

The Dynamics of Incivility in the Workplace: Development and Construction of the WIS-ID (Workplace Incivility Scale for Indonesia)

Dinamika Perilaku Ketidaksopanan di Tempat Kerja: Pengembangan dan Konstruksi Skala WIS-ID (Workplace Incivility Scale for Indonesia)

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Abstract

Several studies have found that workplace incivility contributes to decreased employee well-being and organizational productivity, making it important to measure accurately. However, existing measurement tools tend to focus on specific organizations and rely on the perspective of targets of perpetrators, which may lead to social desirability bias. This study aimed to develop the Workplace Incivility Scale for Indonesia (WIS-ID) using an observer's perspective to be applicable across various sectors. The WIS-ID consists of 30 items using a 7-point Likert response scale, was tested on 307 employees from both private and government sectors. The result of Confirmatory factor analysis (CFA) showed that this measurement model demonstrated a good model fit ($CFI \geq .90$, $TLI \geq .90$, $RMSEA < .08$, $SRMR < .08$). All WIS-ID items showed adequate to high factor loadings (.485-.944) and excellent reliability ($\geq .90$), providing evidence that the WIS-ID is a valid and reliable instrument for use in the Indonesian context.

Keywords : Workplace Incivility, Scale Development

Abstrak

Sejumlah penelitian menemukan bahwa perilaku ketidaksopanan di tempat kerja berkontribusi terhadap menurunnya kesejahteraan karyawan dan produktivitas organisasi, sehingga penting untuk diukur secara akurat. Akan tetapi, alat ukur yang ada saat ini hanya berfokus pada organisasi tertentu dan bergantung pada perspektif target atau pelaku, yang dapat memicu bias keinginan sosial (*social desirability bias*). Penelitian ini bertujuan untuk mengembangkan *Workplace Incivility Scale for Indonesia* (WIS-ID) menggunakan perspektif pengamat agar dapat diterapkan di berbagai sektor organisasi. Skala WIS-ID terdiri dari 30 butir pernyataan menggunakan skala *likert* dengan 7 pilihan respons, yang diujikan kepada 307 karyawan dari perusahaan swasta maupun instansi pemerintah. Hasil analisis menunjukkan bahwa model pengukuran ini memiliki kesesuaian data yang baik ($CFI \geq .90$, $TLI \geq .90$, $RMSEA < .08$, $SRMR < .08$). Seluruh item WIS-ID menunjukkan *factor loading* yang memadai hingga sangat tinggi (.485-.944) serta reliabilitas yang sangat baik ($\geq .90$), yang mengonfirmasi bahwa WIS-ID merupakan alat ukur yang valid dan reliabel untuk digunakan dalam konteks Indonesia.

Kata Kunci : Perilaku Tidak Sopan, Tempat Kerja, Pengembangan Skala

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Received 19/06/2026

Revised 01/09/2026

Accepted 08/10/2026



INTRODUCTION

Workplace incivility has become a widely recognized issue that has drawn attention because it frequently occurs in various organizational settings (Cortina, 2008; Ferreira & Vasconcelos, 2020). In 2022, the ILO conducted a survey of more than 1,000 workers in Indonesia and found that 852 workers had experienced some form of disrespect in the workplace; for example, 79.37% had been subjected to rude verbal communication, and 73.49% had been the subject of gossip or rumors spread by coworkers. In a recent study, of the 798 workers surveyed regarding the prevalence of incivility in the workplace, more than 60% reported experiencing such behavior (Hasson & Villaume, 2024). These high incidence rates highlight the need for greater attention to the issue of workplace incivility.

Workplace incivility is low-intensity deviant behavior accompanied by an unclear intent to harm someone. These actions are often low in intensity and lack a clear purpose, reflecting rudeness, discourtesy, and indifference toward others (Andersson & Pearson, 1999; Pearson et al., 2005). Workplace incivility is characterized by low intensity, ambiguous intent, violations of norms of respect, and discourteous behavior (Pearson, Andersson, & Wegner, 2001). Handoyo et al. (2018) identified five dimensions of workplace incivility based on the definition by Andersson and Pearson (1999); these dimensions are interference in personal affairs, abandonment, unfriendly communication, inconsiderate behavior, and invasion of privacy. The five dimensions of workplace incivility in the scale developed by Handoyo et al. (2018) are closely interrelated in forming the overall construct. This underscores the importance of these dimensions in capturing the various aspects of workplace incivility. Among the five dimensions of workplace incivility, privacy invasion is the dimension with the weakest relationship to the overall scale; however, privacy invasion remains relevant to workplace incivility because it is still related to the other dimensions (Handoyo et al., 2018).

Workplace incivility can include a variety of negative interpersonal behaviors such as belittling, being aggressive, demeaning, excluding others, being rude, blaming, accusing, sabotaging, being unhelpful, disregarding boundaries, meddling in others' affairs, acting imprudently, and violating privacy (Clark, Landis, & Barbosa-Leiker, 2023; Handoyo, 2018; Marin & Hine, 2005; Wilson, Urban, & Smith, 2023). Although these actions may not appear overtly aggressive, they can have significant consequences for individuals and organizations, thereby reinforcing the need for organizations to examine and address workplace incivility. This will enable researchers and human resources managers to distinguish between the various dimensions of workplace incivility, assess the prevalence of these dimensions within and across organizations, and potentially target interventions to reduce incivility more effectively (Martin & Hine, 2005).

In recent years, workplace incivility has been found to have negative consequences for employee well-being and company profits (Rosen et al., 2016). Previous research has found that workplace incivility is associated with reduced job satisfaction and decreased subjective well-being among

employees, which can lead to reduced motivation, disengagement, and emotional exhaustion over time (Khan, Elahi, & Abid, 2021). Furthermore, workplace incivility can damage professional relationships by eroding trust, which is a crucial aspect of effective teamwork and collaboration (Wilson, Urban, & Smith, 2023). When there is a lack of mutual trust, teams can become divided, causing employees to feel lonely and isolated from their colleagues. Repeated exposure to workplace incivility also contributes to increased stress levels and the development of a toxic work culture. Over time, these negative dynamics can reduce workforce participation and engagement, which ultimately affects organizational outcomes and overall job performance (Cleary et al., 2023; Lewis, 2023).

To understand the broader impact of workplace incivility, a measurement tool is needed that can examine how this construct interacts with organizational dynamics. Given the diverse negative impacts of workplace incivility, it is crucial to develop a comprehensive instrument to accurately assess and identify its prevalence. To date, several workplace incivility measurement tools have been developed, including the Workplace Incivility Scale (Cortina et al., 2001; Cortina, 2013), the Uncivil Workplace Behavior Questionnaire (Martine & Hine, 2005), and the Team Incivility Climate Scale (Paulin & Griffin, 2017). However, these measurement tools have limitations that make them unsuitable for use in assessing workers in Indonesia. For example, some items focus solely on a single organization with a specific structure, while others are designed to measure only specific experiences of incivility. As a result, existing tools cannot accurately capture individual experiences, and there is a risk that respondents may answer with social desirability bias. On the other hand, there are other measurement tools that have been adapted to Indonesian culture, such as the Indonesian Incivility Behavior Scale (IIBS) (Handoyo et al., 2018) and the Workplace Incivility Scale (Nadilla et al., 2021); however, these tools lack control variables such as gender and job position in their development process. Without control variables for gender and job position, it cannot be determined whether these measurement tools accurately measure workplace incivility across all employee groups or are valid only for specific demographic groups that dominate the research sample. Therefore, this study aims to develop a measurement tool based on the theory proposed by Pearson, Andersson, and Wagner (2001) to create a valid, reliable, and culturally relevant instrument for the Indonesian context, which will be named the Workplace Incivility Scale for Indonesia (WIS-ID). The WIS-ID is designed for use across organizational sectors and employs an observer (third-party) perspective to minimize social desirability bias.

RESEARCH METHODS

Research Subject

The inclusion criteria for participants in this study were employees from various sectors of the private and public sectors, both male and female, aged 20 to 40 years in Indonesia. The sampling method used was convenience

sampling, which allows participants to take part in the study based on their availability and willingness (Gravetter & Forzano, 2012).

Data were collected from 307 participants (65.1% female and 35.1% male) who took part in the study. Most participants were in the 20–25 age range ($M = 28.84$, $SD = 6.44$), and their highest level of education was a D4/S1 bachelor's degree (59.6%) or high school (22.1%). The majority of participants worked in the private sector (62.2%) and the government sector (28.3%). Additionally, 57.3% of participants had more than three years of work experience.

Research Design

This study employs a quantitative approach with a measurement instrument development design to test the validity and reliability of the developed instrument. A quantitative approach was used because the aim was to evaluate the psychometric characteristics of the WIS-ID measurement tool through statistical analysis of respondent data. The WIS-ID measurement tool was developed to identify workers in Indonesia who exhibit low and high levels of workplace incivility. By addressing various shortcomings of previous measurement tools, the IIBS will be developed for use by professionals, particularly in the field of psychology.

Procedures for Developing Research Instruments

The development of WIS-ID was carried out through three stages of measurement instrument development: test conceptualization, test construction, and test tryout. Each stage was designed to ensure that the resulting measurement instrument possesses good psychometric quality and is relevant to the Indonesian cultural context.

Test Conceptualization

The construct to be measured in this study is workplace incivility, defined as low-intensity deviant behavior, such as rude and disrespectful verbal and nonverbal behavior directed at coworkers with an unclear intent to harm the target, including nonverbal behaviors such as ignoring, dismissing, and belittling (Andersson & Pearson, 1999). Based on the definition by Andersson and Pearson (1999), Handoyo et al. (2018) added that workplace incivility manifests in behaviors that can be observed across five dimensions, namely intervention in personal affairs, abandonment, unfriendly communication, inconsiderate behavior, and invasion of privacy. The development of the WIS-ID measurement tool aims to identify workers in Indonesia who exhibit low and high levels of workplace incivility. By addressing the various shortcomings of previous measurement tools, the IIBS will be developed for use by professionals, particularly in the field of psychology.

Test Construction

The WIS-ID is a typical performance test designed to gather information about an individual's workplace incivility through various statements (Urbina, 2014). This instrument uses a rating scale in a multiple-choice format, where

respondents use a Likert scale to indicate how well the given statements apply to them (Murphy & Davidshofer, 2014). A scale with seven response options was chosen because it has a midpoint, making it easier to capture varying response patterns. Although each option is labeled, only the first and last points define clear extremes, allowing the options in between to reflect a more flexible range of experiences (Kulas & Stachowski, 2013; Nadler et al., 2015). The response options on the scale consist of never, once a month, 2 to 3 times a month, once a week, 2 to 3 times a week, once a day, and more than once a day.

The scoring method used involves summing the scores for each item response across each dimension of workplace incivility. The higher the score on a particular dimension, the higher the level of workplace incivility in that dimension. Each score is assigned a point value based on the selected scale: "never" is scored as 1; "once a month" as 2; "2 to 3 times a month" as 3; "once a week" as 4; "2 to 3 times a week" as 5; "once a day" as 6; and "more than once a day" as 7. The total score is obtained by summing the scores from the five dimensions of workplace incivility. The score range for each dimension is 7–49, while the score range for workplace incivility as a whole is 35–245.

Test Tryout

WIS-ID aimed to include 30 final items out of the 60 items originally developed. Before being used for data collection, a readability test was conducted on 16 participants with the desired sample characteristics, and the instrument underwent peer review by psychologists. Based on feedback from participants, a number of items were eliminated, leaving 45 items that passed the screening and were used for validity testing. The next stage involved online data collection via Google Forms, which were distributed through social media to recruit potential participants who met the study's criteria.

Analysis Techniques

Several analytical techniques were used in this study. Reliability testing was conducted using Cronbach's Alpha, a preferred statistical measure for estimating internal consistency that is suitable for items not scored dichotomously and requiring only a single test administration (Cohen & Swerdlik, 2009; Kaplan & Saccuzzo, 2009). Validity testing was conducted through two approaches. First, content validity via expert judgment in consultation with the supervising instructor and peer review. Second, construct validity using Confirmatory Factor Analysis (CFA), with reference to the TLI and CFI values ($p > .90$), RMSEA ($p < .07$), and SRMR ($p < .08$), as well as convergent validity through the correlation of WIS-ID scores with the Indonesian Incivility Behavior Scale (IIBS). Furthermore, item analysis was performed by examining factor loadings ($> .40$), item discrimination using the correlation indices method, specifically cr_{IT} and cr_{TD} , the proportion of endorsement (PoE) index with a range of 15%–85% (Kendel & Brockington, 1980, as cited in Millon & Bloom, 2008), and qualitative

analysis to assess the relevance, grammar, and balance of item composition within each dimension.

RESEARCH RESULTS

a. Initial Reliability Test (45 item)

Table 4.1 WIS-ID Reliability Test Results

Dimension	Number of Items	α	M	SD
Personal affairs' intervention	9	.94	2.03	1.28
Abandonment	9	.88	2.29	1.47
Unfriendly communication	9	.94	2.35	1.29
Inconsiderate behavior	9	.92	2.11	1.20
Privacy invasion	9	.88	2.23	1.27
Total	45	.98	2.17	1.25

Based on Table 4.1 above, the results of the reliability test for the 45-item WIS-ID using Cronbach's alpha showed a total reliability coefficient of .98 and reliability coefficients per dimension ranging from .88 to .94. According to the criteria established by Kaplan and Saccuzzo (2018), the WIS-ID exhibits high internal consistency both overall and across each of its dimensions. In total, 98% of the observed WIS-ID scores represent true scores, while the remainder constitutes error variance. The true scores for each dimension are 94% for the "personal affairs' intervention" dimension, 88% for the "abandonment" dimension, 94% for the "unfriendly communication" dimension, 92% for the "inconsiderate behavior" dimension, and 88% for the "privacy invasion" dimension, with the remainder being error variance. The percentage of error variance stems from content sampling and content heterogeneity errors. Thus, the WIS-ID both overall and by dimension is a reliable measurement tool in the sense that it possesses high internal consistency.

b. Initial Validity Test (45 item)

Validity testing was conducted using Confirmatory Factor Analysis (CFA) with R Studio software on data obtained from 307 participants. The data were collected using the instrument under study, namely the Workplace Incivility Scale for Indonesia (WIS-ID). The results in Table 4.2 show that the WIS-ID model, consisting of 45 items, met the model fit criteria. This means that the initial model proposed by the WIS-ID is valid for measuring the construct of workplace incivility based on the theoretical concepts of Andersson and Pearson (1999).

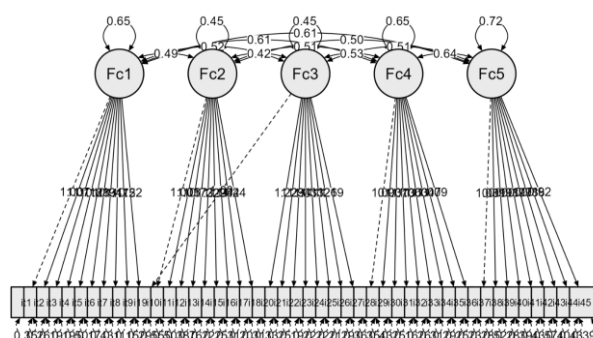


Figure 1. First Order Model

Table 4.2 Validity Test Results for the 45-Item WIS-ID

	Chi-Square (>.05)	CFI (≥.90)	TLI (≥.95)	RSMEA (>.08)	SRMR (>.08)	Desc.
WIS-ID	1539.49	.99	.968	.04	.05	Model Fit

The validity of the WIS-ID is also assessed based on the item factor loadings. According to Stevens' (2000) criteria, an item factor loading is classified as high if its value is $\geq .4$. All items on the WIS-ID have high factor loadings ranging from .48 to .94. This indicates that all items on the WIS-ID measure are correlated with the dimensions they are intended to measure.

c. Preliminary Item Analysis (45 Items)

The results of the item analysis were evaluated based on the values obtained from the item-dimension and item-total correlations. According to Nunnally and Bernstein (1994), good discriminant validity per dimension is indicated when the correlation coefficient r is $\geq .3$. In the WIS-ID measure under study, all items demonstrated good discriminant validity per dimension. This means that the items in the WIS-ID have been well-constructed so that they can distinguish between individuals' perceptions of work environments where workplace incivility is common and those where workplace incivility tends to be low. The range of discriminant power per dimension is from .62 to .94. Furthermore, based on the $crITT$, all WIS-ID items also exhibit good discriminant power. This can be understood as the WIS-ID's ability to assess both high and low levels of workplace incivility overall. Thus, it can be concluded that all WIS-ID items possess good discriminant validity, both dimensionally and in total. The following table presents the results of the item-dimension and item-total correlation index analysis.

Table 4.3. Results of the Analysis of the Item-Dimension Correlation Index (crITD) and Item-Total Correlation Index (crITT)

Indeks	Category	Item Numbers				
		Personal Affair's Intervention	Abandonment	Unfriendly Communication	Inconsiderate Behavior	Privacy Invasion
Item-Dimension Correlation (crITD)						
r ≥ .3	Good discrimination	1, 2, 3, 4, 5, 6, 7, 8, 9	10, 11, 12, 13, 14, 15, 16, 17, 18	19, 20, 21, 22, 23, 24, 25, 26, 27	28, 29, 30, 31, 32, 33, 34, 35, 36	37, 38, 39, 40, 41, 42, 43, 44, 45
r < .3	Poor discrimination	-	-	-	-	-
Item-Total Correlation (crITT)						
r ≥ .3	Good discrimination	1, 2, 3, 4, 5, 6, 7, 8, 9	10, 11, 12, 13, 14, 15, 16, 17, 18	19, 20, 21, 22, 23, 24, 25, 26, 27	28, 29, 30, 31, 32, 33, 34, 35, 36	37, 38, 39, 40, 41, 42, 43, 44, 45
r < .3	Poor discrimination	-	-	-	-	-

The results of the proportion of endorsement (PoE) analysis indicate that the majority of items in each dimension of the WIS-IDE scale (66.7% in the dimensions of “personal affairs’ intervention,” “unfriendly communication,” and “inconsiderate behavior”; 77.8% in the “abandonment” dimension; and 55.6% in the “privacy

invasion” dimension) have a good PoE index, ranging from .15 to .80 (Domino & Domino, 2006; Kendall & Brockington, 1980 in Millon & Bloom, 2008). Thus, it can be concluded that most items in the WIS-IDE measure within each dimension elicit a evenly distributed range of responses.

Table 4.4. Results of the Proportion of Endorsement (PoE) Analysis

Indeks	Keterangan	Item Numbers				
		Personal Affair's Intervention	Abandonment	Unfriendly Communication	Inconsiderate Behavior	Privacy Invasion
PoE < .15	Item tend not to be endorsed (indication of social desirability)	6, 8, 9	16, 17	23, 25, 27	28, 29, 30	37, 43, 44, 45
.15 ≤ PoE ≤ .80	Items have an evenly distributed response pattern	1, 2, 3, 4, 5, 7	10, 11, 12, 13, 14, 15, 18	19, 20, 21, 22, 24, 26	31, 32, 33, 34, 35, 36	38, 39, 40, 41, 42
PoE > .80	Item tend to be endorsed (indication of social desirability)	-	-	-	-	-

Next, an integrative item analysis was conducted on the 45 WIS-ID items to select the final items in accordance with the WIS-ID measurement instrument’s item matrix. The crITD, crITT, PoE, factor loadings, and qualitative content were all taken into consideration until 30 items were selected from the WIS-ID, with 6 (six) items per dimension. During the process, the researcher analyzed the crITT and factor loadings, which still met the criteria for adequate items. Thus, the elimination of items was based on PoE values. Specifically, items with values below 15% were excluded because they did not meet the criteria, while also considering the proportional distribution of items

across each dimension and item similarity within the instrument. Based on the results of the integrative item analysis, the researchers identified 23 items that were deemed satisfactory and retained, 15 items that were eliminated, and 7 items that were revised because they had a PoE value below 15%; however, their crITD, crITT, PoE, and factor loading values were considered satisfactory, as detailed in Table 4.5 below:

Table 4.5 Summary of the Integrative Item Analysis

Dimension	Retained Items	Eliminated Items	Revised Item
Personal affairs' intervention	1,3,4,5,7	2,6,9	8
Abandonment	10,12,14,15,18	11,13,16	17
Unfriendly communication	19,21,22,24,26	20,23	25
Inconsiderate behavior	31,32,34,35	27,29,33	28,30
Privacy invasion	38,40,41,42	36,37,39, 44	43,45

d. Reliability Test of the Selected Items (30 Item)**Table 4.6 Results of the Reliability Test for the 30-Item WIS-ID and SEM**

Dimension	Number of Items	α	M	SD	SEM
Personal affairs' intervention	6	.90	2.41	1.50	2.85
Abandonment	6	.87	2.21	1.32	2.85
Unfriendly communication	6	.92	2.12	1.48	2.42
Inconsiderate behavior	6	.90	2.06	1.35	2.45
Privacy invasion	6	.82	2.20	1.29	3.20
Total	30	.97	2.22	1.29	6.46

Reliability testing of the 30 WIS-ID items using Cronbach's alpha yielded a total reliability coefficient of .97 and reliability coefficients per dimension ranging from .82 to .92. Based on the criteria established by Kaplan and Saccuzzo (2018), a good reliability coefficient is $\alpha < .70$; thus, the WIS-ID, both overall and by dimension exhibits high internal consistency, meaning that, as a whole, the WIS-ID items are consistent in measuring the same construct. In the "personal affairs' intervention" dimension, 90% of the observed score represents true variance and 10% represents error variance. In the "abandonment" dimension, 87% of the observed score represents true variance and 13% represents error variance. Furthermore, in the "unfriendly communication" dimension, 92% of the observed score represents true variance and 8% represents error variance. In the "inconsiderate behavior" dimension, 90% of the observed score is true variance and 10% is error variance. Finally, in the "privacy invasion" dimension, 82% of the observed score is true variance and 18% is error variance. The percentage of error variance in each dimension and the total score is caused by content sampling error and content heterogeneity.

e. Validity Test of the Selected Items (30 Item)

Construct validity was assessed using Confirmatory Factor Analysis (CFA) with 30 items, each dimension consisting of 6 items, and involving 307 participants, which indicated a well-fitting model (see Table 4.7). Thus, the WIS-ID is valid for measuring workplace incivility based on the theory proposed by Andersson & Pearson (1999).

Table 4.7 Results of the Validity Test for the 30-Item WIS-ID

	Chi-Square (>0.05)	CFI (≥ 0.90)	TLI (≥ 0.95)	RSMEA (>0.08)	SRMR (>0.08)	Desc.
WIS -ID	.000	.968	.965	.072	.047	Model Fit

Next, a construct validity test was conducted using a comparative measure, namely the Indonesian Incivility Behavior Scale (IIBS), which measures workplace incivility. The results showed that the IIBS had a significant positive correlation with the "personal affairs' intervention" dimension ($p < .05$, $M = 2.41$, $SD = 1.50$), the "abandonment" dimension ($p < .001$, $M = 2.21$, $SD = 1.32$), the "unfriendly communication" dimension ($p < .001$, $M = 2.12$, $SD = 1.48$), the "inconsiderate behavior" dimension ($p < .001$, $M = 2.06$, $SD = 1.35$), and the "privacy invasion" dimension ($p < .001$, $M = 2.30$, $SD = 1.29$). The IIBS also correlated significantly with the WIS-ID as a whole ($p < .001$, $M = 2.22$, $SD = 1.29$). Thus, the WIS-ID both as a whole and by dimension is valid for measuring workplace incivility because it correlates with the IIBS, which theoretically measures the same construct workplace incivility and has been proven valid for measuring workplace incivility.

Table 4.8. Correlation Results for the 30-Item WIS-ID and the IIBS

No	Dimension	IIBS Total
1	WIS-ID Personal affairs' intervention	.681***
2	WIS-ID Abandonment	.690***
3	WIS-ID Unfriendly communication	.660***
4	WIS-ID Inconsiderate	.610***
5	WIS-ID Privacy Invasion	.614***
6	WIS-ID Total	.738***

Catatan: *** $p < .001$

DISCUSSION

The WIS-ID measurement tool was developed to measure workplace incivility using a reliable, valid instrument with well-designed items that are appropriate for the workforce population. The WIS-ID was developed based on the concept of workplace incivility proposed by Andersson and Pearson (1999). Initially, the instrument consisted of 60 items; however, following a readability test based on feedback from 16 participants, the number of items was reduced to 45, which were then administered to 307

participants. Based on the results of quantitative analysis using *crITD*, *crITT*, *PoE*, and factor loading values, as well as qualitative analysis, 30 items were selected as appropriate for the target population. Through validity and reliability testing, it was found that the WIS-ID measurement tool proved to be valid and reliable for each of its dimensions: namely, personal affairs intervention, abandonment, unfriendly communication, inconsiderate behavior, and privacy invasion as well as overall. The five-dimensional WIS-ID model was also found to be a good fit based on factor analysis. Thus, the WIS-ID is valid for measuring workplace incivility because it has been shown to correlate well both overall and for each dimension with the IIBS, a validated instrument for measuring workplace incivility. Several factors may influence these findings, including the test content of the WIS-ID. According to Urbina (2004), one factor that can influence a test's reliability is the test itself. The WIS-ID has been shown to be reliable because the items within each dimension consistently measure the same construct, as the researcher designed them in accordance with the theory derived from a literature review. Furthermore, through reliability testing using Cronbach's alpha, each dimension of the WIS-ID was found to be reliable in other words, it exhibits good inter-item consistency.

The WIS-ID was also found to be valid in measuring the construct of workplace incivility following CFA analysis. The items in the WIS-ID were developed based on indicators derived from the dimensions of workplace incivility identified by Handoyo et al. (2018), who identified five dimensions of workplace incivility based on the definition by Andersson and Pearson (1999). The sample size obtained in this study was sufficient to conduct various psychometric testing methods, including CFA, which requires a minimum of 75–100 participants (Mundfrom, Shaw, & Ke, 2005). Regarding sample representativeness (Gravetter & Forzano, 2003) which refers to the extent to which sample characteristics accurately reflect population characteristics the sample of workers in the private and government sectors in this study was sufficiently heterogeneous in terms of age, gender, and place of residence, which may have influenced the validity and reliability of the WIS-ID developed in this study. Furthermore, based on its correlation with the IIBS, this further reinforces the finding that the WIS-ID is able to adequately represent each dimension of workplace incivility. Based on the results of the item discrimination test conducted using corrected item-total correlation, it was found that all items within each dimension, as well as the WIS-ID as a whole, exhibit good discriminant validity. According to Piedmont (2014), when the correlation coefficient between items is lower than .2, the items may not represent the same content domain. All WIS-ID items have sufficiently high corrected item-total correlation values above .44, which may be because the items in this measurement tool adequately represent the same content domain.

Other existing measures of workplace incivility use a Likert scale as the response format and position participants

as victims of such incivility. However, the WIS-ID is a measure of workplace incivility that offers a different format: it positions participants as observers who witness acts of workplace incivility committed by their coworkers toward other colleagues in the workplace. This observer-based approach aims to reduce social desirability bias a weakness in self-report-based measurement tools (Podsakoff et al., 2024) while providing a more objective perspective on workplace incivility (Reich et al., 2021). Additionally, the response options use a Likert scale with seven alternatives ranging from “never” to “more than once a month,” reflecting the respondents' observations of incivility over the past month. The researchers used a one-month timeframe to avoid information bias due to recall bias. This is also explained in a study by Handoyo et al. (2018), who, while developing a workplace incivility measurement tool, noted that participants asked about incivility they had experienced in the past year might exhibit information bias due to forgetfulness, thus potentially requiring a shorter timeframe. Furthermore, positioning participants as observers who witness workplace incivility provides them with an opportunity to be more honest and open in their responses, as they are neither the perpetrators nor the victims. Thus, the WIS-ID measurement tool can clearly capture the frequency of workplace incivility occurring among coworkers and the severity of such behavior.

There is a limitation to the WIS-ID: the selection of a one-month time frame as the boundary for this measurement tool cannot fully capture the incidents of incivility witnessed by participants because the time frame is too short. Furthermore, several suggestions can be offered for future research to improve the quality of the WIS-ID measurement tool. First, expand the number and diversity of participants so that the WIS-ID can be further tested across various industries and occupational sectors (e.g., education, healthcare, manufacturing, government) to assess the generalizability and consistency of the measurement results. Second, it is recommended to test measurement invariance based on demographic groups (e.g., gender or job status) to ensure that the instrument is not biased toward specific groups. Third, items with unsatisfactory *PoE* indices should be revised to refine the psychometric properties of the WIS-ID items and elicit more evenly distributed responses. Third, to strengthen construct validity, the WIS-ID can be tested alongside international versions of workplace incivility measures or other measures of negative organizational behavior. Finally, the WIS-ID needs to be retested to ensure improvements in item quality and refinements to the WIS-ID's ability to measure workplace incivility.

CONCLUSION

This study successfully developed a reliable and valid measurement tool for workplace incivility, featuring well-designed items and appropriate norms for the employee population in the workplace. The Workplace Incivility Scale for Indonesia (WIS-ID) can be used by professionals particularly those in the field of psychology to screen for

levels of incivility across each dimension exhibited by individuals as workers and to identify factors contributing to incivility in those individuals. It is hoped that this workplace incivility measurement tool can serve as a basis for industrial and organizational psychologists in determining intervention strategies and for psychology researchers in conducting research related to workplace incivility among workers in Indonesia.

ACKNOWLEDGEMENTS

We sincerely thank all the participants who took part in this study. We acknowledge your time and willingness to contribute. We also thank Dr. Sami'an, M. Psi., Psikolog for kindly providing the original questionnaire of Indonesia Incivility Behavior Scale (IIBS) used in this study.

ETHICAL APPROVAL

All participants were provided with information about the study and gave their informed consent prior to participation. Participation was voluntary, confidentiality, and anonymity were maintained throughout the study.

DECLARATION OF INTEREST

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

TRANSPARENCY OF DATA

The data supporting the findings of this study are available and can be accessed upon reasonable request from corresponding author.

FUNDING

The author (s) received no specific grant from any funding agency in the public, commercial, or not for profit sectors.

AI USAGE STATEMENT

The authors declare that no artificial intelligence (AI) tools were used in the research, data analysis, or preparation of this manuscript.

AUTHOR'S CONTRIBUTIONS

The author(s) have read and approved the final version of the manuscript for publication.

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