

ADAPTATION AND VALIDATION OF THE WORKPLACE CIVILITY SCALE FOR EUROPEAN PORTUGUESE SAMPLES

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Abstract

This study presents the validation of the Workplace Civility Scale (WCS; Osatuke, Moore, Ward, Dyrenforth, & Belton, 2009) for European Portuguese samples. It was applied to a sample of 1375 Portuguese workers. The current study gives empirical support to the research of workplace civility. The 8-item pool was proposed to measure the workplace civility, the concept and practice of courtesy, respect and consideration expressed between people at work (coworkers and supervisors; Osatuke et al., 2009). A Confirmatory Factor Analysis was performed to evaluate the factor structure and model fit, in terms of construct validity. WCS presents good reliability and convergent validity and can contribute to enhance empirical research of civil behaviour at work. Finally, implications of workplace civility are discussed.

Keywords: Workplace civility; Measurement validation; Confirmatory factor analysis; Portuguese workers; psychometrics; burnout; work engagement; community.

The concept of civility can be applied to various fields of research such as in History or Politics, Sociology or Behavioural Sciences (Ferriss, 2002). The present study focuses on its application to professional environments. Workplace civility (WC) can be defined as a set of behaviours characterized by: courtesy, politeness, respectful communication, consideration, compassion, kindness and care expressed between coworkers (Clark & Carnosso, 2008; Osatuke et al., 2009; Porath, 2011). Civility is associated with appreciation, recognition and being valued (Porath, 2011). Recently, Porath (2018) stated that civil behaviour at work is related to how well employees

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treat each other. According to Osatuke et al. (2009), the concept presents four main characteristics: respect, acceptance, cooperation and fair conflict resolution.

A specific behavior might be considered acceptable in one context, and disrespectful in another, so there is little value in discriminating some behaviours when considering different contexts or cultures. It is preferable to assess the individual's perception of civility, since it is their perception which will shape their feelings and the consequent response to their environment.

Workers tend to follow cultural rules, which shape the attitude at work and what is considered appropriate or otherwise unfair. Hofstede (2011) defines power distance as the extent to which inequality is accepted and even expected. Portugal is a high power distance country, which extends to the inequality of treatment between people with different hierarchical levels, and autocracy. It follows that it is tolerated that superiors show a lower level of respect towards their subordinates, when compared to the level they expect. Despite a traditional wider acceptance of these sort of inequalities, disrespectful or minimizing behaviors affect workers' productivity (Day & Leiter, 2014) and well-being (Luparell, 2004, 2011), and the negative effect might be amplified with culturally diverse workforces, as is increasingly the case in Portugal (Oliveira, 2023).

At work, individuals who show civil behaviour tend to be seen as potential leaders and their advice is well received by colleagues (Porath & Gerbasi, 2015; Porath, Gerbasi, & Schorch, 2015b). On an individual level, a civil employee tends to be viewed as warm and competent, being more accessible, inspiring, and most likely to be recommended (e.g. for a promotion or a new job; Porath et al., 2015a, 2015b). Civility uplifts people and promotes positive feelings at work and promoted or recommended for a new post (Porath & Gerbasi, 2015; Porath, Gerbasi, & Schorch, 2015) for the teamwork (Porath, Gerbasi, & Schorch, 2015), as well as job satisfaction (Leiter, Laschinger, Day, & Oore, 2011). At the organizational level, WC interventions can improve organizational commitment and decrease turnover intention (Osatuke et al., 2009). Culture is a central part of civility (Clark & Carnosso, 2008), because it shapes our way of perceiving the world and how we interact with others. Cultural awareness is an important issue in workplace relationships and may be relevant to the promotion of workplace civility. Additionally, power differences within organizations, be they real or perceived, as well as the way of dealing with power, can contribute to abuse and exploitation of people (e.g. uncivil behaviour). Differences can be used to disqualify others or, when valued and respected, used to build a work environment based on human dignity and civility (Clark & Carnosso, 2008).

Given the positive impacts of workplace civility (both at an individual and organizational level), the need to develop actions that promote civility demands an adequate instrument to measure it. One such measure has become part of a comprehensive survey applied at the Veterans Health Administration (VHA). This measure, comprising 8 items, is presented in Osatuke et al. (2009) in Appendix B as Veterans Health Administration Civility Scale (VHA-CS), the psychometric properties of which are referred to in Meterko, Osatuke, Mohr, Warren, and Dyrenforth (2007, 2008).

The same instrument (part of the VHA survey) was subsequently used to measure civility pre and post intervention (Osatuke et al., 2009; Osatuke, et al., 2014) and also used under the name CREW (Civility, Respect and Engagement in the Workforce) Civility Scale (as mentioned in Leiter, et al., 2012; Leiter et al., 2011; Leiter et al., 2010; Nicholson et al., 2014). These interventions

targeted professionals with various backgrounds, such as administrative supervisors, clerks, and secretaries (Osatuke et al., 2009). Due to the possibility of its application to different professional profiles, we suggest a broader name, Workplace Civility Scale (WCS). The WCS focuses entirely on workplace civility, differently from other instruments that also include other constructs (Clark et al., 2013; Walsh et al., 2012), as in the case of the Organizational Civility Scale (OCS; Clark et al., 2013), which includes organizational climate, civility, satisfaction stress and coping.

The current study supports the adaptation and validation of the Workplace Civility Scale (WCS; Osatuke et al., 2009) for European Portuguese samples. Due to the importance of culture on what is considered uncivil, rude or acceptable, and the nuances of the meaning of words and phrasal constructions, there is a need for distinct instruments for different Portuguese speaking countries, such as Brazil. Said context there is already a translated and adapted instrument (de Andrade et al, 2020). The current study aims to present one for Portugal. In order to scientifically study these effects in a Portuguese speaking community, a sound measure is needed, which is the goal of our work. The presented instrument assesses civility from a perception point of view, therefore no specific behaviors are listed. This way, our measure accounts for the cultural and social variability of what is considered civil or uncivil. The discussion presents possible applications of the validated instrument and the potential contributions to human resources management, in an increasingly multicultural workplace (Oliveira, 2023). Practical implications and new directions for future research are also discussed.

Methods

Participants

A total of 1375 Portuguese workers from three different professional groups, participated in this research. Sample 1 (n = 695) was composed of healthcare professionals from two different hospitals in Lisbon, Portugal: Hospital A and Hospital B. Sample 2 (n = 241) was comprised by police officers, also working in Lisbon. Catering and hospitality professionals (tourism) made up Sample 3 (n = 439) are shown in Table 1.

Procedure

We obtained written authorization from the original WCS authors (Osatuke et al., 2009), to translate, adapt and validate the original English version to the European Portuguese professional context. The translation followed the guidelines for cultural adaptation, forward-translation and of research instruments by Brislin (1970), ITC (2017) and Wild et al. (2005). Two Portuguese psychologists fluent in English performed the forward-translation independently. The comparison between translations, and the compilation of the final version in Portuguese, was done by a panel of judges composed of three organizational psychologists (none of whom were involved in the translation process). One of the latter is Safety and Health manager in a data service organization. The back-translation of the Portuguese version was carried out by two bilingual psychologists. Subsequently, the panel of judges made a comparison between the translations and the original version of the scale, and determined the content of the final version of the WCS in Portuguese.

TABLE 1
Sociodemographic Information (N = 1375)

Characteristics	n	%
Gender		
Men	518	37.7
Women	821	59.7
Missing values	36	2.6
Age (years)		
≤ 24	159	11.6
25 - 34	438	31.9
35 - 44	224	16.3
35 - 44	224	16.3
45 - 54	190	13.8
55 - 64	47	3.4
Missing values	317	23.0
Educational Level		
PhD	4	0.3
Master's degree	79	5.7
College degree	654	47.6
Bachelor or equivalent	15	1.1
[General nursing course]	9	0.7
Up to 12 years / [Vocational course]	334	24.3
Up to 9 years	241	17.5
Missing values	39	2.8

The adequacy of the Portuguese version of the WCS (face validity study) was evaluated in a pilot study with among 28 workers with similar characteristics to the validation sample. No issues were raised by the participants in the pilot study, so no items were changed. The final Portuguese version maintained the original 8 items (Osatuke et al., 2009), as well as instructions, format of items and response options (see Appendix A).

Following the approval of the top managers and the cooperation of intermediate and direct supervisors, workers (except trainees/interns) were asked to answer the questionnaire at their workplace. Participation was voluntary. The data from healthcare professionals was gathered at their work environment, with prior approval from the Hospital's Ethics Committee. The other two groups of professionals were contacted individually outside their work premises. All participants were given a Informed Consent prior to data collection, and thus informed of the purpose of the study, and anonymity and confidentiality of data was assured, consequently following ethical norms referred by the American Psychological Association (APA, 2016) and stated in the Code of Ethics of the Portuguese Psychologists Association (Ordem dos Psicólogos Portugueses, OPP, 2011). The participants received no incentive to their participation.

Data collection

The data were collected using a convenience sampling strategy. Participants filled in paper versions of instruments, described below. The questionnaires were distributed and immediately collected by the research team or via a ballot box.

Measures

Workplace Civility Scale (WCS)

To evaluate workplace civility, we used the WCS (Osatuke et al., 2009), an instrument developed to measure the workers' perceptions of WC within their work groups and in their organizations. The WCS is an 8-item unidimensional scale (e.g., "A spirit of cooperation and teamwork exists in my work group"; "Disputes or conflicts are resolved fairly in my work group"; "This organization does not tolerate discrimination"). Response options are answered on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). In the current study, the Overall Civility Cronbach's alpha of .88, and in the original study .93 (Osatuke et al., 2009).

Maslach Burnout Inventory (MBI)

The Maslach Burnout Inventory – General Survey (MBI-GS; Schaufeli, Leiter, Maslach, & Jackson, 1996) is a measurement of burnout, i.e., a syndrome associated with emotional exhaustion and cynicism that can manifest among professionals who work as service providers (Maslach & Jackson, 1981). The MBI-GS is a 16-item scale with three subscales: exhaustion, cynicism, and professional inefficacy. Responses to the MBI-GS are given on a 7-point Likert scale, from 0 (never) to 6 (daily). A sample item is 'I feel emotionally drained from my work'. The Overall Burnout Cronbach's alpha in the current study was .85. Cronbach's alpha values ranged from .90 (Exhaustion), .81 (Cynicism) and .78 (Professional Inefficacy), (Tecedeiro, 2003).

Utrecht Work Engagement Scale (UWES)

The Utrecht Work Engagement Scale was created to measure work engagement (Schaufeli & Bakker, 2003; Schaufeli, Bakker, & Salanova, 2006; Schaufeli, Salanova, González-Romá, & Bakker, 2002). Engagement is the enthusiasm and vigour people feel with their own work (Schaufeli & Bakker, 2003). The UWES-9 comprises three subscales: vigour, dedication and absorption, comprising a total of 9 items (Schaufeli et al., 2006). Response options are given on a 7-point Likert scale ranging from 0 = (Never) to 6 = (Always/Every day). A sample item is 'At my work, I feel bursting with energy'. In the current study, the Overall Work Engagement Cronbach alpha was .92. The three subscales' Cronbach alpha coefficients were: .87 (vigour), .88 (dedication) and .74 (absorption).

Community

The Areas of Worklife Scale (AWS) is a 28-item instrument that measures six areas/subscales of worklife associated to burnout and job stress (workload, control, reward, community, fairness, and values, Leiter & Maslach, 1999, 2004). In the current study, only the 5-item Community subscale was used. The community concept represents the social interaction quality at work and includes closeness, mutual support, the capacity to work as a team (social support) and the

capacity to manage interpersonal conflict, a community-orientation at work (Leiter & Maslach, 2004). We chose this subscale because of the perceiving a sense of community to WC, allowing for short protocol. Response options are given on a 5-point Likert scale, from 1 (strongly disagree) to 5 (strongly agree). One sample item is “People trust one another to fulfil their roles”. In the present study, the Alpha coefficient of Community was .82.

Data analysis

To assess the psychometric sensitivity of the items, summary measures (mean, median, mode, and standard deviation) and form (skewness and kurtosis) were used. In accordance with Kline (2011), distributional properties and psychometric sensitivity were considered adequate if their absolute value was lower than 3 for skewness and 7 for kurtosis, thus confirming normal distribution.

We performed a CONFIRMATORY FACTOR ANALYSIS (CFA) with the total sample of $N = 1375$. Meyers, Gamst, and Guarino (2006) recommend performing a factorial analysis of an inventory of eight items with no fewer than 80 participants. In order to perform statistical analysis, we used the software IBM SPSS Statistics (v.23.0, SPSS, IBM Company) and AMOS 24.0 (Arbuckle, 2016).

Confirmatory Factor Analysis (CFA)

Based on prior research (Nitzsche, 2015; Osatuke et al., 2009), and the theoretical framework plausibility, we performed the CFA of the 8 items expecting to find a unidimensional measure.

Evaluation of the model began with the assessment of the chi-square value of the sample and its significance. However, because of the sensitivity of the chi-square test to large sample sizes (Kline 2011), for models with $N \geq 300$, it is expected that chi-square will almost always be statistically significant. The model was further examined using several fit indices: Comparative Fit Index (CFI), and Root Mean Square Error of Approximation (RMSEA). Usually, an excellent fit is indicated when CFI values are close to .95 (Hu & Bentler, 1999; Kline, 2011; Maroco, 2014; Meyers et al., 2006). Values higher than .90 indicate a reasonable fit (Hair et al., 2006; Mueller & Hancock, 2010; Lomax, 2010).

The most acceptable models have RMSEA values up to .10 (Kline, 2011). Therefore, it was important to examine the effect of our large sample size over the found indices. Currently, some studies recommend evaluating the adequacy of model fit by simultaneously considering: the statistical standards, psychometric reflections and internal coherence with theory plausibility and practical implications (Hair et al., 2006; McNeish et al., 2017). There seems to be no absolute rules or standards to determine a bad and good fitting model (Hair et al., 2006; McNeish et al., 2017).

Results

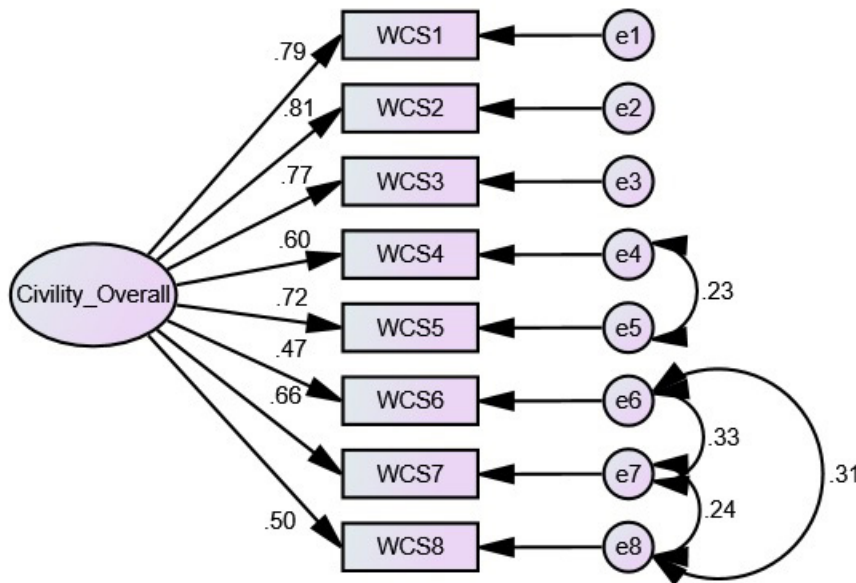
Our results are presented in two parts. First, we present a CFA using Structural Equation Modelling (SEM) for construct validity. Then we present the zero-order correlations between

workplace civility and burnout and work engagement and community to test the concurrent validity of the WCS.

Confirmatory Factor Analysis

The CFA confirmed the unidimensionality of the instrument with 8-item, with no saturated item outside the expected dimension. The tested measurement model presents a single factor model (Credé & Harms, 2015; Edwards, 2001; Edwards & Bagozzi, 2000; Johnson et al., 2012; MacKenzie et al., 2005) with eight items (see Figure 1).

FIGURE 1
Final Structural Model Tested ($n = 1375$)



Considering the outputs and following the modifications suggested by the indices, the following correlations between item errors were inserted in the 8-item WCS measurement model: between item 6 “This organization does not tolerate discrimination” and item 7 “Differences among individuals are respected and valued in my work group”; between item 6 and item 8 “Managers/Supervisors/Team leaders work well with employees of different backgrounds in my work group”; and between item 7 and item 8. These three items address issues of workplace diversity, but despite similarities, each item addresses a different facet of acceptance of differences: item 6 focus on the organizational level; item 7 on the perception of the worker within the work group; and item 8 on the behavior of the leader.

Items 4 (“The people I work with take a personal interest in me,”) and 5 (“The people I work with can be relied on when I need help,”) are both about coworkers’ support relationships. The former item relates to the care and attention that colleagues can show towards the respondent

and the latter item refers to the level of trust between them. Although these two perceptions can be seen as related, they also represent different nuances of workplace civility.

Table 2 shows the initial goodness-of-fit indices (Model 1, without adjustments) and after model amendments (Model 2). We concluded this analysis with the WCS presenting an acceptable unidimensional representation through eight items as sources of workplace civility.

TABLE 2
Goodness-of-fit Indices of Tested Structural Models

Model	$\chi^2(df)$	χ^2/df	CFI	RMSEA (IC 90%)
Model 1 (without adjustments)	427.968** (20)	21.398	.92	.122 [.112, .132]
Model 2 (with adjustments)	104.878** (16)	6.555	.98	.064 [.052, .075]

Notes. χ^2 (chi-square); df (degrees of freedom); CFI (Comparative Fit Index); RMSEA (Root Mean Square Error of Approximation), ** $p = .000$.

Test of convergent validity

All the participants in our study filled the civility questionnaire. However, only sample 1, composed of 695 participants, filled burnout and work engagement instruments, whereas the rest of the sample (680 participants) filled only the civility instrument. After verifying the average of both samples for the instrument of civility, it was found that they are similar, which suggests that for the purpose of a confirmatory factor analysis, they can be analyzed as one sample. Therefore, for the convergent validity test, only the participants that filled all questionnaires were considered.

For the examination of convergent validity our sample was thus reduced to $n = 695$, the number of participants who completed all measures (civility, burnout, work engagement and community). Convergent validity was studied through correlations between WC and burnout, work engagement and community (Hair et al., 2006; Urbina, 2014). Although the concept of burnout seems further removed from civility, we hypothesised a negative association between these variables, i.e., in professional settings where burnout prevails, it seems likely to expect lower levels of civility. Indeed, some studies have suggested that promoting civility will reduce burnout (Fida et al., 2018; Laschinger et al., 2009; Leiter et al., 2015; Leiter et al., 2011; Nicholson et al., 2014).

Additionally, workplaces providing social support between coworkers and supervisors show higher levels of work engagement (Bakker et al., 2011). WC (a concept that includes cooperation and personal interest in others) may favour healthy work environments, conducive to dedication and engagement at work (Christian et al., 2011; Leiter et al., 2012; Osatuke et al., 2009).

Finally, WC, through social support might lead to a community feeling. We therefore tested the association between WC and community (Hepburn & Enns, 2013; Leiter & Maslach, 2004; Schnorpfel et al., 2002; Truchot & Deregard, 2001; Van Yperen et al., 1992).

Table 3 shows means and standard deviations of the scores of WCS, as well as the correlations between Civility with Burnout (overall and each of its three dimensions), with work engagement (overall and its three dimensions) and with Community.

All correlations were, significant in the expected direction and showed the expected direction – a negative association between civility and burnout (-.43), as well as between civility and each of burnout's dimensions (between -.11 and -.35), and positive correlations between WC and engagement and community, ranging from .25 to .74.

The reported value of the χ^2/df statistic is slightly above the accepted recommended threshold, although there is no consensus on what the limit should be (Hooper et al., 2008). Notwithstanding, the modified version of our model shows a great improvement in fit statistics. This statistic would very likely improve with the combination of the items with correlating errors into a single item (e.g. Brown, 2015). However, for the reasons already explained (comparability and few robust studies with Portuguese samples), the authors opted to keep all items intact. A version with reduced items, as indicated by the correlated errors, might have shown better fit indices, but the instrument would be less accurate for further scientific comparison.

TABLE 3

Descriptive statistics and Correlations between Overall Civility of the Workplace Civility Scale (WCS) and Burnout, Work Engagement and Community using Pearson's correlation coefficient in the Portuguese sample (n = 695)

Measure	Overall Civility (WCS)	M	SD
Burnout (MBI)	-	-	-
Overall	-.43**	33.93	14.88
Exhaustion	-.35**	16.37	7.69
Cynicism	-.41**	10.26	7.32
Professional Inefficacy	-.11**	7.41	5.41
Work Engagement (UWES)	-	-	-
Overall	.40**	37.24	10.71
Vigour	.38**	12.49	3.96
Dedication	.43**	12.95	4.05
Absorption	.25**	11.77	3.98
Community	.74**	17.52	3.57
Overall Civility (WCS)	-	27.82	3.57

Notes. ** Correlation is significant at the 0.01 level (1 tailed); * Correlation is significant at the 0.05 level (1 tailed); Overall Civility (WCS) $\alpha = .88$.

Discussion

Portugal is, as Hofstede (2011) mentions, is a high power distance country, where the majority of subordinates accept incivility behaviors. Thus the presence of an instrument that measures civility can portray the reality of the nefarious impact of such behaviors in the workplace. Furthermore, this instrument can help human resources to assess civility and evaluate the efficacy of civility intervention programs.

Considering this is a relatively new concept in Portugal, but which the western world has embraced in their literature and in the workplace. It is thus important to add to the framework

by emphasizing this concept in the workplace in Portuguese context. In recent years, Portugal has received an increasingly number of foreign workers, including highly qualified professionals (Oliveira, 2023). Cultural differences render civility in the workplace a highly relevant concept, as well as addressing it.

The results support our main objective, to adapt and validate the WCS for Portuguese samples. The results of the convergent validity study also enhance the knowledge about the nomological network (Cronbach & Meehl, 1955) of WC. The findings suggest that WC can be measured through the presented 8-item instrument.

In order to improve the 8-item version of the WCS, four correlations between item errors were added, thus creating a modified model. Inspection of model-data fit confirmed the original one-factor solution proposed by the original authors. With our sample, the WCS showed good psychometric proprieties. Internal consistency for the WCS, measured through Cronbach's alpha, was very good (Kline, 2011). The correlations with burnout, work engagement and community measurements were significant and coherent, supporting the convergent validity of the WCS.

Despite the possibility to combine the items with correlating errors into a single item, (e.g. Brown, 2015) the authors decided to keep the original structure. This will allow research works to be more accurately compared, until more information is gathered from different Portuguese samples, since agglutination of items inevitably leads to a different total score.

The findings also show a significant negative association between burnout and WC. Similarly, Laschinger et al. (2009) found that strategic management policies which foster empowerment of nurses also lower workplace incivility and burnout. Nicholson et al. (2014) showed that nurses' WC can diminish their level of cynicism. In turn, the decrease in cynicism contributes to the reduction of burnout. This led the authors to recommend interventions to promote civility at work as a way to tackle burnout.

The correlation between civility and burnout (overall measures) and cynicism present similar values (-.43 and -.41, respectively). This seems to indicate that cynicism might be burnout's dimension most affected by the presence of civility, which is in line with Nicholson et al.'s (2014) findings. Correlation with the exhaustion dimension is slightly lower (-.35) and with professional inefficacy is clearly lower (-.11). This latter dimension might be a more internal variable, less related to the professional environment, which might explain the difference.

Laschinger (2010) stated that positive working relationships among professionals are essential to maintain nurses' satisfaction and engagement and to ensure high quality of care for patients and their families. Leiter et al. (2011) presented the impact of civility interventions on social relationships at work. They found that social support and empowerment at work can improve psychological safety and broaden employees' perspectives to solve challenges, as well as to "learn to produce more positive social behavior and be motivated to act accordingly at work" (Leiter, et al., 2011, p. 1270). On the contrary, distress can narrow employees' perspectives, reducing their potential for creative problem-solving when faced with challenges (Leiter et al., 2011), potentially leading to the development of burnout. "The improvements in the positive behaviors of civility and respect demonstrate that people can learn to produce more positive social behavior and be motivated to act accordingly at work" (Leiter, et al., 2011, p. 1270).

Work engagement had a positive and significant association with WC (.40). Leiter et al. (2012) found that relationships of positive social support with coworkers and supervisor are related to

greater work engagement (see also Bakker et al., 2011). Yanchus, Fishman, Teclaw, and Osatuke (2013) found that peer support (referred in two items of WCS) is strongly related to the promotion of engagement at work. Osatuke et al. (2009, 2014) reported the successful CREW interventions, which were based on the promotion of civility to positively affect the feeling of respect and improve employee engagement. Our results are in line with these previous studies. The correlations between WC and work engagement's dimensions show similar values for vigour (.38) and dedication (.43), but a lower value for absorption (.25). Since absorption is the ability to immerse in the task at hand, it is more dependent on the task itself, which might explain the lower value.

Finally, Community had not only a positive and significant association with WC but was also the correlation that presented the largest magnitude. This suggests that the concept of Community (as social support or communal orientation) is conceptually close to the workplace civility in our samples. Those participants who perceive a healthy environment of civility in the workplace also seem to feel they have social support and a sense of belonging to a workplace that conveys a sense of community (Leiter et al., 2011).

One important idea reported by the tested association regarding convergent validity is that the quality of interpersonal relationships in the workplace may act as a inhibitor (if positive/good) or promoter (if negative/bad) of burnout. They can also promote (if relationships are positive) or lower work engagement (if bad). Finally, the quality of civility-oriented relationships is positively associated with the sense of community when they are healthy and positive and/or negatively related to the sense of community when unpleasant interpersonal relationships are present.

There is ample evidence of the correlation between civility and burnout and work engagement. The construct of community is indeed closer to civility. Our results show that WCS behaves accordingly, showing higher convergence with Community and intermediate with burnout and work engagement.

Another relevant facet of our work was the heterogeneous samples. Considering healthcare professionals, particularly nurses, Clark and Kenski (2017) highlighted the importance for modern clinical practice of good working conditions in healthcare, and positive working relationships for ethical, safe, respectful and civil workplaces for both professionals and patients. Belton and Dyrenforth (2007) emphasized that WC influences business outcomes in a positive way, improving job satisfaction and attendance. Maslach and Leiter (2017) emphasized the importance of improving civility to reduce burnout, especially considering quality of social relationships in healthcare systems and even previously in a professional career in medical education. The improvement of positive social climates of workgroups can promote positive social behaviours. They concluded that well-designed organizational interventions could deal with the burnout in healthcare systems and required the involvement of individual professionals, workgroups and organizational/ management leaders. Having in particular consideration the sense of community, they proposed that the promotion of civility may be key in creating a real transformation of the workplace.

Despite its relevance, as far as we know, there is still a lack of studies on the promotion of civility at work for police professionals, represented in our sample. According to Borrello (2012), a lieutenant serving in San Gabriel Police Department, California, "civility is right behaviour that serves as an ethical sentry encouraging the prevention of and guarding against misconduct" (2012, p. 1). He believes in the potential of decorum and power that small, collective, and

everyday applications of civil behaviour can have in promoting real positive change. He considers that civility can promote positive changes and mitigate adverse occurrences.

As was the case with empirical studies with samples of police professionals, we also found a gap in studies that focus on civility in the area of catering and hospitality. With a sample of tourism professionals, Nitzsche (2015) refers the importance of considering the quality of interpersonal relationships at work and workplace civility for the study of job satisfaction and professional well-being in catering and hospitality industries. Holm, Torkelson and Bäckström (2015), with a sample of 2871 workers from hotels and restaurants in Sweden, demonstrated that incivility from supervisors was strongly and negatively correlated with the perception of supervisors' social support, and incivility from peers was moderately and negatively associated with perceived social support from colleagues.

The concept of civility is associated with improved relationships and social support. In three professional areas of our samples that are so socially relevant and also so diverse: health care systems, safety systems and even tourism and hospitality, which have as essential part of their functions working for and with people.

Limitations

The current research has some limitations. First, despite an adequate number of participants for validation studies, data were gathered by convenience. Second, as with any self-reported questionnaires and cross-sectional data collection, there is the risk of response bias. Research using a longitudinal design might provide more in-depth knowledge on the stability or variations of WC over the course of time. Qualitative research applying different methods, such as interviews or focus groups, could be conducted, incorporating new variables that would allow for the discriminant validity of the WCS to be tested.

Having different professional groups in our sample, it would be interesting to explore the factor structure to probe for the emergence of a culture-specific factor structure or to test the invariance of the factor structure in the distinct professional groups. However, the three samples had too dissimilar dimensions rendering this option unsuitable.

Finally, for future research, a new data collection could be made with new variables that allow the test of discriminant validity.

Despite these limitations, the current study has several strengths, such as the heterogeneous groups that constitute our sample, comprising a diversity of professions and work environments, not limiting the results to a specific profession or organizational setting.

Future research

The test of convergent validity between WC and three different concepts enhances knowledge about WC' conceptual nomological network. Therefore, studies that focus on the relationship between WC and relevant concepts in the organizational field, such as performance, job satisfaction and well-being at work can further enrich this nomological network, increasing the number of potential applications.

Special attention still needs to be given to the associations between toxic leadership (Webster et al., 2016) and civility/incivility at work, considering that abusive supervision often begins

to manifest itself through uncivil behaviour. Abusive supervision is determinant for employees' motivation and organizational outcomes (Ronan & Donia, 2020). Other advances in research and practical applications can be made by testing the association between WC and understudied issues, such as social burden (Yang et al., 2016). The research of individual characteristics and the WC (such as personality characteristics or demographic characteristics such as age, tenure or educational level) can also generate relevant information about WC nomological network.

Future studies with other samples with participants who are Portuguese-speakers from other nations (such as Angola, Brazil, Cape Verde, etc.) can contribute to evaluate the influence of national cultures on WC.

Conclusion

Considering the associations between the theoretical framework, psychometric analysis, statistical data analysis, technical developments and practical implications for organizational settings, WCS can be a relevant source of debate and advances in knowledge to increase performance and promote health and wellbeing at work. Some practical consequences of the study of this concept can be found in interventions to promote civility (e.g. CREW, in Osatuke et al., 2009, 2014).

Findings from the study of WC can have many **practical implications** for human resources development and management in organizational settings. The increasing expansion of businesses through internationalization and globalization tends to increase diversity in the workplace, highlighting a greater need for respect and politeness in interactions. The positive results of promoting civility in the workplace are becoming increasingly desirable and necessary. Interventions to promote workplace civility (such as Osatuke et al., 2009; Cisco Global Workplace Civility program: Spreitzer et al., 2012; and Civility Among Healthcare Professionals (CAHP) Project: Walsh & Magley, 2018) have brought important contributions to improve individual and organizational outcomes and to show that workers in a civil professional environment thrive (Spreitzer et al., 2012) and have higher levels of well-being. To accurately assess levels of WC and interventions' efficacy, a robust scale is desirable, and this is our immediate contribution.

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Appendix A

ECT – Escala de Civilidade no Trabalho

Por favor responda a todas as seguintes questões pensando acerca das suas experiências nos últimos seis meses. O seu grupo de trabalho consiste nos indivíduos que reportam ao seu supervisor. Indique em que medida concorda ou discorda com cada uma das seguintes afirmações. Coloque um 'X' na resposta mais adequada, utilizando a seguinte escala de pontuação.

1	2	3	4	5
Discordo fortemente	Discordo	Não concordo nem discordo	Concordo	Concordo fortemente

	1	2	3	4	5
1 No meu grupo de trabalho, as pessoas tratam-se umas às outras com respeito					
2 No meu grupo de trabalho existe espírito de cooperação e de trabalho de equipa					
3 No meu grupo de trabalho, as disputas ou conflitos são resolvidos com justiça					
4 As pessoas com quem trabalho interessam-se pessoalmente por mim					
5 Posso confiar nas pessoas com quem trabalho quando preciso de ajuda					
6 Esta organização não tolera a discriminação					
7 As diferenças entre os indivíduos são respeitadas e valorizadas no meu grupo de trabalho					
8 Os gerentes/supervisores/chefes do meu grupo de trabalho/equipa trabalham bem com funcionários provenientes de diferentes contextos					

Appendix B

Veterans Health Administration Civility Scale items (Osatuke et al., 2009)

- 1 People treat each other with respect in my work group.
- 2 A spirit of cooperation and teamwork exists in my work group.
- 3 Disputes or conflicts are resolved fairly in my work group.
- 4 The people I work with take a personal interest in me.
- 5 The people I work with can be relied on when I need help.
- 6 This organization does not tolerate discrimination.
- 7 Differences among individuals are respected and valued in my work group.
- 8 Managers/Supervisors/Team leaders work well with employees of different backgrounds in my work group.