

The role of civility and incivility in a model of trust and engagement

Michael P. Leiter, PhD

Heather Laschinger , PhD

Arla Day , PhD &

Debra Gilin-Orr , PhD

Enhancing Workplace Communities

- **Comparison**
 - Five Hospitals in Ontario and Nova Scotia
 - Longitudinal Surveys (2008/2009)
- **Indicators**
 - Incivility
 - Supervisor
 - Coworker
 - Instigated
 - Coworker Civility
 - Burnout
 - Turnover Intention
- **Research Hypothesis**
 - Incivility Predicts Burnout & Turnover
 - Burnout and Incivility Predicts Instigated Incivility
- <http://cord.acadiau.ca/EWC>

Analysis

- **Perceptions and Experiences**
 - **UWES** (Schaufeli & Bakker, 2006)
 - **Value Congruence** (Leiter & Maslach, 2000)
- **Civility & Incivility Measures**
 - **Coworker Civility** (Osatuke et al, 2009)
 - **Supervisor and Coworker Incivility** (Cortina et al, 2001)
- **Trust** (Cook & Wall, 1980)
 - **Management**
 - **Coworker**
- **Starting Point: Autocorrelations**
- **Question: Additional Interrelationships**

Auto-cor

.41

Mgmt Trust

.41

Values

.32

Sup Incivility

.61

UWES

.24

Cwk Trust

.37

Coworker
Civility

.35

Coworker
Incivility

2008

Mgmt Trust

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.61

UWES

UWES

.24

Cwk Trust

Cwk Trust

.37

Coworker
Civility

Coworker
Civility

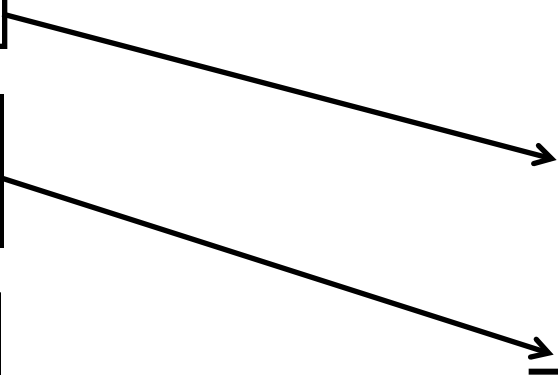
.35

Coworker
Incivility

Coworker
Incivility

2008

2009



Auto-cor

.41

Mgmt Trust

Mgmt Trust

.41

Values

Values

.32

Sup Incivility

Sup Incivility

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UWES

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Cwk Trust

Cwk Trust

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Coworker
Civility

Coworker
Civility

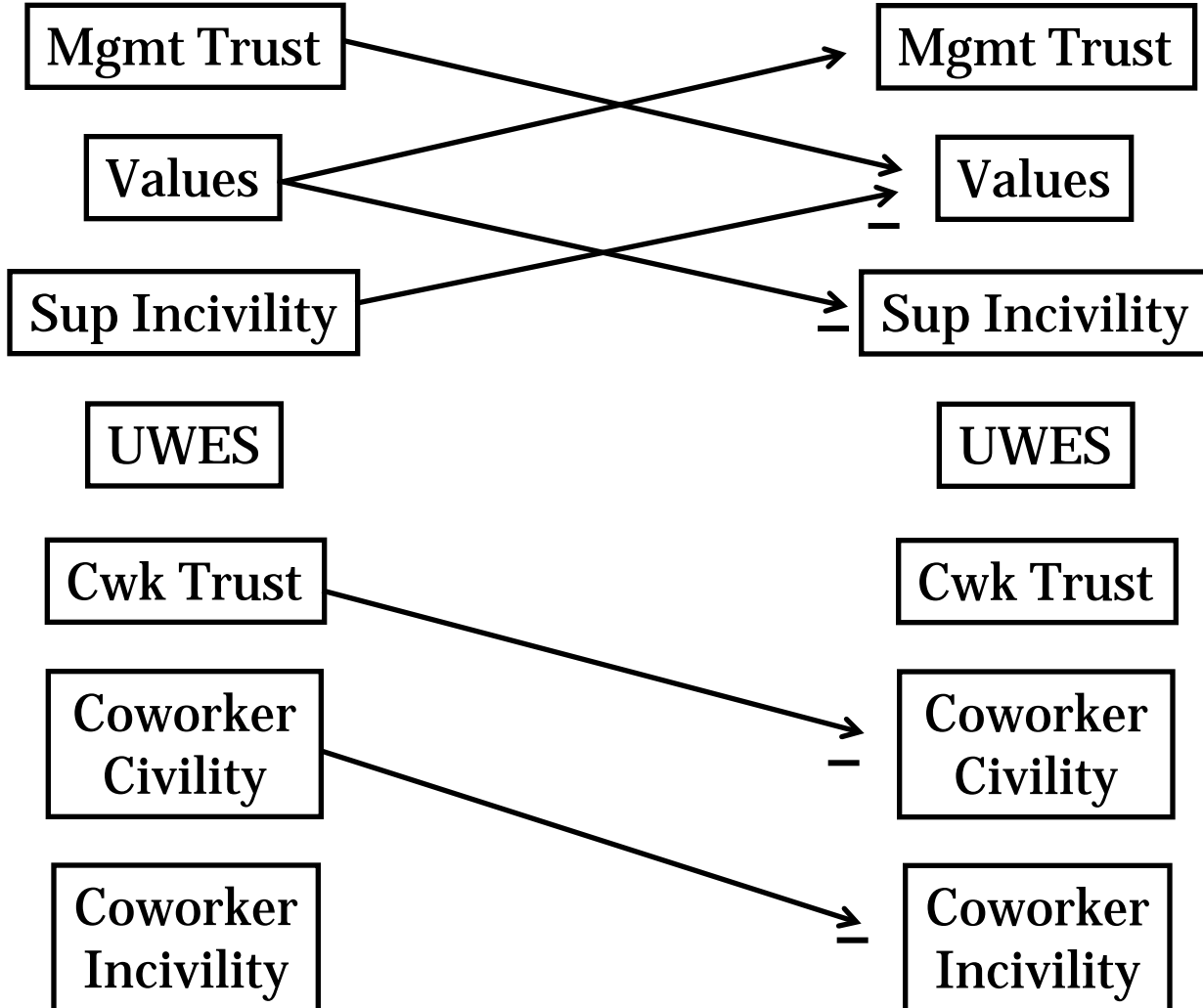
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Coworker
Incivility

Coworker
Incivility

2008

2009



Auto-cor

R²

.41

Mgmt Trust

Mgmt Trust

.54

.41

Values

Values

.77

.32

Sup Incivility

Sup Incivility

.35

.61

UWES

UWES

.52

.24

Cwk Trust

Cwk Trust

.53

.37

Coworker Civility

Coworker Civility

.45

.35

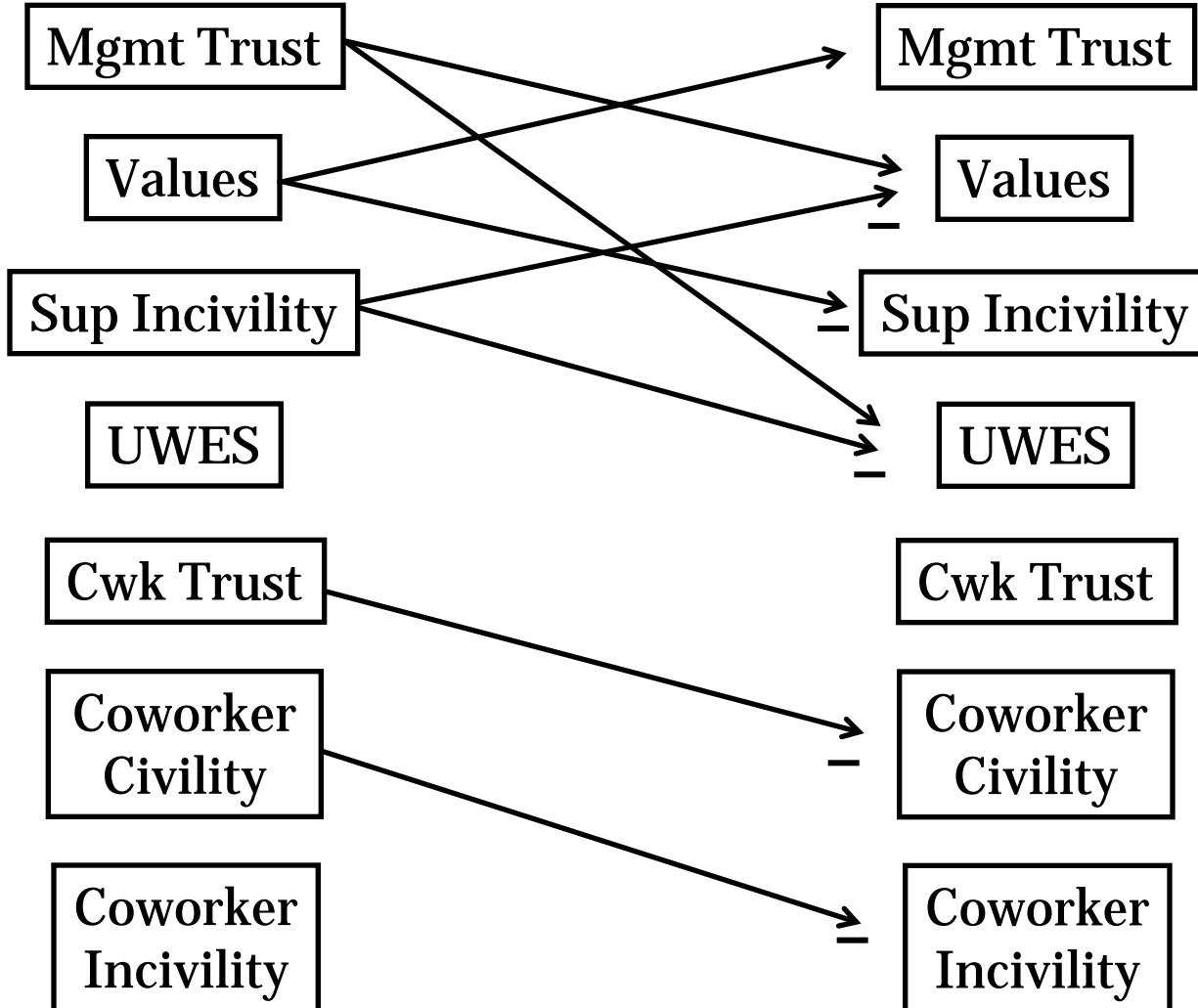
Coworker Incivility

Coworker Incivility

.43

2008

2009



Auto-cor

R²

.41

Mgmt Trust

.60

Mgmt Trust

.54

.41

Values

.76

Values

.77

.32

Sup Incivility

-.22

-.44

.22

Sup Incivility

.35

.61

UWES

-.07

UWES

.52

.24

Cwk Trust

Cwk Trust

.53

.37

Coworker Civility

.41

Coworker Civility

.45

.35

Coworker Incivility

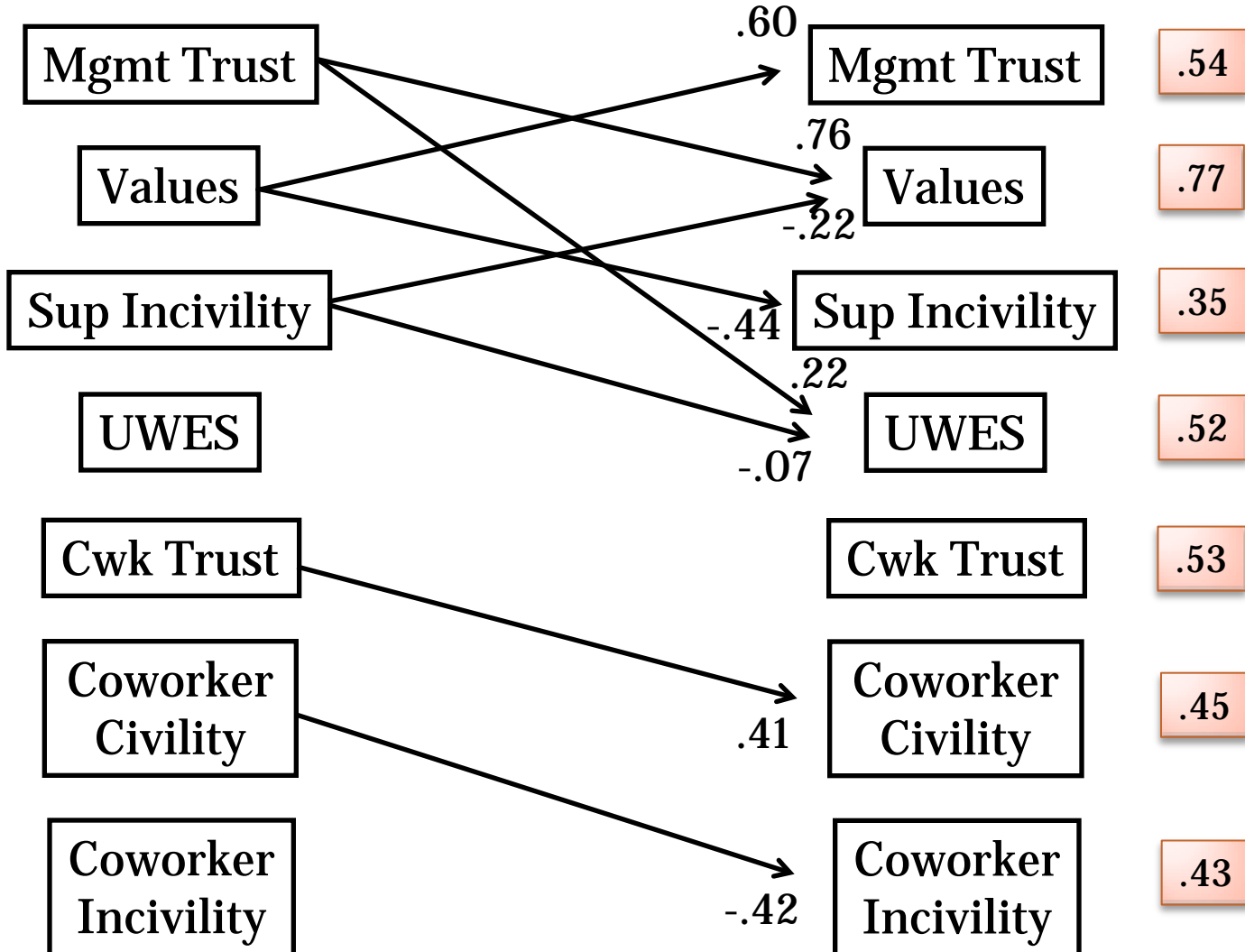
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Coworker Incivility

.43

2008

2009

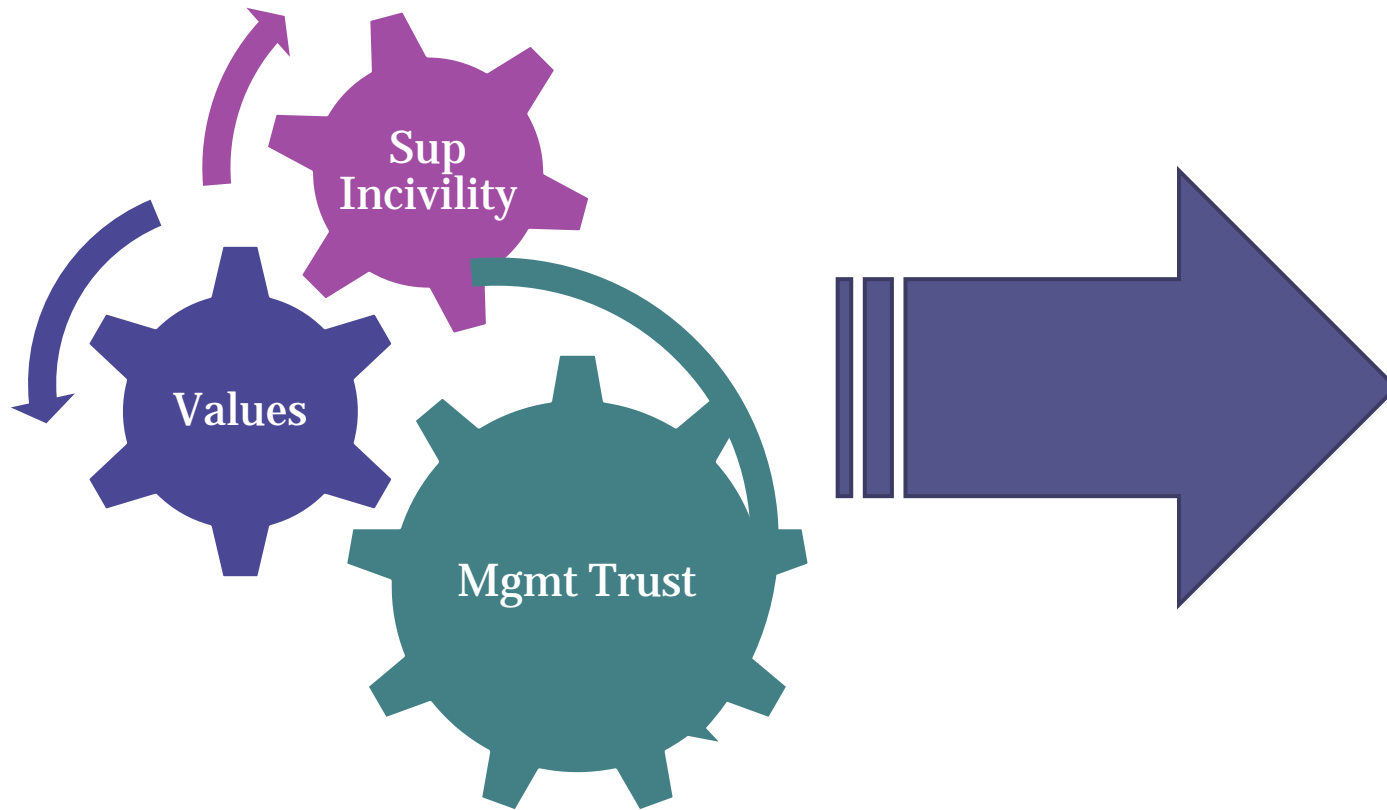


Model Fit

- Satorra Bentler $\chi^2_{(737)} = 1028.22, p < .0001$
- CFI = .940
- RMSEA = .032

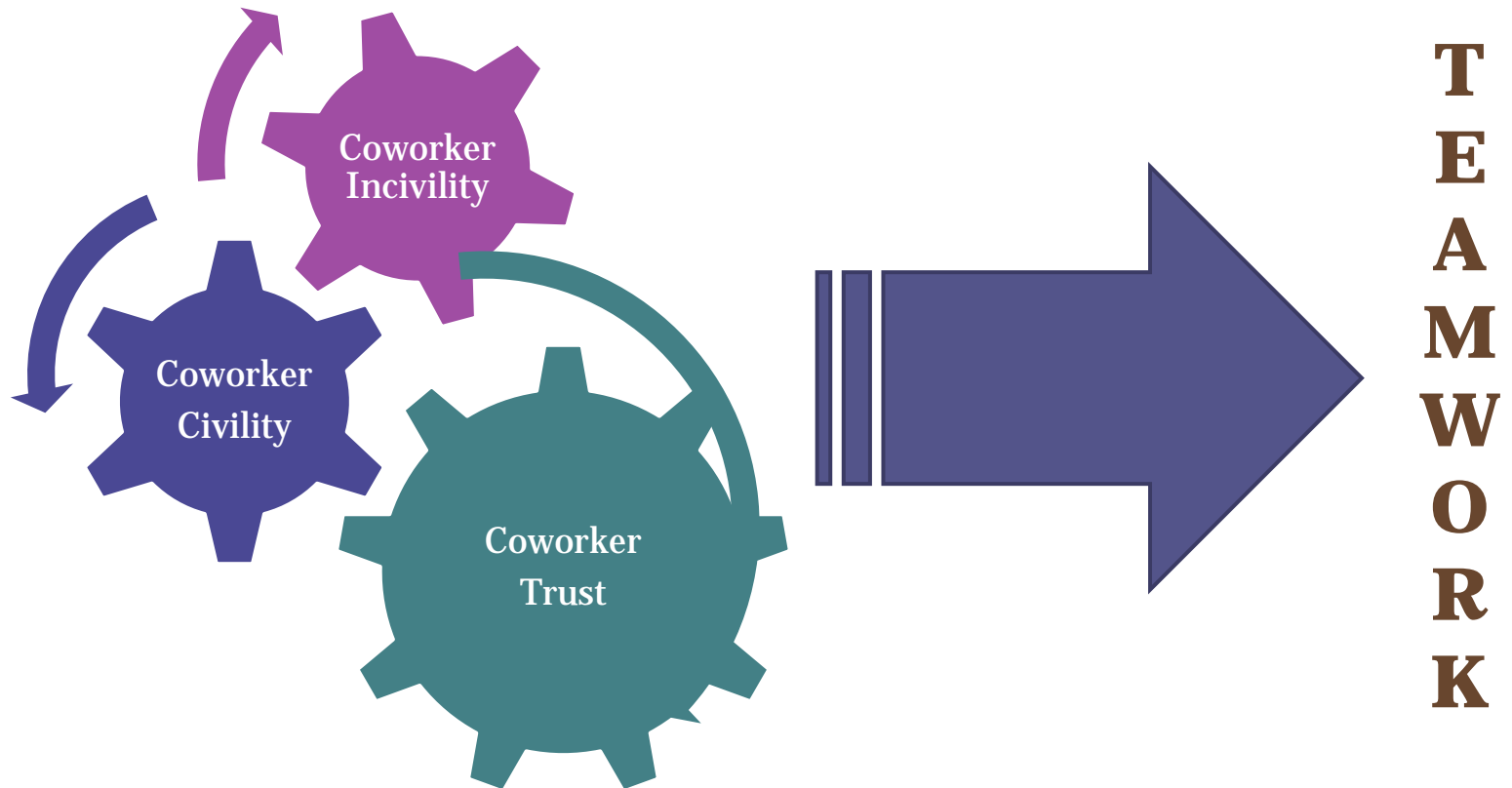
- Overall Good Fit
- Freed Covariances
 - Among T1 Factors
 - Among T2 Factors
 - Between T1 and T2 Identical Item Correlations

Management Trust Cycle



**E
N
G
A
G
E
M
E
N
T**

Collegial Cycle



Conclusion

- **Collegiality Perpetuates Collegiality:**
 - Reciprocity Among Civility, Incivility, Trust
- **Management Trust**
 - Reflects Supervisor Relationship
 - Reflects Value Congruence
- **Supervisor Incivility Reflect Value Congruence**
- **UWES: Engagement**
 - Reflects Supervisor Relationship
 - Trust of Management