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IS OVERLOOKING WORKPLACE INCIVILITY JUST LIKE EXPERIENCING “BOILING FROG SYNDROME”? UNCIVIL BEHAVIORS AT WORKPLACE AND THEIR MAJOR NEGATIVE CONSEQUENCES AND HOW TO REDUCE THEIR NEGATIVE OUTCOMES

Can BİÇER ¹

Abstract

Millions of people go to work every day but only very lucky ones don't experience incivility at workplaces. Unfortunately, majority of the employees are the victims of verbal aggression, emotional abuse and even violence any time in the organizations. Workplace incivility simply means rude, hidden aggressive and discourteous behaviors and it can be dangerous for both the organizations and the workplaces. Workplace incivility has been somewhat overlooked due to its less intense nature comparing to aggression. In fact, usually the instigator of an uncivil behavior is not even aware of the harmful effects of his/her act toward the victim. Workplace incivility is often overlooked but it might cost too much for the organizations since it leads to poor workplace climate, job dissatisfaction major negative outcomes like employee turnover and employee turnover. Whether intentional or not, from disrespecting other coworkers to verbal aggressions or insulting others, unacceptable behaviors should be detected by the management and the measures must be taken immediately to stop the negative consequences of the workplace incivility. In this conceptual study, uncivil behaviors at workplaces will be defined in detail, theoretical framework will be formed and the actions that must be taken to reduce and prevent incivility in the workplaces will be recommended.

Keywords : Workplace incivility, Intention to leave, Employee turnover.

Jel Classification : M10, M12, M51.

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İŞYERİ NEZAKETSİZLİĞİNİ GÖRMEZDEN GELMEK “HAŞLANMIŞ KURBAĞA SENDROMU”NU YAŞAMAK GİBİ MİDİR? İŞYERİNDE NEZAKETSİZ DAVRANIŞLAR, ÖNEMLİ OLUMSUZ SONUÇLARI VE BU OLUMSUZ SONUÇLARI AZALTMANIN YOLLARI

Öz

Milyonlarca insan her gün işe gitmektedir ancak çok şanslı olan pek azı işyerlerinde nezaketsizliği yaşamamaktadır. Maalesef, çalışanların çoğu, örgütlerde sözlü saldırının, duygusal istismarın hatta şiddetin kurbanı olmaktadır. İşyeri nezaketsizliği kısaca kabalık, gizli saldırganlık ve saygısızlık anlamına gelmektedir ve hem örgütler hem de işyerleri için tehlikeli olabilir. İşyeri nezaketsizliği saldırganlıkla karşılaştırıldığında daha düşük yoğunluklu olduğundan göz ardı edilen bir şeydir. Aslında, genellikle bunu yapan kişi kurbanın olumsuz sonuçlarından etkilendiğinin bile farkında değildir. İşyeri nezaketsizliği sıklıkla göz ardı edilmektedir fakat kötü iş ortamı, iş memnuniyetsizliği ve daha önemli olumsuz sonuçlar olan işten ayrılma niyeti ve işgücü devrine neden olduğundan, örgütler için çok fazlaya mal olabilir. Kasıtlı olsun, olmasın, sözlü saldırılardan başkalarına hakarete kadar varan saygısızlıklar ve kabul edilemez davranışlar yönetim tarafından tespit edilmeli ve işyeri nezaketsizliğinin olumsuz sonuçların önüne geçilmesi için derhal harekete geçilmelidir. Bu çalışmada, işyerlerindeki nezaketsizlikler detaylı olarak tanımlanacak, kavramsal çerçeve oluşturularak, işyerlerindeki nezaketsizlikliğini azaltmak ve önlemek için atılması gereken adımlarla ilgili önerilerde bulunulacaktır.

Anahtar Kelimeler : İşyeri nezaketsizliği, İşten ayrılma niyeti, İşgücü devri.

Jel Sınıflandırması : M10, M12, M51.

INTRODUCTION

There are millions of organizations that range from local to international ones in the world and employee works in various hours, for nearly 8 hours, and bosses all desire to gain the success of the business. When employees do not perform effectively, the goals of the organizations won't be achieved. It's true that the individuals are the heart and soul of any organization. So, employees who aren't happy with the working environment can bring down an entire department or business. For example, some employees unfortunately exhibit bullying behavior, disregard the protocol in the organization, disrespect coworkers and have interpersonal problems. When employees experience uncivil, bad behaviors from their bosses or coworkers, they are negatively affected and their morale in the organization goes into pieces and they even think quitting their jobs. Incivility can be activated not only by people in managerial jobs or supervisory roles but also by coworkers or customers. Moreover, uncivil, destructive behaviors cause discord, lower employee engagement; jeopardize the organizational culture, reduce work effort and last but not least, ruin the workplace and might offend the customers. Young et al. (2019: 2) underlined in their study that workplace incivility can be regarded as alike with workplace bullying but it is the next step within the concept of the level of the intensity of the behaviors toward the victim. Workplace bullying's main features are high intensity, intentional, and frequent from the perpetrators but workplace incivility is a more subtle, lower intensity form of unfair, mistreatment with usually ambiguous intent to give harm to others in the organization. It has also been noted that exposing or witnessing to workplace incivility often affects employees, workflow, workgroups and organizations negatively and from the point of individual employee level it can cause the disruption of employee relationships, loss of organizational commitment, frustration, higher turnover rates, anxiety, depression and stress, and lower job satisfaction, engagement and self-esteem. Besides, workplace incivility is chosen worth studying for it in this study because according to Demsky et al. (2019: 229), it has been emphasized that the levels of workplace incivility is on the rise in organizations comparing to past and although workplace incivility can be identified as low-intensity deviant behavior with ambiguous intent

to harm the target, in violation of workplace norms for mutual respect it affects various employee and organizational outcomes, including reduced job satisfaction, psychological and physical well-being, and affective commitment, plus increased turnover intentions, stress, work-to family conflict, and counterproductive work behaviors in organizations on the whole.

Furthermore, workplace incivility is a kind of highly contagious disease that infects so quickly among coworkers with the notion of “fight fire with fire” or uncivil spiral with, namely, “tit for tat”. In fact, uncivil, disrespectful behaviors, whether their origins are clear or not, simply drive the employees’ morale to very low levels. The uncivil behaviors mainly are; rude and discourteous behaviors, insulting in front of other people, belittling, narcissism, sarcastic comments, cynical or humiliating expressions of the bosses. As a result, these kinds of unwanted behaviors, which are originated from ‘bosses from hell’ or coworkers, lead to negative outcomes like lower employee and customer satisfaction intend to leave and increased employee turnover. They also may lead to hidden costs while overcoming the conflicts at work, high employee turnover and the decrease in the number of customers overall company reputation. On the other hand, it is essential to foster a positive, energetic work environment for both the bosses and employees in order to reach the organizational goals and more pleasant working environment. In brief, employers and senior managers, supervisors or bosses often don’t care how constant workplace incivility affects their employees, customers and working climate in the organization. Instead, they shouldn’t overlook the fact that workplace incivility can threaten the staff who, in turn, can become exhausted, cynical or depressed which destabilizes the whole organization and ruin the reputation of it in the end. So, since workplace incivility would destruct the organization gradually, the secret is not to ignore its dangers and negative effects and in order not to experience boiling frog syndrome at workplaces on which this study is based on this metaphor, which is about a frog being slowly boiled alive, individuals who are responsible for taking precautions for smooth working environment should never show unwillingness to individuals who adopt uncivil behaviors to react to or be aware of insidious threats that arise gradually rather than suddenly in organizations. So, in this conceptual study, theoretic approach will be adopted to shed light on the workplace incivility and its origins and organizational outcomes will be examined. Then, in the conclusion section, the precautions that can be taken to prevent from the negative impacts of the workplace incivility will be defined.

I. WORKPLACE INCIVILITY AND ITS TWO MAJOR OUTCOMES: INTENTION TO LEAVE AND EMPLOYEE TURNOVER

As Laplante (2004: 56) stated, the boiling-frog syndrome originated from the phenomenon that if you put a frog in a pot of boiling water, it will certainly jump out of it quickly as an immediate reaction. But if it is placed in a pot of tepid water that its temperature raises slowly, the frog would fail or unable to feel or sense the gradual increase in water temperature, and in the end, it will stand still until it boils to death in boiling water. In a troubled organization where uncivil behaviors are observed but they are overlooked because of regarding them as unimportant, then the cultural/institutional inertia of the organization is equivalent to the thermal inertia of the pot of boiling water for the unfortunate frogs, that’s to say for the unfortunate victims of the uncivil behaviors in the organizations. To sum up, it also has been emphasized that to ignore the dangerous signs of the work environment’s slow degradation and degeneration as a result of incivility in organizations, it can be referred as just like experiencing the boiling-frog syndrome. Besides, it has been argued that, boiling-frog syndrome still stands as a warning to managers and team members not to ignore the signs of uncivil behaviors at workplaces that portend final failure. To be concluded, in this section, workplace incivility will be defined and its major effects in organizations, intention to leave and employee turnover will be itemized in detail.

I. I. Workplace Incivility

One can never deny that workplace incivility exists in any workplace. It suddenly appears whether depending on the reasonable matters or not. According to Porath and Pearson (2013: 1), uncivil behaviors are on the rise recently, and within the concept of the research they made, nearly 98% of the employees expose workplace incivility at work and majority of them claimed that they were treated uncivil and rudely at least once a week. They underlined that anybody who experience rude behaviors, tend to respond in a negative way, indeed retaliate them obviously. Then it leads to unrest and anxiety in the workplace and because of the discourtesy and rude behaviors, employees often feel disrespected, and majority of them get fed up and intend to leave. So, workplace incivility is a corruptive and a distortive phenomenon in organizations that should be analyzed effectively. Fida et al. (2018: 3) claimed that workplace incivility is the violation of workplace norms and jeopardizes mutual respect among employees. It has also been argued in their study that uncivil behaviors cover rude and discourteous comments and actions and generally showing a lack of concern for others and their feelings and it has also been underlined that incivility may have multiple sources within a work setting, including coworkers, superiors, or even customers. Hershcovis et al. (2017: 1058) also stated in their study that incivility can be very potent since it has isolating and embarrassing effects and experiencing incivility in the workplace may threaten one’s sense of value to the organization, especially because the intent behind incivility is often unclear so it is possible that targeted incivility from a specific person may be as, or more detrimental than general incivility from different people and it can be particularly true if the perpetrator is in a position of power and influence within the social group and it has been underlined that workplace incivility is an accumulation of low-intensity encounters that, left unchecked, can finally spiral to more severe aggravations in the organizations.

To define first, workplace incivility is a common, low-intensity social stressor that can harm employees’ well-being and it is low-intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect. Workplace incivility often occurs in the presence of others and the intention of an uncivil act or behavior is ambiguous and can be interpreted differently by the instigator, the target, or even an observer. Even though the reason for the incivility is ambiguous, the common effects of incivility could be highly destructive. Because, it is related with a wide range of detrimental work consequences consist of decreased job satisfaction, increased turnover intentions, and heightened job burnout and intend to leave (Vahle-Hinz et al., 2019: 272; Abubakar et al., 2018: 1; Reich & Hershcovis, 2015: 3; Koon and Pun, 2017: 3; He et al., 2019: 3). From the target’s point of view, workplace incivility is regarded as a rude behavior from co-workers, customers, or bosses (supervisors). Indeed, the target is unsure whether this experienced behavior was really meant to be boorish, or he/she deserved that and this ambiguity can lead to extra stress and negative effects for the employees (Vahle-Hinz et al., 2019: 272).

Andersson and Pearson (1999: 453–455) reported that workplace incivility falls into two certain groups: low intensity and ambiguous intent to harm. And, three different types of people, experienced workplace incivility, witnessed incivility (observer), and instigated incivility can easily recognize and feel the workplace incivility exactly. Although uncivil behaviors might vary across cultures, Table 1 shows some examples of workplace incivility that is originated from the coworkers and the supervisors (bosses) (Smith et al., 2018: 2; Sabbath et al., 2018: 8; Schilpzand et al., 2016: 57–60; Loh & Noi, 2018: 102–104; Arasli et al., 2018: 2–3):

Table 1. Workplace Incivility Examples

Coworker Incivility Examples	Supervisors (Bosses) Incivility Examples
<ul style="list-style-type: none"> • Discourteous actions to coworkers at workplace, • Gossiping and spreading rumors, • Refusing to assist a coworker, • Name-calling in front of customers, • Public criticism (in front of people/coworkers), • Withholding information which affects coworkers' performance, • Being humiliated or ridiculed related with your work/duty, • Being ignored or excluded, • Insulting others (Even bullying), • Interrupting others or intentionally not listening (Silent treatment), • Disparaging tones, • Hostile stares, • Mocking a co-worker • Berating a subordinate or co-worker publicly • Disregard for people's time or professional competence. 	<ul style="list-style-type: none"> • Spontaneous, disrupting meetings, • Insulting employees publicly, • Making accusations about things to do and professional competence, • Overruling decisions without giving a reason, • Undermining credibility in front of others, • Frowning or giving dirty looks or negative eye contact, • Disrespecting employees by expressions or comments, gestures or proven behaviors (hostility) related with personality characteristics such as their race, religion, gender, etc. • Public reprimands, • Sending a nasty or a demeaning note (hate mail), • Sarcasm, • Making unfounded accusations, • Treating employees like a child, • Partiality or side conversations.

All the people at a workplace care for the norms for civility but unfortunately, whether intentionally or not, they are violated. Geldart et al. (2018: 97-99) claimed that workplace incivility and other forms of hostile interpersonal behaviors have been escalating and more prevalent recently. It has been so common that it cannot be restricted to any industry or business. Workplace incivility has got a contagious and evolving effect that if an employee experiences a bad behavior at work, it transfers to beyond one office day to another, in order to get them pay the price or vice versa. In addition to the examples of workplace incivility, it can be categorized into 5 common types of behaviors at workplace. Table 2 shows the types of behaviors and some examples for these behaviors (Hoffman et al., 2015: 223):

Table 2. Common Types of Workplace Incivility Behaviors

Type of Behavior	Signs
Passive Aggressive Behaviors	<ul style="list-style-type: none"> • Resist to communicate • Failure to help coworkers • Sabotage/intentionally trapping a coworker to fail (i.e., detaining important information affecting job outcomes/performance)
Verbal Indicators	<ul style="list-style-type: none"> • Backstabbing, • Yelling or shouting, • Criticizing/insulting coworker publically, • Spreading rumors/gossiping, • Being disrespectful, rude, or intimidating, • Swearing at a lower level employees/ coworker.
Nonverbal Indicators	<ul style="list-style-type: none"> • Eye rolling, • Staring/glaring evil, • Making faces, • Excluding a coworker from a conversation or work activities.
Sexual Harassment	<ul style="list-style-type: none"> • Unwanted intimacy/approaches, • Sexually based verbal expressions/comments • Sexual language or inappropriate jokes/stories in the glare of publicity, • Advanced and unwanted bullyragging/ physical contact.
Bullying	<ul style="list-style-type: none"> • All of the behaviors above, • Being assigned undesirable duty/work, • Being assigned impossible deadlines, • Physical/Psychological abuse, • Receiving unwarranted or invalid criticism

According to Vahle-Hinz et al. (2019: 272), employees experiencing rudeness tend to show rudeness to the coworkers as well. Besides, even one single uncivil behavior may lead to more rude ones to other people just like a contagion effect. So it's very important to understand what causes the workplace incivility and its possible outcomes. Bartlett et al. (2008: 2) stated that in order to offer the best solutions for workplace incivility, it's very important to comprehend the things that enable, motivate or trigger the incivility and its outcomes. Figure 1 (Barlett et al, 2008: 2–5; Lim et al., 2018: 2–5; Geldart et al., 2018: 97) displays what causes the workplace incivility and its possible outcomes:

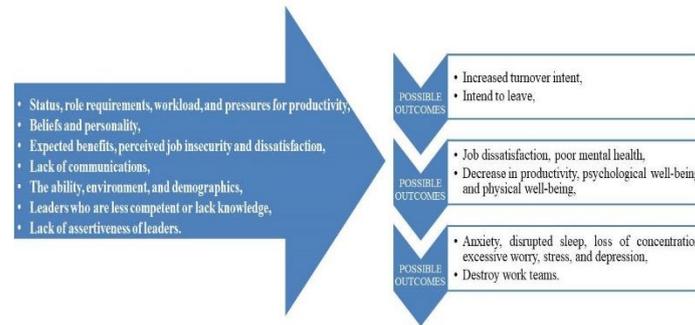


Figure 1. Causes of the Workplace Incivility and Its Possible Outcomes

Not only workplace incivility affects negatively employees' psychological mood but also it has a negative impact on functioning in their family roles. Since it is accepted that workplace incivility happens via stress-response mechanism, employees simply tend to reflect their negative mood to the family members and his/her friends, namely social life (Lim et al., 2018: 2). Moreover, the most damaging consequences of incivility for organizations are intend to leave and high employee turnover. Both of the negative outcomes of the workplace incivility cost a fortune for the organizations (Sguera et al., 2016: 116). For instance, Cho et al. (2016: 14–26) carried out a study to acquire a better understanding about effects of workplace incivility upon restaurant frontline service employees caused by customers, supervisors and coworkers as the three dimensions of workplace incivility on 124 university students who were working at restaurants as frontline service employees and data was obtained via survey. It has been concluded in their study that for the restaurant frontline service relationships between customer incivility, supervisor incivility, all lead to emotional exhaustion and it simply leads to higher levels of employee turnover and intention to leave.

I.II. Workplace Incivility and Intention to Leave

Workplace incivility, based on the definition, whether its low or high intensity anomalous behavior with ambiguous purpose to harm the victim, it leads to the violation of the organizational norms and decrease in employees' motivation. Whether it's originated from the supervisors, coworkers or customers, it demolishes the morale and performance of the victim, causes intensive job-related stress and he/she begins to think of leaving the organization. Van der Vaart et al. (2015: 33) reported that, if the employees in the organizations assume that they feel insecure, stressful and unrest at workplace they feel less loyalty to the organization and to the employer and they are likely to quit in pursuit of better opportunities and peaceful organization. Similarly, Sguera et al. (2016: 123) argued in their study that workplace incivility is subtle but may destruct relationships easily between employees, decreases their job efforts, and lower their psychological and physical health and well-being. It has been mentioned that, it might be extremely hard to evaluate all the costs of incivility for organizations but one of its most damaging consequences is employee exit, namely intention to leave.

Since workplace incivility is the major motive of the stress at work, employees often to think to leave when they are under stress at workplaces. Firth et al. (2004: 171) stated that individuals usually think about leaving for these antecedents below;

- Job stress (job-related stress),
- Workplace incivility, bullying etc. that cause job-related stress,
- Lack of commitment to the organization,
- Job dissatisfaction.

Although people try to attain, keep and preserve their physical, emotional, social and psychological resources, when they experience incivility at workplace, they begin to feel distress, sadness, rejection, irrationality and hostility. In fact, single incivility might not be regarded as a disaster but an accumulation of perceived incivility experiences can lead to emotional exhaustion and negative outcomes like intention to leave (Han et al., 2016: 98-99). Tsuno et al. (2017:43) maintained in their study that though workplace incivility is regarded as milder type of interpersonal mistreatment comparing to its intensity is less apparent than aggression or bullying and is usually underestimated, it rather negatively affects employees' health and well-being as well as organizational quality. It has also been underlined that experiencing uncivil behavior at work is largely related to psychological distress, feeling restless, poor mental health, greater levels of intention to leave the job. Additionally, since employees regard workplace incivility as a violation of workplace norms, it leads to distrust against organizational leadership and the organization itself. In addition, workplace incivility might be top down incivility (from supervisors or individuals with higher status) or lateral incivility (from coworkers or customers) it is the main reason for the job dissatisfaction and intention to leave (Jiménez et al., 2015: 1931–1932). For example Taylor et al. (2019: 5–7) conducted a study including participants who were surveyed included all full-time faculty members at the rank of instructor, assistant, associate, and full professor at all US programs affiliated with the Association of University Programs of Health Administration (AUPHA). And it has been founded out that faculty members who experienced incivility at work are significantly more likely to report lower job satisfaction and an intention to leave their position within the next three years and a cumulative number of certain acts of incivility was negatively associated with job satisfaction and intentions to leave one's current job. To sum up, it has been claimed in their study that experiencing a wider range of uncivil acts, as well as to a greater frequency of acts, can eventually result in increased intention to leave, decreased workplace satisfaction and higher expected turnover rates in the academic health administration setting.

I.III. Workplace Incivility and Employee Turnover

Every organization with employees experiences employee turnover. It's natural that employees come and go but it has a hidden cost for every organization. It's simply because it takes time and money to find and train a replacement for the position (Kappel, 2017: 1). Grissom et al., (2016: 242) maintained that, employee turnover is the outcome of the factors that affect either labor demand or labor supply. Employee stays because the benefits of the current job are the highest within this set and they are happy with the organization. If the benefits are higher for another available alternative, then the employee thinks about leaving to pursue that alternative. If he/she finds that alternative and leaves, it is regarded as voluntary turnover and that kind of turnover is the result of employees' supply-side comparison of costs and benefits of attainable employment opportunities. In addition, employees are willing to leave if they have high-demand skills and can find better conditions or wages. On the other hand, the employer may let employees go when they realize a reduction in the revenue or hire another one to pay less and it's regarded as involuntary turnover for the employees.

In general, employee turnover results in many troubles for organizations from the high replacement costs, demanding training requirements, loss of learning and experience effects, low morale among the remaining organizational employees and the critical financial performance outcomes. The

established business ties might be undermined and vital knowledge associates with certain markets, personal networks and experiences might be lost as well (Katsikea et al., 2015: 368). So it's very important for the HR and the organizations to hold, especially the talented and highly skillful employees within the organization. Moreover, job satisfaction may be regarded either as a comprehensive feeling and thoughts about the job or as a related set of attitudes about different aspects of the job itself. Therefore, unsatisfied employees are more often likely to leave their jobs comparing to satisfied employees in the organizations (Mathieu et al., 2016: 113–114). In sum, Liu et al., (2017) reported that there's a positive correlation between supervisor incivility and employee turnover. It has been claimed that supervisor incivility such as public criticism, slander, sarcasm, questioning in front of other employees are interpreted as a threat for the victim and they all may lead to job dissatisfaction and employee turnover intention.

In addition, Sharma and Singh (2016: 2) stated that workplace incivility often adversely affects not only just its direct victims, but also other individuals of workgroups in the organization. It has also been mentioned that the prevalence of workplace incivility cannot be overlooked no more because negative action by one employee triggers negative reactions in others so this effect turns into, generally identified as, interpersonal conflict spirals, and leads to victims of incivility going on to act as perpetrators of incivilities of their own and so employees might think of quitting and looking for new jobs and it finally increases employee turnover. To illustrate, Zia-ud-Din et al. (2017: 214–217) conducted a study on medical nurses working in healthcare organization, different hospitals located in in Faisalabad city and the data collection was obtained by a survey based questionnaires that have been distributed among respondents of Faisalabad. Finally it has been concluded in their study that it is necessary to stop uncivil behaviors that cause an organizational commitment loose at workplace and so the absenteeism increases. Since workplace incivility increases absenteeism rates and unwillingness to come to work, they feel exhausted and need rest more and even they want to leave, so it leads to higher employee turnover rates.

CONCLUSION AND RECOMMENDATIONS

This study aims to shed light on the workplace incivility that is often overlooked and lay out solutions for its negative outcomes, especially two significant ones, intention to leave and employee turnover. Workplace incivility might not be regarded as a worthy incident to focus on in organizations but the reality is more biting. Sguera et al. (2016: 116–117) stated that workplace incivility is subtle but can destroy relationships between coworkers, reduce their job efforts and performance, job satisfaction and decrease their mental and physical health. From an organizational practical point, it is really hard to evaluate all the costs of incivility for organizations in detail. In fact, one of its most eroding consequences is intention to leave that it raises the cost of detention and maintaining qualified employee for organizations. Second, experiencing of mistreatment and uncivil behaviors at workplace is really strong to affect employees' turnover intentions, in very short period, even after a period of five months.

Workplace incivility is a kind of cause and effect based uncivil behaviors at workplaces. For example, employees who work in an environment that includes workloads that are hard to burden may lead to unpleasant social interactions with customers especially in service sector. It can be concluded that the customer incivility is certainly associated with the uncivil employee workplace attitudes and behaviors. Briefly, customer incivility is a prevalent phenomenon in the labor-intensive work environment which is famous for high employee turnover rates (Han et al., 2016: 104). Moreover, third form of workplace incivility, supervisor incivility, is more common and significantly has got a negative effect on psychological safety, while positive effect on employee turnover intention. The misuse of power is usually at the center of the harmful, negative workplace interactions. The victim of incivility is more likely to be of a lower status than the perpetrator. So, managerial board of the organizations must focus on the leadership behavior and improve the supervision system within the organization. The managerial board of the organizations can assess the supervisor regularly and access the assessment data

through anonymous survey and spontaneous observation at the workplace (Liu et al., 2017: 80). For example Fida et al. (2018:5–8) carried out a study on randomly selected sample of registered nurses working in direct care settings was obtained from the professional registry databases from 10 Canadian provinces and the data was obtained through study questionnaire and it has been found out and concluded in their study that workplace incivility leads to emotional exhaustion which causes increase in the employee turnover rates and higher levels of intention to leave in organizations. For instance, the cost of incivility is also huge. Hanrahan & Leiter (2014: 264) mentioned in their study that for a health-care organization with nearly US\$1 billion income in the US, it has been calculated that the organization lost about \$71 million dealing with the effects of incivility in organizations.

Furthermore, from the managerial point of view, Taylor et al. (2014:19) argued in their study that managers should play three different roles in coping with the workplace incivility. First one is manager as first responder that means manager is the first on the scene and well aware of the uncivil behaviors at workplace and when employees think that their manager is trustworthy, supportive, and fair then they will feel themselves more comfortable to speak up complaints and uncivil behaviors they have been exposed. Second, managers can play a role as mediator such as forcing or encouraging a perpetrator to apologize and make amends to repair the relationship between the perpetrator and the victim. And the third one is playing a role as judge and executioner when the perpetrators fail or reluctant to apologize then they should be punished publicly because when the perpetrators are punished in private, then the victims might be suspicious about whether they have been disciplined properly or not by the managers.

Workplace incivility is a wide scale phenomenon that silently and stealthily ruins the organizations and the individuals within them. That is to say, it can be simply described within the concept of “Boiling frog syndrome”. Just like the frog ignores the temperature of the water that goes up gradually, eventually the frog gets boiled and dies, the overlooked or unresolved workplace conflicts result in the larger reducible costs to an organization in the end and suffer from eventual undesirable consequences. Here are some tips and solutions that can be offered due to the previous researches and the information given in this study:

- When the habitual perpetrators of workplace incivility is rewarded or promoted whether intentionally or not by the leaders, it then may create a culture of deviance that has long-term detrimental and undesirable consequences for the working environment. Since the dynamics of power and leadership are at the core of the workplace incivility, overlooking, and ignoring uncivil behaviors does not make them happen or disappear.

- Proactive leadership must be adopted because it is vital for preventing the spiral of workplace incivility. Leaders come forward by playing positive role models for civility in their words and in their deeds at the workplace. In addition, leadership must show norms of zero tolerance for incivility in the organization. For example, first leaders must show the behavior they desire to see in their employees at the workplace. Moreover, before hiring the employee, the leaders should be aware of choosing the best one from the candidates by observing who is patient and showing good manners. When deciding the right candidate, they are expected to be respectful to the people for their beliefs and lifestyle out of work and they should have objective perspective for the candidates’ gender, nationality or their religion.

- Leaders shouldn’t postpone the role they should act when they witness or hear of something uncivil behaviors between the employees. He/she should go into action before it’s too late, like talking to parties and to try to understand clearly what happened. Leaders shouldn’t dismiss their concerns and thoughts of employees. Because when employees feel disrespected, they might become more aggressive to the coworkers and the leader.

- Leaders should distribute the workloads efficiently among the employees because work and pay equity are the most important factors that affect the satisfaction of the employees. When the merit rating system works efficiently, the satisfaction of the employee’s rises and the number one reason of workplace incivility, job dissatisfaction will decrease. Leaders should prevent from mobbing acts like they shouldn’t assign the employees for undesired jobs in undesired conditions within a very limited time.

- Employees should examine their own behaviors at the workplace. Individuals at the workplace should care of showing empathy towards others, like respecting coworker’s lifestyle, gender, nationality and thoughts. Employees should look for the ways of encouraging and developing the acts of kindness and the practices of forgiveness among coworkers. Indeed, they shouldn’t pay attention or tolerate to the rumors and gossip at the workplace. Employees shouldn’t prompt to flourish blame game each other and instead, they should encourage a solutions orientation to problems with the help of their leaders.

- Employees don’t often leave their political view “at the door” before they go to work. Then, they begin to discuss political issues/topics especially before/after the political elections and it might result in tense discussion among the coworkers and this may lead stress at work. In addition, budget deficits, stresses at home and family life can also play a factor like disputes between the parents and children. Many employees may find it difficult to leave their family life problems at home, and this can be reflected to the workplace. Employees should focus on their duty as much as they can and if they can’t help leaving some personal problems at the door, they should take professional support or advice.

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Yazar Katkıları : *Is Overlooking Workplace Incivility Just Like Experiencing “Boiling Frog Syndrome”?* *Uncivil Behaviors At Workplace And Their Major Negative Consequences And How To Reduce Their Negative Outcomes* çalışmada. 1. yazarın katkı oranı: %100

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