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Interpersonal Mistreatment in the Workplace: The Experience of Envy and Incivility Related to Turnover Intention

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# **Interpersonal Mistreatment in the Workplace: The Experience of Envy and Incivility Related to Turnover Intention**

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Sincerely,

*Amanda Asp*

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Amanda Asp

*Mari P. Totland*

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Mari Pedersen Totland

## Abstract

Workplace incivility violates the norms of mutual respect between employees. Milder forms of aggression are common in business, despite their negative interpersonal effects and impact on organizations as a whole. Even so, research on the construct of experienced workplace incivility is sparse. We suggest the perception of being envied to be an antecedent of experienced workplace incivility and provide an exploration of turnover intention as a conceivable outcome via organizational commitment.

The purpose of the following research study is to enhance the understanding of workplace incivility, given its existing presence as an organizational construct. Through an increased awareness of the antecedents and outcomes of incivility, unfavorable implications may be avoided and thereby improve future organizational well-being.

Through the use of a cross-sectional research design with 187 participants from the Norwegian health care sector, findings revealed that employees who experienced envy from others were also more prone to experience workplace incivility. Furthermore, the experience of workplace incivility was directly and significantly related to turnover intention, although including organizational commitment as a mediator of the relationship provided a better model fit. A novel contribution to the research field was the concentration on the perceived experience of incivility, rather than on the actual behaviors.

Related limitations and implications of the findings are thoroughly discussed before concluding with an outline for possible future research.

**Keywords:** *envy, workplace incivility, organizational commitment, turnover intention*

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## Introduction

### Background

Numerous constructs have been developed through research on interpersonal mistreatment, including bullying, tyranny, violence, aggression, harassment, deviance and injustice. These have all been given increased focus over the past few decades (Cortina, Magley, Williams, Langhout & Barling, 2001). Traditionally, studies of interpersonal mistreatment in organizations have mostly focused on illegal phenomenon, such as sexual or racial harassment (Lim, Cortina, Magley & Zedeck, 2008). In recent years, however, “milder” forms of mistreatment, including incivility, have become of larger interest within the field (Lim, Cortina & Zedeck, 2005). While the different academic constructs do have several distinguishing features, the rapid growth of research within the field of mistreatment has resulted in a conceptual, definitional and measurable overlap (Hershcovis, 2011). Despite these overlaps, workplace incivility is defined as deviant behavior of low intensity, and with an ambiguous intent to harm the target (Andersson & Pearson, 1999). Porath and Pearson (2010), have found that the costs of workplace incivility are excessive and constantly rising. Through the loss of employees, productivity, and customers, organizations may in turn experience a decrease in profitability. In addition, the question of antecedents related to the construct of incivility still remains largely unexplored. We therefore argue that identifying possible antecedents of incivility constitutes a large and practical importance, as an increased understanding of the construct can help organizations to be proactive in governing the occurrence of incivility. Additionally, testing individual and organizational outcomes of workplace incivility may clarify the negative implications of workplace incivility.

### Why Study Workplace Incivility?

Studying incivility is important because studies show that the majority of aggression at work is of less intense form, verbal instead of physical, and indirect instead of direct (Baron & Neuman, 1996). Previous research has found that milder forms of aggression are very common in the workplace (Björkqvist, Österman & Hjelt-Bäck, 1994; Cortina et al., 2001). Incivility is expected to affect various individual level outcomes, such as depression and anxiety (Björkqvist et al., 1994), negative mood and cognitive distraction (Barling, 1996), and psychological stress

(Cortina et al., 2001). Further, incivility is found to be linked to various job-related outcomes, such as decreased job satisfaction and increased turnover intention (Cortina et al., 2001), counterproductive work behaviors (Thompson, Buch & Glasø, 2018), and decreased creativity and quality of work (Porath & Pearson, 2013). Porath and Pearson (2013) argue that these outcomes can have tremendous consequences for the organization due to costs of lost performance and turnover if employees decide to leave. Consequently, there is every reason to invest in reducing incivility at work.

Incivility is studied according to three different viewpoints: experienced, witnessed, and instigated. Most studies conducted on incivility have up until now focused on *experienced* incivility and outcomes on the target (Schilpzand, De Pater & Erez, 2016), emphasizing the importance of considering the construct's associated antecedents. Previous attempts have been made to identify antecedents of experienced incivility, but most of that research primarily studies demographics, behaviors and situational variables (Schilpzand et al., 2016). Demographic variables found to be associated with incivility include race and gender (Cortina, Kabat-Farr, Leskinen, Huerta & Magley, 2013). Several studies have found incivility not to be linked to the age demographic (Cortina et al., 2001; Cortina et al., 2013). Regarding behavioral variables, a dominating or low integrating conflict management style has been proven to be linked to higher levels of incivility (Trudel & Reio, 2011). Additionally, situational variables such as higher workgroup norms for civility (Walsh et al., 2012) have proven to be preventive. However, Schilpzand et al. (2016) argue that more research is needed regarding the antecedents of experienced incivility. Several relevant target attributes still remain unexplored, and the following research study addresses this gap by looking at experienced envy as a possible antecedent of experienced workplace incivility in addition to potential effects incivility may have for the organization.

### **Envy as an Antecedent of Incivility**

The experience of envy and being envied is very common in working environments (Duffy, Ganster & Pagon, 2002). Although envy may serve as a motivator to increase performance (Duffy, Shaw & Schaubroeck, 2008), envy may also have considerable negative individual and organizational consequences (Smith & Kim, 2007). The relationship between envy and harmful behaviors at work has not been firmly established (Duffy, Scott, Shaw, Tepper & Aquino, 2012).

However, according to Smith and Kim (2007), envy may serve as motivation to engage in interpersonal harm and actions intended to reduce or remove the envied person's advantage. Supporting this argument, Duffy et al. (2012) found a relationship between envy and social undermining. Although incivility is defined as behaviors with ambiguous intent, there are considerable similarities between social undermining and incivility (Hershcovis, 2011). Thus, envy is an intriguing variable to investigate as a possible antecedent of incivility.

One explanation for the link between envy and incivility is that envious individuals tend to believe that those who are envied are unworthy of the advantages they hold (Salovey & Rodin, 1984). Duffy et al. (2012) found that those who demonstrate moral disengagement (i.e., mechanisms justifying acts such as interpersonal mistreatment) are more likely to engage in social undermining. Additionally, empirical evidence on workplace envy suggests it is related to harmful equalizing strategies initiated by anger and rivalry (Heider, 1958; Vecchio, 1995). Although uncivil behaviors most commonly lack intent, subconscious mechanisms may have the same effect of promoting uncivil behavior towards the envied. Further, due to the ambiguous nature of intent, one can argue that the link between envy and incivility, as opposed to envy and social undermining, is more difficult to comprehend. Studying this relationship might, however, increase awareness of such behaviors, making it practically important as well as interesting.

As such, the question for further examination is whether individuals that experience envy also experience incivility. Finally, we seek to test whether those experiencing incivility also are prone to a lack of organizational commitment and increased turnover intention. To the best of our knowledge, no other studies have researched the relationship between experienced envy and experiences incivility. Moreover, most existing studies of incivility have been conducted with samples from the United States (Schilpzand et al., 2016), necessitating extensive research from other countries in order to determine cross-cultural generalizations. Responding to this gap, this study uses a Norwegian research sample to broaden global insight into incivility in the workplace.

### **Contribution, Purpose and Research Questions**

Negative emotions within workplace settings would benefit from further understanding rather than being overlooked or ignored. A positive long-term goal would be to develop and incorporate techniques for managing and channeling these



negative emotions (Vecchio, 1995). Identifying why incivility occurs is both timely and important for the development of theories as well as for theory testing. This study aims to explore a possible antecedent of the construct from an original angle, measuring the relationship between experienced envy and workplace incivility. Our contribution extends the current literature, as this approach is original within the field, and could provide new directions for practice related to reducing the negative effects of workplace incivility. Further, the study aims to measure the relationship between experienced incivility and turnover intention, providing insight into practical implications of workplace incivility. Our assumption that incivility relates to turnover intention via organizational commitment is grounded on previous studies that have found perceived incivility and turnover intention to be related through various mediators (Oyeleye, Hanson, O'Connor & Dunn, 2013; Lim et al., 2008; Spence Laschinger, Leiter, Day & Gilin, 2009). Based on the above, we aim to address and interpret the following research questions:

**RQ1:** *“Do employees that experience being envied also experience workplace incivility?”*

**RQ2:** *“Are employees that experience workplace incivility also prone to turnover intention?”*

To address our research questions, we use theory related to envy developed by Vecchio (1995) to explore and identify the effect and association between workplace incivility and coworkers. Hence, our first aim is to investigate whether employees who are prone to feelings of being envied are more inclined to also experience incivility. Our second aim is to explore turnover intention as an undiscovered outcome of uncivil behavior in the workplace. We apply organizational commitment as an affective mediator, as it reflects the relative strength of an individual's identification with and involvement in a particular organization (Meyer & Allen, 1991). We then apply Andersson and Pearson's (1999) theory on workplace incivility as a conceptual framework, summarizing the potential effects of incivility in working environments. Their theory integrates existing organizational theories that are related to incivility, and also identifies specific, testable hypotheses involving antecedents of incivility, and how incivility relates to affective and behavioral outcomes. This approach responds to the need

for more extensive research regarding the intermediate linkages between incivility and potential outcomes (e.g. Schilpzand et al., 2016), allowing for extended theory building and theory testing that in turn could broaden the field of research on workplace incivility.

### **Theoretical Framework**

Our understanding of incivility is built upon Andersson and Pearson (1999), who developed a theoretical framework viewing incivility as a social interaction between two or more parties, with particular focus on the negative effects of uncivil behavior. Andersson and Pearson (1999) proposed the “incivility spiral” as a model for how incivility is initiated and how it potentially can escalate into spirals or circular patterns within an organization. According to this theory, one single occurrence of uncivil behavior can end in coercive behaviors, e.g. threats of physical harm, after escalating through several loops. More specifically, uncivil behavior by one party can lead to uncivil behavior by the other party, which then potentially leads to and results in counterproductive uncivil behaviors when one party reaches its tipping point. This spiral is referred to as a deviation-amplifying loop and can lead to undesired and reciprocal changes which may harm the organization, careers, and individuals (Masuch, 1985). Our aim of identifying antecedents of incivility could provide more extensive knowledge regarding what may lead up to the starting point of this spiral. Furthermore, in accordance with this framework, we explore potential consequences of the deviation-amplifying loop.

### **Scope of the Study**

As previously addressed, this study will focus on experienced incivility, which thus provides a novel contribution to the field. The context of this study will take place within the Norwegian health care sector, including hospitals, assisted living facilities and nursing homes. Previous research has mostly studied the concept of incivility with a focus on industries dominated by male employees. This study addresses the concept of incivility from a different angle, focusing on fields with a majority of female employees. Even so, both male and female respondents are included in the sample in order to determine whether the experience of being envied and subject to workplace incivility may be affected by gender. Findings provided by Vecchio (1999) support the fact that employee envy is a relevant stress-based construct within the domain of nursing psychology and that it influences

several outcome variables. It is further recognized that employees in health care institutions are subject to several sources of work-related stress (Applebaum, 1981), due to the extensive responsibility for others, the rotation of work shifts, the engagement in emotional labor, and burn-out (Farrington, 1995; Wheeler, 1998). In addition, competitive interpersonal relations with coworkers, supervisors and physicians may affect the influence and overall level of stress (Tomey, Schwier, Marticke & May, 1996). In sum, health care professionals provide a particularly suitable sample for this study, for both practical and theoretical reasons, as they are subject to multiple sources of stress (Hardy, Carson & Thomas, 1998; Wheeler, 1998).

This study is limited to singularly exploring one possible antecedent of incivility. As our proposed angle on this topic is novel to the best of our knowledge, possible moderators of the relationship between experienced envy and incivility may be advised for future research. Moreover, we have chosen to exclusively investigate one behavioral outcome variable, that being turnover intention. Schilpzand et al., (2016) suggest that future research should include mediators of incivility. Therefore, our study includes one mediating variable on the relationship between incivility and turnover intention, namely organizational commitment. The aim of the study is to extend the theoretical literature on experienced incivility by identifying an antecedent and exploring the effects this has on the subject employee as well as the organization. We wish to provide a model that can better explain the phenomenon of uncivil behavior and in so doing increase awareness of its consequences in the workplace.

## **Constructs and Hypotheses**

### **Envy**

Envy is “a pattern of thoughts, emotions, and behaviors that results from an employee’s loss of self-esteem in response to a referent others’ obtainment of outcomes that one strongly desires” (Vecchio, 1995, p. 206). Envy emerges upon the perception of another individual gaining an advantage and is by definition a dyadic state involving an envier and a target, i.e., a person whose accomplishments, assets and benefits the envious individual finds displeasing (Bedeian, 1995). Envious individuals may diminish their rivals by obstructing rivals’ efforts, negatively altering competitors’ success, or positively enhancing their own

accomplishments (Bedeian, 1995). It is also of substantial interest to further investigate the experience of being envied, and to explore how it differs from feeling envy towards others, as this has received little focus within the existing research.

Envy does not involve competition with a rival for control of a relationship, nor does it require that another individual's gain be at one's own expense. In contrast, jealousy pertains to the loss of an existing relationship, while envy pertains to another possessing what one desires for oneself (Vecchio, 1995). In short, envy concerns what we would like to have but do not have, while jealousy concerns what we have but fear we may lose (Van Sommers, 1988). A common feature of both jealousy and envy, however, is the diminution of self-worth that occurs as a result of social comparison (Mumford, 1983; Ambrose, Harland & Kulik, 1991).

According to Duffy et al. (2008), envy and being envied in working environments is so prevalent because organizations create and foster competition between employees, and frequently reward them disproportionately with promotions, increases in pay, bonuses, recognition, and allocation of office space, making the workplace a fertile ground for both envious emotions and social comparisons (Schaubroeck & Lam, 2004). Even though envy may function as a positive force to boost drive, foster friendly competition, and motivate change, it will generally cultivate higher levels of interpersonal distrust and hostility (Vecchio, 2005), and is therefore most often associated with negative consequences (Thompson, Glasø & Martinsen, 2016).

When experiencing that others are highly similar (e.g. coworkers) and in competition in a relevant performance domain (e.g. at work), then the probability of envy of others is increased (Salovey & Rodin, 1991; Tesser, 1991). Increases in competition should generally be associated with increases in envy as a consequence of competitive outcomes fostering increased social comparison (Gillman, 1996, pp. 29-30). According to a study conducted by Vecchio (2005), it appears to be far better to feel envied at work than to feel envy towards others. While both experiences may be driven by a sense of competition, being the target of envy is seemingly more tolerable than feeling envious (Exline & Lobel, 1999). The differences in the relationships around being envied, as opposed to feeling envious, may stem from differences in the implications for social standing within the workgroup. In order to feel envious, one must perceive that others enjoy higher comparative social standing (Vecchio, 2005).

## **Incivility**

Interpersonal mistreatment in the workplace appears in many forms, including, but not limited to, bullying, violence, aggression, tyranny, deviance, and injustice (Cortina et al., 2001). It can be seen as a negative form of social interaction between two or more employees within the workplace, and it may be interpreted differently by those involved (Pearson, Andersson & Porath, 2000). More recently, terms such as social undermining (Duffy et al., 2002) and incivility have been developed through an expanded research within the field. As a consequence of the increased interest in interpersonal mistreatment at work, the different constructs overlap and largely examine equivalent relationships (Hershcovis, 2011). Although several attempts have been made to reconcile the disparate constructs and make critical assessments (Spector & Fox, 2005; Aquino & Thau, 2009), some distinguishing features still do exist.

Andersson and Pearson (1999) introduced the construct of incivility and proposed a theoretical model of uncivil workplace behaviors which has served as a foundation for several empirical studies over the past 15 years (Schilpzand et al., 2016). Their 1999 model and construct will also act as a basis for this study, which gives the following working definition of workplace incivility: “low intensity deviant behavior with an ambiguous intent to harm the target, in violation of workplace norms for mutual respect. Uncivil behaviors are characteristically rude and discourteous, displaying a lack of regard for others.” (Andersson & Pearson, 1999, p. 457).

First, defining incivility as low intensity deviant behavior distinguishes it from alternative negative behaviors, such as, for example, bullying, which is assumed to be of higher intensity (Hershcovis, 2011). Further, incivility is distinguished from other sorts of mistreatment by intentionality, which is not as apparent, and according to Andersson and Pearson (1999), is ambiguous in nature. But most forms of incivility are without any intent to harm, in contrast to social undermining, an intentional behavior designed to weaken its target (Duffy et al., 2002). The working definition of social undermining mentions “acting with disregard for others in the workplace, in violation of workplace norms for respect.” (Andersson & Pearson, 1999, p. 455). Workplace norms include informal rules that communities adopt which then impact social interaction. These rules are rarely recorded or discussed openly but can significantly affect how things are done (Feldman, 1984). As such, informal rules and norms should be given a great deal

of attention by all organizations striving to diminish the presence of workplace incivility.

In sum, incivility involves transgressing informal rules or norms of conduct, and examples include using demeaning language or tone of voice, discrediting others' reputation, and ignoring inquiries from other individuals (Pearson & Porath, 2005). The antonym of incivility is civility, and workplace civility is frequently defined as including acts of politeness, respect, and recognition of others (Andersson and Pearson, 1999; Papacharissi, 2004). Organizations today are cooperative communities, which in turn highlights the importance of civility. For example, respect is demanded by most employees at work, and according to Solomon (1998), clients too seek to do business with those who grant them respect. Consequently, an environment permeated by civility has become essential for any organization to function successfully.

### **Relating Envy to Incivility**

Heider (1958) argues that feeling envious is highly unpleasant and is based upon a sense of inferiority relative to a similar other. This aligns with the understanding of envy negatively affecting an individual's professional identity (Vidaillet, 2007), and that it is undesirable and agonizing for those experiencing it (Lieberman & Eisenberger, 2009). As such, the envious individual aims to reduce the perceived discrepancy between his or herself and the envied and thus reduce their discomfort, often attempting to equalize their position by diminishing the similar other (Heider, 1958) and engaging in interpersonal harm (Duffy et al., 2012). Similarly, Vecchio (1995) proposes that envy is related to emotional responses such as anger and resentment, which in turn may trigger interpersonal mistreatment, outbursts, and physical attacks.

Consistent with the suggestions above, research has found that envy may induce a willingness to put at risk or even sacrifice one's own situation in order to damage the other's future prospects (Parks, Rumble & Posey, 2002). One may therefore argue for a link between envy and antisocial behavior, such as interpersonal mistreatment and incivility, due to the diminution of self-regulation through moral disengagement (Bandura, 1991). In order to relieve the agony of envy, individuals may resort to powerful methods like social undermining and harmful behavior of the target to increase their sense of self-worth at the expense of others (Wert & Salovey, 2004; Salmivalli, 2001).

Accordingly, emotions of envy may result in the disbanding of work teams, sabotage of organizational performance, and deterioration of an individual's self-worth, job performance and future career prospects (Menon & Thompson, 2010). In addition, previous research has shown that individuals are envious because they want to be better than certain other individuals, and not just be better off in general, consequently making them feel deprived when others achieve more than they do themselves (Ben-Ze'ev, 2001). In order to feel envy, one must necessarily have a sense of specific others, or target, for the purpose of comparison (Vecchio, 2007).

In sum, empirical evidence suggests workplace envy is related to harmful equalizing strategies caused by anger and rivalry. Cohen-Charash and Mueller (2007) made some applicable findings during their study conducted on interpersonal counterproductive work behaviors related to envy. Questionnaire participants were asked to think of a specific person they thought of as being more successful than themselves. Findings revealed that the stronger the proclaimed episodic envy, the greater the number of negative actions made towards the envied target, e.g., sabotaging the target's work and reputation and withholding assistance. Uncivil behavior involves putting other individuals down and not showing any interest in other's opinions, both actions being consistent with those found to be related to envy. It is therefore reasonable to suggest a similar relationship when studying the experience of being envied alongside the experience of workplace incivility. Accordingly, we hypothesize the following:

**H1:** The experience of being envied is positively associated with the experience of workplace incivility.

### **Employees' Response to Incivility**

Several studies have stated that incivility can result in various and direct vindictive actions, such as limiting personal effort and contribution to the organization (Andersson & Pearson, 1999; Pearson & Porath, 2005). Additionally, empirical evidence has linked incivility to lower job satisfaction and job performance (Cortina et al., 2001), as well as increased turnover intention (Lim et al., 2008). According to Andersson and Pearson (1999), incivility can have a knock-on effect in the workplace, whereby a negative action conducted by one employee leads to a negative action conducted by another. The facilitation and escalation of such aggressive behavior contradicts the findings of Pearson and Porath (2005),

who state that leaving an organization permeated by incivility is a common avoidance coping strategy.

Employees' response to incivility is also found to vary between genders, as females are more likely to judge such behaviors as inappropriate (Montgomery, Kane & Vance, 2004). This suggests that females are more likely to categorize certain behaviors at work as uncivil, and that they may have a lower tolerance threshold. Research has also found gender differences in coping behavior. In a study on gender and incivility, women mobilized more social support and exerted more help-seeking behaviors compared to men (Cortina et al., 2002). However, these studies took place in male-dominated fields of business. Further research needs to include fields dominated by females to determine whether the construct of workplace incivility is influenced by gender.

Finally, incivility not only affects "participants," but also those observing incivility between others (Montgomery et al., 2004). This is consistent with the incivility spiral (Andersson & Pearson, 1999), where incivility is seen as an interactive event involving the instigator(s), target(s) and observer(s). For this research study, however, we choose to extend the theory provided by Pearson and Porath (2005) and argue that reactions to workplace incivility are characterized by withdrawal rather than aggressive action. This is also consistent with the findings of Zapf and Gross (2001), where the target ultimately quit the organization in order to minimize the situation. Reasons for this coping strategy are provided by Cortina et al. (2002), who found that employees thought of it as inappropriate to report incidents of incivility, and that such situations should be resolved and handled by the individuals involved. Others considered their experiences as being negligible, insignificant, and unnecessary to report, in addition to fearing their professional identity being labeled as "weak" should they complain.

### **The Role of Organizational Commitment**

Studies show that in addition to direct implications, incivility can also have indirect implications via mediators (Lim et al., 2008; Thompson et al., 2018). Organizational commitment demonstrates the relative strength of an individual's identification with and involvement in a particular organization (Meyer & Allen, 1991). We assume that commitment towards the workplace and organization emerges as a result of satisfactory experiences fulfilling the employees' needs, in addition to being in line with their personal values. As such, we use organizational



commitment as a mediator of workplace incivility and turnover intention, and thereby examine potential dysfunctional consequences of employees' negative attitudes towards their organization. We then examine whether employees are perceived to harm their organization through turnover intention as a result of envy and incivility within the workplace.

Organizational commitment is a psychological state that (a) characterizes the employee's relationship with the organization, and that (b) has implications for the decision to continue or discontinue membership in the organization (Meyer & Allen, 1991). According to Mowday, Porter and Steers (1982), the antecedents of organizational commitment are personal characteristics, structural characteristics, and job-related characteristics and work experiences. In this study, job-related characteristics and work experiences will be the focus when considering associations that the experience of envy and the experience of workplace incivility have on organizational commitment. Hence, we suggest the following hypothesis:

**H2:** The experience of workplace incivility is negatively associated with organizational commitment.

### **Turnover Intention**

Organizational commitment, amongst other variables such as employee satisfaction, is regarded as one of the most common antecedents of employee turnover (Tett & Meyer, 1993). Our study is based upon the definition of turnover intention as the conscious and deliberate willingness to leave the organization. The intention to quit, hence turnover intention, is found to be the strongest immediate predecessor of leaving an organization (Mobley, Horner, Hollingsworth & Campbell, 1978). Turnover intention may therefore have major practical implications, as factual turnover is expected to increase alongside the intention to do so (Chang, 1999). Increased turnover is not only associated with increased costs for organizations (Hinkin & Tracey, 2000), but organizations may lose valuable knowledge and competitive advantages in failing to retain experienced employees. Consequently, workplace incivility merits serious attention.

In addition to being costly for organizations, avoidance is also an extremely common coping reaction to incivility. Research shows that when individuals feel disrespected at work, 50% will deliberately accommodate to a new work environment in order to avoid the experience (Pearson & Porath, 2005). It is

therefore reasonable to assume that the experience of incivility in the workplace could be positively related to turnover intention. Further, we expect organizational commitment to have a mediating role in this relationship, as it may reflect the degree of workplace incivility being experienced. We therefore hypothesize the following:

**H3:** The experience of being envied and the experience of workplace incivility is positively associated with turnover intention via organizational commitment.

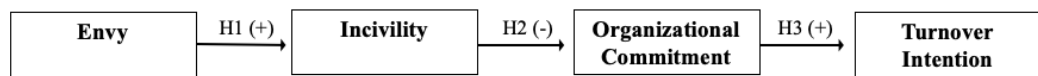


Figure 1

*Proposed Theoretical Model*

## Method

In the following section, the research design selected and procedure for data collection will be briefly discussed. For the purpose of this study a cross-sectional research design was chosen. A cross-sectional study is carried out at a single point in time and various segments from a population are sampled. Several cross-sectional studies can be administered through the use of self-report questionnaires, which is a fairly uncomplicated and low-cost approach for studying multiple variables and outcomes (Levin, 2006). Even so, we acknowledge that there is a major disadvantage in using the cross-sectional approach, in that such studies cannot establish causality, meaning that if we find experienced envy and workplace incivility to be associated, such a study would be unable to prove whether envy is causing incivility, or whether incivility is causing envy. However, due to time constraints it was not possible for us to collect data at several points in time, as the ideal would require.

## Participants

An invitation to partake in the study was delivered to approximately 300 participants. The participants were selected through personal contacts as well as through a structured search on the social network LinkedIn. A cover letter was provided to each individual thoroughly explaining the aim of the study, as well as

outlining the participants' rights and ensuring confidentiality of their responses. In order to better ensure unbiased responses, we chose to not specify which constructs were being measured. The questionnaire was distributed electronically through an online link which was shared with each respondent after first receiving their confirmation of participation in the study. No compensation was given for the respondent's participation.

A total of 212 individuals returned the survey, providing a response rate of approximately 70%. However, 25 responses contained missing values and were subsequently removed from the study. After controlling for these responses, 187 participants remained, providing a response rate of approximately 62% for further analysis. The participants consisted of 133 female respondents and 54 male respondents. Other control variables were age, education, duration of employment, and position. All participants stated that they worked either full or part-time within the Norwegian health care sector.

### **Instruments**

Originally all questionnaires previously developed for measuring the items were distributed in English. In order to avoid the risk of misunderstanding and/or misconceptions, the questionnaires went through a back-translation conversion process to Norwegian (Cavusgil & Das, 1997). Furthermore, a pilot test ensured that items in the questionnaire, their formatting, and the overall technicalities were correct and clear. The pilot test was completed by respondents who did not take part in the final study.

### **Measures**

A number of questionnaires and self-report surveys would have been suitable for this study. Even so, we chose to use those most frequently referred to in similar research areas, keeping in mind that their validity and reliability would affect the final and retrieved end results (Duffy & Shaw, 2000; Duffy et al., 2002; Duffy et al., 2012).

#### *Experiencing Envy*

The sense of experiencing envy from others was measured with a three-item scale adopted from Vecchio (1995). Sample items included: "Because of my success at work, I am sometimes resented by my coworkers" and "Because of the

closeness of the working relationship I have with my supervisor, I am sometimes resented by my coworkers.” A seven-point response scale was used where 1 = *Very inaccurate*, 7 = *Very accurate*.

#### *Experiencing Workplace Incivility*

The sense of experiencing workplace incivility from others was measured with a seven-item scale adopted from Cortina, Magley, Williams, Langhout and Barling (2001). Sample items included: “Have you been in a situation where any of your supervisors or coworkers put you down or was condescending to you?” and “Have you been in a situation where any of your supervisors or coworkers paid little attention to your statement or showed little interest in your opinion?”. A five-point frequency-based response scale was used where 1 = *Never*, 6 = *Always*.

#### *Organizational Commitment*

Organizational commitment was measured with a nine-item version of the OC Questionnaire (Mowday, Steers & Porter, 1979). Sample items included: “I am willing to put in a great deal of effort beyond that normally expected in order to help the organization be successful” and “This organization really inspires the best in me in the way of job performance.” A seven-point response scale was used where 1 = *Strongly disagree*, 7 = *Strongly agree*.

#### *Turnover Intention*

Turnover intention was measured with a three-item scale adopted from Spencer and Steers (1980). Sample items included: “I believe I will work for this organization in five years” and “I often think about quitting my job.” A seven-point response scale was used where 1 = *Strongly disagree*, 7 = *Strongly agree*.

## **Results**

In order to test how well the predicted associations between the variables matched the observed data, a Confirmatory Factor Analysis (CFA) was conducted in SPSS through the use of AMOS data. The results of CFA revealed the following: ( $\chi^2[203] = 380,514, p < 0.01$ ; Root Mean Square Error of Approximation (RMSEA) = 0.069; Comparative Fit Index (CFI) = 0.913; Tucker-Lewis Index (TLI) = 0.901) and the correlations were found to be significant on significance level 0.01. In comparison to the general rules of thumb regarding RMSEA, the model was shown

to be an acceptable fit (RMSEA < 0.08) (e.g., Hu, Bentler & Applebaum, 1998; Weston & Gore, 2006; Hair, Black, Babin & Anderson, 2014).

Descriptive statistics and intercorrelations among the variables are shown in Table 1. All alpha coefficient estimates for the variables of interest, presented on the diagonal, are ranged within an acceptable manner (.72 - .91). Further, the results displayed envy to be positively correlated with incivility and turnover intention ( $r_s = .41$  and  $.16$ ), in addition to being negatively correlated with organizational commitment ( $r_s = -.04$ ). Also, incivility displayed to be negatively correlated with organizational commitment and turnover intention ( $r_s = -.27$  and  $-.38$ ). Finally, organizational commitment displayed to be negatively correlated with turnover intention ( $r_s = -.59$ ).

Means, Standard Deviations, Reliabilities and Intercorrelations Among Study Variables						
Variables	M	SD	1	2	3	4
1. Envy	2.24	1.43	(.86)			
2. Incivility	1.74	0.58	.41**	(.85)		
3. Organizational Commitment	4.92	1.27	-.04	-.27**	(.91)	
4. Turnover Intention	3.23	1.69	.16*	-.38**	-.59**	(.72)
M: Mean; SD: Standard Deviation						
Note: $n = 187$ . Coefficient $\alpha$ reliabilities are shown in the diagonal.						
*Correlation is significant at $p < 0.05$ level. **Correlation is significant at $p < 0.01$ level.						

Table 1

*Descriptive Statistics and Intercorrelations among the Variables*

Additionally, a Structural Equation Model (SEM) using MPlus was performed to test the robustness of the theoretical model consisting of four latent variables. The SEM model provided the following: ( $\chi^2[203] = 382.560, p < 0.01$ ; RMSEA = 0.07; CFI = 0.91; TLI = 0.90). As such, it presents an acceptable fit as reported by the criteria regarding RMSEA, being < 0.08. (e.g., Hu et al., 1998; Weston & Gore, 2006; Hair, Black, Babin & Andersson, 2014).

The delta method procedure in MPlus tested the effects of envy on the associated variables, with the outcomes from this path analysis regression being illustrated in Figure 2. The results exhibited a direct and significant positive relationship between envy and incivility ( $\beta = 0.48, p < 0.01$ ), a negative association between incivility and organizational commitment ( $\beta = -0.38, p < 0.01$ ), and a direct and significant negative relationship between organizational commitment

and turnover intention ( $\beta = -0.54, p < 0.01$ ). Accordingly, all hypotheses were supported. Furthermore, incivility had a direct and significant standardized effect on turnover intention ( $\beta = -0.26, p < 0.01$ ), but when testing for organizational commitment as being a significant mediator, this provided an improved model fit.

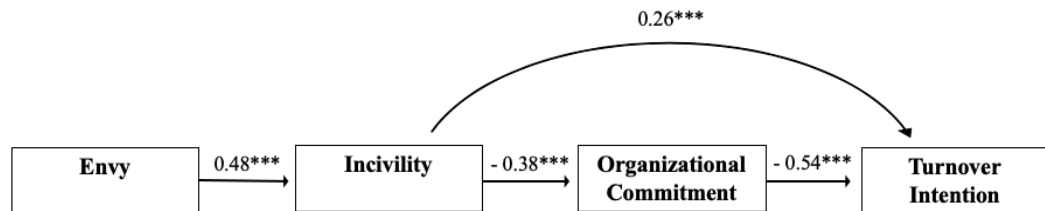


Figure 2

*Delta Method Procedure in MPlus: Effects of Envy on Three Variables*

Finally, an analysis of bootstrapping was applied (MacKinnon, Lockwood, Hoffman, West, Sheets, 2002; Preacher & Hayes, 2008) in order to assign measures of accuracy to the sample estimates in terms of confidence intervals (CI). The validity of the indirect effects between the variables were repeatedly estimated in each resampled dataset (Preacher & Hayes, 2008), and 5000 bootstrap samples were applied. The results revealed a significant indirect effect from workplace incivility to turnover intention (95% CI [.034, .498]), which was consistent with the Preacher and Hayes (2004) argument, stating that the indirect effects are significant when zero is not included in the CI.

Based on the above results, we found the following:

- ✓ **H1:** The experience of being envied is positively associated with the experience of workplace incivility.
- ✓ **H2:** The experience of workplace incivility is negatively associated with organizational commitment.
- ✓ **H3:** The experience of being envied and the experience of workplace incivility is positively associated with turnover intention via organizational commitment.

## General Discussion

The present research study examined the relationship between experienced envy and experienced workplace incivility, in addition to the direct effects between workplace incivility and turnover intention via organizational commitment. Participants in the study were asked to report whether they had experienced being envied and/or uncivil treatment at work. Further, they were questioned regarding their commitment to the workplace and the organization in addition to their intention towards leaving the organization. The retrieved findings showed significant regression coefficients between all variables in the model, as all coefficients were provided at a 99% confidence level ( $p < 0.01$ ).

The participants indicated a rather low level of experienced envy ( $M = 2.24$ ), where 1 = *Very inaccurate*, and 7 = *Very accurate*. However, when checking for control variables, males reported a higher degree of experienced envy ( $M = 2.67$ ) compared to females ( $M = 2.05$ ). Williams (1992) proposes a possible explanation for this: in contrast to females in male-dominated professions, males generally retain their gender privilege when entering female-dominated sectors. Assuming that males have a higher chance of being promoted and to receiving other privileges than females, this might explain why they experience being more envied by their peers.

Further, the participants reported a relatively low level of experienced incivility ( $M = 1.74$ ), whereas 1 = *Never*, and 5 = *Always*. The male respondents, however, reported lower levels of experienced incivility compared to female respondents. This may possibly be explained by prior research suggesting that females are more likely to categorize certain behaviors at work as uncivil, and that they may have a lower threshold for uncivil behavior (Montgomery et al., 2004). Another discovery of interest was that there existed no significant relationship between experienced incivility and organizational commitment for the male respondents. Linking this to prior research findings, coping strategies have been found to differ between males and females (Cortina et al., 2002). In this present study, female respondents seem to have allowed uncivil behavior to impact their relationship to the organization more than the male respondents.

When controlling for age, the authors found that the youngest participants (aged 18 - 34 years) reported higher levels of experienced envy and workplace incivility. This is interesting, as several of the participants in this age group were still occupied as students, and a large number only worked part time, not having a

relevant educational background for their job. This could possibly influence their sense of social identification, defined as interpersonal similarity, for example, having peers with similar traits and personality as you, or a similar educational background (Duffy et al., 2012). Prior research has found that higher social identification increased reports of envy and social undermining (Duffy et al., 2012), where the latter can be compared to incivility (Hershcovis, 2011). However, one would expect some participants in this age group to have lower social identification, as differences in educational background existed. If this were true, then the results on this matter are inconsistent with prior research.

Altogether, even though the analysis proved to have an acceptable model fit, participants reporting higher levels of experienced envy and workplace incivility could have altered the results. Additionally, this research study had a relatively low number of participants ( $n = 187$ ), and an increased number of participants would have improved the model fit, as the majority of fit indexes are influenced by sample size (Fan, Thompson & Wang, 1999).

### **Theoretical Implications**

The contribution of this paper to the literature on the subject were the findings related to the experience of envy being interconnected with the experience of workplace incivility, in addition to turnover intention resulting as an outcome of this experience through reduced organizational commitment. Envy was found to correlate with incivility, and incivility to correlate with turnover intention, both directly and via organizational commitment. However, due to the design of this study, directional causality could not be confirmed.

The study further predicted that uncivil behaviors between employees at work could emerge as a result of emotional reactions caused by envy. More specifically, we predicted that when an individual felt envied by others, they would also experience uncivil behavior from the envious. The study results revealed a positive and significant relationship between experienced envy and experienced incivility, consistent with study predictions. Empirical evidence within the research of workplace envy suggested that envy is related to harmful, equalizing strategies such as sabotaging the target's work and reputation (Heider, 1958; Cohen-Charash & Mueller, 2007). However, the relationship between experienced envy and experienced incivility has not been previously explored, making the established relationship found in this study a novel contribution to the field. Nonetheless,



because the study design could not confirm causality, we could only presume that envy causes uncivil behavior, although there might be other causal explanations to uncover in future research. Moreover, as only one sector was studied, findings could not be generalized beyond the Norwegian health care sector.

The relationship between incivility and turnover intention proved to be mediated by organizational commitment. Hence, feeling targeted by uncivil behavior seemed to affect the victim's relationship towards the organization in addition to lowering overall commitment. Based on empirical findings, we assumed that commitment towards the workplace emerged as a result of satisfactory experiences fulfilling the employees' needs. As uncivil behaviors are regarded as negative rather than satisfactory experiences, the results seemed to be in line with the predictions that organizational commitment decreases as a result of exposure to uncivil behaviors. The study results resembled previous organizational research in that there was a relationship between incivility and the job-related outcome organizational commitment (Barling & Philips, 1993; Cortina et al., 2001).

According to this study, experienced incivility lowered organizational commitment, and thereby increased employees' intentions to leave the organization. The authors further found a direct relationship between incivility and turnover intention. Previous research on incivility showed that leaving the organization was a common coping reaction to incivility (Pearson & Porath, 2005). Due to turnover intention being regarded as the immediate precursor to admittedly leaving the organization, the results were in line and consistent with previous empirical findings. However, most studies on the relationship between incivility, organizational commitment, and turnover intention focused on a climate of incivility in an organization (Cortina et al., 2001) and not at the individual level of experienced incivility. Thus, the contribution of this study regarding this relationship was also somewhat novel.

In sum, the results appear to confirm those found in empirical research that incivility can have organizational consequences such as lowered organizational commitment and higher turnover (Dittrich & Carrell, 1979; Pearson & Porath, 2005; Barling & Philips, 1993; Cortina et al., 2001; Andersson & Pearson, 1999; Lim et al., 2008). Further, the study showed gender differences in reporting experienced incivility in female-dominated professions in accordance with the gender differences found in male-dominated professions (Cortina et al., 2002). Additionally, the study provided a novel contribution in that a significant

relationship was found between experienced envy and experienced incivility through a random sample within the Norwegian health care sector. This responded to a gap in the literature regarding emotional antecedents of incivility.

### **Strengths and Limitations**

The present study has provided intriguing insights into the field of envy and workplace incivility by relating the constructs to organizational commitment and turnover intention. Even so, the contribution of the findings should be seen in light of their entirety and should as such be considered with respect to associated strengths and limitations.

#### *Strengths*

The explicit study focusing on one particular context, that being the Norwegian health care sector, contributes to the reduction of substitute sources of error variance. Nonetheless, data collection from alternative contexts and fields of business should be included in future research to discover whether or not the results may be generalized across various situational circumstances. The most eminent strength emerging from the research and analysis was the fact that experienced incivility, being an outcome of experienced envy, was mediated through organizational commitment to turnover intention. In addition, the experience of workplace incivility had a direct and significant effect on turnover intention.

Data collection used a cross-sectional design of online and anonymous self-report questionnaires, permitting us to organize and allocate both questions and responses in whichever manner was preferred. The method was low-cost and efficient to administer, in addition to being a flexible and structured tool that was uncomplicated for respondents to complete and submit. Moreover, online questionnaires limited personal interaction with respondents, hence eliminating bias and avoiding personal influence when examining the retrieved end results. In addition to this, not having to explicitly inform respondents which constructs were being measured may have increased the sincerity of responses.

Finally, the research study empirically demonstrated that when employees were envied by others, they co-jointly experienced incivility from those who envied them. This overall experience affected the employees' organizational commitment, which in turn made them more prone to leave their job. In sum, this strengthened the assumption that envy and incivility in the workplace affects employees in a

negative manner, as well as contributing to other unfavorable consequences. This aligns with previous research findings (Vecchio, 1995; 2007).

### *Limitations*

The main limitation with making use of a cross-sectional research design was the fact that exposure and outcome were assessed simultaneously, providing no evidence for a causal relationship between the two. Only a longitudinal study design could establish a true cause and effect relationship over time (Carlson & Morrison, 2009). The present study was built on a cross-sectional design and the data collected at a single point in time was assumed to be the same if it were to be collected again. Considering that the lasting effect of experiencing envy and incivility is uncertain, collecting data at two different points in time would have increased the quality of the research study. Assuming that the responses were to drastically change within a short amount of time, the relevance of observed and reported effects would become questionable.

As stated above, there are several advantages tied to self-report questionnaires, but they also come with disadvantages. Respondents may be hesitant to disclose the truth, consecutively making their answers inaccurate which sequentially leaves room for various biases (i.e. social desirability) to affect the end results. In addition, responses may be affected by participants' current state of mind, leading to either positively or negatively slanted views according to their emotional state at the time (Podsakoff & Organ, 1986). Further, falsification of responses may occur when respondents interpret the question to measure variables of a negative nature, resulting in an unwillingness to state the truth. According to Cohen-Charash (2009), it is uncommon for respondents to admit to holding negative feelings and openly comment on envy, acts of incivility, and turnover intention. As such, responses may be guarded for reasons of self-preservation (Vecchio, 2000; Cohen-Charash & Mueller, 2007).

Finally, the sample size of 187 participants should be taken into account when interpreting the data analysis due to size effect on the model fit (Kenny & McCoach, 2003; Hooper, Coughlan & Mullen, 2008). The sample size alters the accuracy of the estimates and the ability to draw reliable conclusions. If the sample size had been larger, the conclusions would more certainly have reflected the overall study population. In addition, the study data may have been exposed to single source bias, which arises when overlapping variability is due to data collected

from a single source (Campbell, Fiske & Helson, 1959). Individuals are complex beings, and data collection can be both erroneous and uncertain. The use of self-report questionnaires alone renders the data less accurate and so increases the possibility of single source bias (Dipboye, Flanagan & Kiesler, 1979).

### **Practical Implications**

Knowing there is a relationship between the experience of envy and the experience of workplace incivility, along with the fact that workplace incivility may have significant negative consequences at the organizational and individual level, our findings may hold several important practical implications.

Assuming that our understanding of causal direction is accurate, workplace incivility may result in higher turnover rates and thereby negatively impact the organization's bottom line. Therefore, reducing uncivil behavior should be a top priority for organizations. Limiting the occurrence of employee envy or finding effective coping strategies seems to be highly relevant to decreasing uncivil behaviors, based on the findings in this study. For example, Thompson and Glasø (2015) suggested that making use of a supportive leadership style may reduce the occurrence of envy at work. Vecchio (1995) argued that the best coping strategies were those reducing the level of perceived threat, including giving followers a sense of inclusion, praise, and recognition. Several scholars agreed that reducing the level of competition amongst peers is a highly efficient method of reducing envious feelings (Duffy et al., 2008).

Reducing envy alone, however, will not eliminate uncivil behavior. Andersson and Pearson (1999) have provided managers with a starting point in assessing workplace incivility through their theoretical spiraling model. First of all, managers should evaluate themselves and how they might help by modeling desired civil behavior. Further, organizations should aim towards hiring individuals they believe will foster a polite and positive climate, in addition to being a good fit with the organization's stated values. Those organizations who condone uncivil behavior will ultimately attract individuals who exemplify incivility. It is substantially important to hold those who engage in uncivil actions accountable, in order for the spiral to be breached and morality to flourish.

The awareness of incivility should become universal in order to recognize both its presence and its effects on the organization. However, incivility cannot be addressed if it is not being reported. Encouraging employees to report incidents and

holding management accountable for dealing with these reports is an important first step. We are in agreement with Pearson et al. (2000), and Lim et al. (2008), stating that the management should model civil behavior and that expectations should be clearly stated in company policies, mission statements, and employee guidelines. Traditionally most workplace interventions have primarily focused on more obvious illegal conduct (Lim et al., 2008). However, it is clear through our findings and similar empirical evidence that consequences of more prevalent milder forms of mistreatment may have broad and significant negative consequences for organizations and individuals, and businesses have much to lose by not investing in this matter.

### **Future Research**

Existing literature within the field of envy and workplace incivility provides extensive and intriguing insight into various constructs, yet only in isolation and disconnected from each other. According to Duffy et al. (2008), a great deal still remains to be done both conceptually and empirically to understand the antecedents of envy and the consequences of workplace incivility. This present research study contributes to the field by combining these constructs in a collective manner in addition to emphasizing the consequences and impact they may have for organizations.

Future research would benefit from replicating this conceptual model in order to confirm the generalizability of the results. As stated by Andersson and Pearson (1999) though, it is essential to be aware of the contextual situation to comprehend how this exchange process between parties unfolds, in addition to evaluating incivility as a continuous process rather than as a single act in time (Thompson et al., 2018). An expansion of the study could also investigate the response of employees when confronted with interpersonal mistreatment in the workplace, as this would open up for studying how and when incivility might become a detrimental and coercive dynamic in organizations.

Further, data could be collected from assorted samples and circumstances in order to test the validity and reliability of the findings. This research study focused solely on participants from the Norwegian health care sector. It would be beneficial to gather data from several industries, from different levels and positions within organizations, and different cultural backgrounds, in order to broaden the study sample. In sum, it would be of interest to conduct a cross-cultural study,

designed to eliminate respondents' concerns about retribution for honest critical responses to sensitive questions as much as possible. Accordingly, confidentiality and anonymity should be ensured, contextual reassurance provided that a degree of envy and incivility is common and normal in working groups, and the aim is to learn how to neutralize and reduce its negative effects (Thompson et al., 2016).

In addition to this, most social psychological research today is being conducted through laboratory experiments, whilst organizational sciences make use of surveys and questionnaires. By combining multiple conceptual traditions and different methodologies and questions of both applied and basic significance, new perspectives and understandings of workplace incivility may emerge (Pearson et al., 2000). In order to establish a causal relationship between the constructs, a longitudinal research design could deliver more accurate results and findings through repeated observations over time.

Finally, a significant number of questions still remain unanswered regarding workplace incivility. Which organizational circumstances assist the progress of or prevent the actions of incivility, and how does this interplay with individual differences among employees? Other possible antecedents, moderators and mediators should be isolated in order to establish why certain situations lead to incivility (Schilpzand et al., 2016). Furthermore, which strategies do employees most often make use of in order to cope with the experience of incivility? And would the initiation of Employee Assistance Programs (EAP) reduce workplace incivility? These, together with additional concerns, should and must be addressed in future research.

### **Conclusion**

Incivility can potentially escalate into vicious spirals within an organization and is linked to several negative outcomes both at the individual and the organizational level. Although incivility is common in an extensive array of organizations, the understanding of incivility remains incomplete. The antecedents and outcomes of this mechanism, in addition to increasing awareness of the construct itself, should be made a priority for organizations to prevent the negative ramifications of workplace incivility.

The purpose of this study was to identify experienced envy as an antecedent of experienced incivility, and to examine the effects incivility may have on the organization. The study found that employees who experienced envy from their

peers were also more likely to experience workplace incivility from the envious. Although causality could not be established, the authors assumed that the experience of being envied was a possible antecedent for the experience of workplace incivility. Additionally, experienced incivility was found to be directly related to turnover intention via organizational commitment. This was predicted by the three study hypotheses, all of which were confirmed through data analysis and retrieved end results.

The study findings provided a novel contribution to the field by being the first study to concentrate on the relationship between the experience of being envied and the experience of incivility in the workplace. The results presented were consistent with similar research findings in the field of interpersonal mistreatment, which increased the generalizability of the findings. Even so, much is yet to be discovered, and the necessity for future research persists to narrow the gap. We hope this study will provide others with encouragement and motivation to further extend the field of workplace incivility, perhaps most importantly to increase awareness of its harm and to provide explicit and constructive solutions.

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**Appendix – Self-Report Questionnaire****Envy**

*Nedenfor er det listet opp en rekke utsagn. Ta stilling til hvert utsagn ved å huke av for et av de syv alternativene under hvert utsagn:*

---

På grunn av min suksess bærer mine jevnbyrdige av og til nag mot meg (1 = Helt feil, 7 = Helt riktig).

1            2            3            4            5            6            7

---

På grunn av det nære arbeidsmessige forholdet jeg har til min leder, bærer andre av og til nag mot meg (1 = Helt feil, 7 = Helt riktig).

1            2            3            4            5            6            7

---

Enkelte av de andre medlemmene i gruppen misunner meg mine prestasjoner (1 = Helt feil, 7 = Helt riktig).

1            2            3            4            5            6            7

---

**Workplace Incivility**

*Har du i løpet av det siste året du har vært ansatt, vært i en situasjon hvor noen av dine ledere eller kollegaer:*

---

Har ydmyket deg eller vært nedlatende mot deg?

Aldri                  Sjelden                  Av og til                  Ofte                  Alltid

---

Ikke har lyttet til et utsagn du har kommet med, eller vist liten interesse for din mening?

Aldri                  Sjelden                  Av og til                  Ofte                  Alltid

---

Har kommet med nedverdiggende eller nedsettende bemerkninger om deg?

Aldri                  Sjelden                  Av og til                  Ofte                  Alltid

---

Har snakket til deg på en uprofesjonell måte, enten offentlig eller privat?

Aldri                  Sjelden                  Av og til                  Ofte                  Alltid

---

Har oversett deg eller utelukket deg fra faglig fellesskap?

Aldri                  Sjelden                  Av og til                  Ofte                  Alltid

---

Har vist tvil på din vurdering i en sak du hadde ansvar for?

Aldri                      Sjelden                      Av og til                      Ofte                      Alltid

---

Har forsøkt å trekke deg inn i en diskusjon om personlige anliggender mot din vilje?

Aldri                      Sjelden                      Av og til                      Ofte                      Alltid

---

## Organizational Commitment

*Nedenfor er det listet opp en rekke utsagn som representerer mulige følelser man kan ha for firmaet eller organisasjonen man arbeider for. Angi hvor enig eller uenig du er i hvert utsagn med hensyn til dine egne følelser for den bestemte organisasjonen du arbeider for nå, ved å huke av for et av de syv alternativene under hvert utsagn:*

---

Jeg er villig til å gjøre en innsats langt utover det som vanligvis forventes, for å bidra til at organisasjonen lykkes.

Helt uenig    Delvis uenig    Litt uenig    Hverken eller    Litt enig    Delvis enig    Helt enig

---

Jeg skryter av denne organisasjonen overfor mine venner som en flott organisasjon å jobbe for.

Helt uenig    Delvis uenig    Litt uenig    Hverken eller    Litt enig    Delvis enig    Helt enig

---

Jeg ville ha akseptert nesten hvilken som helst jobb for å fortsette å arbeide for denne organisasjonen.

Helt uenig    Delvis uenig    Litt uenig    Hverken eller    Litt enig    Delvis enig    Helt enig

---

Jeg opplever at mine verdier og organisasjonens verdier er veldig like.

Helt uenig    Delvis uenig    Litt uenig    Hverken eller    Litt enig    Delvis enig    Helt enig

---

Jeg er stolt over å fortelle andre at jeg er en del av denne organisasjonen.

Helt uenig    Delvis uenig    Litt uenig    Hverken eller    Litt enig    Delvis enig    Helt enig

---

Denne organisasjonen får virkelig frem de taller beste i meg når det gjelder arbeidsprestasjoner.

Helt uenig    Delvis uenig    Litt uenig    Hverken eller    Litt enig    Delvis enig    Helt enig

---

Jeg er svært glad for at jeg valgte å jobbe for denne organisasjonen fremfor andre jeg vurderte den gangen jeg begynte her.

Helt uenig    Delvis uenig    Litt uenig    Hverken eller    Litt enig    Delvis enig    Helt enig

---

Jeg bryr meg oppriktig om den videre skjebnen til denne organisasjonen.

Helt uenig    Delvis uenig    Litt uenig    Hverken eller    Litt enig    Delvis enig    Helt enig

---

For meg er dette den beste av alle organisasjoner å jobbe for.

Helt uenig    Delvis uenig    Litt uenig    Hverken eller    Litt enig    Delvis enig    Helt enig

---

## Turnover Intention

*Nedenfor er det listet opp tre utsagn. Ta stilling til hvert av utsagnene ved å huke av for et av de syv alternativene under hvert utsagn:*

---

Jeg tenker alvorlig på å slutte i jobben min (1 = Helt uenig, 7 = Helt enig).

1            2            3            4            5            6            7

---

Jeg tror jeg kommer til å arbeide for dette firmaet om fem år (1 = Helt uenig, 7 = Helt enig).

1            2            3            4            5            6            7

---

Jeg tenker ofte på å slutte i jobben min (1 = Helt uenig, 7 = Helt enig).

1            2            3            4            5            6            7

---