EXPLORING INDIVIDUAL AND ORGANIZATIONAL LEVEL ANTECEDENTS OF

EXPERIENCED WORKPLACE INCIVILITY

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ABSTRACT

The present research explored antecedents of experienced workplace incivility, specifically, the individual characteristics of agreeableness, negative affectivity, and emotional stability, and organizational (work) characteristics including social and contextual factors. Three competing models linking these antecedents to experienced workplace incivility were developed. One hundred seventy six participants were included in the final sample. Participants were recruited directly from companies and through an internet-based snowball sampling approach. Participants completed a questionnaire to assess experienced workplace incivility and dispositional individual and work characteristics. The results indicated that individual and work characteristics are important antecedents of experienced workplace incivility. However, work characteristics, specifically social support, interdependence, and environmental risk factors were significant predictors of experienced workplace incivility over and above an individual's underlying propensity to experience workplace incivility.

DEDICATION

To my parents, Roman and Patricia, for their encouragement and support; to my brother, Lee, for being one of my biggest fans, and to Omi for always helping my ambitions come true.

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CHAPTER I

INTRODUCTION AND LITERATURE REVIEW

Workplace incivility is defined as, "low-intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect. Uncivil behaviors are characteristically rude and discourteous, displaying a lack of regard for others" (Andersson & Pearson, 1999, p. 457). Through the development of this construct and seminal research conducted by Andersson and Pearson, workplace incivility has become a focal point for researchers, practitioners, and managers throughout the past decade because of its increasing prevalence in the work place and the effect workplace incivility has on both the individual and the organization (Cortina & Magley, 2009; Cortina, Magley, Williams, & Langhout, 2001; Pearson, Andersson, & Porath, 2000; Pearson & Porath, 2005; Porath & Pearson, 2009).

While the majority of deviant behavior research has focused on either situational or personal characteristics, Colbert, Mount, Harter, Witt, and Barrick (2004) suggested that both characteristics need to be explored jointly to better understand the development and consequences of such behaviors within the workplace. Thus, a primary goal of the present research was to explore antecedents of experienced workplace incivility that exist and function at the individual and organizational levels. Past research has identified individual characteristics that make individuals more likely to experience workplace incivility compared to others (Blau & Andersson, 2005; Cortina & Magley, 2009; Cortina et al., 2001; Estes & Wang, 2008; Johnson &

Indvik, 2001a; Milam, Spitzmüeller, & Penney, 2009; Pearson & Porath, 2005; Reio & Ghosh, 2009). Other research has suggested organizational factors that contribute to the pervasiveness of workplace incivility (Johnson & Indvik, 2001b; Lim & Cortina, 2005; Vickers, 2006). The present study was designed to explore antecedents of experienced workplace incivility at the individual level, including negative affectivity and agreeableness, and organizational level including social and contextual factors. Three competing models linking these two types of antecedents to experienced workplace incivility have been developed from existing literature and theoretical reviews and are examined in this exploratory study.

Importance of Examining Incivility

Prevalence. According to the workplace incivility literature, the pervasiveness of workplace incivility is increasing within organizations (Cortina & Magley, 2009; Cortina et al., 2001; Pearson & Porath, 2005), but the true prevalence of uncivil behavior in the workplace is not fully known (Spector et al., 2006). This is because uncivil behaviors are often overlooked and are not formally or consistently recorded in organizations' records. Reasons for this are many, but a primary one is that basic workplace incivility lacks overt malice causing, "some individuals to dismiss these routine slights and indignities as trivial" (Cortina et al., p. 72; Spector et al.). Despite the lack of clear empirical data, a few studies do suggest that low-intensity uncivil "slights" are rather frequent within organizations in North America.

For example, Pearson and Porath (2005) reported that 25% of 126 Canadian white-collar employees had witnessed workplace incivility. Cortina and colleagues (2001) examined workplace incivility among 1,167 full time employees of the U.S. Eighth Circuit federal court system and found that 71% had experienced workplace incivility during the last five years.

Cortina and Magley's (2009) results showed that 75% of 1,711 university employees reported experiencing workplace incivility at least once or twice during the past year, and 54% of 4,605 attorneys reported experiencing an uncivil act during the last five years.

Although sample-based, these varied statistics suggest that many, and possibly most employees and organizations are being directly or indirectly impacted by workplace incivility. Pearson and Porath (2005) reported that across many years of research they found that 96% of employees have directly experienced workplace incivility and 99% have witnessed incivility. Thus, it is evident that workplace incivility is permeating organizations, and these statistics show the importance for understanding what elicits experienced workplace incivility.

Effects. Workplace incivility evinces itself through its impact on the organization and the individuals involved. Experienced workplace incivility causes a decline in multiple work-related performance behaviors, including, "productivity, performance, motivation, creativity, and helping behaviors" (Pearson & Porath, 2005, p. 8). Porath and Pearson (2009) found that 80% of employees self reported lost time worrying about an uncivil incident, and 48% self reported that they intentionally decreased their work efforts. Results from other studies suggest experienced workplace incivility causes a decline in employees' job satisfaction, organizational loyalty, and physical and psychological health (Andersson & Pearson, 1999; Cortina & Magley, 2009; Cortina et al., 2001; Pearson & Porath).

These effects extend to those who are unintentionally exposed to the exchange of uncivil behaviors between the target and instigator of workplace incivility through observation or through hearing the accounts of the events (Andersson & Pearson, 1999; Cortina et al.). Porath and Erez (2009) determined that observing rudeness reduces an onlooker's ability to perform

well on routine and creative tasks and reduces one's likelihood of helping others. Experiencing workplace incivility directly or indirectly has adverse consequences on the organization and on the individuals involved.

Predicting Experienced Workplace Incivility

In addition to the literature demonstrating the prevalence and effects of experienced workplace incivility, other factors related to experienced workplace incivility have been explored at the individual and organizational levels.

Pertinent Individual Characteristics. Individuals may possess characteristic vulnerabilities in the form of traits that increase their likelihood of experiencing or perceiving uncivil attacks (Pearson & Porath, 2005). These vulnerable characteristics include an individual's sex, position in the organization, and personality (Montgomery, Kane, & Vance, 2004; Lim, Cortina, & Magley, 2008; Pearson & Porath; Cortina et al., 2001; Milam et al, 2009). Mixed support has been found for individuals' sex and position in the organization as characteristics that might predispose them to experiencing workplace incivility. Montgomery et al. and Lim et al. concluded that women experienced workplace incivility more often than men, although Pearson and Porath (2005) concluded uncivil behaviors are experienced equally between men and women. In 2001, Cortina et al. found that one's position in an organization served as a predictor of experienced workplace incivility such that those lower in the organization were more likely to experience workplace incivility. In 2009, however, Cortina et al. concluded that position did not predict workplace incivility. Personality has also been explored as a dispositional factor. Milam and colleagues (2009) concluded individuals with low

levels of agreeableness and high levels of neuroticism made them characteristically more vulnerable to experiencing workplace incivility.

Because limited research has been conducted on these vulnerable characteristics, the present study contributed to the literature and concentrated on three specific individual characteristics, agreeableness, negative affectivity (NA), and emotional stability. These personality traits are expected to influence an individual's likelihood of experiencing workplace incivility. Personality is an important characteristics to explore because, "personality manifests itself in the form of various behaviors, and some of those behaviors may be seen as bothersome to others; therefore, targets of workplace incivility may actually provoke uncivil acts via their behavior at work" (Milam et al., 2009, p. 61). These individual characteristics are explored as direct and moderating variables of experienced workplace incivility.

Agreeableness. "Classic Big Five Agreeableness reflects individual differences in warmth, friendliness, kindness, and empathy in social interactions, which would be expected to inhibit harmful behaviors directed against individuals" (Lee, Ashton, & Shin, 2005, p. 86). Roberts, Harms, Caspi and Moffitt (2007) ascertained from their review of the literature that low agreeableness (high hostility) is correlated with counterproductive work behavior. Colbert et al. (2007) found agreeableness to be negatively correlated with interpersonal deviance. Milam et al. (2009) found that individuals low in agreeableness experienced workplace incivility more often because they engage in "annoying behaviors" that are bothersome to co-workers. Individuals who are low in agreeableness can be viewed as more mistrustful and skeptical which might be why they are targets of workplace incivility more often.

Emotional stability and negative affectivity. Emotional stability and NA are included in the present study because previous literature has concentrated on neuroticism or the lack of emotional stability as an antecedent for experienced workplace incivility (Milam et al., 2009). Specifically, Milam et al. found that neurotic individuals were more susceptible to experiencing uncivil behaviors because they generally perceive their surroundings as negative and find it difficult to handle conflict with others since they do not display the correct emotions in a given situation. NA is also examined because it is closely related to neuroticism (Watson & Clark, 1984). "NA is a general dimension of subjective distress and unpleasurable engagement that subsumes a variety of aversive mood states, including anger, contempt, disgust, guilt, fear, and nervousness, with low NA being a state of calmness and serenity" (Watson, Clark, & Tellegen, 1988, p. 1063).

Although NA has not been examined directly for its role as a predictor of experienced workplace incivility, Reio and Ghosh (2009) examined NA among instigators of workplace incivility and found that individuals who were higher in NA were more likely to instigate uncivil acts. Colbert et al. (2004) suggested that individuals who are overly anxious tend to have more dysfunctional thought processes compared to those who are not. Additionally, individuals high in NA are more likely to suffer from emotional exhaustion compared to those who are low in NA (Houkes, Jansseen, de Jonge & Bakker, 2003). Penney and Spector (2005) found that NA moderated the relationship between workplace incivility and counterproductive work behavior in such that those with higher levels of NA engaged in more counterproductive work behaviors. While individual characteristics can increase an individual's likelihood of experiencing workplace incivility, other environmental, work characteristics might also increase one's likelihood of experiencing workplace incivility.

Pertinent Organizational Characteristics. Duffy, O'Leary-Kelley, and Ganster (2003) suggested work design can signal an organization's health and might prompt types of antisocial behavior. Therefore, elements of work design were examined as potential factors contributing to the experience of workplace incivility. Work design is used, "rather than 'job design', because it recognizes that work consist of the attributes of a job and the link between a job and the broader work environment" (Humphrey, Nahrgang, & Morgeson, 2007, p. 1333). Therefore, for the purposes of this research, organizational characteristics are referred to as work characteristics because these characteristics were examined at the employee level and link the job to the overall organizational environment

Morgeson and Humphrey (2006) developed perhaps the most comprehensive and thorough measure of work design elements, including motivational, social, and work context characteristics. Johns (2006) referred to these characteristics as discrete contexts which are, "specific situational variables that influence behavior directly or moderate relationships between variables" (p. 393). Genaidy, Salem, Karwowski, Paez, and Tuncel (2007) suggested simultaneously examine the well-being of works and working outcomes. For the purpose of the present study, social and work context characteristics were examined as factors influencing experienced workplace incivility because of their identified impact on behavioral and attitudinal outcomes (Humphrey et al., 2007).

Social characteristics. Social characteristics of work are extremely important, but rarely studied to the same extent as motivational characteristics (Humphrey et al., 2007). Social characteristics are composed of four subgroups. *Interdependence* refers to how much a job is dependent on the completion of other's work before completing one's own (Humphrey et al.).

Jobs that are highly interdependent create more opportunity to interact and communicate with other employees (Salas, Rozell, Mullen, & Driskell, 1999). *Feedback from others* is the information other individuals at all levels within the workplace convey about another individual's performance (Humphrey et al.). *Social support* is the level of support provided from peers and supervisors at all levels within the organization as well as the ability and opportunity to make friends on the job. *Interaction outside the organization* consists of interacting with other individuals outside the organization (Humphrey et al.). Social characteristics are important to explore as antecedents of workplace incivility because incivility is social in nature (Andersson & Pearson, 1999).

Research has shown the benefits of positive social characteristics in work, linking them to job satisfaction, well-being, and perceptions of meaningful work (Morgeson & Humphrey, 2006). Ryan and Deci (2001) found that individuals who interacted with others on a regular basis at work were more satisfied with their jobs and had more positive moods. Loscocco and Spitze (1990) examined social support among blue collar employees and found that work related social support contributed to employee well-being. Social support, interdependence, and feedback from others have been shown to reduce the amount of job-related stress (Cohen & Willis, 1985; Humphrey et al., 2007) and increase organizational commitment.

Because little research has examined social characteristics as antecedents of experienced workplace incivility, relevant background material to support hypotheses must come from the literature involving other deviant behaviors. For example, Agervold and Mikkelson (2004) examined perceived psychosocial work environment and bullying. A component of the psychosocial work environment is social climate. Agervold and Mikkelson concluded that psychosocial work environments were perceived more negatively by those who had experienced

bullying compared to those who had not. Hauge, Skogstad, and Einarsen (2007) also found support that there was a negative relationship between social support and bullying. From this literature, it is evident that a breakdown in social support on the job results in lower job satisfaction and organizational commitment, and increased levels of stress. In the present study, two social characteristics of the work environment were considered: social support and interdependence.

Contextual characteristics. Contextual characteristics include the physical and environmental contextual factors in the work environment (e.g., physical demands, work conditions, ergonomics, and equipment use; Morgeson & Humphrey, 2006). According to McCoy and Evans (2005) the physical environment is important to consider because it is experienced by all within the organization. The following contextual characteristics are considered as antecedents to experienced workplace incivility in the present study. *Physical demands* refer to how much effort a job requires (Morgeson & Humphrey), and w*ork conditions* (referred to as environmental risk factors) reflect aspects of the work environment such as health hazards, temperature, and noise (Humphrey et al., 2007, p. 1337).

Research to date has been limited in examining these types of contextual factors because of their technical and engineering nature. More research needs to be conducted examining the physical work environment because it "affects peoples' attitudes and behavior intentions and is an important part of peoples' lives at work" (Carlopio, 1996, p. 342). The research that does exist shows the need to examine these factors because of their impact on attitudinal outcomes, such as job satisfaction and biological outcomes. Increased physical demands and decreased work conditions or ergonomics can lead to a reduction in job satisfaction (Campion, 1988).

Klitzman and Stellman (1989) found that worker satisfaction was impacted by adverse environmental conditions. Moreover, these conditions might impair the physical, mental, and social health of workers.

In addition to this previous research on environmental conditions, a review of work design theories also supports the importance of contextual characteristics. For instance, Genaidy et al. (2007) introduced the work compatibility model (WCM) with intentions to utilize job design to its full benefit to increase health among employees and allow organizations to be more effective. The WCM is based on components of six other models and theories: motivation-hygiene theory, job characteristics theory, person-environment fit, demand-control model, effort-reward imbalance and balance theory. The purpose of the WCM is to show the interaction between the work environment and the individual. According to motivation-hygiene theory, job dissatisfaction arises when the hygiene factor, which includes work conditions, are not met (Herzberg, 1968; Soliman, 1970). In the present study, contextual characteristics, specifically physical demands and work conditions also referred to as environmental risk factors, are examined as antecedents of workplace incivility.

The Present Study

Based on the preceding review, three conceptual models linking individual and work characteristics to experienced workplace incivility are proposed. These models include both direct and moderating effects. For the purposes of this study the most basic models will be examined first.

Model One. This model tests individual, social, and contextual characteristics as direct predictors of experienced workplace incivility. The primary purpose of this model is to establish

a baseline for comparison against the more nuanced models that follow. Hypotheses have been worded to indicate the relationship for the specific characteristics to increase an individual's chance of experiencing workplace incivility. Figure 1 shows the proposed hypotheses.

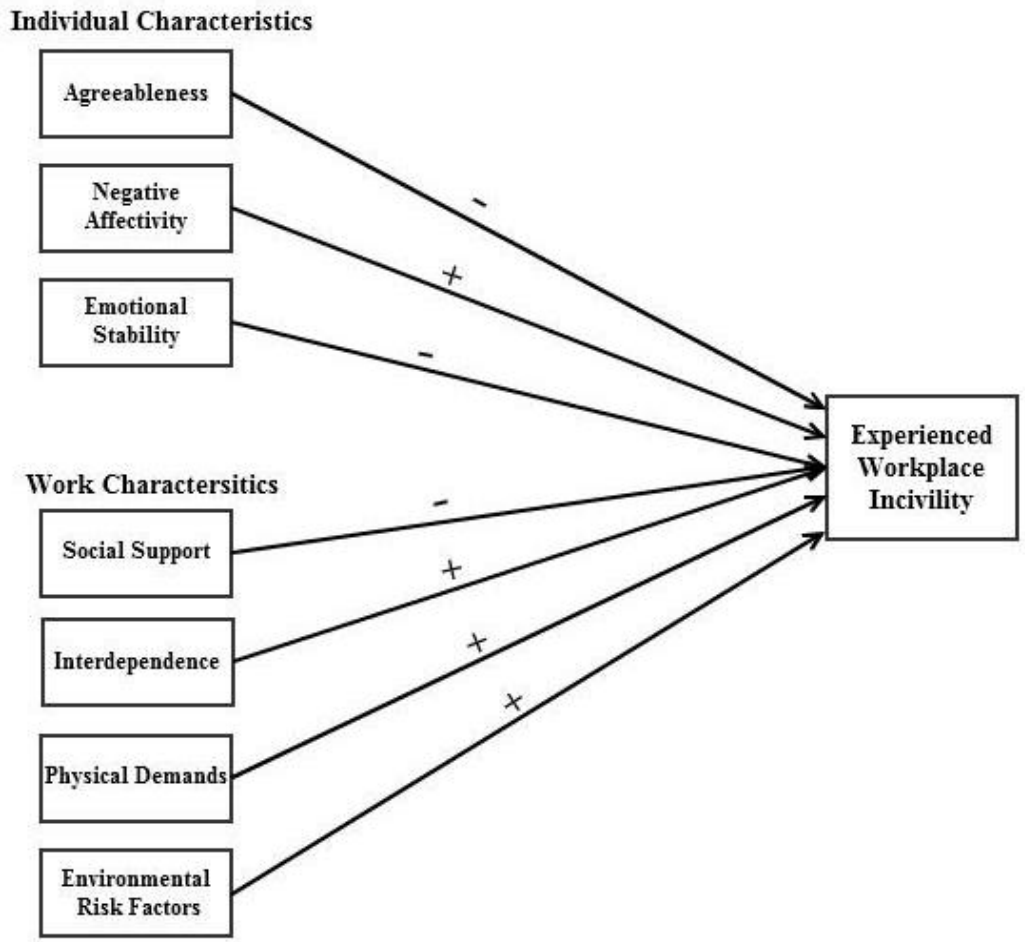

Figure 1. Comprehensive model exploring individual and work characteristics as predictors of experienced workplace incivility.

Hypothesis 1A: Agreeableness is negatively related to experienced workplace incivility.

Hypothesis 1B: NA is positively related to experienced workplace incivility.

Hypothesis 1C: Emotional stability is negatively related to experienced workplace incivility.

Hypothesis 1D: Social support is negatively related to experienced workplace incivility.

Hypothesis 1E: Interdependence is positively related to experienced workplace incivility.

Hypothesis 1F: Physical demands are positively related to experienced workplace incivility.

Hypothesis 1G: Environmental risk factors are positively related to experienced workplace incivility.

Model Two. This model examines social characteristics and contextual characteristics as main effects on experienced workplace incivility with individual characteristics serving as covariates. The primary purpose of this model is to test the incremental predictive value of social and contextual characteristics over and above an individual's characteristic vulnerability to experienced workplace incivility. Model 2 can be seen in Figure 2; note that this model can also be seen as a subset of Model 1, but it is represented separately here for the sake of clarity.

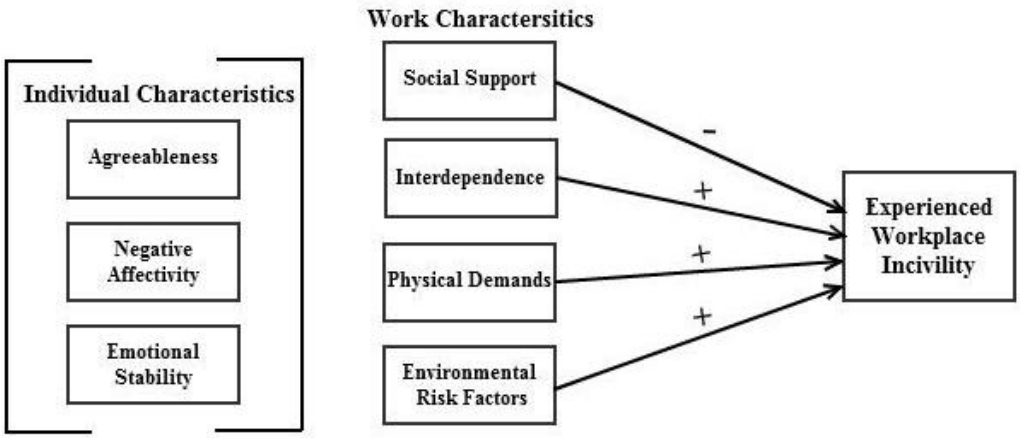

Figure 2. Model Two exploring work characteristics as predictors of experienced workplace incivility while controlling for individual characteristics.

Hypothesis 2A: After controlling for individual characteristics (agreeableness, NA and emotional stability) social support is negatively related to experienced workplace incivility.

Hypothesis 2B: After controlling for individual characteristics (agreeableness, NA, and emotional stability) interdependence, environmental risk factors, and physical demands are positively related to experienced workplace incivility.

Model Three. This model examines individual characteristics as a moderator between work characteristics and experienced workplace incivility. The primary purpose of this model is to test the possibility that individual characteristics may buffer or exacerbate the effects of social factors and contextual factors at work on experienced workplace incivility. Model 3 is shown in Figure 3.

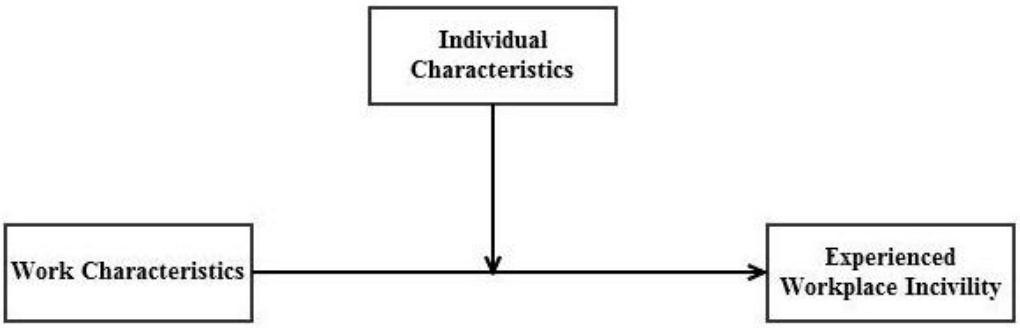

Figure 3. Model Three exploring individual characteristics as moderators between work characteristics and experienced workplace incivility.

Hypothesis 3A: Agreeableness strengthens the negative relationship between social support and experienced workplace incivility.

Individuals who are low in agreeableness and have jobs low in social support are more likely to experience workplace incivility. Additionally, individuals who are low in agreeableness and have jobs high in social support are more likely to experience workplace incivility compared to those individuals who are high in agreeableness.

Hypothesis 3B: Agreeableness attenuates the positive relationship between interdependence and experienced workplace incivility.

Individuals who are low in agreeableness and have jobs high in interdependence are more likely to experience workplace incivility. Additionally, individuals who are low in agreeableness and have jobs low in interdependence are more likely to experience workplace incivility compared to those individuals who are high in agreeableness.

Hypothesis 3C: Agreeableness attenuates the positive relationship between physical demands and experienced workplace incivility.

Individuals who are low in agreeableness, have jobs high in physical demands are more likely to experience workplace incivility. Additionally, individuals who are low in agreeableness and have jobs low in physical demands are more likely to experience workplace incivility compared to those individuals who are high in agreeableness.

Hypothesis 3D: Agreeableness attenuates the positive relationship between environmental risk factors and experienced workplace incivility.

Individuals who are low in agreeableness and have jobs high in environmental risk factors are more likely to experience workplace incivility. Additionally, individuals who are low in agreeableness and have jobs low in environmental risk factors are more likely to experience workplace incivility compared to those individuals who are high in agreeableness.

Hypothesis 3E: NA attenuates the negative relationship between social support and experienced workplace incivility.

Individuals who are high in NA and have jobs low in social support are more likely to experience workplace incivility. Additionally, individuals who are high in NA and have jobs high in social support are more likely to experience workplace incivility compared to those individuals who are low in NA.

Hypothesis 3F: NA exacerbates the relationship between interdependence and experienced workplace incivility.

Individuals who are high in NA and have jobs high in interdependence are more likely to experience workplace incivility. Additionally, individuals who are high in NA and have jobs low in interdependence are more likely to experience workplace incivility compared to those individuals who are low in NA.

Hypothesis 3G: NA exacerbates the relationship between physical demands and experienced workplace incivility.

Individuals who are high in NA and have jobs high in physical demands are more likely to experience workplace incivility. Additionally, individuals who are high in NA and have jobs low in physical demands are more likely to experience workplace incivility compared to those individuals who are low in NA.

Hypothesis 3H: NA exacerbates the relationship between environmental risk factors and experienced workplace incivility.

Individuals who are high in NA and have jobs high in environmental risk factors are more likely to experience workplace incivility. Additionally, individuals who are high in NA and have jobs low in environmental risk factors are more likely to experience workplace incivility compared to those individuals who are low in NA.

Hypothesis 3I: Emotional stability attenuates the negative relationship between social support and experienced workplace incivility.

Individuals who are low in emotional stability and have jobs low in social support are more likely to experience workplace incivility. Additionally, individuals who are low in emotional stability and have jobs high in social support are more likely to experience workplace incivility compared to those individuals who are high in emotional stability.

Hypothesis 3J: Emotional stability strengthens the positive relationship between interdependence and experienced workplace incivility.

Individuals who are low in emotional stability and have jobs high in interdependence are more likely to experience workplace incivility. Additionally, individuals who are low in emotional

stability and have jobs low in interdependence are more likely to experience workplace incivility compared to those individuals who are high in emotional stability.

Hypothesis 3K: Emotional stability strengthens the positive relationship between physical demands and experienced workplace incivility.

Individuals who are low in emotional stability and have jobs high in physical demands are more likely to experience workplace incivility. Additionally, individuals who are low in emotional stability and have jobs low in physical demands are more likely to experience workplace incivility compared to those individuals who are high in emotional stability.

Hypothesis 3L: Emotional stability strengthens the positive relationship between environmental risk factors and experienced workplace incivility.

Individuals who are low in emotional stability and have jobs high in environmental risk factors are more likely to experience workplace incivility. Additionally, individuals who are low in emotional stability and have jobs low in environmental risk factors are more likely to experience workplace incivility compared to those individuals who are high in emotional stability.

CHAPTER II

METHOD

Participants

One hundred eighty three individuals from various industries/organizations including manufacturing, engineering, accounting, dining services, education, and higher education consented to participate in the present research. Seven individuals were removed from the sample because they left over 90% of their surveys incomplete or filled in neutral responses for the majority of the survey. The final sample size was 176 individuals. Sixty eight participants were recruited directly from companies, and 108 participants were recruited through an internet-based snowball sampling approach.

Fifty two percent of the sample was male (N = 92), the mean age of participants was 37.73 years (SD = 13.5). Most participants were White, not Hispanic or Latino (N = 146; 83%), married (N = 104; 59.1%), had a bachelors degree or higher (N = 95; 54%), worked full time (83%), and had been employed with their current employer for approximately seven and a half years. Table 1 displays the annual income of the participants.

Table 1

Annual Income of Participants

	Frequency	Percent
Less than $10,000	18	10.23%
$10,000-$19,000	15	8.52%
$20,000-$29,000	33	18.75%
$30,000-$39,000	27	15.34%
$40,000-$49,000	26	14.77%
$50,000-$59,000	18	10.23%
$60,000-$69,000	13	7.39%
$70,000-$79,000	10	5.68%
$80,000-$89,000	2	1.14%
$100,000 or more	4	2.27%

N = 176

Table 2 displays the prominent job titles across these industries/organizations.

Table 2

Participants' Job Titles

Job Title	Frequency	Percent
Customer Service	16	11.9%
Secretary/Administrative Assistant	8	5.9%
Manager	7	5.2%
Medical Profession	7	5.2%
Surveyor	7	5.2%
Clergy	6	4.4%
Sales	6	4.4%
Associate	5	3.7%
Bookkeeping and Accounting	5	3.7%
Laborer, General Worker	5	3.7%
Professor	5	3.7%
Teacher	5	3.7%
Chief Executive	4	3.0%
Counselor	4	3.0%
Engineering Technician	4	3.0%
Machine Operator	4	3.0%

N = 135

No added incentive was offered to participants for completing the study; however, a complimentary summary of levels of workplace incivility found within the companies that participated will be presented to the appropriate supervisor.

Measures

All measures as administered to participants are included in Appendix A, in the order in which they were presented in the study. To reduce the influence of order effects, measures were presented in order of increasing sensitivity to respondents. The independent variables,

organizational and individual factors, were presented first. The dependent variable, workplace incivility was assessed last to eliminate any negative thoughts/feelings that might be evoked while completing the scale.

Work Characteristics. To assess social and contextual work characteristics, items from two subscales, Social Characteristics and Work Context, from Morgeson and Humphrey's (2006) Work Design Questionnaire (WDQ) were used. Respondents assessed these characteristics using a five point scale, 1-*strongly disagree* to *5- strongly agree*. High scores on the dimensions reflect a stronger presence of the work characteristic.

Social characteristics. The Social Characteristics subscale (Morgeson & Humphrey, 2006) consists of 19-items spread across three-dimensions. For the purposes of this study the *Social Support* and *Interdependence* sub-dimensions were used. The *Social Support* sub-dimension consists of 6-items and the *Interdependence* sub-dimension consisting of 6-items were used for this study. A sample item is "My supervisor is concerned about the welfare of the people that work for him/her". In the present study, internal consistency reliability estimates were .84 for the social support scale and .83 for the interdependence scale. High summated scores on both measures indicated a work environment with a greater amount of perceived social support and interdependence.

Contextual characteristics. The Work Context subscale (Morgeson & Humphrey, 2006) is composed of four sub-dimensions with 14-items. For the purposes of this study, the 3-item *Physical Demands* and 5-item *Work Conditions* sub-scales were used. Sample items include, "The job requires a lot of physical effort" and "The jobs takes place in an environment free from

health hazards (e.g., chemicals, fumes, etc)". In the present study, internal consistency reliability estimates were .95 for the physical demands scale and .78 for the work conditions scale. The work conditions items were reversed-scored so that higher scores on both measures indicated a higher level of perceived physical demands and environmental risk factors in the work environment.

Individual Characteristics. Pertinent individual difference variables were assessed with a variety of measures.

***Negative affectivity*.** Affectivity was assessed using the Negative Affectivity items from the Positive and Negative Affect Schedule (PANAS; Watson & Clark, 1988a, 1999b). The PANAS consists of a total of 20-single word items with 10-items measuring NA such as "ashamed and distressed" and 10-items measuring positive affectivity (PA) including "determined and inspired". For the purpose of this study, only the 10 items measuring NA were used. Participants indicated to what extent they generally feel about the word using a five point scale, 1 – *very slightly or not at all* to 5 – *extremely*. Higher scores on the dimensions reflect a stronger association with that level of affectivity. The PANAS has been shown to have strong reliability, and internal consistency for this scale was .85 in the present study.

***Agreeableness and emotional stability*.** The 40-item Thompson's Mini-Markers was used to assess the five main personality traits of the Five Factor Model of Personality (Thompson, 2008). Participants indicated their level of agreement with each descriptive item on a seven point scale, 1 – *completely inaccurate* to 7 – *completely accurate*. Words that indicate

the absence of the trait were reversed coded. Participants completed all items even though the emphasis was agreeableness and emotional stability for the present analyses.

Agreeableness. Specifically, participants' level of agreeableness was measured using the 8-item agreeableness subscale. Sample items include "kind" and "harsh". A summated high score reflects higher levels of agreeableness. For this study, the internal consistency of this scale was .85.

Emotional stability. Participants' level of emotional stability was measured using the 8-item emotional stability subscale. Sample items include "envious" and "unanxious". A summated high score reflects higher levels of emotional stability. For this study, the internal consistency of this scale was .79.

Experienced Workplace Incivility. The Multidimensional Workplace Incivility Scale developed by Burnfield, Clark, Devendorf, and Jex (2004) was administered to determine the levels of experienced workplace incivility. This 56-item workplace incivility scale is perhaps the most comprehensive incivility measure in the literature to date, measuring intra- and extra-organizational forms of incivility. Intra-organizational forms of workplace incivility include inconsiderate behavior, abusive supervision, social exclusion (alienation), inappropriate jokes, interruptions, social loafing/free riding, gossip and rumors, and climate of hostility. Extra-organizational forms of workplace incivility include displaced frustration/ condescension and insulting remarks by customers. Reliability ranges from .82 to .92 for the subsections; the Multidimensional Workplace Incivility Scale aggregated score reliability is .96.

However, this comprehensiveness has led to this scale being too long for practical use in organizational research. To reduce the number of items for the present study, and provide a shortened version for future research, initial factor analysis loadings from Burnfield et al. (2004) were reviewed (see Appendix B for original items). Three of the original items (9, 26, 29) did not load as clearly and cleanly as the others sufficiently and were deleted initially by Burnfield et al., reducing the overall scale length to 38 items.

A further review of these loadings and the actual item content was conducted for the present study, leading to the deletion of several additional items due to weak factor loadings, low variability, and/or ambiguous connection to the workplace incivility construct. The four-item Interruptions factor was deleted entirely because it explained only 4% of the variance in the overall incivility measure. The four-item Gossip/Rumors factor was also deleted because it only explained 3% of the variance and it did not directly link with most definitions of workplace incivility. Four other items (5, 33, 40, 41) were also dropped from the scale because they were too general or extreme in their nature, or not applicable to all potential participants, such as "People at this company extend their office space beyond what's reasonable" and "Employees scream at other people". An additional four items (27, 31, 36, 37) with initial factor loadings less than .45 were also removed, and finally three other items (16, 17, 18) were deleted that pertained to free-riding/social loafing because these items were not included in the factor analysis results reported by Burnfield et al.

In the end, the following sub-factors from the original Burnfield et al. (2004) incivility scale were retained (a total of 19 items): Abusive Supervision, Inappropriate Jokes, Alienation (Social Exclusion), Hostility, Lack of Respect, Inconsiderate Behavior, and Verbal Attacks. To further improve the psychometric qualities of the original scale, participants in the present study

responded to this Revised Multidimensional Workplace Incivility Scale on a seven-point Likert scale (1-*Disagree Strongly* to 7-*Agree Strongly*) with high scores indicating a higher level of perceived incivility within the workplace. An exploratory factor analysis (EFA) was conducted on this revised measure and an internal consistency reliability analysis supported the psychometric properties of this scale and the overall alpha was .93. Specifically, a principal component analysis was conducted on the 19 items with oblique rotation (direct oblimin, Field, 2009). The Kaiser-Meyer-Olkin was .89 which is a "great" sampling adequacy for the analysis according to Field. Bartlett's test of spherecity χ^2 (171) = 2149.98, $p < .001$, indicated that correlations between items were sufficient for the analysis (Field). Appendix C shows the factors loadings, eigenvalues, and variance.

Interpersonal Conflict. The four-item Interpersonal Conflict at Work Scale (ICAWS, Spector & Jex, 1998) was also administered to assess the frequency of conflict occurring at work and to provide construct validity for the Revised Workplace Incivility Scale. Items addressed participants' frequency of arguing with other employees, yelling or acting rudely, or engaging in nasty behaviors at work. Items are scored on a five choice response set ranging from 1 – *less than once per month or never* to 5 – *several times per day* with a high score representing frequent conflicts. Across 13 studies, internal consistency reliability has averaged .74. For this present student the ICAWS had a reliability of .77. This scale also provided construct validity evidence for the Revised Workplace Incivility Scale ($r = .65$, $p < .01$).

Procedure

After the project received IRB approval (see Appendix D), data were collected from organizations/companies who agreed to allow their employees to participant in the study. Employees from three separate companies participated in this research through this procedure. These companies included a manufacturing organization, an engineering and surveying company, and a university's food services division. Because not all employees had access to a computer or the internet, equivalent paper-based material packets were distributed to employees at their job site when necessary and returned in sealed envelopes to the researchers. All participants read the informed consent form and gave their consent by completing a material packet and returning it.

To further broaden the sample characteristics, data were also collected through an internet-based snowball sampling approach. An email invitation was sent out to employed individuals requesting them to participate in the study and provided a web link to access the online materials. The invitation also requested that the individual to forward the email to other employed individuals who may be interested in taking the survey. Because of the broad sampling technique a variety of industries/organizations were represented. Participants first read the informed consent. Because they cannot sign electronically, participants indicated their consent by continuing on with the study. Upon completing the questionnaires, participants exited the survey.

All participants first completed the Work Design Questionnaire (Morgeson & Humphrey, 2006). Then, they progressed through the survey packet completing the remaining scales in the following order: the PANAS (Watson & Clark, 1999), Thompson's Mini-Markers (Thompson,

2008), the Revised Multidimensional Workplace Incivility Scale, and the ICAWS (Spector & Jex, 1998). Finally, participants completed a brief demographic questionnaire.

CHAPTER III

RESULTS

Table 3 presents the descriptive statistics for the main study variables.

Table 3
Descriptive Statistics for All Main Study Variables

	M	*SD*	1	2	3	4	5	6	7
1. Agreeableness	44.37	6.30							
2. NA	13.47	4.59	-.19 *						
3. Emotional Stability	36.21	7.77	.32 **	-.44 **					
4. Social Support	24.63	3.85	.27 **	-.28 **	.30 **				
5. Interdependence	21.86	4.53	.01	-.04	.06	.21 **			
6. Physical Demands	6.75	3.49	-.09	-.02	.12	-.20 **	.08		
7. Environmental Risk Factors	12.75	4.38	-.23 **	.25 **	-.24 **	-.33 **	.14	.47 **	
8. Experienced Workplace Incivility	52.73	22.99	-.17 *	.34 **	-.24 **	-.44 **	.04	.30 **	.48 **

Note . $N = 171$; *$p < .05$, ** $p < .01$

Model One

A regression analysis was conducted to evaluate individual and work characteristics as direct predictors of experienced workplace incivility. Approximately 38% of the variance of experienced workplace incivility was accounted for through these direct relationships. The results of the regression analysis are presented in Table 4.

Table 4

Individual, Social, and Contextual Characteristics as Predictors of Experienced Workplace Incivility

	Experienced Workplace Incivility		
Variables	B	SEB	*β*
Agreeableness	.10	.24	.03
NA	.91	.36	.18 *
Emotional Stability	.00	.21	.00
Social Support	-1.83	.42	-.31 **
Interdependence	.80	.32	.16 *
Physical Demands	.70	.47	.11
Environmental Risk Factors	1.65	.40	.32 **

Note . N = 171; ΔR^2 = .38; ΔF = 14.38**; Adjusted R^2 = .36; F = 14.38**; * p < .05; ** p < .01

There was no significant relationship between agreeableness, emotional stability, or physical demands and experienced workplace incivility. Thus, Hypotheses 1A, 1C, and 1F were not supported. Hypothesis 1B was supported, however, as NA was a predictor of experienced workplace incivility, β = .18, p = .012. Social support was also a predictor of experienced workplace incivility, β = -.31, p < .01, supporting Hypothesis 1D. Interdependence was predictor of experienced workplace incivility, β = .16, p = .013, supporting Hypothesis IE. Environmental risk factors was a predictor of experienced workplace incivility, β = .32, p < .01, supporting Hypothesis 1G.

Model Two

A multiple regression analysis was conducted to examine the incremental predictive value of work characteristics as main effects on experienced workplace incivility, after controlling for individual characteristics. The results from the analysis are presented in Table 5.

Table 5

Predicting Experienced Workplace Incivility while Controlling for Individual Characteristics

	Experienced Workplace Incivility	
	β	
Predictors	Step 1	Step 2
Agreeableness	-.09	.03
NA	.28 **	.18 *
Emotional Stability	-.09	.00
Social Support		-.31 **
Interdependence		.16 **
Physical Demands		.11
Environmental Risk Factors		.32 **
ΔR^2	.13	.25
ΔF	8.39 **	16.53 **
Adjusted R^2	.12	.36
F	8.39 **	14.38 **

Note. N = 171; ** p < .01

Individual characteristics accounted for 13% of the variance in experienced workplace incivility. After controlling for the individual characteristics an additional 25% of the variance in experienced workplace incivility was explained by social and contextual characteristics.

Social support, β = -.31, p < .01 was a significant predictor of experienced workplace incivility, supporting Hypothesis 2A. Interdependence, β = .16, p =.01 and environmental risk factors, β = .32, p < .01 were significant predictor of experienced workplace incivility, but there was no main effect of physical demands, β = .11, p > .05. Thus, Hypothesis 2B was only partially supported.

Model Three

Model 3 tested individual characteristics as moderators of the relationships between work characteristics and experienced workplace incivility. The hierarchical regression analysis tests of the interactions hypothesized in Model 3 followed the steps outlined by Cohen, Cohen, West, and Aiken (2003) for obtaining accurate standardized regression coefficients. This included: (1) standardizing all predictor variables; (2) calculating all cross-product terms between the standardized individual characteristics and the standardized social and contextual characteristics; (3) entering these standardized scores into a hierarchical regression analysis; and (4) reporting the *un*standardized weights from this analysis.

Agreeableness as Moderator. Hypotheses 3A through 3D examined agreeableness as a moderator of the relationship between work characteristics and experienced workplace incivility. Results are presented in Table 6.

Table 6

Predicting Experineced Workplace Incivility with Agreeablness as Moderator

	Experienced Workplace Incivility		
	β		
Predictors	Step 1	Step 2	Step 3
NA	.28 **	.18 *	.20 *
Emotional Stability	-.12	.00	-.01
Agreeableness		.03 **	.04
Social Support		-.31 *	-.30 **
Interdependence		.16	.14 *
Physical Demands		.10	.13
Environmental Risk Factors		.32 **	.32 **
Agreeableness x Social Support			-.07
Agreeableness x Interdependence			.06
Agreeableness x Physical Demands			-.03
Agreeableness x Environmental Risk Factors			-.08
ΔR^2	.13	.26	.01
ΔF	11.99 **	13.44 **	.63
Adjusted R^2	.12	.36	.35
F	11.99 **	14.30 **	9.25 **

Note. N = 170; * p < .05; ** p < .01

NA and emotional stability accounted for 13% of the variance in experienced workplace incivility. After controlling for the NA and emotional stability an additional 26% of the variance in experienced workplace incivility was explained by agreeableness and organizational characteristics. An additional 1% of the variance in experienced workplace incivility was explained by the interaction of agreeableness with work characteristics. Results did not show, however, that agreeableness moderated the relationship between work characteristics and experienced incivility, thus, Hypotheses 3A through 3D were not supported. There were,

however, significant main effects on experienced workplace incivility for NA, social support, interdependence, and environmental risk factors.

NA as Moderator. Hypotheses 3E through 3H examined NA as a moderator of the relationship between work characteristics and experienced workplace incivility. Results are presented in Table 7.

Table 7

Predicting Experineced Workplace Incivility with NA as Moderator

	Experienced Workplace Incivility		
	β		
Predictors	Step 1	Step 2	Step 3
Agreeableness	-.11	.03	.03
Emotional Stability	-.22 **	.00	.00
NA		.18 *	.20 *
Social Support		-.31 **	-.31 **
Interdependence		.16 *	.16 *
Physical Demands		.10	.10
Environmental Risk Factors		.32 **	.31 **
NA x Social Support			-.02
NA x Interdependence			.11
NA x Physical Demands			.13
NA x Environmental Risk Factors			-.06
ΔR^2	.07	.31	.02
ΔF	6.44 **	16.27 **	1.55
Adjusted R^2	.06	.36	.36
F	6.44 **	14.30 **	9.79 **

Note. N = 170; * p < .05; ** p < .01

Agreeableness and emotional stability accounted for 7% of the variance in experienced workplace incivility. After controlling for the agreeableness and emotional stability an additional 31% of the variance in experienced workplace incivility was explained by NA and work characteristics. An additional 2% of the variance in experienced workplace incivility was explained by the interaction of NA with work characteristics. The results show that NA did not moderate the relationship; thus, Hypotheses 3E through 3H were not supported. There was a main effect of NA, social support, interdependence, and environmental risk factors, on experienced workplace incivility.

Emotional Stability as Moderator. Hypotheses 3I through 3L examined emotional stability as a moderator of the relationship between work characteristics and experienced workplace incivility. Results are presented in Table 8.

Table 8

Predicting Experienced Workplace Incivility with Emotional Stability as Moderator

	Experienced Workplace Incivility		
	β		
Predictors	Step 1	Step 2	Step 3
Agreeableness	-.11	.03	.03
NA	.32 **	.18 *	.15 *
Emotional Stability		.00	-.04
Social Support		-.31 **	-.33 **
Interdependence		.16 *	.15 *
Physical Demands		.10	.12
Environmental Risk Factors		.32 **	.31 **
Emotional Support x Social Support			-.03
Emotional Support x Interdependence			-.01
Emotional Support x Physical Demands			.14
Emotional Support x Environmental Risk Factors			-.12
ΔR^2	.13	.26	.02
ΔF	11.99 **	13.44 **	.99
Adjusted R^2	.12	.36	.36
F	11.99 **	14.30 **	9.46 **

N = 170; * p < .05; ** p < .01

Agreeableness and NA accounted for 13% of the variance in experienced workplace incivility. After controlling for the agreeableness and NA an additional 26% of the variance in experienced workplace incivility was explained by emotional stability and work characteristics. An additional 2% of the variance in experienced workplace incivility was explained by the interaction of emotional stability with work characteristics. The results show that emotional stability did not moderate the relationship; thus, Hypotheses 3I and 3L were not supported.

There was a main effect of NA social support, interdependence, and environmental risk factors, on experienced workplace incivility.

CHAPTER IV

DISCUSSION

The goal of the present research was to explore antecedents of experienced workplace incivility that exist and function at the individual and organizational levels. Three competing models linking individual and work characteristics to experienced workplace incivility were developed based on literature supporting each of these antecedents (Blau & Andersson, 2005; Cortina & Magley, 2009; Cortina et al., 2001; Estes & Wang, 2008; Johnson & Indvik, 2001a and 2001b; Lim & Cortina, 2005, Milam et al, 2009; Pearson & Porath, 2005; Reio & Ghosh, 2009; Vickers, 2006).

Results from this study suggest that individual and work characteristics are both important antecedents of experienced workplace incivility. The intercorrelations between the core study variables clearly show that all individual and work characteristics, except for interdependence, were related to experienced workplace incivility. Because individual and work characteristics do not exist in isolation in the workplace, Model One considered the role of all predictors jointly as a set. In this model, NA, social support, interdependence, and environmental risk factors were direct predictors of experienced workplace incivility, after considering the influence of the other study variables.

Model 2 controlled for individual characteristics and found that work characteristics, specifically social support, interdependence, and environmental risk factors were predictors of experienced workplace incivility over and above an individual's underlying propensity or

characteristic vulnerability (Agervold, 2009; Agervold & Mikkelson, 2004; Hauge et al., 2007; Humphrey et al., 2007; McCoy & Evans, 2005) to experience workplace incivility. Similar to Model 1, social support, interdependence and environmental risk factors continued to be direct predictors of experienced workplace incivility.

Model 3 tested individual characteristics as moderating variables. Although agreeableness, NA, or emotional stability did not moderate the relationships, the interactions of the variables accounted for a slight increase in additional variance explain, approximately 1% - 2%. The lack of significant interactions in these tests suggests that individual characteristics and work characteristics contribute to experienced workplace incivility independently of one another. Furthermore, the results show the importance of work characteristics on experienced workplace incivility.

Integration of Findings with Past Literature

Individual Characteristics. The results from the study suggest that individual characteristics are significant predictors of experienced workplace incivility. Intercorrelations of agreeableness, emotional stability, and NA were related to experienced workplace incivility, which partially supports Milam and colleagues (2009) findings that low agreeableness and high neuroticism make an individual more likely to experience workplace incivility. However, in the present study, only NA was found to be a direct predictor of experienced workplace incivility.

Although NA and neuroticism/emotional stability are similar constructs (Watson & Clark, 1984), these constructs were not highly correlated in the present study, $r = -.44$, $p < .01$. This may account for the difference in the present findings compared to previous work. Whereas previous research on workplace incivility has used other measures of the Big Five Personality

constructs, such as the IPIP mini-markers (Milam et al., 2009), in the present study, the Thompson's Mini-Markers (2008) measure was used to assess personality traits. Comparison of item content between the NA items from the PANAS (Watson & Clark, 1988a, 1999b) and the emotional stability items from Thompson's Mini-Markers suggests that these two scales are not measuring the same construct. Although they are related, the weaker relationship between the two studies might explain why emotional stability was not a direct predictor of experienced workplace incivility. Convergent validity between these two scales needs to be assessed to determine if they are accurately measuring the same personality characteristics.

Work Characteristics. Carlopio (1996) emphasized the need to examine work environmental because of its impacts on workers' lives. This study contributed to the current literature on workplace incivility and the work design literature by examining environmental and contextual characteristics of the work environment that might influence a person's experienced workplace incivility. Based on the review of the literature, this is one of the first studies in this area of research to consider this relationship. It is an important relationship for further study, as the present results show that inclusion of work characteristics accounted for an additional 25% of explained variance over and above individual characteristics. Research suggests that workplace incivility and decreased work characteristics lead to a reduction in job satisfaction (Andersson & Pearson, 1999; Campion, 1988; Cortina & Magley, 2009; Morgeson & Humphrey, 2006)

Only a couple of other studies have pursued similar lines of thought in this area, Hauge et al. (2007) found that there was a negative relationship between social support and bullying. Their findings were extended to provide support for the notion that low levels of social support would predict experienced workplace incivility. The results from the study show that a lack of

social support and interdependence are indeed predictors of experienced workplace incivility. Thus, revealing when there is a breakdown in social characteristics one may experience workplace incivility.

McCoy and Evans (2005) suggested that extreme environmental work conditions can compromise individuals' ability to interact with each other. Results from the present study support this assumption such that physical demands and environmental risk factors are related to experienced workplace incivility; however, only environmental risk factors are considered direct predictors of experienced workplace incivility when other characteristics are taken into consideration.

Limitations

Several study limitations need to be addressed. The primary limitation to the study was the sample. Initially, participants were going to be recruited only from consenting organizations. This would provide the opportunity to understand the consenting organizations organizational structure and environment. Also, using organizations would eliminate the reliance on a single/source method for data collection because a supervisor rating was going to be provided to validate the self-reported work environment data. However, no organizations contacted were willing to provide full access and the support of their managerial staff to provide other-ratings of the environmental characteristics. This necessitated broadening the sampling strategy with the use of an internet based snowballing technique. The change in sampling techniques eliminated the possibility of obtaining data from supervisors and having an understanding of the consenting organization's hierarchy. In the future, collecting data from a known company would be

beneficial, as would collecting self-report, other co-worker, supervisor and observational data regarding the work characteristics.

The sample size was fairly small and potentially not representative of a broader working population. However, because of the secondary internet snowball sampling, not all respondents came from the same geographic region of the United States, nor were all from the same industry or socioeconomic status, so the present study provides a legitimate initial sample for the present exploration.

Low statistical power is another limitation of the present study, primarily with respect to the hypothesized interactions. Statistical power was examined using the SPSS SamplePower software. The present sample size was more than adequate for detecting the main effects with power ranging from .98 to 1. Statistical power for the interactions, however, ranged from .28 to .42 given the observed effect sizes for these interactions. Although the given effect size was small associated with the interactions, a much larger sample (i.e., > 1,000 participants) would be needed to more appropriately test similar interaction hypotheses in the future.

Another limitation to the present study was the implicit assumption while surveying participants that most would hold only one job. Participants were never instructed to respond to the survey for one job and were not instructed to self-report their position within their company until the end of the survey. As a result, some participants may have aggregated their personal reactions regarding workplace characteristics and experienced incivility across multiple roles.. Future studies should directly indicate for participants to answer the survey in response to only one job.

Future Research

Future research needs to continue to jointly examine individual and work characteristics to obtain a better understanding of workplace incivility. Also, Porath and Erez (2009) found there is a breakdown in worker behavior when indirectly experiencing workplace incivility; therefore, additional research needs to be conducted to determine if there is a differing impact between directly and indirectly experiencing workplace incivility and how organizational characteristics may influence these relationships. Future research and application should also focus on attenuating workplace incivility by modifying work characteristics.

Future research should also collect data from a sample exposed to varying work characteristics to provide an increased understanding of the role work characteristics play in experienced workplace incivility. Additionally, more research should be conducted to determine why physical demands on the job did not appear to directly contribute to experienced workplace incivility when combined with other individual and work characteristics (even though it was correlated at the bivariate level with experienced workplace incivility).

Presently, most workplace incivility research relies on cross-sectional data; therefore, future research would also benefit from a longitudinal study considering workplace incivility takes time evincing and is usually dismissed or not documented (Cortina & Magley, 2009; Cortina et al., 2001; Pearson & Porath, 2005; Spector et al., 2006). A longitudinal analysis could provide a more comprehensive examination of the antecedents of experienced workplace incivility.

Implications and Conclusions

Colbert et al. (2004) suggested that situational and personal characteristics needed to be examined collectively to increase understanding of deviant workplace behaviors. Taken together, these results suggest that work characteristics, specifically social support, interdependence, and environmental risk factors, are influential antecedents of experienced workplace incivility over and above individual characteristics. Concerning individual characteristics, NA is the strongest antecedent of experienced workplace incivility. These findings provide a contribution to both the workplace incivility and work design literatures. Furthermore, the absence of the interaction between individual characteristics and work characteristics should not be ignored. The main effects for work characteristics was strong enough indicating that work characteristics cannot be left out from future research on experienced workplace incivility.

The present study also provides further support for the use of the Multidimensional Workplace Incivility Scale (Burnfield et al., 2004). The revised scale used in this study provides a shorter comprehensive, reliable, and valid scale that can be used as an alternative Workplace Incivility Scale (Cortina et al., 2001). Although the Workplace Incivility Scale (Cortina et al.) is reliable and valid, it only consists of seven-items do not measure comprehensiveness of workplace incivility.

Researchers and practitioners can benefit from the results from this study. For researchers, continued research of workplace incivility needs to occur at all levels from the individual to the organizational. For practitioners, previous literature places an emphasis on curtailing workplace incivility by promoting a culture of civil awareness (Pearson & Porath,

2005); however, this study suggests the need to address work characteristics to curtail workplace incivility. Practitioners should consider this alternative to addressing workplace incivility.

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APPENDIX A

SURVEY MESASURES GIVEN TO PARTICIPANTS

Purpose of the study: This study is being conducted by Sara Terlecki, a graduate student at the University of Tennessee at Chattanooga, under the supervision of Dr. Chris Cunningham. The purpose is to study uncivil workplace behaviors among various UTC departments and functional areas on campus.

What will be done: If you agree to participate you will be asked to complete a questionnaire that will take no more than 15-20 minutes of your time. This survey includes questions about the context of your work, your personality, and your experience with uncivil behaviors. Some demographic questions are also included so that we can accurately describe characteristics of the final group of participants. To participate you can complete the survey as directed.

Benefits of this study: You will be contributing to a growing base of knowledge regarding our understanding of the factors that lead to experienced workplace incivility.

What are the risks to me? No risks are anticipated from taking part in this study. If you feel uncomfortable with a question, you can skip that question or withdraw from the study altogether. If you decide to quit at any time before you have finished the questionnaire, your answers will NOT be recorded. We can only make use of fully complete surveys, however, so we greatly appreciate your full cooperation.

Confidentiality: Your responses will be kept completely confidential. You will be assigned a participant identification code, and this is the only identification that will be associated with your survey responses (we will not be asking for your name). Only the researchers will see your individual survey responses and these responses will be stored in a locked storage room.

Decision to quit at any time: Your participation is voluntary; you are free to withdraw your participation from this study at anytime. You also may choose to skip any questions that you do not wish to answer.

How the findings will be used: The results of the study will be used for research purposes only, such as presentations at conferences and publications in professional journals.

Contact information: If you have concerns or questions about this study, please contact Sara Terlecki at Sara-Terlecki@mocs.utc.edu or Dr. Chris Cunningham at Chris-Cunningham@utc.edu or 423-425-4264. You may also contact the chair of the university's Institutional Review Board, Dr. Roblyer at 423-425-5567. By completing and returning this survey, you acknowledge that you have read this information and agree to participate in this research, with the knowledge that you are free to withdraw your participation at any time without penalty. Also, by completing this survey you are indicating that you are at least 18 years of age.

Thank you in advance for you assistance and participation.

Sincerely,

Chris Cunningham, Ph.D.
The University of Tennessee at Chattanooga

This project has been approved for compliance with ethical guidelines by the Institutional Review Board at The University of Tennessee at Chattanooga (FWA00004149),#10-118

Read each statement and then place an X in the circle that generally describes your work.

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
I have the opportunity to develop close friendships in my job.	○	○	○	○	○
I have the chance in my job to get to know other people.	○	○	○	○	○
I have the opportunity to meet with others in my work.	○	○	○	○	○
My supervisor is concerned about the welfare of the people that work for him/her.	○	○	○	○	○
People I work with take a personal interest in me.	○	○	○	○	○
People I work with are friendly.	○	○	○	○	○
The job requires me to accomplish my job before others complete their job.	○	○	○	○	○
Other jobs depend directly on my job.	○	○	○	○	○
Unless my job gets done, other jobs cannot be completed.	○	○	○	○	○
The job activities are greatly affected by the work of other people.	○	○	○	○	○
The job depends on the work of many different people for its completion.	○	○	○	○	○
My job cannot be done unless others do their work.	○	○	○	○	○
The job requires a great deal of muscular endurance.	○	○	○	○	○
The job requires a great deal of muscular strength.	○	○	○	○	○
The job requires a lot of physical effort.	○	○	○	○	○
The work place is free from excessive noise.	○	○	○	○	○
The climate at the work place is comfortable in terms of temperature and humidity.	○	○	○	○	○
The job has a low risk of accident.	○	○	○	○	○
The job takes place in an environment free from health hazards (e.g., chemical, fumes, etc.).	○	○	○	○	○
The job occurs in a clean environment.	○	○	○	○	○

Read the following statements and and place an X in the circle that tells how each statement describes you as you are now.

	Very Slightly or Not At All	A Little	Moderately	Quite a bit	Extremely
Afraid	○	○	○	○	○
Scared	○	○	○	○	○
Nervous	○	○	○	○	○
Jittery	○	○	○	○	○
Irritable	○	○	○	○	○
Hostile	○	○	○	○	○
Guilty	○	○	○	○	○
Ashamed	○	○	○	○	○
Upset	○	○	○	○	○
Distressed	○	○	○	○	○

Below is a list of common human traits. Place an X in the circle that represents how accurately the trait describes you.

	Completely Inaccurate	Very Inaccurate	Probably Inaccurate	Sometimes Accurate, Sometimes Inaccurate	Probably Accurate	Very Accurate	Completely Accurate
Kind	○	○	○	○	○	○	○
Sympathetic	○	○	○	○	○	○	○
Harsh	○	○	○	○	○	○	○
Cooperative	○	○	○	○	○	○	○
Unkind	○	○	○	○	○	○	○
Warm	○	○	○	○	○	○	○
Rude	○	○	○	○	○	○	○
Inconsiderate	○	○	○	○	○	○	○
Envious	○	○	○	○	○	○	○
Emotional	○	○	○	○	○	○	○
Anxious	○	○	○	○	○	○	○
Unworried	○	○	○	○	○	○	○
Jealous	○	○	○	○	○	○	○
Unenvious	○	○	○	○	○	○	○
Moody	○	○	○	○	○	○	○
Unanxious	○	○	○	○	○	○	○

Below is a list of common human traits. Place an X in the circle that represents how accurately the trait describes you.

	Completely Inaccurate	Very Inaccurate	Probably Inaccurate	Sometimes Accurate, Sometimes Inaccurate	Probably Accurate	Very Accurate	Completely Accurate
Shy	○	○	○	○	○	○	○
Talkative	○	○	○	○	○	○	○
Energetic	○	○	○	○	○	○	○
Quiet	○	○	○	○	○	○	○
Extraverted	○	○	○	○	○	○	○
Outgoing	○	○	○	○	○	○	○
Reserved	○	○	○	○	○	○	○
Untalkative	○	○	○	○	○	○	○
Creative	○	○	○	○	○	○	○
Intellectual	○	○	○	○	○	○	○
Unimaginative	○	○	○	○	○	○	○
Artistic	○	○	○	○	○	○	○
Intelligent	○	○	○	○	○	○	○
Philosophical	○	○	○	○	○	○	○
Deep	○	○	○	○	○	○	○
Uncreative	○	○	○	○	○	○	○
Efficient	○	○	○	○	○	○	○
Disorganized	○	○	○	○	○	○	○
Careless	○	○	○	○	○	○	○
Untidy	○	○	○	○	○	○	○
Neat	○	○	○	○	○	○	○
Inefficient	○	○	○	○	○	○	○
Systematic	○	○	○	○	○	○	○
Organized	○	○	○	○	○	○	○

For each statement place an X in the circle that indicates your level of agreement with the following behaviors you may experience at work.

	Disagree Strongly	Disagree Moderately	Disagree Somewhat	Neutral	Agree Somewhat	Agree Moderately	Agree Strongly
My boss yells at me about matters that are not important	◯	◯	◯	◯	◯	◯	◯
My boss shouts or yells at me for making mistakes	◯	◯	◯	◯	◯	◯	◯
My boss takes his/her feelings out on me (e.g., stress, anger, "blowing off steam")	◯	◯	◯	◯	◯	◯	◯
Around here, people make jokes about minority groups	◯	◯	◯	◯	◯	◯	◯
Around here, people make jokes about religious groups	◯	◯	◯	◯	◯	◯	◯
My coworkers make inappropriate remarks about other people's characteristics (e.g., racial slurs, remarks about one's gender)	◯	◯	◯	◯	◯	◯	◯
My coworkers do not acknowledge me	◯	◯	◯	◯	◯	◯	◯
People avoid me at work	◯	◯	◯	◯	◯	◯	◯
I avoid speaking to other employees	◯	◯	◯	◯	◯	◯	◯
People curse (i.e., swear) in the workplace	◯	◯	◯	◯	◯	◯	◯
People at work raise their voices when they get frustrated	◯	◯	◯	◯	◯	◯	◯
People blame others for their mistakes or offenses	◯	◯	◯	◯	◯	◯	◯

For each statement place an X in the circle that indicates your level of agreement with the following behaviors you may experience at work.

	Disagree Strongly	Disagree Moderately	Disagree Somewhat	Neutral	Agree Somewhat	Agree Moderately	Agree Strongly
My supervisor does not respond to my concerns in a timely manner	○	○	○	○	○	○	○
My supervisor factors gossip and personal information into personnel decisions	○	○	○	○	○	○	○
My coworkers sneak around in other people's private space	○	○	○	○	○	○	○
My coworkers borrow things without asking	○	○	○	○	○	○	○
Some people here don't stick to an appropriate noise level (e.g., talking too loudly)	○	○	○	○	○	○	○
My coworkers argue with each other frequently	○	○	○	○	○	○	○
There are violent outbursts or heated arguments in my workplace	○	○	○	○	○	○	○

For each statement place an X in the circle that indicates how frequently you experience the following at work.

	Less than once per month or never	Once or twice per month	Once or twice per week	Once or twice per day	Several times per day
How often do you get into arguments with others at work?	○	○	○	○	○
How often do other people yell at you at work?	○	○	○	○	○
How often are people rude to you at work?	○	○	○	○	○
How often do other people do nasty things to you at work?	○	○	○	○	○

What is your current age (in years)?

What is your gender?

- ◯ Male
- ◯ Female

What is your Ethnicity/Race?

- ◯ Hispanic or Latino
- ◯ White (Not Hispanic or Latino)
- ◯ Black or African American (Not Hispanic or Latino)
- ◯ Native Hawaiian or Other Pacific Islander (Not Hispanic or Latino)
- ◯ Asian (Not Hispanic or Latino)
- ◯ American Indian or Alaska Native (Not Hispanic or Latino)
- ◯ Two or More Races

What is your marital status?

- ◯ Single
- ◯ Married
- ◯ Divorced
- ◯ Widowed

What is your educational level?

- ◯ Some High School
- ◯ High School Diploma/GED
- ◯ Some College
- ◯ Associates Degree
- ◯ Bachelors Degree
- ◯ Some Graduate School
- ◯ Graduate Degree

What is your job title?

What is your work status?

- ◯ Part-Time
- ◯ Full-Time

What is your salary range?

- ◯ Less than $10,000
- ◯ $10,000-$19,999
- ◯ $20,000-$29,999
- ◯ $30,000-$39,999
- ◯ $40,000-$49,999
- ◯ $50,000-$59,999
- ◯ $60,000-$69,999
- ◯ $70,000-$79,999
- ◯ $80,000-$89,999
- ◯ $90,000-$99,999
- ◯ $100,000 or more

How long have you worked for this company/organization?

Number of years:

Number of months:

Thank you very much for your participation in this research project!!

APPENDIX B

MULTIDIMENSIONAL WORKPLACE INCIVILITY SCALE ORIGINAL ITEMS

Burnfield, J. L., Clark, O. L., Devendorf, S., & Jex, S. M. (2004, April). *Understanding workplace incivility: Scale development and validation.* Paper presented at the 19th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago.

Please indicate your level of agreement with the following behaviors you may experience on the job.

Incivility within the Organization (Internal)

	Disagree Strongly	Disagree Moderately	Disagree Somewhat	Neutral	Agree Somewhat	Agree Moderately	Agree Strongly
Interruptions	**1**	**2**	**3**	**4**	**5**	**6**	**7**
1. I frequently get interrupted in meetings by supervisors	❑	❑	❑	❑	❑	❑	❑
2. I frequently get interrupted in meetings by coworkers	❑	❑	❑	❑	❑	❑	❑
3. People around here interrupt presentations or meetings for no apparent reason	❑	❑	❑	❑	❑	❑	❑
4. Coworkers blind-copy my supervisor on e-mails without telling me	❑	❑	❑	❑	❑	❑	❑
Abusive supervision							
5. My supervisor is verbally abusive	❑	❑	❑	❑	❑	❑	❑
6. My boss yells at me about matters that are not important	❑	❑	❑	❑	❑	❑	❑
7. My boss shouts or yells at me for making mistakes	❑	❑	❑	❑	❑	❑	❑
8. My boss takes his/her feelings out on me (e.g., stress, anger, “blowing off steam”)	❑	❑	❑	❑	❑	❑	❑
9. My coworkers are verbally abusive	❑	❑	❑	❑	❑	❑	❑

Inappropriate Jokes	**1**	**2**	**3**	**4**	**5**	**6**	**7**
10. Around here, people make jokes about minority groups	❑	❑	❑	❑	❑	❑	❑
11. Around here, people make jokes about religious groups	❑	❑	❑	❑	❑	❑	❑
12. My coworkers make inappropriate remarks about other people's characteristics (e.g., racial slurs, remarks about one's gender)	❑	❑	❑	❑	❑	❑	❑
Alienation (Social exclusion)							
13. My coworkers do not acknowledge me	❑	❑	❑	❑	❑	❑	❑
14. People avoid me at work	❑	❑	❑	❑	❑	❑	❑
15. I avoid speaking to other employees	❑	❑	❑	❑	❑	❑	❑
Free-riding/Social Loafing							
16. I have experienced other people taking credit for work they did not do	❑	❑	❑	❑	❑	❑	❑
17. People here make little contribution to a project but expect to receive credit for working on it	❑	❑	❑	❑	❑	❑	❑
18. My coworkers claim credit for my work	❑	❑	❑	❑	❑	❑	❑
Gossip/rumors							
19. Individuals gossip about the supervisor at work	❑	❑	❑	❑	❑	❑	❑
20. Coworkers gossip about one another	❑	❑	❑	❑	❑	❑	❑
21. People bad-mouth others in the workplace	❑	❑	❑	❑	❑	❑	❑
22. People spread bad rumors around here.	❑	❑	❑	❑	❑	❑	❑

Hostility	**1**	**2**	**3**	**4**	**5**	**6**	**7**
23. People curse (i.e., swear) in the workplace	❑	❑	❑	❑	❑	❑	❑
24. People at work raise their voices when they get frustrated	❑	❑	❑	❑	❑	❑	❑
25. People blame others for their mistakes or offenses	❑	❑	❑	❑	❑	❑	❑
Lack of respect							
26. I am treated like a number rather than like a person	❑	❑	❑	❑	❑	❑	❑
27. My supervisor does not value my personal safety	❑	❑	❑	❑	❑	❑	❑
28. Coworkers go behind the supervisor's back rather than respecting the proper chain of command	❑	❑	❑	❑	❑	❑	❑
29. My supervisor does not respond to my concerns in a timely manner	❑	❑	❑	❑	❑	❑	❑
30. My supervisor factors gossip and personal information into personnel decisions	❑	❑	❑	❑	❑	❑	❑
31. I am treated as though my time is not important	❑	❑	❑	❑	❑	❑	❑
Inconsiderate							
32. My coworkers sneak around in other people's private space	❑	❑	❑	❑	❑	❑	❑
33. People at this company extend their office space beyond what's reasonable	❑	❑	❑	❑	❑	❑	❑
34. My coworkers borrow things without asking	❑	❑	❑	❑	❑	❑	❑
35. Some people here don't stick to an appropriate noise level (e.g., talking too loudly)	❑	❑	❑	❑	❑	❑	❑
36. Co-workers display offensive body language (e.g., crossed arms, body posture, when they are annoyed)	❑	❑	❑	❑	❑	❑	❑
37. People ignore waiting lines (e.g., at the copy machines)	❑	❑	❑	❑	❑	❑	❑

Verbal attacks	**1**	**2**	**3**	**4**	**5**	**6**	**7**
38. My coworkers argue with each other frequently	❑	❑	❑	❑	❑	❑	❑
39. There are violent outbursts or heated arguments in my workplace	❑	❑	❑	❑	❑	❑	❑
40. Employees scream at other people	❑	❑	❑	❑	❑	❑	❑
41. Basic disagreements turn into personal verbal attacks on other people at work	❑	❑	❑	❑	❑	❑	❑

APPENDIX C

RESULTS OF EXPLORATORY FACTOR ANALYSIS FOR REVISED MULTIDIMENSIONAL WORKPLACE INCIVILITY SCALE

Results of Exploratory Factor Analysis for Revised Multidimensional Workplace Incivility Scale

Item	Factor Loading				
	1	2	3	4	5
My boss yells as me about matters that are not important	**.96**	-.01	-.03	.01	.00
My boss shoults or yells at me for making mistakes	**.96**	.04	-.14	-.04	.01
My boss takes his/her feelings out on me (e.g., stress, anger, "blowing off steam")	**.88**	.04	.02	.00	.00
Around here, people make jokes about miniority groups	.06	**.93**	-.08	-.07	-.04
Around here, people make jokes about religious groups	-.06	**.90**	-.02	-.02	.00
My coworkers make inappropriate remarks about other people's charactersitics (e.g., racial slurs, remarks about one's	.03	**.86**	.06	-.03	-.01
My workers do not acknowledge me	.01	.04	**.46**	.17	**.53**
People avoid me at work	.08	.25	.25	.19	**.57**
I avoid speaking to other employees	.07	-.08	-.16	-.23	**.85**
People curse (i.e., swear) in the workplace	-.04	.28	.06	**-.77**	-.03
People at work raise their voices when they get frustrated	.15	.12	.02	**-.76**	.12
People blame others for their mistakes or offenses	.10	.07	.16	**-.57**	.35
My supervisor does not respond to my concerns in a timely manner	**.61**	-.02	.26	.07	.11
My supervisor factors gossip and personal information into personnel decisions	.38	.18	.38	-.01	.08
My coworkers sneak around in other people's private space	.03	.05	**.83**	.06	.10
My coworkers borrow things without asking	.12	.06	**.67**	.01	-.03
Some people here don't stick to an appropriate noise level (e.g., talking too loudy)	-.04	-.03	**.59**	-.40	.03
My coworkers argue with each other frequently	.07	.08	**.71**	-.19	-.07
There violent outbursts or heated arguments in my workplace	.39	-.04	.37	-.36	-.18
Eigenvalues	8.24	1.94	1.44	1.25	1.04
% of variance	43.39	10.22	7.56	6.60	5.48

Note. N = 176; Pattern Matrix from Principal Component Analyis; factor loadings > .40 are in boldface

APPENDIX D

IRB APPROVAL LETTERS

MEMORANDUM

TO: Sara Terlecki **IRB # 10 – 118**
Dr. Chris Cunningham

FROM: Lindsay Pardue, Director of Research Integrity
Dr. Bart Weathington, IRB Committee Chair

DATE: September 29, 2010

SUBJECT: IRB # 10-118: Exploring Individual and Organizational Level Antecedents of Experienced Workplace Incivility

The Institutional Review Board has reviewed and approved your application and assigned you the IRB number listed above. You must include the following approval statement on research materials seen by participants and used in research reports:

The Institutional Review Board of the University of Tennessee at Chattanooga (FWA00004149) has approved this research project # 10 - 118.

Please remember that you must complete a Certification for Changes, Annual Review, or Project Termination/Completion Form when the project is completed or provide an annual report if the project takes over one year to complete. The IRB Committee will make every effort to remind you prior to your anniversary date; however, it is your responsibility to ensure that this additional step is satisfied.

Please remember to contact the IRB Committee immediately and submit a new project proposal for review if significant changes occur in your research design or in any instruments used in conducting the study. You should also contact the IRB Committee immediately if you encounter any adverse effects during your project that pose a risk to your subjects.

For any additional information, please consult our web page http://www.utc.edu/irb or email instrb@utc.edu

Best wishes for a successful research project.

MEMORANDUM

TO: Dr. Cheryl Robinson **IRB # 10 - 118**

FROM: Lindsay Pardue, Director of Research Integrity
Dr. Bart Weathington, IRB Committee Chair

DATE: January 19, 2011

SUBJECT: IRB # 10-118: Exploring Individual and Organizational Level Antecedents of Experienced Workplace Incivility

The Institutional Review Board has reviewed and approved the following changes for the IRB project listed above:

- Change(s) to informed consent forms and/or assent form(s.)
- Additional locations for conducting project.

You must include the following approval statement on research materials seen by participants and used in research reports:

The Institutional Review Board of the University of Tennessee at Chattanooga (FWA00004149) has approved this research project # 10 - 118.

Please remember that you must complete a Certification for Changes, Annual Review, or Project Termination/Completion Form when the project is completed or provide an annual report if the project takes over one year to complete. The IRB Committee will make every effort to remind you prior to your anniversary date; however, it is your responsibility to ensure that this additional step is satisfied.

Please remember to contact the IRB Committee immediately and submit a new project proposal for review if significant changes occur in your research design or in any instruments used in conducting the study. You should also contact the IRB Committee immediately if you encounter any adverse effects during your project that pose a risk to your subjects.

For any additional information, please consult our web page http://www.utc.edu/irb or email instrb@utc.edu

Best wishes for a successful research project.

VITA

Sara Ann Terlecki is from Hot Springs, Arkansas. She attended Ouachita Baptist University and received a Bachelor of Arts in Psychology with a minor in Spanish in May 2009. While at Ouachita Baptist University she engaged in various research projects with her professors and received the Psychology Faculty Award and the Weldon Vogt Outstanding Psychology Senior Award. Sara began graduate studies in August 2009 at The University of Tennessee at Chattanooga. She has worked as a graduate assistant in UTC Placement and Student Employment Office, taught and coordinated Psychology Research Methods Lab, and assisted with the UTC Summer School Analysis. She was awarded the Sigma Xi Outstanding Research Award and the Outstanding Graduate Student Award in Psychology while at UTC. Sara graduates in May 2011 with a Master of Science in Psychology: Industrial – Organizational.