

[*This article was accepted on 10th December 2021]

This accepted version was deposited under the Creative Commons Attribution Non-commercial International Licence 4.0 (CC BY-NC 4.0)

Understanding the consequences of workplace incivility: the roles of emotional exhaustion, acceptability, and political skill

Chanki Moon¹ and Catarina Morais²

¹ Department of Psychology, School of Social Science, Leeds Beckett University, UK

² Research Centre for Human Development, Faculty of Education and Psychology, Universidade Católica Portuguesa, Portugal

WORD COUNT: 11,998 (incl. abstract, references, tables and figures)

Cite as: Moon, C. and Morais, C. (2021), " Understanding the consequences of workplace incivility: the roles of emotional exhaustion, acceptability, and political skill ", *International Journal of Conflict Management*, Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/IJCMA-09-2021-0147>

Author Note

Correspondence concerning this article should be addressed to **Chanki Moon**, School of Social Science, Leeds Beckett University, Portland Way, Leeds, UK, LS1 3HE. Email: c.moon@leedsbeckett.ac.uk, ORCID: 0000-0002-1937-6206 or **Catarina Morais**, Rua de Diogo Botelho, 1327, 4169-005 Porto, Portugal. Email: ctmorais@ucp.pt, ORCID: 0000-0002-9881-3514

Ethics Statement:

This study was approved by the Psychology Ethics Committee of Leeds Beckett University.

Funding:

Data collection for the present research was supported by The Centre for Psychological Research at Leeds Beckett University.

Conflict of Interest Statement:

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

Abstract

Purpose: Workplace incivility is a common deviant behavior happening in organizational contexts, and it can have serious negative consequences such as decreasing employees' organizational citizenship behavior (OCB) and increasing their turnover intentions. The present study tested the argument that emotional exhaustion and acceptability of workplace incivility can act as mediators in this relationship between incivility and OCB and turnover intentions. Moreover, the assumption that employees' political skill can act as a buffer on job strain caused by incivility displayed by both coworkers and supervisors was tested.

Design/methodology/approach: 703 South Korean employees recruited online completed a self-assessment on their political skill first and then they were randomly assigned to one of the two conditions: either recalled a co-worker or a supervisor who had previously displayed uncivil behaviors towards them.

Findings: The stronger the employees' experience of incivility, the lower their OCB-O and the higher their turnover intentions. These relationships were mediated by acceptability of incivility and emotional exhaustions. Interestingly, results also supported the moderating role of political skill on the relationship between incivility and turnover intentions mediated by acceptability, with higher politically skilled employees to be more likely to accept incivility when compared to lower politically skilled employees.

Originality/value: Using a between-subjects design, the findings expand the current knowledge regarding the negative impacts of workplace incivility. Specifically, they showed that acceptability is an important mechanism to understand the impact of workplace incivility on OCB and turnover intention.

Keywords: Workplace incivility, emotional exhaustion, acceptability, turnover intentions, organizational citizenship behavior, political skill

Understanding the consequences of workplace incivility: the roles of emotional exhaustion, acceptability, and political skill

Workplace incivility is far from being a rare event – in fact, it is one of the most common deviant/ anti-social behaviors occurring in the workplace (Cortina, 2008, Schilpzand *et al.*, 2016). It refers to a low-intensity deviant behavior that violates the norm of respect (Anderson and Pearson, 1999). Workplace incivility can consist on a wide range of behaviors that show disregard for others/ ambiguous intent to harm someone, such as shunning, hurtful remarks, gossip, among others (Anderson and Pearson, 1999; Reio, 2011). Even though workplace incivility displayed by supervisors (downward incivility) is more often discussed, it can also happen upwards (from subordinates to superiors) and among peers (Moon *et al.*, 2021). Either way, workplace incivility has strong negative consequences for both employees and organizations (Alola *et al.*, 2020; Jawahar and Schreurs, 2018). At the individual level, workplace incivility has important consequences on employees' emotional exhaustion, stress, work-life balance, and higher turnover intentions (e.g., Cho *et al.*, 2016; Karatepe *et al.*, 2019; Rahim and Cosby, 2016; see Hershcovis and Barling, 2010; Irum *et al.*, 2020 for reviews). At the organizational level, it can influence performance, organizational citizenship behavior, and engagement (e.g., Schilpzand *et al.*, 2016; see Irum *et al.*, 2020 for a review). Considering the impact workplace incivility has simultaneously on employees and organizations, research has focused a lot of attention in studying the mitigating factors that can buffer negative reactions (and consequences) towards these acts.

Cultural and individual factors have been researched in order to explain reactions to workplace incivility. For example, previous research has highlighted the role of cultural norms (that define acceptability of uncivil behaviors) in shaping perceptions of uncivil behaviors (Moon *et al.*, 2021). However, the specific role acceptability plays in buffering negative reactions at the organizational level remains unanswered. On the other hand,

individual factors such as personal characteristics also play an important role. Specifically, it has been found that individuals' political skill has an important role in reducing job strain (Kim *et al.*, 2019) and it can act as a buffer to the negative effects of workplace incivility displayed by both supervisors and coworkers (e.g., Karatepe *et al.*, 2019). Political skill has been generally defined as a personal resource, an ability that allows individuals "to effectively understand others at work, and to use such knowledge to influence others to act in ways that enhance one's personal and/or organizational objectives" (Ferris *et al.*, 2005, p. 127) and comprises four different dimensions: social astuteness (incisive observations and good understanding/interpretation of oneself and others), interpersonal influence (ability to adapt and regulate one's behavior according to the situation in order to arouse a specific response), networking ability (establishment, development and maintenance of beneficial alliances), and apparent sincerity (display of high levels of genuineness, authenticity, integrity, and sincerity) (Ferris *et al.*, 2005; Kim *et al.*, 2017). Political skill has been presented as appropriate to examine workplace interactions (Harris *et al.*, 2009).

Considering this information together, the present study considers the role of both cultural and individual factors in reactions to workplace incivility. It aims to look at the relationship between workplace incivility and organizational outcomes (i.e., organizational citizenship behavior and turnover intentions), specifically testing the mediating role of employees' emotional exhaustion and acceptability of uncivil behavior, as well as the moderating role of political skill.

The Research Model

Workplace incivility: consequences on OCB and turnover intentions

As aforementioned, the display of uncivil behaviors, by both coworkers and supervisors, has negative consequences at the individual and organizational levels (Alola, 2020; Jawahar and Scheurs, 2018). According to the conservation of resources theory (COR

theory; Hobfoll, 1989, 2001), individuals have resources that they can put into use in order to manage stress (e.g., provoked by workplace incivility). These resources include objects, work conditions, personal characteristics, and energies. Objects are linked to socioeconomic status and work conditions including tenure or seniority, whilst personal characteristics refer to individuals' personal traits and skills, and energy resources are related with time, money, and knowledge (Hobfoll, 1989). The gain or loss of these limited resources result in stress or the opposite eustress (i.e., wellbeing; Hobfoll, 1989). Thus, individuals are motivated to secure these resources (Hobfoll, 2001). However, when employees lack these resources to deal with stressors, they experience psychological distress, insomnia, job dissatisfaction, commit less to the organization, reduce performance, and increase their absenteeism and intention to quit the organization (e.g., Demsky *et al.*, 2019; Karatepe *et al.*, 2019; Rahim and Cosby, 2016; Rhee *et al.*, 2017; Yurumezoglu and Kocaman, 2019).

Two of the main consequences that have received particular attention in the literature are organizational citizenship behavior and turnover intentions. Specifically, it has been consistently found that witnessing rudeness and other uncivil behaviors corrodes employees' citizenship behavior and negatively predicts turnover intentions (e.g., Alola *et al.*, 2020; Chen and Wang, 2019; Porath and Perez, 2009; Karatepe *et al.*, 2019; Mahfouz *et al.*, 2017; Rahim and Cosby, 2016; Tricahyadinata *et al.*, 2020).

It is, however, important to note that the status the perpetrator possesses within the group is also important to understand workplace deviance, as reactions to workplace incivility are severely conditioned by the hierarchical position that the perpetrator occupies within the organization (Moon and Sánchez-Rodríguez, 2021). Indeed, downwards mistreatment (e.g., from supervisors to coworkers) has been more commonly reported in organizational settings (Cortina *et al.*, 2001; Moon *et al.*, 2021). This is because status is highly associated with an asymmetrical distribution of power, that is, higher status members

possess more control over resources than the other (Anderson and Brion, 2014). In line with this idea, previous research has found that the positive correlation between workplace incivility and the resulting embarrassment is stronger when the perpetrator occupies a position of power (e.g., supervisor; Hershcovis *et al.*, 2017). Similarly, deviant behaviors instigated by supervisors have a stronger impact on organizational outcomes (e.g., job satisfaction, turnover intentions) than those instigated by coworkers (Herschovis and Barling, 2010; Moon *et al.*, 2021).

Nevertheless, even though it is expected, based on these findings, that the negative consequences of workplace incivility may be stronger when displayed by a supervisor, the experience itself of incivility (regardless of perpetrators' status) leads employees to disengage from the organization (Rahim and Cosby, 2016), which is reflected on displaying less OCB and looking for another place to work (turnover intentions).

H1: Workplace incivility leads to lower organizational citizenship behavior and higher turnover intentions.

The mediating role of emotional exhaustion and acceptability

The impact of workplace incivility on organizational outcomes (i.e., OCB and turnover intentions) has been previously established. What remains to be fully understood is the process by which it occurs. Previous research has suggested that it is important to consider the emotional experience triggered by the act of incivility (e.g., Hur *et al.*, 2015; Karatepe *et al.*, 2019). Considering the assumptions of the COR theory, incivility can jeopardize some individual resources (such as emotional energy), which employees are heavily committed to acquire and secure (Hobfoll, 2001). Indeed, supervisor and coworker incivility may threaten the maintenance of these resources which, in turn, leads to experiences of emotional exhaustion (Karatepe *et al.*, 2019). The enrollment of supervisors and coworkers in behaviors such as the loss of temper, insensitiveness and being discourteous

have negative consequences (Hur *et al.*, 2015; Jawahar and Scheurs, 2018), and they can emotionally drain employees and, therefore, exacerbate their emotional exhaustion (Karatepe *et al.*, 2019).

Due to the limited nature of the resources owned by individuals, an environmental stressor such as facing strong workplace incivility results in employees' emotional resources becoming overwhelmingly expended (i.e., experience emotional exhaustion) (Halbesleben and Bowler, 2007; Hur *et al.*, 2015) which, in turn, leads to lower OCB and higher turnover intentions (Cortina *et al.*, 2013; Cropanzano *et al.*, 2003).

The role of emotional exhaustion on turnover intentions is overall constant in the literature where the positive relationship between emotional exhaustion and turnover intentions has been consistently reported (e.g., Ducharme *et al.*, 2007; Green *et al.*, 2013; Hur *et al.*, 2015; Knudsen *et al.*, 2009; Lu *et al.*, 2016; Lv *et al.*, 2012). Moreover, recent research has also found that the relationship between workplace incivility (either coworker or supervisor) and turnover intention is mediated by emotional exhaustion (Huang and Lin, 2019; Hur *et al.*, 2015). However, the same consistency is not found regarding emotional exhaustion and OCB, as the relationship between employees' emotional exhaustion and their display of individual organizational citizenship behavior (OCB-I) is a matter of debate, as different studies have shown contradicting outcomes. For example, Kiffin-Petersen and colleagues (2011) reported a positive relationship between these two variables, and Halbesleben and Bowler (2007) found that employees' emotional exhaustion and OCB-I is mediated by communion striving. They argued that this relationship could be explained by the need of employees to have social support from their coworkers which lead them to display helping behaviors. On the other hand, Cropanzano and colleagues (2003) found a negative relationship between emotional exhaustion and OCB towards managers, arguing that

employees reciprocate based on what they receive and that jobs that generate emotional exhaustion violate this assumption, leading to a lower display of OCB in the workplace.

H2: Workplace incivility leads to employees' higher emotional exhaustion which, in turn, predicts lower OCB and higher turnover intentions.

In addition to emotional exhaustion, previous research has also found that reactions to deviant behavior (e.g., workplace incivility) are shaped by the perceived acceptability of the deviant act (Moon *et al.*, 2018b). Thus, the role of the norm (and what constitutes normative behavior) must be included in the equation. Indeed, cross-cultural research suggests that reactions to deviance/ workplace incivility are influenced by the cultural norms and values (Moon *et al.*, 2019; Moon and Sánchez-Rodríguez, 2021). These cultural norms also have an impact on the relationships employees establish with coworkers and supervisors (Günsoy, 2019; Moon and Sánchez-Rodríguez, 2021). For example, when compared to low power distance cultures such as the United Kingdom, South Korean employees (high power distance culture) are more likely to accept uncivil behaviors if displayed by supervisors (i.e., those holding a position of power) (Moon *et al.*, 2018b). Moreover, Moon and Sánchez-Rodríguez (2021) compared acceptability of uncivil workplace behaviors among South Korean and Spanish employees and concluded that the former reported higher social and personal acceptability.

Similarly, Vukelic and colleagues (2019) examined the role of acceptability of bullying behaviors (e.g., ignoring, gossiping) in the workplace. They surveyed 329 Serbian employees and found that a climate of acceptance of workplace bullying behaviors (i.e., a work climate in which these behaviors are perceived as common behaviors in daily work-life) sustains workplace bullying and has a negative impact on job-related outcomes. Power and colleagues (2013) compared cultural acceptability of these behaviors and found that

employees in South Korea were more tolerant to workplace deviant behaviors when they were portrayed by supervisors and less tolerant when they came from coworkers.

In sum, acceptability can reduce the negative impact of the discomfort caused by the deviant behavior (cf. Moon *et al.*, 2021). Thus, we argue that the more workplace incivility is considered the norm/ perceived as acceptable, the lower the emotional negative responses (i.e., emotional exhaustion), and the lower the negative impact caused by such acts.

Therefore, it is expected:

H3: Employees' higher experience of workplace incivility leads to their higher acceptability of workplace incivility which, in turn, predicts lower emotional exhaustion and turnover intentions, and higher organizational citizenship behavior.

The moderating role of political skill

Using COR theory (Hobfoll, 1989, 2001) as a framework, it can be concluded that individuals possess resources (e.g., personal characteristics) that they must invest to protect themselves against resource loss (e.g., stress, strain). Political skill can be interpreted as a personal resource used to mitigate stress (Kim *et al.*, 2019) and, therefore, it is argued that political skill can help improve the acceptability of workplace incivility and reduce the associated emotional exhaustion, organizational citizenship behavior, and turnover intentions. This is in part because politically skilled employees are astute observers of their surroundings (customer, co-workers, supervisors in the workplace), which makes them more effective in interpreting and adapting their behaviors according to the situation (Ferris *et al.*, 2005; Kim *et al.*, 2019), and therefore, more able to deal with workplace incivility. Indeed, politically skilled employees tend to perceive their personal interactions (e.g., with coworkers and supervisors) as opportunities rather than threats, as well as to obtain more cooperation from others in the workplace and, therefore, gain control over resources (Jawahar *et al.*, 2007). In

line with the conservation of resources theory (Hobfoll, 2001), this is what makes politically skilled employees able to avoid depletion and job tension (Kim *et al.*, 2019).

These theoretical assumptions have been tested, and the results are consistent with this argument. Specifically, Kim and colleagues (2019) surveyed 261 customer-contact South-Korean restaurant employees and concluded that political skill lessens role stress and job tension, and fosters work engagement and service performance. Moreover, employees who rate lower on political skill reported a higher negative impact of voice behavior on performance ratings (Hung *et al.*, 2012), and the interaction between political skill and proactive personality predicts lower ostracism and counterproductive behavior at work (Zhao *et al.*, 2013). In line with this, less politically skilled employees reported lower scores of organizational citizenship behavior when they are in high job-limiting pain at work (Ferris *et al.*, 2009). Karatepe and colleagues (2019) surveyed 375 South Korean customer-contact employees and found that politically skilled employees were more able to deal with workplace incivility and experienced less emotional exhaustion.

In sum, politically skilled employees are able to manage more effectively uncivil behaviors displayed by their coworkers or supervisors because they can use their personal resource to cope with the stress provoked by these behaviors (cf. Karatepe *et al.*, 2019). The upper hand that politically skilled employees possess helps them to reduce the impact of workplace incivility on OCB and turnover intentions, by accepting it better (because they possess the skills to deal with it) and by reducing the negative weight of emotional exhaustion. Thus, it is expected:

H4: Political skill to moderate the relationship between workplace incivility and OCB and turnover intentions, mediated by acceptability and emotional exhaustion. In other words, it is expected that politically skilled employees are more capable of dealing

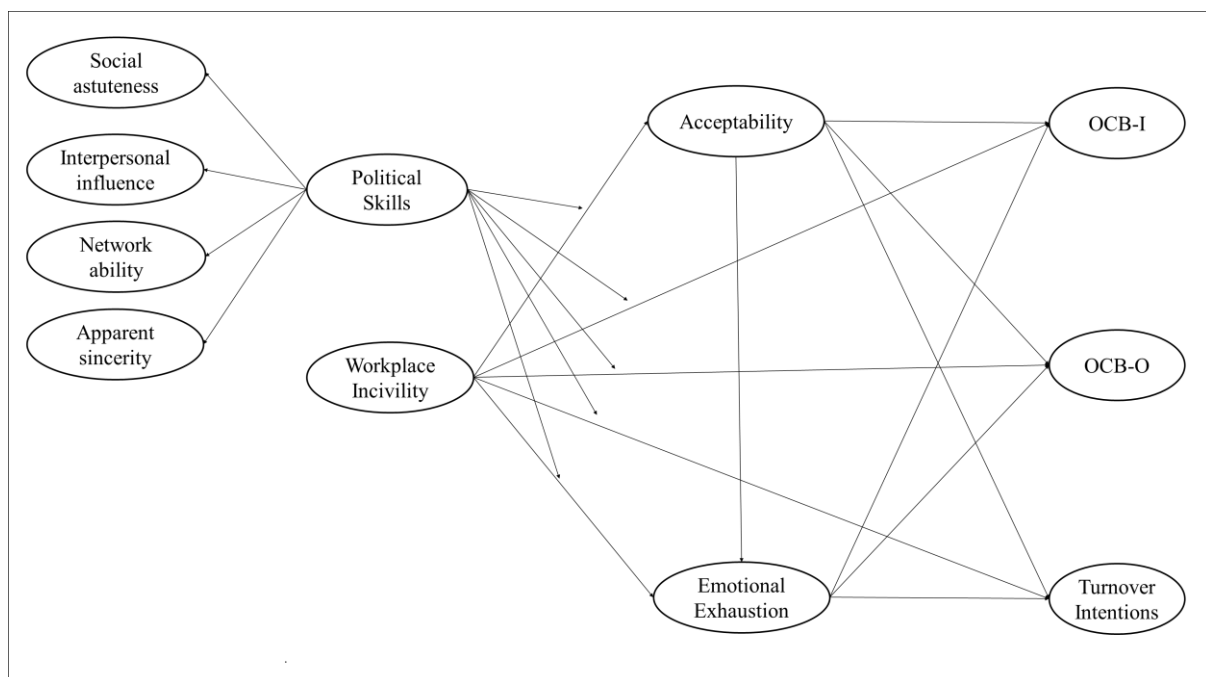
with workplace incivility (by displaying higher acceptability and lower emotional exhaustion), leading to higher OCB and less turnover intentions.

What's new: Study expected contributions

Using COR theory as the theoretical framework to explain the negative impact of workplace incivility on OCB and turnover intention, the present research aims to test (1) the mediating role of acceptability of incivility and of emotional exhaustion in these relationships, as well as (2) the moderating role of employees' political skill. The research model is displayed in Figure 1.

[INCLUDE FIGURE 1 HERE]

Figure 1. Conceptual research model



This idea was inspired by a recent research conducted by Karatepe and colleagues (2019), who investigated the relationship between workplace incivility, emotional exhaustion and individual organizational citizenship behavior, considering the role of political skills of South Korean hotel industry employees. Thus, we would like to extend this research by considering the role of cultural norms (i.e., acceptability of workplace incivility), which can

help explain the process between workplace incivility, emotional exhaustion, and organizational outcomes. Moreover, a new outcome variable (turnover intention) related to employees' specific intentions of finding a new workplace was added to Karatepe and colleagues' research. Equally important, the research design of this study was adjusted and instead of using a correlational design (which inhibits the establishment of causal relationships), a between-subjects design was used, and the sample expanded beyond customer-contact hotel employees.

Method

Participants and Procedure

After obtaining permission from the ethics committee of the first author's institution, the research team created an online study using Qualtrics®. In order to reach a diverse sample in terms of work experiences (specifically job occupation, gender and aged), we recruited participants via a large research institute, as a study looking at understanding organizational behavior. Therefore, only participants who were Korean and employed at that time were allowed to participate in the study. 703 South Koreans (352 female, 50%) aged between 23 and 81-years old ($M = 42.25$, $SD = 11.19$) completed the questionnaire. They were all employed (94% working full-time), mainly with a higher education degree (87.4%), and working mostly in clerical/administration (63%) and professional jobs (11%). Approximately half of the sample (45%) referred to employees who were holding a leadership position at the time of data collection. Participants were currently living in a big city (67%), a smaller/average city (28%) and a village/rural area (5%). Participants were from different metropolitan cities and provinces, including Seoul (31%), Gyeonggi-do (26%), Daegu (7%), Incheon (7%) and Busan (6%). The other regions represented in the sample each accounted for < 5% of the sample. Participants were mainly middle-class (subjective socioeconomic status [SES] was around the middle: $M = 4.82$, $SD = 1.32$ [1 = the highest

SES; 8 = the lowest SES) and with a monthly income averaging 3121.15 US dollar ($SD = 1690.68$; minimum wage per hour in Korea = 7.96 USD). Once they agreed to participate, they were asked about their political skills and then were asked to recall how often in the past few years either a co-worker or a supervisor were uncivil towards the participant. After rating their perceived acceptability of that situation, participants were asked about organizational citizenship behavior, turnover intentions, and emotional exhaustion in a randomized order. More details about these measures are provided below.

Measures

Political Skills

Based on the Political Skill Inventory (Ferris et al., 2005), participants were asked to rate their agreement ($1 = \text{strongly disagree}$, $7 = \text{strongly agree}$) to 18 statements divided across four dimensions: (1) networking ability (e.g., “I spend a lot of time and effort at work networking with others”, 6 items, $\alpha = .91$), (2) interpersonal influence (e.g., “I am able to make most people feel comfortable and at ease around me”, 4 items, $\alpha = .88$), (3) social astuteness (e.g., “I have good intuition or savvy about how to present myself to others”, 5 items, $\alpha = .85$), and (4) apparent sincerity (e.g., “When communicating with others, I try to be genuine in what I say and do”, 3 items, $\alpha = .80$). A Confirmatory Factor Analysis (CFA) confirmed that the multidimensional structure is an adequate fit for the data:

$\chi^2(124) = 298.41$, $\chi^2/df = 2.41$, $p < .001$, RMSEA = .063, 90% C.I. [.054; .072]; CFI = .956, GFI = .912, TLI = .945.

Workplace Incivility

Participants were asked to recall how often ($1 = \text{never}$, $5 = \text{most of the times}$) in the past few years they experienced in the workplace a series of five uncivil behaviors (e.g., “Put you down or was condescending with you”; Cortina et al., 2001). Participants were instructed to think about either a co-worker or a supervisor when answering. The CFA confirmed that

the unidimensional structure is a good fit for the data in both the co-worker incivility measure [$\chi^2(2) = 10.07$, $\chi^2/df = 5.04$, $p = .007$, RMSEA = .107, 90% C.I. [.048; .176]; CFI = .994, GFI = .989, TLI = .971, $\alpha = .93$], and for the supervisor incivility measure [$\chi^2(2) = 5.56$, $\chi^2/df = 2.78$, $p = .062$, RMSEA = .072, 90% C.I. [.000; .146]; CFI = .998, GFI = .994, TLI = .988].

Acceptability

For each of the uncivil behaviors displayed in the previous measure, participants rated how acceptable ($1 = \text{completely unacceptable}$, $7 = \text{perfectly acceptable}$) it was (Cortina et al., 2001; adapted from Moon et al., 2018b; 5 items). The CFA confirmed that the unidimensional structure is a good fit for the data: $\chi^2(4) = 15.54$, $\chi^2/df = 3.86$, $p = .004$, RMSEA = .064, 90% C.I. [.033; .099]; CFI = .995, GFI = .991, TLI = .988.

Emotional Exhaustion

Participants rated their agreement ($1 = \text{strongly disagree}$, $7 = \text{strongly agree}$) with 9 different statements regarding their workplace experience in the past few years (Maslach & Jackson, 1981). The CFA confirmed that the unidimensional structure is a good fit for the data: $\chi^2(11) = 69.96$, $\chi^2/df = 6.36$, $p < .001$, RMSEA = .087, 90% C.I. [.068; .107]; CFI = .985, GFI = .979, TLI = .950.

Organizational Citizenship Behavior (OCB)

Participants were asked to rate to what extent they agreed ($1 = \text{strongly disagree}$, $7 = \text{strongly agree}$) with 14 statements regarding organizational citizenship behavior (Williams & Anderson, 1991). The scale comprised two different dimensions: (1) Individual-level (e.g., “I help others who have been absent, 7 items), and (2) Organizational-level (e.g., “I conserve and protect organizational property”, 7 items). The CFA showed an adequate fit of the two-dimension model to the data: $\chi^2(58) = 349.01$, $\chi^2/df = 6.02$, $p < .001$, RMSEA = .085, 90% C.I. [.076; .093]; CFI = .908, GFI = .940, TLI = .855.

Turnover Intentions

Based on Jaros (1997), participants were asked to indicate to which extent they agreed ($1 = \text{strongly disagree}$, $7 = \text{strongly agree}$) with three statements (e.g., “I often think about quitting this organization”, $\alpha = .90$). The CFA confirmed that the unidimensional structure is a good fit for the data: $\chi^2(2) = 13.23$, $\chi^2/df = 6.61$, $p = .001$, RMSEA = .089, 90% C.I. [.048; .138]; CFI = .992, GFI = .988, TLI = .988.

Data Analysis

We tested the association between workplace incivility and organizational outcomes, using structural equation modelling (SEM) with latent variables. Data analyses were conducted using the R software with the lavaan package (Rosseel, 2012) and robust standard errors. In order to evaluate the overall fit of the model to the data, several indices recommended by Hu and Bentler (1999) and Kline (2011) were calculated in the present study: chi-square statistic (χ^2), χ^2/df ratio, Comparative Fit Index (CFI), Root Mean Square Error of Approximation (RMSEA), Standardized Root Mean Square Residual (SRMR). For the present study, the following criteria were used to evaluate model fit: $\chi^2/df < 3.0$, CFI $\geq .90$, RMSEA $< .08$ and SRMR $< .10$ suggests an acceptable fit, and $\chi^2/df < 2.0$, CFI $\geq .95$, RMSEA $< .06$ and SRMR $< .08$ suggests an excellent fit (e.g., Hu & Bentler, 1999, Kline, 2011; Schumacker and Lomax, 2016).

In the present study, we tested three models of the structural relationship between workplace incivility and organizational outcomes. **Model 1** was focused on the *total workplace incivility* (supervisor + coworker). **Model 2** was for *supervisor incivility* and **Model 3** was for *coworker incivility*. All models fit the data well [**Model 1**: $\chi^2(1474, N = 703) = 3405.32$, $p < .001$, CFI = .902, RMSEA = .049 (90% CI [0.046, 0.051]), SRMR = .092; **Model 2**: $\chi^2(1476, N = 348) = 2534.19$, $p < .001$, CFI = .896, RMSEA = .051 (90%

CI [0.048, 0.054]), SRMR = .097; **Model 3:** χ^2 (1473, $N = 355$) = 2525.75, $p < .001$, CFI = .897, RMSEA = .050 (90% CI [0.046, 0.053]), SRMR = .091].

To conduct moderated mediation analyses (conditional indirect effects), we used PROCESS macro for SPSS developed by Hayes (2018, Model 7; cf. Igartua and Hayes, 2021).

Results

Table 1 shows correlations among the study variables and descriptive statistics across models. Descriptive statistics for all study variables revealed that the normality assumption was not violated. The skewness of the distributions ranged from -0.51 to 1.05 and the kurtosis ranged from -0.93 to 1.16 (cf. Kline, 2016). We conducted Harman's single factor test to investigate whether the present results were affected by common method variance (i.e., variance due to the measurement method rather than the construct intended; see Podsakoff et al., 2003). Specifically, we ran a factor analysis where all the items were forced to load onto an unrotated factor. Across models, this factor accounted for 19.4% (Model 1), 20.01% (Model 2), 19.13% (Model 3) of variance. This was consistently lower than the 50% threshold, suggesting that there is no problem of common method variance in the data of the present study because the majority of the variance in the data was not explained by a single general factor. Figure 2 presents the three models of latent variables, showing coefficients for the predictors of organizational citizenship behaviors and turnover intentions.

[INSERT TABLE 1 HERE]

[INSERT FIGURE 2 HERE]

Testing the Effects of Workplace Incivility and Political Skills

Table 2 shows regression results in SEM.

[INSERT TABLE 2 HERE]

Acceptability

Across models, acceptability was positively predicted by workplace incivility, but not predicted by political skills. There was a significant interaction effect between workplace incivility and political skills in model 1 and 2, but not in model 3.

Emotional Exhaustion

Across models, emotional exhaustion was positively predicted by workplace incivility, but not predicted by political skills and acceptability. There was no significant interaction effect between workplace incivility and political skills.

Organizational Citizenship Behavior (OCB-I)

Across models, OCB-I was positively predicted by political skills. However, OCB-I was not predicted by workplace incivility, workplace incivility X political skills, acceptability and emotional exhaustion.

Organizational Citizenship Behavior (OCB-O)

Across models, OCB-O was negatively predicted by workplace incivility, supporting hypothesis 1. OCB-O was not predicted by political skills across models. We observed the significant interaction effect between workplace incivility X political skills in model 1 and 2, but not in model 3. As expected, OCB-O was negatively predicted by emotional exhaustion across all models, but interestingly it was also negatively predicted by acceptability across all models (the effect was marginal for model 2).

The indirect effect of workplace incivility on OCB-O via emotional exhaustion was significant across models, $\beta_{model1} = -.04$, $SE_{model1} = 0.01$, $p_{model1} = .009$, 95% CI_{model1} [-0.030 to -0.004], $\beta_{model2} = -.06$, $SE_{model2} = 0.01$, $p_{model2} = .021$, 95% CI_{model2} [-0.051 to 0.004]. $\beta_{model3} = -.07$, and $SE_{model3} = 0.01$, $p_{model3} = .009$, 95% CI_{model3} [-0.049 to -0.007]. Hypothesis 2 was therefore supported. Another indirect effect via acceptability was also significant in model 1 and 3, $\beta_{model1} = -.14$, $SE_{model1} = 0.02$, $p_{model1} < .001$, 95% CI_{model1} [-0.085 to -0.024], $\beta_{model3} = -$

.24, $SE_{model3} = 0.03$, $p_{model3} < .001$, 95% CI_{model3} [-0.148 to -0.042], and marginally significant in model 2, $\beta_{model2} = -.09$, $SE_{model2} = 0.02$, $p_{model2} = .075$, 95% CI_{model2} [-0.83 to 0.004].

Turnover Intentions

Turnover intentions were positively predicted by workplace incivility in model 1 and 2 (the effect was marginal in model 2), but not in model 3. Hypothesis 1 was therefore supported in Model 1 and 2. Political skills did not predict turnover intentions. The interaction effect between workplace incivility and political skills was significant in models 1 and 2, but not in model 3. As expected, turnover intentions were positively predicted by emotional exhaustion, but negatively predicted by acceptability across the three models.

The indirect effect of workplace incivility on turnover intentions via emotional exhaustion was significant across models, $\beta_{model1} = .21$, $SE_{model1} = 0.05$, $p_{model1} < .001$, 95% CI_{model1} [0.188 to 0.366], $\beta_{model2} = .23$, $SE_{model2} = 0.06$, $p_{model2} < .001$, 95% CI_{model2} [0.157 to 0.403], $\beta_{model3} = .22$, $SE_{model3} = 0.06$, $p_{model3} < .001$, 95% CI_{model3} [0.153 to 0.390]. Hypothesis 2 was therefore supported. Another indirect effect via acceptability was also significant across models, $\beta_{model1} = -.12$, $SE_{model1} = 0.05$, $p_{model1} = .001$, 95% CI_{model1} [-0.255 to -0.067], $\beta_{model2} = -.11$, $SE_{model2} = 0.06$, $p_{model2} = .020$, 95% CI_{model2} [-0.262 to 0.022], $\beta_{model3} = -.11$, $SE_{model3} = 0.06$, $p_{model3} = .028$, 95% CI_{model3} [-0.254 to -0.015]. Hypothesis 3 was therefore only partly supported.

Moderated Mediation

In the regression results in the structural equation model (SEM), a significant interaction effect was observed between workplace incivility and political skill on acceptability in Model 1 (workplace incivility total); there was no interaction effect on emotional exhaustion. Two significant regression paths from mediator (acceptability) to the outcome variables (OCB-O and turnover intentions) were also found (see Table 2). We therefore tested hypothesis 4 partly (Workplace incivility X Political skill \rightarrow Acceptability \rightarrow

OCB-O/Turnover intentions). To test this partial hypothesis 4 (the relationship between workplace incivility and OCB-O and turnover intentions, mediated by acceptability, would be moderated by political skill), two moderated mediation analyses were performed following the procedure outlined in Hayes (2018, Model 7; Igartua and Hayes, 2021) using an entire sample ($N = 703$; supervisor + co-worker incivility) with 5,000 bootstrap samples and 95% percentile bootstrap confidence intervals. In the first moderated mediational model, OCB-O served as outcome variable. In the second moderated mediational model, Turnover intention served as outcome variable.

In Model 1 (DV is OCB-O), both workplace incivility and acceptability emerged as reliable predictors of OCB-O, $\beta = -.36$, $SE = .04$, $t = -8.56$, $p < .001$, 95% CI [-0.444 to -0.278] and $\beta = -.15$, $SE = .04$, $t = -3.44$, $p < .001$, 95% CI [-0.229 to -0.062], respectively. The indirect effect of workplace incivility on OCB-O via acceptability was significant in higher level of political skill, $\beta = -.10$, $SE = .03$, 95% CI [-0.171 to -0.042], as well as lower level of political skill, $\beta = -.08$, $SE = .02$, 95% CI [-0.124 to -0.034]. However, this result indicates that the indirect effect in the condition of higher political skill was stronger than the condition of lower political skill because employees with higher political skill showed higher level of acceptability of workplace incivility compared with those with lower political skill at workplaces. Although our first moderated mediation model was significant (Index of moderated mediation: $\beta = -.01$, $SE = .01$, 95% CI [-0.028 to -0.002]), the partial hypothesis 4 was not supported due to the negative correlation between acceptability and OCB-O.

In Model 2 (DV is Turnover intentions), both workplace incivility and acceptability emerged as reliable predictors of Turnover intentions, $\beta = .33$, $SE = .05$, $t = 7.19$, $p < .001$, 95% CI [0.241 to 0.423] and $\beta = -.14$, $SE = .05$, $t = -3.09$, $p = .002$, 95% CI [-0.234 to -0.052], respectively. The indirect effect of workplace incivility on Turnover intentions via acceptability was significant in higher level of political skill, $\beta = -.10$, $SE = .03$, 95% CI [-

0.162 to -0.035], as well as lower level of political skill, $\beta = -.08$, $SE = .03$, 95% CI [-0.132 to -0.026]. Again, this result shows that the indirect effect in the condition of higher political skill was stronger than the condition of lower political skill because employees with higher political skill were more likely to accept workplace incivility compared with those having a lower political skill. The index of moderated mediation indicated that our second moderated mediation model was significant ($\beta = -.01$, $SE = .01$, 95% CI [-0.022 to -0.002]) and the partial hypothesis 4 was supported.

Discussion

The present research model was devised firstly based on the COR theory (Hobfoll, 2001). This theoretical approach states that employees have individual resources (such as their energies and their personal characteristics) that they can use to deal with stress (e.g., triggered by incivility behaviors). Nevertheless, these resources are limited, and individuals strive to protect them – thus, when they are threatened, it can have strong implications in employees' relationships with the organization. Therefore, and inspired by a recent study (Karatepe *et al.*, 2019), this study sought to explain the relationship between experienced workplace incivility, organizational citizenship behavior (OCB) and turnover intentions. Specifically, we focused on the mediating role of employees' acceptability of uncivil behavior and emotional exhaustion (linked to employees' energies resource), as well as the moderating role of employees' political skill (i.e., personal characteristics resource) to understand further the effect of experienced workplace incivility on OCB and turnover intentions.

As expected (Hypothesis 1), a negative effect of workplace incivility on turnover intentions was observed, which is consistent with findings from past research (e.g., Chen and Wang, 2019; Mahfouz *et al.*, 2017; Rahim and Cosby, 2016; TricaHyadinata *et al.*, 2020). The results also showed that workplace incivility has a negative impact on organizational

citizenship behavior. However, unexpectedly, only organizational citizenship behavior directed towards the organization (OCB-O) was significantly influenced by experienced workplace incivility. The reason why organizational citizenship behavior towards individuals (OCB-I) was not affected by employees' experience of workplace incivility may be associated with cultural values such as collectivism. Compared with individualists, collectivists are more likely to give up their individual interests for the benefit of their group. Indeed, previous research has shown that there was a positive association between collectivism and OCB (e.g., interpersonal helping, individual initiative) (Moorman and Blakely, 1995; Ueda, 2011). Thus, employees in a collectivistic country such as South Korea and Japan may show a higher level of OCB in general, even when they experience workplace incivility due to the collectivistic values and norms. In other words, the relationship between experienced workplace incivility and OCB may be moderated by collectivism, which should be examined in the future study.

Our results of mediation analysis confirmed that the relationship between workplace incivility, OCB and turnover intentions can be explained by emotional exhaustion (Hypothesis 2); workplace incivility leads to employees' higher emotional exhaustion which, in turn, predicts lower OCB-O (not OCB-I) and higher turnover intentions. First, it was found that emotional exhaustion was negatively predicted by experienced workplace incivility, which is consistent with Rahim and Cosby (2016) who suggested that the experience of incivility in the workplace may result in employees engaging in negative emotional responses to the situation. Interestingly, we observed the significant association between emotional exhaustion and OCB-O only. That is, the present finding did not support neither of the arguments that emotional exhaustion is negatively (vs. positively) related to OCB-I (e.g., Cropanzano *et al.*, 2003; Kiffin-Petersen *et al.*, 2011), but supports no direct effect of emotional exhaustion on OCB-I (Halbesleben and Bowler, 2007; Karatepe *et al.*, 2019). In

order to understand the relationship between emotional exhaustion and OCB-I, some potential mediators may need to be considered. According to the COR theory, individuals who experience emotional exhaustion are likely to invest their resources in social interactions; they may be motivated to be accepted in their social relationships and seek social support. Hence the positive relationship between emotional exhaustion and OCB-I could be explained by seeking social support (i.e., communion striving) (Halbesleben and Bowler, 2007). Moreover, the negative relationship between emotional exhaustion and OCB-I could be found via the influence of job embeddedness (a broad collection of influences on employee retention; Mitchell *et al.*, 2001); employees who are emotionally exhausted may exhibit decreased job embeddedness, which in turn leads to lower level of OCB-I. For turnover intentions as an outcome variable, this finding is compatible with the existing evidence that the positive association between workplace incivility (either coworker or supervisor) and turnover intentions is mediated by emotional exhaustion (Huang and Lin, 2019; Hur *et al.*, 2015).

Additionally, it was tested if the relationship between experience workplace incivility and OCB and turnover intentions can be explained by acceptability of uncivil behaviors (Hypothesis 3), indicating that the more employees experienced workplace incivility, the more employees perceived workplace incivility as acceptable which, in turn, led the decreased turnover intentions and organizational citizenship behavior directed at their organization (OCB-O) but did not affect their emotional exhaustion and organizational citizenship behavior directed at individuals (OCB-I). The results partly support these expectations. Firstly, the significant indirect effect of experienced workplace incivility via acceptability on turnover intentions was in line with past research that the negative consequences of the uncivil behaviors could be reduced by the perceived acceptability of workplace incivility (cf. Moon *et al.*, 2021). Interestingly, a significant indirect effect of

experience of workplace incivility via acceptability on OCB-O was observed, which is the opposite of our expectation. However, this finding could be also possible given the positive correlation between experience of workplace bullying and acceptance of workplace bullying that can negatively impact on organizational outcomes such as job satisfaction (Vukelic *et al.*, 2019). That is, if employees understand that their organizational culture is such that workplace incivility is common, accepted and tolerated, it may be true that their organizational citizenship behavior towards the organization would be less likely in daily work-life. Thus, employees who work where workplace incivility is more common and accepted may be less likely to leave their organization, but it does not mean that their working life is happy nor that it is good for the organization.

Finally, in the present study, using COR theory as a theoretical framework, we paid attention to the role of political skill which could moderate the indirect effects of experienced workplace incivility on work-related outcomes via two mediators (acceptability and emotional exhaustion) (Hypothesis 4). The moderated mediation results showed that there were significant conditional indirect effects on OCB-O and turnover intentions via acceptability only. Interestingly, we found the indirect effects were significant on both higher and lower level of political skill, but the indirect effect in the condition of higher political skill was stronger than the condition of lower political skill. This indicates that employees' acceptability of uncivil behaviors can be influenced by their political skill; employees with higher (vs. lower) political skill are more likely to tolerate and accept uncivil behaviors at work. That is, higher political skill could be associated with higher tolerance of negative organizational climate (i.e., workplace incivility is common and accepted). In our model, unlike the previous study (Karatepe *et al.*, 2019), political skill did not moderate the relationship between workplace incivility and emotional exhaustion. However, we also found the strong direct effect of political skill on organizational citizenship behavior towards

individuals. Consistently with the results from this study, some existing literature presented mixed findings regarding the direct and moderating effects of political skill on psychological distress, anxiety and job tension (e.g., Bentley *et al.*, 2017; Munyon *et al.*, 2015; Perrewé *et al.*, 2004, 2005). Furthermore, a similar line of research showed no direct effect of political skill on emotional exhaustion, but showed joint moderating effects of political skill and ingratiation in the context of workplace mistreatment (i.e., ostracism) (Wu *et al.*, 2012). In other words, political skill itself may not always be successful to cope with workplace incivility, but it may be possibly successful together with other coping behavior such as ingratiation. To be specific, when an employee's political skill is high (vs. low), the relationship between workplace incivility and psychological distress such as emotional exhaustion could be neutralized (vs. exacerbated) by ingratiation.

Practical Implications

The findings of the present study highlight several practical implications for the management in organizations. Although workplace incivility is viewed as low intensity and considered one of the most common forms of misconduct occurring in the workplace, it results in negative psychological (e.g., distress) and work-related outcomes (e.g., absenteeism; counterproductive work behavior; decrease in creativity, organizational commitment and job performance; increase in turnover intentions) (for reviews, Cortina *et al.*, 2017; Schilpzand *et al.*, 2016). In order to tackle this issue, we believe that employee training can be a useful remedy against the impact of workplace incivility. We can not only improve employees' competence, resilience, and welfare through training, but also contribute to enhancing the productivity and sustainability of the organization (Alola *et al.*, 2018). Most researchers have agreed on the importance of employee training which helps employees as well as organization (Eisingerich and Bell, 2008; Bowers and Martin, 2007). In line with this, mentoring activities can be a good option to help employees' psychological states. Especially,

psychosocial support, a type of mentoring function, enhances an employees' sense of competence, identity, and effectiveness in their roles at work (Lankau *et al.*, 2006; cf. Karatepe *et al.*, 2019). Although both employee training and mentoring activities can be costly, the cost of these educational supporting programs might be less than the expense incurred by employees' leaving. Considering the role of political skill, "the ability to effectively understand others at work and to use such knowledge to influence others to act in ways that enhance one's personal and/or organizational objectives" (Ferris *et al.*, 2005, p.127), that determine an employees' successes in enhancing the effect of the impression management strategies in the workplace (Harris *et al.*, 2007; Kolodinsky *et al.*, 2007; Treadway *et al.*, 2007), it may be necessary to help employees deal with arduous and taxing organizational life (i.e., experiencing workplace incivility, bullying and harassment) by including relevant programs that can improve employees' political skills. Nevertheless, in a real-world, several employees may continue to show their uncivil behaviors even if they have been warned and have taken part in the training program. In that case, instead of keeping them, it may be better to resign the employee at the company level for the well-being of the majority of employees (cf. Karatepe *et al.*, 2019).

In addition to the training and mentoring program, creating and maintaining a positive and supportive organizational environment in which workplace incivility is not common and accepted as well as employees support each other is important. The positive organizational climate could lead decreased turnover intentions and increased organizational citizenship behaviors (Hopkins *et al.*, 2010; Qadeer and Jaffery, 2014; Shbail and Shbail, 2020). Indeed, when employees perceive support from coworkers, they display lower intentions to quit their job (Ducharme *et al.*, 2007). Likewise, management investment in human resources practices may be an effective way of mitigating employees' stress and tension, and of activating their work engagement (Solnet *et al.*, 2018). Thus, management should proactively implement

practices that will decrease emotional exhaustion, thereby turnover intentions can be reduced by an organizational climate that engages good employees.

Finally, many extant research and practice has been focused more on the negative impact of supervisor incivility (e.g., Alola *et al.*, 2018; Jawahar and Schreurs, 2018), but our present findings showed that coworker incivility is also equally impactful to the employees' emotional and organizational outcomes (cf. Hur *et al.*, 2015; Rhee *et al.*, 2017). In other words, management should consider both supervisor incivility and coworker incivility as equally serious matters, and it is important to reflect them in training programs. Also, it is desirable to administer training programs for all employees without exception given that workplace incivility has strong negative consequences for both employees and organizations (Alola *et al.*, 2020; Jawahar and Schreurs, 2018).

Strengths, Limitations and Future Research

Despite the fact that the present study makes theoretical and practical contributions to knowledge on workplace incivility, it is not free from limitations. One of the limitations of this present study is the application of cross-sectional data used for testing the hypothetical research model. We need to be cautious when drawing conclusions based on this method and further research using longitudinal design could be an alternative in order to make causal inferences among study variables. It would be also beneficial if future research is conducted using other forms of research design such as time-lagged and multi-wave designs. While using self-report measures from the same sample during a survey, common method bias may occur. Although we controlled the problem of common method bias via Harman's single-factor test using confirmatory factor analysis in this study, collecting data from multiple sources would be beneficial for future research. Additionally, whereas internal validity may have been more enhanced by one large sample in a single industrial context such as hotel industry, our offering of a larger sample from different occupation categories (e.g.,

clerical/administration, professional) offers greater confidence in the generalizability of our research model. Also, our study sample recruited from across regions in South Korea, considering the distribution of population. In South Korea, the population has been concentrated in a capital city (Seoul) and its surrounding satellite cities during the urbanization process and our sample represents the similar pattern (Seoul + Gyeonggi-do = 56%), indicating that our sample can be considered as a representative sample.

In the present study, we used a between subject design (participants report their experience of their workplace incivility from either supervisor or co-worker) so that we can avoid potential carryover effect and make participants focus only on one of the two relationships. Interestingly we observed similar levels of experiences between supervisor incivility ($M = 2.49$, $SD = 1.38$) and co-worker incivility ($M = 2.55$, $SD = 1.37$), $t(701) = .576$, $p = .565$. And even employees reported that supervisor incivility ($M = 2.73$, $SD = 1.38$) was equally unacceptable as co-worker incivility ($M = 2.78$, $SD = 1.28$), $t(701) = .587$, $p = .557$. That is, it appears that employees' experiences and perception of workplace incivility may not be different depending on the status and power held by the perpetrator. However, previous research has also found that leaders' deviant behavior is more likely to be accepted (Shapiro *et al.*, 2011; cf. Moon *et al.*, 2021). Because the present study relied upon participants' experience working with either co-workers or supervisors without manipulation check for the perpetrator's relative power and status compared to participants, participants may have not recalled the perpetrator's status and power clearly; especially when the perpetrator is a co-worker. In other words, participants may have recalled someone who has more/less/equal power compared with themselves as their co-workers due to the ambiguity of the term 'co-worker'. Therefore, future research should consider providing a clear illustration of the relationship between the participant and the perpetrator (supervisor/peer/subordinate)

using a ladder which can visually present the relative hierarchical relationship equidistantly on the ladder (Moon *et al.*, 2018b).

As the extension of a research by Karatepe *et al.* (2019), the current study focused on organizational citizenship behavior and turnover intentions as key work-related outcomes to examine the negative impact of workplace incivility considering the moderating role of political skills and mediating role of emotional exhaustion and acceptability. Thus, our findings of the current study contribute to a growing body of research exploring negative consequences of workplace incivility in organizations. However, our research model could be adjusted using other relevant outcome variables such as prosocial behavior, contextual and task performance. For instance, a recent study has demonstrated the mediating effect of job dissatisfaction and the moderating effect of political skills on the relationship between employees' perceptions of workplace incivility and their prosocial behavior (i.e., helping behavior); employees' political skills moderated the mediating effect of job dissatisfaction (De Clercq *et al.*, 2019). Thus, employees having good political skills may be less likely to be emotionally depleted by the exposure to workplace incivility because of their social capabilities to adapt to and deal with this unfavorable working situation as well as find an effective solution to manage it (Bing *et al.*, 2011; Jawahar *et al.*, 2007; Meurs *et al.*, 2010).

Moreover, according to the previous studies on the association between political skills and task and contextual performance, political skill can be considered a valid predictor of both task performance and contextual performance (Bing *et al.*, 2011; Jawahar *et al.*, 2008), but political skills may be a better predictor of contextual performance than task performance (Bing *et al.*, 2011; cf. Jawahar *et al.*, 2008). There is a recent evidence showing that workplace incivility is negatively associated with both task and contextual performance (see Jawahar and Schreurs, 2018). Based on this, future research can be devised by focusing on the intervention to mitigate the negative consequences of workplace incivility. For example,

linking to the present findings, future research could test the prediction that the indirect effect of workplace incivility on task and contextual performance via emotional exhaustion and acceptability may be moderated by employees' political skills. Furthermore, we could consider adding a path from contextual/task performance to turnover intentions in the structural equation research model, given the negative effects of contextual and task performance on employees' actual turnover (Van Scotter, 2000).

Furthermore, South Korea is a country where collectivistic and hierarchical cultural values and norms are dominant (Lim *et al.*, 2021; Moon *et al.*, 2018a). Indeed, Asian countries tend to find workplace bullying more acceptable than others (cf. Power *et al.*, 2013). Moon and colleagues (2021) also found that acceptability of deviant behaviors can mediate the relationship between the downward (vs. upward) mistreatment and emotional reaction such as discomfort in the vertically structured organization. Thus, the used study variables such as acceptability and emotional exhaustion could be affected by national or organizational cultures (e.g., Moon and Sánchez-Rodríguez, 2021; Moon *et al.*, 2021; Power *et al.*, 2013). Future studies should consider the influence of culture to unmask further the negative impact of workplace incivility associated with power and occupational position onto work-related outcomes such as job satisfaction, OCB and turnover intentions. Moreover, since the workplace incivility scale was adopted by the work of Cortina and colleagues (2001), other workplace incivility scale could also be used to understand further about workplace incivility.

Conclusion

Workplace incivility is a very important and inevitable issue for every organization because it can be detrimental to both employees and organizations. The results suggest that employees' experience of workplace incivility has a negative impact on work-related outcomes such as OCB-O and turnover intentions. This relationship can be further explained

by the two mediators (perceived acceptability and emotional exhaustion). Also, the mediational paths were moderated by employees' political skill. Thus, the findings of the present study contribute to not only literature on workplace incivility and organizational behaviors, but also human resource practices.

References

- Alola, U. V., Avci, T. and Oztüren, A. (2018). "Organization sustainability through human resource capital: The impacts of supervisor incivility and self-efficacy", *Sustainability*, Vol. 10 No. 8, p. 2610. <https://doi.org/10.3390/su10082610>
- Alola, U. V., Avci, T. and Öztüren, A. (2020). "The nexus of workplace incivility and emotional exhaustion in hotel industry", *Journal of Public Affairs*, Vol. 21 No. 3, p 2236. <https://doi.org/10.1002/pa.2236>
- Anderson, C. and Brion, S. (2014). "Perspectives on power in organizations", *Annual Review of Organizational Psychology and Organizational Behavior*, Vol. 1, pp. 67-97. <https://doi.org/10.1146/annurev-orgpsych-031413-091259>
- Anderson, L. M. and Pearson, C. M. (1999). "Tit for tat? The spiraling effect of incivility in the workplace", *Academy of Management Review*, Vol. 24 No. 3, pp. 452–471. <https://doi.org/10.2307/259136>
- Bentley, J.R., Treadway, D.C., Williams, L.V., Gazdag, B.A. and Yang, J. (2017), "The moderating effect of employee political skill on the link between perceptions of a victimizing work environment and job performance", *Frontiers in Psychology*, Vol. 8, pp. 1-14. <https://doi.org/10.3389/fpsyg.2017.00850>
- Bing, M. N., Davison, H. K., Minor, I., Novicevic, M. M. and Frink, D. D. (2011). "The prediction of task and contextual performance by political skill: A meta-analysis and moderator test", *Journal of Vocational Behavior*, Vol. 79 No. 2, pp. 563-577. <https://doi.org/10.1016/j.jvb.2011.02.006>

- Bowers, M.R. and Martin, C. L. (2007). “Trading places redux: employees as customers, customers as employees”, *Journal of Services Marketing*, Vol. 2 No. 2, pp. 88-98.
<https://doi.org/10.1108/08876040710737859>
- Chen, H.-T. and Wang, C.-H. (2019). “Incivility, satisfaction and turnover intention of tourist hotel chefs: Moderating effects of emotional intelligence”, *International Journal of Contemporary Hospitality Management*, Vol. 31 No. 5, pp. 2034-2053.
<https://doi.org/10.1108/IJCHM-02-2018-0164>
- Cho, M., Bonn, M. A., Han, S. J. and Lee, K. H. (2016). “Workplace incivility and its effect upon restaurant frontline service employee emotions and service performance”, *International Journal of Contemporary Hospitality Management*, Vol. 28 No. 12, pp. 2888–2912. <https://doi.org/10.1108/IJCHM-04-2015-0205>
- Cortina, L. M. (2008). “Unseen injustice: Incivility as modern discrimination in organization”, *Academy of Management Review*, Vol. 33 No. 1, pp. 55-75.
<https://doi.org/10.2307/20159376>
- Cortina, L. M., Kabat-Farr, D., Magley, V. J. and Nelson, K. (2017). “Researching rudeness: The past, present, and future of the science of incivility”, *Journal of Occupational Health Psychology*, Vol. 22 No. 3, pp. 299-313. <https://doi.org/10.1037/ocp0000089>
- Cortina, L. M., Kabat-Farr, D., Leskinen, E. A., Huerta, M. and Magley, V. J. (2013). “Selective incivility as modern discrimination in organizations: Evidence and impact”, *Journal of Management*, Vol. 39 No. 6, pp. 1579–1605.
<https://doi.org/10.1177/0149206311418835>
- Cortina, L. M., Magley, V. J., Williams, J. H. and Langhout, R. D. (2001). “Incivility in the workplace: Incidence and impact”, *Journal of Occupational Health Psychology*, Vol. 6 No. 1, pp. 64-80. <https://doi.org/10.1037/1076-8998.6.1.64>

- Cropanzano, R., Rupp, D. E. and Byrne, Z. S. (2003). "The relationship of emotional exhaustion to work attitudes, job performance, and organizational citizenship behaviors", *Journal of Applied Psychology*, Vol. 88 No. 1, pp. 160–169.
<https://doi.org/10.1037/0021-9010.88.1.160>
- De Clercq, D., Haq, I. U., Azeem, M. U. and Ahmad, H. N. (2019). "The relationship between workplace incivility and helping behavior: roles of job dissatisfaction and political skill", *The Journal of Psychology*, Vol. 153 No. 5, pp. 507-527.
<https://doi.org/10.1080/00223980.2019.1567453>
- Demsky, C. A., Fritz, C., Hammer, L. B. and Black, A. E. (2019). "Workplace incivility and employee sleep: The role of rumination and recovery experiences", *Journal of Occupational Health Psychology*, Vol. 24 No. 2, pp. 228–240.
<https://doi.org/10.1037/ocp0000116>
- Ducharme, L. J., Knudsen, H. K. and Roman, P. M. (2007). "Emotional exhaustion and turnover intention in human service occupations: The protective role of coworker support", *Sociological Spectrum*, Vol. 28 No. 1, pp. 81-104.
<https://doi.org/10.1080/02732170701675268>
- Eisingerich, A. B. and Bell, S. J. (2008). "Perceived service quality and customer trust: does enhancing customers' service knowledge matter?", *Journal of Service Research*, Vol. 10 No. 3, pp. 256-268. <https://doi.org/10.1177/1094670507310769>
- Ferris, G.R., Rogers, L.M., Blass, F.R. and Hochwarter, W.A. (2009), "Interaction of job-limiting pain and political skill on job satisfaction and organizational citizenship behavior", *Journal of Managerial Psychology*, Vol. 24 No. 7, pp. 584-608.
<https://doi.org/10.1108/02683940910989002>
- Ferris, G. R., Treadway, D. C., Kolodinsky, R. W., Hochwarter, W. A., Kacmar, C. J., Douglas, C. and Frink, D. D. (2005). "Development and validation of the political

- skill inventory”, *Journal of Management*, Vol. 31 No. 1, pp. 126–152.
<https://doi.org/10.1177/0149206304271386>
- Green, A. E., Miller, E. A. and Aarons, G. A. (2013). “Transformational leadership moderates the relationship between emotional exhaustion and turnover intention among community mental health providers”, *Community Mental Health Journal*, Vol. 49, pp. 373-379. <https://doi.org/10.1007/s10597-011-9463-0>
- Günsoy, C. (2019). “Rude bosses versus rude subordinates: How we respond to them depends on our cultural background”, *International Journal of Conflict Management*, Vol. 31 No. 2, pp. 175-199. <https://doi.org/10.1108/IJCMA-01-2019-0012>
- Halbesleben, J. R. B. and Bowler, W. M. (2007). “Emotional exhaustion and job performance: The mediating role of motivation”, *Journal of Applied Psychology*, Vol. 92 No. 1, pp. 93–106. <https://doi.org/10.1037/0021-9010.92.1.93>
- Harris, K. J., Harris, R. B. and Brouer, R. L. (2009). “LMX and subordinate political skill: Direct and interactive effects on turnover intentions and job satisfaction”, *Journal of Applied Social Psychology*, Vol. 39 No. 10, pp. 2373–2395.
<https://doi.org/10.1111/j.1559-1816.2009.00530.x>
- Harris, K. J., Kacmar, K. M., Zivnuska, S. and Shaw, J. D. (2007). “The impact of political skill on impression management effectiveness”, *Journal of Applied psychology*, Vol. 92 No. 1, pp. 278-285. <https://doi.org/10.1037/0021-9010.92.1.278>
- Hayes, A. F. (2018). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach* (2nd ed.), Guilford Press, New York, NY.
- Hershcovis, M. S. and Barling, J. (2010). “Towards a multi-foci approach to workplace aggression: A meta-analytic review of outcomes from different perpetrators”, *Journal of Organizational Behavior*, Vol. 31 No. 1, pp. 24-44. <https://doi.org/10.1002/job.621>

- Hershcovis, M. S., Ogunfowora, B., Reich, T. C. and Christie, A. M. (2017). “Targeted workplace incivility: The roles of belongingness, embarrassment, and power”, *Journal of Organizational Behavior*, Vol. 38 No. 7, pp. 1057-1075.
<https://doi.org/10.1002/job.2183>
- Hobfoll, S. E. (1989). “Consevation of resources: A new attempt at conceptualizing stress”, *American Psychologist*, Vol. 44 No. 3, pp. 513-524. <https://doi.org/10.1037/0003-066X.44.3.513>
- Hobfoll, S. E. (2001). “The influence of culture, community, and the nested-self in the stress process: Advancing conservation of resources theory”, *Applied Psychology: An International Review*, Vol. 50 No. 3, pp. 337-421. <https://doi.org/10.1111/1464-0597.00062>
- Hopkins, K. M., Cohen-Callow, A., Kim, H. J. and Hwang, J. (2010). “Beyond intent to leave: Using multiple outcome measures for assessing turnover in child welfare”, *Children and Youth Services Review*, Vol. 32 No. 10, pp. 1380-1387.
<https://doi.org/10.1016/j.childyouth.2010.06.006>
- Hu, L. T. and Bentler, P. M. (1998). “Fit indices in covariance structure modeling: Sensitivity to underparameterized model misspecification”, *Psychological Methods*, Vol 3. No. 4, pp. 424–453. <https://doi.org/10.1037/1082-989X.3.4.424>
- Huang, H. T. and Lin, C. P. (2019). “Assessing ethical efficacy, workplace incivility, and turnover intention: A moderated-mediation model”, *Review of Managerial Science*, Vol. 13, pp. 33-56. <https://doi.org/10.1007/s11846-017-0240-5>
- Hung, H.-K., Yeh, R.-S. and Shih, H.-Y. (2012). “Voice behavior and performance ratings: The role of political skill”, *International Journal of Hospitality Management*, Vol. 31 No. 2, pp. 442-450. <https://doi.org/10.1016/j.ijhm.2011.07.002>
- Hur, W.-M., Kim, B.-S. and Park, S.-J. (2015). “The relationship between coworker incivility, emotional exhaustion, and organizational outcomes: The mediating role of

- emotional exhaustion”, *Human Factors and Ergonomics in Manufacturing & Service Industries*, Vol. 25 No. 6, pp. 701-712. <https://doi.org/10.1002/hfm.20587>
- Igartua, J. J. and Hayes, A. F. (2021). “Mediation, Moderation, and Conditional Process Analysis: Concepts, Computations, and Some Common Confusions”, *The Spanish Journal of Psychology*, Vol. 24 No. e49, pp. 1-23.
- Irum, A., Ghosh, K. and Pandey, A. (2020). “Workplace incivility and knowledge hiding: A research agenda”, *Benchmarking: An International Journal*, Vol. 27 No. 3, pp. 958-980. <https://doi.org/10.35741/issn.0258-2724.55.5.27>
- Jaros, S. J. (1997). “An assessment of Meyer and Allen's (1991) three-component model of organizational commitment and turnover intentions”, *Journal of Vocational Behavior*, Vol. 51 No. 3, pp. 319-337. <https://doi.org/10.1006/jvbe.1995.1553>
- Jawahar, I. M., Meurs, J. A., Ferris, G. R. and Hochwarter, W. A. (2008). “Self-efficacy and political skill as comparative predictors of task and contextual performance: A two-study constructive replication”, *Human Performance*, Vol. 21 No. 2, pp. 138-157. <https://doi.org/10.1080/08959280801917685>
- Jawahar, I. M. and Schreurs, B. (2018). “Supervisor incivility and how it affects subordinates' performance: A matter of trust”, *Personnel Review*, Vol. 47 No. 3, pp. 709–726. <https://doi.org/10.1108/PR-01-2017-0022>
- Jawahar, I. M., Stone, T. H. and Kisamore, J. L. (2007). “Role conflict and burnout: The direct and moderating effects of political skill and perceived organizational support on burnout dimensions”, *International Journal of Stress Management*, Vol. 14 No. 2, pp. 142-159. <https://doi.org/10.1037/1072-5245.14.2.142>
- Karatepe, O. M., Kim, T. T. and Lee, G. (2019). “Is political skill really an antidote in the workplace incivility-emotional exhaustion and outcome relationship in the hotel

industry?", *Journal of Hospitality and Tourism Management*, Vol. 40, pp. 40-49.

<https://doi.org/10.1016/j.jhtm.2019.06.001>

Kiffin-Petersen, S. A., Jordan, C. L. and Soutar, G. N. (2011). "The big five, emotional exhaustion and citizenship behaviors in service settings: The mediating role of emotional labor", *Personality and Individual Differences*, Vol. 50 No. 1, pp. 43–48

<https://doi.org/10.1016/j.paid.2010.08.018>

Kim, T. T., Karatepe, O. M. and Chung, U. Y. (2019). "Got political skill? The direct and moderating impact of political skill on stress, tension and outcomes in restaurants", *International Journal of Contemporary Hospitality Management*, Vol. 31 No. 3, pp. 1367–1389.

<https://doi.org/10.1108/IJCHM-01-2018-0014>

Kim, T. T., Karatepe, O. M., Lee, G. and Lee, C.-K. (2017). "Leader political skill and casino dealer morale: The mediating role of follower perceptions of leader-member exchange", *Service Business*, Vol. 11 No. 3, pp. 665–692.

<https://doi.org/10.1007/s11628-016-0324-3>

Kline, R. B. (2016). *Principles and practice of structural equation modeling* (4th ed.), Guilford Press, New York, NY.

Knudsen, H. K., Ducharme, L. J. and Roman, P. M. (2009). "Turnover intention and emotional exhaustion "at the top": Adapting the job demands-resources model to leaders of addiction treatment organizational", *Journal of Occupational Health Psychology*, Vol. 14 No. 1, pp. 84-95.

<https://doi.org/10.1037/a0013822>

Kolodinsky, R. W., Treadway, D. C. and Ferris, G. R. (2007). "Political skill and influence effectiveness: Testing portions of an expanded Ferris and Judge (1991) model", *Human Relations*, Vol. 60 No. 12, pp. 1747-1777.

<https://doi.org/10.1177/0018726707084913>

- Lankau, M. J., Carlson, D. S. and Nielson, T. R. (2006). “The mediating influence of role stressors in the relationship between mentoring and job attitudes”, *Journal of Vocational Behavior*, Vol. 68 No. 2, pp. 308-322.
<https://doi.org/10.1016/j.jvb.2005.06.001>
- Lim, C., Im, D. K. and Lee, S. (2021). “Revisiting the “trust radius” question: Individualism, collectivism, and trust radius in South Korea”, *Social Indicators Research*, Vol. 153 No. 1, pp. 149-171. <https://doi.org/10.1007/s11205-020-02496-4>
- Lu, C., Sun, J. and Du, D. (2016). “The relationships between employability, emotional exhaustion, and turnover intention: The moderation role of perceived career opportunity”, *Journal of Career Development*, Vol. 43 No. 1, pp. 37-51.
<https://doi.org/10.1177/0894845315576372>
- Lv, Q., Xu, S. and Ji, H. (2012). “Emotional labor strategies, emotional exhaustion, and turnover intention: An empirical study of Chinese hotel employees”, *Journal of Human Resources in Hospitality & Tourism*, Vol. 11 No. 2, pp. 87-105.
<https://doi.org/10.1080/15332845.2012.648837>
- Mahfouz, Z., Arshad, A., Nisar, Q. A., Ikram, M. and Azeem, M. (2017). “Does workplace incivility & workplace ostracism influence the employees’ turnover intentions? Mediating role of burnout and job stress & moderating role of psychological capital”, *International Journal of Academic Research in Business and Social Sciences*, Vol. 7 No. 8, pp. 398-413. <https://doi.org/10.6007/IJARBS/v7-i8/3244>
- Maslach, C. and Jackson, S. E. (1981). “The measurement of experienced burnout”, *Journal of Organizational Behavior*, Vol 2 No. 2, pp. 99-113.
<https://doi.org/10.1002/job.4030020205>
- Meurs, J. A., Gallagher, V. C. and Perrewé, P. L. (2010). “The role of political skill in the stressor–outcome relationship: Differential predictions for self-and other-reports of

political skill”, *Journal of Vocational Behavior*, Vol. 76 No. 3, pp. 520-533.

<https://doi.org/10.1016/j.jvb.2010.01.005>

Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablinski, C. J. and Erez, M. (2001). “Why people stay: Using job embeddedness to predict voluntary turnover”, *Academy of Management Journal*, Vol. 44 No. 6, pp. 1102-1121. <https://doi.org/10.5465/3069391>

Moon, C. and Sánchez-Rodríguez, A. (2021). “Cultural influences on normative reactions to incivility: Comparing individuals from South Korea and Spain”, *International Journal of Conflict Management*, Vol. 32 No. 2, pp. 292-314. <https://doi.org/10.1108/IJCMA-05-2020-0096>

Moon, C., Morais, C., Randsley de Moura, G. and Uskul, A. K. (2021). “The role of organizational structure and deviant status in employees’ reactions to and acceptance of workplace deviance”, *International Journal of Conflict Management*, Vol. 32 No. 2, pp. 315-339. <https://doi.org/10.1108/IJCMA-03-2020-0036>

Moon, C., Travaglino, G. A. and Uskul, A. K. (2018a). “Social value orientation and endorsement of horizontal and vertical individualism and collectivism: An exploratory study comparing individuals from North America and South Korea”. *Frontiers in Psychology*, Vol. 9, p. 2262. <https://doi.org/10.3389/fpsyg.2018.02262>

Moon, C., Uskul, A. K. and Weick, M. (2019). “Cultural differences in politeness as a function of status relations: Comparing South Korean and British communicators”, *Journal of Theoretical Social Psychology*, Vol. 3 No. 3, pp. 137-145. <https://doi.org/10.1002/jts5.40>

Moon, C., Weick, M. and Uskul, A. K. (2018b). “Cultural variation in individuals' responses to incivility by perpetrators of different rank: The mediating role of descriptive and injunctive norms”, *European Journal of Social Psychology*, Vol. 48 No. 4, pp. 472-489. <https://doi.org/10.1002/ejsp.2344>

- Moorman, R. H. and Blakely, G. L. (1995). "Individualism-collectivism as an individual difference predictor of organizational citizenship behavior", *Journal of Organizational Behavior*, Vol. 16 No. 2, pp. 127-142.
<https://doi.org/10.1002/job.4030160204>
- Munyon, T.P., Summers, J.K., Thompson, K.M. and Ferris, G.R. (2015), "Political skill and work outcomes: a theoretical extension, meta-analytic investigation, and agenda for the future", *Personnel Psychology*, Vol. 68 No. 1, pp. 143-184.
<https://doi.org/10.1111/peps.12066>
- Perrewé, P.L., Zellars, K.L., Ferris, G.R., Rossi, A.M., Kacmar, C.J. and Ralston, D.A. (2004), "Neutralizing job stressors: political skill as an antidote to the dysfunctional consequences of role conflict", *Academy of Management Journal*, Vol. 47 No. 1, pp. 141-152.
- Perrewé, P.L., Zellars, K.L., Rossi, A.M., Ferris, G.R., Kacmar, C.J., Liu, Y., Zinko, R. and Hochwarter, W. A. (2005). "Political skill: an antidote in the role overload-strain relationship", *Journal of Occupational Health Psychology*, Vol. 10 No. 3, pp. 239-250. <https://doi.org/10.1037/1076-8998.10.3.239>
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y. and Podsakoff, N. P. (2003). "Common method biases in behavioral research: a critical review of the literature and recommended remedies", *Journal of Applied Psychology*, Vol 88 No 5, pp. 879-903.
<https://doi.org/10.1037/0021-9010.88.5.879>
- Porath, C. L. and Erez, A. (2009). "Overlooked but not untouched: How rudeness reduces onlookers' performance on routine and creative tasks", *Organizational Behavior and Human Decision Processes*, Vol. 109 No. 1, pp. 29-44.
<https://doi.org/10.1016/j.obhdp.2009.01.003>

- Power, J. L., Brotheridge, C. M., Blenkinsopp, J., Bowes-Sperry, L., Bozionelos, N., Buzády, Z., Chuang, A., Drnevich, D., Garzon-Vico, A., Leighton, C., Madero, S. M., Mak, W.-m., Matthew, R., Monserrat, S. I., Mujtaba, B. G., Olivas-Lujan, M. R., Polycroniou, P., Sprigg, C. A., Axtell, C., Holman, D., Ruiz-Gutiérrez, J. and Nnedumm, A. U. O. (2013). "Acceptability of workplace bullying: A comparative study on six continents", *Journal of Business Research*, Vol. 66 No. 3, pp. 374–380. <https://doi.org/10.1016/j.jbusres.2011.08.018>
- Qadeer, F. and Jaffery, H. (2014). "Mediation of psychological capital between organizational climate and organizational citizenship behavior", *Pakistan Journal of Commerce and Social Sciences*, Vol. 8 No. 2, pp. 453- 470. <https://ssrn.com/abstract=2483656>
- Rahim, A. and Cosby, D. M. (2016). "A model of workplace incivility, job burnout, turnover intentions, and job performance", *Journal of Management Development*, Vol. 35 No. 10, pp. 1255-1265. <https://doi.org/10.1108/JMD-09-2015-0138>
- Reio, T. G., Jr. (2011). "Supervisor and coworker incivility: Testing the work frustration-aggression model", *Advances in Developing Human Resources*, Vol. 13 No. 1, pp. 54–68. <https://doi.org/10.1177/1523422311410648>
- Rhee, S.-Y., Hur, W.-M. and Kim, M. (2017). "The relationship of coworker incivility to job performance and the moderating role of self-efficacy and compassion at work: The job demands-resources (JD-R) approach", *Journal of Business and Psychology*, Vol. 32 No. 6, pp. 711–726. <https://doi.org/10.1007/s10869-016-9469-2>
- Rosseel, Y. (2012). "lavaan: An R package for structural equation modeling", *Journal of Statistical Software*, Vol. 48 No. 2, pp. 1–36. <http://doi.org/10.18637/jss.v048.i02>

- Schilpzand, P., De Pater, I. E. and Erez, A. (2016). "Workplace incivility: A review of the literature and agenda for future research", *Journal of Organizational Behavior*, Vol. 37 No. 1, pp. 57–88. <https://doi.org/10.1002/job.1976>
- Schumacker, R. E. and Lomax, R. G. (2016). *A Beginner's guide to structural equation modeling*. Routledge, New York, NY.
- Shapiro, D. L., Boss, A. D., Salas, S., Tangirala, S. and Von Glinow, M. A. (2011). "When are transgressing leaders punitively judged? An empirical test", *Journal of Applied Psychology*, Vol. 96 No. 2, pp. 412-422. <https://psycnet.apa.org/doi/10.1037/a0021442>
- Shbail, M. and Shbail, A. (2020). "Organizational climate, organizational citizenship behaviour and turnover intention: Evidence from Jordan", *Management Science Letters*, Vol. 10 No. 16, pp. 3749-3756. <https://doi.org/10.5267/j.msl.2020.7.037>
- Solnet, D., Ford, R. and McLennan, C. L. (2018). "What matters most in the service-profit chain? An empirical test in a restaurant company", *International Journal of Contemporary Hospitality Management*, Vol. 30 No. 1, pp. 260-285. <https://doi.org/10.1108/IJCHM-05-2016-0267>
- Tricahyadinata, I., Hendryadi, S., Zainurossalamia, Z. and Riadi, S. S. (2020). "Workplace incivility, work engagement, and turnover intentions: Multi-group analysis". *Cogent Psychology*, Vol. 7 No. 1, pp. 1743627. <https://doi.org/10.1080/23311908.2020.1743627>
- Treadway, D. C., Ferris, G. R., Duke, A. B., Adams, G. L. and Thatcher, J. B. (2007). "The moderating role of subordinate political skill on supervisors' impressions of subordinate ingratiation and ratings of subordinate interpersonal facilitation", *Journal of Applied Psychology*, Vol. 92 No. 3, pp. 848-855. <https://doi.org/10.1037/0021-9010.92.3.848>

- Ueda, Y. (2011). "Organizational citizenship behavior in a Japanese organization: The effects of job involvement, organizational commitment, and collectivism", *Journal of Behavioral Studies in Business*, Vol. 4, pp. 1-14.
- Van Scotter, J. R. (2000). "Relationships of task performance and contextual performance with turnover, job satisfaction, and affective commitment", *Human Resource Management Review*, Vol. 10 No. 1, pp. 79-95. [https://doi.org/10.1016/S1053-4822\(99\)00040-6](https://doi.org/10.1016/S1053-4822(99)00040-6)
- Vukelic, M., Cizmiz, S. and Petrovic, I. B. (2019). "Acceptance of workplace bullying behaviors and job satisfaction: Moderated mediation analysis with coping self-efficacy and exposure to bullying", *Psychological Reports*, Vol. 122 No. 5, pp. 1883-1906. <https://doi.org/10.1177/0033294118793985>
- Williams, L. J. and Anderson, S. E. (1991). "Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors", *Journal of Management*, Vol. 17 No. 3, pp. 601-617. <https://doi.org/10.1177/014920639101700305>
- Wu, L. Z., Yim, F. H. K., Kwan, H. K. and Zhang, X. (2012). "Coping with workplace ostracism: The roles of ingratiation and political skill in employee psychological distress", *Journal of Management Studies*, Vol. 49 No. 1, pp. 178-199. <https://doi.org/10.1111/j.1467-6486.2011.01017.x>
- Yurumezoglu, H. A. and Kocaman, G. (2019). "Structural empowerment, workplace incivility, nurses' intentions to leave their organization and profession: A path analysis", *Journal of Nursing Management*, Vol. 27 No. 4, pp. 732–739. <https://doi.org/10.1111/jonm.12751>
- Zhao, H., Peng, Z. and Sheard, G. (2013). "Workplace ostracism and hospitality employees' counterproductive work behaviors: The joint moderating effects of proactive

personality and political skill”, *International Journal of Hospitality Management*,
Vol. 33, pp. 219-227. <https://doi.org/10.1016/j.ijhm.2012.08.006>

Table 1. *Correlations, Means, Standard Deviations, Composite reliability, Cronbach's Alpha, Skewness and Kurtosis between study variables separately for each model.*

Measure	CR	α	Skewness	Kurtosis	1	2	3	4	5	6	7
1. Workplace incivility	.95 (.95) .95	.93 (.94) .93	.95 (1.05) .85	.14 (.44) -.13	—						
2. Political Skills	.94 (.95) .94	.94 (.94) .93	-.16 (-.19) -.14	-.20 (-.07) -.33	-.05 (-.01) -.08	—					
3. Acceptability	.94 (.94) .93	.92 (.92) .91	.67 (.70) .66	-.28 (-.31) -.24	.65*** (.64***) .66***	-.00 (.06) -.07	—				
4. Emotional Exhaustion	.92 (.92) .93	.91 (.90) .91	-.17 (-.12) -.24	-.34 (-.32) -.33	.32*** (.33***) .31***	-.02 (.01) -.05	.19*** (.22***) .17**	—			
5. OCB-I	.88 (.89) .87	.84 (.86) .81	-.37 (-.51) -.24	.63 (1.16) .07	.01 (-.00) .02	.55*** (.57***) .52***	.05 (.08) .02	.02 (.03) .02	—		
6. OCB-O	.80 (.81) .79	.70 (.71) .69	-.16 (-.20) -.13	-.64 (-.61) -.66	-.48*** (-.53***) -.04	.23*** (.20***) -.06	-.40*** (-.40***) -.00	-.26*** (-.23***) .09*	.25*** (.24***) .57***	—	
7. Turnover Intention	.94 (.93) .94	.90 (.89) .91	-.11 (-.02) -.20	-.92 (-.88) -.93	.27*** (.30***) .25***	-.07† (-.05) -.09	.10** (.12*) .08	.54*** (.53***) .55***	-.03 (-.04) -.01	-.29*** (-.27***) -.28***	—
M_{model1}	—	—	—	—	2.52	4.76	2.76	4.11	4.73	5.29	3.99
(SD)	—	—	—	—	(1.37)	(.85)	(1.32)	(1.19)	(.90)	(.80)	(1.71)
M_{model2}	—	—	—	—	2.49	4.79	2.73	4.02	4.79	5.34	3.93
(SD)	—	—	—	—	(1.38)	(.87)	(1.38)	(1.16)	(.93)	(.81)	(1.71)
M_{model3}	—	—	—	—	2.55	4.73	2.78	4.20	4.68	5.25	4.05
(SD)	—	—	—	—	(1.37)	(.84)	(1.28)	(1.22)	(.87)	(.80)	(1.71)

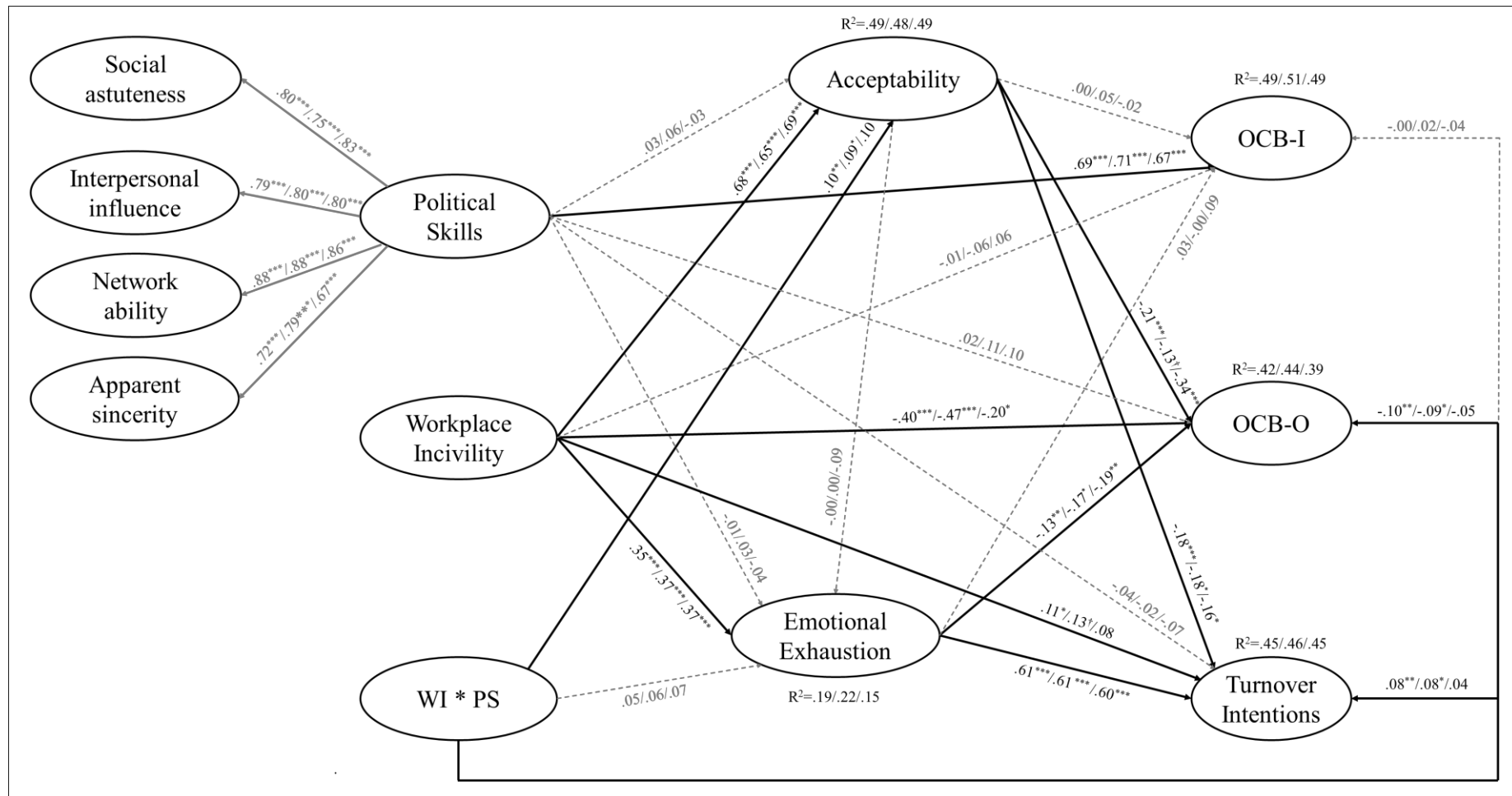
Note. Correlations between variables for Model 1 (the entire sample, $N = 703$), Model 2 (Supervisor incivility condition, $N = 348$) and Model 3 (Coworker incivility condition, $N = 355$) are presented in order. CR, α , Skewness, Kurtosis, Correlations for Model 2 are presented in parenthesis. For all scales, higher scores are indicative of more extreme responding in the direction of the construct assessed. CR = composite reliability, α = Cronbach's Alpha. *** $p < .001$, ** $p < .01$, * $p < .05$, † $p < .10$.

Table 2. Regression results

Paths	Model 1 (workplace incivility)			Model 2 (supervisor incivility)			Model 3 (co-worker incivility)		
	β	<i>SE</i>	<i>p</i>	β	<i>SE</i>	<i>p</i>	β	<i>SE</i>	<i>p</i>
Workplace incivility → Acceptability	.68	.04	<.001	.65	.05	<.001	.69	.06	<.001
Political skill → Acceptability	.03	.06	.379	.06	.08	.214	-.03	.08	.592
WI*PS → Acceptability	.10	.04	.005	.09	.04	.017	.10	.07	.127
Workplace incivility → Emotional Exhaustion	.35	.04	<.001	.37	.06	<.001	.37	.06	<.001
Political skill → Emotional Exhaustion	-.01	.05	.858	.03	.07	.626	-.04	.08	.518
Acceptability → Emotional Exhaustion	-.00	.04	.942	-.00	.06	.997	-.09	.07	.240
WI*PS → Emotional Exhaustion	.05	.03	.187	.06	.05	.319	.07	.05	.196
Workplace incivility → OCB-I	-.01	.03	.915	-.06	.05	.397	.06	.03	.458
Political skill → OCB-I	.69	.07	<.001	.71	.09	<.001	.67	.09	<.001
Acceptability → OCB-I	.00	.03	.959	.05	.04	.464	-.02	.03	.830
Emotional Exhaustion → OCB-I	.03	.03	.490	-.00	.05	.986	.09	.03	.156
WI*PS → OCB-I	-.00	.03	.968	.02	.04	.679	-.04	.02	.396
Workplace incivility → OCB-O	-.40	.03	<.001	-.47	.05	<.001	-.20	.03	.017
Political skill → OCB-O	.02	.02	.689	.11	.05	.107	.10	.05	.154
Acceptability → OCB-O	-.21	.02	<.001	<i>-.13</i>	<i>.03</i>	<i>.081</i>	-.34	.04	<.001
Emotional Exhaustion → OCB-O	-.13	.02	.008	-.17	.04	.019	-.19	.03	.003
WI*PS → OCB-O	-.10	.01	.005	-.09	.02	.022	-.05	.05	.154
Workplace incivility → Turnover intention	.11	.07	.035	<i>.13</i>	<i>.09</i>	<i>.071</i>	.08	.09	.252
Political skill → Turnover intention	-.04	.08	.259	-.02	.09	.671	-.07	.11	.200
Acceptability → Turnover intention	-.18	.07	.001	-.18	.09	.017	-.16	.10	.024
Emotional Exhaustion → Turnover intention	.61	.09	<.001	.61	.13	<.001	.60	.10	<.001
WI*PS → Turnover intention	.08	.04	.005	.08	.05	.020	.04	.06	.290

Note. Bold font highlights statistical significance ($p < .05$). Italic font indicates the marginal level of significance ($p < .01$). Gender and age are covariates in this SEM model.

Figure 2. Structural equation model showing standardized coefficients.



Note. Multiple coefficients are reported as model 1/model 2/model 3. Model 1 = total workplace incivility (supervisor + coworker; $N = 703$), Model 2 = supervisor incivility ($N = 348$), Model 3 = coworker incivility ($N = 355$). Dashed line are non-significant paths. WI = Workplace Incivility, PS = Political Skills. Gender and age are covariates in this SEM model. *** $p \leq .001$, ** $p < .01$, * $p < .05$, † $p < .10$.