



**BRITISH ACADEMY
OF MANAGEMENT**

BAM
CONFERENCE

3RD-5TH SEPTEMBER

ASTON UNIVERSITY BIRMINGHAM UNITED KINGDOM

This paper is from the BAM2019 Conference Proceedings

About BAM

The British Academy of Management (BAM) is the leading authority on the academic field of management in the UK, supporting and representing the community of scholars and engaging with international peers.

<http://www.bam.ac.uk/>

**Reciprocal Relationship between Workplace Incivility and Deviant Silence: The
Moderating Role of Moral Attentiveness**

Rahman Khan

Doctoral Candidate

Centre de Recherche et d'Études en Gestion (CREG)

Université de Pau et des Pays de l'Adour

Bayonne, France

rahmankhan_86@yahoo.com

Ghulam Murtaza

Postdoctoral Researcher

Centre de Recherche et d'Études en Gestion (CREG)

Université de Pau et des Pays de l'Adour

Bayonne, France

ghulam.murtaza@iae-aix.com

Jean Pierre Neveu

Professor

Centre de Recherche et d'Études en Gestion (CREG)

Université de Pau et des Pays de l'Adour

Bayonne, France

jp.neveu@univ-pau.fr

Abstract

In this research, we examine the reciprocal relationship between perceptions of workplace incivility and deviant silence. We also explore the moderating role of individual's moral attentiveness for this relationship. Utilizing three-wave longitudinal data from 297 full-time employees working in different sectors in the United States, we find support for the reciprocal model as the best fit to data, thus validating over time relationships between our study variables. Taken together, our results suggest that workplace incivility at T1/T2 significantly predicted deviant silence at T2/T3. The results also reveal that deviant silence at level T1/T2 significantly predicts workplace incivility at T2/T3, thus reciprocal relationships were supported. Importantly, reflective but not perceptual moral attentiveness significantly influenced the impact of workplace incivility on deviant silence in following periods. We close by offering implications for research and practice.

Keywords: Workplace incivility, deviant silence, moral attentiveness, reciprocity

Track: Organizational Psychology