrators or multiple times from the same perpetrator).

Conclusion

The current study confirmed the harmful effects of daily experienced incivility on targets' emotional well-being by showing that such incivility is linked to distinct negative emotions. Moreover, the study revealed the existence of an interplay between experienced and observed incivility, pointing out the importance of considering the close social context in understanding targets' reactions to incivility.

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Table 1. Means (*M*), Standard Deviations (*SD*), and Correlations for Main Study Variables Within Each Level

Variable	<i>M</i>	<i>SD</i> _{L1}	<i>SD</i> _{L2}	ICC	1	2	3	4	5	6	7	8
1. Experienced incivility	1.09	0.24	0.26	0.46		.33*	.05	.03	.01	.32*	.18*	-.13*
2. Observed incivility	1.15	0.34	0.29	0.36	.64*		.02	.01	-.04	.13*	.06	-.03
3. Morning angry mood	1.16	0.34	0.26	0.30	.59*	.32*		.29*	-.25*	.14*	.12*	-.03
4. Morning depressive mood	1.25	0.38	0.39	0.46	.29*	.14	.60*		-.36*	.13*	.23*	-.10*
5. Morning self-esteem	4.11	0.34	0.51	0.68	-.20*	-.07	-.22*	-.54*		-.06	-.09*	.17*
6. End-of-work angry mood	1.21	0.42	0.41	0.39	.69*	.46*	.80*	.44*	-.22*		.45*	-.24*
7. End-of-work depressive mood	1.27	0.43	0.41	0.41	.42*	.24*	.62	.84*	-.53*	.59*		-.40*
8. End-of-work self-esteem	4.14	0.38	0.50	0.62	-.19*	-.07	-.21*	-.49*	.91*	-.22*	-.57*	

Note. *SD*_{L1} = standard deviations within-person, *SD*_{L2} = standard deviations between-person. Between-person correlations are below the diagonal, within-person correlations are above the diagonal.

Level 1 *N* = 1,165-1,380; Level 2 *N* = 164.

* *p* < .05 (two-tailed)

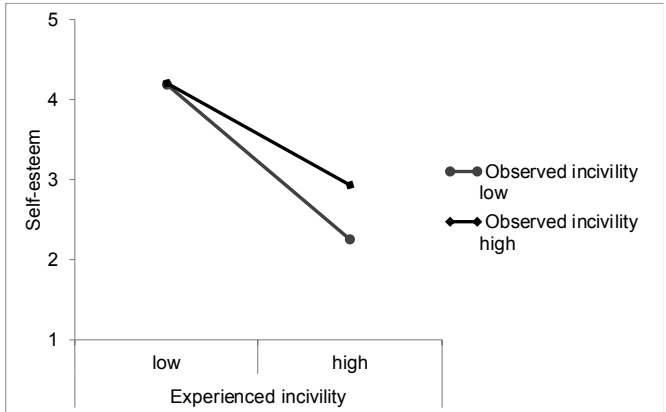
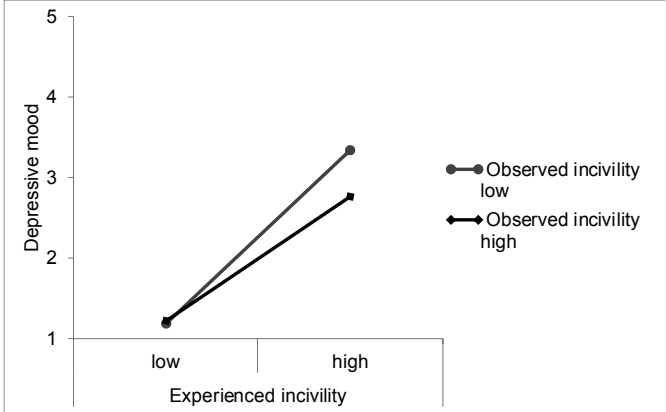
Table 2. Multilevel Analyses Predicting Angry Mood, Depressive Mood, and Self-Esteem

	Angry mood		Depressive mood		Self-esteem	
	<i>B</i>	<i>SE B</i>	<i>B</i>	<i>SE B</i>	<i>B</i>	<i>SE B</i>
Intercept	1.22*	0.02	1.31*	0.03	4.10*	0.04
Within-person effects						
DV in the morning	0.12*	0.04	0.27*	0.03	0.16*	0.04
Experienced incivility	0.63*	0.11	0.27*	0.11	-0.13	0.08
Observed incivility	0.14*	0.04	0.04	0.04	-0.02	0.04
Experienced x observed incivility	-0.15	0.09	-0.09	0.09	0.03	0.08
Between-person effects						
Experienced incivility	0.84*	0.17	0.98*	0.21	-0.85*	0.28
Observed incivility	0.05	0.10	0.02	0.13	0.09	0.18
Experienced x observed incivility	0.16	0.14	-0.61*	0.19	0.65*	0.26

Note. DV = dependent variable. Main effects of experienced incivility and observed incivility were set as random and the interaction term as fixed.

* $p < .05$ (two-tailed)

Figure 1. Interaction between experienced and observed incivility in predicting depressive mood and self-esteem at the between-person level.



Appendix 2

Adiyaman, D., Meier, L.L., & Zhou, Z.E. (in preparation). Short-Term Effects of Workplace Incivility on Negative Affect and the Moderating Role of Work Stressors: A Replication Study.

Short-Term Effects of Workplace Incivility on Negative Affect and the Moderating Role of Work Stressors: A Replication Study.

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Short-Term Effects of Workplace Incivility on Negative Affect and the Moderating Role of Work Stressors: A Replication Study

Past research demonstrated that experiences of incivility may have short-term effects on employees' well-being and even last across time, notably depending on the available resources to cope. While resources are crucial, they may be depleted by multiple work stressors and therefore impede targets of incivility to efficiently cope. However, past research mainly focused on the beneficial role of resources that may help targets to cope, thus neglecting the factors likely to deplete resources and so make them vulnerable to experienced incivility' effects. Based on this, we conducted a diary study ($N=245$) to examine the lagged effects of experienced incivility on end-of-work, bedtime and next-morning negative affect. Also, we investigated the exacerbating role of two work stressors, namely workload and organizational constraints. Drawing on the depletion of resources assumption, we expected the relationship between experienced incivility and negative affect to be stronger at high levels of work stressors. In line with past research, our findings showed that experienced incivility positively predicted end-of-work negative affect. However, we failed to find lagged effects on bedtime and next-morning negative affect. With regard to the exacerbating role of work stressors, we found that chronic workload did exacerbate experienced incivility's effects on end-of-work negative affect. Similarly, daily workload did exacerbate experienced incivility's effects on bedtime and next-morning negative affect. However, nor chronic neither daily organizational constraints did affect experienced incivility's effects. In general, our findings suggest that targets of incivility cope rather quickly with experienced incivility's effects. Moreover, they suggest that workload may make employees particularly vulnerable to experienced incivility's effects.

Keywords: Experienced incivility; negative affect; resources; diary study; replication

Research on workplace incivility demonstrated the detrimental effects of experienced incivility on employee's emotional well-being (Schilpzand et al., 2016), notably because it thwarts fundamental psychological needs such as the need to be respected and appreciated by the others. Related to this, the Conservation of resources theory (Hobfoll, 1989) argues that individuals invest efforts in preserving their resources and are likely to feel stressed when they experience or even anticipate a significant loss of resources. As uncivil behaviors threaten the target's resources such as having a valuable social status in the team or feeling positive affect towards oneself, targets are likely to feel psychological distress.

Of particular interest, having resources is central to cope with experienced incivility and previous studies found that targets of incivility with high internal (e.g., emotional stability, Zhou et al., 2015) and situational (e.g., social support, Miner et al., 2012) resources tend to cope better with such interpersonal mistreatment. However, employees may face multiple stressors in their working life, each of them depleting some resources. Then, it's likely to expect that employees who face multiple stressors will have depleted resources to efficiently cope with experienced incivility's effects, resulting in greater strain compared to those working in less stressful conditions whose resources are preserved. Although most research focused on the role of resources that help targets to cope with incivility (i.e., factors that buffer experienced incivility's effects), little is known about the role of stressors that deplete targets' resources and weaken the ability to cope (i.e., factors that exacerbate experienced incivility's effects) (Cortina et al., 2017). Among them, Zhou et al. (2015) found that employees with high organizational constraints were more likely to feel negative affect related to experienced incivility. However, and contrary to their assumption, negative affect was also stronger among targets with low workload. Related to this unexpected

finding, the challenge-hindrance stressors framework (Cavanaugh et al., 2000) suggests that unlike hindrance stressors that are perceived as threatening the work goals achievement (such as organizational constraints), challenge stressors (such as workload) may be associated to positive outcomes such as personal growth (Lepine et al., 2005). Therefore, although employee will invest efforts to cope with a high workload, they might perceive such efforts as an opportunity to get positive outcomes, which consequently may lead to positive affect. Given that resources are central to cope with daily incivility, we believe it is important to better understand the role of situational factors that deplete targets' resources, thus making them more vulnerable to experienced incivility's effects.

Based on Zhou et al. (2015) mixed findings, we aim to replicate and extend their study and offer three contributions to the existent literature. Firstly, we are not sure about how solid our knowledge on the interplay between work stressors and experienced incivility's effects is (Zhou et al. (2015)'s study had low statistical power to detect the moderating effects of work stressors). By replicating an original study and increasing the sample size, we aim to improve the knowledge on the boundary conditions of experienced incivility's effects. Secondly, based on the depletion of resources assumption, Zhou et al. (2015) examined the moderating role of chronic work stressors on the daily relationship between experienced incivility and negative affect. However, the stress literature suggests that fluctuating – just as chronic – work stressors might as well deplete employees' resources and lead to poor well-being (Eckenrode, 1984). By considering both the chronic and daily level of work stressors, we aim to broaden our knowledge on the interplay between work stressors and experienced incivility. Thirdly, previous diary studies have shown that daily stressors' effects on employees 'strain may last until the next day (Ohly et al., 2010). Drawing on the Effort-Recovery model (Meijman & Mulder, 1998), the recovery process leading targets to replenish their resources may take some time, especially when they tend ruminate about the mistreatment they

experienced in the evening, thus prolonging strain. In addition, although employees may be motivated to regulate their negative affect at the workplace, they might fail to maintain the efforts once they get home. By examining the lagged effects of experienced incivility on negative affect at the end-of-work, bedtime and the next morning, we aim to better understand experienced incivility's effects over time.

Introduction

The relationship between experienced incivility and negative affect

Workplace incivility is a social stressor defined by Andersson and Pearson (1999) as "low intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect" (p.457). Uncivil behaviors thwart the individual's needs to be respected and appreciated by the others, which is likely to trigger psychological distress (Folkman & Lazarus, 1984). Furthermore, being treated in a rude way may signal to targets that their social status – an important resource – is compromised. Drawing on the Conservation of Resources (Hobfoll, 2001), this loss of actual resources is likely to cause stress. In line with this, previous diary studies found that experienced incivility was positively related to end-of-work negative affect (Beattie & Griffin, 2014; Tremmel & Sonnentag, 2018; Zhou et al., 2015). Interestingly, past research highlighted that short-term stressors' effects may last over time (Ohly et al., 2010) but mixed findings exist in the literature. While some studies found that daily experienced incivility was positively associated with next-morning affective distress (Park et al., 2015; Wang et al., 2013) and negatively associated with next-morning recovery state (Nicholson & Griffin, 2015), some others did not find such lagged effects (Tremmel & Sonnentag, 2018). Related to this, Meier and Gross (2015) suggested that negative affect may rapidly vanish about two hours following the experience of an uncivil behavior. In line with this, previous studies that investigated the duration of interpersonal conflicts'

effect on affective distress found that the effect lasted only few hours and disappeared the next-day (Ilies et al., 2011; Meier et al., 2013).

These mixed findings indicate that how long do incivility's effects last may depend on the resources available to recover. In their meta-analysis, Ford et al. (2014) suggest that strain is likely to persist when employees lose resources to cope with stressors and struggle to rebuild them. For example, past studies have shown that targets of incivility ruminated about what occurred at work once they quitted the workplace (Demsky et al., 2019; Wang et al., 2013), which in turn was positively related to next-morning negative affect (Wang et al., 2013). With regard to the restorative role of sleep, Zhang et al. (2017) found that when employees experienced emotional dissonance but slept longer than usual, next-morning fatigue was weaker than when sleep hours were shorter, controlling for the previous morning state of fatigue. These findings suggest that employees who lack the resources to recover from stressors' effects (notably, because they poorly detach form work and ruminate) are likely to longer feel stressed compared to those who have more resources.

Based on past research that found lagged effects of experienced incivility on negative affect and previous studies showing that targets tend to ruminate and worry about such mistreatment after work (Pereira et al., 2012; Wang et al., 2013), we aim to shed light on how long do targets' negative affect last and assume the following hypothesis:

Hypothesis 1: Within-person, daily workplace incivility experience will positively predict negative affect at (a) the end-of-work, (b) bedtime, and (c) the next morning, after controlling for morning negative affect.

Moderating role of work stressors

As cited above, past research mainly focused on the role of resources – personal and social – that buffer experienced incivility’s effects but we know little about the role of stressors that may exacerbate such effects. Indeed, resources are limited so targets of incivility who are exposed to multiple stressors may lack the resources to successfully cope with experienced incivility’s effects. Based on the Conservation of resources theory (Hobfoll, 1989), it’s plausible to expect that having to face multiple work stressors will make employees more vulnerable to incivility’s effects because of depleted resources, resulting in higher level of strain.

Providing support to the depletion of resources assumption, Serido et al. (2004) found that the daily relationship between work hassles and psychological distress was stronger among employees with high home stressors. With regard to the exacerbating role of job stressors, Gross et al. (2011) demonstrated that the daily relationship between work negative events and fatigue was stronger among employees with high social stressors. Specifically related to experienced incivility’s effects, Sguera et al. (2016) found that the relationship between experienced incivility and turnover intentions was stronger among employees with high role ambiguity. Of particular interest, Zhou et al. (2015) found that the daily relationship between experienced incivility and negative affect was stronger among employees with high chronic organizational constraints. However, they also found that the relationship was stronger among employees with low chronic workload. Related to this last unexpected finding, one might wonder whether facing peaks of workload, just as working with chronic workload, may deplete employees’ resources and thus exacerbate experienced incivility’s effects. For example, Meier and Gross (2015) found that situational (i.e., state exhaustion) but not stable (i.e., trait self-control) self-regulatory capacities did exacerbate the daily relationship between experienced and instigated incivility. Based on this and given that we aim to replicate Zhou et al. (2015)’s study, we focused on the moderating role of workload and organizational

constraints which are common work stressors (Pindek et al., 2019) and considered them on both a chronic and daily level.

Workload

Workload is a common work stressor which represents the amount of work that is required to be done by employees. Meeting many demands at the workplace may be resources consuming and previous research have shown that workload positively related to strain (De Gieter et al., 2018; Widmer et al., 2012).

Drawing on the depletion of resources assumption, Zohar et al. (2003) found that the daily relationship between goal disruptive events and negative affect was stronger on days with high workload compared to days with low workload. Nevertheless, Zhou et al. (2015) found the opposite pattern with experienced incivility, meaning that the daily relationship with negative affect was stronger among employees with low workload. This unexpected finding may be explained by the challenge-hindrance stressors framework (Cavanaugh et al., 2000) which argues that the stressor-strain relationship is likely to depend on whether individuals appraise the stressor's outcomes as positive or negative. For instance, hindrance stressors are demands perceived by employees as threatening the work goals achievement (i.e., negative outcomes) and have been associated with poor well-being like decreased motivation and performance. In contrast, challenge stressors are perceived as obstacles that may still lead to positive outcomes like personal growth or promotion (Lepine et al., 2005). So, although employees who are exposed to a high workload may feel negative affect as they experience or anticipate a loss of resources (e.g., energy or control over the tasks) they may also feel positive affect due to the anticipated positive outcomes. Yet, mixed findings exist in the literature as previous studies found that workload was positively (e.g., job satisfaction, Cavanaugh et al., 2000) and negatively (e.g., strain, De Gieter et al., 2018; Widmer et al., 2012) related to well-being.

Given that workload is resources consuming and based on previous studies showing a positive relationship with strain, we expect that it will deplete targets of incivility's resources and therefore exacerbate experienced incivility's effects. Based on this and our aim to consider the moderating role of work stressors on both the chronic and daily level, we assume the following hypotheses:

Hypothesis 2: Chronic workload will moderate the positive relationship between daily experienced incivility and negative affect at (a) the end-of-work, (b) bedtime, and (c) the next morning. More specifically, the daily relationship will be stronger for employees with high chronic workload compared to employees with low chronic workload.

Hypothesis 3: Daily workload will moderate the positive relationship between daily experienced incivility and negative affect at (a) the end-of-work, (b) bedtime, and (c) the next morning. More specifically, the daily relationship will be stronger when daily workload is high compared to low.

Organizational constraints

As a hindrance stressor, organizational constraints consist in inadequate or poor means to adequately accomplish the tasks and achieve the work goals. Past research has shown that organizational constraints may deplete employees' resources (e.g., feeling independent on the tasks and motivated to get things done) and trigger frustration and dissatisfaction (Lepine et al., 2005; Pindek & Spector, 2016). In contrast to challenge stressors, organizational constraints are perceived as obstacles to underpass to achieve the work goals (i.e., appraised as leading to no benefits), which as a consequence should mainly result in poor well-being.

Of particular interest, Zhou et al. (2015) found that the daily relationship between experienced incivility and negative affect was stronger among employees with high organizational constraints. Based on this, we expect organizational constraints to exacerbate targets of incivility's negative affect and assume the following hypotheses:

Hypothesis 4: Chronic organizational constraints will moderate the positive relationship between daily experienced incivility and negative affect at (a) the end-of-work, (b) bedtime, and (c) the next morning. More specifically, the daily relationship will be stronger for employees with high chronic organizational constraints compared to employees with low chronic organizational constraints.

Hypothesis 5: Daily organizational constraints will moderate the positive relationship between daily experienced incivility and negative affect at (a) the end-of-work, (b) bedtime, and (c) the next morning. More specifically, the daily relationship will be stronger when daily organizational constraints are high compared to low.

To sum up, the present study aims to partially replicate Zhou et al. (2015)'s study by examining experienced incivility's effect on negative affect and the moderating role of chronic workload and organizational constraints. Moreover, we extend the original study by investigating the lagged effects of experienced incivility on bedtime and next-morning negative affect and by considering the moderators on the daily and chronic level. Following Nosek et al. (2018)'s call for making research more transparent, we preregistered the present study on the Open Science Framework platform (osf.io/5b297) during the data collection and prior to any analyzes to test our hypotheses.

Method

Participants and Procedure

Zhou et al. (2015)'s sample consisted of 76 full-time employees and following Bolger and Laurenceau (2013)'s recommendations, we calculated the post-hoc power of their unexpected moderating effect of chronic workload. For this purpose, we used the parameter estimates and sample values for the means and variances to conduct a Monte Carlo power simulation using Mplus 8 (Muthén & Schultzeberg, 2017). Results indicated that the post hoc power estimate for the cross-

level interaction was only .44, showing that the original study design was not adequately powered. Additional Monte Carlo simulations indicated that we needed a sample size of 300 participants (with seven daily measures per participant) to have sufficient power ($>.80$; exact estimated power: .87) to detect the effect of the size found in Zhou et al. (2015)'s study.

Data were collected from three hundred thirty-eight Swiss employees working at least 80% of a full-time equivalent (33 hours per week) using online surveys through Qualtrics. Participants first filled in a baseline survey assessing demographics, chronic workload and organizational constraints, and general well-being. The following Monday, they started the diary study by filling in three daily surveys over a period of 10 workdays (without weekend). Specifically, the morning survey (sent at 6 a.m.) measured morning negative affect and participants filled it out before starting to work. The end-of-work survey (sent at 4 p.m.) measured end-of-work negative affect as well as experienced incivility, workload and organizational constraints, and participants filled out it before leaving the workplace. The bedtime survey (sent at 9 p.m.) measured negative affect, and participants filled out it before going to bed. Participants had four hours to fill out the daily surveys. Finally, at the end of the data collection, we provided participants with an individual feedback and they took part in a draw to win a gift card worth 100 Swiss francs.

From the initial sample, 56 out of the 338 participants did not fill in the baseline (response rate: 83%) and 37 were omitted from the analyses due to insufficient daily data (i.e., completing fewer than three end-of-work surveys), resulting in a sample size of 245 participants. However, by applying the pre-set cut-off of 33 hours per week, sample size lowered at 200 participants. As we aimed to replicate Zhou et al. (2015)'s study, we tested our hypotheses with both samples (i.e., full sample of 245 participants and restricted sample of 200 participants) and found similar patterns of results (regression coefficients were similar between samples, however p-values changed). Thus,

we decided to report results from the full sample of 245 participants, who filled in 1,627 morning, 1,969 end-of-work, and 1,811 bedtime surveys (response rate of 78%, 77% and 70%, respectively).

The sample consisted of fifty-eight percent of women with a mean age of 34.82 years ($SD = 13.2$) and mean tenure in the current job of 6.95 years ($SD = 8.8$). Educational degree varied between no secondary diplomas to doctorate degree (with 59% having any university degree). Twenty-five percent were supervisors, and average working hours per week was 39.06 ($SD = 7.73$). Participants came from diverse work sectors such as marketing, teaching, medical or administration.

Measures

As we aimed to replicate Zhou et al. (2015)'s study, we used the same measures. The original English scales were translated into French by a research assistant fluent in French and were back translated into English by a native English speaker. Divergences between translations were discussed in order to define the more relevant French translation.

Experienced Incivility. We assessed daily experienced incivility using the seven items from Cortina et al. (2001) Work Incivility Scale. After work, participants indicated how often they personally experienced incivility during the day. An example item was “today, how many times have you been in a situation where your supervisor or a colleague put you down or was condescending to you?” Responses ranged from *0 times* (1) to *4 times and more* (5). Within-person reliability, calculated according to Shrout and Lane (2012), was .77.

Workload. We assessed workload using the five items from Spector and Jex (1998) Quantitative Workload Inventory. Chronic workload was measured in the baseline survey where participants indicated how often they faced workload during the last 30 days. An example item was “During the last 30 days, how many times did your job require you to work very fast?” Responses ranged

from *never* (1) to *many times per day* (5). Daily workload was measured in the end-of-work survey each day by using the same scale and participants indicated the extent to which they faced workload during the day. Responses ranged from *not at all* (1) to *extremely* (5). Cronbach alpha and the within-person reliability were .87 and .84, respectively.

Organizational Constraints. We assessed organizational constraints using the eleven items from Spector and Jex (1998) Organizational Constraints Scale. Chronic organizational constraints were measured in the baseline survey where participants indicated how often they faced organizational constraints during the last 30 days. An example item was “During the last 30 days, how many times did you find it difficult or impossible to do your job because of poor equipment or supplies?” Responses ranged from *never* (1) to *many times per day* (5). Daily organizational constraints were measured in the end-of-work survey each day by using the same scale and participants indicated the extent to which they faced organizational constraints during the day. Responses ranged from *not at all* (1) to *extremely* (5). Cronbach alpha and the within-person reliability were .84 and .84, respectively.

Negative affect. We assessed daily negative affect using the five items from Watson et al. (1988) Positive and Negative Affect Schedule. In the morning, after work and at bedtime, participants indicated the extent to which they felt at the moment they were filling in the survey. An example item was “At the moment, to which extent do you feel distressed?” Responses ranged from *not at all* (1) to *extremely* (5). Within-person reliability estimates of morning, end-of-work and bedtime measures were .67, .72, and .76, respectively.

Results

Data Analysis

Results from null models indicate that the within-person variances of the Level 1 variables

ranged between 46% - 64%, showing that there is a considerable amount of fluctuation in employees' well-being as well as work stressors experiences over a period of ten days.

All daily predictors were centered on the person-mean across the ten days, meaning that the coefficients for these variables reflect the effect of a person being above or below (e.g., experiencing more or less incivility) his or her own mean for that variable across days. Moreover, chronic predictors (i.e., workload and organizational constraints) were centered on the grand-mean.

To model change and to account for the auto-regressive effects of the outcomes (i.e., negative affect), we controlled for negative affect state in the morning. We used the restricted maximum-likelihood procedure to estimate the fixed and random parameters. In particular, we modelled the effect of experienced incivility as random slope and the interaction effects as well as the control variable (i.e., negative affect in the morning) as fixed slopes. We used two-tailed tests for testing our hypotheses.

Given that we postulate a lagged effect of experienced incivility on negative affect at the end-of-work, at bedtime and the next morning, we conducted separated analyses for each time point. Moreover, to test the moderation hypotheses we ran separated models for work stressors on the chronic and daily level (Level 2 moderators only [replicating Zhou et al. (2015)'s analysis], Level 1 moderators only, and Level 1 and Level 2 moderators simultaneously). Replicating Zhou et al. (2015)'s analysis, both moderators were tested simultaneously. In an exploratory manner, we also tested the moderating effects separately. Finally, we ran simple slopes tests for significant interaction effects using the computational tool for probing interactions in multilevel modeling of Preacher et al. (2006).

Testing of Hypotheses

Descriptive statistics and correlations for the main study variables appear in Table 1. Of

particular interest, daily experienced incivility positively correlated with end-of-work and next-morning negative affect.

[Insert Table 1 about here]

Results from multilevel regression analyses appear in Table 2. In line with hypothesis 1a, after controlling for morning negative affect, daily experienced incivility positively predicted negative affect at the end-of-work ($B = 0.30, p < .001$). However, it did not predict negative affect at bedtime ($B = 0.02, p = .83$), and the next morning ($B = 0.07, p = .32$), thus hypotheses 1b and 1c were not supported.

With regard to the moderating effect of workload and in line with hypothesis 2a, chronic workload did moderate the positive relationship between daily experienced incivility and negative affect at the end-of-work ($B = 0.20, p = .02$). As shown in Figure 1, simple slopes tests showed that the daily relationship was stronger for employees with high chronic workload ($B = 0.49, p < .001$) compared to employees with low chronic workload ($B = 0.11, p = .36$). However, chronic workload did not affect the relationship between experienced incivility and negative affect at bedtime ($B = 0.16, p = .13$) and in the next morning ($B = 0.05, p = .44$), thus hypotheses 2b and 2c were not supported. Moreover, and in line with hypotheses 3b and 3c, daily workload did moderate the relationship between experienced incivility and negative affect at bedtime ($B = 0.18, p = .04$) and next morning ($B = 0.19, p = .02$). As shown in Figures 2 and 3, simple slopes tests showed that the relationship between experienced incivility and negative affect at bedtime was stronger when daily workload was high ($B = 0.14, p = .21$; using 2 standard deviation as conditional values of the moderator: $B = 0.26, p = .09$) compared to low ($B = -0.10, p = .35$; using 2 standard deviation as conditional values of the moderator: $B = -0.22, p = .15$). Similarly, the relationship between experienced incivility and negative affect the next morning was stronger when

workload was high ($B = 0.20, p = .04$; using 2 standard deviation as conditional values of the moderator: $B = 0.33, p = .02$) compared to low ($B = -0.06, p = .50$; using 2 standard deviation as conditional values of the moderator: $B = -0.19, p = .14$). However, daily workload did not affect the daily relationship between experienced incivility and negative affect at the end-of-work ($B = 0.08, p = .31$), thus hypothesis 3a was not supported.

Contrary to hypotheses 4a-c, chronic organizational constraints did not affect the relationship between daily experienced incivility and negative affect at the end-of-work ($B = -0.09, p = .53$), at bedtime ($B = -0.10, p = .56$) and the next morning ($B = 0.07, p = .54$). Similarly and contrary to hypotheses 5a-c, daily organizational constraints did not affect the relationship between daily experienced incivility and negative affect at the end-of-work ($B = -0.04, p = .60$), at bedtime ($B = -0.16, p = .08$) and the next morning ($B = -0.10, p = .31$).

[Insert Table 2 and Figures 1-3 about here]

Additional results

As cited previously, we also tested the moderating effects of workload and organizational constraints separately. In general, the results from the models with the separated and joint moderating effects showed similar patterns (regression coefficients were similar, however p-values changed, see Table 3-4).

[Insert Table 3 and 4 about here]

Discussion

The present study aimed to examine the boundary conditions of workplace incivility's effects on targets' negative affect by examining the interplay between experienced incivility and two work stressors, namely workload and organizational constraints. In line with Zhou et al. (2015)'s original study, our findings showed that daily experienced incivility positively predicted end-of-work

negative affect. In addition, findings from the moderation analysis revealed that facing a high workload did exacerbate experienced incivility' effects, confirming the existence of an interplay between work stressors and experienced incivility.

Providing support to the Conservation of Resources theory (Hobfoll, 2001), facing uncivil behaviors costs resources and the associated loss may cause stress among targets. Interestingly, our findings showed no lagged effects of experienced incivility on bedtime and next-morning negative affect. This is consistent with previous studies that failed to find such lagged effects (Tremmel & Sonnentag, 2018) and suggests that individual's negative emotions rapidly vanish. However and based on previous studies that found these lagged effects, it's likely that the duration of targets' negative affect depends on the amount of resources available as well as the recovery strategies used in the evening.

With regard to the interplay between work stressors and experienced incivility, our findings support the depletion of resources assumption that being exposed to multiple stressors deplete the employees' resources, making them vulnerable to experienced incivility's effects. However, our findings show different patterns than in Zhou et al. (2015)'s study given that chronic workload (but not chronic organizational constraints) did exacerbate experienced incivility' effects. Moreover, the relationship between experienced incivility and negative affect was stronger among employees with high workload while Zhou et al. (2015) found the relationship to be stronger among employees with low workload. Interestingly, organizational constraints were more strongly related to negative affect than workload, which is consistent with the challenge-hindrance stressors framework that suggests that hindrance stressors are perceived as more threatening the work goals achievement than challenge stressors. However, it is having a considerable amount of work to do (i.e., high workload) that appears to be the most resources depleting and make employees vulnerable to

experienced incivility's effects. We also examined the moderating role of daily workload on the daily relationship between experienced incivility and negative affect. As for chronic workload, experienced incivility's effects on bedtime and next-morning negative affect were stronger on days when workload was high, suggesting that not only working in chronic but also facing daily peaks of workload may leave targets with few resources to cope with daily uncivil events. The inconsistency in findings indicate that work and social stressors may interact in different ways and involve different underlying mechanisms. For example, targets who cope with the direct effects of work stressors well may not feel stressed and have the necessary resources to also cope with experienced incivility's effects.

The present findings have some practical implications for occupational health professionals. First, employees who experience incivility are likely to feel negative emotions once they leave the workplace. In order to reduce their frequency, attention should be paid on actions aimed to make employees aware of the potential harmful effects of such misbehaviours on psychological well-being. Second, our findings suggest that workload and organizational constraints lead to negative affect, thus interventions should focus on reducing as much as possible employee's exposition to such work stressors. Given the exacerbating role of workload, interventions aimed to minimize experienced incivility's effects should give priority to employees who working in jobs characterized by a chronic workload but also for who a temporary increase in workload is expected.

Limitations and Directions for Future Research

The present study has still some limitations. First, in contrast to past research showing that daily experienced incivility was positively associated with next-morning affective distress, our study failed to find such lagged effects. As mentioned above, the duration of a daily stressor's effect is likely to depend on the resources available to recover. To better understand experienced incivility's

effects over time, future studies may want to measure targets' evening recovery strategies that are likely to determine negative affect's change over time.

Secondly, it is still worth mentioning that compared to Zhou et al. (2015), our participants experienced on average less organizational constraints, which could have made it more difficult to capture a moderating effect. Related to this and more generally, this study aimed to replicate a past study to increase our knowledge on the boundary conditions of experienced incivility's effects. Unfortunately, only part of our findings are consistent with those of Zhou et al. (2015) (i.e., the direct effect of experienced incivility on end-of-work negative affect). The discrepancy between the findings concerning the moderating role of workload and organizational constraints raise the question of the adequacy of the theoretical foundation of the hypotheses, namely the depletion of resources assumption. Concerning the unexpected moderating effect of workload, Zhou et al. (2015) drew on the challenge-hindrance stressor framework (Cavanaugh et al., 2000) and proposed that having to face a high workload may not be harmful as it motivates employees to reach positive outcomes, which as a result would not exacerbate target's strain. However, employees with low workload might have more time and energy (i.e., resources) to ruminate about the mistreatment they experienced and also fail to recover, thus being vulnerable to experienced incivility's effects. Based on this, future studies may want to further develop and test alternative explanations that would fit with Zhou et al. (2015)'s as well as our findings.

Conclusion

The present study confirmed the harmful effects of daily experienced incivility on employees' emotional well-being. It also demonstrated that having to deal with a high workload is resources consuming and is likely to make employees more vulnerable to experienced incivility's effects.

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Table 1. Means (M), Standard Deviations (SD), and Correlations for Main Study Variables Within Each Level.

Variable	<i>M</i>	<i>SD</i>	ICC	1	2	3	4	5	6	7
Daily measures^a										
1. Experienced incivility	1.11	0.22 (0.22)	.46	-	.34*	.10*	.06	.24*	.08	.09*
2. Organizational constraints	1.38	0.31 (0.38)	.58	.54*	-	.41*	.06	.24*	.07*	.10*
3. Workload	2.39	0.68 (0.73)	.50	.15*	.51*	-	.05	.14*	.01	.01
4. Morning NA	1.31	0.32 (0.48)	.63	.16*	.19*	.13*	-	.20*	.08*	-.01
5. End-of-work NA	1.33	0.37 (0.42)	.51	.31*	.28*	.22*	.86*	-	.22*	.23*
6. Bedtime NA	1.28	0.37 (0.49)	.53	.15*	.10	.10	.82*	.79*	-	.34*
7. Next-morning NA	1.30	0.31 (0.50)	.64	.13*	.18*	.14*	.98*	.87*	.84*	-
Between-person measures^b										
1. Organizational constraints	1.83	0.58	-							
2. Workload	3.1	0.98	-	.55*						

Note. For daily measures, between-person correlations are below the diagonal, within-person correlations are above the diagonal; standard deviations outside of parentheses are within-person, and standard deviations in parentheses are between-person. NA = Negative Affect.

^a *N* = 1,627-1,969; ^b *N* = 245.

* *p* < .05 (two-tailed)

Table 2. Multilevel Analyses Predicting End-of-work, Bedtime, and Next-morning Negative Affect

	<u>End-of-work NA</u>		<u>Bedtime NA</u>		<u>Next-morning NA</u>	
	<i>B</i>	<i>SE B</i>	<i>B</i>	<i>SE B</i>	<i>B</i>	<i>SE B</i>
Intercept	1.35*	0.03	1.28*	0.03	1.30*	0.03
Within-person effects						
Morning NA	0.20*	0.03	0.12*	0.03	0.06*	0.03
Experienced Incivility	0.30*	0.08	0.02	0.09	0.07	0.07
Organizational Constraints	0.23*	0.03	0.14*	0.04	0.13*	0.03
Workload	0.04*	0.01	-0.02	0.02	-0.03	0.01
Experienced Incivility x Org. cons.	-0.04	0.08	-0.16	0.09	-0.10	0.10
Experienced Incivility x Workload	0.08	0.08	0.18*	0.09	0.19*	0.08
Between-person effects						
Organizational Constraints	0.11	0.06	0.03	0.06	0.07	0.06
Workload	0.06	0.03	0.04	0.03	0.06	0.03
Experienced Incivility x Org. cons.	-0.09	0.14	-0.10	0.16	0.07	0.11
Experienced Incivility x Workload	0.20*	0.08	0.16	0.10	0.05	0.06

Note. NA=Negative Affect. Main effects of experienced incivility were set as random and the interaction terms as well as morning NA (control variable) as fixed.

* $p < .05$ (two-tailed).

Table 3. Multilevel Analyses Predicting End-of-work, Bedtime, and Next-morning Negative Affect with workload as unique moderator.

	<u>End-of-work NA</u>		<u>Bedtime NA</u>		<u>Next-morning NA</u>	
	<i>B</i>	<i>SE B</i>	<i>B</i>	<i>SE B</i>	<i>B</i>	<i>SE B</i>
Intercept	1.35*	0.03	1.28*	0.03	1.30*	0.03
Within-person effects						
Morning NA	0.20*	0.03	0.13*	0.03	0.06*	0.03
Experienced Incivility	0.37*	0.08	0.05	0.09	0.12	0.06
Workload	0.07*	0.01	0.01	0.02	-0.00	0.01
Experienced Incivility x Workload	0.05	0.07	0.12	0.09	0.16*	0.08
Between-person effects						
Workload	0.09*	0.03	0.05	0.03	0.08	0.03
Experienced Incivility x Workload	0.16*	0.07	0.13	0.08	0.06	0.05

Note. NA=Negative Affect. Main effects of experienced incivility were set as random and the interaction terms as well as morning NA (control variable) as fixed.

* $p < .05$ (two-tailed).

Table 4. Multilevel Analyses Predicting End-of-work, Bedtime, and Next-morning Negative Affect with organizational constraints as unique moderator.

	<u>End-of-work NA</u>		<u>Bedtime NA</u>		<u>Next-morning NA</u>	
	<i>B</i>	<i>SE B</i>	<i>B</i>	<i>SE B</i>	<i>B</i>	<i>SE B</i>
Intercept	1.35*	0.03	1.28*	0.03	1.30*	0.03
Within-person effects						
Morning NA	0.20*	0.03	0.12*	0.03	0.06*	0.03
Experienced Incivility	0.30*	0.08	0.03	0.09	0.06	0.06
Organizational Constraints	0.26*	0.03	0.12*	0.03	0.10*	0.03
Experienced Incivility x Org. cons.	-0.02	0.08	-0.10	0.09	-0.02	0.09
Between-person effects						
Organizational Constraints	0.16*	0.05	0.07	0.05	0.13*	0.05
Experienced Incivility x Org. cons.	0.09	0.12	0.06	0.14	0.10	0.09

Note. NA=Negative Affect. Main effects of experienced incivility were set as random and the interaction terms as well as morning NA (control variable) as fixed.

* $p < .05$ (two-tailed)

Figure 1. Interaction between daily experienced incivility and chronic workload in predicting end-of-work negative affect.

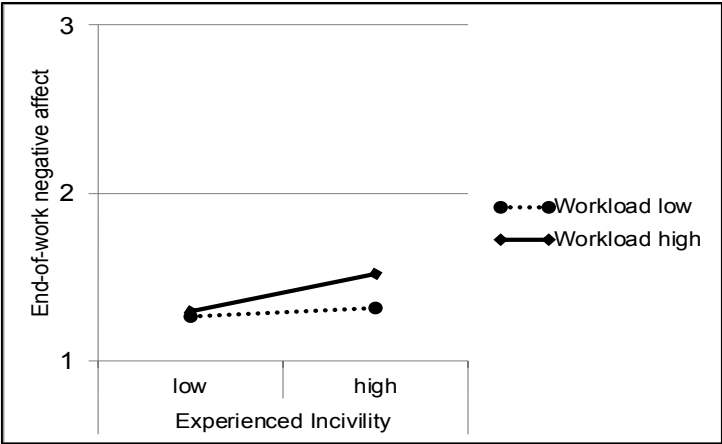


Figure 2. Interaction between daily experienced incivility and daily workload in predicting bedtime negative affect.

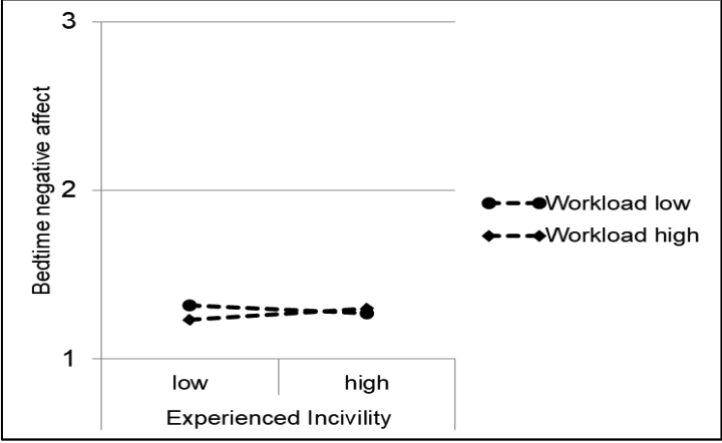
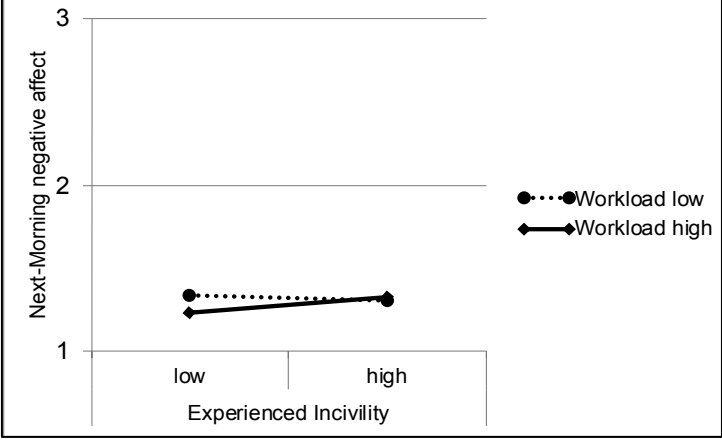


Figure 3. Interaction between daily experienced incivility and daily workload in predicting next-morning negative affect.



Appendix 3

Adiyaman, D. & Meier, L.L. (in preparation). Effects of Customer Incivility on Exhaustion and Job Satisfaction in the context of an Organizational Change.

Effects of Customer Incivility on Exhaustion and Job Satisfaction in the Context of an Organizational Change

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Effects of Customer Incivility on Exhaustion and Job Satisfaction in the Context of an Organizational Change

Resources are crucial to cope with experienced incivility, but they are limited and depleted by multiple job stressors. Therefore, facing multiple demands, such as for example in the context of an organizational change, may make employees particularly vulnerable to customer incivility' effects as they will lack the necessary resources to cope. We conducted a longitudinal and quasi-experimental field study ($N = 99$) to examine the effects of customer incivility on targets' exhaustion and job satisfaction and the moderating role of an organizational change. Drawing on the depletion of resources assumption, we expected the relationship between customer incivility, exhaustion and job dissatisfaction to be stronger among employees who faced an organizational change compared to employees who did not. Our results revealed that customer incivility positively predicted targets' exhaustion and job dissatisfaction. However, we found mixed findings for the moderating role of the organizational change. The relationship between customer incivility and employees' exhaustion was unaffected by the organizational change. Moreover and contrary to the depletion of resources assumption, customer incivility's effect on job satisfaction was weaker among employees who faced the organizational change. In general, our findings confirmed the detrimental effects of customer incivility on well-being but did not support the depletion of resources assumption. Facing an organizational change seems rather to act as a buffer of targets of incivility's job satisfaction. This last finding suggests that other underlying mechanisms may intervene in the interplay between experienced incivility and work stressors.

Keywords: Experienced incivility; exhaustion; job satisfaction; organizational change; resources

Research on workplace incivility demonstrated the negative consequences of such misconducts on employees' well-being and attitudes (Schilpzand et al., 2016). Despite interpersonal mistreatments from customer (i.e., outsider instigators) are frequently experienced by employees in service sector jobs (Grandey et al., 2007), past research mainly examined the consequences of supervisors and co-workers (i.e., insider instigators) misconducts (Cortina et al., 2017). Moreover, among the studies that explored the boundary conditions of customer incivility's effects the majority focused on the role of factors likely to buffer these effects (Arnold & Walsh, 2015; Sliter & Boyd, 2015) but neglected the role of factors likely to exacerbate them. Indeed, coping with experienced incivility's effects requires resources which may lack when employees are exposed to many demands, thus making them particularly vulnerable to experienced incivility's effects.

In their meta-analysis, Hershcovis and Barling (2010) emphasized the importance to consider the source (i.e., insider versus outsider members) when examining employees' reactions to interpersonal mistreatments. By focusing on incivility instigated by customer, the first aim of the present study was to extend the knowledge on employees' emotional reactions to experienced incivility. Moreover, based on the depletion of resources assumption past studies have shown that employees who had to deal with many demands were particularly harmed by experienced incivility as they have depleted resources to cope (Sguera et al., 2016; Zhou et al., 2015). By exploring the role of a specific context likely to deplete employees' resources, namely the implementation of an organizational change, we further aimed to develop the knowledge on the boundary conditions of customer incivility's effects. Related to this, most research on organizational change assessed the direct effects of organizational changes on employees' well-being, attitudes and behaviours (Oreg

et al., 2011). Finally, by considering organizational changes as a contextual factor likely to exacerbate a specific stressor-strain relationship, we aimed to provide a broader vision of the effects that organizational changes may have on employees' well-being.

Introduction

The relationship between customer incivility and exhaustion

Workplace incivility consists in a “low-intensity deviant behaviour with ambiguous intent to harm the target, in violation of workplace norms for mutual respect” (Andersson & Pearson, 1999, p.457). Examples of customer uncivil behaviours include asking for a product without saying please, complaining about the slowness of a service or even making disrespectful comments.

Such misconducts may undermine employees' well-being, notably as they are likely to threaten important psychological needs such as the need to be appreciated, accepted and respected by others (Folkman & Lazarus, 1984). Moreover, targets who perceive uncivil behaviours as threatening their well-being will engage in various coping strategies, including primarily the search for social support, the minimization of the instigator's misconduct or the avoidance of any contacts with him/her (Cortina and Magley (2009). Then, the use of such strategies involves a significant loss of resources (e.g., attention, energy) that according to the conservation of resources theory (Hobfoll, 1989), may trigger strain.

Specifically related to service sector jobs, specific rules dictate to employees the attitudes and behaviours to adopt (and therefore those to avoid) towards customer. Of particular interest, employees are required to hide any negative emotions and show only positive one that refers to emotional labour (Glomb & Tews, 2004). However, constantly regulating one's emotional states to conform to organizational display rules puts a strain on employees' self-regulatory resources. In line with this, previous studies found that emotional labour was positively related to employees' exhaustion (Grandey & Melloy, 2017; Martínez-Iñigo et al., 2007; Xanthopoulou et al., 2018).

Hence, employees who are rudely treated by customer and still have to remain courteous and display positive emotions may experience emotional dissonance and therefore have few resources to cope with customer incivility's effects.

While it has been proposed that employees targeted by outsiders – compared to insiders – aggression should be less harmed as they can more easily confront them (Hershcovis & Barling, 2010), we think that the display rules cited above should rather discourage employees to confront uncivil customer. In line with this, Grandey et al. (2007) found that verbal abuse from customer positively related to employee's exhaustion. Similarly, uncivil behaviours from customer and patients positively related to employees' exhaustion (Al-Hawari et al., 2019; Alola et al., 2019; Kern & Grandey, 2009; Zhou et al., 2019), notably through emotional labour (Hur et al., 2015; Sliter et al., 2010).

However, most of these studies were cross-sectional (with the exception of Zhou et al., 2019) which do not inform about the causal relationship between customer incivility and employees' exhaustion. Based on this, we used a longitudinal design including measures of exhaustion at time 1 and assumed the following hypothesis:

Hypothesis 1a. Customer incivility will be positively related to Time 2 exhaustion, controlling for Time 1 exhaustion.

The relationship between customer incivility and job satisfaction

Being treated in a rude way may not only undermine employees' emotional well-being but also affect their attitudes towards the job and the whole organization. Indeed, in their meta-analysis, Faragher et al. (2005) found that burnout strongly correlated with job satisfaction, thus it is likely that employees who feel emotionally drained by customer incivility will also experience a drop in their job satisfaction.

Moreover, Herzberg's motivation theory posits that feeling recognized by the others fosters job satisfaction (Herzberg et al., 1959). Given that incivility signals disregard and reflect a negative feedback about ones' person or job quality, targets may start feeling less satisfied with their job. In line with this, previous studies demonstrated that experienced incivility from insider as well as outsider members was negatively related to employees' job satisfaction (Cortina et al., 2001; Lim et al., 2008; Marchiondo et al., 2015; Wilson & Holmvall, 2013).

Based on this and to overcome the methodological issue cited above, we assumed the following hypothesis:

Hypothesis 1b. Customer incivility will be negatively related to Time 2 job satisfaction, controlling for Time 1 job satisfaction.

Moderating role of organizational change

As cited above, past research that examined the boundary conditions of customer incivility's effects on employees' well-being mainly focused on the buffering role of resources. For instance, perceived supervisor transformational leadership (Arnold & Walsh, 2015), employees' work engagement, trait empathy (Sliter & Boyd, 2015) and resilience (Al-Hawari et al., 2019) have been found to buffer customer incivility's effects.

However, little attention has been paid on the role of factors likely to exacerbate customer incivility's effects. According to Folkman and Lazarus (1984), individual's ability to cope with stressors depend on the amount of available resources. In their working life, employees may face multiple work stressors, each of them depleting some resources. Based on the depletion of resources assumption, it is therefore likely to expect that employees with few resources will be particularly vulnerable to experienced incivility's effects. In line with this, Sguera et al. (2016) found that the relationship between co-workers incivility and turnover intentions was stronger

among employees with high role ambiguity. Specifically related to well-being, previous studies found that co-workers incivility's effect on negative mood was stronger among employees with high chronic organizational constraints (Zhou et al., 2015) and high workload (Adiyaman & Meier, 2020).

Interestingly, the Conservation of resources theory (Hobfoll, 1989) argues that individuals are not only likely to feel stressed when they lose resources but also when they anticipate a future loss of resources. Related to this, DiStaso and Shoss (2020) found that anticipating an increase in workload exacerbated the relationship between the current workload and employees' emotional strain. This may be particularly true when employees face organizational changes that involve a high degree of uncertainty with regard to the way work conditions will change. Then, employees may start worry about what direct effects the change will have on their job, including the fear of losing the actual resources (e.g., control over the tasks, social support, energy, etc.).

Based on Zhou et al. (2015) and DiStaso and Shoss (2020)'s findings, it is therefore plausible to expect that employees who experience an organizational change will have depleted resources to efficiently cope with customer incivility's effects, resulting in greater strain. Drawing on the depletion of resources assumption and based on past research showing that organizational changes positively related to employees' negative affect, fatigue and job dissatisfaction (Oreg et al., 2011), we assumed the following hypotheses:

Hypothesis 2a. Organizational change will moderate the positive relationship between customer incivility and exhaustion. More specifically, the relationship will be stronger for employees who experience an organizational change compared to employees who do not experience an organizational change.

Hypothesis 2b. Organizational change will moderate the negative relationship between

customer incivility and job satisfaction. More specifically, the relationship will be stronger for employees who experience an organizational change compared to employees who do not experience an organizational change.

To sum up, the present study aims to examine customer incivility's effects on employees' exhaustion and job satisfaction. Moreover, it investigated whether these effects were exacerbated by a contextual factor, namely the implementation of an organizational change. To test our hypotheses, we conducted a field study with a longitudinal and quasi-experimental design.

Method

Participants and Procedure

We collected data from a company active in the food retail who was intended to implement an organizational change among its in-store sale employees. The change mainly consisted in a modification of work schedules and the order in which tasks were carried out during the workday. To test the moderating effect of the change, we had a control condition consisting of in-store sale employees from the same company who did not experience those changes. It is worth mentioning that the company selected the stores in which the change would be implemented, meaning that the participants were not randomly assigned to the conditions (change versus no change). To allow a reliable comparison between conditions, we ensured that the stores in both conditions shared similar characteristics (e.g., staff size).

To better capture the temporal dynamic leading experiences of customer incivility to exhaustion and job dissatisfaction, we measured the outcomes before the change was implemented (Time 1) and 8 weeks after (Time 2). So, after having informed employees about the present study, the HR specialist gave them a paper and pencil survey twice with a response time of 1 week each. When at least 8 employees from the same store participated, we gave the HR specialist a feedback about

the store's results after each completion of surveys, which was then returned orally to employees.

Overall, 354 employees were invited to participate with a repartition of 250 in the change condition and 104 in the control condition. Among the 305 participants who started the study (response rate: 86%), 207 filled in Time 1 survey (response rate: 68%) and 157 filled in Time 2 survey (response rate: 51%). We kept data from participants who filled in both surveys, resulting in a final sample of 99 participants (78 in the change condition and 21 in the control condition). Seventy-six percent of the participants were women. The majority of the sample had between 40-59 years old and 62% worked full-time.

Measures

Researchers' assistants fluent in these languages translated the original English scales into French and German.

Customer incivility. We assessed customer incivility using three items from Hershcovis et al. (2017) and one item from the Wilson and Holmvall (2013)'s Incivility Customers scale. At time 2, participants indicated how often they faced customer incivility during the last 30 days. An example item was "During the last 30 days, how many times have you been in a situation where customers were irritated or impatient?" Responses ranged from *never* (1) to *always* (5). Cronbach alpha was .86.

Exhaustion. We assessed exhaustion using four items from Demerouti et al. (2001). At time 1 and 2, participants indicated the extent to which they felt exhausted during the last 30 days. An example item was "During the last 30 days, there were days when I already felt tired before going to work." Responses ranged from *not at all* (1) to *completely* (5). Cronbach alpha at Time 1 and Time 2 were .79 and .86, respectively.

Job satisfaction. We assessed job satisfaction using one item from Tillmann et al. (2016). At time 1 and 2, participants indicated the extent to which they were satisfied with their job during the last 30 days. Responses ranged from *totally unsatisfied* (1) to *totally satisfied* (11).

Change. Employees who experienced the change were attributed the value of 1 and those who did not experience the change the value of 0.

Results

Testing of Hypotheses

Descriptive statistics and correlations for the main study variables appear in Table 1. Of particular interest, customer incivility was positively correlated with exhaustion and negatively correlated with job satisfaction.

[Insert Table 1 about here]

Table 2 provides the results from the regression analyses. In line with hypotheses 1a and 1b, after controlling for Time 1 dependent variables, customer incivility was positively related to exhaustion ($B = 0.32$, $\beta = .59$, $p = .04$) and negatively related to job satisfaction ($B = -1.51$, $\beta = -.77$, $p < .001$).

Hypotheses 2a and 2b assumed that the organizational change would exacerbate customer incivility's effects on exhaustion and job satisfaction. Results from the moderation analyses showed that the change did not affect the relationship between customer incivility and exhaustion ($B = -0.15$, $p = .36$), thus hypothesis 2a was not supported. However, it moderated the relationship between customer incivility and job satisfaction but in the opposite direction than expected ($B = 1.02$, $p = .02$). As can be seen in Figure 1, simple slopes tests showed that the relationship between customer incivility and job satisfaction was weaker among employees who experienced the change

($B = -0.49, p = .005$) compared to those who did not experience the change ($B = -1.51, p < .001$).

Thus, hypothesis 2b was not supported.

[Insert Table 2 and Figures 1 about here]

Discussion

Consistent with past research, customer incivility was positively related to exhaustion (Al-Hawari et al., 2019; Alola et al., 2019; Kern & Grandey, 2009; Zhou et al., 2019) and negatively related to job satisfaction (Alola et al., 2019; Kern & Grandey, 2009; Sliter et al., 2010). Moreover, our findings revealed that facing an organizational might buffer the detrimental effects of customer incivility on employee's job satisfaction.

First, our findings suggest that being rudely treated by customer may threat individuals' psychological needs. It is also resources consuming, especially as employees are required to constantly regulate their emotional states to remain polite and provide a good service. As resources are limited, it is likely that employees will fail to cope with customer incivility's effect on the long term, thus leading to exhaustion. Findings also show that targets of customer incivility may become dissatisfied with their job, which is consistent with Herzberg's motivation theory (Robbins et al., 2006). Indeed, receiving negative remarks about one's person or job quality by significant others (e.g., customer) threat employees' need for social recognition, which constitutes an important driver of job satisfaction.

Based on the depletion of resources assumption, we also expected that employees who face an organizational change would have depleted resources and therefore be more vulnerable to customer incivility's effects. Surprisingly, the organizational change was unrelated to exhaustion, which indicates that although employees may feel fatigued, as they have to deal with many unexpected

demands related to the change, they might have enough resources to cope with them. The relationship between customer incivility and exhaustion was consistently not affected by the organizational change. Drawing on the hindrance-challenge stressors framework (Cavanaugh et al., 2000), the organizational change might also be perceived by employees as an opportunity to gain resources like autonomy or more efficient tools to accomplish the work tasks. Then, the strain triggered by the loss of resources to cope with the new demands might be alleviated or even balanced the positive affect induced by the expectation of the positive outcomes.

Moreover, the relationship between customer incivility and job satisfaction was weaker among employees who faced the change, which is surprising given the negative relationship between the organizational change and job satisfaction ($B = -3.71, p = .02$). One explanation for this unexpected finding may be that employees who undergo an organizational change, even though they are less satisfied, will try to ensure the organization a good performance. Consequently, they may be less sensitive to customer feedbacks. Similarly, Zhou et al. (2015) found the relationship between coworkers' incivility and negative affect to be stronger among employees with low workload. They suggested that those employees might be more sensitive to others' conducts and spend more resources (time, energy) to ruminate about uncivil event they experienced, which may trigger negative affect and therefore exacerbate experienced incivility's effects. Finally, it is worth mentioning that one aim of implementing the change for the company was to increase the employees' availability to customer. Therefore, although the change may have triggered stressful demands it may also have increased opportunities for recognition from customer, thus counteracting the negative effect of customer incivility on job satisfaction.

Overall, our findings combined with previous studies that examined the exacerbating role of work stressors on experienced incivility's effects show inconsistency. Indeed, some studies found

that work stressors did exacerbate experienced incivility's effects they also have been found to buffer such effects (Adiyaman & Meier, 2020; Zhou et al., 2015). Given that those studies drew on the depletion of resources assumption, futures studies may want to investigate alternative explanations to better understand the interplay between experienced incivility and stressful work conditions in predicting employees' well-being. As cited above, the nature of the stressors (i.e., hindrance versus challenge) as well as the employees' decision regarding where to invest their resources may have different effect on employee's well-being and therefore on experienced incivility' effects.

Practical implications

The present findings involve several recommendations for practitioners. A first and general recommendation is to identify the main causes leading customer to behave in an uncivil way towards employees and try to reduce them as much as possible. Moreover, the display rules employees in service jobs are required to conform to are certainly understandable but still are resources consuming. Thus, companies should provide spaces in which employees might express their disagreements or frustration with regard to customer or the job in general (e.g., internal meetings, supervision) but also trainings to improve the ability to respond to uncivil customer. Finally, our findings suggest that implementing an organizational change may negatively affect employees' job satisfaction, meaning that efforts should be invested to equip employees properly in order to meet the unexpected demands emerging from a recent changed work setting.

Limitations and Directions for Future Research

The present study has some limitations that need to be considered when interpreting the results. A first limitation concerns the low sample sizes in each condition (control condition: N = 21, change condition: N = 78) that lowered the statistical power to capture a moderating effect of the organizational change

Secondly, employees in the control condition had, overall, a lower level of well-being compared to employees in the change condition (i.e., were more exhausted and less satisfied with their job), which represents a bias in the experimental design. Although this study has a good external validity because participants came from a field setting, future field studies should try to minimize as much as possible the methodological issues cited above.

Conclusion

Our findings confirm the detrimental effects of experienced incivility on employees' emotional well-being and highlight that not only insider but also outsider instigators of incivility may undermine employees' well-being. Moreover, it provides a broader view of the interplay between stressful work conditions and experienced incivility by considering a general context likely to deplete employees' resources, namely the implementation of an organizational change. While some evidence suggests that facing multiple work stressors may deplete employees' resources and make them particularly vulnerable to incivility's effects, the present study balanced such vision by suggesting that a stressful context such as an organizational change may also buffer experienced incivility's effects. This inconsistency in research's findings indicates that we know little about the interplay between experienced incivility and work stressors and urges the necessity of developing alternative explanations.

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Table 1. Means (M), Standard Deviations (SD), and Correlations for Main Study Variables.

Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5
1. Customer Incivility Time 2	2.22	0.84	(.86)				
2. Exhaustion Time 1	3.15	0.92	.30*	(.79)			
3. Exhaustion Time 2	3.24	0.98	.32*	.73*	(.86)		
4. Job Satisfaction Time 1	7.91	2.02	-.32*	-.59*	-.49*	(-)	
5. Job Satisfaction Time 2	6.99	2.19	-.35*	-.52*	-.61*	.58*	(-)

Note. *SD* = standard deviation. Cronbach Alpha are in parentheses on the diagonal. *n* = 99.

* *p* < .05 (two-tailed).

Table 2. Regression Analyses Predicting Exhaustion and Job Satisfaction at Time 2

	<u>Exhaustion</u>		<u>Job Satisfaction</u>	
	<i>B</i>	<i>SE B</i>	<i>B</i>	<i>SE B</i>
Intercept	0.10	0.62	8.08*	1.73
DV at Time 1	0.56*	0.10	0.53*	0.09
Customer Incivility at Time 2	0.32*	0.16	-1.51*	0.41
Change	0.35	0.62	-3.71*	1.64
Customer Incivility at Time 2 x Change	-0.15	0.17	1.02*	0.44

Note. DV = dependent variable.

* $p < .05$ (two-tailed).

Figure 1. Interaction between customer incivility and organizational change in predicting job satisfaction.

