

WITNESSED INCIVILITY: CONSEQUENCES AND MODERATING FACTORS

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DEDICATION

This thesis is dedicated to God Almighty, whose unwavering guidance and grace have illuminated my path throughout this journey. With deep gratitude, I acknowledge His endless love, strength, and wisdom that have sustained me, transforming challenges into opportunities for growth and learning. To Him be all glory and honor, now and forever.

ABSTRACT

This study examined the relationship between witnessed incivility and workplace outcomes (emotional exhaustion, organizational citizenship behavior, and work engagement) by drawing on the Conservation Resource Theory (COR) and the Job Demands-Resources Theory (JD-R Model). Furthermore, this study sheds light on mindfulness as a moderating factor and the impact of power distance on how witnessed incivility is perceived and interpreted. Data was collected using a time-lagged survey design. A total of 202 surveys were completed amongst workers and supervisors across various industries in Nigeria and Canada. Findings from the study revealed that there was a significant relationship between witnessed incivility and two workplace outcomes (emotional exhaustion and OCB-O). While power distance did not moderate the relationship between witnessed incivility and workplace outcomes, it was observed that country as a moderator, moderated the relationship between witnessed incivility and OCB-O for participants in Nigeria. Also, mindfulness moderated the relationship between witnessed incivility and emotional exhaustion. More studies are required for a broader insight into the witnessed incivility literature.

Keywords: witnessed incivility, organizational citizenship behavior, emotional exhaustion, work engagement, power distance, mindfulness

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LIST OF ABBREVIATIONS

Level Org	Level in Organization
WI	Witnessed Incivility
SupWI	Supervisor Witnessed Incivility
CoWI	Coworker Witnessed Incivility
PD	Power Distance
MD	Mindfulness
OCB-I	Organizational Citizenship Behavior- Individual
OCB-O	Organizational Citizenship Behavior – Organization
WE	Work Engagement
EE	Emotional Exhaustion
NewCon	Country

CHAPTER 1: INTRODUCTION

“We spoke with a man we will call Matt, who reported to Larry – a volatile bully who was rude to customers, too. When he accompanied Matt to one client’s store, he told the owner, ‘I see you are carrying on your father’s tradition. This store looked like sh- then. And it looks like sh- in your hands.’”

– (Porath & Pearson, 2013)

In the last few decades, workplace incivility has become a growing concern in organizations (Andersson & Pearson, 1999; Hershcovis et al., 2018; Porath & Pearson, 2013). From a survey conducted by Porath & Pearson, 99% of employees who participated claimed to have observed incivility in the workplace (Porath & Pearson, 2012). A recent study conducted in Sweden found that 75% of participants reported witnessing incivility from coworkers, while 58% had observed incivility from supervisors within the past year (Torkelson et al., 2016). These statistics highlight the alarming prevalence of witnessed incivility in organizations. Hence, academic scholars have redirected their attention to witnesses of uncivil events, considering their role in workplace incivility dynamics (Pearson & Porath, 2012; Vogel & Folger, 2015; Reich & Hershcovis, 2015). As a result, the growing issue of witnessed incivility demands immediate attention, as uncivil behaviors can negatively affect the overall well-being, learning motivation, and productivity of employees, thus creating an unfavorable organizational climate that undermines competitiveness (Pearson & Porath, 2009)

Workplace incivility, as described by Anderson & Pearson (1999), refers to “low-intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect” (p. 455). Within the workplace, incivility includes actions such as rude remarks, exclusionary behaviors, spreading rumors, engaging in aggressive actions that

undermine or demean others, expressing doubt or skepticism regarding the abilities or proficiency of colleagues, and demonstrating disregard or indifference towards the well-being, opinions, or needs of colleagues (Anderson & Pearson, 1999; Taylor et al., 2012).

While the incivility literature has focused primarily on the targeted and the instigator (Miranda et al., 2020), incivility is a complex process that involves three key players: the instigator, the target, and the observer. An increasing body of research suggests that simply observing mistreatment in the workplace can adversely affect employees (Sprigg et al., 2019). Likewise, witnessing incivility and disrespect at work has been linked to detrimental behavioral outcomes, which can negatively impact an organization's performance (Porath & Erez, 2009). This reinforces the idea that witnessing incivility can lead to adverse outcomes for employees and organizations.

Studies have shown that witnesses of incivility can experience declined well-being and negative affect simply by being present during uncivil encounters (Miner & Eischeid, 2012; Miner-Rubino & Cortina, 2007). For instance, employees who witnessed disrespectful behavior targeted at female colleagues reported a decline in their well-being and satisfaction with their jobs, which impacted their physical health and led to burnout, work withdrawal, and their commitment to their employer (Miner-Rubino & Cortina, 2007). Similarly, witnessing incivility from someone of the same gender as the observer can worsen the negative emotions associated with it (Miner & Eischeid, 2012). Likewise, findings from other studies revealed that witnessing misogyny is associated with emotional stress for the witness (Cunningham et al., 2012). Furthermore, observers show reduced performance in routine and creative tasks, exhibit less organizational citizenship behaviors, and report higher levels of dysfunctional ideation than those in control conditions (Schilpzand et al., 2016). The emotional and affective responses triggered

by witnessed incivility can have a significant impact on subsequent behavioral reactions. For instance, individuals who observe incivility from customers may experience feelings of anger towards the perpetrator, often driven by a sense of injustice. This anger can manifest in desires for revenge or retaliation, directed not only towards the instigator but also the organization (Porath et al., 2011). Given the above, working in an environment that tolerates and promotes uncivil behaviors can cause harm to the employees, especially the observers.

The issue of workplace mistreatment becomes more complicated when the violation of workplace norms is dependent on the diverse cultural interpretations and responses to conflict in the workplace (Hofstede, 1991). Research on workplace incivility has been largely focused on Western nations (Loh et al., 2021), with a limited number of studies conducted in Africa. Thus, the need to compare cross-cultural data is pertinent to understanding workplace incivility as a global phenomenon. This holds significance because Eastern societies are home to approximately two-thirds of the global population (Hofstede, 1991). Moreover, cross-cultural studies have recognized that national culture and ethnicity serve as valuable theoretical frameworks for understanding the behavioral disparities in the workplace between Easterners and Westerners (Loh et al., 2010). According to Hofstede (1991), in individualist cultures like the United Kingdom, Australia, and the United States, individuals value personal rights, freedom, equality in relationships, equal power distribution, and a 'do it yourself' attitude. On the contrary, in collectivist cultures such as Singapore, Japan, and China, the group's need supersedes an individual's need. These societies are more tolerant of imbalanced power dynamics, honor established hierarchy, and recognize that one's social status influences the allocation of rewards and penalties. Tepper (2007) attributes this difference to the power distance between individualist and collectivist countries. Power et al. (2013) examined how cultural

differences, such as power distance, influence reactions to certain behaviors. The research revealed that in South Korea, nine employees demonstrated a higher tolerance for deviant workplace behaviors if exhibited by supervisors, as opposed to those exhibited by peers. Therefore, if deviant behavior is deemed acceptable, it can mitigate the adverse effects and discomfort associated with such behavior. Thus, it is posited that when workplace incivility is normalized and viewed as permissible, these behaviors' emotional backlash and detrimental effects are lessened (Moon & Morais, 2022). Considering the disparity in power distribution, it is valuable to examine the perceptions and experiences of workplace incivility among employees from different cultures. The goal of exploring the potential underlying mechanism of power distance is to better understand the link between witnessed incivility and its impact on work outcomes in these different cultures.

To address the detrimental effects of incivility, it is pertinent to adopt measures that soften the negative impact of mistreatment in the workplace. According to Brown & Ryan (2003), mindfulness, commonly defined as the state of being fully attentive and aware of the present moment, could serve as a potential approach to mitigate the adverse consequences associated with workplace incivility. The practice of mindfulness promotes improvements to both physical and mental health and contributes to the overall state of psychological health (Dane & Brummel, 2014). Recent research has highlighted the extensive beneficial impacts of mindfulness, such as enhancing leadership effectiveness, fostering positive affect, and promoting well-being (Good et al., 2016). This underscores the notion that mindfulness could serve as an effective tool to reduce the negative impact of workplace incivility. Mindfulness can potentially enhance individuals' self-regulation abilities in terms of behavior and cognition. Rather than reacting to incivility with further rudeness or escalating aggressive actions, mindful employees

can opt for non-aggressive responses or practice non-reactivity to the incivility they encounter. This approach may facilitate the development of more reflective and adaptive reactions (Peters et al., 2015). Choosing these responses may lead individuals to experience reduced feelings of upset or distress regarding their treatment as they become less preoccupied with negative incidents of this nature. This decrease in distress and rumination will likely result in increased work productivity and significantly enhanced well-being among employees (Tarraf, 2017).

In view of the above, merely observing incivility in the workplace can have negative consequences both for employees and organizations (Porath & Pearson, 2009). However, while most studies have focused on the spiral effect and observer's response, little is known about the behavioral outcomes of witnessed incivility. Hence, by investigating witnessed incivility, this study aims to provide valuable insights to researchers and practitioners regarding the important outcomes of witnessed incivility and propose effective interventions. Accordingly, this study aims to address the following research questions: (1) what are the outcomes of witnessed incivility, (2) does mindfulness mitigate the negative effects of witnessed incivility on employees, and (3) do the effects of witnessed incivility on outcomes vary between two cultures?

According to Schilpzand et al., (2016), the few studies that have examined witnessed incivility focused on outcomes such as health satisfaction, work withdrawal, task performance, creativity, negative affect, citizenship behavior, dysfunctional ideation, and emotional depletion. Drawing on the conservation of resource (COR) theory (Hobfoll, 1989) and the job demands–resources model (JD-R model) (Demerouti et al., 2001), this study will examine the consequences of witnessed incivility on emotional exhaustion, work engagement, and organizational citizenship behaviors. This is because studies have shown that dealing with uncivil coworkers and patrons can have a detrimental effect on a person's health and overall well-being, potentially leading to

increased levels of anxiety, depression, and emotional fatigue (Grebner et al., 2003; Witt et al., 2004). Hence, for organizations aiming to foster a safe working environment for their employees, it is crucial to ascertain if observing uncivil behaviors contributes to emotional exhaustion. Also, work engagement is a highly desired state and a leading source of competitive edge (Schwartz, 2012). Thus, it is of significant importance to organizations because work engagement can be seen as a dynamic state where employees experience positive emotions and a sense of purpose in their work (Wang et al., 2015). However, witnessing incivility in the workplace might prevent employees from being completely immersed in their work due to concerns over their well-being (Gopalan et al., 2021). Also, such employees are prone to lower positive affect, feelings of frustration, and anxiety (Wang et al., 2015), which eventually might lead to a decrease in organizational citizenship behaviors (OCBs). Considering the vital part OCBs play in sustaining and improving the mental and communal aspects of the work environment that affect task performance, examining this outcome will provide practitioners with the tools required to foster a positive work climate.

In addition to the above, investigating the regulatory role of mindfulness in moderating the negative effect of witnessed incivility can potentially offer organizations and HR practitioners a viable and beneficial approach to assisting employees in managing incivility in the workplace. For example, practicing mindfulness can help people become more aware of their emotions and better manage them, enabling them to respond more effectively to workplace incivility (Tarraf, 2017).

Lastly, by examining the effect of national culture (power distance) on the outcomes of witnessed incivility, this study responds to Kim & Shapiro's (2008) call on the need to expand the geographies of research on workplace incivility. Thus, this study provides relevance and

insight into how employees from two culturally diverse regions (Nigeria and Canada) perceive and react to uncivil workplace behaviors globally. This holds particular significance in the current era of globalization, given that national culture can influence how incivility is perceived and responded to, along with considerations of its applicability and relevance beyond specific contexts (Schilpzand et al., 2016).

CHAPTER 2: LITERATURE REVIEW

2.1 THEORETICAL CONCEPT OF WORKPLACE INCIVILITY

Anderson and Pearson (1999) identified the concept of workplace incivility when they observed that the American organizational culture had shifted significantly to more casual and intimate conduct as opposed to formal and distant conduct. They contended that the societal emphasis on self-expression, freedom, and individuality, which gained prominence during that period, had extended into the business sphere. Consequently, it blurred previously clear-cut notions of 'appropriate' conduct in the workplace. As a result, with behavior becoming increasingly open to interpretation, workplace dynamics grew more intricate, and instances of uncivil behaviors became even more subtle (Andersson & Pearson, 1999).

Anderson and Pearson (1999) introduced a theoretical differentiation between incivility that occurred in the workplace and other forms of severe and overt mistreatment, such as aggression or violence, which was the focus of organizational research. Within this framework, they outlined three core attributes of incivility: a deviation from the expected standards of courtesy in the workplace, the generally minor severity of the conduct, and the uncertain nature of the intent to harm the person affected. In practical terms, examples of incivility encompass behaviors such as making derogatory remarks about others, displaying minimal interest in someone's opinions, speaking condescendingly to others, disregarding others' input during conversations, and intentionally overlooking individuals (Tarraf et al., 2017).

While incivility may seem similar to other types of mistreatments that occur in the workplace, such as social undermining, discrimination, abusive supervision, bullying, and interpersonal conflict (Hershcovis, 2011), it does indeed constitute a distinct concept. For instance, Yao et al. (2022) contended that incivility is less enduring than bullying, lacks the

deliberate aim to sabotage relationships seen in social undermining, and typically involves more generic behaviors compared to instances of sexual harassment or abusive supervision. A growing body of research has focused on individuals affected by workplace incivility, including both victims and perpetrators (Schilpzand et al., 2016). Workplace incivility is a complex process that involves three key players: the instigator, the target, and the observer (Miranda et al., 2020). These individuals, along with the social context play major roles in uncivil encounters (Anderson & Pearson, 1999). Furthermore, the observer's response to workplace incivility holds crucial implications for all parties involved, as well as the organization (Reich & Hershcovis, 2015). According to Cortina & Magley (2009), many uncivil incidents occur in the absence of a supervisor and often go unreported up the management chain. Consequently, it is important to consider the impact on third-party observers.

2.2 CONSEQUENCES OF WITNESSING WORKPLACE INCIVILITY

Apart from the direct participants involved in workplace incivility, bystanders are also impacted by these occurrences. Interestingly, in certain cases, observing workplace incivility could prove advantageous for employees who frequently experience such mistreatment themselves, as it may lead them to no longer perceive themselves as sole targets of incivility (Tong et al., 2019). In general, witnessing incivility has detrimental effects on observers, impacting their well-being, work attitudes, and behavioral responses. A widely cited study by Lim et al. (2008) found that observing uncivil behaviors leads to negative consequences similar to those experienced personally. Notably, within work environments, witnessing incivility diminishes job satisfaction and can affect mental health (Miner-Rubino & Cortina, 2004). However, when comparing observed incidents to personal experiences of incivility, the link between incivility and mental health appears weaker (Lim et al., 2008). Bystanders who witness

uncivil interactions among coworkers may also experience emotional depletion, especially when they adopt the target's viewpoint and directly observe the uncivil incident (Totterdell et al., 2012).

Research indicates that individuals who witness disrespectful behaviors can suffer from adverse effects on their mental state and emotions, even if they are mere bystanders to such incidents (Miner & Eischeid, 2012; Miner-Rubino & Cortina, 2007). For example, workers who see disrespectful acts aimed at female colleagues report a decline in their sense of well-being and satisfaction with their jobs. This, in turn, can lead to negative consequences for their physical health, engagement with their job, levels of burnout, and their emotional investment in the company (Miner-Rubino & Cortina, 2007). In a similar vein, Miner & Eischeid (2012) discovered that employees who observe disrespectful interactions in the workplace involving individuals of their gender tend to feel increased levels of anger, demoralization, fear, and anxiety. Additionally, these witnesses tend to show a decrease in their performance on both standard and creative tasks, engage less in behaviors that benefit the organization, and have a higher tendency towards negative thought patterns when compared to those not exposed to such conditions (Schilpzand et al., 2016).

Additionally, the emotional and affective responses triggered by witnessed incivility can have a significant impact on subsequent behavioral reactions. For instance, individuals who observe incivility, such as customers, may experience feelings of anger towards the perpetrator, often driven by a sense of injustice. This anger can manifest in desires for revenge or retaliation, directed not only towards the instigator but also the organization (Porath et al., 2011). Likewise, when witnesses harbor negative feelings toward those who display rudeness, they might be inclined to judge them harshly and look for chances to reprimand them (Reich & Hershcovis,

2015). On the other hand, if witnesses feel a sense of compassion for the person subjected to the rudeness, they may be driven to act in ways that offer aid and comfort to that individual (Hershcovis & Bhatnagar, 2017).

2.3 CONSERVATION OF RESOURCES (COR) THEORY

COR theory (Hobfoll, 1989) proposes that individuals have limited personal resources and strive to acquire, maintain, and conserve these resources to achieve their goals, which can include enhancing their well-being and performance in work-related tasks. It further suggests that individuals have a natural inclination to protect themselves from resource depletion, particularly in unfavorable circumstances (Hobfoll, 2001). When resources are endangered, lost, or inadequately replenished, individuals are more likely to experience negative psychological states. This includes increased stress, the fear of losing more resources, and experiencing emotions ranging from sorrow to even antagonism (Liu et al., 2019).

Social relationships are recognized as critical resources that are not only valuable but also as a means to acquire additional resources (Hobfoll, 2001). Workplace incivility may act as a threat to employees' interpersonal relationships and drain various resources. Those subjected to such behavior might perceive it as an assault on their professional reputation or confidence (Caza & Cortina, 2007), their sense of value within the company, or their feelings of job and financial security (Cortina & Magley, 2009). Moreover, Giumetti and colleagues (2013) identified a link between incivility that occurred in the workplace and a reduction in energy levels, leading to a subsequent drop in work performance. To put it differently, when employees expend their resources coping with uncivil behaviors, they may find themselves lacking the necessary resources to effectively achieve organizational goals.

This study takes on the perspective of the Conservation of Resources (COR) theory, which views observed incivility as an event that drains the resources of employees, leading to strain characterized by increased distress and compromised functioning. Consequently, when employees are subjected to witnessing rude and disrespectful behavior at work, it depletes their personal resources (Wang et al., 2014). Furthermore, dealing with incivility requires significant cognitive and emotional effort (Kern & Grandey, 2009), compelling employees to dedicate time and energy to manage these adverse interactions, thus consuming the limited resources they have for their professional responsibilities.

2.4 JOB DEMANDS-RESOURCES (JD-R) MODEL

At the heart of the JD-R model is the assumption that work environment characteristics—job demands and job resources impact employee performance and well-being (Demerouti et al., 2001; Bakker & Demerouti, 2007). Job demands refer to the aspects of a job that require continuous physical or mental effort, leading to stress or other negative psychological effects, like heavy workloads, constant emails, and conflicts with colleagues. Job resources are elements of a job that help in three key ways: (1) they aid in reaching work objectives, (2) reduce the strain of job demands and the stress they cause, and (3) encourage personal development, including factors like independence, community support, feedback, equitable treatment, and the importance of tasks (Bakker & Demerouti, 2006). The JD-R model suggests that high job demands initiate a process that impairs health, causing employees to experience heightened stress and burnout. In contrast, job resources set in motion a process that fosters motivation, resulting in greater work engagement. The model also indicates that stress at work can occur when job demands are excessive, and the available resources are not enough to manage these demands (Demerouti et al., 2001). Studies across different professions and workplaces support

this view, showing a distinct link between various job demands and resources and outcomes like burnout, fatigue, and health issues (Bakker et al., 2005). Workplace incivility can be argued to be a form of job demand. Handling uncivilized behaviors can drain the emotional reserves of the individuals affected, leading to potential psychological repercussions (Bakker & Demerouti, 2007). Ladebo and Awotunde (2007) demonstrated how these job demands deplete the emotional energy of workers and lead to heightened emotional exhaustion, ultimately resulting in poor job performance.

Rhee et al. (2017) further supported this idea by highlighting coworker incivility as a crucial factor contributing to job strain and draining individuals' energy, leading to emotional exhaustion. Previous research has consistently revealed the association between incivility among colleagues and work-related stress, mental distress, and feelings of emotional detachment. (Sliter et al. 2012). Following this framework, it is argued that encountering workplace incivility becomes a job demand, compelling individuals to seek support from available resources in alternative ways (Bakker et al., 2007). Additionally, this demand can lead to strain, which is related to job withdrawal and lowered work engagement (Holm et al., 2023). Building on the COR theory (Hobfoll, 1989) and JD-R model (Bakker & Demerouti, 2014), the theoretical model in Figure 1 below is proposed for this study.

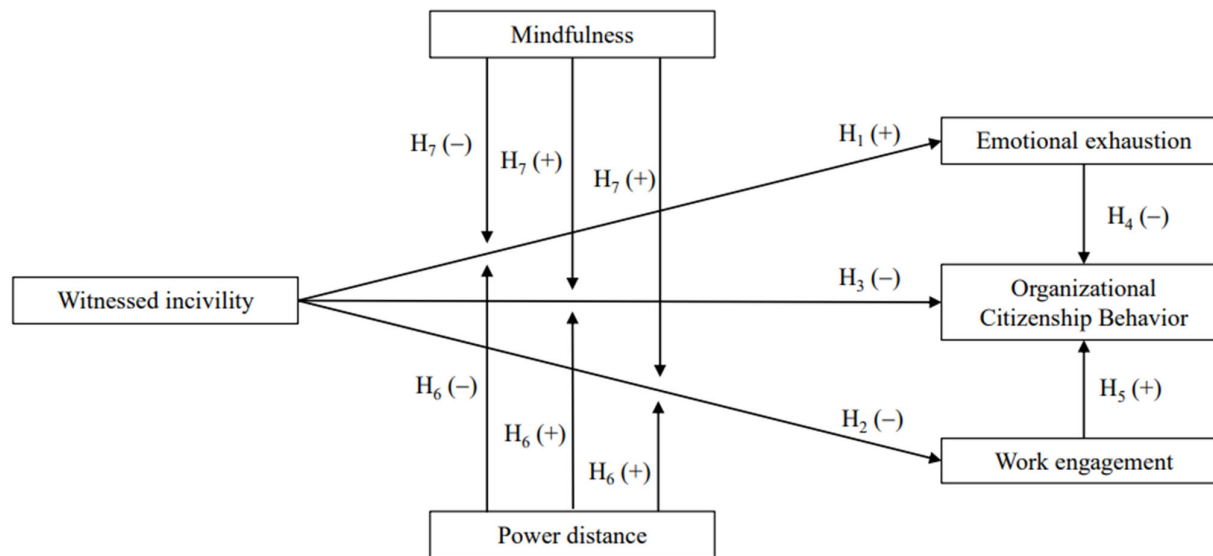


Figure 1: Theoretical Model

2.5 WORKPLACE INCIVILITY AND EMOTIONAL EXHAUSTION

Emotional exhaustion arises from psychological stress and is characterized by feelings of weariness and fatigue in the workplace, signifying a drain on emotions due to excessive demands from work or personal life and ongoing stress (Wright & Cropanzano, 1998). This state is detrimental to organizations because emotionally spent employees tend to engage in various unproductive behaviors. For example, Hur et al. (2015) linked emotional exhaustion to superficial behavior, noting that such behavior often leads to job dissatisfaction. There is also evidence connecting emotional exhaustion with negative organizational conduct (Van Jaarsveld et al., 2010; Schilpzand et al., 2016). Additionally, Wright and Cropanzano (1998) found that emotional exhaustion contributes to adverse job outcomes like subpar performance and high employee turnover. Further studies have shown that emotional exhaustion can decrease job satisfaction (Hur et al., 2015).

Anderson and Person (1999) acknowledged the social dynamics of workplace incivility, suggesting that rude behaviors could lead to negative interactions and potentially escalate to more severe issues. Research has consistently identified workplace incivility as a source of persistent frustration, which can result in both mental and physical health problems (Cortina et al., 2001; Kern & Grandey, 2009). Similar to other destructive behaviors, such as bullying and sexual harassment, those who witness bullying at work report experiencing higher stress levels than those in less hostile environments (Vartia, 2001). Observers of workplace bullying also tend to endure greater stress and lower satisfaction (Lutgen-Sandvik et al., 2007). Totterdell et al. (2012) found that simply witnessing negative interactions among colleagues is associated with emotional exhaustion. Moreover, individuals who observe bullying are more likely to be diagnosed with depression after 18 months (Emdad et al., 2013). Rhee et al. (2017) described

incivility as a job demand that significantly contributes to the depletion of energy. Emotional exhaustion is also seen as a crucial aspect of burnout, which is described as a sustained reaction to ongoing emotional and social stressors in the workplace (Maslach et al., 2001), with emotional exhaustion being particularly characterized by the feeling of being depleted by one's job.

Therefore, I propose that:

H1: Witnessed incivility is positively associated with emotional exhaustion.

2.6 WORKPLACE INCIVILITY AND WORK ENGAGEMENT

Schaufeli et al. (2007; p. 180) define work engagement as a “positive, fulfilling work-related state of mind that is characterized by vigor, dedication, and absorption”. Vigor is the drive to invest effort in work, persevere through difficult tasks, and maintain high energy levels while working. Dedication refers to a deep commitment to work, encompassing feelings of inspiration, enthusiasm, and significance. Absorption is the state of being completely focused and deeply immersed in work. Employees who are engaged tend to show greater enthusiasm, job effectiveness, and motivation (Kuijpers et al., 2020).

Workplace incivility can negatively impact employee engagement. According to the Conservation of Resources (COR) theory, people aim to acquire, conserve, and protect valued resources (Hobfoll, 2001). When they encounter resource loss or insufficient returns on their resource investments, they may suffer psychological distress (Guo et al., 2022; Liu et al., 2019). Thus, it is reasonable to suggest that employees dealing with workplace incivility might feel emotionally stressed and drained, leading to resource depletion, distress, difficulty focusing, and reduced work engagement (Guo et al., 2022).

In line with the JD-R model job, demands are linked with strain, which is related to job withdrawal and lowered work engagement (Holm et al., 2023). Based on this reasoning, previous

studies have demonstrated how other forms of witnessed workplace mistreatment led to lowered work engagement (Nielson et al., 2021). Similarly, being present in a hostile work environment and witnessing negative behaviors toward others can also lead to lower work engagement (Rodrigues-Munoz et al., 2010). While past research has often focused on direct experiences of incivility and the role of the instigator (Schilpzand et al., 2016), this study underscores the need to explore the consequences of observed incivility on individuals and organizations. Therefore, it is hypothesized that:

H2: Witnessed incivility is negatively associated with work engagement.

2.7 WORKPLACE INCIVILITY AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Organizational citizenship behavior (OCB) is characterized as the voluntary actions of an employee that exceed job expectations and, while not formally acknowledged by the reward system, enhance the organization's functioning (Organ, 1988). Williams & Anderson (1999) define OCBs as optional activities that employees undertake to support either their colleagues (OCB-I) or the organization (OCB-O). The two-factor model of OCB by Williams & Anderson (1991) differentiates between OCB-I, which includes acts of aid to specific colleagues like showing personal concern, assisting with heavy workloads, or helping supervisors without being asked, and OCB-O, which encompasses actions like avoiding unwarranted breaks, maintaining excellent attendance, or following informal rules that benefit the organization more broadly than individuals. (Williams & Anderson, 1991). OCBs are pivotal in sustaining and improving the psychological and social contexts where work tasks are performed (Organ, 1997). Similarly, MacKenzie et al., (2018) and Podsakoff et al. (2009) suggest that organizations appreciate OCBs for its role in promoting a positive work environment and boosting employee performance. Nonetheless, negative workplace experiences can lead to a decrease in OCBs. Studies have

shown that employees who face workplace stressors, such as hostile supervision or bullying, tend to participate less in OCBs (Lyu et al., 2016) and are more reluctant to participate in extra-role behaviors (Sliter et al., 2010; Taylor et al., 2012; Mao et al., 2019).

According to Maslach et al. (2001), reduced work engagement due to workplace incivility leads to reduced OCBs. Disengaged employees tend to lack focus and are unlikely to perceive their tasks as worth investing extra effort in. This lack of commitment and enthusiasm for their job might discourage them from participating in discretionary acts of OCBs (Lyu et al., 2016). Furthermore, unlike regular job responsibilities, OCBs demands more energy and resources due to its voluntary nature. Employees who are disengaged, however, may find it difficult to fulfill their basic role obligations due to their energy deficits. Due to incivility at the workplace, these disengaged employees are less inclined to exceed the scope of their job responsibilities, as they lack the necessary engagement and dedication required for effective task execution (Christian et al., 2011). Considering the above discussion, it is argued that incivility that emanates from the workplace curbs the development of work engagement, consequently leading to a decreased level of OCBs (Liu et al., 2019).

Based on the COR theory, incivility can pose a threat to specific individual resources, like emotional energy, which employees strive to obtain and protect (Hobfoll, 2001). When supervisors and colleagues display uncivil conduct, such as anger outbursts, insensitivity, and discourtesy, these actions result in adverse effects (Jawahar & Scheurs, 2018), draining employees emotionally and potentially leading to emotional exhaustion (Karatepe et al., 2019). Given the finite nature of individual resources, intense workplace incivility can lead to a significant depletion of employee emotional resources (Hur et al., 2015), which subsequently results in a reduction of OCBs (Cortina et al., 2013).

To expand further on the underlying mechanisms, it was discovered that experiencing incivility had a negative impact on employee's OCBs via organizational commitment (Taylor et al., 2012). It is further argued that when employees encounter workplace incivility, it may damage the social exchange relationship they have with the organization, leading to reduced OCBs (Taylor et al., 2012). Once resources are depleted, individuals may adopt coping strategies to preserve what remains (Hobfoll, 1989, 2001; Hobfoll & Shirom, 1993). For example, withdrawing from non-task-related activities, such as organizational citizenship behaviors, can be a coping mechanism to safeguard resources for essential job functions (Halbesleben & Bowler, 2005).

Furthermore, individuals who have encountered rudeness or incivility may lack additional personal resources to allocate, as they have already used up their resources dealing with job-related responsibilities and managing their reactions to uncivil interactions (Rosen et al., 2016). Consequently, those who experience heightened emotional exhaustion due to incivility might find it challenging to participate in OCBs even if they wish to. This idea is supported by previous research showing a negative link between emotional exhaustion and OCBs (Bergeron et al., 2014; Gaudet et al., 2014; Halbesleben & Bowler, 2005). Consequently, drawing from the resource-based perspective and existing research on the connections between workplace incivility, emotional exhaustion, and OCBs, I put forward the idea that individuals who witness incivility are prone to heightened emotional exhaustion due to resource depletion. As a result of feeling emotionally exhausted, employees may choose to withhold OCBs to avoid further resource loss or may simply be unable to engage in OCBs because of their limited resources. Halbesleben & Bowler (2007) posited that communal efforts, driven by the desire for peer support, influence both emotional exhaustion and OCB-I, leading to increased altruistic actions.

On the other hand, Cropanzano et al. (2003) found an inverse relationship, suggesting that emotional exhaustion leads to a decrease in OCB towards managers, as it contradicts employees' expectations based on their work experiences, thereby diminishing OCBs in the workplace.

Merging the resource-based approach previously discussed with existing research on the relationship between workplace incivility, emotional exhaustion, work engagement, and OCBs, I propose that individuals who observe incivility may be prone to increased emotional, decreased work engagement, and reduced OCBs. This is attributed to the depletion of resources leading to either a deliberate withholding of OCBs to avert further depletion or an inability to participate in OCBs owing to insufficient resources.

H3: Witnessed incivility has a negative direct relationship with OCB-I and OCB-O.

H4: Witnessed incivility has a negative indirect relationship with OCB-I and OCB-O through heightened emotional exhaustion.

H5: Witnessed incivility has a negative indirect relationship with OCB-I and OCB-O through lowered work engagement.

2.8 CULTURAL DIFFERENCES IN REACTIONS TO WORKPLACE INCIVILITY

Prior studies have shown that responses to uncivil behaviors, such as workplace incivility, are influenced by how acceptable this uncivil act is perceived (Moon et al., 2018). Therefore, it is essential to consider the role of norms and what is considered appropriate behavior. Cross-cultural studies suggest that employees' responses to workplace incivility are influenced by their cultural practices and shared beliefs (Moon & Sánchez-Rodríguez, 2021), which also plays a role in employees' interpersonal dynamics among colleagues and managers (Günsoy, 2019).

Hofstede's (1991) research on national culture indicates that collectivist cultures in the Eastern regions display a greater acceptance of power imbalance than Western individualist societies. Power distance is the acceptance of unequal power distribution amongst the members of an institution and organizations in a country (Hofstede, 2001). In contrast, individuals from countries with low power distance tend to reject such disparities in power distribution. For instance, Australia, with a power distance score of 36, is classified as a low power distance country, indicating a tendency to reject unequal power distribution. On the other hand, Singapore with a moderately high power distance score of 74 (Loh et al., 2021) and Nigeria with a high-power distance score of 80 (Martins, 2021) deem unequal power distribution as acceptable. Notably, a significant portion of studies on workplace incivility have been carried out in Canada and the United States, which have power distance scores of 39 and 40, respectively (Loh et al., 2021). These scores are comparatively lower than Nigeria's scores, suggesting lesser acceptance of unequal power distribution in North America.

Considering Canada's significantly low power distance score, it is valuable to examine the perceptions and experiences of workplace incivility among employees from Canada and Nigeria. The interest in this investigation is driven by Hofstede's research, which suggests that individualistic societies like Canada are more inclined to question authority and strive for egalitarian relationships. In contrast, collectivist societies like Nigeria tend to accept established hierarchies and unequal relationships, believing that rewards and sanctions are influenced by social status (Hofstede, 1991). The goal of exploring the potential underlying mechanism of power distance is to better understand the relationship between workplace incivility (witnessed incivility) and its impact on work outcomes in these different cultures.

Lian et al. (2012) found that individuals in cultures with a high acceptance of power hierarchy are more tolerant of poor treatment from their superiors and do not often view such treatment as unfair, unlike their counterparts in cultures with a low acceptance of power hierarchy. Escartín et al. (2011) also observed that cultural context affects how workplace uncivil behavior is received and tolerated. Similarly, Loh et al., (2010) determined that national culture is vital in understanding how employees react to mistreatment at work. As a result, it is proposed that cultural differences in how conflict is perceived and handled can have profound effects on how resources are allocated, preserved, or depleted. For example, adapting one's mindset and emotional responses to align with the surrounding environment, such as adopting a cooperative approach to conflict resolution (Lam & Zane, 2004), can be less demanding and stressful than trying to modify the environment to fit personal preferences. This may hold particular importance for employees operating within hierarchical societies where adherence to established structures, recognition of power imbalances, and deference to authority figures are highly valued.

Fischer & Smith (2006) posit that individuals from hierarchical societies like Nigeria have a higher tolerance for power differentials and unfair treatment at work. As such, individuals from such societies tend to accept unfair mistreatment at work compared to individuals from individualistic societies with low power distance (Loh et al., 2010). Building on this perspective, the low power distance and individualist nature of Canadian culture can make Canadians less accepting of mistreatment in the workplace compared to Nigerians. Consequently, Canadians are more likely to experience the negative effects of workplace incivility, such as reduced OCB, emotional exhaustion, and work engagement, to a greater extent than Nigerians. Based on this theoretical and empirical evidence, it is proposed that:

H6: Power distance moderates the relationship between witnessed incivility and workplace outcomes, such that the positive relationship between witnessed incivility and (a) emotional exhaustion, (b) work engagement, and (c) organizational citizenship behavior (OCB-I and OCB-O) is stronger for Canadians (low power distance) than for Nigerians (high power distance).

2.9 MINDFULNESS AS A MODERATOR

In order to address the detrimental effects of incivility, it is crucial to implement measures that mitigate the impact of such uncivil conduct. Mindfulness, defined as “the state of being attentive to and aware of what is taking place in the present” (Brown & Ryan, 2003, p. 822), could serve as a potential approach to reduce the unfavorable outcomes linked to incivility in the workplace. It involves directing one's attention solely to the current experience, excluding thoughts of the past or future. Additionally, mindfulness entails a clear awareness of both internal experiences (such as senses, thoughts, and emotions) and external events (including the physical and social environment). Most importantly, the practice of mindfulness emphasizes non-judgmental observation and simple attentiveness without the need for personal evaluation or criticism (Brown et al., 2007; Glomb et al., 2011).

Studies indicate that engaging in meditation practice and receiving mindfulness training can enhance the level, duration, and frequency of mindfulness (Brown et al., 2007). Various programs, such as Mindfulness-Based Stress Reduction (Kabat-Zinn, 1982) and Mindfulness-Based Cognitive Therapy (Segal et al., 2018), offer training in cultivating mindfulness. The advantages of mindfulness are not limited to physical and mental health; they also contribute to overall psychological well-being (Dane & Brummel, 2014). Workplace mindfulness, as a personal resource, can potentially mitigate the influence of witnessed incivility on OCB, work

engagement, and emotional exhaustion. For example, research has shown that mindfulness can lead to various workplace benefits, such as reducing stress levels, enhancing overall well-being, and increasing employee engagement (Good et al., 2016).

Bi and Ye (2021) have brought attention to the growing interest in exploring the connection between mindfulness as a unique characteristic and the ability to regulate emotions. It has been found through research that individuals with higher levels of trait mindfulness experienced lower levels of perceived stress (Liu et al., 2022). On the other hand, emotional exhaustion is considered an unwanted outcome of the individual's perceived stress. Consequently, a strong presence of trait mindfulness could be associated with a reduced occurrence of emotional exhaustion. The JD-R model posits that personal attributes like mindfulness are essential to meeting work demands or resources (Guidetti et al., 2019). Mindfulness can diminish how work stress is perceived by an individual and bolster their confidence in their work capabilities, influencing the level of emotional exhaustion they experience (Guidetti et al., 2019). Hence, individuals who possess a greater level of trait mindfulness as an inherent quality are likely to encounter reduced emotional exhaustion. Further research suggests that mindfulness not only allows individuals to accumulate personal resources but also work resources, which can mitigate the adverse effects of excessive work demands such as emotional stress (Guidetti et al., 2019). Therefore, mindfulness serves as a buffer against emotional exhaustion by aiding in the accumulation of additional resources (Bi & Ye, 2021).

According to the COR theory, individuals are driven to utilize and invest resources (Hobfoll, 1989). In times of resource abundance, individuals utilize them in full, but when they are scarce, individuals become cautious and risk resource loss (Hobfoll, 2001; Halbesleben et al., 2014). Mindfulness serves as a personal resource (Grover et al., 2017; Montani et al., 2018;

Fisher et al., 2019) that aids in energy conservation and promotes awareness of alternative resources, leading to effective resource utilization in future (Shapiro et al., 2006; Good et al., 2016). Research indicates that high levels of mindfulness correlate with improved focus and engagement, thereby boosting work involvement (Leroy et al., 2013). Thus, highly mindful employees tend to devote more resources to their work, resulting in higher levels of work engagement (Leroy et al., 2013).

Previous research has indicated that mindfulness has various positive effects on individuals' interactions with others (Good et al., 2016). It helps to reduce self-centered biases and promotes altruistic and prosocial behaviors (Hafenbrack et al., 2020). Additionally, mindfulness bolsters concentration and engagement with tasks (Hafenbrack & Vohs, 2018), which empowers employees to support their colleagues and display prosocial conduct (Hafenbrack et al., 2020). OCBs have been found to have a positive association with mindfulness (Reb et al., 2015). Additionally, mindfulness has been linked to an increased sense of empathy, which further enhances OCBs (Chen et al., 2020; Glomb et al., 2011). Individuals who are highly mindful, according to Jimenez et al. (2010), are more capable of exerting self-determination and are better equipped to navigate the challenging aspects of their work environment. Additionally, Jang et al. (2020) suggest that self-control can aid employees in coping with the routine stress of customer incivility, thus mitigating its adverse effect.

Therefore, workplace mindfulness can act as a compensatory resource, buffering the detrimental effects of incivility that otherwise deplete resources. Based on these findings, the second objective of this dissertation is to examine the regulatory role of mindfulness by investigating whether it moderates the negative relationship between witnessed incivility,

emotional exhaustion, work engagement, and OCB. Hence, the following hypothesis is proposed:

H7: Mindfulness moderates the relationship between witnessed incivility and workplace outcomes, such that the negative effects of witnessed incivility on (a) emotional exhaustion, (b) work engagement, and (c) organizational citizenship behavior (OCB-I and OCB-O) are weaker for employees with higher levels of mindfulness.

CHAPTER 3: METHODOLOGY

3.1 SAMPLING STRATEGY AND DATA COLLECTION PROCEDURE

This study utilised a time-lagged cross-sectional survey design. Primary data was collected through self-administered questionnaires. To reduce common method bias, data was collected in two waves with a two-week interval (Podaskoff et al., 2003). The gap of two weeks is a proper time-lag interval as it has been used in previous studies (Elliott & Ainsworth, 2012).

Convenience and snowballing sampling methods were used for sample collection. These methods of sample collection are the most used and are relatively inexpensive and quick methods for collecting data (Acharya et al., 2013). Data was collected through an anonymous online survey using Qualtrics with a link sent to all participants in five organizations in Nigeria as well as participants recruited through other online platforms such as LinkedIn and referrals. The objective was to get the highest possible number of responses to the questionnaires, recognizing that the data's validity and reliability, as well as the response rate attained, would be significantly influenced by the format and structure of the questionnaire (Saunders et al., 2009).

Participants were notified that their feedback would remain confidential. Included with the email distributed to participants was a consent document, which clarified that their involvement was optional, and they had the liberty to discontinue participation at any time. The University of Alberta Research Ethics Board provided ethical clearance for this research. Approval number (Pro00136755).

3.2 DATA CLEANING PROCEDURE

In the first survey (Time 1), a link to the questionnaire was sent to all 267 participants in Nigeria and Canada to access the independent variable (witnessed incivility), moderators (mindfulness, power distance), and demographics. A total of 121 responses were recorded for

Nigeria with a response rate of 81.20% and a total of 101 responses were recorded for Canada with a response rate of 85.59%. A total of 31 duplicate responses and 4 incomplete responses were recoded for Nigeria, while a total of 12 duplicate responses were recorded for Canada. All duplicate responses and incomplete questionnaires were removed from the final data.

Two weeks later, a link to the questionnaire for the second survey (Time 2) was sent to all participants to access the dependent variables (organizational citizenship behavior, work engagement and emotional exhaustion). A total of 2 incomplete responses were removed from the sample, with 1 response removed from the Nigeria data and 1 response from the Canada data. With regards to duplicate surveys, a total of 26 duplicates were recorded for Nigeria and 1 for Canada. All duplicate responses were removed from the final data. Additionally, an incorrectly coded survey was recoded for Canada (a unique ID inputted was wrongly entered) and deleted from the analysis.

Further, during the data cleaning process, it was identified that 11 Nigerian participants completed Time 1 survey but did not complete Time 2 survey. These 11 responses were deleted from the sample. Considering the inclusion criteria was full-time employees who worked 30+ and had witnessed incivility, a total of 6 responses were further removed from the Canadian sample as they did not meet the inclusion criteria. The final sample included 110 responses for Nigeria and 92 responses for Canada.

3.3 PARTICIPANT CHARACTERISTICS

The final sample consisted of 202 employees working in various professions in Nigeria (n = 110) and Canada (n = 92). Their demographic characteristics are summarized in Table 1. The Nigerian sample consisted of 56 male (50.9%), and 52 female (47.7) participants. In terms of participants' current level in their organizations, 46.4% were workers, 28.2% were

supervisors, and 25.5% were managers. In terms of age, 6.4% of the participants are between the ages of 25 – 34, 45.5% are between the ages of 35 – 44 and 44.5% are between the ages of 45 – 54. In terms of tenure, 40.0% of the participants had spent 1 – 3 years in their current organization with 24.5% spending 3 – 5 years and 17.3% spending over 5 years. In terms of experience, 52.7% of the respondents said they had over 5 years of work experience, 28.2% between 1- 3 years and 14.5% over 3-5 years of work experience.

For Canada, of all the 92 participants, 57 were male (62.0%), 35 were female, 38.0%. In terms of participants' current level in their organizations, 52.2% were workers, 34.8% were supervisors, and 13% were managers. In terms of age, 34.8% of the participants are between the age of 25 -34, and 57.6% of participants are between the of age 35 - 44. In terms of tenure, 51.1% of the participants had spent 1 – 3 years in their current organization, 16.3% about a year and 15.2% between 3 to 5 years. In terms of experience, 80.4% of the respondents said they had over 5 years of work experience.

Table 1

Demographics

Measure	Categories	Canada	Nigeria
Gender	Male	62.0%	50.9%
	Female	38.0%	47.7%
	Prefer to say	0%	1.8%
Age	25 - 34	34.8%	6.4%
	35 - 44	57.6%	45.5%
	45 - 54	4.3%	44.5%
	55 - 64	1.1%	2.7%
	65+	2.2%	9.0%
Tenure in Organization	6 months or less	12.0%	10.0%
	6 months up to 1 year	16.3%	8.2%
	Over 1 year up to 3 years	51.1%	40.0%
	Over 3 years up to 5 years	15.2%	24.5%
	Over 5 years	5.4%	17.3%
Level in Organization	Worker	52.2%	46.4%
	Supervisor	34.8%	28.2%
	Manager	13.0%	25.5%
Years of Experience	6 months or less	1.1%	0.9%
	6 months up to 1 year	1.1%	3.6%
	Over 1 year up to 3 years	7.6%	28.2%
	Over 3 years up to 5 years	9.8%	14.5%
	Over 5 years	80.4%	52.7%

3.4 MEASURES**3.4.1 WITNESSED INCIVILITY**

Witnessed incivility was measured using seven items from workplace incivility from Cortina et al., (2001). Respondents were asked to rate how often they witnessed incivility interactions in their organizations on each of the seven items in the last year. Sample items include “Have you witnessed a supervisor/coworker put others down or was condescending to them” Responses ranged from 1 (‘never’) to 5 (‘many times’). Cortina et al. (2001) reported an

alpha coefficient of .89 for the Workplace Incivility Scale. The Cronbach's α for this scale in the current study was .96, indicating good internal consistency. In addition, measures using this scale was captured for both supervisor and coworker witnessed incivility in this study.

3.4.2 ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Organization Citizenship Behavior was measured using a 16-item scale developed by Lee and Allen (2002). This scale is based on two-dimensional conceptualization of OCB: OCB-Individual (OCBI) and OCB-Organization (OCBO). Sample items for OCBI include "in the last one year how often have you helped others who have been absent", sample item for OCBO include "In the last one year how often have you attended functions that are not required but that help the organizational image". Response ranged from 1 (never) and 5 (always). The internal consistency reliability scores of the scale were .83 and .88 for OCBI and OCBO, respectively (Lee & Allen, 2002). Cronbach's α for this scale in the current study was .88 and .87 for OCB-I and OCB-O, respectively indicating good internal consistency.

3.4.3 EMOTIONAL EXHAUSTION

Emotional exhaustion was measured using six items from the Emotional Exhaustion scale developed by Wharton & Erickson's (1995). Response options ranged from 1 (strongly disagree) to 5 (Strongly agree). Sample item is "I feel emotionally drained from my work". In Whartons' work the Cronbach alpha for this scale was .87. The Cronbach's α for this scale in the current study was .91, indicating good internal consistency.

3.4.4 WORK ENGAGEMENT

Work engagement was measured using nine-item from a scale developed by Schaufeli et al., (2006). Response options ranged from 1 (strongly disagree) to 5 (strongly agree). Sample item is "At my work, I feel bursting with energy." The UWES- 9 assessment results yielded a

coefficient alpha of between .80 and .90 (Schaufeli et al., 2003). The Cronbach's α for this scale in the current study was .84, indicating good internal consistency.

3.4.5 POWER DISTANCE

Power distance was measured using a six-item measure developed by Dorfman & Howell (1988). Response options ranged from 1 (strongly disagree), 5 (strongly agree). Sample item is "Managers should make most decisions without consulting subordinates". The Cronbach alpha for this scale was .74 (Farh et al., 2007). The Cronbach's α for this scale in the current study was .74, indicating good internal consistency.

3.4.6 MINDFULNESS

Mindfulness was measured using the 22-item Mindfulness @ Work Scale developed by Hülshager, & Alberts (2021). Response options ranged from 1 (strongly disagree) to 5 (strongly agree). Sample item is "When I experience unpleasant emotions during work, they easily take over." Cronbach's alpha for this scale ranges from .86 to .91. The Cronbach's α for this scale in the current study was .90, indicating good internal consistency.

3.4.7 DEMOGRAPHICS

Participants were asked to respond to questions about gender, age, length of employment (participants' years of experience), tenure in the organization (participants' years of service with their current employer), their occupation and department.

3.5 ANALYTICAL STRATEGY

Analysis for this study was conducted using SPSS 27. Prior to the hypothesis testing, the data was checked for satisfaction of conditions for the proposed tools, such as homoscedasticity, normality, etc.

Hypotheses 1-3 were tested using ordinary least squares (OLS) regression while controlling for gender and level in organization. For Hypothesis 1, emotional exhaustion was regressed on incivility; for Hypothesis 2, work engagement was regressed on incivility, for Hypothesis 3 OCB-I and OCB-O were regressed on incivility. I examined regression coefficients to understand the direction and magnitude of the relationship between the independent and dependent variables and R^2 to understand the model fit.

Hypotheses 4 and 5 were tested using Hayes's SPSS PROCESS Macro, Model 4 (Hayes, 2013) while controlling for gender and level in organization. Witness Incivility was entered as an independent variable, emotional exhaustion and work engagement were entered as a mediator, and organizational citizenship behavior was entered as the outcome variable. For the bootstrapping procedure, 5,000 samples were calculated. Indirect effects calculated by the program were examined to determine the direction and magnitude of the mediation, while 95% bootstrap confidence intervals (CI) were used to interpret the significance of the effect, with the effect being considered significant if zero was not included.

Hypotheses 6 and 7 were tested using Hayes's SPSS PROCESS Macro, Model 1 (Hayes, 2013) while controlling for gender and level in organization. Witnessed incivility was entered as an independent variable, power distance and mindfulness were entered as moderators (independently of each other), and emotional exhaustion, work engagement and organizational citizenship behavior (OCB-I and OCB-O) as the dependent variable. For the bootstrapping procedure, 5,000 samples were calculated. The interaction effects calculated by the program were examined to determine the interaction effect of the predictor on the dependent variable at different levels of the moderator.

CHAPTER 4: RESULTS

4.1 CORRELATIONS AND DESCRIPTIVE STATISTICS

Table 2 below shows the correlations and descriptive statistics for the study variables. Witnessed incivility had a mean score of 1.88 (SD = 0.76), indicating a relatively low level of reported witness incivility experiences. Witnessed incivility was positively related to power distance ($r = .28, p < .01$), mindfulness ($r = .42, p < .01$), emotional exhaustion ($r = .32, p < .01$) and negatively related to OCB-O ($r = -.15, p < .05$); power distance was positively related to mindfulness ($r = .14, p < .05$), emotional exhaustion ($r = .25, p < .01$); mindfulness was positively related to emotional exhaustion ($r = .34, p < .01$); OCB-I was positively related to OCB-O ($r = .56, p < .01$), work engagement ($r = .32, p < .01$); OCB-O was positively related to work engagement ($r = .42, p < .01$) and negatively related to emotional exhaustion ($r = -.17, p < .05$); and work engagement was negatively related to emotional exhaustion ($r = -.29, p < .01$). There was no relationship between witnessed incivility, work engagement and OCB-I, between power distance and OCB-I, OCB-O and work engagement, between OCB-I, OCB-O and work engagement, and between OCB-I and emotional exhaustion. All correlations are in the expected directions.

Table 2

Correlations and Descriptive Statistics of Observed Study Variables

	Mean	SD	1	2	3	4	5	6	7	8	9	10	11
1 Gender	.51	.50	1										
2 Level in Org	.49	.50	-.12	1									
3 WI	1.88	.76	.12	-.02	1								
4 SupWI	1.89	.81	.11	-.05	.95**	1							
5 CoWI	1.88	.79	.12	.02	.94**	.78**	1						
6 PD	2.16	.85	.10	-.10	.28**	.30**	.23**	1					
7 MD	3.16	.65	-.03	.05	.42**	.38**	.42**	.14*	1				
8 OCB-I	3.63	.83	.02	-.05	-.02	-.03	-.00	-.03	.06	1			
9 OCB-O	3.73	.89	-.07	-.12	-.15*	-.13	-.12*	-.00	.00	.56**	1		
10 WE	3.98	.69	.08	-.18*	.01	.01	.01	-.02	-.08	.32**	.42**	1	
11 EE	2.78	1.04	-.06	-.01	.32**	.30**	.30**	.25**	.34**	-.04	-.17*	-.29**	1

Note. N =202. SD = Standard deviation; Level in Org = Level in organization; WI = Witnessed Incivility; SupWI = Supervisor Witnessed Incivility; CoWI = Coworker Witnessed Incivility; PD = Power Distance; MD = Mindfulness; OCB-I = Organizational Citizenship Behavior towards an Individual; OCB-O = Organizational Citizenship Behavior towards an Organization; WE = Work Engagement; EE = Emotional Exhaustion.

* $p < .05$; ** $p < .01$

4.2 HYPOTHESIS TESTING

Hypothesis 1 states that witnessed incivility is positively associated with emotional exhaustion. To examine the relationship between witnessed incivility and emotional exhaustion, emotional exhaustion was regressed on witnessed incivility while controlling for gender and level in organization. The results are summarized in Table 3. The model explains 11% of variance in emotional exhaustion, $R^2 = .11$, $F(3, 196) = 8.2$. The analysis revealed that witnessed incivility ($B = .44$, $p = .00$) showed a statistically significant relationship with emotional exhaustion. Hypothesis 1 was supported.

Table 3

Regression Analysis Predicting Emotional Exhaustion.

Variables	Model 1				Model 2			
	B	SE	t	p-value	B	SE	t	p-value
Gender	-.13	.15	-.89	.38	-.21	.14	-1.45	.15
Level in Organization	-.03	.15	-.23	.82	-.01	.14	-.09	.93
WI					.44	.09	4.75	.00
R ²	.00				.11			
F (df)	F (2,198) = .40				F (3, 196) = 8.2			

Note. Gender was coded as 1 for Male and 0 for Female, Level in Organization was coded as 1 for worker and 0 for Supervisor, WI = Witnessed Incivility

Hypothesis 2 states that witnessed incivility is negatively associated with work engagement. To examine the relationship between witnessed incivility and work engagement, work engagement was regressed on witnessed incivility while controlling for gender and level in organization. The model explains 4% of variance in work engagement, $R^2 = .04$, $F(3, 197) = 2.4$. The analysis revealed that witnessed incivility ($B = .01$, $p = .87$) showed a non-statistically significant relationship with work engagement. Hypothesis 2 was not supported. Table 4 provides a summary of the findings.

Table 4

Regression Analysis Predicting Work Engagement.

Variables	Model 1				Model 2			
	B	SE	t	p-value	B	SE	t	p-value
Gender	.08	.09	.86	.39	.08	.09	.77	.44
Level in Org	-.23	.09	-.24	.01	-.24	.09	-2.47	.01
WI					.01	.07	.16	.87
R ²	.03				.04			
F (df)	F (2,198) = 3.5				F (3, 197) = 2.4			

Note. Gender was coded as 1 for Male and 0 for Female, Level in Organization was coded as 1 for worker and 0 for Supervisor, WI = Witnessed Incivility

Hypothesis 3 states that witness incivility has a negative direct relationship with OCB-I and OCB-O. To examine the relationship between witnessed incivility and OCB-I and OCB-O, OCB-I and OCB-O were regressed on witnessed incivility. The model explained 1% of variance in OCB-I, $R^2 = .01$, $F(3, 197) = .17$. The analysis revealed that witnessed incivility showed no significant relationship with OCB-I ($B = -.02$, $p = .76$). For OCB-O the model explained 4% of variance in OCB-O, $R^2 = .04$, $F(3, 197) = 2.7$. The analysis revealed that witnessed incivility showed a statistically significant relationship with OCB-O ($B = -.17$, $p = .04$). Table 5 below provides a summary of the findings. Hypothesis 3 was not supported for OCB-I but was supported for OCB-O.

Table 5

Regression Analysis Predicting OCB (OCB-I & OCB-O)

Variables	Model 1 OCB-I				Model 2 OCB-I				Model 3 OCB-O				Model 4 OCB-O			
	B	SE	t	p-value	B	SE	t	p-value	B	SE	t	p-value	B	SE	t	p-value
Gender	.02	.11	.17	.87	.04	.12	.37	.71	-.16	.13	-1.25	.21	-.12	.13	-.93	.35
Level Org	-.08	.11	-.67	.50	-.06	.12	-.49	.62	-.23	.13	-.18	.07	-.22	.13	-1.8	.08
WI					-.02	.08	-.31	.76					-.17	.08	-2.0	.04
R ²	.00				.01				.02				.04			
F (df)	F (2,198) = .26				F (3, 197) = .17				F (2, 198) = 2.2				F (3, 197) = 2.7			

Note. Gender was coded as 1 for Male and 0 for Female, Level in Organization was coded as 1 for worker and 0 for Supervisor, WI = Witnessed Incivility, Level Org = Level in Organization

Hypothesis 4 states that witnessed incivility has a negative indirect relationship with OCB-I and OCB-O through heightened emotional exhaustion. As indicated in Table 6 below, the indirect relationship between witnessed incivility and OCB-I through emotional exhaustion was not statistically significant (indirect effect = -.02, SE = .03, 95% CI = [-.07, .04]). The indirect relationship between witnessed incivility with OCB-O through emotional exhaustion was not statistically significant (indirect effect = -.06, SE = .03, 95% CI = [-.12, .01]). Hypothesis 4 was not supported.

Table 6

Summary of Indirect Mediation Analysis via Emotional Exhaustion

Variables	b	SE	Confidence Interval	
			Lower Bound	Upper Bound
WI → EE → OCB-I	-.02	.03	-.07	.04
WI → EE → OCB-O	-.06	.03	-.12	.01

Notes: N=202; Model 4 (mediators) in the PROCESS macro. Bootstraps resample = 5,000. b = unstandardized regression coefficient; SE = Standard Error, EE = emotional exhaustion.

Hypothesis 5 states that witnessed incivility has a negative indirect relationship with OCB-I and OCB-O through lowered work engagement. The indirect relationship between witnessed incivility and OCB-I through lowered work engagement was not statistically significant (indirect effect = -.00, SE = .02, 95% CI = [-.04, .04]). The indirect relationship between witnessed incivility and OCB-O through lowered work engagement was not statistically significant (indirect effect = -.00, SE = .03, 95% CI = [-.06, .06]). Hypothesis 5 was not supported. See Table 7 below for a summary of the findings.

Table 7

Summary of Indirect Mediation Analysis via Work Engagement

Variables	b	SE	Confidence Interval	
			Lower Bound	Upper Bound
WI → WE → OCB-I	.00	.02	-.04	.04
WI → WE → OCB-O	.00	.03	-.06	.06

Notes: N=202; Model 4 (mediators) in the PROCESS macro. Bootstraps resample = 5,000. b = unstandardized regression coefficient; SE = Standard Error, WE = Work Engagement, WI = Witnessed Incivility.

Hypothesis 6 states that power distance moderates the relationship between witnessed incivility and workplace outcomes such that the positive relationship between witnessed incivility and emotional exhaustion, work engagement and organizational citizenship behavior (OCB-I and OCB-O) is stronger for Canadians (low power distance) than for Nigerians (high power distance). The results of the moderation analysis are shown in Table 8 below. There was a significant main effect found between witnessed incivility and emotional exhaustion ($B = .40$, $SE = .10$, $p = .00$, $95\% CI = [.21, .58]$), and a nonsignificant main effect of power distance on emotional exhaustion ($B = .25$, $SE = .09$, $p = .01$, $95\% CI = [.07, .43]$). There was a nonsignificant interaction found by power distance on witnessed incivility and emotional exhaustion ($B = -.06$, $SE = .08$, $p = .43$, $95\% CI = [-.23, .10]$). There was a nonsignificant main effect found between witnessed incivility and work engagement ($B = .01$, $SE = .07$, $p = .89$, $95\% CI = [-.12, .14]$), and a nonsignificant main effect of power distance on work engagement ($B = -.05$, $SE = .06$, $p = .48$, $95\% CI = [-.17, .08]$). There was a nonsignificant interaction found by power distance on witnessed incivility and work engagement ($B = .02$, $SE = .06$, $p = .69$, $95\% CI = [-.09, .14]$). There was a nonsignificant main effect found between witnessed incivility and OCB-I ($B = -.02$, $SE = .08$, $p = .82$, $95\% CI = [-.17, .14]$), and a nonsignificant main effect of power distance on OCB-I ($B = -.06$, $SE = .08$, $p = .41$, $95\% CI = [-.21, .09]$). There was a nonsignificant interaction found by power distance on witnessed incivility and OCB-I ($B = .08$,

SE = .07, $p = .23$, 95% CI = [-.05, .21]). There was a nonsignificant main effect found between witnessed incivility and OCB-O ($B = -.18$, SE = .09, $p = .04$, 95% CI = [-.37, -.02]), and a nonsignificant main effect of power distance on OCB-O ($B = .01$, SE = .08, $p = .94$, 95% CI = [-.14, .19]). There was a nonsignificant interaction found by power distance on witnessed incivility and OCB-O ($B = .08$, SE = .07, $p = .28$, 95% CI = [-.09, .20]). Hypothesis 6 was not supported.

Table 8

Summary of Moderation Analysis via Power Distance

Variables	Model 1 EE				Model 2 WE				Model 3 OCB-I				Model 4 OCB-O			
	B	SE	t	p-value	B	SE	t	p-value	B	SE	t	p-value	B	SE	t	p-value
Gender	-.22	.14	-1.54	.12	.08	.10	.75	.45	.03	.12	.25	.80	-.14	.13	1.1	.28
Level in Organization	.04	.14	.27	.78	-.25	.10	-2.5	.01	-.08	.12	-.69	-.24	-.24	.13	-1.8	.07
WI	.40	.10	4.13	.00	.01	.07	.14	.89	-.02	.08	-.23	.82	-.18	.09	-2.11	.04
PD	.25	.09	2.77	.01	-.05	.06	-.70	.48	-.06	.08	-.83	.41	.01	.08	.08	.94
Int_1	-.06	.08	-.79	.43	.02	.06	.41	.69	.08	.07	1.20	.23	.08	.07	1.1	.28
R ²	.01				.04				.01				.05			
F (df)	F (5,194) = .15				F (5, 194) = 1.5				F (5, 194) = .43				F (5, 194) = 1.9			

Note. Gender was coded as 1 for Male and 0 for Female, Level in Organization was coded as 1 for worker and 0 for Supervisor, WI = Witnessed Incivility, Level Org = Level in Organization

Hypothesis 7 states that mindfulness moderates the relationship between witnessed incivility and workplace outcomes such that the negative effects of witnessed incivility on these workplace outcomes are weaker for employees with higher levels of mindfulness. The results for the moderating effect of mindfulness on the relationship between witnessed incivility and emotional exhaustion, work engagement and OCB-I and OCB-O are shown in Table 9. There was a significant main effect found between witnessed incivility and emotional exhaustion ($B = .41$, $SE = .11$, $p = .00$, $95\% CI = [.20, .63]$), and a significant main effect of mindfulness on emotional exhaustion ($B = .50$, $SE = .12$, $p = .00$, $95\% CI = [.26, .73]$). There was a significant interaction found by mindfulness on witnessed incivility and emotional exhaustion ($B = -.26$, $SE = .10$, $p = .01$, $95\% CI = [-.45, -.06]$). There was a nonsignificant main effect found between witnessed incivility and work engagement ($B = .05$, $SE = .08$, $p = .49$, $95\% CI = [-.10, .21]$), and a nonsignificant main effect of mindfulness on work engagement ($B = -.08$, $SE = .09$, $p = .34$, $95\% CI = [-.25, .09]$). There was a nonsignificant interaction found by mindfulness on witnessed incivility and work engagement ($B = -.04$, $SE = .07$, $p = .54$, $95\% CI = [-.18, .10]$). There was a nonsignificant main effect found between witnessed incivility and OCB-I ($B = -.04$, $SE = .09$, $p = .69$, $95\% CI = [-.22, .15]$), and a nonsignificant main effect of mindfulness on OCB-I ($B = .16$, $SE = .10$, $p = .12$, $95\% CI = [-.04, .36]$). There was a nonsignificant interaction found by mindfulness on witnessed incivility and OCB-I ($B = -.08$, $SE = .08$, $p = .34$, $95\% CI = [-.25, .08]$). There was a nonsignificant main effect found between witnessed incivility and OCB-O ($B = -.19$, $SE = .10$, $p = .07$, $95\% CI = [-.38, .01]$), and a nonsignificant main effect of mindfulness on OCB-O ($B = .14$, $SE = .11$, $p = .21$, $95\% CI = [-.08, .36]$). There was a nonsignificant interaction found by mindfulness on witnessed incivility and OCB-O ($B = -.06$, $SE = .09$, $p = .51$, $95\% CI = [-.24, .12]$). Hypothesis 7 was partially supported.

Table 9

Summary of Moderation Analysis via Mindfulness

Variables	Model 1 EE				Model 2 WE				Model 3 OCB-I				Model 4 OCB-O			
	B	SE	t	p-value	B	SE	t	p-value	B	SE	t	p-value	B	SE	t	p-value
Gender	-.15	.14	-1.11	.27	.07	.10	.68	.50	.08	.12	.65	.52	-.09	.13	-.68	.50
Level in Organization	-.07	.14	-.52	.60	-.24	.10	-2.42	.02	-.06	.12	-.49	.62	-.22	.13	-1.74	.08
WI	.41	.11	3.81	.00	.05	.08	.70	.49	-.04	.09	-.40	.69	-.19	.10	-1.9	.07
MD	.50	.12	4.17	.00	-.08	.09	-.96	.34	.16	.10	1.55	.12	.14	.11	1.3	.21
Int_1	-.26	.10	-2.61	.01	-.04	.07	-.61	.54	-.08	.08	-.97	.34	-.06	.09	-.67	.51
R ²	.20				.04				.02				.05			
F (df)	F (5,193) = 9.41				F (5, 193) = 1.76				F (5, 193) = .65				F (5, 193) = 1.8			

Note. Gender was coded as 1 for Male and 0 for Female, Level in Organization was coded as 1 for worker and 0 for Supervisor, WI = Witnessed Incivility, Level Org = Level in Organization

Table 10

Simple Slope Estimates

Variables	b	SE	t	p
-1 SD	.58	.15	3.96	.00
Mean	.41	.11	3.81	.00
+1 SD	.25	.10	2.46	.01

Notes: The effect of the predictor (Witnessed Incivility) on the dependent variable (Emotional Exhaustion) at different levels of the moderator (Mindfulness)

The simple slope analysis revealed that participants who reported higher than average levels of mindfulness experienced a reduced effect of witnessed incivility on emotional exhaustion ($B = .58, SE = .15, p = .00$) when compared to average levels of mindfulness ($B = .41, SE = .11, p = .00$) or lower levels of mindfulness ($B = .25, SE = .10, p = .01$).

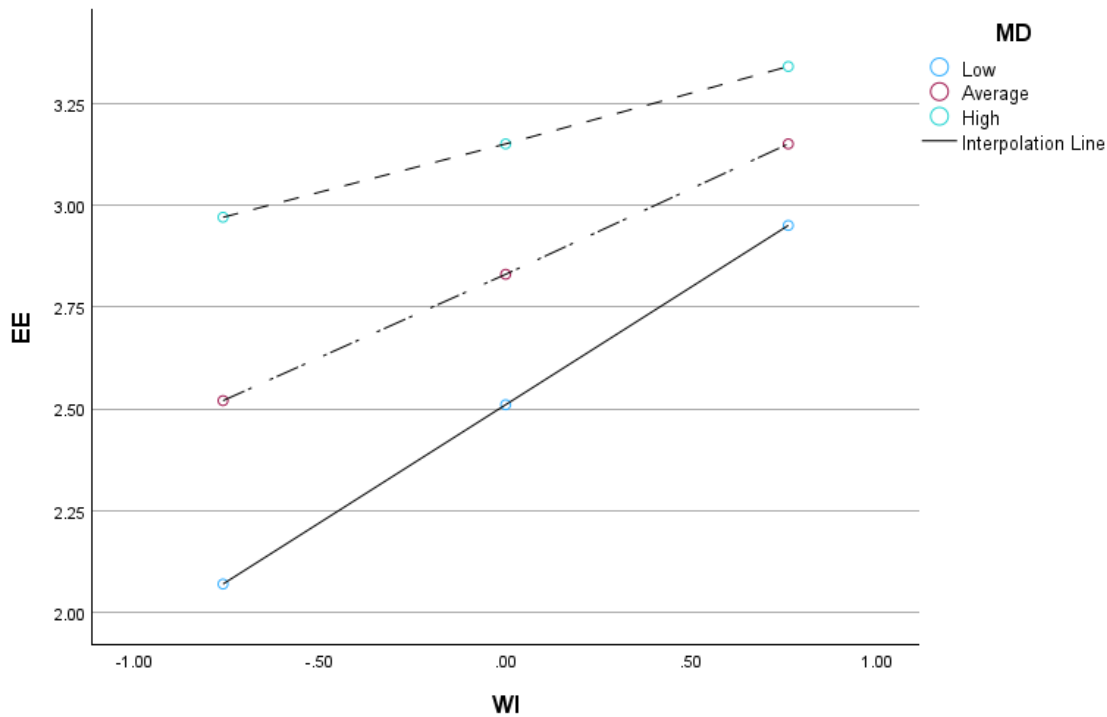


Figure 2: Mindfulness moderates the relationship between witnessed incivility and emotional exhaustion.

4.3 ADDITIONAL ANALYSIS

To ensure the robustness of all results, further analysis was conducted for Hypotheses 1 to 7 without controls (gender and level in the organization). Results showed that there was no significant difference in the results when compared to the analysis conducted with the control variables. Hypotheses 1 – 7 were further tested using the two forms of witnessed incivility score from supervisor and coworker. The results were not statistically significant when analyzing separated scores. Furthermore, Hypothesis 6 was further tested using the country as a moderator.

Results from this analysis were significant for only one of the workplace outcomes (OCB-O).

See Appendix A (Tables 1-16) for a summary of the findings.

CHAPTER 5: DISCUSSION OF FINDINGS

Findings from this study shed light on how incivility in the workplace influences bystanders using the COR theory (Hobfoll, 1989) and the JD-R model (Bakker & Demerouti, 2007). The direct relationships between witnessed incivility and three workplace outcomes, emotional exhaustion, work engagement, and OCBs, in Nigeria and Canada were examined. Specifically, I focused on the mediating role of emotional exhaustion and work engagement, as well as the moderating role of power distance and mindfulness, to further understand the effect of witnessed incivility on OCB. Results suggest that there is a positive relationship between witnessed incivility and two workplace outcomes (emotional exhaustion and OCB-O). While power distance did not moderate the relationship between witnessed incivility and workplace outcomes, mindfulness reduced the effect of witnessed incivility on emotional exhaustion.

It was predicted that there was a positive relationship between witnessed incivility and emotional exhaustion. In this study, witnessed incivility was found to be positively related to emotional exhaustion. This is consistent with findings from previous research (Totterdell et al., 2012). Likewise, this finding supports the COR theory, considering that incivility is a resource-draining incidence that leads to energy depletion, which leads to strain (Hobfoll, 1989) and the JD-R model. Ladebo and Awotunde (2007) demonstrated how incivility as a job demand depletes employees' emotional resources, which results in heightened emotional exhaustion and, ultimately poor job performance. Compared to the direct targets of workplace incivility, it is argued that workplace mistreatment also leads to emotional reactions and negative outcomes for the witness (Barling, 1996).

Furthermore, witnessed incivility was predicted to have a negative relationship with organizational citizenship behavior (OCB-I and OCB-O). The result showed that workplace

incivility had a negative relationship with organizational citizenship behavior. However, only organizational citizenship behavior directed towards the organization (OCB-O) was significantly associated with witnessed incivility. This finding is consistent with findings from previous studies (Moon & Morais, 2022). The observed lack of association of witnessed workplace incivility on organizational citizenship behavior toward individuals (OCB-I) may be attributed to cultural dimensions, particularly collectivism. In societies with collectivist values, as opposed to those with individualistic leanings, people are more inclined to prioritize the group's welfare over their personal interests. Indeed, prior studies have indicated a positive link between collectivism and Organizational Citizenship Behavior-Individual (OCB-I), such as interpersonal assistance and self-starting behavior (Moorman & Blakely, 1995; Ueda, 2011). Therefore, workers in a collectivist nation like Nigeria might generally exhibit a greater degree of OCB-I, even in the face of workplace rudeness, due to prevailing collectivist principles and standards. Put differently, the link between witnessed workplace incivility and OCB-I may be moderated by collectivism, which warrants future investigation in subsequent studies.

Regarding moderating variables, unlike previous studies where researchers highlighted how mindfulness as a personal resource could mitigate the impact of witnessed incivility on OCB, emotional exhaustion, and work engagement (Roche et al., 2014; Good et al., 2016; Bi & Ye, 2021; Guidetti et al., 2019; Hülshager et al., 2021), findings from this study showed that this was true for only emotional exhaustion. Bi & Ye (2021) demonstrated in their study how trait mindfulness is associated with lower levels of perceived stress, such that the strong presence of trait mindfulness is associated with reduced emotional exhaustion. Specifically, mindfulness has been identified to positively influence well-being through increased awareness and the ability to remove patterns that lead to lower well-being (Gu et al., 2015). This finding substantiates the JD-

R model, suggesting that mindfulness can reduce an individual's emotional exhaustion. When people expend a lot of energy, time, and other resources, this leads to fatigue. Mindfulness as a personal resource can help replenish the resources in a timely manner, thereby reducing emotional exhaustion (Bi & Ye, 2021). Thus, possessing mindfulness as a personal resource can buffer against the negative effects of witnessing mistreatment in the workplace (Hulsheger & Alberts, 2021).

Further analysis was conducted to investigate if there was a positive relationship between separated witnessed incivility score by the source, from supervisor and from coworkers, and emotional exhaustion. The analysis revealed a non-significant relationship between separated supervisors and coworker witnessed incivility and emotional exhaustion. Perhaps witnessing incivility from one source is not enough to elicit stress but witnessing it from perpetrators at different levels is sufficient to contribute to lowered well-being and low OCB.

Also, based on the COR theory, it was predicted that witnessed incivility will have a negative relationship with work engagement. However, the findings from this study do not support this idea, as witnessed incivility was not a predictor of work engagement in this study. Although this contradicts the COR theory, it is in line with the JD-R model, which suggests that job resources (e.g., autonomy) and personal resources (e.g., self-efficacy) are vital to increasing work engagement, while stressors/demands are unrelated to work engagement (Bakker & Demerouti, 2008). Also, the non-significant relationship between witnessed incivility and work engagement may be due to the difference between witnessing incivility and being a direct target, where the latter would be a stronger stressor (Holms et al., 2023).

An additional consideration based on the JD-R model is that individual factors may be at play. Personality undoubtedly plays a pivotal role in work engagement (Albrecht, 2010; Macey &

Schneider, 2008), as those with a particular personality characteristic may be more adept at utilizing their occupational resources compared to those with different characteristics. For instance, it has been suggested that individuals with high levels of self-efficacy, optimism, and emotional stability approach reality uniquely: "Such individuals generally perceive their surroundings as non-threatening. They are inclined to anticipate positive outcomes, regard setbacks and failures as part of the norm rather than reflections of their self-worth, and view life as an entity that is subject to influence and proactive engagement" (Makkikangas et al., 2013, p. 134). This implies that the impact of workplace demands, such as incivility, on employee engagement is governed by individual variances. Consequently, conducting a deeper investigation into personality as a moderating factor is essential.

It was further predicted that witnessed incivility would have a negative indirect effect on OCB-I and OCB-O through heightened emotional exhaustion and lowered work engagement. The findings did not support this hypothesis (4 and 5). This is inconsistent with findings from previous research that argued that COR theory and the JD-R model can be used to explain the role of engagement and emotional exhaustion as mediators in the relationship between incivility and OCB (Jawahar & Schreurs, 2018). Based on this reasoning, it was expected that those who experience increased emotional exhaustion due to incivility might find it challenging to engage in OCBs even if they wish to (Bergeron et al., 2014; Gaudet et al., 2014; Halbesleben & Bowler, 2005) and experience reduced work engagement due to workplace incivility which leads to reduced OCBs (Maslach et al., 2001). This suggests that the relationship between witnessed incivility and OCBs might be more complicated. While this study proposed that witnessed incivility might decrease OCB through the JD-R model and resource-based processes, it is likely that witnessed incivility

might affect OCBs via a different mechanism. Future research should examine additional mechanisms.

Moreover, attention was paid to the role of power distance, which could moderate the effect of witnessed incivility on workplace outcomes (Hypothesis 6). The model was tested utilizing the theory of Hofstede (1991) and the Conservation of Resource theory, which posits that individuals strive to maintain and defend their 'resources' (i.e., any characteristics or conditions valued by the individual) wherever feasible (Hobfoll, 1989). The moderation results showed a nonsignificant interaction found by power distance on emotional exhaustion, work engagement, and OCBs. However, further analysis conducted using the country as the moderator revealed that Canadians and Nigerians responded to witnessed incivility differently. This finding aligns with cross-cultural research that determined that the willingness to accept and endure mistreatment or unjust practices in the workplace is significantly associated with the prevailing culture of a society (Escartin et al., 2011). Also, individuals from hierarchical societies like Nigeria tend to have higher tolerance for power differentials and unfair treatment in the workplace (Fischer & Smith, 2006). As a result, individuals from such societies are more likely to accept unfair mistreatment at work than individuals from individualistic societies with low power distance (Loh et al., 2010). Moreover, past studies have found that workplace mistreatment was often perceived as a legitimate form of social control and order (McCormack et al., 2009; Ahmer et al., 2009), suggesting that there may be variations in how mistreatment in the workplace is perceived and responded to.

Surprisingly, findings from the correlation analysis revealed a positive correlation between mindfulness and emotional exhaustion. This result diverges from several research works that have underscored the advantages of mindfulness and its correlation with favorable well-being outcomes, such as life contentment, physical and mental health, and its inverse relationship

with psychological turmoil, including depression, anxiety, adverse emotions, and perceived life stress (Mesmer-Magnus et al., 2017). Recent studies are beginning to highlight the adverse effects of mindfulness, such as the negative effects of mindful meditation (Farias et al., 2016). Findings from a study conducted with 342 participants within a two-month period showed that about 25% of the participants reported feeling dizziness, pain, and anxiety symptoms (Cebolla et al., 2017). Similarly, other studies revealed negative outcomes of mindfulness meditation, such as hallucination, induced stress, anxiety, twitching/numbness, and false memory susceptibility (Lindahl et al., 2017; Farias et al., 2016). Furthermore, Lomas et al. (2015), in their study of persons currently attending mindfulness meditation, revealed that regular mindfulness meditation can intensify psychological issues such as low self-esteem and depression. Considering these negative observations were recorded for both experienced and new practitioners, it is argued that mindful awareness rather than the difficulty of learning a new meditation technique is responsible for these negative outcomes (Walsh & Arnold, 2020).

Beyond the detrimental impacts of mindful meditation, it has been argued that highly mindful employees are particularly susceptible to the adverse information received from abusive supervisors (Eisenbeiss & Knippenberg, 2015). For instance, research outcomes have indicated that elevated levels of mindfulness amplify the harmful influence of an abusive supervisor on an individual's psychological health (Walsh & Arnold, 2020).

It has been proposed that the practice of mindfulness could be used to mollify employees, thereby sustaining harmful organizational practices (Good et al., 2016). When mindfulness is practiced detached from its intended context, it becomes a mere self-improvement tool that can be exploited to reinforce the power structures of organizations, leading to the pacification of employees and the preservation of detrimental organizational cultures (Purser & Milillo, 2015).

It was contended that by focusing on nonjudgmental awareness, contemporary interpretations of mindfulness limit the capacity of employees to initiate meaningful changes within organizations. Similarly, the accepting nature cultivated through mindfulness could result in employees giving reduced consideration to their anticipated future goals, which may lower their drive to attain those goals (Hafenbrack, 2018). Additionally, further research corroborates the positive correlation between surface acting and reduced self-control. These findings are consistent with earlier research which posited that more mindful employees tend to participate less in surface acting. Therefore, while highly mindful employees may seldom resort to surface acting when they do engage in it, it tends to impact their self-control (Hülshager et al., 2013; Liang et al., 2018).

5.1 PRACTICAL AND THEORETICAL IMPLICATIONS

This study makes several important contributions to the incivility literature and presents implications for theory and practice. First, it was established that witnessing workplace incivility is a job demand that can have a negative impact on employees' well-being and performance. While a lot of attention has been focused on the targets of workplace incivility, findings show that observers are at risk. Thus, organizations should strive to reduce incivility in the workplace as it can harm not only the targets but even bystanders. For example, a code of conduct that outlines acceptable workplace behaviors, thereby setting a clear expectation for respect in an organization should be introduced (Cortina, 2008). Furthermore, training on what constitutes uncivil behaviors and how employees can manage and resolve workplace stressors associated with witnessing hostile behavior at work should also be adopted (Andersson & Pearson, 1999). Moreover, mechanisms and systems (human resource hotlines or conflict mediators) that

encourage observers to report uncivil encounters and the system to manage those complaints swiftly and fairly should be introduced (Pearson et al., 2000).

Secondly, it was observed that mindfulness moderated the relationship between witnessed incivility and emotional exhaustion. This highlights the importance of mindfulness in buffering against job demands, such as witnessed workplace incivility. Hence, organizations aiming to improve well-being should focus on improving employee mindfulness directed towards the target and the witness of uncivil workplace behaviors. Specifically, mindfulness interventions (such as employee resource groups focused on discussing stress, coping strategies, and meditation exercises) aimed at improving well-being should be implemented with a focus on the act with awareness sub-facet of mindfulness (Hulsheger & Alberts, 2021). This recommendation is in line with previous studies where it was observed that the act with awareness facet of mindfulness was the only sub-facet of mindfulness that was associated with aggressions that occurred in the work environment and other interpersonal-related workplace deviant outcomes (Liang et al., 2017).

However, it is crucial to approach these recommendations with care. Research has revealed that practicing mindfulness at work may give rise to hidden and largely unexplored challenges (Lyddy & Good, 2017). Moreover, the current predicament surrounding mindfulness partly stems from studies that have disproportionately emphasized its physical, emotional, and cognitive benefits, overlooking other critical aspects (Purser & Milillo, 2015). Selecting mindfulness interventions solely because they tend to be effective in most contexts is not advisable. Despite its recent surge in popularity, mindfulness training has faced criticism for commercialization without a thorough understanding of its underlying mechanisms (Safran, 2014). Decision-makers must prioritize a comprehensive needs analysis before implementing any intervention to ensure its appropriateness.

This study also contributes to theory development in several ways. Based on the resource-based process, it was predicted that witnessed incivility will have a negative relationship with work engagement. However, the findings from this study did not support this idea, as witnessed incivility was not a predictor of work engagement. Although this contradicts the COR theory, it is in line with the JD-R model, which suggests that job resources (e.g., autonomy) and personal resources (e.g., self-efficacy) are vital to increasing work engagement, while stressors/demands are unrelated to work engagement (Bakker & Demerouti, 2008). It is therefore suggested that the JD-R model and not COR theory is more relevant in explaining the relationship between witnessed incivility and work engagement.

In addition to the above, this study contributes to the mindfulness and occupational well-being literature, indicating the beneficial effect of mindfulness in buffering against workplace incivility (Hulsheger & Alberts, 2021). Findings from this study supported the theoretical assumptions that mindfulness moderates the effect of emotional exhaustion arising from work demands such as witnessed incivility. Mindfulness has been identified to influence well-being positively through an increase in awareness and the ability to remove patterns that lead to lower well-being (Gu et al., 2015).

5.2 LIMITATION AND SUGGESTIONS FOR FUTURE RESEARCH

As with most cross-sectional survey studies, the causal nature of the relationships between the variables cannot be established. Experimental and longitudinal research is needed to show the temporal stability of and reverse associations between the study variables. Given the ambiguous nature of workplace incivility, researchers may explore the possibility of examining the outcomes of witnessed workplace incivility through a qualitative technique. Using a qualitative technique is particularly helpful in uncovering the complexity of the cognitive lived

experiences of the witness as they begin to make sense of this ambiguous conduct (Schilpzand et al., 2016). Since participants were prompted to remember an incident of incivility, the potential for recall bias and memory distortions cannot be easily dismissed. Therefore, the application of the critical incident technique might mitigate these issues. Employing this technique may aid participants in retrieving crucial details and improving the precision and clarity of their recollections (Lang et al., 1983; Robinson & Clore, 2002).

Additionally, the use of a convenience sampling method may introduce bias in accurately reflecting the true demographics of the study population, thus constraining the extent to which the results can be applied broadly. This type of non-random sampling is linked to the difficulties faced during data gathering, thereby enabling the efficient recruitment of study participants.

Furthermore, another limitation may be the self-reported nature of the data, which increases the possibility of common method bias (Podsakoff et al., 2003). To mitigate this bias, the data collection occurred in two stages, spaced two weeks apart (Podsakoff et al., 2003). This two-week interval is considered an adequate time lag, as it aligns with the methodology of prior research (Elliott & Ainsworth, 2012). Moreover, Conway & Lance (2010) have contested the detrimental effects of common method variance, positing that surveys can be the optimal measurement tool under specific conditions. This is particularly pertinent when research participants report internal processes and assessments that others, even those closely familiar, can not accurately gauge beyond basic assumptions. Witnessed incivility experiences are personal cognitive and emotional reactions that are exclusive to the individual experiencing them as they alone are privy to their own internal reflections. Therefore, self-reported data was deemed the most suitable approach for this study.

This study's results showed that the country moderated the effect of witnessed incivility on OCB-O for Nigerian employees. While this finding provided some preliminary information regarding cross-cultural experiences of witnessed workplace incivility in individualist and collectivist cultures, a study focused on cross-cultural comparison in outcomes is needed and should be considered in future studies.

5.3 CONCLUSION

While many studies have focused on workplace incivility targets in the last two decades, the role of the observers of workplace incivility remains less explored. More specifically, little is known about the outcomes of witnessed incivility. This study examined the outcomes of witnessed incivility, the mediating role of emotional exhaustion and work engagement, as well as the moderating role of mindfulness and power distance on the relationship between witnessed incivility and OCBs. This study revealed a significant relationship between witnessed incivility and two workplace outcomes (emotional exhaustion and OCB-O). While power distance did not moderate the relationship between witnessed incivility and workplace outcomes, it was observed that Country moderated the relationship between witnessed incivility and OCB-O. Also, mindfulness acted as a buffer in the relationship between witnessed incivility and emotional exhaustion. While findings from this study contribute to a growing body of research on the importance of understanding the impact of merely witnessing incivility at work, more studies are required for a broader insight into the witnessed incivility literature.

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APPENDIX A: ADDITIONAL ANALYSIS TABLES

Table 1

Regression Analysis Predicting Emotional Exhaustion.

Variables	Model 1				Model 2				Model 3			
	B	SE	t	p-value	B	SE	t	p-value	B	SE	t	p-value
Gender	-.13	.15	-.89	.38	-.21	.14	-1.45	.15				
Level in Organization	-.03	.15	-.23	.82	-.01	.14	-.10	.92				
Sup WI					.22	.15	1.49	.14				
Co WI					.24	.15	1.63	.10				
WI									.44	.09	4.75	.00
R ²	.00				.11				.10			
F (df)	F (2,198) = .40				F (4, 195) = 6.14				F (1,198) = 22.55			

Note. Gender was coded as 1 for Male and 0 for Female, Level in Organization was coded as 1 for worker and 0 for Supervisor, SupWI = Supervisor Witnessed Incivility, CoWI = Coworker Witnessed Incivility, WI = Witnessed Incivility

Table 2

Regression Analysis Predicting Work Engagement.

Variables	Model 1				Model 2				Model 3			
	B	SE	t	p-value	B	SE	t	p-value	B	SE	t	P value
Gender	.08	.09	.86	.39	.08	.09	.77	.44				
Level in Org	-.23	.09	-.24	.01	-.24	.09	-2.47	.01				
SupWI					-.03	.10	-.29	.77				
CoWI					.03	.10	.29	.77				
WI									.01	.07	.16	.87
R ²	.03				.04				.00			
F (df)	F (2,198) = 3.50				F (4, 195) = 1.82				F (1, 198) = .03			

Note. Gender was coded as 1 for Male and 0 for Female, Level in Organization was coded as 1 for worker and 0 for Supervisor. SupWI = Supervisor Witnessed Incivility, CoWI = Coworker Witnessed Incivility, WI = Witnessed Incivility

Table 3

Regression Analysis Predicting OCB (OCB-I & OCB-O)

Variables	Model 1 OCB-I				Model 2 OCB-I				Model 3 OCB-O				Model 4 OCB-O			
	B	SE	t	p-value	B	SE	t	p-value	B	SE	t	p-value	B	SE	t	p-value
Gender	.02	.11	.17	.87	.04	.12	.33	.74	-.16	.13	-1.25	.21	-.12	.13	-.93	.35
Level Org	-.08	.11	-.67	.50	-.07	.12	-.57	.57	-.23	.13	-.18	.07	-.22	.13	-1.75	.08
SupWI					-.09	.12	-.79	.43					-.08	.13	-.63	.53
CoWI					.07	.12	.59	.56					-.09	.13	-.69	.49
WI					-.02	.08	-.26	.79					-.18	.08	-2.09	.03
R ²	.00				.01				.02				.04			
F (df)	F (2,198) = .26				F (4, 195) = .26				F (2, 198) = 2.21				F (4, 195) = 2.02			

Note. Gender was coded as 1 for Male and 0 for Female, Level in Organization was coded as 1 for worker and 0 for Supervisor, SupWI = Supervisor Witnessed incivility, CoWI = Coworker witnessed incivility, WI = Witnessed Incivility, Level Org = Level in Organization

Table 4

Summary of Indirect Mediation Analysis

Variables	b	SE	Confidence Interval	
			Lower Bound	Upper Bound
SupWI → EE → OCB-I	-.01	.03	-.06	.04
CoWI → EE → OCB-I	-.01	.03	-.07	.03
SupWI → EE → OCB-O	-.06	.03	-.12	-.01
CoWI → EE → OCB-O	-.06	.03	-.12	-.01
WI → EE → OCB-I	-.02	.03	-.07	.04
WI → EE → OCB-O	-.06	.03	-.12	.00

Notes: N=202; Model 4 (Mediators) in the PROCESS macro. Bootstraps resample = 5,000. b = unstandardized regression coefficient; SE = Standard Error, SupWI = Supervisor witnessed incivility, CoWI = Coworker witnessed incivility, EE = emotional exhaustion.

Table 5

Summary of Indirect Mediation Analysis

Variables	b	SE	Confidence Interval	
			Lower Bound	Upper Bound
SupWI → WE → OCB-I	.00	.02	-.05	.04
CoWI → WE → OCB-I	.01	.02	-.04	.05
SupWI → WE → OCB-O	.00	.03	-.06	.05
CoWI → WE → OCB-O	.00	.03	-.06	.06
WI → WE → OCB-I	.01	.02	-.04	.05
WI → WE → OCB-O	.01	.03	-.05	.07

Notes: N=202; Model 4 (Mediators) in the PROCESS macro. Bootstraps resample = 5,000. b = unstandardized regression coefficient; SE = Standard Error, SupWI = Supervisor witnessed incivility, CoWI = Coworker witnessed incivility, WE = Work Engagement, WI = Witnessed Incivility

Table 6

Summary of Moderation Analysis via Power Distance

Variables	Model 1 EE				Model 2 WE				Model 3 OCB-I				Model 4 OCB-O			
	B	SE	t	p-value	B	SE	t	p-value	B	SE	t	p-value	B	SE	t	p-value
WI	.38	.10	3.99	.19	.01	.07	.21	.83	-.02	.08	-.21	.84	-.19	.09	-2.21	.03
PD	.24	.09	2.69	.07	-.02	.06	-.32	.75	-.06	.08	-.75	.46	.02	.08	.29	.77
Int_1	-.08	.08	-.94	.35	.01	.06	.21	.83	.08	.07	1.16	.25	.06	.07	.75	.45
R ²	.13				.00				.01				.03			
F (df)	F (3,196) = 10.1				F (3, 196) = .05				F (3, 196) = .52				F (3, 196) = 1.76			

Note. Gender was coded as 1 for Male and 0 for Female, Level in Organization was coded as 1 for worker and 0 for Supervisor, WI = Witnessed Incivility, Level Org = Level in Organization, PD = Power Distance

Table 7

Summary of Moderation Analysis via Power Distance

Variables	Model 1 EE				Model 2 WE				Model 3 OCB-I				Model 4 OCB-O			
	B	SE	t	p-value	B	SE	t	p-value	B	SE	t	p-value	B	SE	t	p-value
Gender	-.20	.14	-1.42	.16	.08	.10	.76	.45	.04	.12	.32	.75	-.14	.13	-1.10	.27
Level in organization.	.07	.14	.47	.64	-.25	.10	-2.54	.01	-.08	.12	-.66	.51	-.25	.13	-1.92	.06
SupWI	.35	.09	3.86	.00	.00	.06	.01	.99	-.04	.08	-.49	.62	-.17	.08	-2.05	.04
PD	.27	.09	2.94	.00	-.05	.06	-.72	.47	-.05	.08	-.67	.50	.00	.08	.05	.96
Int_1	-.09	.08	-1.18	.24	.03	.06	.51	.61	.06	.07	.88	.38	.08	.07	1.07	.28
-R ²	.14				.04				0.1				.04			
F (df)	F (5,194) = 6.22				F (5, 194) = 1.55				F (5, 194) = .32				F (5, 194) = 1.79			

Note. Gender was coded as 1 for Male and 0 for Female, Level in Organization was coded as 1 for worker and 0 for Supervisor, SupWI = Supervisor Witnessed Incivility, Level Org = Level in Organization, PD = Power Distance

Table 8

Summary of Moderation Analysis via Power Distance

Variables	Model 1 EE				Model 2 WE				Model 3 OCB-I				Model 4 OCB-O			
	B	SE	t	p-value	B	SE	t	p-value	B	SE	t	p-value	B	SE	t	p-value
Gender	-.22	.14	-1.56	.12	.08	.10	.76	.45	.02	.12	.18	.85	-.14	.13	-1.09	.28
Level in organization.	.01	.14	.09	.93	-.25	.10	-2.52	.01	-.08	.12	-.71	.48	-.23	.13	-1.77	.08
CoWI	.36	.09	3.96	.00	.01	.06	.22	.83	.00	.08	-.01	.99	-.16	.08	-2.00	.05
PD	.26	.09	2.89	.00	-.04	.06	-.67	.50	-.07	.07	-.90	.37	.00	.08	.02	.98
Int_1	-.04	.08	-.55	.58	.01	.06	.26	.79	.10	.07	1.45	.15	.08	.07	1.13	.26
-.06-R ²	.14				.04				0.1				.04			
F (df)	F (5,194) = 6.26				F (5, 194) = 1.52				F (5, 194) = .56				F (5, 194) = 1.82			

Note. Gender was coded as 1 for Male and 0 for Female, Level in Organization was coded as 1 for worker and 0 for Supervisor, CoWI = Coworker Witnessed Incivility, Level Org = Level in Organization, PD = Power Distance

Table 9

Summary of Moderation Analysis via Country

Variables	Model 1 EE				Model 2 WE				Model 3 OCB-I				Model 4 OCB-O			
	B	SE	t	p-value	B	SE	t	p-value	B	SE	t	p-value	B	SE	t	p-value
WI	2.79	.07	39.35	.00	-.01	.07	-.18	.86	-.05	.08	-.59	.56	-.27	.09	-3.21	.00
Country	-.39	.14	-2.73	.01	-.09	.10	-.89	.37	-.08	.12	-.68	.50	-.44	.13	-3.43	.00
Int_1	.11	.20	.54	.59	-.10	.14	-.68	.49	-.16	.17	-.97	.33	-.32	.17	-1.84	.07
R ²	.14				.01				0.1				.09			
F (df)	F (3,196) = 10.43				F (3, 196) = .40				F (3, 196) = 10.45				F (3, 196) = 6.25			

Note. Gender was coded as 1 for Male and 0 for Female, Level in Organization was coded as 1 for worker and 0 for Supervisor, WI = Witnessed Incivility, Level Org = Level in Organization

Table 10

Simple Slope Estimates

Variables	b	SE	t	p
Canada	-.13	.10	-1.23	.22
Nigeria	-.45	.14	-3.19	.00

Notes: The effect of the predictor (Witnessed Incivility) on the dependent variable (OCB-O) at different levels of the moderator (Country)

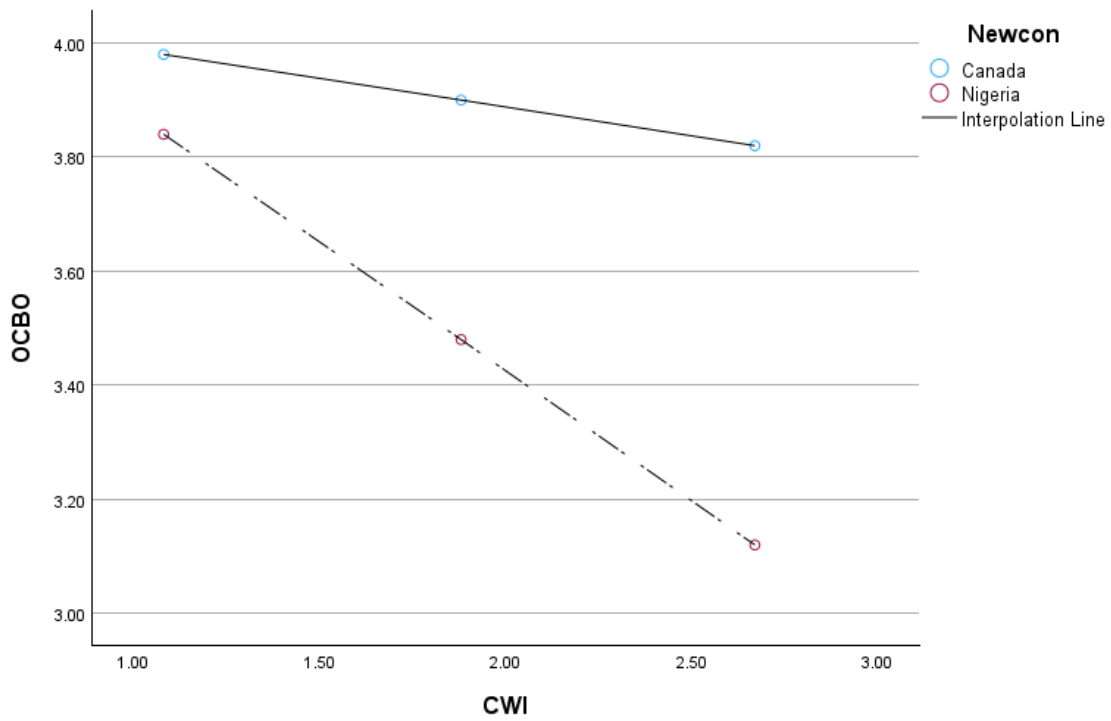


Figure 3: Country Moderates the relationship between Coworker Witnessed Incivility and OCB-O

Table 11

Summary of Moderation Analysis via Mindfulness

Variables	Model 1 EE				Model 2 WE				Model 3 OCB-I				Model 4 OCB-O			
	B	SE	t	p-value	B	SE	t	p-value	B	SE	t	p-value	B	SE	t	p-value
WI	.40	.11	3.71	.00	.06	.08	.81	.42	-.03	.09	-.32	.75	-.19	.10	-1.93	.05
MD	.51	.12	4.29	.00	-.11	.09	-1.23	.22	.15	.10	1.46	.14	.13	.11	1.20	.23
Int_1	-.25	.10	-2.62	.01	-.03	.07	-.37	.71	-.08	.08	-.90	.37	-.05	.09	-.54	.59
-R ²	.19				.01				0.1				.03			
F (df)	F (3,195) = 15.27				F (3, 195) = .66				F (3, 195) = .85				F (3, 195) = 1.96			

Note. Gender was coded as 1 for Male and 0 for Female, Level in Organization was coded as 1 for worker and 0 for Supervisor, WI = Witnessed Incivility, Level Org = Level in Organization, MD = Mindfulness

Table 12

Simple Slope Estimates

Variables	b	SE	t	p
1SD	.56	.15	3.88	.00
Mean	.40	.11	3.71	.00
1SD	.23	.10	2.35	.02

Notes: The effect of the predictor (Witnessed Incivility) on the dependent variable (Emotional Exhaustion) at different levels of the moderator (Mindfulness)

Table 13

Summary of Moderation Analysis via Mindfulness

Variables	Model 1 EE				Model 2 WE				Model 3 OCB-I				Model 4 OCB-O			
	B	SE	t	p-value	B	SE	t	p-value	B	SE	t	p-value	B	SE	t	p-value
Gender	-.14	.14	-1.02	.31	.07	.10	.71	.48	.08	.12	.67	.51	-.10	.13	-.75	.46
Level in Organization	-.05	.14	-.39	.70	-.24	.10	-2.40	.02	-.06	.12	-.55	.59	-.23	.13	-1.82	.07
SupWI	.36	.10	3.59	.00	.04	.07	.51	.61	-.04	.08	-.53	.60	-.15	.09	-1.62	.11
MD	.53	.12	4.46	.00	-.08	.09	-.88	.38	.17	.10	1.68	.09	.13	.11	1.19	.24
Int_1	-.24	.10	-2.51	0.1	-.04	.07	-.56	.58	-.10	.08	-1.18	.24	-.09	.09	-.97	.33
R ²	.19				.04				0.2				.04			
F (df)	F (5,193) = 9.10				F (5, 193) = 1.72				F (5, 193) = .81				F (5, 193) = 1.75			

Note. Gender was coded as 1 for Male and 0 for Female, Level in Organization was coded as 1 for worker and 0 for Supervisor, SupWI = Supervisor Witnessed Incivility, Level Org = Level in Organization, MD = Mindfulness

Table 14

Simple Slope Estimates

Variables	b	SE	t	p
1SD	.51	.14	3.79	.00
Mean	.38	.10	3.59	.00
1SD	.20	.10	2.11	.04

Notes: The effect of the predictor (Supervisor Witnessed Incivility) on the dependent variable (Emotional Exhaustion) at different levels of the moderator (Mindfulness)

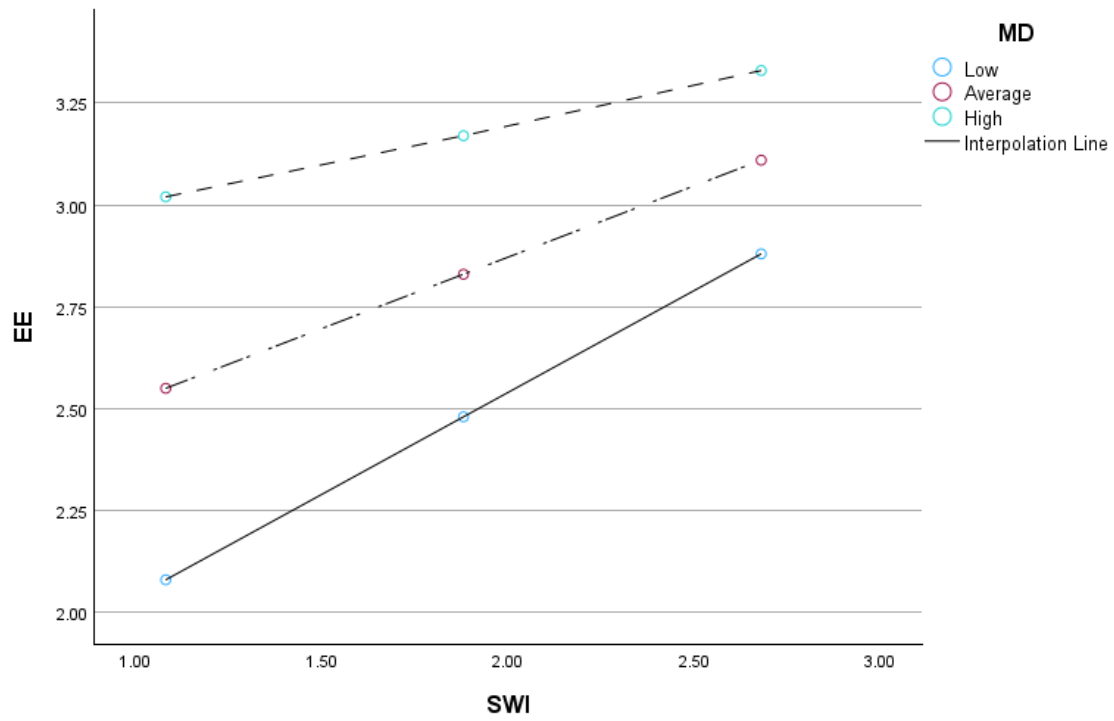


Figure 4: Mindfulness Moderates the relationship between Supervisor Witnessed Incivility and Emotional Exhaustion

Table 15

Summary of Moderation Analysis via Mindfulness

Variables	Model 1 EE				Model 2 WE				Model 3 OCB-I				Model 4 OCB-O			
	B	SE	t	p-value	B	SE	t	p-value	B	SE	t	p-value	B	SE	t	p-value
Gender	-.15	.14	-1.05	.29	.07	.10	.67	.50	.07	.12	.61	.54	-.09	.13	-.68	.50
Level in Organization	-.09	.14	-.63	.53	-.24	.10	-2.44	.02	-.05	.12	-.46	.65	-.21	.13	-1.64	.10
CoWI	.34	.10	3.35	.00	.06	.07	.76	.45	-.02	.09	-.23	.81	-.17	.09	-1.83	.07
MD	.50	.12	4.18	.00	-.09	.09	-1.01	.31	.14	.10	1.40	.16	.13	.11	1.19	.23
Int_1	-.21	.10	-2.19	.03	-.04	.07	-.58	.57	-.07	.08	-.82	.41	-.05	.09	-.61	.54
R ²	.18				.04				0.1				.04			
F (df)	F (5,193) = 8.59				F (5, 193) = 1.77				F (5, 193) = .52				F (5, 193) = 1.72			

Note. Gender was coded as 1 for Male and 0 for Female, Level in Organization was coded as 1 for worker and 0 for Supervisor, CoWI = Coworker Witnessed Incivility, Level Org = Level in Organization, MD = Mindfulness

Table 16

Simple Slope Estimates

Variables	b	SE	t	p
1SD	.48	.14	3.48	.00
Mean	.34	.10	3.35	.00
1SD	.21	.10	2.09	.04

Notes: The effect of the predictor (Coworker Witnessed Incivility) on the dependent variable (Emotional Exhaustion) at different levels of the moderator (Mindfulness)

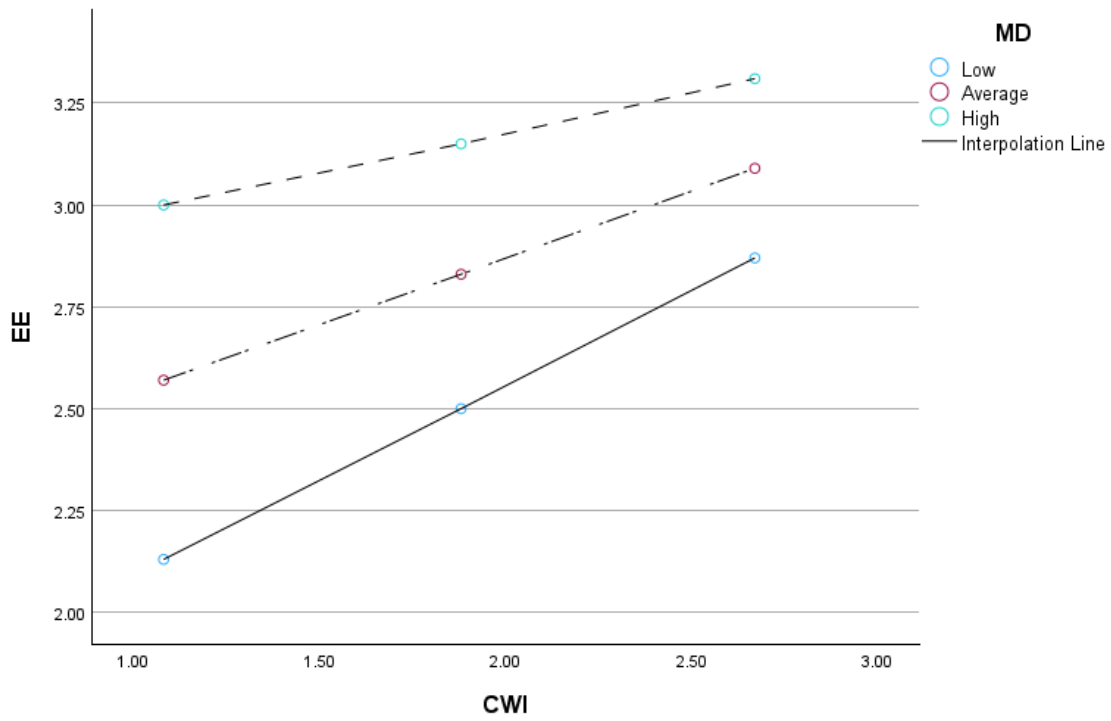


Figure 5: Mindfulness Moderates the relationship between Coworker Witnessed Incivility and Emotional Exhaustion

APPENDIX B: RECRUITMENT MATERIALS

LETTER OF INITIAL CONTACT (ORGANIZATIONS)

Dear HR Manager,

Request for Participation in a Study on Workplace Incivility

I hope this email finds you well. My name is Tsemaye Emegokwue, a graduate student at the University of Lethbridge. I am reaching out to humbly request the participation of your esteemed organization in my research on workplace incivility.

The objective of this study is to explore the impacts of witnessed incivility, the moderating influence of mindfulness, and the effects of power distance on the experience of witnessed incivility in both Nigeria and Canada.

By extending the scope of existing research beyond enacted or experienced incivility to include witnessed incivility, my study aims to contribute significantly to the current understanding of uncivil behavior in the workplace. Furthermore, this research seeks to investigate the consequences of witnessed incivility, such as emotional exhaustion, work engagement, and organizational citizenship behavior, thereby providing valuable insights into the effects of such behaviors on employees and organizations. Additionally, I will be examining the regulatory role of mindfulness in mitigating the negative effects of witnessed incivility. This will offer practical implications for organizations in supporting their employees in dealing with mistreatment at work.

For better understanding of the key terms and concept, I have provided brief definition below;

Witnessed Incivility

Witnessed incivility refers to the observation or experience of uncivil or disrespectful behavior in the workplace. It occurs when an individual observes or is exposed to acts of rudeness, disrespect, or aggression directed towards others, such as colleagues, subordinates, or even customers. Witnessed incivility can include behaviors such as belittling remarks, derogatory comments, ignoring or excluding others, spreading rumors, or engaging in aggressive or hostile interactions.

Mindfulness

Mindfulness is a mental state and practice characterized by paying attention to the present moment, without judgment or attachment to thoughts, emotions, or sensations. It involves intentionally focusing one's awareness on the present experience, including thoughts, feelings, bodily sensations, and the surrounding environment. Mindfulness encourages a non-reactive and non-judgmental attitude, fostering a sense of acceptance and compassion towards oneself and others.

Power Distance

Power distance is a concept that refers to the extent to which power and authority are unequally distributed and accepted within a society or organization. It measures the degree of social inequality and the level of acceptance of hierarchical structures.

Your organization's participation would be greatly appreciated in advancing knowledge in this area. By taking part in this study, you will contribute to a broader understanding of workplace dynamics and potentially assist organizations in creating healthier work environments.

Interested employees within your organization can access the signup survey by clicking on this survey link

https://uleth.qualtrics.com/jfe/form/SV_6KGmEqx06qvYU4K

There will be two surveys (Survey 1 and 2) to be completed within a two-week interval, and each survey should take approximately 15-20 minutes to complete. Survey distribution will take place from January 22nd, 2023.

Attached to this email is a template email to potential participants. Feel free to copy and paste when sending to all employees.

Upon completion of each survey, participants could enter a raffle draw to win a price.

If you require any additional information or clarification, I am available to discuss further via a Microsoft teams call, by zoom or by phone. Your cooperation and participation in this study would be immensely appreciated.

Thank you for considering this invitation, and I eagerly await your positive response.

Warm Regards,

Principal Investigator

Tsemaye Patience Emegokwue

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LETTER OF INITIAL CONTACT (INDIVIDUALS)

Dear Potential Participant,

Invitation to Participate in Workplace Incivility Research Study

I hope this email finds you well. My name is Tsemaye Emegokwue, a graduate student at the University of Lethbridge. I am writing to invite you to participate in an important research study that aims to deepen our understanding of witnessed incivility in the workplace, its consequences, and potential mitigating factors.

Study Overview:

The objective of this study is to explore the impacts of witnessed incivility, the moderating influence of mindfulness, and the effects of power distance on the experience of witnessed incivility in both Nigeria and Canada.

Witnessed Incivility

Witnessed incivility refers to the observation or experience of uncivil or disrespectful behavior in the workplace. It occurs when an individual observes or is exposed to acts of rudeness, disrespect, or aggression directed towards others, such as colleagues, subordinates, or even customers. Witnessed incivility can include behaviors such as belittling remarks, derogatory comments, ignoring or excluding others, spreading rumors, or engaging in aggressive or hostile interactions.

Why Participate:

By participating in this study, you will contribute valuable insights to the field of workplace behavior and help us develop a better understanding of how organizations can create environments that foster employee well-being and positive workplace dynamics.

Participant Eligibility:

We are seeking participants who have observed incivility in the workplace in the last year and are currently working full time (30+ hours per week) between the age of 18+. Your firsthand experience and perspective are crucial to the success of our study.

Referral:

Initial participants can refer other participants to participate in this study. This allows the researcher to reach individuals who possess the specific characteristics and experience needed for this study. Hence if you know anyone who fits the inclusion criteria and is willing to participate, feel free to have them contact me directly via email.

Confidentiality:

Your responses will be kept confidential, and your personal information will be anonymized to ensure privacy.

How to Participate:

If you are interested in contributing to this research, please click on the following survey link https://uleth.qualtrics.com/jfe/form/SV_6KGmEqx06qvYU4K to access the signup survey. Upon completion of the signup survey, you will get a code which you will be required to input when completing the questionnaires. You will receive another link in your email to access the information letter and questionnaire. There are two surveys, which will be completed in two waves with a two-week interval. It should take approximately 15 – 20 minutes to complete each survey.

Your participation is highly valued, and we appreciate your time and effort in helping us advance our understanding of workplace dynamics.

Thank you for considering this opportunity. If you have any questions or concerns, please feel free to contact me via email at p.emegokwue@uleth.ca or via phone at + 1 403-467-6041

Best Regards,

Tsemaye Patience Emegokwue

Graduate Student

Master of Science (Management)

Dhillon School of Business

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4401 University Drive, Lethbridge AB T1K 3M4

APPENDIX C: CONSENT FORM AND QUESTIONNAIRES

LETTER OF CONSENT

Title of the study: Witnessed Incivility: Consequences and Moderating Factors

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(Supervisor(s)): **Dr. Anastasia Stuart-Edwards**
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Invitation to Participate: You are invited to participate in this research study about Witnessed Incivility: Consequences and Moderating Factors

Purpose of the Study: This study seeks to examine the outcomes of witnessed (Observed) incivility. The effect of mindfulness as a regulating factor and the impact of power distance on how witnessed incivility is experienced in Nigeria and Canada.

Witnessed Incivility

Witnessed incivility refers to the observation or experience of uncivil or disrespectful behavior in the workplace. It occurs when an individual observes or is exposed to acts of rudeness, disrespect, or aggression directed towards others, such as colleagues, subordinates, or even customers. Witnessed incivility can include behaviors such as belittling remarks, derogatory comments, ignoring or excluding others, spreading rumors, or engaging in aggressive or hostile interactions.

Mindfulness

Mindfulness is a mental state and practice characterized by paying attention to the present moment, without judgment or attachment to thoughts, emotions, or sensations. It involves intentionally focusing one's awareness on the present experience, including thoughts, feelings, bodily sensations, and the surrounding environment. Mindfulness encourages a non-reactive and non-judgmental attitude, fostering a sense of acceptance and compassion towards oneself and others.

Criteria for Participation: The fundamental criteria for inclusion would be employees who have witnessed incivility in the workplace in the last year and are currently working full time (30+ hours per week).

Participation: If you wish to participate in this study, kindly click on the link provided below. Participants will respond to surveys in two waves with a two-week interval. The gap of two weeks is a proper time lag interval to reduce common method bias. In the first survey participants will respond to items on witnessed incivility, Power Distance, mindfulness, and demographics. In the second wave of the survey participants will respond to items on organizational Citizenship Behavior, Work Engagement, and Emotional Exhaustion. Each survey should take approximately 15 – 20 minutes to complete. You do not have to answer any questions that you do not want to answer. Once you have completed the survey, please choose the submit button.

We would appreciate receiving completed surveys by (Insert date). If we do not receive it by the said date, we will send you a notice of reminder.

Benefits: The proposed research on witnessed (observed) workplace incivility in Nigeria offers no direct benefit to participants however, the study offers several scientific and scholarly benefits. The study extends research on workplace incivility by examining witnessed incivility, exploring its consequences (emotional exhaustion, work engagement, and organizational citizenship behavior), and highlighting the moderating role of mindfulness. The findings offer practical insights for organizations to address workplace mistreatment and support employees.

Risks: Participants might be exposed to theoretical risk. For example, someone might hack into my Qualtrics account. The risk identified is minimal and very unlikely in practice. However, the risk identified will be mitigated as follows.

- Extra steps will be taken to ensure that only authorized persons (Tsemaye & Supervisor) will have access to this data. If a third party requires access to the data, then that person will be trained and sign off a confidentiality of agreement form.
- Data will be anonymized as soon as possible, within two weeks after the last survey has been collected.
- Identifying information will be stripped off data set and database will be encrypted and only those with the password can have access to the file.

Confidentiality and Anonymity: The information that you will share will remain strictly confidential and will be used solely for the purposes of this research. The only people who will have access to the research data are the researcher (Tsemaye Patience Emegokwue) and Supervisor (Anastasia Stuart-Edwards). Your answers to open-ended questions may be used verbatim in presentations and publications but neither you (nor your organization) will be identified. “In order to minimize the risk of security breaches and to help ensure your confidentiality we recommend that you use standard safety measures such as signing out of your account, closing your browser and locking your screen or device when you are no longer using them / when you have completed the study.” The data is subject to Canada privacy legislation. Results will be published in pooled (aggregate) format. Data collected will include directly identifying information (The benefit of

using names as identifiers is that participants will not forget this information between the two waves of surveys and will enter it in a way that allows the researcher to link surveys unambiguously) which will be available to the research team only. However, extra steps will be taken to ensure confidentiality is protected as described above.

Data Storage: Electronic copies of the survey will be encrypted and stored on a password protected computer of the researcher/supervisor in Dhillon School of Business at the University of Lethbridge.

Compensation: Participants will have the opportunity to voluntarily participate in a lottery draw for survey 1 and survey 2. There will be separate draws for each survey and the expected odds for each will be dependent on your ability to complete the survey “If you choose to withdraw from the study, you will still receive this compensation”. The odds of winning the draw are 20/385. Participants will be required to answer a skill-test (simple mathematical equation) question to qualify for a chance to win the prize.

Voluntary Participation: This survey is being conducted outside of your organization. You are under no obligation to participate and if you choose to participate, aside from name and email tabs, you may refuse to answer questions that you do not want to answer. Should you choose to withdraw midway through the electronic survey simply close the link and no responses will be included. After submitting the survey, you have up to two weeks window from when the survey was submitted to request that your data be removed from both surveys.

Information about the Study Results: A summary of the Research findings will be made available to participants.

Contact Information: If you have any questions or require more information about the study itself, you may contact the researcher (*her supervisor*) at the numbers mentioned herein.

The plan for this study has been reviewed by a Research Ethics Board at the University of Alberta (ID: Pro00136755). If you have any questions regarding your rights as a research participant or how the research is being conducted, you may contact the Research Ethics Office via phone at +1 780-492-2615 or via email at reoffice@ualberta.ca)

Please keep this form for your records. See below link to PDF version that can be downloaded. Completion and submission of the survey means your consent to participate.

7	Made unwanted attempts to draw others into a discussion of personal matter					
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Coworker witnessed incivility: During the last one year in your workplace, have you witnessed a coworker.

Never	Sometimes	About half the time	Most of the time	Always
1	2	3	4	5

S/N	ITEMS	1	2	3	4	5
1	Put others down or was condescending to them					
2	Paid little attention to others statement or showed little interest in their opinion					
3	Made demeaning or derogatory remarks about others					
4	Addressed others in unprofessional terms, either publicly or privately					
5	Ignored or excluded others from professional camaraderie					
6	Doubted others judgement on a matter over which they have responsibility					
7	Made unwanted attempts to draw others into a discussion of personal matter					

Power Distance: Please indicate the degree to which you disagree or agree with each statement below.

Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

S/N	ITEMS	1	2	3	4	5
1	Managers should make most decisions without consulting subordinates					
2	It is frequently necessary for a manager to use authority and power when dealing with subordinates					
3	Managers should seldom ask for the opinion of employees					
4	Managers should avoid off-the job social contact with employees					
5	Managers should not delegate important tasks to employees					
6	Employees should not disagree with management decisions					

Mindfulness: Please indicate the degree to which you disagree or agree with each statement

Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree
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1	2	3	4	5
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S/N	ITEMS	1	2	3	4	5
1	At work, I can easily put my thoughts into words					
2	I have trouble finding the right words to express to my colleagues how I feel about things					
3	When it comes to work-related issues, I can easily put my beliefs, opinions, and expectations into words					
4	In discussions at work, it's hard for me to find the words to describe what I'm thinking					
5	At work, I am good at finding the words to describe my feelings					
6	When I experience unpleasant emotions during work, they easily take over					
7	When negative things happen at work, I have immediate intense reactions					
8	In stressful situations at work, I have difficulty staying calm and reacting thoughtfully					
9	When people at work show strong emotions, I immediately react with strong emotions myself					
10	When I have distressing thoughts at work, I am able just to notice them without reacting					
11	When I have negative feelings at work, I get angry or disappointed that this happens to me					
12	At work, I tell myself I shouldn't be feeling the way I'm feeling					
13	At work, I criticize myself for having irrational or inappropriate emotions					
14	I think some of the emotions I experience at work are bad or inappropriate and I shouldn't feel them					
15	During work, I find it easy to stay focused on the task at hand					
16	When I talk to others at work, I fully focus on that person and listen attentively					
17	In work meetings, I can easily focus on what is going on without starting to think about something else					
18	At work, I quickly realize when my thoughts wander off and bring my attention back to what I am currently doing.					
19	I rush through activities without being really attentive to them when I'm at work					
20	At work, I do jobs or tasks automatically without being aware of what I'm doing					
21	When I am working, I'm only focused on what I'm doing, nothing else					
22	When I am working on something, part of my mind is occupied with other topics, such as what I'll be doing later, or things I'd rather be doing					

Section C: Raffle Draw

Would you like to enter the raffle to win a prize? Yes No

WAVE 2 QUESTIONNAIRE

Section A: Kindly verify your unique ID.....

Section B

OCB-I: In the last one year, how often have you done each of the following activities at your job

Never	Sometimes	About half the time	Most of the time	Always
1	2	3	4	5

S/N	ITEMS	1	2	3	4	5
1	Helped others who have been absent					
2	Willingly give your time to help others who have work-related problems					
3	Adjust your work schedule to accommodate other employees' requests for time off					
4	Go out of the way to make newer employees feel welcome in the work group					
5	Show genuine concern and courtesy toward co-workers, even under the most trying business or personal situations					
6	Give up time to help others who have work or non-work problems					
7	Assist others with their duties					
8	Share personal property with others to help their work					

OCB-O: In the last one year, how often have you done each of the following activities at your job

S/N	ITEMS	1	2	3	4	5
1	Attend functions that are not required but that help the organizational image					
2	Keep up with developments in the organization					
3	Defend the organization when other employees criticize it					
4	Show pride when representing the organization in public					
5	Offer ideas to improve the functioning of the organization					
6	Express loyalty toward the organization					
7	Take action to protect the organization from potential problems					
8	Demonstrate concern about the image of the organization					

Work Engagement: Please indicate the degree to which you disagree or agree with each statement.

Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

S/N	ITEMS	1	2	3	4	5
1	My job inspires me.					
2	I am enthusiastic about my job					
3	At my job, I feel strong and Vigorous					
4	When I get up in the morning, I feel like going to work					
5	At my work, I feel bursting with energy					
6	I am proud of the work that I do					
7	I get carried away when I am working					
8	I feel happy when I am working intensely					
9	I get carried away when I am working					

Emotional Exhaustion: Please indicate the degree to which you disagree or agree with each statement.

Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

S/N	ITEMS	1	2	3	4	5
1	I feel emotionally drained from work					
2	I feel used up at the end of the workday					
3	I dread getting up in the morning and having to face another day on the job					
4	I feel burned out from my work					
5	I feel frustrated by my job					
6	I feel I'm working too hard on my job					

Section C: Raffle Draw

Would you like to enter the raffle to win a prize? Yes No