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INVESTIGATING THE ASSOCIATION BETWEEN INCIVILITY VARIABILITY AND
BURNOUT AT WORK

A Thesis submitted in partial fulfillment
of the requirements for the degree
Master of Science

Department of Psychological Sciences
Western Kentucky University
Bowling Green, Kentucky

By
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May 2024

Investigating the Association Between Incivility Variability and Burnout at work
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ABSTRACT

Incivility is a prevalent workplace stressor for many employees in the workplace. Over time, exposure to stressors may lead to increased burnout, which can be costly for organizations. However, variability in uncivil experiences may be more detrimental to employees than chronic exposure to incivility due to the uncertainty associated with it. Using previously collected data from a larger grant, I examined the direct effect of incivility variability on burnout. Specifically, I hypothesized that employees who experienced incivility frequently but sporadically will report more burnout. Furthermore, I hypothesized that a perceived organizational climate that supports civility will moderate the direct effect of incivility variability on burnout. Using data collected via baseline, daily diary, and three-month follow-up survey, I found a significant relationship between variability in incivility experiences significantly predicting disengagement after three months but not for overall burnout or exhaustion. Furthermore, a significant interaction between incivility variability and climate for civility (civility norms) was also found. Implications for research and practice are discussed.

Keywords: Burnout, Incivility

I would like to dedicate this thesis to my support system. To Shelby and Javon Davis (no relation): thank you for listening to all the breakdowns, for all the hour long facetimes, and for the continuous support of my growth and happiness. I love you guys! To Elizabeth Curtis: thank you for being my green person, for enduring the woes of grad school and life with me, and most importantly sharing Athena with me. To my family: thank you for your continuous support throughout all my endeavors, for always showing up, for always celebrating my accomplishments. You all helped keep my head above water so many times, for that I am forever grateful.

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Investigating the Association Between Incivility Variability and Burnout at Work

Burnout is a pervasive and detrimental phenomenon. An alarming number of employees experience burnout, with recent research suggesting that 70% of employees report experiencing moderate to high levels of burnout (Kraus et. al., 2020). Burnout is considered a psychological response to being exposed to chronic stressors in the workplace that can result in overwhelming feelings of exhaustion, lack of accomplishment, and detachment from the job for employees. Maslach and Leiter (2016) go as far as recognizing burnout as an occupational hazard. When employees experience burnout, not only can organizations suffer in terms of decreased productivity and increased turnover rates, but burnout holds significant detriments for individual outcomes as well (Maslach & Leiter, 2016). For example, prolonged burnout is associated with individuals developing feelings of negativity and hopelessness as well as weakening their social and personal performance (Maslach & Jackson, 1981). Understanding antecedents of burnout can help researchers and practitioners alike to better address this pervasive phenomenon for employees.

One previously investigated antecedent of burnout is workplace incivility. Workplace incivility is characterized by deviant behaviors that are low in intensity with ambiguous intent to harm (Andersson & Pearson, 1999). Experienced workplace incivility may include rude comments and jokes, as well as being ignored in group settings, as examples. Research suggests that experienced workplace incivility, as a stressor, is associated with self-reported perceptions of burnout in employees across a variety of industries (Maslach & Leiter, 2016). While there is a litany of research which provides evidence that suggests experienced incivility at work begets burnout, what is less understood is the role that variability in uncivil experiences may play in employee perceived burnout. Within the last six years, several reviews have identified a gap in

our understanding of workplace incivility, specifically that research has primarily taken a critical incident approach to the study of incivility at work, yet the research on short-term effects of workplace incivility is still nascent (Cortina et al., 2017; Schilpzand et al., 2016). Examining the association of variability in experienced workplace incivility with burnout allows for the possibility of better understanding burnout by considering how these varied, shorter uncivil experiences affect employees.

What's more, research demonstrates that often there are factors that can moderate the relationship between workplace incivility and burnout. One of these moderators can be organizational climate for civility. Climate for civility refers to the degree to which employees are expected to interact with one another in a respectful and courteous manner. Research suggests that in a workplace with a strong climate for civility, employees are more likely to gauge their environment as respectful and/or supportive (Walsh et. al., 2012). Therefore, when incivility occurs in organizations with strong climates for civility, the outcomes associated may be more detrimental. Examining the role of a moderator in terms of the association between incivility variability and burnout allows for the potential to account for distinctions in this relationship that aid in a more comprehensive understanding of factors that influence the relationship.

For the purposes of the current research, I investigated the association of workplace incivility variability and burnout. The cybernetic model of stress suggests that short-term dynamics operate within longer-term dynamics (Edwards, 1992). In other words, stressors, such as experienced incivility, which may fluctuate from day to day, or throughout a day, may lead to the development of chronic stress outcomes, such as burnout. Prior research suggested that variability in uncivil work experiences is associated with increased emotional exhaustion due to

the uncertainty associated with the uncivil experiences (Lin & Gao, 2023). For an employee, this may look like experiencing incivility for a week straight then nothing for three months.

Therefore, it is likely that experienced workplace incivility variability will be significantly associated with self-reported perceptions of burnout. I also investigated how climate for civility moderated this relationship. The conservation of resources theory suggested that when employees have uncivil experiences in the workplace, they are more likely to become depleted (Hobfoll, 2001). As a result, employees will begin to use other resources to cope with these experiences. When employees experience incivility, working for an organization that emphasizes civil interactions may heighten the uncivil experience and associated outcomes. Therefore, it is likely that climate for civility will moderate the association such that for employees who work in an organization that emphasizes civility will experience more negative effects from incivility variability.

Workplace Incivility

The conservation of resources theory is a framework that explains how individuals seek to maintain and protect their resources as well as how this aspiration influences their well-being and stress levels (Hobfoll, 1989). Within this framework, both stress and well-being relate to changes in resources. Resources in this theory can be psychological (e.g., self-esteem, optimism), material (e.g., money), social (e.g., supportive relationships), or energy related (e.g., time, physical energy). When consistently exposed to workplace stressors, the stress response is triggered, causing one or more resources to be threatened or even depleted. This in turn disables an employee's ability to cope effectively with these stressors, increasing the potential for detrimental outcomes, such as burnout. The Conservation of Resources theory suggested that

when consistently exposed to workplace stressors the resources employees use to cope with these stressors are depleted which can then in turn increase instances of negative outcomes.

Incivility is a workplace stressor. Colligan and Higgins (2006) defined a workplace stressor as a factor that contributes to the physical or emotional response that happens when the demand for a job does not match the resources or needs of the employee that alters the employee's physical or mental state. Research emphasized that when an employee feels his or her well-being is threatened, stress is increased (Colligan & Higgins, 2006). When faced with workplace stressors, employees are increasingly at risk of experiencing negative outcomes such as burnout. Taken together, the evidence suggested that in the presence of continuous workplace stressors partnered with an inability to cope, employees are more susceptible to burnout and other detrimental well-being outcomes.

Despite uncivil behaviors being common, organizations lack understanding of the harmful effects of incivility and are not equipped with tools to deal with incivility and its associated outcomes (Rahim and Cosby, 2016). In cases of workplace incivility employees often report declines in their effort and performance on the job, as well as increases in turnover intentions (Rahim & Cosby, 2016). Despite prior research linking workplace incivility to negative burnout (e.g., Welbourne et al., 2015, Zhou et. al.,2014) reminded us that these studies focus on the long-term effects of continuous exposure to workplace incivility. However, there is little research explicating inconsistent experiences of workplace incivility and associated implications.

Variability in Uncivil Experiences

Variability is a lack of a fixed pattern. In some instances, variability within an organization can be beneficial. Having variability in the daily tasks or project types for employees keeps employees engaged and makes the job seem less monotonous. Where variability in an

organization can become harmful not only to the organization but to the health and well-being of its employees is in instances of incivility. Lin and Gao (2023) explored the effects of incivility variability on emotional exhaustion of employees. Emotional exhaustion is one of the three dimensions associated with burnout. When increases in emotional exhaustion occur the likelihood of engaging in destructive behavior increases as well.

The uncertainty management theory (UMT) explored how individuals and organizations cope with uncertainty in communication (Gudykunst, 1988). UMT distinguished between three types of uncertainty: cognitive, affective, and behavioral. Affective uncertainty refers to an individual's feelings, emotions, or attitudes such as not knowing how someone feels about you. Variability in the workplace can introduce uncertainty in multiple ways such as variations in experienced incivility. Variability in the workplace can lead to various emotional responses (Lind & van den Bos, 2002). UMT offered a lens for understanding how individuals experience and manage these emotions. The theory suggested that when faced with uncertainty, individuals attempt to use coping mechanisms to manage the uncertainty. However, Conservation of Resources theory suggested that when individuals are unable to cope, they are more likely to develop negative outcomes, such as burnout.

Burnout as an Outcome

Burnout is a prolonged response to chronic stress that is often characterized by three dimensions: exhaustion, cynicism, and inefficacy (Maslach & Leiter 2016). Exhaustion refers to depletion of emotional resources; cynicism refers to a negative, detached attitude towards work; and inefficacy refers to feeling incompetent at work. Burnout is typically associated with higher levels of negative job perceptions, absenteeism, turnover, depression, and lower levels of work morale (Childs & Stoeber, 2012; Kraus et. al., 2020; Rahim & Cosby, 2016). Research supported

that burnout is associated with several predictors, including work overload, lack of reward or recognition, organizational culture, and lack of fairness (Maslach & Leiter 2016), among others.

Shoman et. al. (2021) conducted a review of occupational burnout predictors. Using information collected from databases ranging from 1990 to 2018, Shoman et. al. (2021) compiled a list of predictors considering their type, role and importance and grouped them into families. Results suggested that the 261 predictors identified could be categorized into four main families: situational and work-related factors, individual factors, work-life interface, and perceived intermediate work consequences. Situational and work-related factors refer to the characteristics of the job and organization, for example job demands or job resources. Individual factors refer to personality characteristics and work attitudes. Work-life interface referred to where personal life and work factors begin to overlap. Perceived intermediate work consequences referred to intermediate outcomes of some working conditions such as stress (Shoman et. al., 2021). The cybernetic model of stress, coping, and well-being examines workplace stressors effect on outcomes.

Edwards (1992) introduced a framework to view the concepts of stress, coping, and well-being via a cybernetic lens. Cybernetics is defined by Edwards (1992) as the functioning of self-regulating systems with negative feedback loops at the core due to negating discrepancies between environmental characteristics and reference criteria. This model aided in the understanding of how individuals experience stress and cope with stress in an effort to enhance their well-being. For this model, Edwards (1992) defined stress as a discrepancy between an employee's perceived state and desired state, dependent on the employee's sense of importance; coping as efforts to prevent or reduce the negative effects of stress on well-being; and well-being as psychological and physical health. Both coping and well-being are influenced by stress.

Following the cybernetic perspective, stress in organizations occurs when there is a discrepancy in the demands faced by an employee and the available resources the employee has, turning the discrepancy into a stressor. When this stress occurs, employees then attempt to use coping strategies to negate the effects of the stress. When the stress-coping balance is disrupted, the coping strategies are ineffective due to the stressors persistence and can cause the negative feedback loop to become continuous. When this loop becomes continuous, the employee's well-being is now consistently threatened due to the perpetration of stress and can lead to negative outcomes such as burnout. In terms of burnout, feelings of exhaustion and cynicism can lead to reduced coping resources, in turn perpetuating the cycle of stress which then perpetuates burnout. Drawing from the theoretical and empirical support, I hypothesized the following:

Hypothesis 1: Variability in incivility will be associated with greater instances of burnout, such that as one reports more inconsistency in incivility experiences, they will also report greater instances of burnout.

The Moderating Role of Climate for Civility

Past research has indicated that an organization's climate for incivility may increase the experience of uncivil behaviors (Cortina, 2008). As such, a climate that promotes civility, on the other hand, is likely to lead to more civil interactions at work. For the purpose of this study, climate for civility will be defined in terms of civility norms. Civility norms is defined as employee perceptions of norms supporting respectful treatment among workgroup members (Walsh et al., 2012). In a workplace with a climate for civility, experiencing incivility is more likely to have a severe impact on employee well-being due to violating workplace norms (Clark & Walsh, 2016). Thus, I proposed the following hypothesis:

Hypothesis 2: Climate for civility will moderate the relationship between incivility variability and burnout, such that as one's climate is more conducive to being civil, the relationship between incivility variability and burnout will be enhanced.

Method

Participants and Procedure

Participants were recruited via Prolific Academic as part of a larger grant study. Access to this data was granted via the principal researcher. The target sample for the larger study was 100 participants. Participation was granted if the person was an adult, working full-time outside the home, not self-employed, and had regularly occurring interactions with coworkers or supervisors. Three waves of baseline data, daily diary data spanning 10 days, and 3- and 6-month follow-up data are collected. As part of the full study, participants completed a baseline survey that allowed for the collection of work and personal demographics and characteristics. All survey communication took place via Prolific to ensure confidentiality.

For the purpose of my thesis, I used baseline data, daily diary, and 3-month follow-up data that were collected in Phase 1 and Phase 2 of data collection. The daily diary data was collected in multiple phases for 10 days total during each phase. Each phase of data collection also includes a 3-month and 6-month follow-up. The baseline data was collected one week prior to daily diary data. Total sample size comprising Phase 1 and Phase 2 of data collection included 66 participants representing 660 measurements on the predictor variable.

The majority of participants were white males who have at least a 4-year college degree (66.3%, 46.5%, and 41.6% respectively). The average age of participants is 36.86 years old with 34.7% of participants having no kids under 18 years old in the household. 37.6% of participants reported an income of \$100,000 or more. Participants were employed in various occupations,

including professional (27.7%), management (22.8%), and educator (6.9%). 44.6% of participants indicated they supervise others as a part of their job and 71.3% have a regular daytime schedule with the average hours worked in a typical week being 40 hours (51.5%).

Measures

The following measures were collected via the baseline survey:

Civility Norms (Climate for Civility) is assessed using the seven-item Workplace Norms for Civility Questionnaire (Walsh et. al., 2008). All items contained the adapted stem, “Please rate the extent to which you agree or disagree with each of the following statements about your work group.” An example item is “Rude behavior is not accepted in our work group.” Items were assessed along a 7-point Likert-type response scale ranging from strongly disagree to strongly agree. Scores were calculated such that higher scores indicate better perceived norms for civility. Cronbach’s $\alpha = .91$. See Appendix A.

Personal demographics, including age, sex, marital status, and children, as examples were collected via baseline survey. *Work demographics*, including current job title, tenure, work schedule, schedule control, and job sector were also collected via baseline.

The following measures were collected via the daily diary surveys:

Daily experienced incivility is assessed using the six-item Workplace Incivility Scale (Cortina et. al, 2001). All items contained the adapted stem, “Today at work, a coworker or supervisor...” An example item is, “Addressed me in unprofessional terms, either publicly or privately.” Items were assessed along a 5-point Likert-type response scale ranging from strongly disagree to strongly agree. Scores were calculated such that higher scores indicate more incivility experienced. Cronbach’s $\alpha = .89$. See Appendix B.

The following measures are collected via the 3-month follow-up survey: *Job Burnout* was assessed using the 7-item exhaustion subscale and 8-item disengagement subscale from the Oldenburg Burnout Inventory (Demerouti et. al., 2001). All items contained the adapted stem “Please indicate the extent to which each of the following statements describes your job....” An example item is “More and more often I talk about my work in a negative way.” Items were assessed along a 5-point Likert-type response scale ranging from strongly disagree to strongly agree. An overall burnout score was calculated by summing and averaging all items such that higher scores indicate greater burnout. In addition, subscale scores were calculated such that higher scores for exhaustion and disengagement, respectively, indicate greater perceived exhaustion and disengagement. Cronbach’s $\alpha = .89$ for overall burnout. Cronbach’s $\alpha = .85$ for exhaustion. Cronbach’s $\alpha = .86$ for disengagement. See Appendix C.

Data Preparation

In order to calculate incivility variability, let's consider a group of five individuals and track their daily experiences of incivility over a one-week period. Each person's daily incivility mean score was subtracted from their person mean score. This calculation yields the incivility variability variable M , where $M = 0$ represents the baseline, indicating experiences of incivility exactly at the individuals' overall average experienced incivility. Negative values of M indicate more uncivil experiences compared to the individuals' overall average experienced incivility, while positive values of M indicate less uncivil experiences compared to the individuals' overall average experienced incivility. For example, let's take Person 1. Their mean incivility score over the week was approximately 3.857. By subtracting this mean from each daily score, we obtain the following incivility variability values:

Day 1: -0.857, Day 2: 0.143, Day 3: -1.857, Day 4: 1.143, Day 5: 2.143, Day 6: -0.857, Day 7: 0.143

Similarly, we perform the same calculation for each individual to derive their respective incivility variability values.

Results

Prior to assessing inferential statistics in Mplus 8.2, descriptive statistics were examined in SPSS version 29.0. Please see Table 1 for means, standard deviations, and correlations for all variables of interest. Examining zero-order correlations indicated that gender, negative affect, and job control are significantly correlated with the outcome of interest, and therefore should be controlled for. In general, zero-order correlations indicate that female employees report more significant associations with overall burnout, as well as the exhaustion and disengagement components of burnout. In addition, negative affect is significantly positively associated with burnout such that employees who report more negative affect report more overall burnout, as well as exhaustion and disengagement. Finally, employees with more perceived job control report less perceived overall burnout, as well as less perceived exhaustion.

Hypothesis Testing

Prior to conducting analyses, an interaction term was created in Mplus 8.2 by multiplying incivility variability in civility norms. To assess Hypotheses 1 and 2, a regression analysis was conducted to examine the relationship between incivility variability, civility norms, and the interaction term on reported overall burnout after three months, controlling for gender, negative affect, and job control. Results indicate that variability in incivility experiences does not significantly predict overall burnout after three months ($\beta = 0.23, p = .23$). However, civility norms did significantly predict burnout after three months ($\beta = -0.12, p = .03$), indicating that

employees who report stronger organizational norms around civility also report less burnout after three months. Unfortunately, the interaction term was not significant. Therefore, results indicate no support for Hypotheses 1 and 2. Please see Table 2 for the standardized model results.

Because burnout is comprised of exhaustion and disengagement, I examined the hypothesized relationships using the exhaustion and disengagement subscale scores as additional outcome variables of interest. First, a regression analysis was conducted to examine the relationship between incivility variability, civility norms, and the interaction term on reported exhaustion after three months, controlling for gender, negative affect, and job control. Results indicate that variability in incivility experiences does not significantly predict exhaustion after three months ($\beta = -0.27, p = .18$), nor does perceived civility norms ($\beta = -0.09, p = .12$). However, the interaction term was not significant ($\beta = 0.38, p = .055$).

Finally, a regression analysis was conducted to examine the relationship between incivility variability, civility norms, and the interaction term on reported disengagement after three months, controlling for gender, negative affect, and job control. Results indicate that variability in incivility experiences significantly predicts disengagement after three months ($\beta = 0.68, p = .002$), indicating that employees who experience more incivility on a daily basis compared to their overall average also report more disengagement after three months. In addition, civility norms significantly predict disengagement after three months ($\beta = -0.12, p = .02$), such that employees who perceive stronger organizational norms around civility report less disengagement after three months. In addition, the interaction term was also significant ($\beta = -0.55, p = .02$). These results lend partial support to Hypotheses 1 and 2. The results were graphed following procedures developed by Aiken and West (1991) and Dawson (2014); please see Figure 1. As can be seen in Figure 1, results indicate that employees who experience more

incivility on a daily basis compared to their overall average and perceive less organizational norms for civility report more disengagement after three months. Simple slopes analyses indicate the slope for low civility norms is significantly different than zero ($t = 2.87, p = .004$), however the slope for high civility norms was not significantly different from zero.

Discussion

This study aimed to investigate the effects of variability in workplace incivility experiences on burnout, as well as the moderating role of climate for civility on this relationship. Results indicate partial support for the hypothesized relationships. Although employees who report more experiences of daily incivility compared to their overall average do not report more burnout three months later, nor exhaustion three months later, results do indicate that employees report more disengagement three months later. In addition, the interaction of incivility variability and climate for civility was significant indicating that employees who report more experiences of daily incivility compared to their overall average, and report lower perceived organization norms for civility also report greater perceived disengagement three months later. Taken together, these findings contribute to our understanding of how different patterns of incivility experiences may impact employee well-being and highlight the importance of organizational norms in mitigating the effects of workplace stressors.

Theoretical Implications

The results supported the hypothesis that variability in incivility experiences is associated with greater instances of disengagement, a primary component of burnout. Specifically, employees who report experiencing more incivility compared to their overall average experiences of incivility exhibited higher levels of disengagement, particularly in terms of disengagement. This finding aligns with previous research suggesting that uncertainty associated

with fluctuating workplace stressors can lead to heightened detachment from work (Lin & Gao, 2023). Taken together, results underscore the need for organizations to address not only the prevalence of incivility but also the variability in its occurrence to mitigate the risk of burnout among employees.

Moreover, the study revealed that climate for civility moderates the relationship between incivility variability and disengagement. Consistent with theoretical frameworks such as the conservation of resources theory (Hobfoll, 2001) and uncertainty management theory (Gudykunst, 1988), employees working in environments with strong norms supporting respectful treatment experienced less severe effects of incivility variability on disengagement. This suggests that organizational cultures emphasizing civility may serve as a protective factor against the negative consequences of workplace stressors. However, the interaction between civility norms and incivility reports also highlights the complexity of organizational dynamics and the need for further investigation into the mechanisms underlying these relationships.

Strengths and Limitations

One strength of this study is its use of daily diary data to capture variability in incivility experiences over time, providing a more subtle understanding of how these experiences relate to burnout. This allowed for a dynamic exploration of how daily fluctuations in incivility relate to long-term outcomes. Looking at daily diary data as well as follow-up data separated variables temporally, in turn this allows for a closer approximation of cause and effect. By incorporating civility norms as a moderator, this study expanded our understanding of organizational factors that influence the impact of workplace stressors on employee well-being. This enriched the analysis by considering the organizational context in which incivility occurs.

However, several limitations should be considered. First, the sample size may limit the generalizability of the findings. The characteristics of the sample, particularly given the predominance of white male participants, may limit the generalizability of the findings. Additionally, the mean age for the participants is 36 years, with most participants also being of higher social economic status. Future research should aim for more diverse samples to ensure broader applicability of the results as well as how age and SES can mitigate the effects of burnout on an individual. Second, the reliance on self-report measures introduces the potential for common method bias and social desirability bias. Incorporating objective measures or multi-source data collection methods could enhance the validity of the findings. Lastly, although this research incorporated a longitudinal approach, additional longitudinal studies are needed to examine the temporal relationships between incivility variability, climate for civility, and burnout over time. This point will be discussed further in the following section.

Practical Implications and Future Research

Future research should explore potential mechanisms underlying the relationship between incivility variability, climate for civility, and burnout. Longitudinal studies are needed to examine how changes in organizational climate and individual coping strategies influence the trajectory of burnout over time. Because research currently focuses so heavily on the long-term effects of incivility on burnout, the opportunity to explore how shorter, varied experiences effects employees is being neglected. Examining not just the long-term effects of incivility in turns allows for the examination of how varied experiences may lead to more detriments. Additionally, qualitative research methods could provide insight into the subjective experiences of employees navigating varying levels of workplace incivility and organizational support. Qualitative research methods could provide deeper insights into the subjective experiences of

employees navigating workplace incivility and organizational support. Understanding the lived experiences of individuals can complement quantitative findings and inform targeted interventions.

I believe researching more on uncertainty in the workplace affects outcomes such as burnout is a route worth taking. The current study uses variability as a leigh way to discuss uncertainty due to the lack of research on both topics. Elevated levels of uncertainty can lead to disengagement and turnover as employees seek stability and clarity in their careers. Researching uncertainty can help organizations identify factors that contribute to employee engagement and retention during uncertain times, enabling them to create a supportive work environment. Uncertainty can also hinder productivity and performance as employees may feel unsure about their roles, goals, or the future of the organization. Understanding how uncertainty affects these aspects can lead to the development of interventions or policies to enhance productivity.

Organizations should prioritize creating a culture of civility to mitigate the negative effects of workplace incivility on employee well-being. This could involve implementing training programs, policies, and interventions aimed at promoting respectful interactions among employees. Employers should also be providing resources and support mechanisms for employees experiencing incivility, such as counseling services, peer support groups, and conflict resolution mechanisms. Additionally, fostering open communication channels can empower employees to address and report uncivil behaviors effectively.

Moreover, investigating potential individual differences in susceptibility to the effects of incivility variability could inform targeted interventions and support strategies. Factors such as personality traits, coping styles, and social support networks may moderate the impact of incivility on employee well-being and warrant further exploration. As stated in the previous

section, most participants in this study were on average 36 years of age as well as having a higher SES. Exploring how factors such as age and how much money an individual makes may moderate the relationship between incivility and burnout could give great insight on how to combat effects. While the findings provide valuable insights, there are opportunities for further research to deepen our understanding of these relationships and inform evidence-based interventions to promote employee well-being in organizational settings. By addressing the prevalence and variability of workplace stressors and fostering supportive organizational environments, organizations can mitigate the risk of burnout and cultivate a healthier workplace culture.

Conclusion

In conclusion, this study contributes to our understanding of the complex interplay between workplace incivility, organizational climate, and employee burnout. The findings highlight the detrimental effects of variability in incivility experiences on employee well-being and underscore the importance of cultivating a culture of civility within organizations. By addressing both the prevalence and variability of workplace stressors and fostering supportive organizational environments, organizations can mitigate the risk of burnout and promote the health and resilience of their employees.

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Table 1. Means, Standard Deviations, and Correlations.

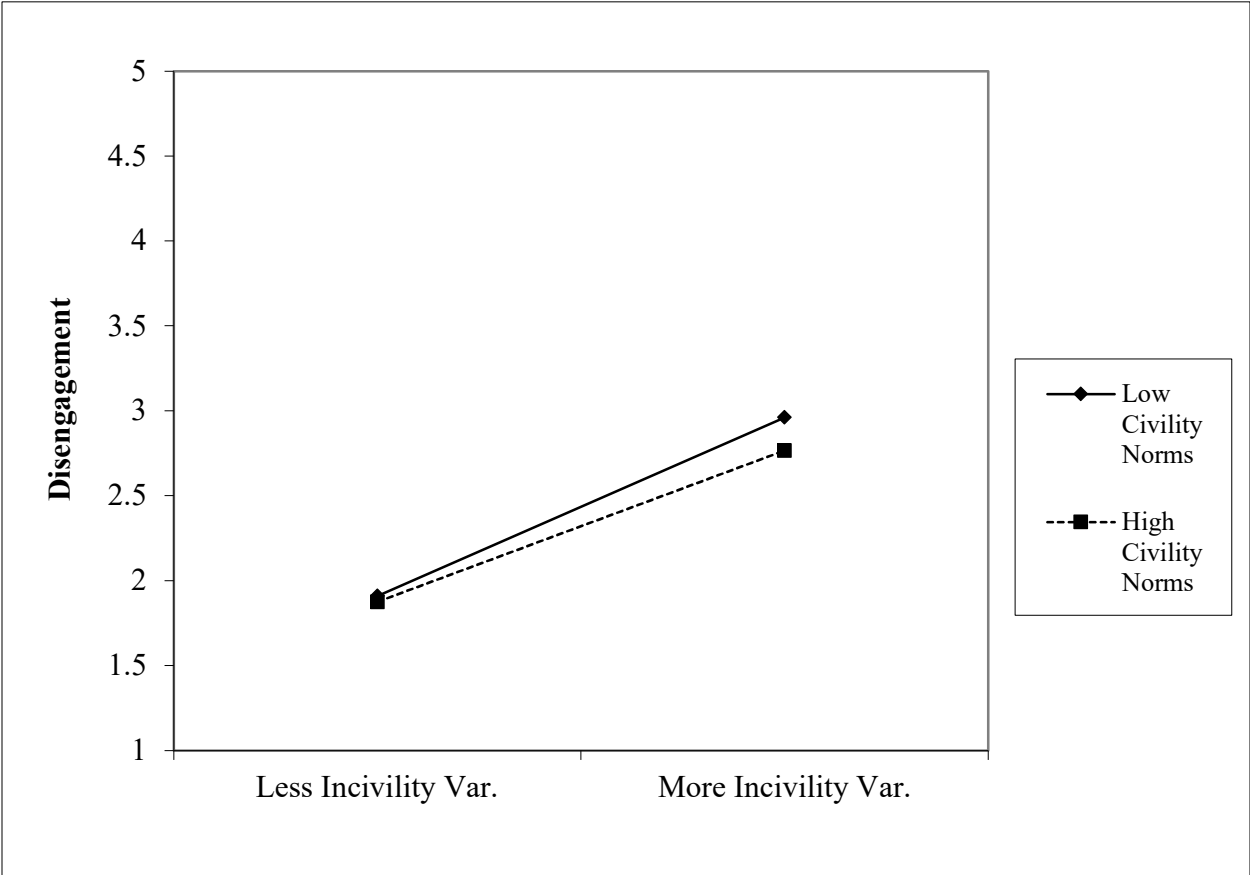
Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9
1. Age	36.86	9.19	—	-.082*							
2. Gender			-.082*	—							
3. Negative Affect	1.59	.62	-.21**	.28**	—						
4. Job Control	3.24	1.08	-.05	.11**	-.18**	—					
5. Incivility Variability	.0048	.43	-.19**	.07	.23**	-.09*	—				
6. Climate for Civility	5.98	1.03	-.15**	-.08	-.19**	.25**	-.40**	—			
7. Exhaustion***	2.71	.85	-.20**	.22	.51**	-.34**	.21**	-.13**	—		
8. Disengagement***	2.53	.80	-.09*	.11**	.34**	-.12**	.23**	-.29**	.49**	—	
9. Burnout***	2.62	.71	-.16**	.19**	.49**	-.26**	.26**	-.25**	.85**	.88**	—

Note. *Correlation is significant at the 0.05 level ** Correlation is significant at the 0.01 level
 ***Outcome Variables; means and standard deviations not reported for gender (categorical variable).

Table 2. *Standardized Model Results*

Variables		Burnout			Exhaustion			Disengagement		
		β	SE	<i>p</i>	β	SE	<i>p</i>	β	SE	<i>p</i>
Controls	Gender	0.25	.05	<.001	0.25	.05	<.001	0.21	.05	<.001
	Negative Affect	0.16	.05	.001	0.22	.05	<.001	0.08	.05	.11
	Job Control	-0.03	.05	.57	-0.14	.05	.01	0.08	.05	.11
Predictors	Incivility Variability	0.23	.19	.23	-0.27	.19	.18	0.68	.22	.002
	Civility Norms	-0.12	.05	.03	-0.09	.06	.12	-0.12	.06	.02
	Interaction	-0.10	.21	.63	0.38	.20	.06	-0.55	.23	.02

Figure 1. *Interaction of Incivility Variability and Civility Norms on Disengagement*



Appendix A

CIVILITY NORMS QUESTIONNAIRE – CLIMATE FOR CIVILITY	
Question/Scale	Variable Names (bold) & Value Labels (<i>italics</i>)
<p>Defined: Workplace norms for civility</p> <p>Items taken from: Walsh, B.M., Magley, V.J., Davies-Schrils, K.A., Marmet, M.D., Reeves, D.W., & Gallus, J.A. (2008, April). Developing and validating a brief measure of workplace civility norms. In J.A. Bunk (Chair), <u>How Rude! Investigating the Complexity of Disrespectful Behaviors at Work</u>. Symposium presented at the annual meeting of the Society for Industrial and Organizational Psychology, San Francisco, CA.</p> <p>Instructions: Please rate the extent to which you agree or disagree with each of the following statements about your work group.</p>	<p><i>1 = strongly disagree</i> <i>2 = disagree</i> <i>3 = somewhat disagree</i> <i>4 = neither disagree nor agree</i> <i>5 = somewhat agree</i> <i>6 = agree</i> <i>7 = strongly agree</i></p> <p>TOTAL ITEMS = 7</p>
We would be taken seriously if we complained about disrespectful treatment	Cnq1
Rude behavior is not accepted in our work group	Cnq2
We would have career problems if we were rude to others	Cnq3
Angry outbursts are not tolerated by anyone in our work group	Cnq4
Respectful treatment is the norm in our work group	Cnq5
We make sure everyone in our work group is treated with respect	Cnq6
People treat one another with respect in our work group	Cnq7

Appendix B

Incivility (6)			
REFERENCE: Cortina, L.M., Magley, V.J., Williams, J.H., & Langhout, R.D. (2001). Incivility in the workplace: Incidence and impact. <i>Journal of Occupational Health Psychology</i> , 6(1), 64-80.			
STEM: Please indicate the extent to which you agree with the following statements. <i>Today</i> at work, a coworker or supervisor...			
Q#	Var. Name		Response Scale
	Inc1	Put me down or was condescending to me	1 = strongly disagree 2 = disagree 3 = neither agree nor disagree 4 = agree 5 = strongly agree
	Inc2	Paid little attention to my statement or showed little interest in my opinion	
	Inc3	Made demeaning or derogatory remarks about me	
	Inc4	Addressed me in unprofessional terms, either publicly or privately	
	Inc5	Ignored or excluded me from professional camaraderie?	
	Inc6	Doubted my judgment on a matter over which I had responsibility	

Appendix C

Job Burnout: Exhaustion and Disengagement (15)			
REFERENCE: Demerouti, E., Bakker, A. B., Nachreiner, F., & Shaufeli, W. B. (2001). The job demands-resources model of burnout. <i>Journal of Applied Psychology</i> , 86, 499-512.			
Stem: Please indicate the extent to which each of the following statements describes your job...			
Q#	Var. Name		Response Scale
	Burnout1	I always find new and interesting aspects in my work. (R)	1 = strongly disagree 2 = disagree 3 = neutral 4 = agree 5 = strongly agree
	Burnout2	More and more often I talk about my work in a negative way.	
	Burnout3	After work, I tend to need more time than in the past in order to relax and feel better.	
	Burnout4	Lately, I tend to think less at work and do my job almost mechanically.	
	Burnout5	I find my work to be a positive challenge. (R)	
	Burnout6	At work, I often feel emotionally drained.	
	Burnout7	Over time, one can become disconnected from this type of work.	
	Burnout8	After work, I have enough energy for leisure activities. (R)	
	Burnout9	After work, I usually feel worn out and weary.	
	Burnout10	This is the only type of work that I can imagine myself doing. (R)	
	Burnout11	There are days when I feel tired before I arrive at work.	
	Burnout12	I can tolerate the pressure of my work very well. (R)	
	Burnout13	I feel more and more engaged in my work. (R)	
	Burnout14	When I work, I usually feel energized. (R)	
	Burnout15	Sometimes I feel really disgusted with my work.	

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