

WHEN DOES PSYCHOLOGICAL ENTITLEMENT LEAD TO INCIVILITY? THE ROLE OF ABUSIVE SUPERVISION PERCEPTIONS AND RUMINATION²

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ABSTRACT

The present study investigates the influence of psychological entitlement on instigated incivility of employees accompanied by mediating impact of abusive supervision perceptions. The buffering role of rumination on the linkage between abusive supervision perceptions and instigated incivility is also analyzed. Using a time lag approach, data were collected from 276 employees from service industry in three phases. The results demonstrate that psychological entitlement augments the uncivil behaviors of employees. The mediating effect of abusive supervision perceptions on the association between psychological entitlement and instigated incivility is also established. Moreover, the results reveal that rumination intensifies the positive influence of abusive supervision on instigated incivility of employees. The findings of the research will guide organizational management in understanding how to cope with entitlement tendency of employees. The extant research expands the scope through which the impact of psychological entitlement on employee behavioral reactions can be studied.

Keywords: Psychological entitlement, abusive supervision, rumination, instigated incivility

INTRODUCTION

Incivility encompasses mild yet common deviant behaviors that contravene norms of workplace, thereby, nurturing an environment embodied by insolence and impertinence (Andersson & Pearson, 1999). These behaviors may include responding the phone in a rude manner, talking negatively about a coworker, sending a rude message to a fellow employee, giving another employee a silent treatment etc. Although these behaviors seem to be inherently meek, they owe organizations in billions due to the detrimental effects on the health, performance and motivation of both targets and witnesses of incivility (Pearson & Porath, 2009). This vague and mild disposition of incivility serves as a hurdle for organizations in establishing clear policies aiming to prohibit or punish uncivil behaviors. As a consequence, it is an imperative for organizations to recognize the predictors of incivility in order to curtail its occurrence. In past decade, ample research has highlighted the devastating consequences and results of behavioral incivility on the targeted victims. However, sparse consideration has been given to the potential antecedents of uncivil behaviors at workplace (Blau & Anderson, 2005; Harold & Holtz, 2015).

We aim to extend the prevalent incivility research by examining psychological entitlement as a predictor of uncivil behaviors at workplace. Psychological entitlement is a persistent belief that one deserves more than others without showing any concern towards the level of input and effort one puts in work (Campbell, Bonacci, Shelton, Exline & Bushman, 2004). Psychologically entitled employees have an augmented sense of self importance and self grandiosity. These perceptions of self worth breed inflated expectations regarding rewards and praise without showing any consideration to amount of input and effort (Harvey & Martinko, 2009). When the self proclaimed expectations are not fulfilled, such individuals may engage in retaliatory negative outcomes such as conflict with supervisor, coworker abuse, political behaviors, coworker bullying etc (Naumann, Minsky & Sturman, 2002; Harvey & Harris, 2010; Mackey et al., 2016). Workplace incivility includes mild

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but rude and disrespectful behaviors towards others that might get transformed into intense counterproductive behaviors if remain uncontrolled (Roberts, Scherer & Bowyer, 2011). The failure to fulfill expectations may indulge psychologically entitled individuals in uncivil behaviors as a mean to appease their feeling of seeking vengeance.

We also suggest that psychological entitlement breeds abusive supervision perceptions because the entitled individuals have a tendency of putting blame of negative happenings on others. When supervisors couldn't meet idealistic expectations of entitled employees regarding rewards and compensation, they develop a perception that they are mistreated by supervisors (Harvey, Harris, Gillis, & Martinko, 2014). This particular perception of mistreatment then engages them in uncivil behaviors as an act of achieving balance in relationships. This act of seeking balance is guided by social exchange theory (Blau, 1964) which highlights that employees indulge in an exchange process in the organization. Employees have a capacity to alter their attitudes and behaviors on the basis of treatment they receive from organizational actors (Cropanzano & Mitchell, 2005; Parzefall & Salin, 2010). Employees react towards favorable workplace treatment by engaging in favorable behaviors and respond to unfavorable workplace treatment by getting involved in undesirable outcomes (Robinson, 2008). The previous research demonstrates that social exchange theory has been used in context of abusive supervision (Avey, Wu, & Holley, 2015) highlighting that a situation of perceived imbalance is generated when employees consider unfavorable social exchange process with supervisors.

In the same manner, displaced aggression theory (Dollard, 1939) has been used to demonstrate the cognitive and behavioral responses instigated from abusive supervision perceptions (Mitchell & Ambrose, 2012). According to this theory (Dollard et al., 1939), employees do not target supervisors for their revengeful behaviors rather coworkers are considered as safe victims of retaliatory actions. Hence, the uncivil behaviors of employees generated due to abusive supervision perceptions are directed at fellow employees with whom the level of interaction of employees is maximum. We further posit ruminative tendency of employees might strengthen the influence of abusive supervision perceptions on instigated incivility as the persistent thinking about negative events in the past may intensify abusive supervision perceptions, thus, contributing to negative reactions (Rosen & Hochwarter, 2014). The past research literature reveals that social exchange relationships at workplace might be affected by certain cognitive factors (Beauregard, 2014). The social cognitive approach mentions that emotions adapt or alter cognitions essential for the social exchange mechanism (Lawler & Thye, 1999; Aryee, Budhwar, Chen, & Chen, 2002). Rumination is also regarded as a cognitive emotional regulation strategy that stresses upon the thoughts linked with any negative happening or event (Garnefski, Kraaij, Spinhoven, 2001). Thus, the negative social exchange mechanism associated with abusive supervision perceptions is influenced by cognitive process linked with ruminative tendency of employees.

The extant study makes four contributions to the existent literature on workplace incivility. First, according to our knowledge, it is the pioneer study to determine the association between psychological entitlement and instigated incivility. Second, this study examines the mediating influence of abusive supervision perceptions between psychological entitlement and instigated incivility. Third, this is the first study to examine the moderating role of rumination on the association between abusive supervision perceptions and instigated incivility. Fourth, this study contributes to the service sector of Pakistan as currently there is scarcity of research that examines the entitlement

tendency of service sector employees.

LITERATURE REVIEW

Psychological Entitlement and Instigated Incivility

Psychological entitlement encompasses a belief that one deserves more rewards and appreciation than other fellow coworkers without considering the level of effort one puts in the work (O'Leary -Kelly Rosen & Hochwarter, 2016; Priesemuth & Taylor, 2016). When the unrealistic expectations of such employees are not fulfilled, they develop erroneous perceptions of injustice. These unfairness perceptions are generated when entitled employees examine their colleagues' rewards thus generating resentment towards fellow employees. This resentment is due to the enhanced perceptions of self importance and self serving attribution bias linked with psychological entitlement (Campbell et al., 2004; Harvey & Martinko, 2009). Entitled employees believe that they receive less rewards as compared to colleagues who have same caliber and position at work place (Adams, 1965). This feeling of being treated with injustice at workplace distorts the employees' perceptions regarding social exchange process at workplace. The reason behind these negative perceptions is that employees develop beliefs about the social exchange process in the organization by evaluating the fairness of treatment received from organization and its actors (Blau, 1964; Cropanzano & Mitchell, 2007).

The imbalance perceptions of employees regarding the distribution of rewards and appreciation trigger retaliation among entitled individuals thus engaging them in negative behavioral reactions such as coworker abuse, coworker bullying, etc (Harvey & Harris, 2009; Mackey et al., 2016). Incivility is characterized by display of insolent and rude behaviors at workplace with indistinct aim to harm (Anderson & Pearson, 1999). Andersson and Pearson (1999) envisaged that the significance of uncivil behaviors at workplace cannot be ignored as these actions serve as trigger or driving force of more intense counterproductive workplace behaviors. Psychologically entitled employees usually have a tendency to blame other employees for all negative occurrences and events. Moreover, such employees also have high perceptions about self worth thus, firming the belief that all positive and productive events are due to their efforts (Lang, 1985). This self serving attribution bias (Campbell et al., 2004) stimulates negative thoughts about others thus provoking entitled individuals to engage in negative behaviors towards coworkers. These undesirable behaviors can be in the form of incivility towards coworkers. The perceptions of being unjustly treated by organization breed sheer resentment (Harvey & Harris, 2010; Yam, Klotz, He & Reynolds, 2016) which then nurtures impudent and boorish behaviors towards coworkers as an act of vengeance. So it can be hypothesized:

Hypothesis 1: Psychological entitlement is positively related to instigated incivility

Abusive supervision perceptions as a mediator between psychological entitlement and instigated incivility

Psychological entitlement has been associated with greed, sturdiness, hostility and desire for preeminence (Campbell et al. 2004). Research literature highlights that high degree of entitlement leads to self centered behaviors that may contribute to interpersonal issues (Moeller, Crocker & Bushman, 2009). Psychological entitlement is related to the perceptions of abusive supervision because the employees suffering from self inflated perceptions have a general tendency to feel mistreated (Harvey et al., 2014). Martinko, Harvey, Sikora and Douglas (2011) proposed that perceptions of abusive supervision augment as the perceived quality of leader member exchange

dwindle and supervisors' behaviors are analyzed through a negative gauge by employees. Employees suffering from entitlement avoid constructive criticism, make inauspicious interpersonal judgments (Levine, 2005), exhibit self seeking behavior (Rosenthal & Pittinsky, 2006) and engage in interpersonal conflicts with supervisors (Harvey & Martinko 2009). Thus, entitled employees may interpret unfulfilled set of expectations as a violation of social exchange and rate their supervisors as abusive.

Tepper (2000) highlighted that abusive supervision perceptions trigger certain strong emotional responses from subordinates. Employees' perception of being victimized by abusive supervision may engage them in acts of incivility as reprisal. Research also depicts relationship between abusive supervision perceptions and dysfunctional subordinate attitudes and behaviors (Nielson & Einarsen 2012; Ahmad, Khattak, & Ahmad, 2016). Instigated incivility reflects the display of rude and discourteous behaviors at work (Roberts et al., 2011). Guided by social exchange theory (Blau, 1964), employees subjected to negative interpersonal treatment at workplace retaliate back in the form of negative behavioral outcomes as an attempt to correct the imbalance created in the relationship. Since, supervisors have considerable authority and positional power at workplace; it is less likely that employees retaliate towards the source of imbalance (Wang & Noe, 2010). Instead, employees may target easy victims such as coworkers who have comparatively less power and propensity to strongly react (Dollard et al., 1939). So it can be proposed that:

Hypothesis 2: Abusive supervision perceptions mediate the relationship between psychological entitlement and instigated incivility

The Moderating Effect of Rumination

Rumination can be regarded as a consistent and recurrent thought pattern, inadvertently entering consciousness and diverting one's focus towards depressive symptoms and also repercussion of these symptoms (Nolen-Hoeksema, 1991). This persistent cognitive pattern is reliant upon past events and consequences of frustration faced by individual (Papageorgiou & Wells, 2004; Aldao, Nolen-Hoeksema & Schweitzer, 2010). Rumination is considered as a propensity to think persistently about signals received from external sources (Nolen-Hoeksema, Wisco & Lyubomirsky, 2008). Nolen-Hoeksema (1991) posits that individual react to arduous and stressful external events by involving in two types of responses; rumination or distraction.

The individual who succeed in distraction, successfully deflect himself from the memories associated with the past negative events. On the other hand, individual who is victimized by rumination fails to divert their attention from past stressful events and continuously rethink about them. Ruminators constantly think about the past abusive supervision episodes in order to show a negative reaction (Schilpzand, Leavitt & Lim, 2016). The present research literature reveals that rumination averts the concentration of individuals from adaptive and constructive responses to those deemed as detrimental and negative. As a consequence, rumination hampers practical coping and facilitate exhibition of pessimistic mood and harmful reactions (Liao & Wei, 2011; Whitmer & Gotlib, 2013).

Ruminators develop a mask of negative bias on their thinking patterns making it quite easy for them to approach negative past judgments and reminiscences. These negative judgments are used by ruminators to analyze people and events (Lyubomirsky & Nolen-Hoeksema, 1995). Nolen Hoeksema (1998) highlighted that individuals suffering from rumination are short tempered wasting ample time with prospective supporters provoking explanations for past occurrences that are indisputable. Thus,

when employees perceive the presence of abusive supervision, their propensity of rumination hinders the optimistic coping mechanism thus engaging them in negative reactions as an outcome. Ruminators engage in negative behavioral responses because such individuals are more receptive to the stressors existent at workplace (Ganster & Rosen, 2013; Rosen & Hochwarter, 2014). Such individuals depict a common propensity to concentrate on the explanations, reasons and implications of stressors (Aldao, Nolen-Hoeksema, & Schweizer, 2010). It is commonly thought that ruminators perceive the negative behaviors of others as threat to their self (Rosen & Hochwarter, 2014). The abusive behavior of supervisor may also be considered as a threat to them thus triggering an effort to fix the threat by showing negative reactions. The prevalent literature clearly highlights that emotions modify cognitions associated with the social exchange process (Lawler & Thye, 1999; Aryee, Budhwar, Chen, & Chen, 2002; Beauregard, 2014). Rumination is also a cognitive emotional strategy focusing on thoughts linked with any undesirable event (Garnefski, Kraaij, Spinhoven, 2001). So, it is likely that rumination intensifies the positive influence of abusive supervision on instigated incivility. The reason behind is that ruminators cannot overlook the episodes of interaction with their abusive supervisor and this inability further intensifies the tendency to engage in uncivil behaviors towards coworkers. So, it is hypothesized:

Hypothesis 3: Rumination moderates the relationship between abusive supervision perceptions and instigated incivility such that it strengthens this relationship.

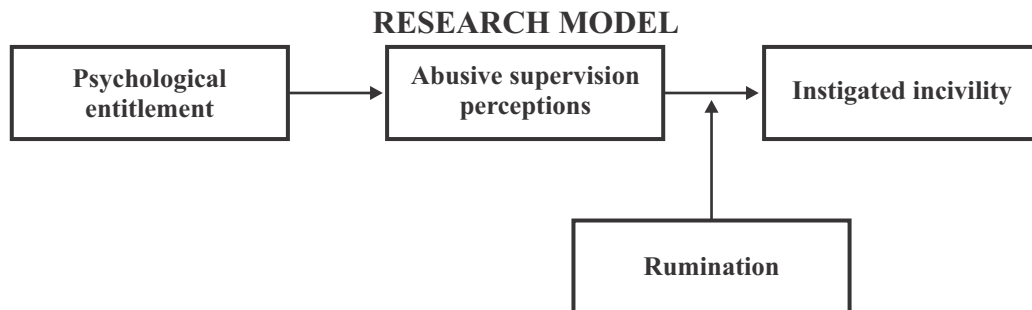


Figure 1: Research Model

In this study, we collected data from employees working at four service sector organizations (hospitality, banking, education and telecom) located in four cities i.e. Rawalpindi, Islamabad, Lahore, Wah and Gujrat. The research data were gathered by using time lag design in an attempt to reduce common method bias (Podsakoff, Mac Kenzie, Lee & Podsakoff, 2003). The self administered surveys were distributed using convenience sampling technique in three phases with a lapse of one month. The data collection process is comparatively tough in Pakistan because respondents are less supportive and reluctant in filling the surveys. Hence, non probability sampling methods like convenience sampling are considered pertinent for gathering data in Pakistan (Attiq, Rasool & Iqbal, 2017). In the first stage (T1), we collected responses regarding demographics and psychological entitlement from employees. In the second stage (T2), responses about abusive supervision and rumination were gathered from participants. Responses about instigated incivility were gathered in the third phase (T3) from participants. The respondents were approached after seeking permission from the HR department of the organizations. The participants were given a cover letter along with

surveys that clarified the purpose of research and assurance of confidentiality. Moreover, researcher sent reminder phone calls at all stages to respondents who were late in provision of response. The respondents were also provided ample time to fill the questionnaires in order to minimize the non response bias.

At T1, 365 responses were received out of 450 total distributed questionnaires yielding a response rate of 81 percent. After the period of one month, survey about abusive supervision and rumination were filled by respondents who have filled the first stage questionnaire about psychological entitlement. 327 responses were received out of 365 distributed questionnaires depicting a response rate of 89 percent. In the third phase, 329 respondents were approached to gauge responses about instigated incivility. The final sample achieved at the end of the third phase was 276.

Out of initial 450 questionnaires, 276 completed three phases of data gathering. So, the final sample size was 276 depicting the response rate of 81 percent. This sample size is considered adequate for the prevalent research study as Anderson and Gerbing (1988) highlighted in their research that sample size greater than 150 is sufficient for the purposes of research. In the same manner, Hair, Black, Babin and Anderson (2010) established a rule of thumb considering sample size to be more than 100 to pursue confirmatory factor analysis and other tests. The sample consisted of 64.5 percent males and 35.5 percent females. The age of about 50.7 percent of respondents was in the range of 20-25 years, 35.1 percent had ages ranging from 26-35 years, 8.1 percent were in the age bracket of 36-45 years while only 6 percent were above the age of 45 years. 49.3 percent of respondents had a Bachelor's degree whereas 42 percent participants had a Master's degree and only 8.7 possessed MS/M.phil degrees. 54 percent had a work experience of between 1 and 5 years, 33.3 percent had experience of between 6 and 10 years, 12.7 percent had experience between 11 and 15 years.

MEASURES

Following the pattern of prevalent research studies conducted in Pakistan, English language was used as a medium to gather our survey data (Khan, Moss, Quratulain and Hameed, 2016; Khan, Quratulain and Bell, 2013). English is the official language of Pakistan and commonly understood by white collar employees working in service organizations. A pilot study was conducted to establish reliability of the scale. Sixty service sector employees participated in the pilot study. The results of pilot study depicted that reliability of all scales was above 0.70 and all relationships were in proposed direction. Moreover, pilot study highlighted that respondents were having difficulty in understanding few words which were altered for better understanding in final study.

Psychological Entitlement

Psychological entitlement of employees was gauged by Campbell et al. (2004) scale comprising of nine items. Sample item is: "Things should go my way". The answers were collected on a Likert scale ranging from 1 "strongly disagree" to 5 "strongly agree". The internal reliability of the scale was 0.86.

Abusive Supervision Perceptions

Tepper (2000) 15 item scale was used to gauge the employees' perceptions of abusive supervision. Sample item is "My supervisor is rude to me". The answers were collected on a Likert scale ranging from 1 "strongly disagree" to 5 "strongly agree". The internal reliability of the scale was 0.85.

Rumination

Rumination was measured by Trapnell and Campbell's (1999) 12-item scale. Sample item is "I tend to 'ruminate' or dwell over things that happen to me for a really long time afterward". The responses were collected on a Likert scale ranging from 1 "strongly disagree" to 5 "strongly agree". The internal reliability of the scale was 0.87.

Instigated Incivility

Instigated incivility of employees was assessed by Andersson (2005) seven items' instigated incivility scale. The questionnaire opens up with following statement how often following behaviors are shown by employee in the past year. Sample item is 'paid little attention to a statement made by someone or showed little interest in their opinion". The responses were collected on a Likert scale ranging from 1 "Not at all" to 5 "All the time". The internal reliability of the scale was 0.92.

Analytical Procedure

The analysis consisted of three phases. First, we did confirmatory factor analysis (CFA) to gauge the validity of measures. We utilized a combination of Chi square statistic with consequent degrees of freedom and statistical significance ($\chi^2/df, p$), comparative fit index, and the root mean square error of approximation (RMSEA) to analyze fit of data (Hu & Bentler, 1999). Harman single factor tests and common latent factor were also performed to examine the presence of common method variance in data. Second, hierarchical linear regression was performed to test hypothesis 1 and 2. Third, moderation impact highlighted in hypothesis 3 was also assessed by hierarchical regression. Our results were basically the same with or without controls, so, the results without addition of controls are reported in this study (Becker, 2005).

RESULTS

Confirmatory Factor analysis (CFA)

Table 1: Summary of CFA Results

Model	X ² (df), p	CFI	RMSEA	Comparison with four-factor model (X ² (df), p)
Mode 1 (One Factor)	8516.04(755), P< .01	0.35	0.18	1995.83, p< 0.01
Mode 2 (Two Factor)	6520.21(816), P< .01	0.43	0.16	2056.95, p<0.01
Mode 3 (Three Factor)	4463.26 (825), P< .01	0.71	0.11	2514.05, p<0.01
Mode 4 (Four Factor)	1949.21 (760), P < .01	0.92	0.07	

We compared four models. Mode 1 comprised of one factor encompassing all items of psychological entitlement, abusive supervision perceptions, instigated incivility and rumination. The model 2 constituted two factors. The first factor comprised of all items of psychological entitlement while the second factor comprised of abusive supervision perceptions, rumination, and instigated incivility. Model 3 encompassed three factors. The first factor encompassed all items of psychological entitlement, the second factor consisted of all the items of abusive supervision perceptions, and the third factor included all items of rumination and knowledge hiding behaviors. Model four consisted of

four factors in which all the items were loaded on their particular factors. The model fit of four factor model was quite above the cut off level($\chi^2/df=2.6$, CFI = 0.92; RMSEA = .07) as recommended by Hu and Bentler (1999). Table 1 constitutes the fit statistics of every model and also its comparison with four factor model.

Table 2: Convergent and discriminant validity.

	Variables	CR	AVE	MSV
1	Psychological entitlement	0.86	0.76	0.01
2	Instigated incivility	0.92	0.85	0.30
3	Abusive supervision perceptions	0.85	0.70	0.33
4	Rumination	0.87	0.68	0.34

We also gauged the convergent and discriminant validity of our items by assessing the average variance extracted and mean shared variance. Table 2 highlights that the average variance extracted was higher than mean shared variance, highlighting the discriminant validity of our measures. Likewise, the average variance extracted was greater than 0.5 and the composite reliability of all constructs was higher than 0.7, establishing the convergent validity of measures.

Common method variance was evaluated with the help of two tests. First, we performed Harman single-factor test in exploratory factor analysis. The first factor demonstrated 40.6% variance in data, which lies within acceptable range (Podsakoff et al., 2003). Finally, common latent factor test was performed in structural equation modeling, whereby all items were loaded on a common latent factor, which demonstrated 10 percent variance among all items. These results demonstrate that common method variance was not a fundamental concern in our data.

Testing of Hypothesis

Table 3 depicts the means, standard deviations and correlations between the main constructs of study. All the correlations were in proposed direction.

Table 3: Means, standard deviations, and correlations

	Mean	S.D	1	2	3	4	5	6	7	8
Gender¹	1.36	0.48	1							
Age²	1.63	0.72	-0.08	1						
Education³	1.59	0.65	0.02	0.48**	1					
Tenure⁴	1.59	0.71	0.01	0.38**	0.16**	1				
PE⁵	2.97	0.92	0.04	-0.01	0.06	0.08	1			
AS⁶	2.91	0.89	-0.01	0.02	0.08	0.08	0.42**	1		
Inc⁷	3.01	0.94	-0.01	0.08	0.14*	0.07	0.66**	0.68**	1	
RUM⁸	3.10	0.96	-0.05	0.07	0.07	0.08	0.55**	0.48**	0.66**	1

Note. N=276

1 Gender was coded as 1= Male and 2=Female, 2 Age was coded as 1= 20-25 years, 2= 26 - 35 years, 3= 36 - 45 years, 4= above 45 years, 3 Education was coded as 1= Less than bachelors or bachelors, 2=Masters 3=More than Masters 4 , Tenure was coded as 1= 1-5 years, 2= 6-10 years, 3=11-15 years, 4=above 15 years, *p < 0.05; **p < 0.01.

We used hierarchical linear regression to examine the hypothesis 1 and 2. In the first step, abusive supervision was entered while in the second step psychological entitlement was entered. The regression results reported in Table 4 highlight that psychological entitlement is positively linked with instigated incivility ($\beta = 0.67, p < .001$), proving hypothesis 1 thus rejecting the null hypothesis. When instigated incivility was regressed on perceptions of abusive supervision, the previous regression coefficient between psychological entitlement and instigated incivility reduced significantly ($\beta = 0.47, p < .001$), establishing partial mediation. So, the hypothesis 2 is also accepted.

Table 4: Results of hierarchical regression analyses for mediation

Predictors	Instigated Incivility		
	B	R2	$\Delta R2$
Mediation			
Direct Effect			
<i>Step 1</i>			
Psychological Entitlement	0.67**	0.44	0.44**
Indirect Effect			
<i>Step 1</i>			
Abusive Supervision	0.56**	0.47	0.47**
<i>Step 2</i>			
Psychological Entitlement	0.47**	0.64	0.17**

N=276; p<.001

Table 5 demonstrates the step wise regression analysis to examine hypothesis 3. The table shows the moderating impact of rumination on the linkage between abusive supervision perceptions and instigated incivility. Before the analysis, the independent and moderator variables were centered in order to generate the moderation term (Aiken & West, 1991). Abusive supervision perceptions and rumination were entered in first step while the interaction term was added in the second step. The moderation term was statistically significant ($\Delta R2=0.05, p<.001$) highlighting that rumination moderates the relationship between abusive supervision perceptions and instigated incivility.

Table 5: Results of hierarchical regression analyses for moderation.

Predictors	Instigated incivility		
	B	R2	$\Delta R2$
Moderation Hypothesis 3			
<i>Step 1</i>			
Abusive supervision perceptions	0.54**	0.61	0.61**
Rumination	0.45**		
<i>Step 2</i>			
Abusive supervision perceptionsx Rumination	0.15**	0.66	0.05**

N=276; p<0.001

Figure 2 envisages the relationship between abusive supervision perceptions at high and low levels of rumination. We did a slope test to demonstrate the strength of association at both high and low levels of rumination. The results highlight that the linkage between abusive supervision perceptions and

instigated incivility was more prevalent when rumination was high as compared to when it was low. So, the hypothesis 3 is also supported.

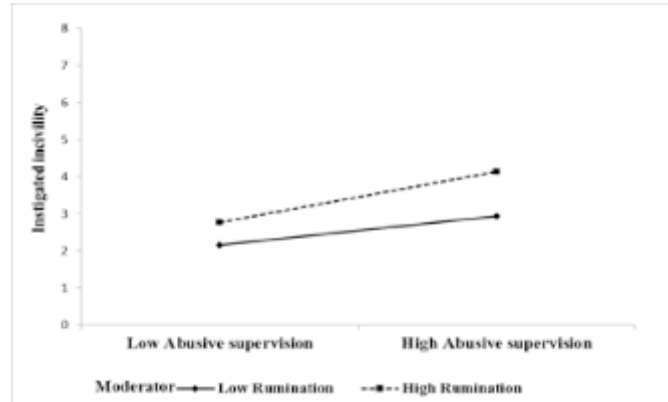


Figure 2: Plot of interaction between abusive supervision perceptions and rumination on instigated incivility

DISCUSSION

The present research study demonstrated the impact of psychological entitlement on instigated incivility of employees. Explicitly, we analyzed that how entitlement tendency of employees is associated with instigated incivility and why several employees engage in acts of incivility more than counterparts in reaction to sense of psychological entitlement. The study also envisaged the mediating influence of abusive supervision perceptions between psychological entitlement and instigated incivility. We relied on social exchange and displaced aggression theory to explain the role of abusive supervision perceptions in determining instigated incivility. The buffering impact of rumination on the linkage between abusive supervision perceptions and instigated incivility was also analyzed. Our results highlight that psychological entitlement is positively related to uncivil behaviors of employees. Psychological entitlement is considered as a constant propensity towards auspicious self beliefs and appreciation expectations without any rationalization for such perceptions (Naumann et al., 2002; Campbell et al., 2004). The non fulfillment of such perceptions engages employees in retaliatory outcomes like uncivil behaviors (Mackey et. 2016). Entitled employees respond to the inequity prevalent in the organization by getting involved in undesirable behaviors towards coworkers in order to seek revenge. This relationship is guided by social exchange theory which proposes that employees engage in a give and take mechanism in organization (Blau, 1964). When employees think that they are being unfairly treated by organization or that the procedures prevalent in organization are unjust, they have a tendency to get themselves engage in undesirable outcomes. The involvement in undesirable behavioral reactions is just to maintain a balance in the social exchange mechanism.

This study also examined the mediating influence of abusive supervision perceptions on the association between psychological entitlement and instigated incivility. This relationship is based on the fact that entitled individuals have comparatively weak work relationships with supervisor based on the premise that such individuals attribute their undesirable outcomes to external sources such as supervisors (Mackey et al., 2011). They consider supervisors responsible for not giving them due appreciation and rewards (Campbell et al., 2004; Snow, Kern & Curlette, 2001). This particular

negative perception engages entitled individuals in uncivil behaviors in order to pacify their resentment towards supervisors. The engagement in undesirable behavioral reactions is due to feelings of lack of reciprocity and balance in interpersonal interactions. Employees do not choose to retaliate towards source of aggression or negative exchange (supervisor) because of the considerable level of control they have on rewards and appraisal systems (Dollard et al., 1939; Mackey et al., 2016). So, employees consider coworkers as targets of their revengeful, rude and insolent behaviors because coworkers have less positional supremacy and authority as compared to supervisors.

The study also demonstrated rumination as a boundary condition on the linkage between abusive supervision perceptions and instigated incivility. Ruminators consistently think about the past negative events and show retaliatory reactions to pacify their anger (Schilpzand, Leavitt & Lim, 2016). The veil of negative bias on their cognitive patterns breeds negative judgments about the past unfavorable events (Lyubomirsky & Nolen-Hoeksema, 1995). The past literature demonstrates that cognitions have a well defined impact on the social exchange processes prevalent in organization (Lawler & Thye, 1999; Aryee, Budhwar, Chen, & Chen, 2002). Aligned with existent research literature, findings of the study reveal that ruminators are unable to forget the past instances involving abusive behavior of supervisors. This lack of forgiveness hampers the positive coping process thus intensifying the occurrence of revengeful negative reactions. So, rumination further aggravates the negative impact of abusive supervision perceptions on instigated incivility of employees.

MANAGERIAL IMPLICATIONS

Although, the notion of workplace incivility has acquired substantial attention by researchers and academicians in field of tourism and hospitality (Hur, Moon & Joon, 2016; Torres, van Niekerk & Orłowski, 2017), empirical research analyzing the factors that contribute to workplace incivility is limited (Harold & Holtz, 2015). The scarcity of research in this domain makes this research even more significant. The linkage between psychological entitlement and instigated incivility imply that the level of entitlement of service employees should be evaluated before selection of employee in organization. The logic behind this is that if the management identifies the propensity of psychological entitlement at preliminary stage, they may choose to eliminate such individuals rather than spending resources to cope with psychological entitlement (Harvey and Martinko, 2009). Moreover, service industry should analyze the association between inputs and outputs of employees. By analyzing the amount of performance requisite for rewards, unrealistic expectations of workforce about admiration and rewards can be diminished.

LIMITATIONS AND FUTURE DIRECTIONS

Although, this research helps to augment the understanding regarding antecedents of instigated incivility in service industry but there are certain limitations also that can be addressed by upcoming researches. The data were gathered only from four service sectors (banking, education, telecom and hospitality). Future studies can also focus on other sectors such as medical and health services, IT industry etc. This study incorporated only quantitative method of research; future researches can conduct interviews and experiments to examine these relationships. Likewise, data were gathered from a limited sample; future research can replicate this study with a large and diverse sample to enhance generalisability.

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