

# The role of civility and incivility in a model of burnout and engagement

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# Impact of CREW

- **Comparison**
  - Five Hospitals in Ontario and Nova Scotia
  - Longitudinal Surveys (2008/2009)
- **Indicators**
  - **Incivility**
    - Supervisor
    - Coworker
    - Instigated
  - **Coworker Civility**
  - **Burnout**
  - **Turnover Intention**
- **Research Hypothesis**
  - **Incivility Predicts Burnout & Turnover**
  - **Burnout and Incivility Predicts Instigated Incivility**

# Analysis

- Outcomes
  - Burnout
  - Turnover Intentions
  - Instigated Incivility
- Autocorrelations
- Burnout Subscales
- Civility & Incivility Measures
  - Coworker Civility
  - Supervisor and Coworker Incivility

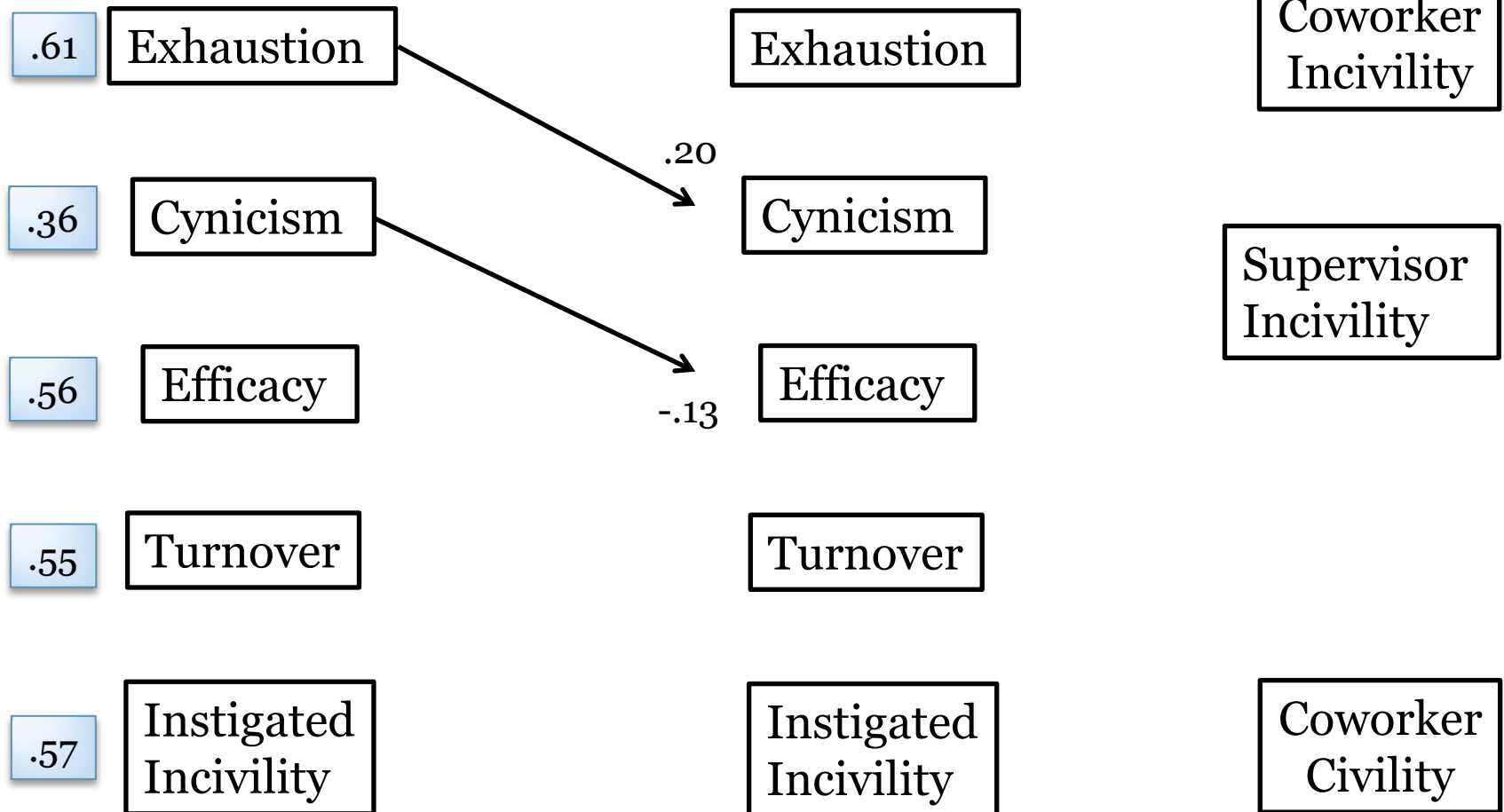
2008

2009

2008

# Process Model Of Burnout

Auto-Cor



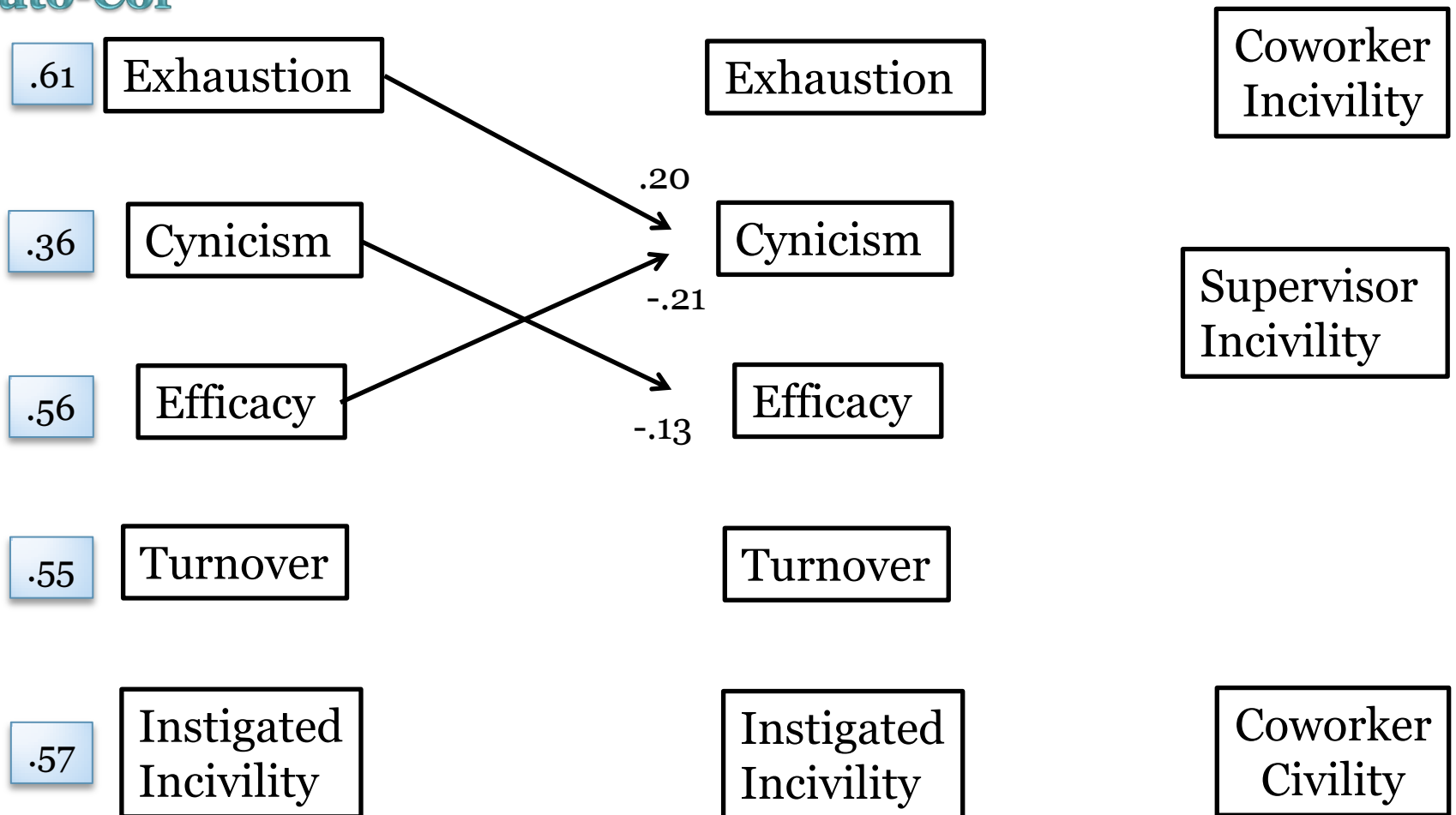
2008

2009

2008

# Additional Path: Efficacy to Cynicism

Auto-Cor



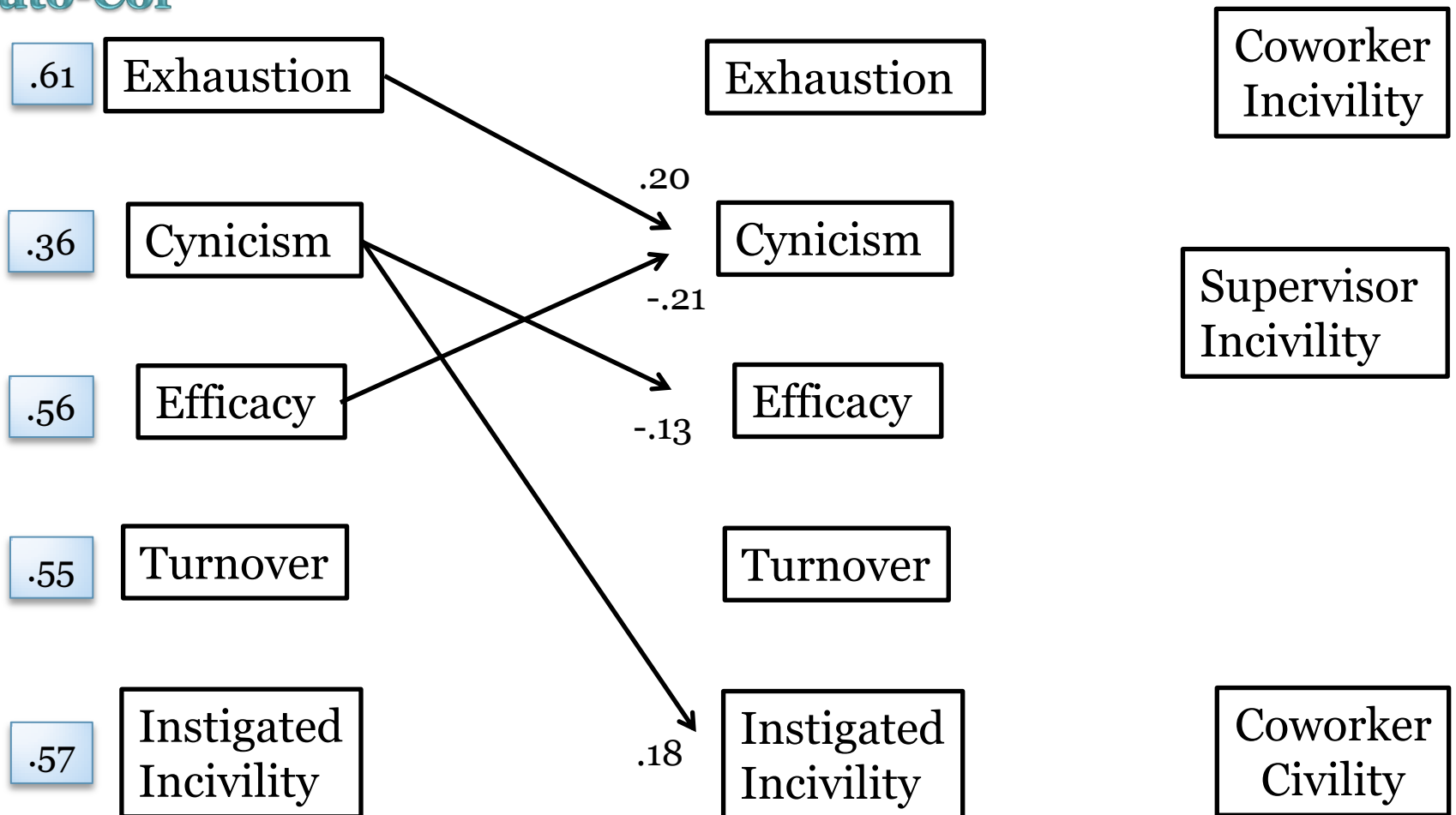
2008

2009

2008

# Cynicism to Instigated Incivility

Auto-Cor



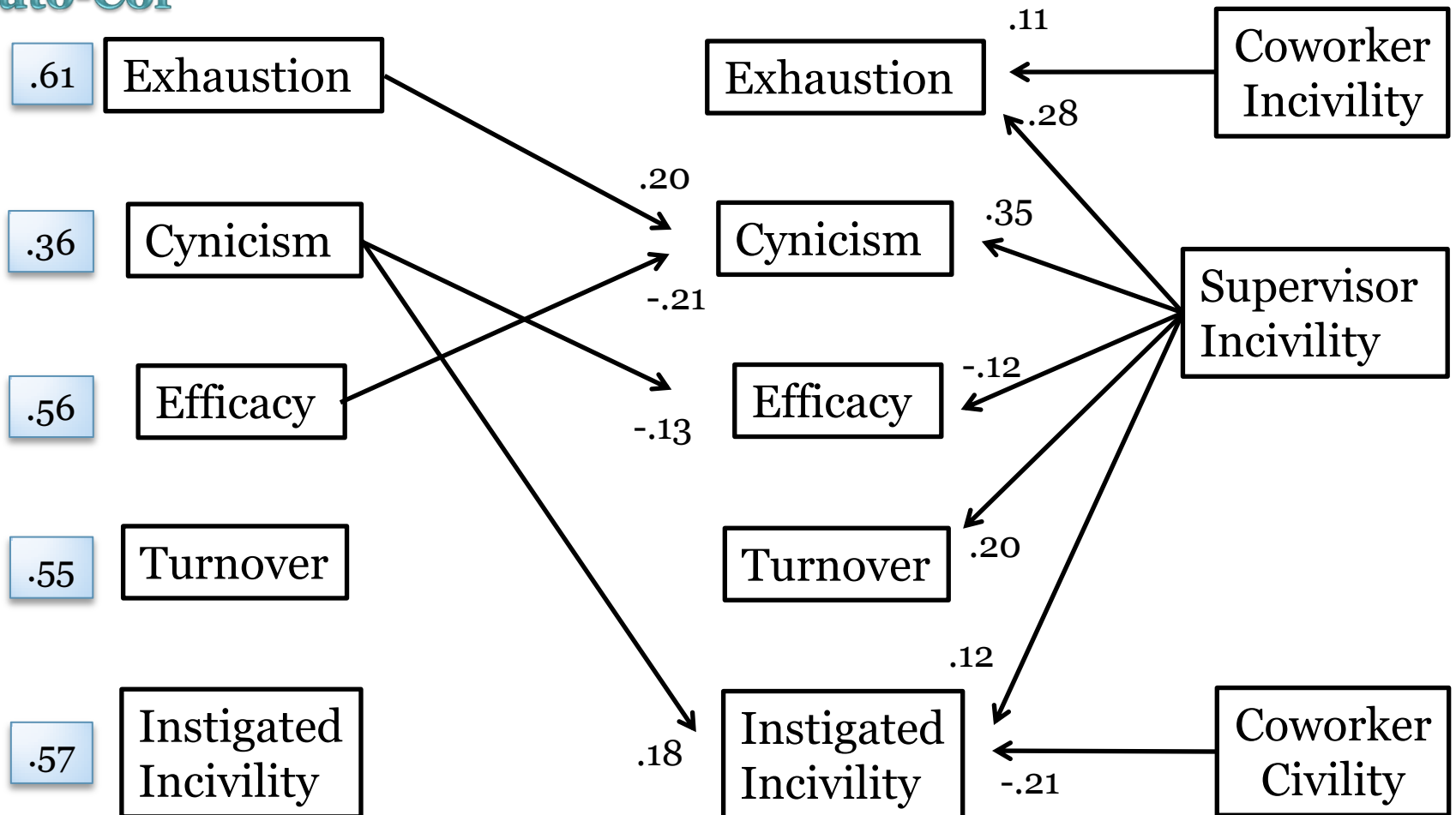
2008

2009

2008

# Civility & Incivility

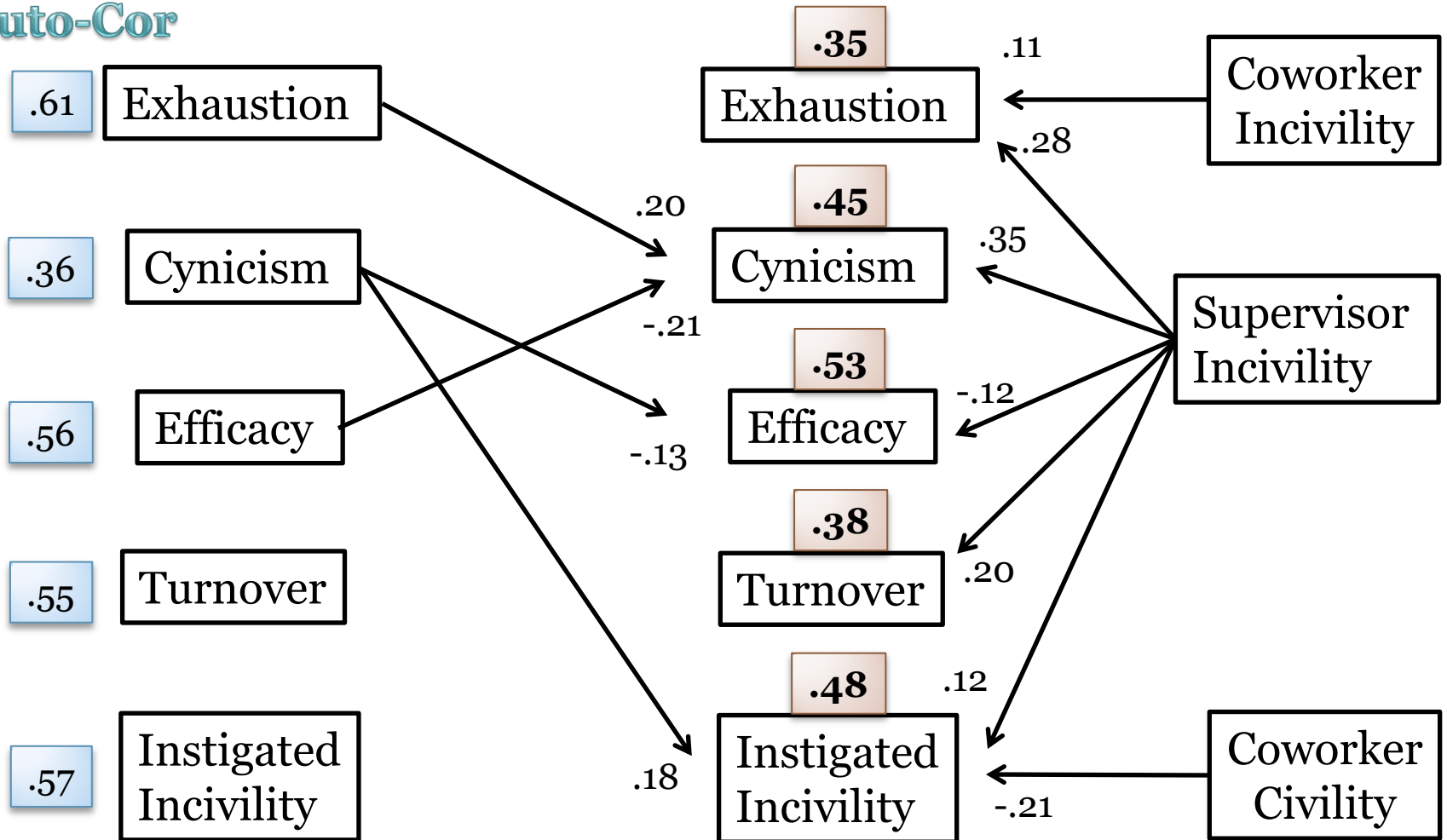
## Auto-Cor



$(\chi^2_{(656)} = 1061.21, p < .001; CFI = .918, RMSEA = .040)$

# Explained Variance

Auto-Cor



# Conclusion

- Collegiality Breakdowns Contribute to Burnout
- Burnout and Coworker Incivility Lead to Future Incivility
- Supervisor Incivility has Broad Consequences
- Coworker Civility and Incivility Shape Employees' Connection with Work
- Application
  - Improving Collegiality to Break Burnout Cycle
  - Addressing Burnout to Improve Collegiality