

The Role Of Civility And Incivility In A Model Of Burnout And Engagement: An Intervention Study



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The Problem



- **Challenge: Poor Collegial Relationships**

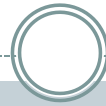
- Incivility: Rudeness of Dubious Intention (Pearson, Porath, Anderson)
- Unresolved Conflict
- Mistrust & Isolation
- Inappropriate Anger
- Ignoring and Neglect



- **Objective: Intervention**

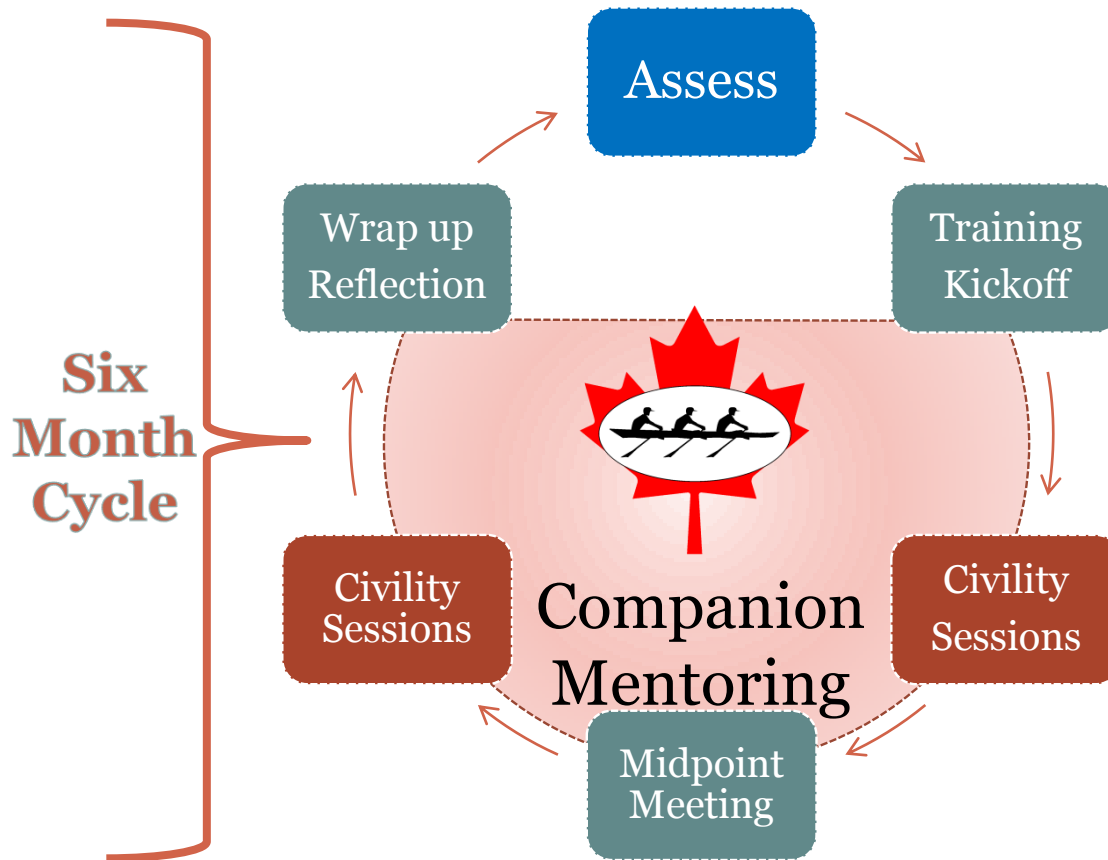
- Develop a Process to Enhance Workplace Communities
- Design a Process that is Practical and Thorough for Workgroups
- Test its Effectiveness

Impact of Incivility



- **Minimal Support Among Colleagues**
 - Low Civility
 - Disrespect
- **Continued Incivility**
- **Burnout**
 - Reduced Energy: Exhaustion
 - Reduced Involvement: Cynicism
- **Job Attitudes**
 - Reduced Job Satisfaction
 - Reduced Efficacy and Work Engagement

CREW Process



- Commitment
 - People
 - Values
- Assessment
- Training
- Community
- Implementation
 - Civility Sessions
 - Mentoring
- Evaluation

What is the Impact of CREW

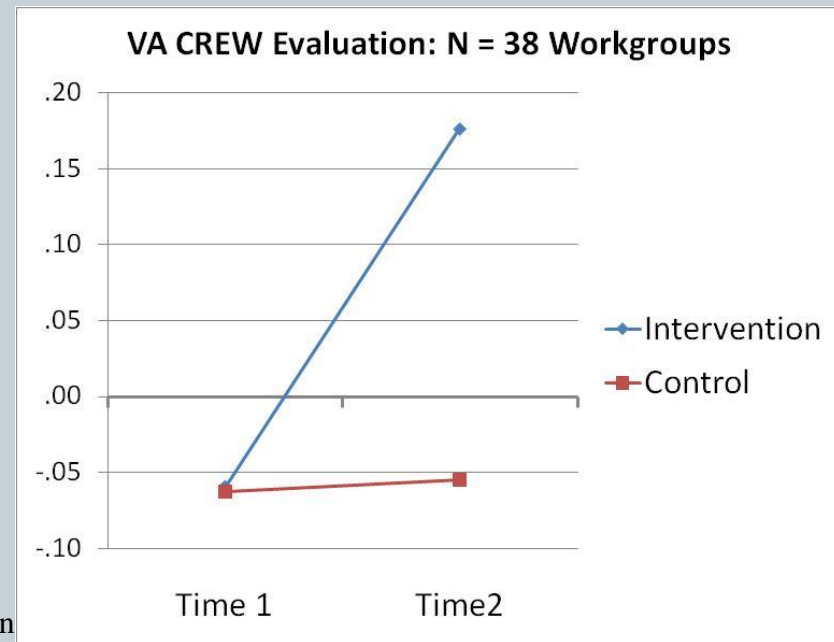


IMPROVING THE WORK ENVIRONMENT
IMPROVING HEALTH
IMPROVING PERFORMANCE

Background

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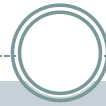
- Veterans Health (USA): Organizational Development
 - CREW Program Development
 - Implementation at 350+ Settings
 - Impact: Universal Improvement
 - Consequences
 - ✦ Greater Civility
 - ✦ Reduced Absences
 - ✦ Fewer Complaints



Osatuke, K., Mohr, D., Ward, C., Moore, S.C., Dyrenforth, S., & Belton, L. (in press). Civility, Respect, Engagement in the Workforce (CREW): Nationwide Organization Development Intervention at Veterans Health Administration.

Journal of Applied Behavioral Science.

Impact of CREW



- **Comparison**

- Five Hospitals in Ontario and Nova Scotia
- CREW Groups: 8 (N=37)
- Not CREW Groups: 32 (N=208)

- **Indicators**

- Civility & Incivility
- Workplace Distress
- Attitudes

- **Research Hypothesis**

- No or Small Change in Not CREW Groups
- Larger Positive Change in CREW Groups



Sample Definition



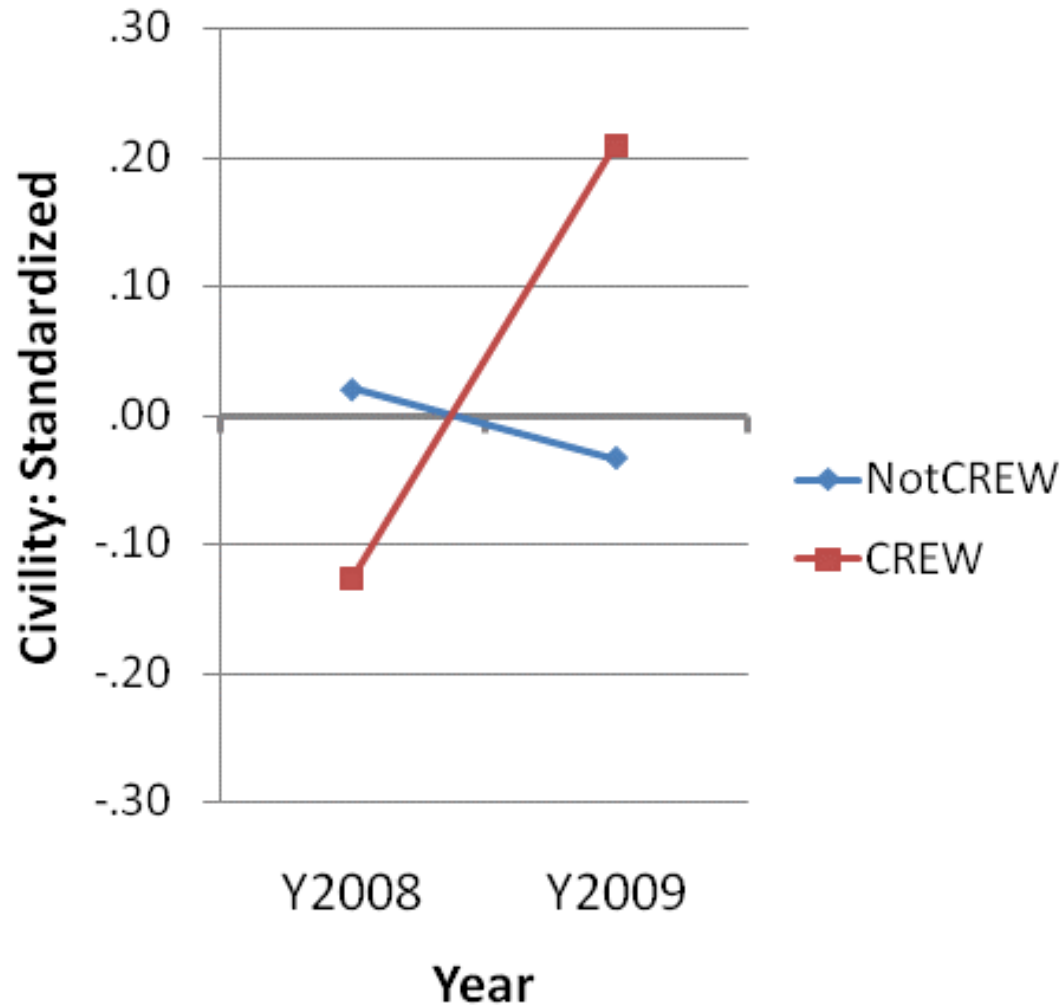
- **Sample: Individuals Matched Time 1 to Time 2**
 - Nurses only
 - Full time and Part time
- **Criterion: CREW Participants**
 - Intervention Unit
 - Participated in CREW sessions
 - Excluded nonparticipants on intervention units
- **Analysis: Mixed MANOVA**
 - Within Subject: Time
 - Between Subject: Participation in CREW

Analysis



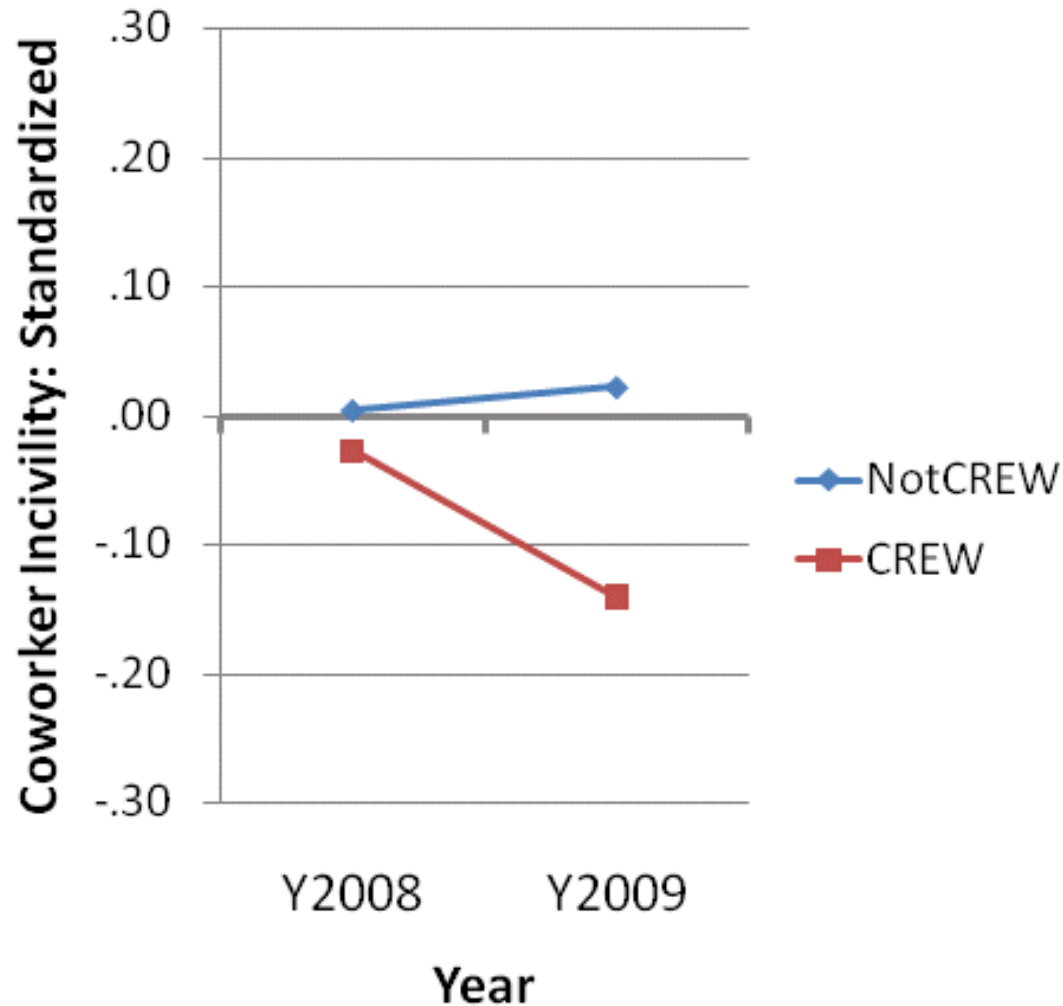
- **Analysis: Mixed MANOVA**
 - Within Subject: Time
 - Between Subject: Participation in CREW
- **Indicators**
 - Civility*
 - Coworker Incivility
 - Exhaustion
 - Cynicism
 - Respect*
 - Job Satisfaction*
- **Interaction: ($F_{(6,250)} = 2.15, p=.048, \eta = .049, \text{power}=.763$)**
Starred Only: ($F_{(3,254)} = 2.92, p=.035, \eta = .033, \text{power}=.691$)

Civility



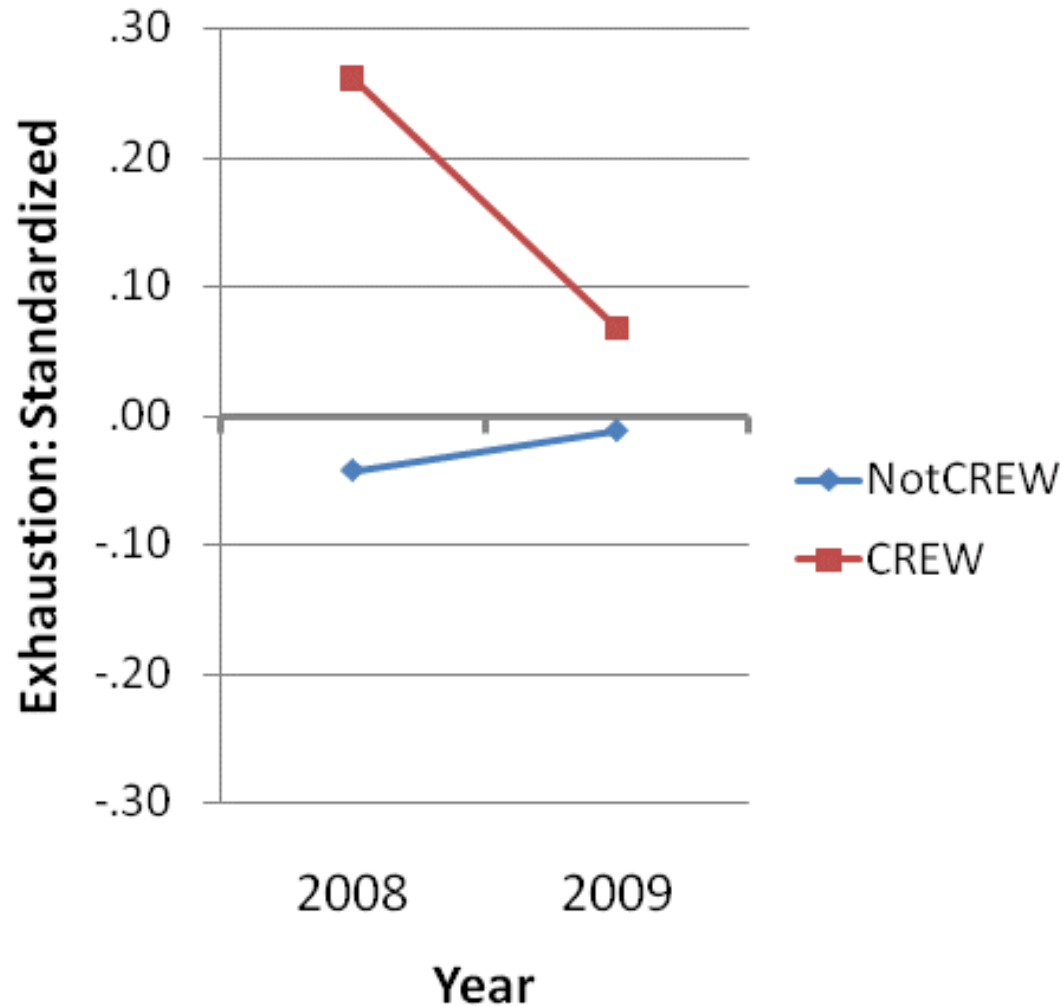
CREW Impact: $t_{(36)} = 2.59, p = .007$

Coworker Incivility



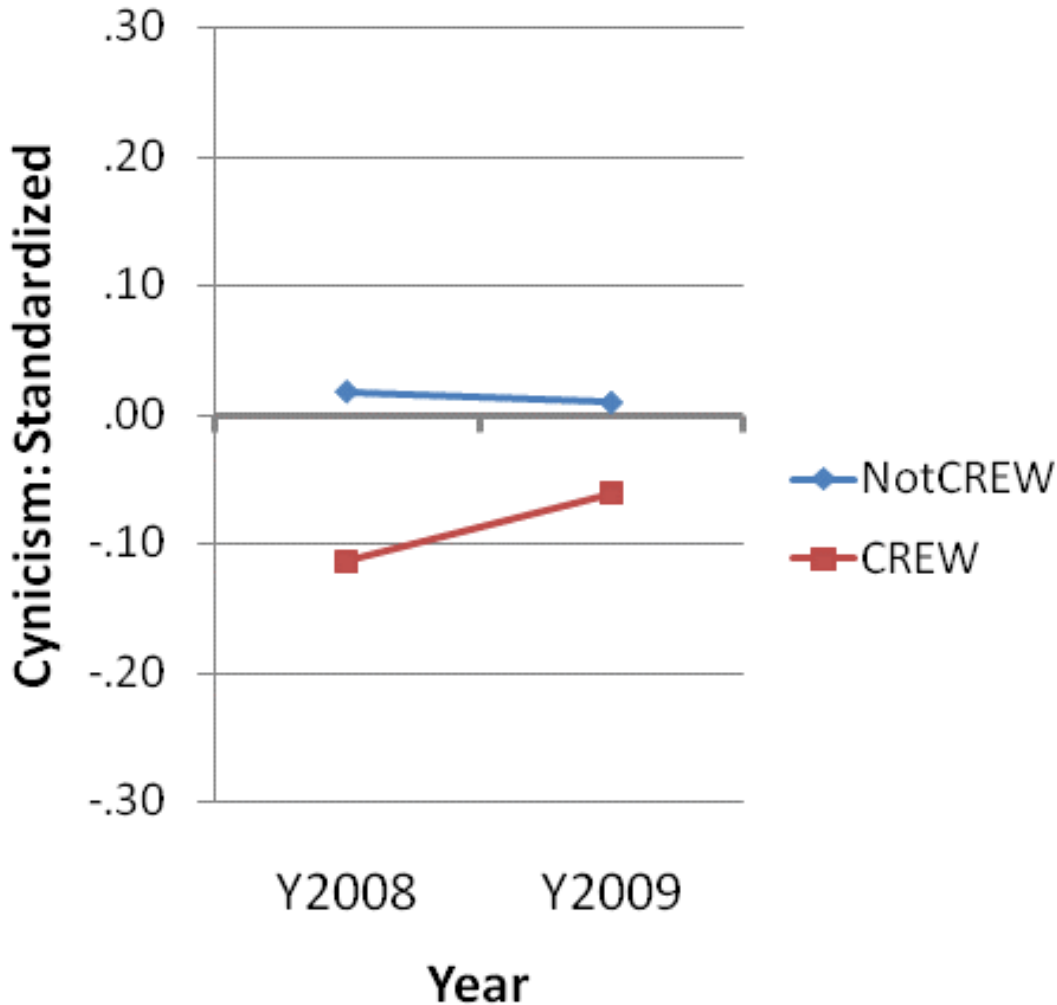
CREW Impact: $t_{(36)}=0.78, p=.442$

Exhaustion



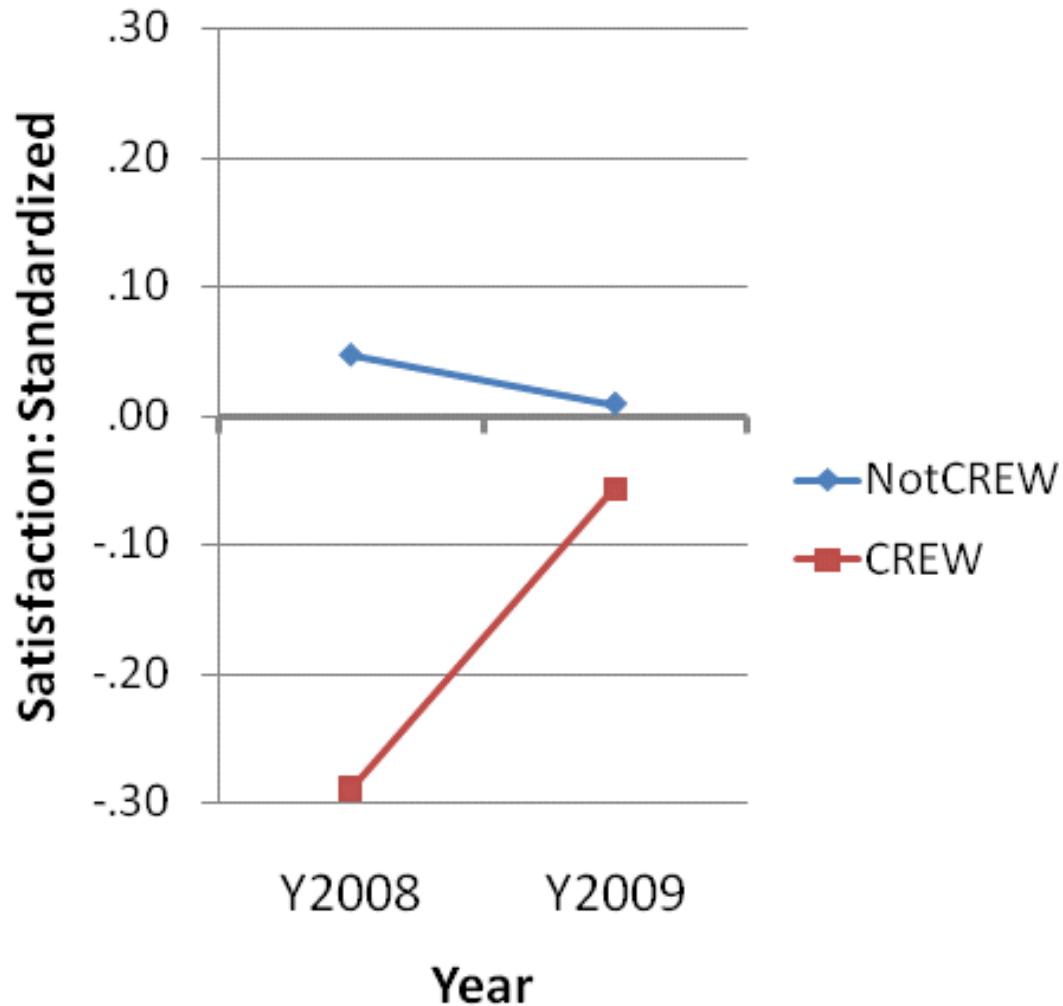
CREW Impact: $t_{(36)}=1.21, p=.158$

Cynicism



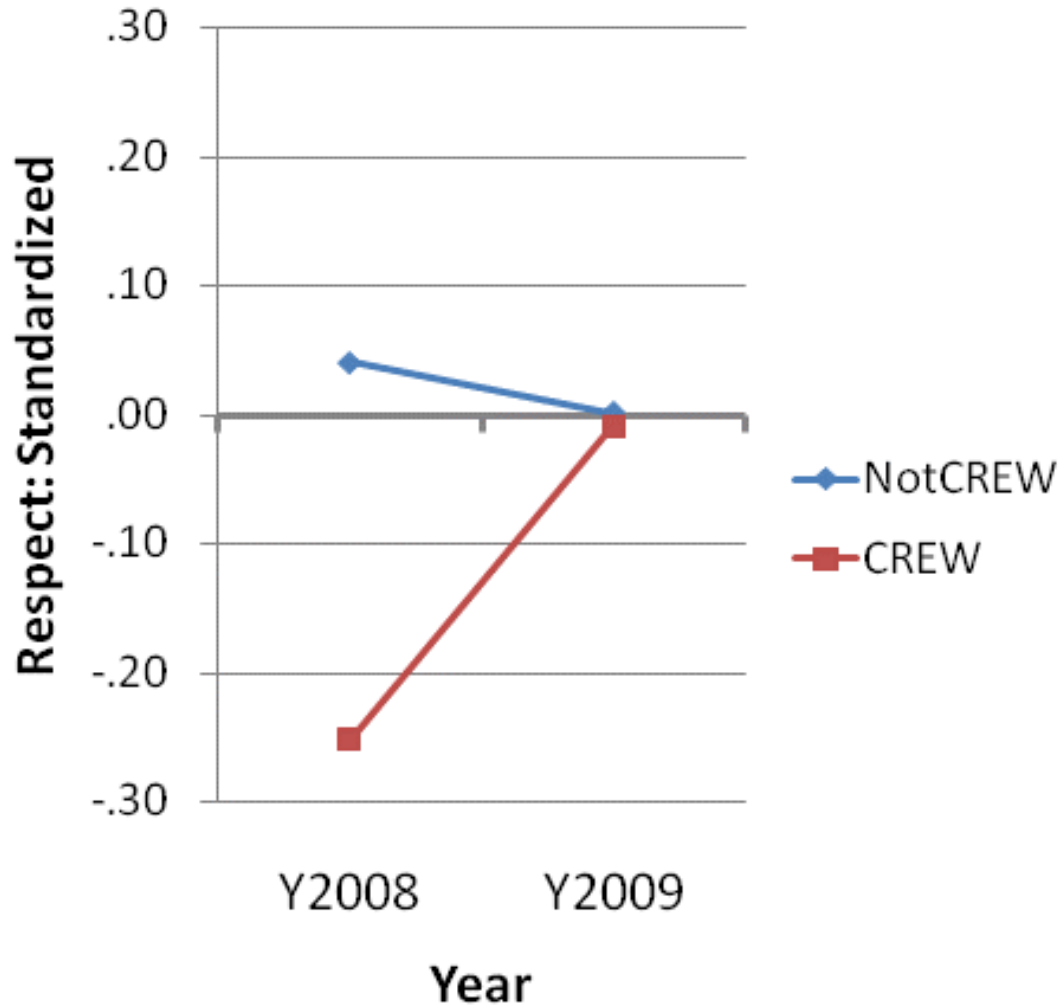
CREW Impact: $t_{(36)}=0.40, p=.968$

Job Satisfaction



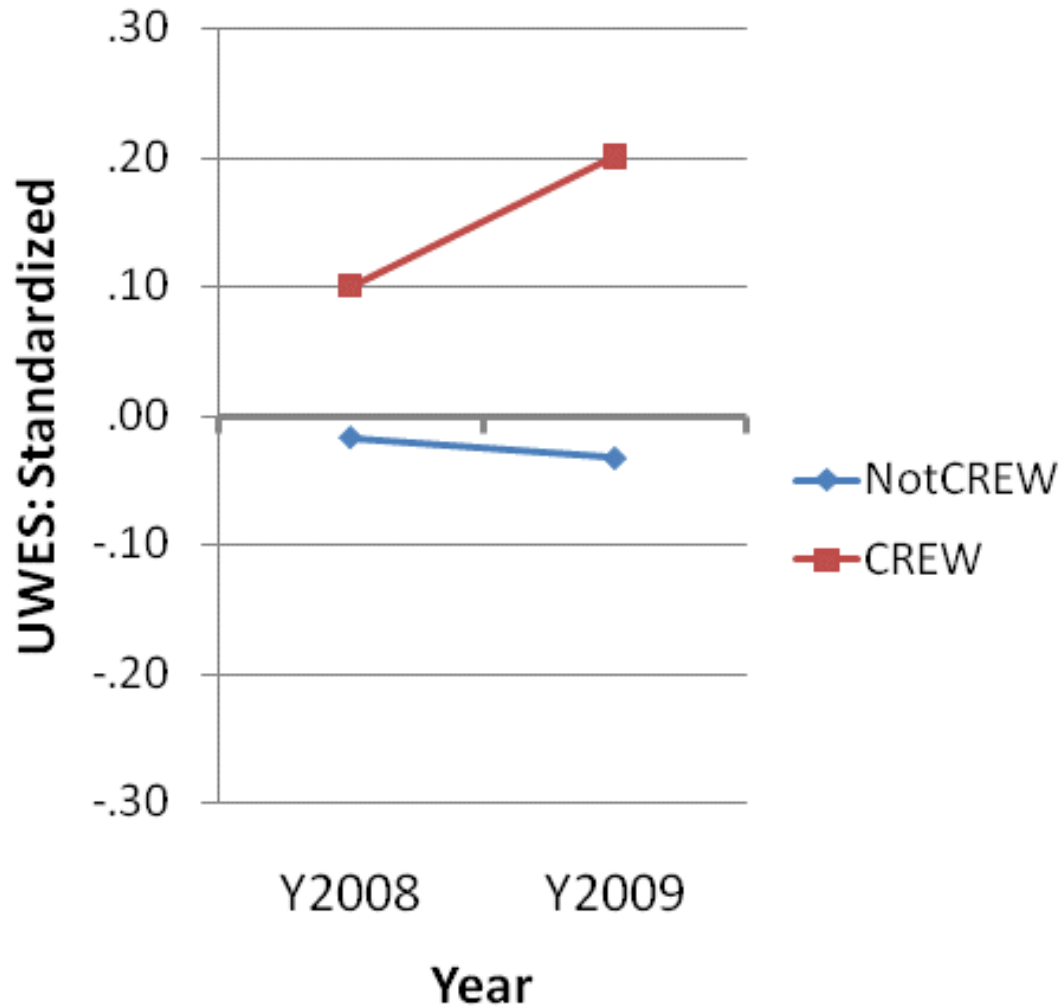
CREW Impact: $t_{(36)}=2.09, p=.022$

Respect



CREW Impact: $t_{(36)}=1.84, p=.037$

UWES



CREW Impact: $t_{(36)}=0.57, p=.572$

Summary



- **Civility and Respect**
 - Direct Target of Intervention
 - Good Distribution
- **Incivility**
 - Secondary Target of Intervention
 - Expected Direction but Skewed Distribution
- **Exhaustion and Cynicism**
 - Energy Gain from Collegiality
 - But Not A Distinct Involvement Gain
- **Job Satisfaction**
 - Coworker Relationships Key to Satisfaction
- **UWES**
 - General Improvement Not Linked to CREW

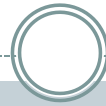
Active Ingredients



- **The CREW Community**
 - Dialogue Among CREW Leaders Across the Country
 - Knowledge Sharing: Timely, Relevant, and Fun
- **Mentoring**
 - Companions
 - Training and Follow-up
- **Evaluation**
 - Contrasting Before and After
- **The Toolkit**
 - Training Manual
 - Resource for Sessions



The Point



- **CREW works**
 - It Improves the Positive Target of Civility and Respect
 - Dubious Impact on Negative Target of Incivility
 - It Improves the Downstream States:
 - ✦ Exhaustion (trend)
 - ✦ Job Satisfaction
- **Direct Participation Counts**

