

Drivers of intrapreneurship: an affective events theory viewpoint

Drivers of
intrapreneurship

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Abstract

Purpose – In the current study framework, the authors test the underlying assumptions of affective events theory concerning the impact of job satisfaction and job insecurity driven by incivility on intrapreneurial behaviour.

Design/methodology/approach – Data were collected with a sample of 510 employees from five organisations. All hypotheses were tested via SmartPLS3. Additionally, a distinction between formative and reflective measures was performed.

Findings – Findings revealed that incivility decreases intrapreneurial behaviour, mediated by job satisfaction and job insecurity. Additionally, this study's results show that the relationship between job satisfaction and job insecurity and intrapreneurial behaviour distinguishes unionised employees from employees who are not unionised.

Research limitations/implications – The cross-sectional nature of the present data precluded definitive statements about causality. Additionally, further studies should increase the sample size and include an international perspective to ensure the overall generalisability of the results.

Practical implications – Practically, this study's findings point to the need for organisational management to understand better underlying employees' perceptions and their antecedents and consequences.

Originality/value – The study results contribute to the literature by testing the core assumptions of affective events theory and by extending the affective events theory model, incorporating contextual influences on the relationship between attitudes and behaviours. The authors also show for the first time that incivility can be directly (compared to indirectly) linked to emotional-based responses, but not to those responses driven by cognitive appraisals. Thus, the study also contributes to the incivility literature and the understanding of various antecedents and consequences of incivility. Additionally, this study addressed the notion of formative versus reflective measurement models for the first time relating to incivility and intrapreneurial behaviour, allowing for more sensitive and less biased results. Herein lies an additional methodological contribution.

Keywords Incivility, Affective events theory, Job satisfaction, Job insecurity, Intrapreneurial behavior

Paper type Research paper

1. Introduction

In times of globalisation, changing market dynamics and technological developments, organisations are required to be innovative. Corporate entrepreneurship and intrapreneurial behaviour are considered substantial resources for organisational growth and performance enhancement. Following Farrukh *et al.* (2021a, b), the concepts of corporate entrepreneurship and intrapreneurial behaviour are located at different levels of analysis, with corporate entrepreneurship focusing on innovative organisational strategy and renewal and intrapreneurial behaviour focusing on the individual behaviour of organisational members (Mahmoud *et al.*, 2020). Thus, whereas corporate entrepreneurship is a “top-down” process, intrapreneurial behaviour of employees occurs “bottom-up” (Tien, 2020; Valsania *et al.*, 2016). The contribution of intrapreneurship to organisational success was demonstrated in many studies (Yildiz *et al.*, 2021). Scholars found that organisations that emphasise and encourage



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their employees to engage in intrapreneurship were more profitable, performed better and succeeded to grow (Augusto Felício *et al.*, 2012), particularly in dynamic and turbulent environments (Covin and Slevin, 1989; Wiklund and Shepherd, 2005; Kraus *et al.*, 2012). Therefore, intrapreneurial behaviours of employees are necessary for organisational growth and development (Badoiu *et al.*, 2020) and to improve competitiveness.

In a parallel route, the labour market adapts to these global challenges through downsizing or restructuring job combinations. The latter often follow mergers and acquisitions, leading to more complex and more intensive interdependencies between people and organisations (Ley *et al.*, 2012). These interdependencies often increase employees' responsibilities on the one hand. Still, at the same time, practices such as extensive monitoring, digitalisation and elimination of jobs introduce new layers of possible inner-organisational conflicts between managers and workers (Richardson, 2010). Accordingly, workplace structure evolutions triggered two contradictory trends: unionisation of employees who are inclined to protect their investments and increase their bargaining capabilities within the organisation (Davis, 2013) and non-unionisation (Keune, 2015), reflecting the unstable and neoliberal organisational world.

Indeed, evidence has shown that unionisation increases employees' bargaining capabilities and benefits (Haile *et al.*, 2015). Therefore, scholars expected that employees would perceive their workplaces more favourably and evaluate organisational interactions more positively (Bradley *et al.*, 2016; Mastekaasa, 2013).

However, theory and supporting findings indicate a different tendency, demonstrating that unionisation decreases job satisfaction (Haile *et al.*, 2015), increases absence rates (Mastekaasa, 2013) and damages intrapreneurial behaviour within organisations (Bradley *et al.*, 2016). Contradictory findings also exist regarding the relationship between perceived job insecurity and unionisation. Although some data point to a positive association between unionisation and perceived job insecurity (Brochu and Morin, 2012), other studies failed to establish such a linkage (De Cuyper *et al.*, 2014). Moreover, other scholars found a negative association between job insecurity and unionisation, noting that unionisation decreases insecurity (Bender and Sloane, 1999).

Thus far, the vast majority of unionisation studies have taken a mezzo-level viewpoint and assessed the impact of unionisation on different outcomes such as productivity and patent quantity from the organisation's perspective and not the individual (Bradley *et al.*, 2016). Additional studies – located at the micro-level of analysis – revealed that cognitive perceptions and attitudes, such as job satisfaction and job insecurity, were evaluated as separate unionisation outcomes. To date, a comprehensive framework for studying unionisation, taking into consideration organisational, contextual and emotional processes, is missing.

The reciprocation process, in which individual perceptions and emotional responses following organisational events shape one's attitudes and behaviours, is supported by affective events theory (hereafter AET).

AET was presented as a comprehensive approach to studying emotions, moods and job satisfaction at work (Wegge *et al.*, 2006). Generally, as a theoretical framework, its core assumption is that affective states, driven by events that individuals experience at work, elicit emotional responses that shape attitudes and behaviours. AET differentiates between reactions driven by affect and reactions driven by evaluative judgements such as attitudes (Cropanzano *et al.*, 2017). In line with this approach, Wegge *et al.* (2006) studied cognitive (attitudinal)-based behaviours and affect driven behaviours as separate constructs following the same work experience. Although the model they described considered the contextual impact on the relationship between the event and the formation of attitudes, it failed to incorporate the possibility that the contextual impact might change the cognitive (attitudinal driven)-based behaviour once the attitude is formed.

Based on the above, in the framework of the current study, we investigated whether uncivil events in the workplace shape attitudes, namely dissatisfaction and job insecurity – two primary constructs that impact different work-related aspects, which in turn impact intrapreneurial behaviour. This cognitively driven behaviour is highly required in a rapidly changing world. Additionally, to test the notion embedded in AET that cognitive-based behaviours are separate from emotional-based behaviours, we investigate whether incivility is directly linked to intrapreneurial behaviour. Furthermore, we test whether these relations differ between unionised employees and nonunionised employees, a contextual factor. So far, AET underlying assumptions incorporate the contextual impact on the relationship between an event and the formation of attitudes. Yet, they overlook the impact of context on the relationship between the attitude and the behaviour which follows it.

Overall, we contribute to the literature by extending the AET model, incorporating contextual influences on the relationship between attitudes and behaviours. Specifically, we examine whether the relationship between job insecurity and job satisfaction and their impact on intrapreneurial behaviour elicit different behaviours for unionised vs nonunionised employees, incorporating concepts that are highly crucial for individual and organisational success in the 21st century.

More importantly, we investigate core assumptions of AET, which enable a better understanding of the complex relations between individuals who experience misbehaviours such as incivility and intrapreneurial behaviour in organisations, which serve as a proxy. We also show that incivility can be directly (compared to indirectly) linked to emotional-based responses but not to those responses driven by cognitive appraisals. Thus, we are also contributing to the incivility literature and understanding the different potential impacts of incivility.

Finally, extra-role behaviours such as intrapreneurship (Jawahar and Schreurs, 2018) focused on the managements' standpoint, overlooking employees' perceptions and behaviours (Augusto Felício *et al.*, 2012) that can trigger these behaviours. In this respect, our alternate viewpoint, focusing on employees' perceptions and behaviours, is an additional contribution.

2. Literature review and hypothesis development

2.1 Incivility

Pearson and Porath (2009) defined incivility as the exchange of seemingly inconsequential inconsiderate words and deeds that violate conventional workplace conduct norms (p. 12). Generally, incivility can be considered a disrespectful interaction among dyads (Paulin and Griffin, 2016) defined as subsidiary, rude behaviour (Andersson and Pearson, 1999; Paulin and Griffin, 2016; Schilpzand *et al.*, 2016a, b) demonstrating immorality in interpersonal relationships (Andersson and Pearson, 1999). Incivility trickles downwards in the organisational hierarchy (Andersson and Pearson, 1999; Pearson and Porath, 2009), illustrating the embeddedness of power in the foundations of incivility (Cortina *et al.*, 2013; Miner and Cortina, 2016; Paulin and Griffin, 2016). Thus, incivility targets are positioned at the lower ends of the organisational hierarchy than their perpetrators (Pearson and Porath, 2009). While most researchers attribute ambiguous intent to the perpetration of the uncivil act (Schilpzand *et al.*, 2016a, b), others suggest that incivility's top-down characteristic implies that it might be intended after all (Yariv and Galit, 2017).

The variety of emotional, attitudinal and behavioural implications of incivility such as withdrawal intentions and behaviour and decreased job satisfaction have been amply studied (Paulin and Griffin, 2016; Schilpzand *et al.*, 2016a, b). These findings were also supported by other studies that demonstrated positive relations between just treatment and job satisfaction (Kim *et al.*, 2017) and positive relations between job satisfaction and organisational change

(Yousef, 2000), which is rooted in intrapreneurial behaviour. However, little is known yet about the relationship between incivility and job insecurity and intrapreneurial behaviour. While the direct connection between incivility and intrapreneurial behaviour was rarely assessed (Yariv and Galit, 2017), other scholars draw the adverse relationship between incivility and creativity (Schilpzand *et al.*, 2016a, b), one of the core elements of intrapreneurial behaviour. Moreover, recently, the connection between incivility and job insecurity was also assessed (Itzkovich *et al.*, 2019), yet, it is mostly overlooked despite the possible implications of job insecurity on organisational outcomes.

2.2 Incivility and job insecurity within the framework of AET

Job insecurity was defined as “powerlessness to maintain desired continuity in a threatened job situation” (Greenhalgh and Rosenblatt, 1984, p. 438). Research shows that job insecurity is a predictor of dysfunctional personal feelings such as weakened perceptions of general health (Bernhard-Oettel *et al.*, 2011; Greenhalgh and Rosenblatt, 2010), a predictor of dysfunctional organisational behaviours (Elst *et al.*, 2011; Greenhalgh and Rosenblatt, 1984; Vander Elst *et al.*, 2014) such as undermined performance (Piccoli *et al.*, 2021) or other counterproductive behaviours such as absenteeism, intention to be late for work and intentions to leave work early (Karatepe *et al.*, 2020). By highlighting that job insecurity is not limited to one facet of the job, namely the perceived ability to maintain it, but that it could also be a potential outcome of any possible loss of a variety of desired job features, Greenhalgh and Rosenblatt (1984) introduced a comprehensive approach to job insecurity (O’Neill and Sevastos, 2013). Utilising this multi-dimensional approach, we assume that incivility represents the loss of civility, which is expected to be a desired work feature.

Altogether, job insecurity is a possible attitudinal reaction to environmental stimuli (Richter *et al.*, 2013), such as management support (Tomas *et al.*, 2019) be explained through the lens of AET. Uncivil encounters, which are a sequence of adverse events, elicit negative emotions, which later on are cognitively perceived as a threat to one’s job, namely job insecurity (Itzkovich and Heilbrunn, 2016).

H1a. Incivility will increase job insecurity.

Furthermore, contextual factors may play a role in these relationships. Some scholars support the somewhat unexpected notion of a positive relation between unionisation and job insecurity (De Cuyper *et al.*, 2014). These scholars argue that unionisation is a function of the desire to increase protection. Therefore, those who rate higher on perceived job insecurity tend to unionise. The underlying theory is based on cause–effect argumentation, assuming that unionisation is an outcome of job insecurity. This approach overlooks the option that unionisation was chosen before job insecurity perception arose (De Cuyper *et al.*, 2014). In line with Bender and Sloane (1999), we postulate a negative association between job insecurity and unionisation. Thus, we argue that the impact of incivility on perceptions of job insecurity will be weaker among unionised employees since they feel more protected facing uncivil encounters than those that are non-members of a union and have someone to turn to in times of need, a recurring concern of those who experience incivility.

H1b. Perceived incivility will increase job insecurity less for unionised employees than for nonunionised employees.

2.3 Incivility and job satisfaction within the framework of AET

The connection between incivility, a symptom of an unjust work environment, and job satisfaction has been investigated as part of incivility research (Devonish, 2018; Kim *et al.*, 2017; Walsh *et al.*, 2012). However, the role of job satisfaction remains somewhat unclear in

the framework of unionisation. Some studies indicate that unionisation decreases job satisfaction because it often raises unfulfilled expectations and mirrors the gap between hidden expectations and realities (Haile *et al.*, 2015). Other studies indicate that unionisation increases employees' bargaining capabilities, benefits and protection (Haile *et al.*, 2015). Both argumentations are situated within the framework of AET. In the current study, we postulate that incivility is a negative experience, which raises negative appraisals and emotions and a negative perception of the organisation in allowing such behaviours, decreasing overall satisfaction. When unions exist and are perceived as a protective factor, the decrease in job satisfaction is lower.

In the current study, we lean on (Haile *et al.*, 2015) and argue the following hypotheses:

H2a. Incivility will decrease job satisfaction of employees.

H2b. The negative relationship between incivility and job satisfaction will be stronger for nonunionised workers.

2.4 Incivility, job insecurity, job satisfaction and intrapreneurship within the framework of AET

Following Farrukh *et al.* (2021a, b), intrapreneurship is entrepreneurship within an organisation's boundaries commenced at the individual level (Christensen, 2005; Revuelto-Taboada *et al.*, 2020). Intrapreneurship is considered an antecedent for organisational survival and growth, profitability and corporate renewal (Taştan and Güçel, 2014). It involves innovative, risk-taking and proactive behaviours of employees that can evolve within an organisation that provides adequate opportunities in terms of structure, culture and strategy. As extra-role behaviours are voluntary and therefore coined bottom-up (Blanka 2019; Valsania *et al.*, 2016), they are increasingly revived among employees prone to enhance organisational competitiveness (Ahmad *et al.*, 2012) and improve its performance (Mahmoud *et al.*, 2020). Thus, organisations gradually acknowledge the importance of intrapreneurial behaviour of employees. Consequently, the academic interest in its antecedents and consequences is constantly growing.

Antecedents of intrapreneurial behaviour can be distinguished into organisational and individual factors. At the organisational level, supportive innovation climate (De Jong *et al.*, 2011; Caniels and Baaten, 2019) and diversity tolerance (Ibrahim *et al.*, 2018) foster intrapreneurial behaviour as well as organisational culture (Rahmah and Fatmah, 2018) and work context (Rigtering and Weitzel, 2013). More specifically, Lukes and Stephan (2017) found that top management support increases intrapreneurial behaviour of employees alongside work discretion in terms of failure tolerance (Badoiu *et al.*, 2020).

Following Badoiu *et al.* (2020), individual-level antecedents of intrapreneurial behaviour include individual entrepreneurial cognitions (e.g. Ireland *et al.*, 2009) and motivational factors (e.g. Carrier, 1996; Kuratko *et al.*, 2005; De Clercq *et al.*, 2011). Intrapreneurs have the ability to accept and overcome challenges (Cox and Jennings, 1995). Their entrepreneurial orientation enables them to meet demanding working conditions (Kattenbach and Fietze, 2018). Additionally, intrapreneurial behaviour is intrinsically motivated and connected with satisfaction and a sense of achievement (Smith *et al.*, 2016).

At the intersection of the organisational and the individual level, the situational component of intrapreneurial behaviour is determined by organisational variables and the job position (Rigtering and Weitzel, 2013; Moriano *et al.*, 2014). Consequently, empirical studies found significant correlations between organisational climate and intrapreneurship (Goodale *et al.*, 2011). In the framework of our study, Taştan and Güçel's (2014) investigation on the impact of organisational climate (at the corporate level) and organisational identification (at the individual level) is of relevance. The authors found that both levels

are positively related to intrapreneurial behaviour. More specifically, [Kim et al. \(2017\)](#) found that fair treatment was valuable for shaping employees' creativity ([Kim et al., 2017](#)).

In light of these findings, we could expect that exposure to incivility would hinder intrapreneurial behaviour. However, we take a different stand leaning on AET. AET posits that emotions drive other behaviours compared with those driven by attitudes. As incivility is an emotional reaction to uncivil events and intrapreneurship is a cognitive-based reaction ([Vargas-Halabi et al., 2017](#)), we assume that there will be no direct link between incivility and intrapreneurship, as was found in previous research ([Yariv and Galit, 2017](#)).

Thus, it is possible to hypothesise the following hypotheses:

H3a. Incivility will not impact intrapreneurial behaviour.

H3b. Incivility will not impact intrapreneurial behaviour also for unionised employees.

Moreover, in line with AET, as intrapreneurial behaviour is highly dependent on atmosphere ([Antoncic and Hisrich, 2001](#)), and as both job satisfaction and job insecurity are attitudes that are driven by emotional evaluation of affective events in the organisation, we expect that job satisfaction will enhance intrapreneurial behaviour, while job insecurity will reduce intrapreneurial behaviour. Additionally, leaning on and expanding the AET model presented by ([Wegge et al., 2006](#)), we believe that in addition to the impact of unionisation on job insecurity and job satisfaction, unionisation will also impact the connection between these two attitudes and intrapreneurial behaviour. Specifically, we postulate the following hypotheses:

H4a. Job satisfaction will increase intrapreneurial behaviour of employees.

H4b. Job satisfaction will increase intrapreneurial behaviour less for unionised employees.

H5a. Job insecurity will decrease the intrapreneurial behaviour of employees.

H5b. Job insecurity will decrease intrapreneurial behaviour less for unionised employees.

[Figure 1](#) illustrates a classic AET model, while [Figure 2](#) shows our research model with its contribution.

3. Methods

3.1 Participants

The current study is based on [Itzkovich and Heilbrunn's \(2016\)](#) research data. These data were gathered in five organisations of various types. Students enrolled in seminars on organisational behaviour in three different colleges geographically situated in the north, south and centre of Israel gathered the data. The students approached working adults from

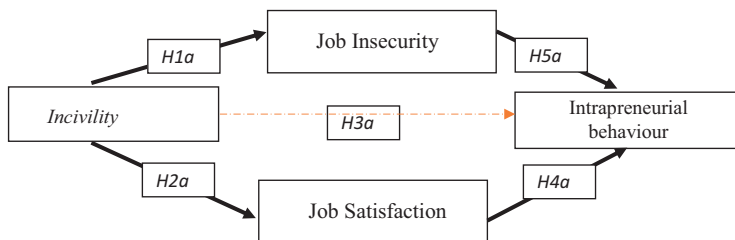
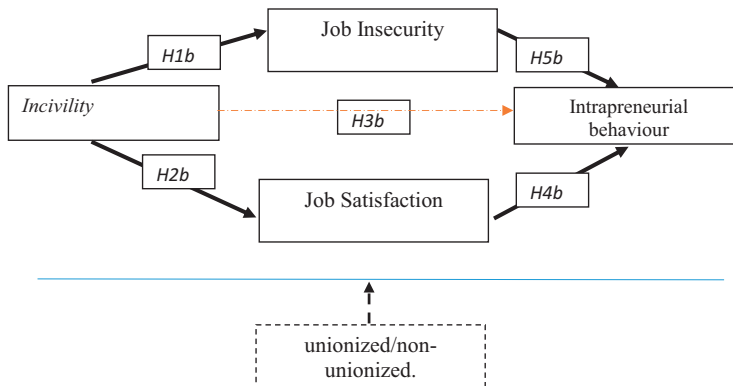


Figure 1.
A classic AET model



Source(s): *Compare with the classical model, our model extends the AET model by incorporating contextual influences (i.e. unionized vs non-unionized employees) on the relationship between attitudes (job satisfaction and job insecurity) and behaviours (i.e. Intrapreneurial behaviour) to test core assumptions of AET. Additionally, for the first time, our model shows that incivility can be directly (compared to indirectly) linked to emotional-based responses, but not to those responses driven by cognitive appraisals. Thus, we are also contributing to the incivility literature and understanding the different potential impacts of incivility

Figure 2.
Our theoretical model
with its contributions

various industries and occupational statuses to participate in our study. Following [Lim and Lee \(2011\)](#), such a sampling method, although not proportional, is acceptable. The survey was administered in 2014 via a web link, accompanied by a cover letter stressing the research's importance, encouraging them to respond truthfully and assuring their complete anonymity. The research sample included 510 employees, all native Hebrew speakers, to ensure that results will, as much as possible, reflect the difference between unionised vs nonunionised employees without any interfering variables (ethnicity, migration status). Participants' age ranged from 18 to 67 years. The average age was 34.07. In total, 81.2% worked permanently, and 37.1% held managerial positions. 45.1% of the participants were men, and the average tenure in the organisation was 8.2 years. Although we measured unionisation as a flat measure without accounting for tenure or status within the union, based on the unionisation system norms in Israel, it can be assumed that tenure in an organisation reflects, to a great extent, the tenure of the employee in the union.

3.2 Research tools

3.2.1 The perceived incivility scale. The work incivility scale ([Cortina et al., 2001](#)) was utilised to measure employees' incivility perceptions. The scale consists of seven items on a five-point Likert scale ranging from 1 = "nearly never" to 5 = "most of the time". Participants were asked "During the past year have you been in a situation where any of your supervisors or co-workers:" and sample items were "Put you down or was condescending to you?" and "Paid little attention to your statement or showed little interest in your opinion?"

3.2.2 Intrapreneurial behavior. Intrapreneurial behaviour was measured using the scale developed by [De Jong et al. \(2011\)](#). The questionnaire includes nine items. Whereas the original scale asks respondents to evaluate co-workers' intrapreneurial behaviour, the current study responders were asked to declare how much they initiated intrapreneurial

behaviour. The response scale ranged from 1 (not at all) to 5 (very often). The intrapreneurial behaviour scale was measured as a formative index based on guidelines and confirmatory tetrad analysis test results. Hair *et al.* (2016) noted that while reflective measurement scale indicators represent an underlying construct's effects, the formative measurement scale indicators form the construct. The distinction between formative and reflective is based on a set of guidelines proposed by the authors (Hair *et al.*, 2016, pp. 45–55). The decision was also supported by an empirical statistical test, namely confirmatory tetrad analysis (Hair *et al.*, 2016, pp. 285–290). According to these guidelines and the confirmatory tetrad analysis (CTA) results, the incivility scale and the intrapreneurial behaviour scale were evaluated as formative measurement scales.

Due to both scales' formative nature, Cronbach's alpha scores were not calculated for the measurement scales of perceived incivility and intrapreneurial behaviour (Hair *et al.*, 2016).

3.2.3 Job insecurity. To measure job insecurity, the Vander Elst *et al.* (2014) scale was used. The scale consists of four items on a five-point Likert scale ranging from 1 = "strongly disagree" to 5 = "strongly agree". Sample items were "The chances are that I will soon lose my job" and "I am sure that I can keep my job". The final Cronbach's alpha of the sub-factor was 0.793.

3.2.4 Job satisfaction. To measure job satisfaction, four questions were adopted from Price (1997). The four items were measured on a five-point Likert scale ranging from 1 = "strongly disagree" to 5 = "strongly agree". Respondents were asked to indicate the extent to which they agreed with the statements. Two sample items of statements were "I am often bored with my job" and "I am not happy with my job". The Cronbach's alpha of the sub-factor was 0.833.

3.3 Procedure

Questionnaires were distributed online in five organisations during the summer of 2015. First, we negotiated the details of the data collection with the organisation's management, accounting for the anonymity of respondents and ethical issues. Employees were guaranteed that the questionnaires would not be visible on the organisations' in-net and that non-participation would not be registered. Second, the authors (through students) sent the link to focal points in the organisation, who sent the links to employees via e-mail. Participants received an email reminder after two weeks. The final database included 542 questionnaires. In 32 questionnaires, more than 30% of the questions remained unanswered, and they were therefore removed from the sample (Hair *et al.*, 2016).

SmartPLS 3.0 was utilised to test the research hypotheses. The SmartPLS assessment procedure requires assessing the measurement (outer) model before assessing the structural model (Hair *et al.*, 2016). Specifically, constructs that are formed as reflective are assessed separately from formative constructs. The distinction between formative and reflective measurement scales is thoroughly discussed by Hair *et al.* (2016). While reflective measurement scale indicators represent an underlying construct's effects, the formative measurement scale indicators form the construct. The distinction between formative and reflective is based on guidelines and an empirical statistical test, namely CTA-PLS (confirmatory tetrad analysis in partial least squares) proposed by the authors. According to these guidelines and the CTA results, the incivility scale and the intrapreneurial behaviour scale were evaluated as formative measurement scales. In contrast, all other constructs were considered reflective, according to SmartPLS measurement guidelines.

Reflective outer model constructs were assessed through three measurement model criteria: internal consistency (i.e. Cronbach's alpha and composite reliability); convergent validity (i.e. indicator reliability, average variance extracted) and discriminant validity. These are represented in Tables 1 and 2, which indicate acceptable values of internal consistency, convergent validity and discriminant validity.

Following the assessment of the outer model's reflective measures, the outer model's formative constructs were assessed, as illustrated in Table 3. Table 3 indicates that not all indicators are significant, yet, per Hair *et al.* (2016), since their loading is significant and above 0.40, it is advised to keep them part of the measurement model.

Common method bias (CMB) should be considered in a cross-sectional measurement method utilised in the current study. To verify that the data collected can be regarded as free of CMB, in the context of partial least squares structural equation modeling (PLS-SEM), variance inflation factor (VIF) values of the inner model should be measured. It was noted that VIF values greater than 3.3 imply collinearity between the constructs, which is an indication of CMB, while VIF values lower than the threshold of 3.3 indicate that the data can be

Table 2. Descriptive statistics correlations and Fornell–Larcker criterion analysis for checking discriminant validity

	M	SD	1	2	3	4
1. Incivility	1.666	0.722	Formative measurement model			
2. Job satisfaction	3.596	0.983	−0.25**	(0.81)		
3. Intrapreneurial behaviour	2.830	0.974	−0.13	0.53**	Formative measurement model	
4. Job insecurity	2.018	0.948	0.25**	−0.40**	−0.31**	(0.79)

Note(s): **Correlation is significant at the 0.01 level (2-tailed). *N* = 510; Fornell–Larcker criterion for discriminant validity is in parentheses

Table 3. Results summary for formative outer models analysis

Formative constructs	Formative indicators	Outer weights (outer loadings)	<i>t</i> value	<i>p</i> Value	*Significance (<i>p</i> < 0.05)
Incivility	Incivility 1	0.180 (0.820)	10.254	0.000	Yes
	Incivility 2	0.197 (0.896)	10.893	0.000	Yes
	Incivility 3	0.180 (0.821)	9.345	0.000	Yes
	Incivility 4	0.175 (0.798)	8.417	0.000	Yes
	Incivility 5	0.184 (0.837)	8.452	0.000	Yes
	Incivility 6	0.171 (0.776)	8.089	0.000	Yes
	Incivility 7	0.144 (0.654)	6.487	0.000	Yes
Intrapreneurial behaviour	Intrapreneurial behaviour 1	0.587 (0.922)	4.166	0.000	Yes
	Intrapreneurial behaviour 2	0.326 (0.851)	2.507	0.012	Yes
	Intrapreneurial behaviour 3	0.220 (0.820)	1.465	0.143	No
	Intrapreneurial behaviour 4	−0.279 (0.590)	2.312	0.021	Yes
	Intrapreneurial behaviour 5	0.283 (0.731)	1.947	0.047	Yes
	Intrapreneurial behaviour 6	−0.107 (0.542)	0.855	0.393	No
	Intrapreneurial behaviour 7	0.205 (0.510)	1.610	0.108	No
	Intrapreneurial behaviour 8	−0.096 (0.357)	0.780	0.435	No
	Intrapreneurial behaviour 9	−0.267 (0.198)	2.722	0.007	Yes

Note(s): *Bootstrap confidence intervals were referred for testing significance

considered free of CMB. Our results showed VIF values lower than 3.3; thus, it is safe to assume that our data are not affected by CMB (Kock, 2015)

4. Findings

The structural (inner) model included the following factors: incivility, a latent variable with seven indicators; intrapreneurial behaviour, a latent variable including nine indicators; job insecurity, a latent variable with four indicators and job satisfaction, a latent variable including four indicators.

The path model was constructed as follows: paths were specified between workplace incivility and job insecurity, job satisfaction and intrapreneurial behaviour. Additional paths were specified between both job satisfaction and job insecurity and intrapreneurial behaviour.

Following the measurement model assessment, the inner model, which refers to assessing the relationship between the constructs, was evaluated according to Hair *et al.* (2016) guidelines.

The first stage in structural modelling is the assessment of collinearity issues between the different constructs. To assess collinearity, VIF values were measured. The assessment of collinearity did not reveal any collinearity issues among constructs. VIF values were lower than the threshold of five, which Hair *et al.* (2016) recommended as the threshold for collinearity.

The second stage in evaluating the structural model is assessing the path coefficients' significance and relevance. Table 4 indicates path coefficients and their level of significance.

Additionally, the explained variance of the endogen latent variables can be reported, as can be seen in Figure 3.

Figure 3 reveals that generally, the R^2 scores were low–moderate. Specifically, the explained variance of intrapreneurial behaviour was 30%; the explained variance of job insecurity was 6% and the explained variance of job satisfaction was merely 6%.

To evaluate each exogenous construct's relevance in explaining an endogenous construct, namely effect size, f^2 scores were calculated for each path. Results indicated that most of the significant paths resulted in small effect sizes, as shown in Table 4. The only moderate effect size was related to job satisfaction → intrapreneurial behaviour path ($f^2 = 0.28$).

Q^2 scores were also calculated through a blindfolding procedure to test the model's predictive relevance regarding each endogenous construct separately. Results indicated that all endogenous variables in the complete model have an acceptable (low–moderate) predictive power. Specifically, the predictive power of job satisfaction was 0.039, the predictive power of job insecurity was 0.039 and the predictive power of intrapreneurial behaviour was 0.11.

Additionally, some mediation effects were found, as described in Table 5.

As there were no significant direct effects between incivility and intrapreneurial behaviour, but still the indirect effects between these two were significant, it can be concluded that the relationship between the two variables is fully mediated by job satisfaction and job

Complete model	Path coefficient	<i>t</i> values	<i>p</i> values	f^2	Significance
Incivility → Job satisfaction	-0.252	5.201	0.000	0.067	Yes
Incivility → Intrapreneurial behaviour	0.017	0.319	0.750	0.000	No
Incivility → Job insecurity	0.262	5.289	0.000	0.074	Yes
Job satisfaction → Intrapreneurial behaviour	0.491	10.858	0.000	0.284	Yes
Job insecurity → Intrapreneurial behaviour	-0.128	2.552	0.009	0.019	Yes

Note(s): *Bootstrap confidence intervals were referred to for testing significance

Table 4.
Significance testing
results of the total
effects

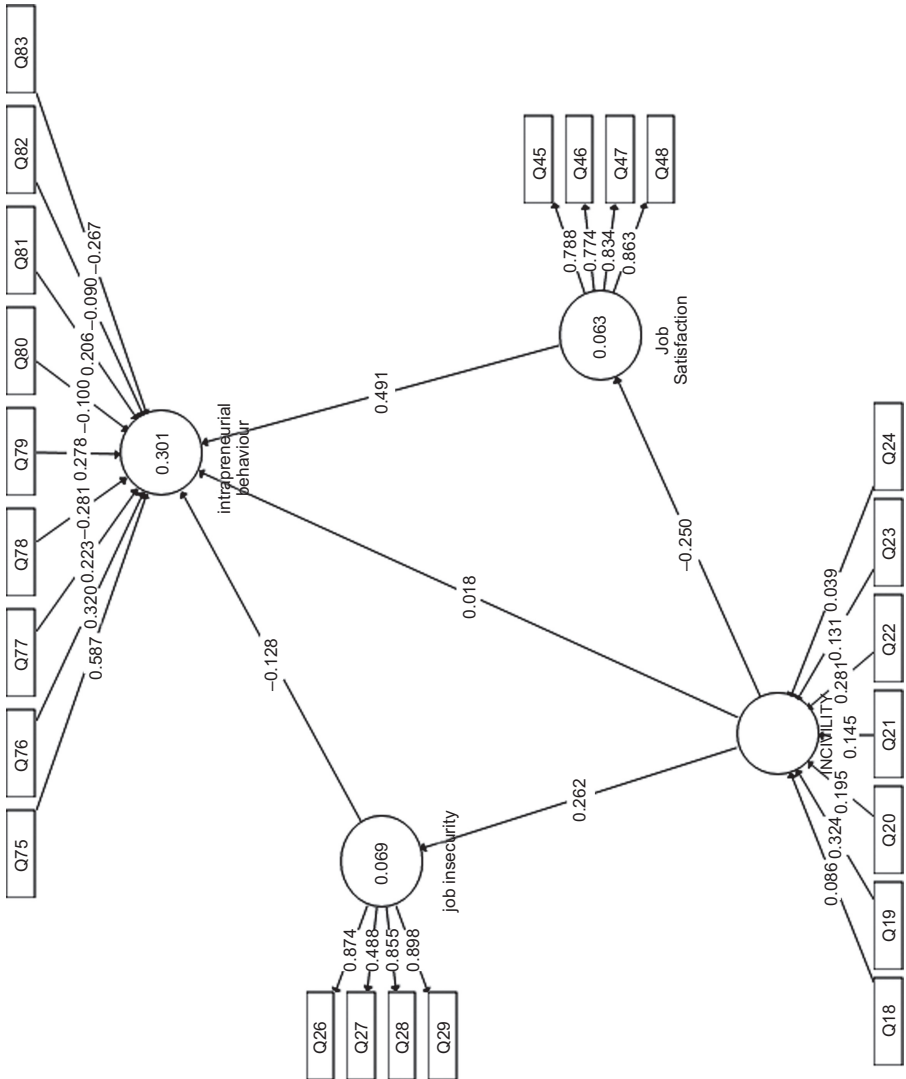


Figure 3.
Analysis results of the complete model

insecurity, according to the guidelines (Zhao *et al.*, 2010). These guidelines debated former guidelines for testing mediation (Baron and Kenny, 1986), concluding that the existence of indirect effect between an independent variable (IV) and a dependent variable (DV) via the moderator is sufficient to establish mediation. Once this indirect effect is established, the existence of the direct link between the independent variable and the dependent variable should determine whether the mediation is full or partial (Hair *et al.*, 2016; Zhao *et al.*, 2010). In this case, as the direct links between incivility (the independent variable) and intrapreneurial behaviour (the dependent variable) were not significant and as the indirect effects between incivility and intrapreneurial behaviour via job satisfaction and job insecurity were significant, it can be confirmed that job satisfaction and job insecurity fully mediate the relationships.

To test the differences between unionised and nonunionised employees, multi-group analyses (MGA) and permutation tests were performed. Both MGA results and permutation test results indicated only a significant difference between the two paths when comparing unionised and nonunionised employees, as indicated in Table 6.

5. Discussion

To simplify the results, we present a summary in Table 7 and refer to it throughout the discussion.

The results revealed that perceived incivility increases the feeling of job insecurity of employees (H1a); nevertheless, we found no significant difference between unionised and nonunionised employees in this regard (H1b). Incivility is threatening, and being unionised cannot reduce the threat. First, this finding enhances the understanding that job insecurity is a multifaceted construct that relies on interpersonal relations similarly to its dependency on economic exchanges (Itzkovich and Heilbrunn, 2016). Second, and more importantly, these findings suggest no difference between unionised and nonunionised employees concerning the perception of job insecurity. Thus, although we would expect that unionised employees feel more protected, and therefore perceptions of job insecurity resulting from incivility should be reduced, this is not the case in our study. In this respect, it can be speculated that unionising does not provide the expected protection to reduce the perceived threat, namely job insecurity.

	Direct effect	t value	Significance (p < 0.05)	Indirect effect	t value	Significance (p < 0.05)
Incivility → Job Insecurity → Intrapreneurial behaviour	0.018	0.319	No	-0.123	4.47	Yes
Incivility → Job Insecurity → Intrapreneurial behaviour	0.018	0.319	No	-0.034	2.29	Yes

Table 5.
Significance analysis of the direct and indirect effects

Note(s): *Bootstrap confidence intervals were referred to for testing significance

Complete model	Path coefficient difference	p values	Significance
Incivility → Job satisfaction	0.025	0.604	No
Incivility → Intrapreneurial behaviour	0.122	0.164	No
Incivility → Job insecurity	0.132	0.100	No
Job satisfaction → Intrapreneurial behaviour	0.203	0.015	Yes
Job insecurity → Intrapreneurial behaviour	0.228	0.016	Yes

Table 6.
MGA test results for distinguishing between unionised and non-unionised employees

Path	Hypothesis	Accepted/Rejected
Incivility → Job insecurity	H1a – Perceived incivility will increase job insecurity	Accepted
	H1b – Perceived incivility will decrease job insecurity more for unionised employees	Rejected
Incivility → Job satisfaction	H2a – Incivility will decrease job satisfaction of employees	Accepted
	H2b – The negative relationship between incivility and job satisfaction will be stronger for nonunionised workers	Rejected
Incivility → Intrapreneurial behaviour	H3a – Incivility will not impact intrapreneurial behaviour	Accepted
	H3b – Incivility will not impact intrapreneurial behaviour also for unionised employees	Accepted
Job satisfaction → Intrapreneurial behaviour	H4a – Job satisfaction will increase intrapreneurial behaviour of employees	Accepted
	H4b – Job satisfaction will increase intrapreneurial behaviour less for unionised employees	Accepted
Job insecurity → Intrapreneurial behaviour	H5a – Job insecurity will decrease intrapreneurial behaviour of employees	Accepted
	H5b – Job insecurity will decrease intrapreneurial behaviour less for unionised employees	Accepted

Table 7.
Research hypotheses

Although these findings contradict our hypothesis, they are in line with some researchers (Haile *et al.*, 2015) who found that unions often raise unfulfilled expectations.

The same line of argumentation accounts for H2a and H2b. While incivility decreases job satisfaction, unionisation does not impact these relations. These findings also go along with previous studies that suggest that unions, although perceived as beneficial, tend not to fulfil expectations (Haile *et al.*, 2015) or as those who raise the bar by which employees assess their jobs. Furthermore, it may reflect that job satisfaction is a multi-dimensional concept in itself and depends on many factors.

Concerning intrapreneurial behaviour, our first finding concerns the fact that there is no direct impact of incivility on intrapreneurial behaviour for either unionised or nonunionised employees; thus, H3a and H3b were supported, similarly to previous results that failed to support a direct linkage between the two constructs (Yariv and Galit, 2017). As it is possible that intrapreneurship, in contrast to work effectiveness which was found to be impacted by incivility, is a higher-order activity that is challenging, rewarding and provides an opportunity to develop new skills, and according to AET, enhances positive emotions, incivility is consequently less likely to impact it. Nevertheless, our findings did reveal that job insecurity and job satisfaction mediate the relationship between incivility and intrapreneurial behaviour. We also found that unionisation impacts the relationship between job insecurity, job satisfaction and intrapreneurial behaviour. Thus, nonunionised employees display more intrapreneurial behaviour when they are also satisfied with their work than unionised workers for whom these relationships are weaker. One explanation would be that once unionised, there is a less perceived need for self-promotion; therefore, the expected connection is weaker. This finding to some extent reinforces Bradley *et al.*'s (2016) findings that demonstrated that productivity and patent quantity decreased once unionised.

More interestingly, while no connection between job insecurity and intrapreneurial behaviour was found for nonunionised employees, the connection was negative for unionised

employees. In other words, once employees are unionised and perceive their job as insecure, their intrapreneurial behaviour decreases. In contrast, similar perceptions of job insecurity do not have any impact on nonunionised employees. Our explanation for these findings leans on the job insecurity theory, positing that employees might increase or decrease efforts when facing job insecurity. While some employees increase their survival probabilities by improving their efforts (Lam *et al.*, 2015), others decrease their engagement and effort (Greenhalgh and Rosenblatt, 2010). This argumentation line could explain that we found no significant correlation between job insecurity and intrapreneurial behaviour among nonunionised employees.

For unionised employees, things appear to work differently. As unionised employees expect the union to decrease their insecurity perceptions, when they do feel insecurity, they might perceive their union as incapable of supplying their most basic desire (for security), which was found to be a significant factor in their decision to unionise (Sverke and Hellgren, 2001). Such perception might elicit stronger negative feelings of decreased satisfaction among unionised (compared to nonunionised) employees (Artz and Kaya, 2014). In turn, these unfulfilled expectations can also elicit feelings of unfairness and anger, thus enhancing withdrawal behaviours. In this case, the reduced intrapreneurial behaviour of unionised employees who feel insecure can be regarded as protest measures against the perceived unfairness, which was not expected because of unionisation. Although these findings contradict Sverke and Hellgren (2001), who posited that unionised workers would react positively (i.e. demonstrate loyalty) when facing job insecurity, our findings and rationalisation reinforce the notion that unions – despite their positive image – are not capable of fulfilling employees' expectations as noted by Haile *et al.* (2015). Hence, it can be noted that unionisation triggers withdrawal behaviours such as reduced intrapreneurial behaviour to some extent and under certain conditions (i.e. perceived job insecurity).

Altogether, these findings go along with AET underlying assumptions by showing that behavioural reactions to cognitive stimuli differ from emotional stimuli reactions. Thus, although there is no direct connection between incivility, emotional stimuli and intrapreneurship, which is cognitively driven, we found evidence for the relationship between the two organisational attitudes shaped by uncivil events and intrapreneurship. Moreover, while the AET model presented by scholars indicates a possible impact of contextual stimuli such as unionisation on the formation of attitudes (Wegge *et al.*, 2006), the theory does not account for the possibility that context might shape different behaviours as well. More specifically, it seems that the theory lacks to account for the potentially different possible impact of job insecurity and job satisfaction on intrapreneurial behaviour of unionised vs nonunionised employees.

To the best of our knowledge, this is the first study investigating incivility and its impact, comparing unionised with nonunionised employees in the framework of AET. Therefore our findings suggest additional support to AET. Additionally, the study contributes to understanding the relationships between incivility and intrapreneurial behaviour and between incivility and job insecurity. Thus far, these topics were scantily assessed (Yariv and Galit, 2017; Itzkovich *et al.*, 2019; Schilpzand *et al.*, 2016a, b). We also believe that addressing the notion of formative versus reflective measurement models concerning incivility and intrapreneurial behaviour may trigger more accurate and less biased results, as suggested by Hair *et al.* (2016). Thus, the study also presents a methodological contribution. The assessment of formative measurement models identifies the main drivers of a given construct (Leguina, 2015). Such an assessment is impossible when constructs are measured reflectively.

In summary, we believe that the study contributes to understanding perceptions and behaviours among unionised vs nonunionised employees, the methodology used for assessing these constructs and the understanding of potential outcomes of incivility.

5.1 Limitations and future research

While the present findings shed light on a previously unexamined field, some research limitations should be noted:

First, the cross-sectional nature of the present data could preclude definitive statements about causality. Indeed, some relationships in the model are likely to be reciprocal. For example, while the study implies that incivility could impact job insecurity, it is entirely plausible that perceived job insecurity enhances stress, which in turn could lead to more experienced incivility.

Second, the study was conducted in a single country characterised by unique unionisation features. Historically, Israeli unions were established before the state and were later part of the state's institutions and establishment. Therefore, the current study's findings should also be tested in a more standard unionisation model context for external validity purposes.

Third, the current data set was limited to self-reported measures. Use of other, more varied, survey approaches and different experimental and qualitative measurement techniques could lend more support to the present findings and perhaps shed more light on the presented relationships. Further studies should increase the sample size and include an international perspective to ensure the overall generalisability of the results above and beyond the Israeli context. Additionally, it would be essential to assess whether the cultural differences between groups of employees would reveal differences in the relationships between the variables presented in our study. Finally, some studies maintain that unionisation rates differ between stronger and weaker employees, with the latter being less unionised (Keune, 2015). Future studies should account for employees' differential status when investigating the impact of unionisation on additional variables.

Lastly, we measured unionisation as a flat measure without accounting for tenure or status within the union. Future studies should address this shortcoming.

6. Implications for research and practice

Our findings have several important implications. First, they contribute to the validation of AET.

Additionally, our research advanced the distinction between formative and reflective measurement scales. Overlooking the differences between measurement scales might end up in measurement errors. Alternatively, accounting for these differences contributes to the methodology often used in social sciences and to the accuracy of the results and conclusions made by scholars.

From a practical point of view, we suggest organisations mitigate incivility through adapting the following three stages:

- (1) Identifying: Viewing context as a significant driver of adverse organisational climate (Hutchinson *et al.*, 2018), top management should identify contextual indicators such as level of pressure, power distribution in organisational units and other contextual factors that can increase the probability for uncivil behaviours. Once these structured conditions are identified, human resource (HR) practices should be utilised, striving to defuse these contextual drivers. For instance, if the level of pressure in a particular unit is higher than that of other units, HR professionals can balance it with the help of organisation management. This notion follows Zhang and Bednall (2016) logic, who noted that supervisors who regularly experience organisational stress abuse their subordinates as a coping strategy to alleviate the negative state and stress they experience from upper levels. These findings are also supported by Lam (2016), who noted that stress-reduction intervention programs reduce supervisors' emotional exhaustion and their subsequent abusive supervision.

- (2) Prevention: The organisation can proactively raise awareness among staff to convey that the organisation will not tolerate such uncivil behaviours. In a parallel route, organisations can also encourage employees to stand up for themselves or report on others when observing incivility. As a complementary preventive step, an organisation can develop managers' and employees' socio-emotional competencies. Specifically, organisations as part of their organisational development (OD) plans can enhance managers' empathy towards others. Among other competencies, increasing empathetic concerns towards subordinates were found to reduce abusive behaviours based on managers' instrumental logic, notably managers who assume that abusive conduct will increase productivity (Watkins *et al.*, 2017).
- (3) Intervention: Lastly, the organisation should act against perpetrators as part of a comprehensive organisational zero-tolerance policy for mistreatment. Avoiding the establishment of such a policy can lead employees to assume that the organisation is a convener for the adverse acts. Thus, employees' retaliation behaviour will be directed at the organisation (Itzkovich and Heilbrunn, 2016). Although incivility is subjective, the organisation can establish a code of ethics and code of conduct and reassure that these behaviours are reduced.

All in all, our findings point to the need for organisational management to understand better underlying employees' perceptions, their antecedents and consequences. Managers who are aware of the impact of perceived job insecurity and lack of satisfaction on intrapreneurial behaviour and know that incivility impacts the former directly and the latter indirectly might be able to mitigate uncivil behaviours and create a safer environment in which intrapreneurship can flourish.

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