



Lisbon School
of Economics
& Management
Universidade de Lisboa

MASTER
HUMAN RESOURCES MANAGEMENT

MASTER'S FINAL WORK
DISSERTATION

OBSERVED INCIVILITY EFFECTS ON PERFORMANCE AND
SATISFACTION OF THE EMPLOYEE

MÓNICA SOFIA CARREIRO SEQUEIRA

MAY - 2023



Lisbon School
of Economics
& Management
Universidade de Lisboa

MASTER HUMAN RESOURCES MANAGEMENT

MASTER'S FINAL WORK DISSERTATION

**OBSERVED INCIVILITY EFFECTS ON PERFORMANCE AND
SATISFACTION OF THE EMPLOYEE**

MÓNICA SOFIA CARREIRO SEQUEIRA

SUPERVISION:

PROFESSOR DOUTOR PAULO LOPES HENRIQUES

MAY- 2023

*To my family, employer and
my boyfriend who supported
me throughout this journey
and were there for me
whenever I felt a little loss.*

GLOSSARY

CWB-Counterproductive Work Behaviour

MFW-Master's Final Work

R&S- Recruitment and Selection

ABSTRACT, KEYWORDS

One of the biggest concerns to the organizations is having employees who have the best performance possible contributing for the organizational success. Observed incivility is a factor that directly effects both the individual and organizational performance, being, therefore, an increased concern to the organization, impacting the job satisfaction as well.

This study intends to analyse the impact of observed incivility on the job satisfaction and task performance, using two mediation variables, trust in the manager and perceptions of just to understand if those variables have an impact in that relation. To carry out this study an online questionnaire was applied to professionals from different areas all around the globe, which resulted in a sample of 211 participants. To obtain a deeper understanding of the topic in this study 15 interviews were conducted.

The survey results showed that majority of the participants observe low incivility, and that they are overall satisfied with their job, present a good task performance, trust in their manager and have a positive view regarding the perceptions of justice. It is possible the data shows the masculine participants gender is more likely to observe incivility well as well participants with a high school degree. The results showed as well, that when observed incivility increases, task performance and job satisfaction decrease, and that relation is mediated by perceptions of justice and trust in the manager.

The interviews revealed that not all organizations have an institutionalized mechanism to denounce incivility, and that the most common observed incivility behaviours are "hiding information from colleagues" and "aggressive talking to an employee". These behaviours can have a negative impact on the employee's will to leave the company and can be recurrent or one-time only. When an employee observes someone perpetuating incivility, it can have a negative impact on the task performance and job satisfaction, as well as the relationship between the observer and the incivility perpetrator.

KEYWORDS: Observed Incivility; Task Performance; Job Satisfaction

TABLE OF CONTENTS

Glossary	ii
Abstract, Keywords	iii
Table of Contents.....	iv
Table of Figures.....	vi
Index of tables	vi
Table of Charts	vi
Acknowledgments	i
1. Introduction	2
2. Literature review.....	4
2.1. Incivility.....	4
2.2. Experienced Incivility.....	6
2.3.1. Negative Effects of Experienced Incivility	8
2.4. Instigated Incivility.....	8
2.5. Observed Incivility	9
2.6. Observed Incivility and Job Satisfaction	10
2.7. Observed Incivility and Task Performance	11
2.8. Observed Incivility and Trust in the Manager.....	12
2.9. Observed Incivility and Perceptions of Justice.....	13
2.10. Conceptual Model and Hypothesis.....	14
3. Method.....	15
3.1. Type of Research	15
3.2. Research Instruments.....	15
3.3. Sample	17
3.3.1 Sample Criteria	17

3.3.2 Sample Characteristics	18
3.4 Analysis and Reliability of the Scales	20
3.5. Analysis and discussion of the results	21
3.5.1. Mean and standard deviation of the total sample	21
3.5.2 Significance Mean Difference	22
3.5.3 Analysis of significant differences of sample subgroups	22
3.5.4 Correlations	24
3.5.5 Linear Regression	26
3.5.6 Study of the mediation effect.....	27
3.5.7. Interviews	28
3.5.8 Discussion of the results	30
4. Conclusions	34
4.1 Summary of the results and contributions	34
4.2. Limitations of the study and Recommendations for future Investigations....	35
6. References	36
Appendix	42
Appendix 1- Guião Entrevista/Interview Script	42
Appendix 2- Survey	43
Appendix 3- Differences by Gender.....	47
Appendix 4- Differences by Age Group.....	47
Appendix 5- Full Results of Process	48
Appendix 6-Codification of the Interviewees	54

TABLE OF FIGURES

Figure 1- Conceptual Model..... 14

Figure 2-Summary of the results of the interviews 30

INDEX OF TABLES

Table I-Scales Used 16

Table II-Interviews Sample Characteristics 18

Table III-Participants Gender 19

Table IV-Scale Environment 21

Table V- Scales Mean and Standard Deviation..... 21

Table VI-Mean Difference by Gender, Education and Latin/Non-Latin Nationality
..... 22

Table VII-Pearson Correlations..... 25

Table VIII-Linear Regression Results 26

Table IX-direct and indirect effects with bootstrapped 95% confidence interval for
mediation analyses ($p \leq 0.05$)..... 27

Table X-Summary of the results of the interviews..... 28

Table XI-Differences by Gender 47

Table XII-Differences by Age Group..... 47

TABLE OF CHARTS

Chart 1-Pie Chart Age Group 19

Chart 2-Pie Chart Education..... 19

Chart 3-Map Nationality of Participants 20

ACKNOWLEDGMENTS

First, I would like to thank Siemens for allowing me to attend this master's course and facilitate it, by giving the time I needed, as well as both by team leader's Cristina Pereira and Silvia Duarte for always supporting me.

To my boyfriend for putting up with all my existential crises and for giving me support in all good and bad situations.

To my friends, Joana and both Ana's for being my family at ISEG and for supporting me throughout this whole journey.

To my parents for giving me the best advice and for always believing in me.

To my aunt for being like a second mother to me and for always having a friendly word to comfort me.

To professor Paulo Lopes Henriques for all the help provided and availability in this dissertation.

To all ISEG teachers with whom I had the opportunity to contact and who gave me the necessary basis to leave this degree with the feeling that I am ready to face the labour market with the necessary knowledge of this area.

1. INTRODUCTION

Workplace incivility can be defined as "low intensity deviant behaviour in the workplace with an ambiguous intention to harm the target, in violation workplace norms for mutual respect"(Andersson & Pearson1999,p. 457), and has been shown to have several adverse effects on either the people who practice, observe or experience it (Schilpzand *et al.*, 2014).Quite often incivility is confused with psychological aggression however, these concepts differ as in psychological aggression a clear, conscious and intentional intention to harm is not present (Cortina *et al.*, 2001).

This topic has only recently started to be studied (around 20 years ago) and of the few studies that exist on the subject, most are focused only on experienced incivility, with very few studies on observed incivility being one of the empirical gaps mentioned by (Schilpzand *et al.*, 2014) and they argue that it is an area of study with many opportunities and gaps that needs to be developed and studied, and suspect that teams that manage themselves, that are interdependent and that work in environments where there is a lot of innovation, should observe very often uncivil behaviours.

Of the few studies that exist on the subject (Schilpzand *et al.*, 2014), they have revealed that the greater the incivility observed the greater its impact on several aspects: on attitudes towards work (causing lower health satisfaction (Liu *et al.*, 2020; Miner & Cortina, 2016; Reich *et al.*, 2021); producing a negative affect towards work and causing an increasing emotional exhaustion); on the cognitive side (with an increase in cognitive dysfunction) and on behaviours (decrease in productivity; decrease in creativity; greater intention to leave and a lower consideration for others).

Studying the impacts of observed incivility in the workplace becomes particularly relevant, taking into account the fact that there are very few studies on this topic (Miranda *et al.*, 2020), and as mentioned above, of the few studies that exist, these have shown a number of negative effects that observed incivility causes in employees and if they are not known by companies, or HR in general, it can lead to a lack of knowledge in an area that is increasingly important (Cortina *et al.*, 2001). It is important to study and deepen on the most common HR themes (such as R&S Performance Appraisal, Performance Evaluation). As mentioned by (2020), incivility is a problem that really matters since it brings costs to both organisations and individuals, besides having an impact not only on

the victims but also on the people around them such as their co-workers, friends and even family. Such negative impacts for the organizations can be “negative effects on job satisfaction, job withdrawal, career salience” (Cortina *et al.*, 2001, p.64) as well as less engagement on organizational citizenship behaviours and increase on the turnover intentions (Schilpzand *et al.*, 2014).

On this study mediation will be used because it allows to understand the inherent mechanisms responsible for the relationship between a predictor and an outcome, to have a broader answer of what is being studied, instead of just determining if outcome occurs in order to have comprehensive view on why and how something occurs (Liu & Ulrich, 2016).

Performance and job satisfaction of employees are two big variables that matter for companies that wants to achieve success, and as will be explained in 2.6. Observed Incivility and Job Satisfaction chapter and 2.7. Observed Incivility and Task Performance chapter, incivility has proven to have impact on those variables, but unfortunately there aren't enough studies about it, so it being core to companies and as well an empirical lacune makes it even more important to study it.

The sample goal in this study is to have employees that work in the secondary and tertiary sector within the most different types of possible areas, because as will be shown below in 2. Literature review chapter, incivility is a broader concept that affects all people, no matter the sector, so having employees of numerous backgrounds and different types of sectors will be very important for this study and will help prove even more what previous studies have described before.

The objective of this study, therefore, is to understand the impact of observed incivility in the workplace, trying to identify what effects it has on the performance and satisfaction of employees who observes it mediating it with two relevant variables: Trust in the manager and Perceptions of justice.

This research is divided in eight topics, five related to the theme and the remaining ones with the bibliography, tables, and appendix. The first topic presents the introduction to the subject of the study, along with the identification of the problem, the objectives of study, the delimitations of the research, the relevance, and contributions of the study as well as the formal structure for this dissertation. In the second topic, the theoretical

foundation of the concept of incivility is presented along with the references used to carry out the research and the analysis of the results. The third topic presents the methodological basis on which the study is based, as well as the research instruments that were used for it, the stratification of the sample and the research hypotheses. The fourth topic discusses the research results, both in terms of analysis and discussion of results. The fifth topic presents the study's final considerations, points the limitations of the study, and gives recommendations. In the sixth topic the bibliography is indicated, and in topic seven, the tables referred throughout the study and the appendices are presented in topic eight.

2. LITERATURE REVIEW

This chapter focuses on the literature review of this Master's Final Work. It first, starts with the definition of the concept of incivility as well as its consequences, followed by the explanation of the distinct types of incivility.

2.1. *Incivility*

The authors (Andersson & Pearson, 1999, p. 457) define the concept of workplace incivility as “low intensity deviant behaviour with an ambiguous intention to hurt the target, in violation of workplace norms of mutual respect. Uncivil behaviours are characteristically rude and discourteous, showing a lack of consideration for others” (Andersson & Pearson, 1999, p. 457). What distinguishes incivility from other acts of organizational misconduct is: the behaviours are directed towards the individual and not the organization; the violation of organizational norms; the intensity (is limited to minor acts such as ignoring or insulting a colleague) and the intentionality of the acts performed (incivility behaviours are ambiguous having no intention to hurt) (Estes & Wang, 2008; Nietzsche, 2015). For (2022) the fact that incivility is present in all corners of organizations and its strong relationship with financial and productivity losses associated with it, it becomes increasingly essential for organizations to address this issue and study why and how incivility occurs in them. Examples of incivility in the workplace are interrupting colleagues, speaking to colleagues in an inappropriate manner or even making jokes at the expense of other colleagues (Miner & Cortina, 2016).

Incivility has many characteristics in common with bullying and even interpersonal conflict, only that these types of behaviours often occur on a very recurrent basis, with a

clear hostile intention unlike incivility, which is completely distinct from physical aggression or violence (Cortina *et al.*, 2001).

Incivility can often be confused with other types of individual behaviours such as counterproductive work behaviour (CWB), abusive management and supervision, deviant work behaviour, work retaliation and revenge (Estes & Wang, 2008). It is important to distinguish between incivility and CWB as these concepts are often confused. The main difference between incivility and CWB, is that CWB is a behaviour that intends to cause harm to a person or to the organization itself, however incivility is a behaviour that intends to cause harm but is not necessarily intentional or malicious (i.e., the instigator of incivility can claim that the behaviour occurred "unintentionally" or even by ignorance on his part) (Penney & Spector, 2005). These two behaviours are also differentiated by their direction, in terms of social dynamics, i.e., incivility can be classified as a "stressor" i.e., "an event or condition in the environment that requires a response" (Penney & Spector, 2005, p. 779), and CWB is considered as the response that the individual has to that "stressor".

The incidents related to incivility may differ depending on their origin. They can be caused by supervisors, co-workers or even customers, but they can also be caused by some organizational changes, such as downsizing processes, restructuring, mergers, or even technological changes, since these types of changes can generate negative emotions and have a negative impact on the relationships between colleagues, deteriorating them (Schilpzand *et al.*, 2014; Vasconcelos, 2020). According to (2008), in addition to the most common causes already described above, workplace incivility can drive from 3 causes: employee demographics (related to the employee's own values, ways of thinking ambitions); informality of the workplace (when the workplace environment becomes more informal, sometimes the line between what is acceptable and what is not becomes very thin, making uncivil behaviour more frequent in this type of environment) and social status and power (the less power employees have, the less likely they are to be victims of incivility; as for social status, it's much more common to find managers or supervisors behaving in an invisible way than people with a lower level of responsibility and authority).

The impacts of workplace incivility can be at the organizational level, or at the individual level (Estes & Wang, 2008). At the organizational level, incivility in the workplace can result in loss of productivity by employees (refusal of employees to help a colleague, going beyond the scope of their duties, higher turnover rates, which leads to a loss of performance and profit for organizations). At the individual level they are associated with decreased job satisfaction, increased negative emotions as a result of incivility (e.g., depression, anxiety, loss of self-esteem, emotional trauma). The act of incivility itself may be a way to exert power over someone, i.e. individuals who have less power socially are likely to be victims of people who have more power and will exert it over them (Cortina *et al.* 2001; Estes & Wang, 2008). In other words, these consequences may have profound effects on organizations because employees, when they do not feel satisfied and sometimes even discouraged, will stop producing so much, since their own well-being is harmed, which also impacts their social aspect, and may often innocently have a reflection on their attitudes both within the company and also in the relationship with customers, and this ends up becoming a spiral when they themselves become instigators of their own incivility (Estes & Wang, 2008).

Incivility also differs according to its type and can be experienced, observed, or instigated (Schilpzand *et al.*, 2014), these types of incivility will be discussed in more depth in the following subchapters as well as their antecedents and impacts both at the organizational level and the impact they have on the employee at a personal and professional level.

Thus the following hypotheses are putted forward:

H1: Task Performance is negatively impacted by Observed Incivility

H2: Job Satisfaction is negatively impacted by Observed Incivility

2.2. *Experienced Incivility*

Experienced incivility refers to the perception of rude, disrespectful, or discourteous behaviour in a workplace or other social setting. This can include actions such as verbal or nonverbal aggression, interruptions, or exclusion, as well as more subtle forms of rudeness such as ignoring or failing to acknowledge others (Schilpzand *et al.*, 2014). Research has shown that experienced incivility can have negative effects on individuals, including decreased performance (Porath & Pearson, 2013), predicts emotional

exhaustion and rudeness helpfulness towards others (Schilpzand *et al.*, 2014). Experienced incivility be harmful to organizations by decreasing organizational commitment and decreasing employee engagement (Andersson & Pearson, 1999) and as well by damaging relationships with customers and other stakeholders, resulting in financial losses (Hershcovis, 2011).

The dispositional antecedents that are related to a greater number of experiences of incivility in the workplace are: being a racial minority (being a person of colour); younger in age (they are more likely to experience incivility); belonging to generation X vs. belonging to the baby boomer generation; having neuroticism as a personality trait (L. Cortina *et al.*, 2001; Han *et al.*, 2022). Being a woman and being a racial minority leads to a higher propensity to experience incivility because historically, women and people of colour have had, many years where their position in the workplace was inferior to men and they have had to fight a lot and overcome many obstacles to try to break those prejudices of inferiority that still exist today (Cortina *et al.*, 2001; Han *et al.*, 2022).

In relation to the behavioural antecedents that lead people to be more easily targets of experienced incivility these are: counterproductive interpersonal and organisational behaviour of the target; having a dominant or somewhat integrative management style when it comes to conflict management. If an employee's personality trait is "negative affectivity" (meaning that he/she tends to experience negative emotions, and to look at what happens to him/her from a negative perspective), then he/she will tend to express more negative emotions (being angry, disgusted) and due to that same tendency, he/she will express more negative emotions.) and because of this same tendency, when they experience incivility they gain the sympathy of the observer, but this personality trait also makes them less likely to be victims of perpetrators of incivility (Han *et al.*, 2022). Individuals who possess more "positive" personality traits, such as people who easily agree with everything, or who are even extroverted and like to engage in positive emotions are therefore easier to target for incivility (Han *et al.*, 2022).

Regarding situational antecedent variables that may be related to the likelihood of experiencing less incivility these include work groups with a higher number of civility norms, and also engaging in tasks that are less stressful (Schilpzand *et al.*, 2014). According to (2022) environments where there are no negative consequences for

incivility behaviours can be considered an antecedent of experienced incivility, because if people who practice incivility are less likely to be punished, they can exploit this feature of the environment.

2.3.1. Negative Effects of Experienced Incivility

Incivility has several negative effects on both the work and health of the people who experience it, in terms of affective, attitudinal, cognitive and behavioural levels (Schilpzand *et al.*, 2014), including a decrease in well-being; decreased job satisfaction; an increased willingness to leave the company; increased counterproductive behaviours in the workplace (Yao *et al.*, 2021): lower commitment to the organisation; emotional exhaustion; depression; lower perception of fairness by those who experience incivility; higher stress levels; decreased work performance; decreased creativity and increased turnover intentions (Schilpzand *et al.*, 2014), 2014). Experienced incivility itself is linked to psychological wellbeing meaning that even exposure to minor stressful events can be quite stressful, and can cause strain on the employee over time, and incivility itself can be considered a "daily nuisance" (Holm *et al.*, 2022). Experienced incivility can be an antecedent to bullying, and is seen as a risk factor for it, since people who have been victims of incivility in the past are more likely to suffer bullying, which is why it is so important to act on incivility as soon as it appears, so that it does not escalate into an even more serious type of behaviour (Holm *et al.*, 2022).

2.4. Instigated Incivility

Instigated incivility is not a widely studied topic, hence there is a lack of literature on it and even a lack of a theoretical framework (Schilpzand *et al.*, 2014).

According to (2005) instigated incivility is conducting incivility towards others with intention to harm the target, examples of instigated incivility are: insulting or shouting at someone, or ignoring someone (Blau & Andersson, 2005). Some of the antecedents that lead employees to engage in these types of rude and discourteous workplace behaviours can be classified into four broad categories: individual-level characteristics (role of "dark" personality traits -for example Machiavellian people have a tendency to behave uncivilly towards colleagues and supervisors (Liu *et al.*, 2020)-, passion for work and conflict management styles causing rude behaviours in the workplace); job stressors (some examples are: high job demands, workplace insecurity and lack of reciprocity in the

relationship with the employer); experienced incivility (several studies have emphasized that incivility breeds incivility) and social dynamics (employees who believe that they are involved in worse quality relationships with their supervisors, than with their colleagues feel envious of them), among others (Sharma & Mishra, 2022). For (2015) being in the presence of deviant behaviours impacts the very deviant behaviours of the employees who observes them and being surrounded by incivility behaviours leads to employees themselves starting to be instigators of incivility.

Instigated incivility is related to feelings of exclusion, and this relationship is greater when the instigator is perceived as a low-quality exchange partner (Scott *et al.*, 2012), and is linked to greater breach of contract as well as increased tension and depression but on the other hand is negatively linked to procedural justice (Blau, 2007). For (2019) instigated incivility leads to burnout resulting from the uncivil behaviour itself, but also to emotional exhaustion and cynicism when they observe that the targets on whom they have inflicted uncivil behaviour show that they are angry.

2.5. *Observed Incivility*

It is also important to study the impacts of observed incivility because it is an empirical gap (Schilpzand *et al.*, 2014), and can bring implications either for the instigator himself, the target, or the organization itself (Liu *et al.*, 2020).

According to (2014) and already at the time of their literature review, there was no studies that addressed the antecedents of observed incivility, and it was mentioned in the suggestions for future research, that it was necessary to have studies that addressed the antecedents of it, and after an exhaustive search also could not find any study that addressed this issue, hence not being able to address the concept, leaving also a suggestion for future research.

Observing incivility towards others may lead to hostile behaviour from the people who are observing if they consider that treatment to be unfair (Liu *et al.*, 2020), and can also generate more than one emotion as well as a universal dimension of negative feelings which can be depression, discouragement and even misery also affecting performance; social behaviour; creativity human behaviour towards others and increasing stress levels, being that after observing rude behaviour people become less concerned about others and much less willing to share their resources, which will impact both the teams where these

employees are inserted and the functioning of the organisation as a whole (Jungert & Holm, 2021; Porath & Erez, 2009).

There are various ways in which a person observing incivility may react, according to (2017), observers with more power in the organisation tend to confront the perpetrator of incivility more, than observers with less power. However, those with less power tend to support the victim of incivility compared to those with more power, and when incivility is instigated by a person with more power, it is seen more negatively by those who suffer it (Cortina & Magley, 2009).

When it comes to the perception of those who observe incivility, it causes more stress and decreased job satisfaction if it happens from a supervisor than if it is instigated by a co-worker (Holm *et al*, 2019) and when the instigator is a person with more power and incivility is viewed more harshly which leads to the person observing this type of behaviour being more motivated to defend the victim and offer social support (Jungert & Holm, 2021). However, the power position of the perpetrator of incivility or perceived severity does not impact extrinsic motivation reinforcing autonomous forms of intrinsic motivation, causing observers to be more intrinsically motivated to act when they see a person of power engaging in these types of uncivil behaviours rather than waiting for external stimuli to act (Jungert & Holm, 2021).

2.6. *Observed Incivility and Job Satisfaction*

Job satisfaction refers to an individual's emotional response to their job, including feelings of contentment, fulfilment, and pleasure (Andersson & Pearson, 1999). It is a complex construct that can be influenced by several factors, including the individual's personality, job characteristics, organizational culture and positively associated with age (O'Brien & Dowling, 1981).

Due to the lack of investigation on the observed incivility empirical field, it is not possible to take as many conclusions on the impact of it in the job satisfaction as wished for, and that is one of the many reasons that makes it so important to study it. On one of the few studies on that field of research, it found that incivility doesn't only have an impact on the individuals who experience it but causes as well a decrease on job satisfaction on the observer's side, as well as having a different impact in terms of gender,

which females who observe incivility are more likely to have a greater job dissatisfaction than males (Jamal & Siddiqui, 2020).

Incivility in the workplace can lead to a decreasing job satisfaction according to (2001). Studies have shown that incivility in the workplace can have a negative impact on job satisfaction, and an example of it, is in a study published in the *Journal of Occupational Health Psychology* where researchers found that employees who reported higher levels of incivility in the workplace also reported lower levels of job satisfaction (Tepper, 2000). Incivility can also lead to increased stress and burnout among employees and is positively related to work-related stress and burnout, and on a study published by the *Journal of Organizational Behaviour* (Andersson & Pearson, 1999), these negative outcomes were mediated by job dissatisfaction.

2.7. Observed Incivility and Task Performance

Task performance is the effectiveness with which an employee performs activities that contribute to the organization's more technical core, whether by implementing a part of its technological process, or by providing it indirectly with needed materials or services (Borman and Motowidlo, 1993).

In the literature review by (Schilpzand *et al.*, 2014), it was shown that even though there is a lack of studies on the observed incivility research field, the few ones addressing it had led to the conclusion that just the mere act of observing uncivil behaviour towards another person in the workplace would lead to a decreasing of task performance. According to (2020), the decreasing of task performance is related to observing rude behaviour and is mediated by levels of empathy, which means when a higher level of empathy is present it will make the task performance decrease in a greater scale.

Rudeness is not just overhearing someone talk bad to another person, it involves direct and indirect experiences, and just by seeing another individual having a rude behaviour towards other, it has implications on the task performance of the person who is observing it, even though he/she might not have anything to do with the situation itself, it causes an impact on performance just by being a bystander and it has such a big impact that just by imagining a rude incident reduces creativity and flexible performance (Porath and Erez 2007).

The authors Porath & Erez (2009) suggests an explanation to why observing uncivil behaviours have impact in task performance, and that is because, it also impacts complex cognitive tasks that requires some degree of creativity or flexibility, since when individuals who observe incivility are using their cognitive resources to make i.e. judgments or evaluating the situation, and these off-task cognitions will more likely interfere in the cognitive processes causing a negative impact on the task performance.

2.8. Observed Incivility and Trust in the Manager

According to (2018) trust in the manager can be described as to which degree the employees feel that their manager is capable and skilled enough to manage organizational resources and operations. Trust is important for the individuals to see their managers as role models and have confidence in them to resolve problems arising during work, and a reliable supervisor can control not just the organizational resources but as well the employees. For (2006) the happier the worker is the more productive he/she will be, since when employees are happy with their supervisors and their work environment, they will be more likely to produce even more and even help more to achieve the organizational goals.

When the employee is exposed to incivility is likely to feel affected by it, and when that kind of uncivil behaviours come directly from the manager, it can be understand in two ways: when the individual perceives it as a way to correct actions with no intention to humiliate they might turn into a good thing and motivate them into achieving targets; on the other hand when an individual perceives it as bad behaviour it can decrease the job satisfaction causing emotional exhaustion as well as physical exhaustion (Saleem *et al.*, 2022). Also, individuals that are not influenced by their manager's destructive behaviours and remain calm are expected to have a better performance.

Thus the following hypotheses are putted forward:

H3: The relationship between Observed Incivility and Task Performance is mediated by Trust in the Manager.

H4: The relationship between Observed Incivility and Job Satisfaction is mediated by Trust in the Manager.

2.9. Observed Incivility and Perceptions of Justice

According to (1978) the term organizational justice consists in the perception of individual's reactions to the fairness in the organisation. Organizational justice consists in several sub-dimensions such as (Colquitt, 2001; Greenberg, 1990): distributive justice (referring to the allocation of outcomes as promotion prospects or financial rewards); procedural justice (the process by which the allocations are made); informational justice (regarding the information provided about the process itself) and interpersonal justice (refers to the received relational treatment during the process). Justice and fairness are subjects important in the everyday interactions, including the workplace itself, and employees observe how their co-workers are treated among the perceptions that they have of it, helps them to determine which employees the organization values the most (Miner & Cortina, 2016).

Another very important factor that helps to mediate reaction that one has when observing incivility, is interpersonal perceptions of fairness, with employees appearing to be more sensitive to unequal behaviour towards other colleagues and according to (2016), perceptions of fairness may be a mechanism by which this type of mistreatment (uncivil behaviour) can interfere with the employee's well-being. In a study conducted by (2003) it found that perceptions of interpersonal injustice in aggregate department level, are related to lower levels of supervisor satisfaction and affective organizational commitment as well as with higher turnover intentions among hotel employees. Specifically, in case of observing individual behaviours directed at women, it will lead to a decline in job satisfaction an increase in the desire to leave the company, as well as a decrease in the sense of security for women who observe this type of behaviour (Miner & Cortina, 2016). The confidence that one has in the organisation also decreases, which leads to the conclusion that observing mistreatment directed at colleagues who are demographically similar has an impact on the construction of perceptions of interpersonal justice in a broader organisational context (Miner & Cortina, 2016).

Thus the following hypotheses are putted forward:

H5: The relationship between Observed Incivility and Task Performance is mediated by Perceptions of Justice.

H6: The relationship between Observed Incivility and Job Satisfaction is mediated by Perceptions of Justice

2.10. Conceptual Model and Hypothesis

The main objective of this study is to understand the impact of observed incivility on task performance and job satisfaction. I will try to understand the state of the art in relation to this topic (as approached in 2. Literature review), the factors that influence this indicator, and the types of strategies that should be adopted to mitigate the effects of incivility in the work context. Empirically the objectives are to understand what the effects of observed incivility on the performance and satisfaction of employees are, mediating it by using the variables "Trust in Management" and "Perceptions of Justice", for this is proposed the research model that can be found in Figure 1, with the following hypotheses:

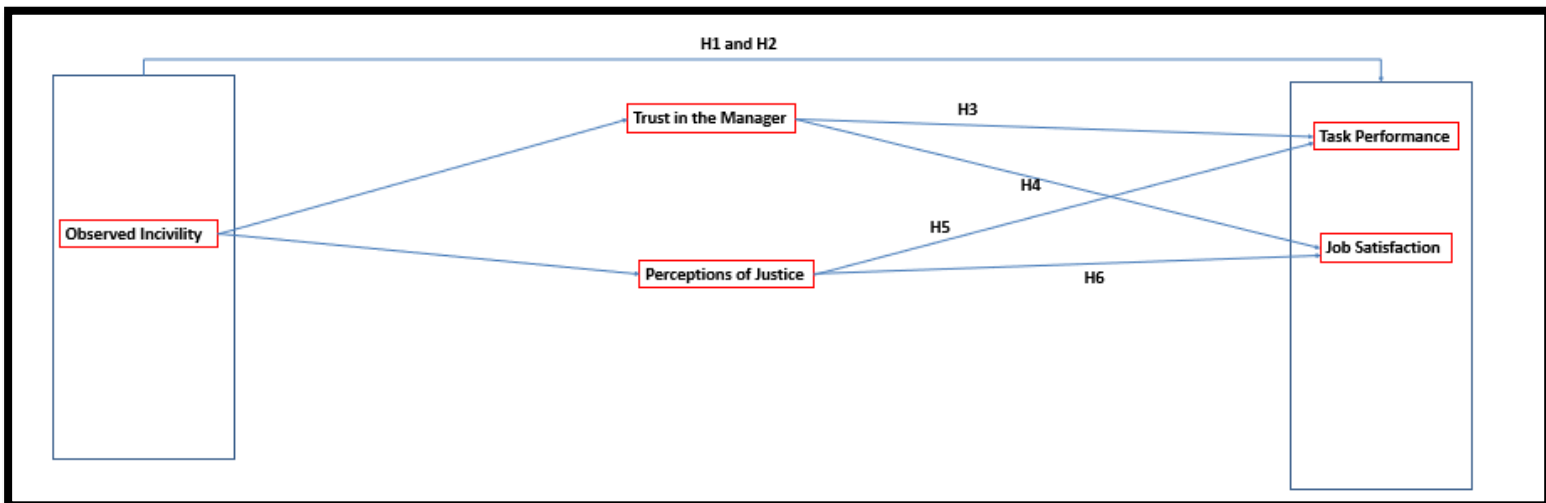


Figure 1- Conceptual Model

Source: Personal Elaboration

H1: Task Performance is negatively impacted by Observed Incivility.

H2: Job Satisfaction is negatively impacted by Observed Incivility.

H3: The relationship between Observed Incivility and Task Performance is mediated by Trust in the Manager.

H4: The relationship between Observed Incivility and Job Satisfaction is mediated by Trust in the Manager.

H5: The relationship between Observed Incivility and Task Performance is mediated by Perceptions of Justice.

H6: The relationship between Observed Incivility and Job Satisfaction is mediated by Perceptions of Justice

3. METHOD

This chapter focuses on the conceptual model and research questions of this MFW. It first, starts with the explanation of the type of research used with the description the sample. Then the conceptual model and research questions are presented along with, first, a brief explanation guide that leads to it.

3.1. Type of Research

On the methodological approach, it was a combination of quantitative approach combined with a qualitative methodology. The quantitative approach was made through primary data collection, with the sending of surveys (Appendix 2- Survey), via online, because, as mentioned by (Guide to Survey Methods, 2022; Wright, 2006), the use of online questionnaires allows for: access to a much more diverse and comprehensive set of people; a great saving of time, allowing the researcher to collect data while working on another task and also a reduction of costs by not spending money on sending the questionnaires by mail, besides the fact that their analysis is done in a simple way.

The qualitative approach was accomplished with the conduction of semi structured interviews (the script is in Portuguese because the interviews were made with only Portuguese speakers), with workers of different types of industry sectors (Appendix 1- Guião Entrevista/Interview Script in order to better understand the perspective of the employees regarding this subject. The use of qualitative methods is very important as it allows participants to describe their experiences by how they are perceived by them, rather than how the interviewer thinks that works often eliminating preconceived ideas and helping the interviewer to gain a deeper understanding of the topic they are studying (Biber & Hesse-Biber, 2012).

3.2. Research Instruments

The aim was to achieve a minimum of about two hundred responses within 3 months, and to achieve this goal the questionnaire was shared in: Facebook groups dedicated to

the effect; Instagram; LinkedIn publications; WhatsApp groups; with family, friends, and work colleagues by sharing the link to the questionnaire.

The following scales were used to measure the variables proposed in the 2.10. Conceptual Model and Hypothesis chapter:

- Observed Incivility: Through adaptation for the observer's point of view of the scale (L. Cortina *et al.*, 2001);
- Trust in Leadership: (Tzafrir & Dolan, 2004);
- Perceptions of Justice: (Colquitt, 2001);
- Job Satisfaction: (1979);
- Task Performance: conversion of the scale (Janssen & Van Yperen, 2004) into a self-assessment scale through slight changes in the items.

Table I below shows the psychometric elements of the scales used, as well as the environment where they have already been applied to justify the validity and relevance of its use:

Table I-Scales Used

Scale Title	Authors	Psychometrics Elements of the Scale	Environment where it was applied
Perceptions of justice (On the dimensionality of organizational justice: A construct validation of a measure)	Colquitt, J. (2001). <i>Journal of Applied Psychology</i> , 86, 386-400	20 itens, α = varies between 0,78 and 0,93	Was applied in university and a motor company; teachers from educational institutions; banks.
Trust in manager (Trust Me: A Scale for Measuring Manager-Employee Trust)	Shay S. Tzafrir, Simon L. Dolan, <i>Management Research (The Journal of the Iberoamerican Academy of Management)</i> 2(2):115-132, 2004	16 itens, $\alpha=0,92$	National random sample of 1,250 employees in the Israeli labor force; organizations from both the public and private sector; insurance company.
Job Satisfaction (Michigan Organizational Assessment Questionnaire)	Cammann, C., Fichman, M., Jenkins, D. and Klesh, J. (1979), University of Michigan (Michigan Organizational Assessment Questionnaire (MOAQ))	3 itens, $\alpha=0,84$	Employees in several organizations; bank managers; nurses from residential LTC (Long-Term Care nursing) settings.
Task Performance (Employees' goal orientations, the quality of leader-member exchange, and the outcomes of job performance and job satisfaction)-converted to a self-rated scale by making slight changes in items	Janssen, O. and Van Yperen, N.W. (2004), <i>Academy of Management Journal</i> , Vol. 47 No. 3, pp. 368-384	5 itens, $\alpha=0,75$	Division of a Dutch energy supplier; employees who are working in various SME (Small and medium size enterprises) of Pakistan; employees of banks; state-owned company in China.

Witnessed Incivility (Incivility in the Workplace: Incidence and Impact)-converted to an observer's point of view	Cortina, L., Magley, V., Williams, J., & Langhout, R. (2001). <i>Journal of occupational health psychology</i> , 6, 64–80.	7 itens, $\alpha=0,89$	Employees of the US eight circuit federal system; staff and faculty of a public university; Hospital employees.
---	--	------------------------	---

Author: Personel Elaboration

3.3. Sample

3.3.1 Sample Criteria

The sample criteria in the surveys was to: choose people were over 18 years old, which meant that they were eligible to work ; the second criteria is that people must be working in the secondary sector and tertiary sector (preferably people working in sectors of activity that are different from each other) and it meant they had more contact with other people and managers than for example people working in the primary sector, making them more susceptible to watch incivility. So, to have a global a perspective as possible on the subject allowing to answer the research questions in 2.10. Conceptual Model and Hypothesis to be able to verify the veracity of the hypotheses. These group of people were approached by social media platforms such as WhatsApp, Facebook Groups, Instagram, Twitter and through directly to family and friends.

The sample criteria in the interviews are the same as the surveys, and the interviewees were approached directly by meetings in the workplace or by videocalls. The interviews were done by videocalls via MS Teams, with a duration of approximately 45 minutes each.

For the surveys, the goal was to obtain 200 answers in 3 months, because that's a considerable number that allows to have a broad perspective. In the interviews the goal was to have 20 interviews in 3 months or stop it if there is not anything new to add to the previous interviews, because the number does not matter, what matters is the quality and the relevance of the answers for this study, and if there's nothing new to add on , then the interviews should stop.

3.3.2 Sample Characteristics

The interviews were done to 15 participants all with Portuguese nationality working in different types of industry sector as shown in Table II:

Table II-Interviews Sample Characteristics

Characteristic	Number of Sample
Gender	
Feminine	8 (53%)
Masculine	7 (47%)
Age Gap	
18-25	5 (33%)
26-35	4 (27%)
36-45	3 (20%)
46-55	2 (13%)
+56	1 (7%)
Education	
High School Degree	5 (33%)
College Degree	7 (47%)
Master Degree	3 (20%)
Professional Background	
Administration/Support	4 (27%)
Nursing	2 (13%)
Retail	2 (13%)
IT	4 (27%)
Law	1 (7%)
Accounting	2 (13%)

Author: Personnel Elaboration

The survey was applied to a total of 211 participants from different backgrounds (country, age, and organizations) to have the broadest types of answer.

The gender of the participants is (Table III):

Table III-Participants Gender

Gender	Percentage
Feminine	69,20 %
Masculine	30,30%
Other	0,5%

Author: Personnel Elaboration

In Chart 1 is the participants age gap:

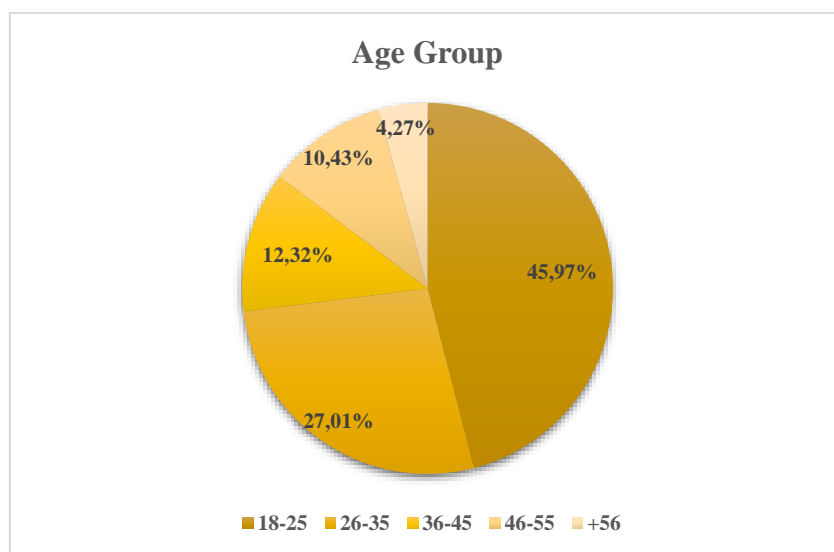


Chart 1-Pie Chart Age Group

In Chart 2 see the participants education:

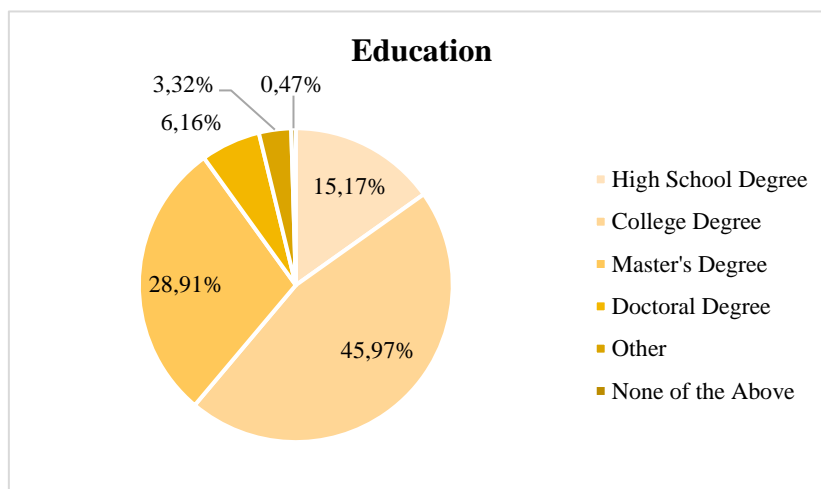


Chart 2-Pie Chart Education

The survey was answered by participants from +45 different nationalities around the globe (Chart 3) :

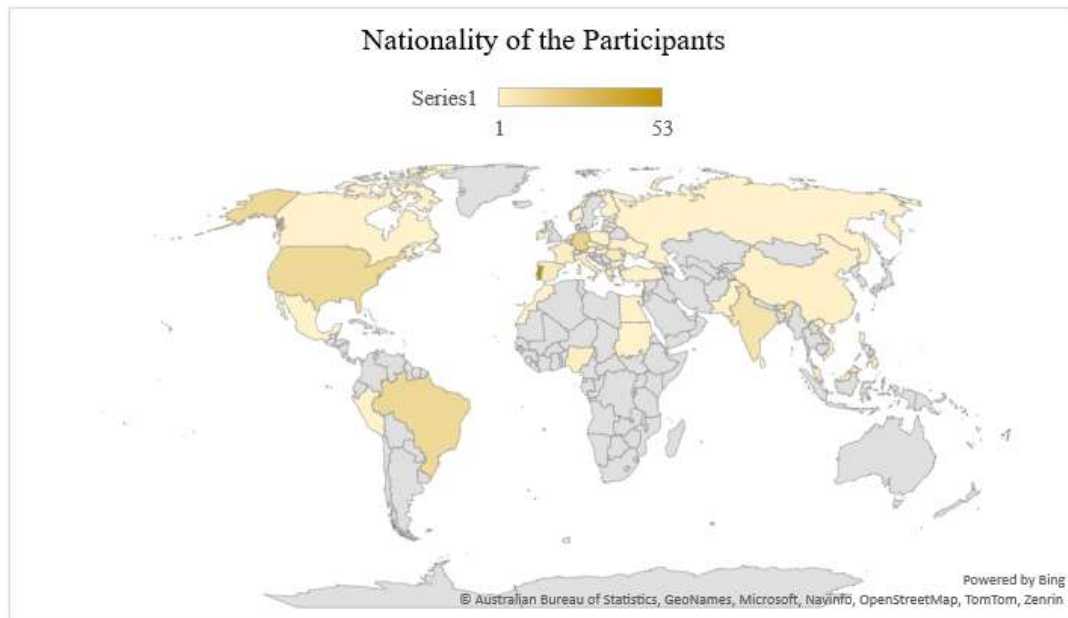


Chart 3-Map Nationality of Participants

In terms of occupation the participants work in the secondary sector in different types of industry that goes from medical care (doctors and nurses) to retail (retail assistant), or even teacher, barista, banker and so on.

3.4 Analysis and Reliability of the Scales

It very important to analyse the reliability of the scales, to proceed with the analysis of the results. By making sure that the scales are reliable it proves the consistency of it and proves that the results that will be shown are valid and accurate allowing to obtain conclusions that are valid. To a scale to be consider reliable, the Cronbach's alpha (α) needs to be positive and should present a value of at least 0,7 (Maroco & Garcia-Marques, 2006).

By doing this analysis, it was shown that in all scales used in this survey the Cronbach's alpha has presented a value higher than 0,7 as shown in the table below:

Table IV-Scale Environment

Scale	N° of Itens	Cronbach's alpha
Incivility	7	,950
Job Satisfaction	3	,919 (note: in the first question there was the need of doing a reverse score because it was done in an negative form)
Task Performance	5	,866 (note: in the last question there was the need of doing a reverse score because it was done in an negative form)
Trust In the Manager	16	,950
Perceptions of Justice	20	,970

Author: Personnel Elaboration

3.5. Analysis and discussion of the results

3.5.1. Mean and standard deviation of the total sample

After doing the reliability of the results of all scales, the means of the scales were analysed as it is shown in Table V.

Table V- Scales Mean and Standard Deviation

Scale	Mean	Standard Deviation	Medium Theoretical Point
Incivility	3,768	1,923	4
Job Satisfaction	3,937	1,563	3,5
Task Performance	3,975	,940	3
Trust in the Manager	3,129	,963	3
Perceptions of Justice	3,240	1,01	3

Author: Personnel Elaboration

It is possible to notice that the mean on scale incivility is below the theoretical medium point previously defined, that is 3,768 which allows to state that for observed incivility on the workplace of the participants is low.

On the other hand, the remaining scales mean on scale incivility is above the theoretical medium point previously defined and that allows to assess that:

- The Job Satisfaction of the participants is high;
- The participants consider their task performance as being high;
- The participants trust in the manager is high;
- The perception of justice is considered high by the participants.

3.5.2 Significance Mean Difference

In order to check if there's differences regarding gender, education, and Latin/Non-Latin Nationalities when observing incivility a mean difference was conducted (Table VI) along with an ANOVA test :

Table VI-Mean Difference by Gender, Education and Latin/Non-Latin Nationality

		Mean	Z	Sig.
Gender	Feminino (Feminine)	3,6231	1,712	0,183
	Masculino (Masculine)	4,0446		
	Outra (Other)	6,000		
Nationality	Latin	3,6241	1,323	0,213
	Non- Latin	3,7816		
Education	Doutoramento(Doctoral Degree)	4,3626	0,562	0,729
	Ensino Secundário(High School Degree)	3,4464		
	Licenciatura (College Degree)	3,7128		
	Mestrado (Master's Degree)	3,9321		
	Nenhuma das acima referidas (None of the above)	3,1429		
	Outra (Other)	3,5714		

Author: Personnel Elaboration

From the table above it is shown that there is no significant difference regarding gender, education and Latin/Non- Latin nationalities when observing incivility ($p>0,05$).

3.5.3 Analysis of significant differences of sample subgroups

The aim of this topic is to analyse whether there are significant differences between the levels of Incivility, Job Satisfaction, Task Performance, Trust in the Manager

and Perceptions of Justice scales between the sample subgroups. To understand this an ANOVA variance test was done based on the following demographic variables: gender; age group and education.

The differences between groups are significant when $p \leq 0.05$, because this indicates with a 95% certainty or more that there are differences within the subgroups (Maroco & Garcia-Marques, 2006). When analysing the first variable, gender, it is possible to find significative differences in the scale Trust in the Manager ($p=0,018$), the participant identified with the gender “other” has the lowest mean which mean is the one who least trust in the manager, followed by the “masculine” gender participants (2,8555) and the “feminine” gender participants (3,2526) being the one who most trust their manager as shown in Appendix 3- Differences by Gender.

After analysing the variable age group it is possible to find significative differences in four scales: Job Satisfaction; Incivility; Trust in the Manager and Perceptions of Justice as show in Appendix 4- Differences by Age Group. In the scale Job Satisfaction ($p=0,018$) the participants in the age group 46-55 (4,2576) are most satisfied with their job compared to the participants in the age group +56 (3,0000) that are the less satisfied with their job. Regarding the Observed incivility scale ($p < 0,001$) the participants in the age group +56 (5,0000) are the ones with more tendency to have observed incivility compared to the participants in the age group 18-25 (3,2769) that have the least tendency to have observed incivility. On the trust in the manager scale ($p < 0,001$) it is possible the data shows that the participants in the age group 18-25 (3,3351) are the ones who most trust in their manager compared to that the participants in the age group +56 (2,4514) that are the ones who least trust in their manager. In Perceptions of Justice scale ($p < 0,001$) the participants in the age group 46-55 (3,4205) are the ones who consider to be the most fairness in the organization compared to the participants in the age group +56 whom consider the opposite (2,4833).

When analysing the variable education there was no differences in the sample subgroups because in all the scales $p \geq 0.05$.

3.5.4 Correlations

To verify the existence of correlations between the variables (including 3 demographic variables: gender; age group and education) Person's correlation was used and the results were the following (Table VII):

Table VII-Pearson Correlations

		Job Satisfaction	Trust in the Manager	Task Performance	Perceptions of Justice	Observed Incivility	Gender	Age Group	Education
Job Satisfaction	Pearson Correlation	1	,740	,460	,736	-,575	-,093	-,001	,014
	Sig.		<,001	<,001	<,001	<,001	,178	,983	,838
Trust In the Manager	Pearson Correlation	,740	1	,432	,851	-,656	-,195	-,101	,045
	Sig.	<,001		<,001	<,001	<,001	,004	,143	,515
Task Performance	Pearson Correlation	,460	,432	1	,538	-,393	-,063	-,004	-,040
	Sig.	<,001	<,001		<,001	<,001	,366	,956	,562
Perceptions of Justice	Pearson Correlation	,736	,851	,538	1	-,591	-,129	-,032	,008
	Sig.	<,001	<,001	<,001		<,001	,061	,648	,913
Observed Incivility	Pearson Correlation	-,575**	-,656	-,393	-,591	1	,115	,075	-,001
	Sig.	<,001	<,001	<,001	<,001		,094	,277	,984
Gender	Pearson Correlation	-,093	-,195	-,063	-,129	,115	1	,095	-,052
	Sig.	,178	,004	,366	,061	,094		,169	,456
Age Group	Pearson Correlation	-,001	-,101	-,004	-,032	,075	,095	1	-,047
	Sig.	,983	,143	,956	,648	,277	,169		,497
Education	Pearson Correlation	,014	,045	-,040	,008	-,001	-,052	-,047	1
	Sig.	,838	,515	,562	,913	,984	,456	,497	

Author: Personnel Elaboration

The results in Table VII, among other findings, show a negative correlation between Observed Incivility and : Job satisfaction ($p=-0,575$; $\text{sig.}=<0,001$); Trust in the Manager ($p=-0,656$; $\text{sig.}=<0,001$); Task Performance ($p=-0,393$; $\text{sig.}=<0,001$); Perceptions of Justice ($p=-0,591$; $\text{sig.}=<0,001$) which mean that when observed incivility increases these variables decrease and vice-versa.

3.5.5 Linear Regression

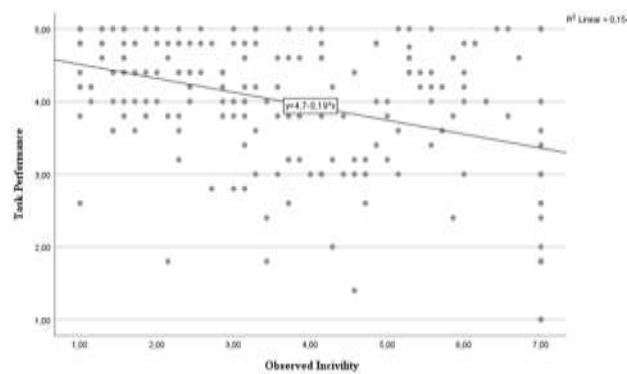
To verify the existence of a relation between the dimensions Task Performance and Job Satisfaction within the dimension Observed Incivility, a linear regression was conducted (Table VIII):

Table VIII-Linear Regression Results

Independent Variable	Dependant Variable	R	R ²	β	Sig.
Observed Incivility	Task Performance	0,393	0,154	-0,192	<0,001
Observed Incivility	Job Satisfaction	0,575	0,330	-0,467	<0,001

Author: Personnel Elaboration

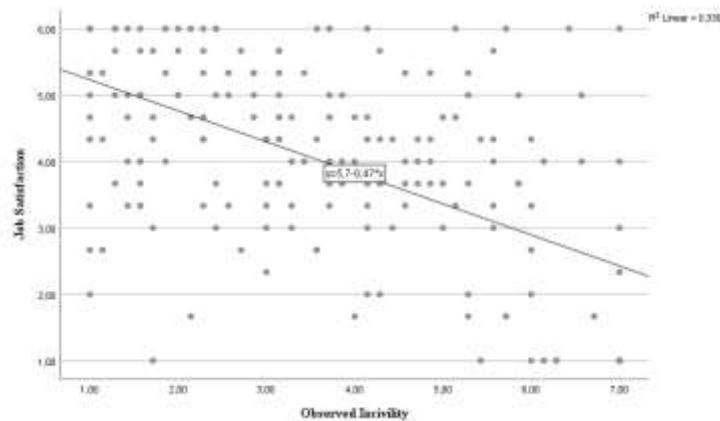
Hypothesis 1: Task Performance is negatively impacted by Observed Incivility. The analysis found a negative relation between the two variables ($\beta=-0,192$; $p<0,001$), meaning that as Observed Incivility increases, Task Performance tends decrease (ScatterPlot 1). Thus hypothesis 1 is validated.



ScatterPlot 1-Observed Incivility and Task Performance

Hypothesis 2: Job Satisfaction is negatively impacted by Observed Incivility.

The analysis found a negative relation between the two variables ($\beta = -0,467$ $p < 0,001$), meaning that as the level of Observed Incivility increases, Job Satisfaction tends to decrease (ScatterPlot 2) . Thus hypothesis 2 is validated.



ScatterPlot 2-Observed Incivility and Job Satisfaction

3.5.6 Study of the mediation effect

To access if the mediation effect occurred, the PROCESS (V4.3) Model 1(Hayes, 2022) was used (Table IX), and was possible to make the following conclusions regarding the results (Appendix 5- Full Results of Process):

Table IX-direct and indirect effects with bootstrapped 95% confidence interval for mediation analyses ($p \leq 0.05$)

Predictor	Mediator	Dependent Variable	Direct Effect	Indirect Effect (95% Confidence Interval)
Observed Incivility	Trust in the Manager	Task Performance	-0,0940	-0,0979 (-0.1604, -0.0390)
Observed Incivility	Trust in the Manager	Job Satisfaction	-0,1270	-0,3402 (-0.4309, -0.2512)
Observed Incivility	Perceptions of Justice	Task Performance	-0,0561	-0,1358 (-0.1962, -0.0809)
Observed Incivility	Perceptions of Justice	Job Satisfaction	-0,1743	-0,2929 (-0.3878, -0.2038)

Author: Personnel Elaboration

- **Hypothesis 3:** The relationship between Observed Incivility and Task Performance is mediated by Trust in the Manager.

The results show that Trust in the manager mediates the relation between Observed Incivility and Task Performance (Indirect effect = $-0,0979$, 95% CI = $[-0.1604, -0.0390]$), therefore this hypothesis is supported.

- **Hypothesis 4:** The relationship between Observed Incivility and Job Satisfaction is mediated by Trust in the Manager.

The results show that Trust in the manager mediates the relation between Observed Incivility and Perceptions of Justice (Indirect effect = $-0,3402$ 95% CI = $[-0.4309, -0.2512]$), therefore this hypothesis is supported.

- **Hypothesis 5:** The relationship between Observed Incivility and Task Performance is mediated by Perceptions of Justice.

The results show that Trust in the manager mediates the relation between Observed Incivility and Perceptions of Justice (Indirect effect = $-0,1358$ 95% CI = $[-0.1962, -0.0809]$), therefore this hypothesis is supported.

- **Hypothesis 6:** The relationship between Observed Incivility and Job Satisfaction is mediated by Perceptions of Justice.

The results show that Trust in the manager mediates the relation between Observed Incivility and Perceptions of Justice (Indirect effect = $-0,2929$ 95% CI = $[-0.3878, -0.2038]$), therefore this hypothesis is supported.

3.5.7. Interviews

A table summary of the interviews (Table X), with the questions considered with the most direct impact for this study, was done to have an overall understanding of it¹:

Table X-Summary of the results of the interviews

Question	Answer
What do you think about the organizational mechanisms that	<ul style="list-style-type: none"> “ It doesn’t exist, my company has no mechanisms to do it or even ever mention that we could denounce it, something like this is considered a tabu within the company.”(Interviewee 101/F/5)

¹ Go to Appendix 6-Codification of the Interviewees to see the codification of the interviewees.

your company has that allow do denounce the incivility?	<ul style="list-style-type: none"> • “It’s pretty good, we have an internal tool that allows us to denounce it anonymously, and when we arrive to the company, on the onboarding, they make us aware of it and encourage us to not be afraid to use it.” (Interviewee 100/M/7)
By observing incivility do you think that it can be a factor that contributes to your will in changing organization, and why?	“Yes, because it’s not pleasant to work in an company where things like this happens, and by watching this behaviours towards others my mood drops and with that I feel like my job performance decreases as well.” (Interviewee 102/M/8)
What was your relationship with the person that was doing it (who was perpetuating incivility) ?	<ul style="list-style-type: none"> • “It was a manager.” (Interviewee 101/F/10) • “It was a colleague.” (Interviewee 102/M/12)
How did you feel and why (when watched someone perpetuating incivility towards other)?	<ul style="list-style-type: none"> • “I felt very annoyed because it is not the right way to treat someone.” (Interviewee 102/M/13) • “I didn’t like the situation and thought it was a very wrong thing, to do and I was afraid he would do that to me as well.” (Interviewee 101/M/15)
Did you saw that behaviour happened before? If so which frequency?	<ul style="list-style-type: none"> • “No it was the first time.” (Interviewee 103/F/18) • “Yes it is something very recurrent.” (Interviewee 105/M/19)
How did that experience have affected you?	<ul style="list-style-type: none"> • “I feel my satisfaction with the job satisfaction decreasing, and it impacts my task performance as well because besides not being able to denounce it I’m afraid this type of situation will happen to me at any time, and I only have a work relation with that person who before I considered almost a friend.” (Interviewee 102/M/22) • “At the time I was very annoyed but since it was an one-time situation I’m still careful with that person but nothing else changed.” (Interviewee 104/M/27)

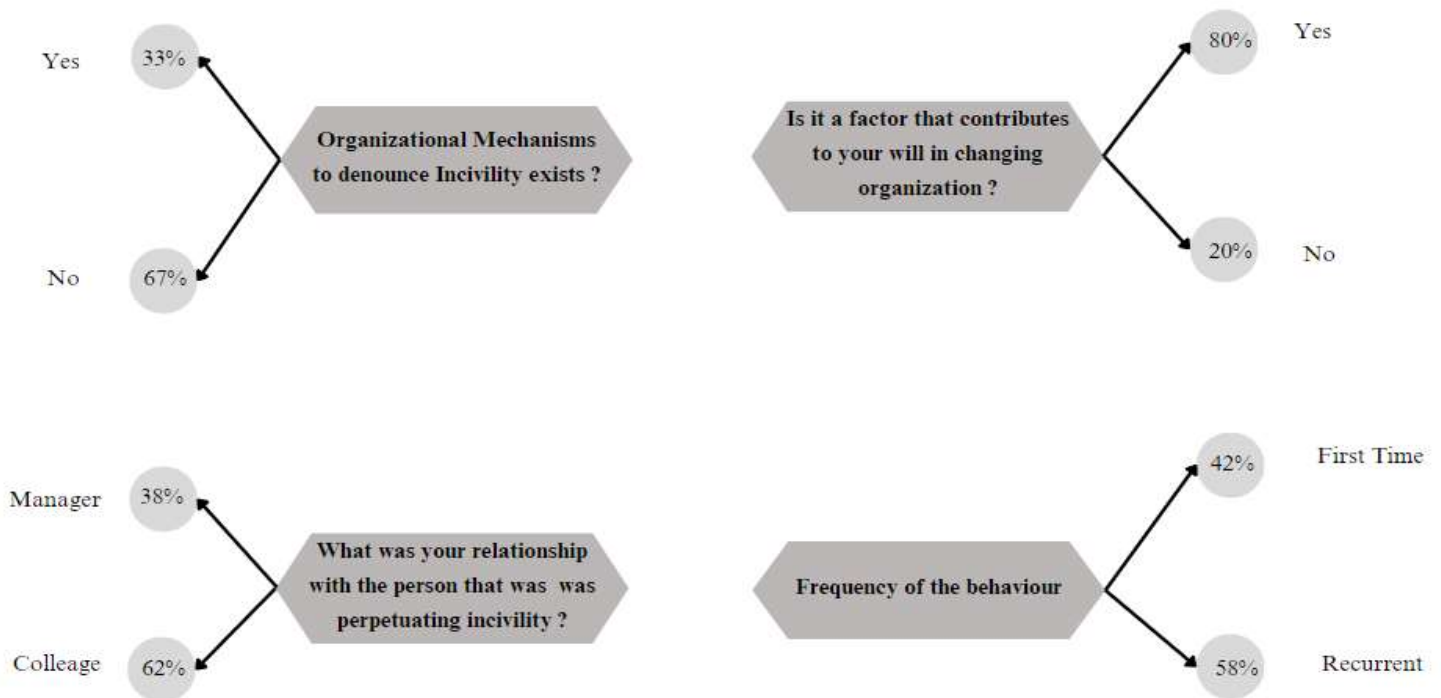


Figure 2-Summary of the results of the interviews

According to the table (Table X) and figure above (Figure 2), the data shows that not all organizations have mechanisms to denounce incivility, being a non-talk situation in some of them, and observing incivility is a factor that contributes to the will of changing company. The uncivil behaviour does not only come from the manager, but it can drive from colleagues whether it's on a recurrent way or an one-time only situation, having influence on the job satisfaction and task performance, impacting the relation between the observant and the person who perpetuated the behaviour.

3.5.8 Discussion of the results

When globally analysed, the majority of the participants observe low incivility, and are overall satisfied with their job, present a good task performance, trust in their manager and have a positive view regarding perceptions of justice. The total means and standard deviation of each scale showed that majority of the participants answers are slightly above the medium theoretical point of the respective scale, except the observed incivility scale (result of 3,768 to a 4 medium theoretical point).

The mean difference significance showed that, gender, education and being from a latin country do not contribute to observe more or less incivility ($p > 0,005$). A possible

explanation might be, because incivility is present in all corners of the organization (Sharma & Mishra, 2022), it is important to note that due to lack of studies in that field, it's not possible to explain empirically why those three variables have no impact when observing incivility (Schilpzand *et al.*, 2014).

In the analysis of significant differences between the levels of Incivility, Job Satisfaction, Task Performance, Trust in the Manager and Perceptions of Justice scales between the sample subgroup it was possible to assume that:

The gender results present a significance difference was found within the scale trust in the manager, being the gender "other" who least trust their manager, and that could be because ,not identifying with male or female gender, it's a very recent subject and a lot of people suffer preconceptions being more difficult to trust in people and according to (2018) a trustworthy manager can manage not just the organizational resources but also the employees. It is important for workers to view their managers as role models and have faith in them to tackle issues that arise at work so trust is essential. Companies should have in mind that all employees should trust their managers so besides having more productivity they have happier workforce (Poon, 2006).

It is also possible to find significance differences in the variable age group within the scales: Job Satisfaction; Incivility; Trust in the Manager and Perceptions of Justice. The participants in the age group 46-55 are the most satisfied with their job; the participants in the age group +56 are the ones with more tendency to have observed incivility; participants in the age group 18-25 are the ones who most trust in their manager and the participants in the age group 46-55 are the ones who consider to be the most fairness in the organization. A possible explanation could be that according to (1981) age has a positive relation with job satisfaction so that's why people in the age group 46-55 are more satisfied with their job and who consider to be the most fairness in the organization. On the other hand according to (2004) trust is not related to age, contrasting to these results, but since that study has almost 20 years these results could possible mean that in this time frame it could have changed. Regarding observed incivility there's not yet studies that have approached antecedent as referred in the literature review.

Then Pearson's correlation was used and found negative correlation between Observed Incivility and : Job satisfaction ;Trust in the Manager; Task Performance;

Perceptions of Justice which mean that when observed incivility increases these variables decrease and vice-versa. A possible explanation for this results could be that no one enjoys seeing that type of behaviour towards another person, and it will have a direct impact on job itself whether by being less satisfied with it and consequentially a poorer task performance ;if the manager is the perpetuator it makes him/she less trustworthy and in the end it negatively impacts the perceptions of justice. According to (2020), observing incivility can cause several negative behaviours affecting task performance as well as social behaviour and creativity human behaviour towards others having an impact on the whole organization.

According to (2001) observing incivility can cause a decrease in the task performance and (Schilpzand *et al.*, 2014) also stated that just by observing an uncivil behaviour towards another person in the workplace would lead to a decreasing of job satisfaction. To prove it even better this assumption, a linear regression was made and validated the hypotheses H1 ($\beta=-0,192$; $p<0,001$), and H2 ($\beta =-0,467$ $p<0,001$), meaning when observed incivility increases, task performance and job satisfaction decreases having impact not only on the persons who suffers it but also on the observers, being the whole organization impacted negatively by it.

On the study of the mediation effect the findings revealed that, as was assumed in the conceptual model, the relationship between observed incivility and job satisfaction and task performance is mediated, by both trust in the manager and perceptions of justice, validating the H3,H4,H5 and H6. Those results can be possible explained because if the employees have trust in their manager and have positive justice perceptions when they observe incivility they will not see that uncivil behaviour as badly or as serious. If employees don't trust their manager or have negative organizational perceptions of justice they will see an uncivil behaviour in a much more serious and aggravate way. According to (2006) the happier a worker is the better will be his/her performance with incivility having an impact on it, also perceptions of justice have an impact on those two outcomes impacting it directly (Simons and Roberson; Miner & Cortina, 2016) .

The interviews had shown that not all organizations have an institutionalized mechanism to denounce incivility, and even make a tabu about it which makes it hard to the employees“ It doesn't exist, my company has no mechanisms to do it or even ever

mention that we could denounce it, something like this is considered a tabu within the company” (Interviewee 101/F/5). The most common observed incivility behaviours are “hiding information from the colleagues” and ”aggressive talking to an employee” having influence in the will of leaving the company (“Yes watching these type of behaviours does not me feel good and of course it’s one of the factors that contributes to my will in leaving the company” (Interviewee 102/M/9)). Those types behaviours don’t come only from the manager but it can also come from colleagues and that goes in line to what (Schilpzand *et al.*, 2014) had stated before, that incivility can come from coworkers, supervisors or even costumers.

A person who observes incivility may respond to a number of different ways and according to (2017) observers with higher authority inside the organization are more likely to address the incivility's perpetrator, on the other hand, people with less power often stand by the victim of incivility. Most of the interviewees don’t do anything when they see that situation occur because they are afraid of the consequences that can come with it (“No I don’t do anything because I’m afraid I will get in conflict with that person or even makes it more difficult to grow in the company (Interviewee 104/F/11)) and that goes accordingly, to what was stated before, because none of the interviewees were at that moment in a high position of power.

From what was possible to understand from the interviews, some behaviours are recurrent (“Yes I saw it happen several times before” (Interviewee 103/F/15)) and some of them are a one-time only behaviour (No, it the first time I saw a situation like that”). When an employee observes someone perpetuating incivility, it will have impact in the task performance and consequently on the job satisfaction (“I feel less motivated to do my job, I don’t like when that type of behaviour happens and I’m afraid it will happen to me too” (Interviewee 105/M/20)), having has well impact in the relation between the observer and the incivility perpetrator (“I try to be more careful with that person to not go into conflict” (Interviewee 102/M/21); “Since that situation I changed my relation with that person and only have a work relation” (Interviewee 100/F/27) and according to (2009) it can elicit multiple emotions in addition to a universal dimension of negative feelings that include depression, discouragement, and even misery. These feelings can also affect performance, social behaviour, human behaviour toward others, and stress levels because, after observing rude behaviour, people become less concerned about

others and much less willing to share their resources, which will have an impact on both the teams into which these employees are inserted as well as the overall organization (Jungert & Holm, 2021; Porath & Erez, 2009).

4. CONCLUSIONS

This goal of this chapter is to present the main conclusions and contributions of the present study and to identify limitations that can be used for future studies.

4.1 Summary of the results and contributions

The results contribute to the science, by showing that observed incivility negatively impacts job satisfaction and task performance of the employees, as assumed on the literature review. When studying the mediation effect the results shown, that trust in the manager and perceptions of justice mediates the relation of observed incivility with job satisfaction and task performance as was assumed on the conceptual model.

For the companies it is important to aware that, observed incivility has impact on the everyday life of employees, no matter the gender, education or the location, and as the interviews had shown, that type of behaviour can be perpetuated whether by colleagues or managers impacting the relations among the employees in the organization. It is a factor that contributes to the will in leaving the company, and impacts their performance, whereas because they didn't like that kind of behaviour and are afraid it will happen them directly in the future, or because they thought it was wrong behaviour and don't see working in a company where those behaviors are seen as "normal" having a direct effect on the job satisfaction. The interviews showed as well that not all organizations have an institutionalized mechanism to denounce incivility, and even make a tabu about it. The most common observed incivility behaviours are "hiding information from the colleagues" and "aggressive talking to an employee". These behaviours can have influence on the will of leaving the company and can be recurrent or one-time only. When an employee observes someone perpetuating incivility, it can have impact on task performance and job satisfaction, as well as on the relation between the observer and the incivility perpetrator.

Possible measures that might help avoiding these ravages are: companies having a proper institutionalized system to denounce incivility; use organizational climate diagnosis to identify how incivility is present in the company before it becomes a bigger

problem diagnosis, as well as having an open culture where employees feel they could talk about their concerns and what is bothering them without the feeling of being judged.

4.2. Limitations of the study and Recommendations for future Investigations

The first limitation of this study is the reduced number of participants in the surveys, and even though the participants were from all around the globe, and work from different sectors, this disparity of sectors distributed in non-equitable ways, leads that more sectors are in more representation than others. In this way the results reflect a small percentage of employee's opinions very diversified. In future studies could be interesting to have a more representative sample of professionals from just one area or from one continent, in order that the results could be even more conclusive.

As second limitation, the study only analysed the impact of observed incivility in two variables, job satisfaction and task performance. As shown in previous studies observed incivility, can have impact on other behaviours and job attitudes, so it could be useful to study its impacts other behaviours and job attitudes, such as work withdrawal, instigated incivility, emotional exhaustion and so on.

It was perceived as third limitation, the fact that individual characteristics of each participant of this study haven't not been considered which can influence how they perceive incivility as well the other variables in study: trust in the manager, perceptions of justice, task performance and job satisfaction. For future studies could be interesting to have that in consideration and see how it impacts these or other variables.

Despite the limitations identified this study, it contributes with important information for the study observed incivility and its impacts on job satisfaction and task performance. As incivility is a more relevant field of study, and it has impacts on all over the organization, it is important that companies adopt plans and policies ,to first of all understand where it occurs the most and why, and then make strategies to tackle the effects of it.

6. REFERENCES

- Andersson, L. M., & Pearson, C. M. (1999). Tit for Tat? The Spiraling Effect of Incivility in the Workplace. *The Academy of Management Review*, 24(3), 452–471. <https://doi.org/10.2307/259136>
- Blau, G. (2007). Partially testing a process model for understanding victim responses to an anticipated worksite closure. *Journal of Vocational Behavior*, 71(3), 401–428. <https://doi.org/10.1016/j.jvb.2007.08.005>
- Blau, G. and Andersson, L. (2005), Testing a measure of instigated workplace incivility. *Journal of Occupational and Organizational Psychology*, 78: 595-614. <https://doi.org/10.1348/096317905X26822>
- Borman, W. C., and Motowidlo, S. (1993). “Expanding the criterion domain to include elements of contextual performance,” in *Personnel Selection in Organizations*, eds N. Schmitt and W. C. Borman (San Francisco, CA: Jossey-Bass), 71–98.
- Cammann, C., Fichman, M., Jenkins, D. and Klesh, J. (1979) The Michigan Organizational Assessment Questionnaire. Unpublished Manuscript, University of Michigan, Ann Arbor, MI.
- Colquitt, J. A. (2001). On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology*, 86(3), 386–400 <https://doi.org/10.1037/0021-9010.86.3.386>
- Cortina, L. M., & Magley, V. J. (2009). Patterns and profiles of response to incivility in the workplace. *Journal of occupational health psychology*, 14(3), 272–288. <https://doi.org/10.1037/a0014934>
- Cortina, L. M., Magley, V. J., Williams, J. H., & Langhout, R. D. (2001). Incivility in the workplace: incidence and impact. *Journal of occupational health psychology*, 6(1), 64–80.
- Estes, B., & Wang, J. (2008). Integrative Literature Review: Workplace Incivility: Impacts on Individual and Organizational Performance. *Human Resource Development Review*, 7(2), 218–240. <https://doi.org/10.1177/1534484308315565>

Gordon E. O'Brien & Peter Dowling (1981) Age and job satisfaction, *Australian Psychologist*, 16:1, 49-61. <https://doi.org/10.1080/00050068108254415>

Hayes, A.F. (2022), *Introduction to Mediation, Moderation, and Conditional Process Analysis: A Regression-based Approach*, 3rd ed., Guilford Press, New York, NY

Greenberg, J. (1978). Allocator-Recipient Similarity and the Equitable Division of Rewards. *Social Psychology*, 41(4), 337–341. <https://doi.org/10.2307/3033586>

Greenberg, J. (1990). Organizational justice: Yesterday, today and tomorrow. *Journal of Management*, 16, 399–432.

Gilam, G., Horing, B., Sivan, R., Weinman, N., & Mackey, S. C. The decline in task performance after witnessing rudeness is moderated by emotional. *Neuroscience and Biobehavioral Reviews*, 46(Pt 4), 604-627.

Guide to Survey Methods: Definition, Types and Advantages. (2022). Indeed Career Guide. <https://www.indeed.com/career-advice/career-development/survey-method>

Han, S., Harold, C. M., Oh, I.-S., Kim, J. K., & Agolli, A. (2022). A meta-analysis integrating 20 years of workplace incivility research: Antecedents, consequences, and boundary conditions. *Journal of Organizational Behavior*, 43(3), 497– 523. <https://doi.org/10.1002/job.2568>

Hesse-Biber, S. N. (2012). *Handbook of feminist research: Theory and praxis*. SAGE Publications, Inc., <https://dx.doi.org/10.4135/9781483384740>

Herscovis, M. S. (2011). "Incivility, social undermining, bullying. . .Oh my!": A call to reconcile constructs within workplace aggression research. *Journal of Organizational Behavior*, 32(3), 499–519. <https://doi.org/10.1002/job.689>

Herscovis, M. S., Neville, L., Reich, T. C., Christie, A. M., Cortina, L. M., & Shan, J. V. (2017). Witnessing wrongdoing: The effects of observer power on incivility intervention in the workplace. *Organizational Behavior and Human Decision Processes*, 142, 45–57. <https://doi.org/10.1016/j.obhdp.2017.07.006>

Holm, K., Torkelson, E. and Bäckström, M. (2019), "Exploring links between witnessed and instigated workplace incivility", *International Journal of Workplace Health Management*, Vol. 12 No. 3, pp. 160-175. <https://doi.org/10.1108/IJWHM-04-2018-0044>

Holm, K., Torkelson, E. & Bäckström, M. Workplace incivility as a risk factor for workplace bullying and psychological well-being: a longitudinal study of targets and bystanders in a sample of swedish engineers. *BMC Psychol* 10, 299 (2022). <https://doi.org/10.1186/s40359-022-00996-1>

Jamal, Rabbia & Siddiqui, Danish. (2020). The Effects of Workplace Incivility on Job Satisfaction: Mediating Role of Organizational Citizenship Behavior, Intrinsic and Extrinsic Motivation, Emotional Exhaustion. *International Journal of Human Resource Studies*. 10. 56. 10.5296/ijhrs. v10i2.16389.

Janssen, O., & Van Yperen, N. W. (2004). Employees' Goal Orientations, the Quality of Leader-Member Exchange, and the Outcomes of Job Performance and Job Satisfaction. *Academy of Management Journal*, 47(3), 368–384. <https://doi.org/10.2307/20159587>

Jungert, T. and Holm, K. (2022), "Workplace incivility and bystanders' helping intentions", *International Journal of Conflict Management*, Vol. 33 No. 2, pp. 273-290. <https://doi.org/10.1108/IJCM-08-2021-0131>

Kristoffer Holm, Eva Torkelson, Martin Bäckström, "Models of Workplace Incivility: The Relationships to Instigated Incivility and Negative Outcomes", *BioMed Research International*, vol. 2015, 2015. <https://doi.org/10.1155/2015/920239>

Lisa M. Penney, & Spector, P. E. (2005). Job Stress, Incivility, and Counterproductive Work Behavior (CWB): The Moderating Role of Negative Affectivity. *Journal of Organizational Behavior*, 26(7), 777–796. <http://www.jstor.org/stable/4093955>

Liu, J., & Ulrich, C. (2016). Mediation analysis in nursing research: a methodological review. *Contemporary nurse*, 52(6), 643–656. <https://doi.org/10.1080/10376178.2015.1041999>

Liu, P., Li, X., Li, A., Wang, X., & Xiong, G. (2020). How third parties respond to workplace incivility: The moderating role of the dark triad and task interdependence. *Personality and Individual Differences*, 110427. <https://doi.org/10.1016/j.paid.2020.110427>

Miner, K. N., & Cortina, L. M. (2016). Observed Workplace Incivility toward Women, Perceptions of Interpersonal Injustice, and Observer Occupational Well-Being: Differential Effects for Gender of the Observer. *Frontiers in psychology*, 7, 482. <https://doi.org/10.3389/fpsyg.2016.00482>

Miranda, G. A., Welbourne, J. L., & Sariol, A. M. (2020). Feeling shame and guilt when observing workplace incivility: Elicitors and behavioral responses. *Human Resource Development Quarterly*. <https://doi.org/10.1002/hrdq.21395>

Maroco, J., & Garcia-Marques, T. (2006). Qual a fiabilidade do alfa de Cronbach? Questões antigas e soluções modernas? *Laboratório de Psicologia*, 4(1), 65–90. [10.14417/lp.763](https://doi.org/10.14417/lp.763)

Nitzsche, M. (2015). *(In)Civilidade no Trabalho: Escalas de Medida e Efeitos no Burnout e Engagement*. Universidade Autónoma de Lisboa.

Petitta, L., & Jiang, L. (2019). Burning out? Watch your own incivility and the emotions you spread. *Work (Reading, Mass.)*, 64(4), 671–683. <https://doi.org/10.3233/WOR-193029>

Porath, Christine & Erez, Amir. (2007). Does Rudeness Really Matter? The Effects of Rudeness on Task Performance and Helpfulness. *Academy of Management Journal*. 50. 1181-1197. [10.5465/amj.2007.20159919](https://doi.org/10.5465/amj.2007.20159919).

Porath, C. L., & Erez, A. (2009). Overlooked but not untouched: How rudeness reduces onlookers' performance on routine and creative tasks. *Organizational Behavior and Human Decision Processes*, 109(1), 29–44. <https://doi.org/10.1016/j.obhdp.2009.01.003>

Porath, Christine & Pearson, Christine. (2013). The Price of Incivility. *Harvard business review*. 91. 114-21, 146.

Poon, J. M. L. (2006). Trust-in-supervisor and helping coworkers: Moderating effect of perceived politics. *Journal of Managerial Psychology*, 21(6), 518–532. <https://doi.org/10.1108/02683940610684373>

Rahim, Saddam & Shujahat, Muhammad & Malik, Muhammad Imran & Iqbal, Sadia & Nawaz, Faisal. (2017). Contradictory results on the mediating roles of two dimensions of trust between transformational leadership and employee outcomes. *Journal of Organizational Effectiveness: People and Performance*. 5. 10.1108/JOEPP-11-2016-0063.

Reich, T. C., Hershcovis, M. S., Lyubkykh, Z., Niven, K., Parker, S. K., & Stride, C. B. (2021). Observer reactions to workplace mistreatment: It's a matter of perspective. *Journal of Occupational Health Psychology*, 26(5), 374–392. <https://doi.org/10.1037/ocp0000205>

Saleem, F., Malik, M. I., Asif, I., & Qasim, A. (2022). Workplace Incivility and Employee Performance: Does Trust in Supervisors Matter? (A Dual Theory Perspective). *Behavioral sciences* (Basel, Switzerland), 12(12), 513. <https://doi.org/10.3390/bs12120513>

Schilpzand, P., De Pater, I. E., & Erez, A. (2016). Workplace incivility: A review of the literature and agenda for future research. *Journal of Organizational Behavior*, 37(Suppl 1), S57–S88. <https://doi.org/10.1002/job.1976>

Scott, K. L., Restubog, S. L. D., & Zagencyk, T. J. (2013). A social exchange-based model of the antecedents of workplace exclusion. *Journal of Applied Psychology*, 98(1), 37–48. <https://doi.org/10.1037/a0030135>

Sharma, D., Mishra, M. Family incivility and instigated workplace incivility: How and when does rudeness spill over from family to work?. *Asia Pac J Manag* 39, 1257–1285 (2022). <https://doi.org/10.1007/s10490-021-09764-y>

Simons, T., & Roberson, Q. (2003). Why managers should care about fairness: The effects of aggregate justice perceptions on organizational outcomes. *Journal of Applied Psychology*, 88(3), 432–443. <https://doi.org/10.1037/0021-9010.88.3.432>

Tepper, B. J. (2000). Consequences of Abusive Supervision. *The Academy of Management Journal*, 43(2), 178–190. <https://doi.org/10.2307/1556375>

Vasconcelos, A. F. (2020). Workplace incivility: A literature review. *International Journal of Workplace Health Management*, 13(5), 513–542. <https://doi.org/10.1108/IJWHM-11-2019-0137>

Wright, K. B. (2005). Researching Internet-Based Populations: Advantages and Disadvantages of Online Survey Research, Online Questionnaire Authoring Software Packages, and Web Survey Services. *Journal of Computer-Mediated Communication*, 10(3).

Yao, J., Lim, S., Guo, C. Y., Ou, A. Y., & Ng, J. W. X. (2022). Experienced incivility in the workplace: A meta-analytical review of its construct validity and nomological network. *The Journal of applied psychology*, 107(2), 193–220. <https://doi.org/10.1037/apl0000870>

APPENDIX

Appendix 1- Guião Entrevista/Interview Script

Nota: Guião adaptado de (Tarraf, Rima C., "Understanding Workplace Incivility Experiences and the Moderating Role of Mindfulness"(2017). Electronic Thesis and Dissertation Repository. 4757.) para se adequar a incivilidade observada.

Data de Realização da Entrevista:

Dados do entrevistado:

- Nome:
- Idade:
- Sexo: M F Não Binário Outro: _____
- Setor em que trabalha:
- Tempo que trabalha na organização:

Texto Introdutório:

Olá (nome do entrevistado),

Agradeço desde já a sua disponibilidade para participar nesta entrevista, o meu nome é Mónica Sequeira e estou a frequentar o Mestrado de Gestão de Recursos Humanos, no ISEG. É neste contexto que estou a desenvolver o meu trabalho final de mestrado, que por sua vez passa por elaborar uma dissertação cujo objetivo é estudar os efeitos da incivilidade testemunhada no local de trabalho.

Para o/a (nome do entrevistado) perceber um pouco melhor do que estou a falar, a incivilidade no local de trabalho pode ser definida como “um comportamento desviante de baixa intensidade no local de trabalho com uma intenção ambígua de magoar”. Sendo que, nesta entrevista vamos abordar a incivilidade, mas do ponto de vista de quem está de fora, ou seja, no lado do observador.

Os riscos envolvidos na participação neste estudo são mínimos, no entanto, pode achar stressante ou incómodo falar de uma altura em que viu alguém a ser rude, mas pode parar em qualquer momento durante a entrevista, e não tem de responder a nenhuma pergunta que não queira.

Questões:

- O que pensa dos mecanismos organizacionais que a sua empresa tem que permitam denunciar a incivilidade?
- Ao observar a incivilidade, sente que isso pode ser um fator que contribua para a sua vontade em mudar de organização, e porquê?
- Dê exemplos de situações em que tenha testemunhado incivilidade no seu local de trabalho.

Agora quero que pense numa situação em específico que tenha observado um colega ou uma chefia a sofrer incivilidade.

- **Fale-me um pouco sobre essa a situação.**

- a. O que estava a acontecer naquele momento?
- b. O que o fez pensar que se tratava de incivilidade?
- c. Qual era/é a sua relação com a pessoa em causa?

d. Como se sentiu, e porquê?

e. O que se lembra de ter pensado naquela altura? O que se estava a passar na sua cabeça e o que fez?

f. Lembra-se de outra coisa que se tenha destacado?

➤ **Sente que alguma coisa aconteceu, para levar a que aquela situação tivesse ocorrido?**

a. Tinha visto aquele comportamento a acontecer antes? Se sim, com que frequência?

b. Pensando de novo, teria agido de forma diferente?

c. Estava mais alguém envolvido naquela situação? Se sim, quem?

➤ **Que tipo de efeito teve esse comportamento em si?**

a. Como é que aquela experiência o/a afetou?

b. Que mudanças associa àquela experiência? Que mudanças teve o seu relacionamento com aquela pessoa?

c. Há momentos em que observa o mesmo comportamento ou comportamentos semelhantes, mas não é afetado por isso? Se sim, como é que é afetado pelo mesmo comportamento/comportamentos semelhantes noutras situações?

➤ **Há mais alguma coisa sobre essa experiência que queira partilhar?**

Appendix 2- Survey

Impactos da Incivilidade Observada na Performance e Satisfação do Colaborador (Impacts of Observed Incivility on the Satisfaction and Performance of the Employee)

O meu nome é Mónica Sequeira e sou estudante do 2º ano do Mestrado em Gestão de Recursos Humanos do ISEG. (My name is Mónica Sequeira and I'm a student of the Second Year of Masters in Human Resources Management from ISEG.) No âmbito da minha dissertação de mestrado, estou a investigar os efeitos da Incivilidade Observada na Satisfação e Performance do Colaborador. (On the scope of my dissertation, I'm studying the effects of Observed Incivility on the Satisfaction and Performance of the employee.)

A Incivilidade no local de trabalho pode ser definida como "um comportamento desviante de baixa intensidade no local de trabalho com uma intenção ambígua de magoar". (The incivility on the workplace can be defined as "a deviant low intense behaviour with an ambiguous intention to hurt.")

A sua participação é totalmente anónima e os dados que facultar serão utilizados unicamente para o âmbito académico, sendo a sua resposta, pessoal e sincera, muito importante. (Your participation is totally anonymous and the data you'll provide will be used solely to the academic scope, so your honest and personal answer will be very important.)

Agradeço, desde já, a sua disponibilidade e colaboração! (I appreciate your availability and cooperation!)

Contacto/Contact: 156225@aln.iseg.ulisboa.pt

Ao seguir em frente, declaro que tomei conhecimento dos objetivos do presente estudo, concordando em participar nesta investigação. (By moving on, I declare that I know the objectives of the present study, agreeing in participate in this investigation.)

Dados Demográficos (Demographic Data)

Nesta secção vai ser perguntada alguma informação sobre si. (In this section will be asked a few information about you.)

1. Género (Gender)

2. Faixa Etária (Age Group) 18-25; 26-35; 36-45; 46-55; +56

3. Nacionalidade (Nationality) _____

4.Habilitações Literárias (Education) : Ensino Secundário (High School Degree); Licenciatura (College Degree); Mestrado (Master's Degree); Doutoramento(Doctoral Degree); Outra (Other)_____; Nenhuma das acima referidas (None of the above)

5.Ocupação/Profissão (Occupation/Profession)_____

Incivilidade Observada (Observed Incivility)

Nesta secção vão ser feitas perguntas relacionadas com a incivilidade observada. No últimos 5 anos enquanto trabalhador da sua empresa, esteve numa situação em que tenha observado alguma situação em que viu algum dos seus supervisores ou colegas (In this section you will be asked questions about observed incivility.During the Past 5 Years while employed by (your company name) have you been in a situation where you saw any of your superiors or co-workers:) ? :

6.Rebaixou alguém ou foi condescendente com alguém? (Put someone down or was condescending to someone?)

7.Prestou pouca atenção a uma afirmação ou mostrou pouco interesse na opinião de alguém? (Paid little attention to a statement or showed little interest in someone's opinion?)

8.Fez comentários humilhantes ou depreciativos sobre alguém (Made demeaning or derogatory remarks about someone)

9. Dirigiu-se a alguém de forma não profissional, em público ou em privado?(Addressed someone in an unprofessional terms either publicly or privately?)

10. Ignorou ou excluiu alguém da camaradagem profissional?(Ignored or excluded someone from professional camaraderie?)

11. Duvidou do julgamento de alguém sobre um assunto sobre o qual ela/ele tinha responsabilidade?(Doubted someone's judgment on a matter over which she/he had responsibility?)

12.Fez tentativas indesejadas de atrair alguém para uma discussão de assuntos pessoais? (Made unwanted attempts to draw someone into a discussion of personal matters?)

Satisfação no trabalho (Job Satisfaction)

Nesta secção vão ser feitas afirmações sobre como se sente em relação ao seu trabalho(In this section will be done statments on how you feel about your job).

13.No geral, eu não gosto do meu trabalho(In general, I don't like my job).

14.No fim de contas, estou satisfeito com o meu trabalho(All in all, I am satisfie with my job).

15. No geral, gosto de trabalhar aqui(In general, I like working here).*

Desempenho da tarefa (Task Performance)

Nesta Secção vão ser feitas afirmações relacionadas com o desempenho da tarefa, indique em que grau concorda com cada afirmação(In this section will made statements regarding Task Performance,indicate the degree to which you agree with each statement).

16. Completo sempre as funções especificadas na descrição de funções (I always complete the duties specified in job description).

17. Cumpro todos os requisitos formais de desempenho do trabalho (I meet all the formal performance requirements of the job).

18. Eu cumpro todas as responsabilidades exigidas pelo seu trabalho(I fulfil all responsibilities required by his/her job).

19. Nunca negligencio aspectos do trabalho que sou obrigado a desempenhar(I never neglect aspects of the job that I'm obligated to perform).

20. Não cumpro frequentemente deveres essenciais (I often fails to perform essential duties).

Confiança na Chefia (Trust in the manager)

Nesta Secção vão ser feitas afirmações relacionadas com a confiança na chefia, indique em que grau concorda com cada afirmação (In this section will made statements regarding Trust in the Manager, indicate the degree to which you agree with each statement).

21. As necessidades e desejos dos gerentes/empregados são muito importantes para os empregados/gerentes(Managers'/employees' needs and desires are very important to employees/managers).
22. Posso contar com os meus empregados/gestores para me ajudarem se tiver dificuldades com o meu trabalho (I can count on my employees/managers to help me if I have difficulties with my job).
23. Os funcionários/gestores não fariam nada intencionalmente para prejudicar a organização(Employees/managers would not knowingly do anything to hurt the organization).
- 24.Os meus empregados/gestores estão abertos e frontais comigo(My employees/managers are open and up front with me).
- 25.Penso que as pessoas na organização são bem sucedidas ao pisar outras pessoas(I think that the people in the organization succeed by stepping on other people).
- 26.Os empregados/gerentes cumprirão as promessas que fizerem (Employees/managers will keep the promises they make).
27. Empregados/gestores estão realmente atentos ao que é importante para os gestores/empregados (Employees/managers really look out for what is important to the managers/employees).
28. Os funcionários/gestores têm muito conhecimento sobre o trabalho que precisa de ser feito (Employees/managers have a lot of knowledge about the work that needs to be done).
29. Os funcionários/gestores são conhecidos por serem bem sucedidos nas coisas que tentam alcançar (Employees/managers are known to be successful in the things they attempt to accomplish).
30. Se eu cometer um erro, os meus empregados/gestores estão dispostos a "perdoar e esquecer" (If I make a mistake, my employees/managers are willing to "forgive and forget").
31. As acções e comportamentos dos funcionários/gestores não são consistentes (Employees'/managers' actions and behaviors are not consistent).
32. Os funcionários/gestores tomam acções que são consistentes com as suas palavras (Employees/managers take actions that are consistent with their words).
- 33.É melhor não partilhar informação com os meus empregados/gestores (It is best not to share information with my employees/managers).
- 34.Há muito carinho nas relações entre os gestores e os trabalhadores desta organização (There is a lot of warmth in the relationships between the managers and workers in this organization).
- 35.Os funcionários/gestores fariam sacrifícios pessoais pelo nosso grupo (Employees/managers would make personal sacrifices for our group).
- 36.Os empregados/gestores expressam os seus verdadeiros sentimentos sobre questões importantes (Employees/managers express their true feelings about important issues).

Justiça processual (Procedural Justice)

Os itens seguintes referem-se aos procedimentos utilizados para chegar ao seu (resultado) Até que ponto(The following items refer to the procedures used to arrive at your (outcome). To what extent):

- 37.Foi capaz de expressar os seus pontos de vista e sentimentos durante os procedimentos (Have you been able to express your views and feelings during those procedures)?
- 38.Teve influência sobre o (resultado) levado por esses procedimentos (Have you had influence over the (outcome)

arrived at by those procedures) ?

39. Será que esses procedimentos foram aplicados de forma consistente (Have those procedures been applied consistently)?

40. Esses procedimentos têm sido isentos de preconceitos (Have those procedures been free of bias)?

41. Estes procedimentos têm sido baseados em informações precisas (Have those procedures been based on accurate information)?

41. Foi-lhe possível recorrer do (resultado) a que chegaram esses procedimentos (Have you been able to appeal the (outcome) arrived at by those procedures)?

42. Têm esses procedimentos respeitado as normas éticas e morais (Have those procedures upheld ethical and moral standards)?

Justiça Distributiva (Distributive Justice)

Os itens seguintes referem-se ao seu (resultado). Até que ponto (The following items refer to your (outcome). To what extent):

44. O seu (resultado) reflecte o esforço que investiu no seu trabalho (Does your (outcome) reflect the effort you have put into your work)?

45. O seu (resultado) é apropriado para o trabalho que completou (Is your (outcome) appropriate for the work you have completed)?

46. Será que o seu (resultado) reflecte o que contribuiu para a organização (Does your (outcome) reflect what you have contributed to the organization)?

47. O seu (resultado) é justificado, tendo em conta o seu desempenho (Is your (outcome) justified, given your performance)?

Justiça Interpessoal (Interpersonal Justice)

Os itens seguintes referem-se (a figura de autoridade que decretou o procedimento). Em que medida (The following items refer to (the authority figure who enacted the procedure). To what extent):

48. Ele/ela tratou-o de uma forma educada (Has (he/she) treated you in a polite manner)?

49. Ele/ela tratou-o com dignidade (Has (he/she) treated you with dignity)?

50. Ele/ela tratou-o com respeito (Has (he/she) treated you with respect)?

51. Ele/ela absteve-se de fazer observações ou comentários impróprios (Has (he/she) refrained from improper remarks or comments)?

Justiça Informacional (Informational Justice)

Os itens seguintes referem-se (a figura de autoridade que decretou o procedimento). Até que ponto (The following items refer to (the authority figure who enacted the procedure). To what extent):

52. Ele/ela foi franco(a) nas (suas) comunicações consigo (Has (he/she) been candid in (his/her) communications with you)?

53. Ele/ela explicou os procedimentos de forma exaustiva (Has (he/she) explained the procedures thoroughly)?

54. As explicações dele/dela sobre os procedimentos foram razoáveis (Were his/her explanations regarding the procedures reasonable)?

55. Ele/ela tem comunicado os pormenores em tempo útil (Has (he/she) communicated details in a timely manner)?

56. Ele/ela pareceu ter adaptado comunicações dele/dela às necessidades específicas dos indivíduos (Has (he/she) seemed to tailor (his/her) communications to individuals' specific needs)?

Obrigado pela sua participação (Thank you for your participation)!

Appendix 3- Differences by Gender

Table XI-Differences by Gender

Scale		Mean	Z	Sig.
Trust In the Manager	Feminino (Feminine)	3,2526	4,115	,018
	Masculino (Masculine)	2,8555		
	Outra (Other)	2,5000		

Author: Personnel Elaboration

Appendix 4- Differences by Age Group

Table XII-Differences by Age Group

Scale		Mean	Z	Sig.
Job Satisfaction	+56	3,0000	3,048	,018
	18-25	4,0550		
	26-35	4,1111		
	36-45	3,1667		
	46-55	4,2576		
Incivility	+56	5,0000	5,513	<,001
	18-25	3,2769		
	26-35	4,1203		
	36-45	4,7802		
	46-55	3,3247		
Trust In the Manager	+56	2,4514	5,418	<,001
	18-25	3,3351		
	26-35	3,1491		
	36-45	2,5024		
	46-55	3,1818		
	+56	2,4833		
	18-25	3,3675		

Perceptions Of Justice	26-35	3,3588	4,826	<,001
	36-45	2,6115		
	46-55	3,4205		

Author: Personal Elaboration

Appendix 5- Full Results of Process

Hypothesis 3: The relationship between Observed Incivility and Task Performance is mediated by trust in the boss.

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 4.2 beta *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com

Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model : 4

Y : Task Performance

X : Observed Incivility

M : Trust in the Manager

Sample

Size: 211

OUTCOME VARIABLE:

Trust in the Manager

Model Summary

R	R-sq	MSE	F	df1	df2	p
,6562	,4306	,5307	158,0718	1,0000	209,0000	,0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	4,3671	,1105	39,5063	,0000	4,1492	4,5850
Incivility	-,3287	,0261	-12,5727	,0000	-,3802	-,2771

Standardized coefficients

	coeff
Incivility	-,6562

OUTCOME VARIABLE:

Task Performance

Model Summary

R	R-sq	MSE	F	df1	df2	p
,4554	,2074	,7060	27,2057	2,0000	208,0000	,0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	3,4014	,3710	9,1676	,0000	2,6700	4,1329
Incivil	-,0940	,0400	-2,3518	,0196	-,1728	-,0152
TrustMa	,2978	,0798	3,7322	,0002	,1405	,4551

Standardized coefficients

	coeff
Incivil	-,1924
TrustMa	,3053

***** TOTAL EFFECT MODEL *****

OUTCOME VARIABLE:

Task Performance

Model Summary

R	R-sq	MSE	F	df1	df2	p
,3928	,1543	,7497	38,1235	1,0000	209,0000	,0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	4,7019	,1314	35,7859	,0000	4,4429	4,9609
Incivil	-,1918	,0311	-6,1744	,0000	-,2531	-,1306

Standardized coefficients

	coeff
Incivility	-,3928

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI	c_cs
-,1918	,0311	-6,1744	,0000	-,2531	-,1306	-,3928

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI	c'_cs
-,0940	,0400	-2,3518	,0196	-,1728	-,0152	-,1924

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
TrustMa	-,0979	,0307	-,1604

Completely standardized indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
TrustMa	-,2004	,0590	-,3166

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:

95,0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

----- END MATRIX -----

Hypothesis 4: The relationship between Observed Incivility and Task Performance is mediated by Perceptions of Justice.

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 4.2 beta *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
 Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model : 4

Y : Task Performance
 X : Observed Incivility
 M : Perceptions of Justice

Sample

Size: 211

OUTCOME VARIABLE:

Perceptions of Justice

Model Summary

R	R-sq	MSE	F	df1	df2	p
,5912	,3495	,6728	112,2813	1,0000	209,0000	,0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	4,4152	,1245	35,4725	,0000	4,1698	4,6605
Incivility	-,3119	,0294	-10,5963	,0000	-,3699	-,2539

Standardized coefficients

	coeff
Incivility	-,5912

OUTCOME VARIABLE:

Task Performance

Model Summary

R	R-sq	MSE	F	df1	df2	p
,5460	,2981	,6252	44,1629	2,0000	208,0000	,0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	2,7800	,3179	8,7445	,0000	2,1533	3,4068
Incivil	-,0561	,0352	-1,5942	,1124	-,1254	,0133
PercJust	,4353	,0667	6,5278	,0000	,3038	,5667

Standardized coefficients

	coeff
Incivil	-,1148
PercJust	,4702

***** TOTAL EFFECT MODEL *****

OUTCOME VARIABLE:

Task Performance

Model Summary

R	R-sq	MSE	F	df1	df2	p
,3928	,1543	,7497	38,1235	1,0000	209,0000	,0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	4,7019	,1314	35,7859	,0000	4,4429	4,9609
Incivil	-,1918	,0311	-6,1744	,0000	-,2531	-,1306

Standardized coefficients

	coeff
Incivil	-,3928

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI	c_cs
-,1918	,0311	-6,1744	,0000	-,2531	-,1306	-,3928

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI	c'_cs
-,0561	,0352	-1,5942	,1124	-,1254	,0133	-,1148

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
PercJust	-,1358	,0294	-,1962

Completely standardized indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
PercJust	-,2779	,0556	-,3893

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:

95,0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
5000

----- END MATRIX -----

Hypothesis 5: The relationship between Observed Incivility and Job Satisfaction is mediated by Trust in Management.

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 4.2 beta *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model : 4

Y : Job Satisfaction
X : Observed Incivility
M : Trust in the Manager

Sample Size: 211

OUTCOME VARIABLE:

Trust in the Manager

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	,6562	,4306	,5307	158,0718	1,0000	209,0000	,0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	4,3671	,1105	39,5063	,0000	4,1492	4,5850
Incivil	-,3287	,0261	-12,5727	,0000	-,3802	-,2771

Standardized coefficients

coeff
Incivility -,6562

OUTCOME VARIABLE:

Job Satisfaction

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	,7496	,5619	1,0809	133,3845	2,0000	208,0000	,0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	1,1768	,4591	2,5634	,0111	,2718	2,0818
Incivil	-,1270	,0494	-2,5681	,0109	-,2244	-,0295
TrustMa	1,0351	,0987	10,4858	,0000	,8405	1,2298

Standardized coefficients

coeff
Incivil -,1562
TrustMa ,6378

***** TOTAL EFFECT MODEL *****

OUTCOME VARIABLE:

Job Satisfaction

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	,5747	,3303	1,6443	103,0806	1,0000	209,0000	,0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	5,6974	,1946	29,2799	,0000	5,3138	6,0810
Incivil	-,4672	,0460	-10,1529	,0000	-,5579	-,3765

Standardized coefficients
coeff

Incivil -,5747

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI	c_cs
-,4672	,0460	-10,1529	,0000	-,5579	-,3765	-,5747

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI	c'_cs
-,1270	,0494	-2,5681	,0109	-,2244	-,0295	-,1562

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
TrustMa	-,3402	,0459	-,4309

Completely standardized indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
TrustMa	-,4185	,0533	-,5250

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:

95,0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

----- END MATRIX -----

Hypothesis 6: The relationship between Observed Incivility and Job Satisfaction is mediated by Perceptions of Justice.

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 4.2 beta *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com

Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model : 4

Y : Job Satisfaction

X : Observed Incivility

M : Perceptions of Justice

Sample

Size: 211

OUTCOME VARIABLE:

Perceptions of Justice

Model Summary

R	R-sq	MSE	F	df1	df2	p
,5912	,3495	,6728	112,2813	1,0000	209,0000	,0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	4,4152	,1245	35,4725	,0000	4,1698	4,6605
Incivility	-,3119	,0294	-10,5963	,0000	-,3699	-,2539

Standardized coefficients

coeff
Incivility -,5912

OUTCOME VARIABLE:

Job Satisfaction

Model Summary

R	R-sq	MSE	F	df1	df2	p
,7563	,5720	1,0559	138,9853	2,0000	208,0000	,0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	1,5508	,4132	3,7536	,0002	,7363	2,3654
Incivility	-,1743	,0457	-3,8117	,0002	-,2644	-,0841
PercJust	,9392	,0867	10,8376	,0000	,7683	1,1100

Standardized coefficients

	coeff
Incivil	-,2144
PercJust	,6095

***** TOTAL EFFECT MODEL *****

OUTCOME VARIABLE:

Job Satisfaction

Model Summary

R	R-sq	MSE	F	df1	df2	p
,5747	,3303	1,6443	103,0806	1,0000	209,0000	,0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	5,6974	,1946	29,2799	,0000	5,3138	6,0810
Incivil	-,4672	,0460	-10,1529	,0000	-,5579	-,3765

Standardized coefficients

	coeff
Incivil	-,5747

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI	c'_cs
-,4672	,0460	-10,1529	,0000	-,5579	-,3765	-,5747

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI	c'_cs
-,1743	,0457	-3,8117	,0002	-,2644	-,0841	-,2144

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
PercJust	-,2929	,0469	-,3878

Completely standardized indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
PercJust	-,3603	,0561	-,4718

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:

95,0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

----- END MATRIX -----

Appendix 6-Codification of the Interviewees

		Codification
Sector	IT	100
	Retail	101
	Nursing	102
	Law	103
	Administration/Support	104
	Accounting	105
Incivility	Feminine	F
	Masculine	M