Predicting workplace incivility: The role of stereotyped beliefs and personal characteristics
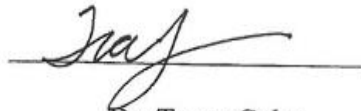
By

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A Dissertation

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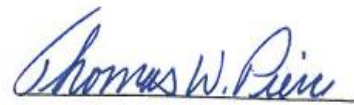
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Abstract

Research indicates that women are more likely than men to be the targets of repeated uncivil behaviors in the workplace. Members of ethnic and racial minority groups are also at increased risk of experiencing incivility. Repeated experiences of this low-grade aversive treatment can lead to negative physical and psychological outcomes, affecting both the personal and professional lives of the target as well as bystanders and the organization itself. Notably, these outcomes have been linked to job withdrawal, leading researchers to investigate selective incivility as a potential contributing effect of the glass ceiling for women and minorities in the United States. While much research has focused on the perspective and outcomes of the targets of incivility, few investigations have focused on the perspective of the instigators of these uncivil behaviors, nor the interactional relationships that can occur between these two groups.

The current study investigated the relationships between specific personality characteristics and perpetration of incivility against women and minorities. Personality characteristics including narcissism, aggression, and sexism were recorded for both males and females. Findings in the current study mirrored existing literature in that employees who have been treated unfairly are more likely to reciprocate unfair treatment. Rates of incivility did not differ based on race, ethnicity, or gender. Finally, those who have only instigated uncivil behavior and do not report experiences as a target were more likely to report aggressive beliefs and attitudes. Implications and suggestions for future research are discussed.

Keywords: incivility, gender, narcissism, aggression

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CHAPTER 1

SUMMARY OF THE ISSUES

The general public of the United States is moving slowly forward; explicit expression of sexist and racist attitudes continues to decline. However, paradoxically, rudeness and uncivil behavior have both grown over the past two decades (Porath, 2015). Given the aggressive and abrasive climate of the current sociopolitical landscape, these numbers will likely continue to climb. In the past decade, progress in the United States with regards to targeted policy and a decline in the public expression of sexist and racist attitudes has been steady albeit slow. Some important steps forward have included changes in antidiscrimination laws, changes to Title VII of the Civil Rights Act of 1964 that have made blatant employment discrimination a civil offense, improved access to employment and economic opportunities, and an overall decline in overt expression of sexist and racist beliefs by the general public (Cortina, 2008).

Despite progress, vast racial and gender disparities persist in organizations in the United States. Employment data reflect a mismatch between the workforce and the workplace in terms of gender (Cortina, 2008; Williams, 2010). After controlling for experience, skill level, and education, women and ethnic/racial minorities receive less pay, face greater unemployment, and work in lower status jobs than white males, according to Census and Department of Labor statistics. These disparities tend to be pervasive at the highest levels of the job market where power is the most concentrated across fields including the military, federal government, and Fortune 500 companies (Cortina, 2008).

Incivility

Many scholars assert that the term "civility" refers to a set of norms that govern how people ought to behave in a given culture or community in order to maintain cooperative living

(Elias, 1982; Goffman, 1967; Hartman, 1996). Thus, civil behavior in the workplace is constituted by a code of etiquette and professional conduct, which maintains a respectful environment for all members of the organization. Civil behavior includes treating people with dignity and respect, maintaining courtesy and politeness, and acting with regard to the feelings of others. In short, civil behavior maintains an environment that preserves mutual respect (Carter, 1998). Thus, uncivil behavior occurs when an individual displays a lack of respect for others and a disregard for feelings and dignity.

Workplace incivility is understood as a social interaction (Andersson & Peterson, 1999; Cortina, 2008; Hershcovis, 2013). The interactions themselves may include behaviors such as speaking in a demeaning manner, belittling, gossiping, making rude gestures, or interrupting individuals. The phenomenon can occur between two parties or multiple parties. Andersson and Peterson (1999) defined workplace incivility 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" (p. 457). To contrast with overt aggressors or bullying, perpetrators of incivility can hide or disguise the intent of their behavior. Perpetrators may claim ignorance to the effect of their conduct, suggesting they did not realize their comments or actions would be harmful. Perpetrators may also claim that their intentions were misunderstood or misconstrued by the target, stating they did not "mean to be harmful." In other cases, perpetrators may claim that the target is simply hypersensitive. This ambiguity can make formal reports within an organization difficult when policies are not in place and can add to the pain of the experience when the targets may feel they cannot take appropriate steps to ameliorate the situation (Kabat-Farr & Cortina, 2012; Doshy & Wang, 2014; Nadler & Stockdale, 2012).

The available research on incivility has focused on what may perpetuate this type of behavior, including climate of the workplace and the nature of the behavior itself. Classically, in organizational theory, spirals (circular patterns) are utilized to describe several phenomena. Andersson and Peterson (1998) developed a theory of incivility that is reflective of this classical spiral effect. The term deviation amplifying refers to what occurs when the negative action of one party leads to the negative action of another party, resulting in increasing counterproductivity (Masuch, 1985). Andersson and Peterson (1998) suggested that when an individual or group commits an act of uncivil behavior toward another, the target will likely desire revenge or desire departure from the organization. Revenge is likely to result in repeat acts of incivility, continuing the spiral until one or both parties reaches a "tipping point." The tipping point occurs when individuals may be likely to act on intentional and severe forms of aggression or violence. Secondary spirals can also occur as observers of incivility are more likely to engage in uncivil behavior, spreading a climate of incivility rapidly throughout an organization (Andersson & Peterson, 1998). Forgiveness (given or asked for), resignation, and maintenance of a formal and civil work environment are, of course, alternatives to this perpetual cycle.

Cortina et al. (2011) documented evidence for gender disparities in the experience of uncivil behavior in the workplace, with women reporting higher incidences of incivility than their male counterparts. The hostile environment fostered by this uncivil behavior has been linked to job dissatisfaction and even job withdrawal, leading researchers to posit that uncivil treatment in the workplace could be a perpetuating factor of the glass ceiling effect for women (Kabat-Farr & Cortina, 2012). The glass ceiling has been described as a subtle, even transparent, barrier that prevents minorities and women from attaining high-level positions. Thus, these

uncivil behaviors and subsequent job withdrawals may contribute to the continued disproportionate underrepresentation of women in upper-management positions.

To date, much of the research related to workplace incivility has focused on the perspective of the target and his or her reactions to these experiences. Psychological resources utilized to cope and psychological and physical injuries have been explored extensively (Doshy & Wang, 2014; Gallus, Bunk, Matthews, Barnes-Farrell, & Magley, 2014). The climate of the workplace that may or may not foster and perpetuate these types of uncivil behaviors has also been investigated. Unfortunately, research has yet to concentrate on the perspective of the perpetrators of these acts (Gallus et al., 2014).

Incivility harms body and brain

A body of research that spans several disciplines has documented the negative effects of personal and workgroup incivility (Estes & Wang, 2008; Lim, Cortina, & Magley, 2005). These effects are both physical and psychological and hold even when controlling for general job stress (Lim, Cortina, & Magley, 2005). Further, the progressive nature of incivility has been studied (Taylor, Bedeian, Cole, & Zhang, 2014), evidencing an increase in rates of burnout and turnover as a result of frequent occurrences of incivility experiences. Targets often experience feelings of isolation, disengagement, depression, anxiety, and increased rates of physical illness (Estes & Wang, 2008).

Observers of uncivil behavior also experience negative emotionality (Chui & Dietz, 2014; Miner & Eischeid, 2014). These reported experiences of negative emotionality are greater in severity when observers are witnesses of incivility toward same-gender coworkers. This relationship is especially strong in males for reported feelings of anger, fear, and anxiety and strongest in females for reported feelings of demoralization (Miner & Eischeid, 2012;

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Montgomery, Kane, & Vance, 2004). Negative emotionality is reported as less severe when observers are witness to incivility toward opposite-gender coworkers. These findings provide support for the notion that observers tend to believe or identify more with targets who share similar social characteristics to themselves (e.g., gender) (Miner & Eischeid, 2012; Montgomery, Kane, & Vance, 2004).

Incivility towards women affects everyone

While male observers may be less likely to report that they identify with female targets of incivility (Miner & Eischeid, 2012; Montgomery, Kane, & Vance, 2004), researchers have provided evidence documenting the negative effects of incivility towards women for both sexes (Cunningham, Miner, & Benavides-Espinoza, 2012; Miner-Rubino & Cortina, 2007). These findings provide evidence that incivility toward women is an organizational issue, not a women's issue. Lazarus and Folkman (1984) described a two-step process by which humans interpret stressful events. In transactional stress theory, a person first engages in primary appraisal wherein he/she evaluates the situation as threatening versus non-threatening. Depending on this appraisal, emotional reactions such as distress may result. Secondary appraisal occurs when a person assigns responsibility for the situation and evaluates his/her coping strategies to manage the situation (Lazarus & Folkman, 1991).

Accordingly, Cunningham, Miner, and Benavides-Espinoza (2012) suggested that even observers of selective incivility towards women, commonly referred to as bystanders, are witness to a stressful situation and engage in primary and secondary appraisal. Furthermore, these bystanders are negatively affected by the events in similar ways that the targets themselves are affected (Miner-Rubino & Cortina, 2007). Thus, workplace climates that are hostile towards women not only affect the job satisfaction and physical and psychological health of the women,

but also the men. Negative consequences experienced over time ultimately led to increased

exhaustion, disengagement, and thoughts about quitting in both sexes. Observing women being

uncivilly treated negatively affected women and men in an almost identical pattern of findings

(Miner-Rubino & Cortina, 2007). These findings suggest that incivility towards women

negatively affects both men and women within organizations.

Selective Incivility

As workplace incivility has moved from a new concept to a grounded theory, researchers

have begun to develop more advanced theories related to the specific manifestations of incivility.

Specifically, Cortina (2008) asserted that incivility serves in some instances, as a "veiled

manifestation of sexism and racism in organizations" (p. 55). In other words, perpetrators of

incivility can engage in discriminatory actions behind the guise of everyday acts of "general"

incivility. With this guise, perpetrators are often able to maintain their image within an

organization of being an egalitarian. Furthermore, some perpetrators may not realize their acts

are discriminating. For example, a man may consistently interrupt his female colleagues in

meetings, while respectfully allowing male colleagues to have the floor when speaking. He may

not be aware of this inconsistent behavior, although it reflects underlying sexism and is uncivil

behavior nonetheless. Thus, selective incivility refers to "a particularly insidious, behavioral

manifestation of modern/contemporary/covert sexism and racism" (Cortina, 2008, p. 55).

Selective incivility impacts women and minorities, not only in its direct and immediate effects,

but also by its insidious effects that may lead to subsequent withdrawal from the workplace.

Defining groups

For the purposes of the present study, three classes or groups are defined. First, the

targets are those individuals who have experienced uncivil acts against them. Offender/targets,

hypothesized to be the most common group based on current literature, are those who have both committed uncivil acts against others and experience uncivil acts against them. In other words, they have been on both the giving and receiving end of incivility. Finally, the group of most interest in this study is the offender-only group. These individuals have not experienced acts of uncivil behavior, but have committed these acts against others. They have never been on the receiving end on incivility, only the giving.

Commonly, those who experience acts of incivility are likely to be "perpetrators" as well at some time or another. This retaliatory perpetration is often seen by the perpetrator as justified in response to the experience of an injustice. There seems to be a unique group of individuals, however, who do not endorse retaliatory perpetration as they have never experienced being on the receiving end of incivility (Gallus et al., 2014). Current literature related to incivility suggests that there may be some characteristics unique to those that offend but are never targets. Researchers have suggested that further inquiry into the personality characteristics of these individuals may yield important information about these "bad apples" that seem to perpetuate the problem of uncivil behavior (Gallus et al., 2014, p. 150). Examining the potential motivations, underlying stereotyped beliefs, and personality characteristics of these offenders may yield information about how to target the source of the problem for more successful interventions.

Researchers have suggested that males may exhibit heighted levels of narcissism, hostility, and hyper-masculinity (Doshy & Wang, 2014; Gallus et al., 2014). Power imbalance also seems to play an important role in the perpetration of incivility. When an individual perceives his or her power or status at work as threatened, he or she is more likely to commit acts of incivility against those they perceive as infringing on that power or status (Cortina, Kabat-Farr, Leskinen, Huerta, & Magley, 2013). Some have suggested that underlying sexist beliefs

may fuel these acts when committed by men who see women in positions of power as threatening (Cortina et al., 2013; Kabat-Farr & Cortina, 2012; Nadler & Stockdale, 2012).

Perspective of the target

A body of literature has developed around the perspective of the targets of uncivil behavior in the workplace (Kabat-Farr & Cortina, 2012; Doshy & Wang, 2014; Nadler & Stockdale, 2012). According to a poll completed in 2005 by Pearson and Porath, incivility occurs regularly in all types of organizations, from Fortune 500 companies to non-profit organizations. Researchers have demonstrated that workplace incivility has adverse consequences for both the individual and the organization. Individuals experience psychological effects including anxiety, insomnia, low self-esteem, stress, and depression (Estes & Wang, 2008). Cortina (2008) described the deleterious effects of repeated low-grade experiences of interpersonal stressors as having a potentially greater impact on physical and psychological health than time-limited major events. The repeated daily indignities and chronic stress can leave some feeling hopeless and resigned, a situation that can "wear down" an individual physically and psychologically (Deitch et al., 2004; Wheaton, 1997).

Characteristics of the perpetrator

Targeted interventions and policy changes within organizations may serve as a buffer against the damaging effects against women and minorities that selective incivility seems to clearly perpetuate (Cortina, 2008; Kabat-Farr & Cortina, 2012; Nadler & Stockdale, 2012; Gallus et al., 2014). Recently, researchers have begun to shift focus from the perspective of the target to the perspective of the perpetrator as this may be a more effective avenue for targeted interventions (Kabat-Farr & Cortina, 2012; Gallus et al., 2014; Nadler & Stockdale, 2012). Human resource departments may be overly focused on what women, for example, can do to

avoid being a targetwhen it is likely more just and appropriate to focus on what the organization can do to stop the behavior from occurring. Researchers have suggested that if organizations knew specific characteristics that may be indicative of this type of uncivil behavior that seems to have a spiraling adverse effect in organizations, they may choose to consider these characteristics more seriously during the hiring process. Specifically, researchers have suggested that a unique group of individuals may be particularly problematic to organizations: those who perpetrate acts of incivility and who have never experienced being targets themselves (Kabat-Farr & Cortina, 2012; Gallus et al., 2014; Nadler & Stockdale, 2012). These offenders are often at the starting point of the incivility spiral. Thus, researchers posit, if these offenders' characteristics could be identified, targeted intervention might be more tailored and effective, and acts of incivility may sharply decline (Kabat-Farr & Cortina, 2012; Gallus et al., ; Nadler & Stockdale, 2012).

The Study

The current study examined personal characteristics of those individuals who perpetrate but do not report experiences of incivility. Measured personality characteristics included narcissism, explicit aggressive attitudes and beliefs, and both hostile and benevolent sexism. Respondents also reported both their experiences with and their own acts of uncivil behavior in the workplace.

Participants

Two hundred and eleven employed individuals ranging from 18 to 72 years of age, collected via convenience sample, were used in the study. Table 1 reflects demographics of the sample. With respect to gender, 67.8% identified as female (n = 143), 30.3% identified as male (n = 64), and 1.4% identified as transgender (n = 3). The majority of participants indicated they were employed full-time (n = 179, 84.8%). As to length of time at their jobs, 89 participants

indicated 1 to 5 years (42.2%) and 85 indicated 5 years or more (40.3%), while only 37 indicated they had been at their job less than 1 year (17.5%). The majority of participants identified as White (n = 188, 89.1%), 4.3% identified as African American (n = 9), 3.3% declined to answer (n = 7), 1.4% identified as bi-racial (n = 3), 0.5% identified as Hispanic (n = 1), 0.5% identified as Asian (n = 1), and 0.5% identified as American Indian or Alaskan Native (n = 1). Concerning income, 46.4% identified as middle class (n = 98), 24.2% identified as upper-middle class (n = 51), 17.5% identified as lower-middle class (n = 37), 8.1% indicated working class (n = 17), 1.9% indicated upper class (n = 4), and 1.9% declined to answer (n = 4). Participants worked in a variety of settings: 73.9% education (n = 156), 14.2% health and human services (n = 30), 7.6% indicated "other" (n = 16), 2.8% industrial (n = 6), and 0.9% indicated legal (n = 2).

[Placeholder for Table 1]

Hypotheses

H1: Females will report higher incidences of incivility experiences.

H2: Racial minorities will report higher incidences of incivility experiences.

H3: Individuals who have experienced higher rates of incivility themselves will report higher incidences of incivility perpetration towards others.

H4: Males who report incivility perpetration will report higher scores on a measure of general sexism.

H5: Individuals who report perpetrating only (no experiences as target) will report higher scores on a measure of explicit aggression.

H6: Individuals who report perpetrating only (no experiences as target) will report higher scores on a measure of narcissism.

Measures

First, an adapted version of the Narcissistic Personality Inventory (NPI-16) (Ames, Rose, & Anderson, 2006) was administered to each respondent. Second, the Explicit Aggressive Beliefs and Attitudes Scale (Michel, Edun, Sawhney, & Thomas, 2013) was utilized to assess aggressive biases, beliefs, and attitudes. Third, a measure of sexist beliefs titled the Ambivalent Sexism Inventory (Glick & Fiske, 1996) assessed general sexist attitudes. Finally, participants completed an abbreviated 13-item form of the Marlowe-Crowne Social Desirability Scale entitled the Marlowe-Crowne Form C (MC Form C) to assess and control for response bias (Reynolds, 1982) as well as a 9-item measure of general job stress, The General Work Stress cale (GWSS)(Bruin, 2006). These reported attributes and characteristics were then compared with respondents' reported perpetration of uncivil behavior as measured by the Workplace Incivility Scale (WIS) (Cortina et al., 2001). Experience as a target of incivility was measured by the Uncivil Workplace Behavior Questionnaire (UWBQ). Perpetration of uncivil behavior was measured by the WIS as the UWBQ has not yet been validated for use with measurement of incivility perpetration, while the WIS has been psychometrically validated for this purpose (Martin & Hine, 2006).

Procedure

Before accessing the survey on Qualtrics, participants viewed a short message with a brief description of the study with a hyperlink to the survey provided within. By clicking the hyperlink and reading the informed consent document, the participant agreed to take the survey materials. Because the researcher sought information about perpetration of unseemly behavior, the description of the study was general to allow the researcher to recruit participants effectively. Participants were informed that they were participating in a study investigating workplace

experiences. A convenience sample method was used to acquire a large pool of approximately

200 subjects. Subjects were recruited via social media and email listservs.

Statistical Analysis

A one-way ANOVA was used to test the effect of gender on incivility experiences.

Group differences among targets, such as differences in the experiences of minority members,

was also measured with a one-way ANOVA analysis. A regression analysis tested the ability of

a measure of workplace incivility experiences to account for a significant amount of variability

in scores to incivility perpetration. Regression was also utilized to examine whether males who

scored higher on a measure of general sexism were associated with higher scores on a measure of

incivility perpetration. Finally, separate one-way ANOVA analyses were used to test the effects

of type of incivility experience (perpetrator only, target only, or both target and perpetrator) on

measures of aggression and narcissism. A previous researcher (Cortina, 2008) controlled for

length of time in the workplace and general job stress, as these have been relevant factors

potentially influencing incivility experiences and perpetration; thus, these variables were entered

into the equation as covariates.

<p align="center">Results</p>

Mean scores for sexism were relatively low (range = 1-5, M = 2.3, SD = .87). In

addition, the mean score for perpetration of incivility across participants was 1.6 (range 1-4, SD

= .54). These results would indicate that, on average, participants report low perpetration of

incivility toward others. With regard to experiences of incivility, participants also scored on the

lower end of this measure, indicating participants reported a low frequency of uncivil

experiences against them at work (range = 1-5, M = 1.6, SD = .67). With regard to social

desirability, participants' mean score was 1.5 (SD = .14). These data suggest that participants

likely responded in a forthright way, with little regard to impression management. The mean score on the measure of aggressive beliefs was 4.1 (range = 1-7, SD = .86), which is presumed in the range of minimal predisposition towards aggression. Participants, on average, reported low levels of narcissism (range = 1-7, M = 4.9, SD = .85). Finally, with regards to general workplace stress, the average score was 2.2 (range = 1-5, SD = .78). These results would indicate that on average, participants reported a relatively low level of job stress.

[Placeholder for Table 2]

Regression Analyses

Given the significant and positive relationship between perpetration and experience of incivility, a regression analysis was conducted to examine whether experiences of incivility significantly predicted incivility perpetration. A simple regression analysis was used to test if scores on experiences of incivility significantly predicted participants' reported rates of perpetration of incivility. The results of the regression indicated the predictor explained 29% of the variance in rates of perpetration, $F(1,208) = 86.92$, $p < .001$, $R2 = .29$.

A simple regression analysis was also used to test if scores on sexism significantly predicted male participants' ratings of perpetration of incivility. The results of the regression indicated that sexism explained 4% of the variance in males' scores on perpetration, $F(1,62) = 2.84$, $p = .09$, $R2 = .04$, a small to moderately-sized effect.

[Placeholder for Table 3]

Analyses of Variance

A one-way ANOVA was used to test the effect of gender on incivility experiences. Group differences, such as differences in the experiences of minority members, in incivility experience was also measured with a one-way ANOVA analysis. The main effect of gender was

not significant, $F(1, 205) = .033$, $p = .86$. Participants did not differ with regards to gender on the reported incidence of incivility experience. The main effect of minority status was not significant, $F(1, 204) = .77$, $p = .38$. Participants did not differ based on reported race on the reported incidence of incivility experience. For the purposes of this analysis, minority status was coded as White versus non-White. A lack of statistically significant results in these findings may be related to restriction of range in scores on the measure for experiences of incivility.

[Placeholder for Table 4]

A one-way ANOVA was conducted examining the effect of type of incivility experience (e.g., target only, perpetrator only, both) on a measure of explicit aggression. The effect of type of incivility experience on a measure of narcissism was also tested using a one-way ANOVA. Planned control variables included the following: length of time at job, social desirability, and workplace stress. ANCOVA analyses were conducted to examine the influence of incivility experience type on aggression and narcissism while removing the effects of time at one's job, general job stress, and social desirability. After controlling for these variables, the main effect of type of incivility experience (e.g., target, perpetrator, both) on aggression was significant, $F(2, 198) = 4.63$, $p = .01$, $R2 = .05$. The main effect of type of incivility experience on narcissism was not significant, $F(2,198) = 1.11$, $p = .33$, $R2 = .01$. For aggression, pairwise comparisons employing the Bonferroni adjustment indicate that the mean for the group with only experiences as an offender of incivility is significantly greater than the mean for the group who reported both experiences being a target and experiences acting uncivilly towards others, $F(2, 192) = 4.63$, $p = .01$, $R2 = .05$. There were no significant pairwise comparisons for narcissism.

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Discussion

Existing literature on incivility can point to possible explanations for these findings. First, a common response to experiencing incivility in the workplace is to see the perpetrator as a representative of the company and thus punish the company with decreased efforts and effectiveness at work. Existing literature indicates that those with narcissistic traits are more likely to act out in a retaliatory manner. The current finding that experiences of incivility promote perpetration of incivility is well established in previous literature and organizational theory and is further demonstrated in the findings of the current study. Recently published literature indicates that this interactional relationship is much more common than the previously dyadic conceptualization of incivility in the workplace (Cortina, Kabat-Farr, Magley, & Nelson, 2017).

In the second hypothesis, it was proposed that men who score highly on sexism will have higher rates of perpetration. Results did not reach the threshold for statistical significance for sexism predicting perpetration in males. Although, results did indicate a small to moderate effect. One plausible explanation is that covert and implicit bias, often implicated in acts of uncivil behavior, was not captured by the materials utilized. More modern forms of sexism (and racism) tend to reflect implicit bias held by those who report valuing egalitarianism and avoid intentionally discriminating on the basis of gender or race. Selective incivility, thus, is difficult to capture as it is often represented as a disguised form of workplace dysfunction. The small effect of this relationship is worthy of note, however, as it points to relevant directions for research, such as exploring the overlapping dynamics of sexual harassment and workplace mistreatment (Cortina et al., 2017).

In the third and fourth hypotheses, it was proposed that gender and race would predict experiences of incivility. This was not demonstrated in the findings of this study. Unfortunately, the sample of this study yielded little diversity with regard to race, ethnicity, and gender (e.g., 87% White, 67% female). Information regarding sexual identity was not gathered for the current study. One plausible explanation that gender and race did not predict experiences as a target is that there was not enough diversity in the sample to capture significant differences that may exist. Another explanation, as mentioned previously, may be related to restriction of range in the report of these experiences. Recent literature has also suggested that women and people of color may be less likely to report experiences as a target. Researchers suggest this may point to under-reporting due to having less power within an organization, self-blame, or fear of retribution akin to the research on under-reporting, possibly as an effect of the core myths commonly associated with under-reporting in cases of sexual harassment and sexual violence (Cortina et al., 2017).

In the final two hypotheses, those who reported only having perpetrated acts of incivility were expected to score higher on measures of aggression and narcissism than those who reported either only having been a target or having been a target and a perpetrator. Results demonstrated that scores on aggression did differ between groups and that those who had perpetrated only scored higher on the measure of aggression. Importantly, this measure of aggression reflects attitudes and beliefs, which authors of the measure report are linked with social cognition and biases that generally predispose a person towards explicit aggression (Michel, Pace, Edun, Sawhney, & Thomas, 2014). These findings highlight the importance of future research that may offer departure points from the traditional incivility spiral in which incivility begets incivility. Researchers have suggested that encouraging departure points from the spiral may be more successful at promoting healthy, civil work environments (Cortina et al., 2017).

Interventions that build resilience and pro-social behavior have shown early promise to provide such departure points before incivility overtakes a work environment or escalates to more explicit aggression.

These results, along with the literature reviewed, demonstrate the complex relationships between incidences of incivility, personality variables, and stereotyped beliefs. To better understand the complexities related to selective incivility and directions for interventions and prevention, future directions for research are discussed below.

Implications

Existing policies addressing workplace aggression and incivility are potentially problematic for several reasons (Githens, 2011). Commonly, organizations employ various forms of diversity training or implement policy changes in order to curtail uncivil behaviors (Githens, 2011; Tinkler, 2013). An important criticism of diversity training interventions is that they lack a clear link to positive outcomes, as they are not geared towards action-oriented initiatives. The findings of the current study point to possibilities for more effective and more cross-culturally appropriate interventions. This information can be utilized to more effectively reach all employees.

First, those who may be more likely to instigate uncivil behavior may respond better to tangible information about how uncivil workplace behaviors effects the bottom line. Research supports the notion that diversity within organizations is critical to reaching a company's full potential. Employees are in general happier, healthier, more productive, and demonstrate more pro-social work behavior in a work environment characterized by a healthy work culture that values diversity (Cortina et al., 2017). By contrast, when companies are not representative of their consumer audience, they lose out on the buying power of diverse groups (Githens, 2011).

Many companies have found that building employee networks protects companies against incivility. These networks may be an effective departure point in a workplace characterized by incivility. Furthermore, these networks have multiple advantages. First, they enhance marketing and recruitment when employees feel heard and proud of their organizations. Pride and contentment in one's job boosts retention, another important aspect of the bottom line for many companies. When employees are content at work, they are more likely to represent their brand outside of work and endorse their workplace ("2017 Top 50," 2017). According to "2017 Top 50 Facts & Figures" (2017), companies that rank in the Top 50 Companies for Diversity, a data-driven list, outperform their lower ranking counterparts by 25% in the stock market. Dissemination of information such as this may be more motivating to employees who may place less inherent value on civil behavior. In addition, providing information relevant to the company may be less divisive overall than previously utilized interventions like conflict resolution or leadership coaching (Githens, 2011).

Limitations and Directions for Future Research

Multiple limitations are associated with conducting survey research. One limitation of this study involved the use of an online self-report questionnaire. With this format, it is possible that respondents underreported behaviors that they may consider unseemly or beliefs of which they are ashamed or consider socially unacceptable. This difference could have influenced the data that was obtained by not fully capturing the true relationship between the variables that were explored. By their nature, implicit stereotyped beliefs may also be under-reported or difficult to capture with a self-report questionnaire. In addition, as previously mentioned, core myths that imply incivility is insignificant or irrelevant may influence reporting. However, participants

were notified that the study would be anonymous and data analyses accounted for social desirability in order to empirically protect against these limitations.

A second limitation was the use of a Likert scale instead of item-pairings on the NPI-16 as it was originally designed. In doing so, the current researcher could not rely on the psychometric properties of the measure as it was originally designed; however, the scale demonstrated strong reliability as it was used for this study ($\alpha = .85$). Conceptually, if narcissism is viewed on a continuum rather than as a dichotomous variable, the use of a Likert scale may be more appropriate for measuring sub-clinical narcissism. which was the aim of this measure for the purposes of the current study.

Finally, existing literature regarding Cortina and colleagues' (2014) theory of selective incivility focuses on the role of incivility in the workplace on the experiences of women and people of color. It is important to note that other minority groups may be disproportionately affected by these behaviors. In order to gain a more complete understanding of selective incivility, the relationship between experiences of incivility and other minority groups, including sexual minorities and other intersecting identities, should be examined.

Future Research

Future research should explore various methods of collecting information regarding incivility across time in a longitudinal manner. As mentioned previously, the often-implicit biases that underlie uncivil behavior can reinforce discriminatory attitudes in the workplace and create a culture that minimizes or even denies the relevance of these behaviors. Researchers have suggested that these messages may serve to cultivate under-reporting of problematic behavior or, at worst, reinforce an organization's denial of uncivil behavior and the deleterious and insidious effects associated. Future research with longitudinal measures may provide more

opportunity to accurately assess the incident of and implicit bias implicated in workplace incivility.

Nearly 15 years of empirical research on this topic suggests that complex relationships exist among personality, stereotyped beliefs, and incidence and impact of incivility in the workplace (Cortina et al., 2017). Recently published summaries of this relatively new area suggest that reconsidering some of the theoretical bases for incivility may be in order. In particular, researchers are urged to consider how groups are categorized in most of the literature as either "instigator" or "target," when in reality, the groups tend to be much more fluid. More often, incivility is an interactional dynamic by which one can move between target, target/offender, and offender. The current study, considering all three groups, provides some early information about the similarities and differences among these groups.

Conclusion

In sum, findings from the current study indicate that there does appear to be a link between experiencing incivility and offending against others. As shown by the results of this study, it is possible that those who experience incivility themselves may be more likely to then act out in uncivil ways towards their counterparts at work. This is an important relationship to consider when designing interventions and policies in the workplace with the aim to prevent or decrease the incidence of these behaviors. In addition, there appears to be a link between aggressive predispositions and the more "risky" individuals who have only acted out against others and have not experienced incivility themselves. Future research bridging various disciplines could point to the most effective methods for intervention. The findings of this study suggest that bridging literature on prevention of sexual harassment and sexual violence in the workplace may be particularly relevant to the prevention of incivility.

CHAPTER II

LITERATURE REVIEW

Overview

Understanding the nature of interpersonal mistreatment of women and minorities in the workplace continues to be an important element of comprehending the challenges of working in highly competitive, male-dominated professions. Although some may perceive the investigation of incivility towards women and minorities as a women's issue, available research provides strong evidence that incivility towards women is clearly an organizational issue. In the past 25 years, social scholarship has surged covering the topics of modern or contemporary forms of racism and sexism. Researchers describe modern sexism as more subtle and without discriminatory intent, expressed by egalitarian-minded individuals (e.g., Brief, 2008; Dovidio & Gaertner, 1998; Swim, Mallett, & Stangor, 2004; Tougas, Brown, Beaton, & St-Pierre, 1999). Furthermore, within the organizational sciences literature, a more recent interest in general incivility, or rude or discourteous behavior that lacks clear harmful intent, has emerged (e.g., Cortina, Magley, Williams, & Langhout, 2001; Lim, Cortina, & Magley, 2008; Pearson, Andersson, & Wegner, 2001; Pearson & Porath, 2009). The experience of incivility by women and minorities has received special attention in recent years (Lim, Cortina, & Magley, 2008). The term selective incivility has been coined to describe the intersection of general incivility and the modern forms of racism and sexism commonly described in the literature (Cortina, 2008).

Recent available research begins to build a bridge between these two fields of research, modern sexism/racism and general incivility, to understand the modern expression of bias that alienates women and minorities from work life (e.g., Cortina et al., 2013; Lim & Cortina, 2005; Miner, Pesonen, Smittick, Seigel, & Clark, 2014). Much of this research has focused on the

perspective of the target, providing information about prevalence and the harmful effects of uncivil behavior (Kabat-Farr & Cortina, 2012; Doshy & Wang, 2014; Nadler & Stockdale, 2012). A body of literature has also emerged about the impact of workplace climate on the prevalence and nature of uncivil behavior, as well as the effects of uncivil behavior on bystanders (e.g., Chui & Dietz, 2014; Miner & Eischeid, 2014; Tingle, Warner, Sartore, & Baldwin, 2014; Tinkler, 2013). To date, research has neglected to focus on the characteristics of the offenders of incivility. Scholars have suggested that understanding the personal characteristics and underlying motives for these uncivil behaviors may shed light on how to foster more effective, targeted interventions to preclude incivility (Kabat-Farr & Cortina, 2012; Gallus et al., 2014; Nadler & Stockdale, 2012).

Theoretical Background

Incivility

Many scholars would assert that the term "civility" broadly refers to a set of norms that govern how people ought to behave in a given culture or community in order to maintain cooperative living (Elias, 1982; Goffman, 1967; Hartman, 1996). Thus, civil behavior in the workplace is constituted by a code of etiquette and professional conduct, which maintains a respectful environment for all members of the organization. Civil behavior includes treating people with dignity and respect, maintaining courtesy and politeness, and acting with regard to the feelings of others. In short, civil behavior maintains an environment that preserves mutual respect (Carter, 1998). Thus, uncivil behavior occurs when an individual displays a lack of respect for others and a disregard for feelings and dignity.

Workplace incivility is commonly understood as a social interaction (Andersson & Pearson, 1999; Cortina, 2008; Hershcovis, 2013). The acts themselves may include behaviors

such as speaking in a demeaning manner, belittling, gossiping, making rude gestures, or interrupting individuals. The phenomenon can occur between two parties or multiple parties. Andersson and Pearson (1999) defined workplace incivility 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" (p. 457). To contrast with overt aggressors, offenders of incivility can hide or disguise the intent of their behavior. Offenders may claim ignorance to the effect of their conduct, suggesting they did not realize their comments or actions would be harmful. Offenders may also claim that their intentions were misunderstood or misconstrued by the target, stating they did not "mean to be harmful." In other cases, offenders may claim that the target is simply hypersensitive. This ambiguity can make formal reports within an organization difficult when policies are not in place and can add to the pain of the experience when the target may feel they cannot take appropriate steps to ameliorate the situation (Kabat-Farr & Cortina, 2012; Doshy & Wang, 2014; Nadler & Stockdale, 2012).

Workplace Aggression

To address the construct of incivility, it is necessary to place the construct within the greater structure of the broad category of workplace aggression. With the surge of research related to workplace aggression in the past two decades, some scholars have suggested that the proliferation of constructs developed have been detrimental as opposed to beneficial to the progression of research (Hershcovis, 2011). As workplace aggression has been scrutinized and unpacked, a series of constructs have emerged that some say overlap with one another, among which incivility is included (Hershcovis, 2011). Despite arguments that the proclivity of terms is detrimental to progress in the field, these differentiations exist. The constructs encompassed

under workplace aggression include, but are not limited to, social undermining, incivility, bullying, abusive supervision, interpersonal conflict, emotional abuse, and violence. Incivility differs from these other constructs in two noteworthy ways. Incivility is defined as low intensity; although, this is not meant to imply small effects. Incivility also has ambiguous intent. While some suggest that the gross proliferation of terms has fragmented the field and hindered progress (Hershcovis, 2011), many would argue that there are important differences between these concepts that affect the measurement and methods of research. Importantly, the nuances of the cause and the negative effects and harms of these constructs cause researchers to continue to investigate them individually.

Negative Correlates of Incivility

> **Incivility is a cycle.** The available research has focused on what may perpetuate this type of behavior, including climate of the workplace and the nature of the behavior itself. Classically, in organizational theory, spirals (circular patterns of increases and decreases in behavior) are utilized to describe several phenomena. For example, scholars utilize spirals to explain organizational decline and the perpetuation of tyrannical leadership behavior (Andersson & Pearson, 1998). Spirals in organizations are the result of inadequate understanding or an unwillingness or inability to alter behavior (Masuch, 1985).

> Andersson and Pearson (1998) developed a theory of incivility that describes incivility as a type of organizational spiral. The spiral involved in incivility is named deviation amplifying. The term deviation amplifying refers to what occurs when the negative action of one party leads to the negative action of another party, resulting in increasing counter-productivity (Masuch, 1985). Andersson and Pearson (1998) suggested that when an individual or group commits an act of incivility toward another, the target will likely desire revenge or desire departure from the

organization. Revenge is likely to result in repeat acts of incivility, continuing the spiral until one or both parties reaches a tipping point. The tipping point occurs when individuals may be likely to act on intentional and severe acts of aggression or violence. Secondary spirals can also occur as observers of incivility are more likely to engage in uncivil behavior, spreading a climate of incivility rapidly throughout an organization (Andersson & Pearson, 1998). Forgiveness (given or asked for), resignation, and maintenance of a formal and civil work environment are, of course, alternatives to this perpetual cycle.

Incivility harms body and brain. A body of research that spans several disciplines has documented the negative effects of personal and workgroup incivility (Estes & Wang, 2008; Lim, Cortina, & Magley, 2005). These effects are both physical and psychological and hold even when controlling for general job stress (Lim, Cortina, & Magley, 2005). Furthermore, the progressive nature of incivility has been studied (Taylor, Bedeian, Cole, & Zhang, 2014), evidencing an increase in rates of burnout and turnover as a result of frequent occurrences of incivility experiences. Targets of incivility experience feelings of isolation, disengagement, depression, anxiety, and increased rates of physical illness (Estes & Wang, 2008).

Observers of uncivil behavior also experience negative emotionality (Chui & Dietz, 2014; Miner & Eischeid, 2014). These reported experiences of negative emotionality are greater in severity when observers are witnesses of incivility toward same-gender coworkers. This relationship is especially strong in males for reported feelings of anger, fear, and anxiety, and strongest in females for reported feelings of demoralization (Miner & Eischeid, 2012; Montgomery, Kane, & Vance, 2004). Negative emotionality is reported as less severe when observers are witness to incivility toward opposite-gender coworkers. These findings provide evidence for the notion that observers tend to believe or identify more with targets who share

similar social characteristics to themselves (e.g., gender) (Miner & Eischeid, 2012; Montgomery, Kane, & Vance, 2004).

Incivility towards women affects everyone

While male observers may be less likely to report that they identify with female targets of incivility (Miner & Eischeid, 2012; Montgomery, Kane, & Vance, 2004), researchers have provided evidence documenting the negative effects of incivility towards women for both sexes (Cunningham, Miner, & Benavides-Espinoza, 2012; Miner-Rubino & Cortina, 2007). These findings provide evidence that incivility towards women is an organizational issue, not a women's issue. Lazarus and Folkman (1984) described a two-step process by which humans interpret stressful events. In transactional stress theory, a person first engages in primary appraisal wherein he/she evaluates the situation as threatening versus non-threatening. Depending on this appraisal, emotional reactions such as distress may result. Secondary appraisal occurs when a person assigns responsibility for the situation and evaluates his/her coping strategies to manage the situation (Lazarus & Folkman, 1991).

Accordingly, Cunningham, Miner, and Benavides-Espinoza (2012) suggested that even observers of selective incivility towards women, commonly referred to as bystanders, are witness to a stressful situation and engage in primary and secondary appraisal. Furthermore, these bystanders are negatively affected by the events in similar ways that the targets themselves are affected (Miner-Rubino & Cortina, 2007). Thus, workplace climates that are hostile towards women not only affect the job satisfaction and physical and psychological health of the women, but also the men. Negative consequences experienced over time ultimately led to increased exhaustion, disengagement, and thoughts about quitting in both sexes. Observing women being uncivilly treated negatively affected women and men in an almost identical pattern of findings

(Miner-Rubino & Cortina, 2007). These findings suggest that incivility towards women negatively affects the morale of an organization as a whole.

Selective Incivility

Cortina and colleagues (2011) have documented evidence for gender disparities in the experience of uncivil behavior in the workplace, with women reporting higher incidences of incivility than their male counterparts. Racial and ethnic minorities are also at increased risk (Cortina et al., 2011). The hostile environment fostered by this uncivil behavior has been linked to job dissatisfaction and even job withdrawal, leading researchers to posit that uncivil treatment in the workplace could be a perpetuating factor of the glass ceiling effect for women and minorities (Kabat-Farr & Cortina, 2012). Thus, these uncivil behaviors and subsequent job withdrawals may contribute to the continued disproportionate underrepresentation of women and minorities in upper-management positions.

As workplace incivility has moved from a new concept to a grounded theory, researchers have begun to develop more advanced theories related to the specific manifestations of incivility. Specifically, Cortina (2008) asserted that incivility serves in some instances, as a "veiled manifestation of sexism and racism in organizations" (p. 55). In other words, offenders of incivility can engage in discriminatory actions behind the guise of everyday acts of "general" incivility. With this guise, offenders are often able to maintain their image within an organization of being an egalitarian. Furthermore, some offenders may not realize their acts are sexist or racist. For example, a man may consistently interrupt his female colleagues in meetings, while respectfully allowing male colleagues to have the floor when speaking. He may not be aware of this inconsistent behavior, although it reflects underlying sexism and is uncivil

behavior nonetheless. Thus, selective incivility refers to "a particularly insidious, behavioral manifestation of modern/contemporary/covert sexism and racism" (Cortina, 2008, p. 55).

The multilevel theory of selective incivility draws from social psychological research asserting that selective incivility develops at the level of the individual, the organization, and by society. Selective incivility impacts women and minorities, not only in its direct and immediate effects, but also by its insidious effects that may lead to subsequent withdrawal from the workplace. On a personal level, both cognitive and affective factors including outgroup aversion, differential esteem, social categorization, and stereotyping can serve to explicitly or implicitly reinforce incivility towards women and minorities. On an organizational level, incivility towards women and minorities is affected by policy, leadership, and local social norms. Finally, unequal distributions of power that continue in our societal and cultural norms permeate organizations and influence the behaviors of individuals operating within them. Discriminatory traditions, disparate social roles, and asymmetrical power within organizations are all reflections of larger societal and cultural norms that perpetuate incivility towards women and minorities (Cortina, 2008).

This theory of selective incivility not only speaks to the mechanisms perpetuating gender disparities in organizations, but also those driving racial disparities (Cortina, 2008). Researchers have documented that women and people of color experience the highest rates of incivility in the workplace with women of color facing "double jeopardy" (Cortina, 2008; Cortina et al., 2013, p. 1580). Double jeopardy acknowledges that individuals can occupy more than one social location which may wield differing levels of social power or privilege. A holistic perspective of the multiple social locations one may inhabit recognizes multiple identities simultaneously rather than viewing any one identity in isolation (Cortina, 2008). The double jeopardy faced by women

of color places them at highest risk for experiencing incivility in the workplace as they occupy two social locations that are decidedly disadvantaged in organizations in the United States (Cortina et al., 2013). Findings related to the types of incivility that women of color experience indicate that at least some of the uncivil conduct represents an inconspicuous form of gender or racial discrimination. These findings echo research by Sue, Capodilupo, and Torino (2007) concerning racial microaggressions; which are subtle racist behaviors that are most likely to surface when the offender can explain them away with factors other than race (Cortina et al., 2013).

Defining groups

For the purposes of the present study, three classes or groups were defined. First, targets are those individuals who have experienced uncivil acts against them. Offender/targets, assumed the most common group, are those who have both committed uncivil acts against others and experience uncivil acts against them. In other words, they have been on both the giving and receiving end of incivility. Finally, the group of most interest in this study is the offender-only group. These individuals have not experienced acts of uncivil behavior, but have committed these acts against others. They have never been on the receiving end on incivility, only the giving.

Commonly, those who experience acts of incivility are likely to be offenders as well at some time. Thus, most employees would classify as offender/targets. Retaliatory perpetration is often seen by the offender as justified in response to the experience of an injustice. There seems to be a unique group of individuals, however, who do not endorse retaliatory perpetration as they have never experienced being on the receiving end of incivility (Gallus et al., 2014). Current literature related to incivility suggests that there may be some characteristics unique to those that

offend but are never targets. Researchers have suggested that further inquiry into the personal characteristics of these individuals may yield important information about these "bad apples" that seem to perpetuate the problem of uncivil behavior (Gallus et al., 2014, p. 150). Examining the potential motivations, underlying stereotyped beliefs, and personal characteristics of these offenders may yield information about how to target the source of the problem for more successful interventions.

Researchers have suggested that these individuals may exhibit heighted levels of narcissism, hostility, and hyper-masculinity (in males) (Doshy & Wang, 2014; Gallus et al., 2014). Power imbalance also seems to play an important role in the perpetration of incivility. When an individual perceives his or her power or status at work as threatened, he or she is more likely to commit acts of incivility against those they perceive as infringing on that power or status (Cortina et al., 2013). Some have suggested that underlying sexist beliefs may fuel these acts when committed by men who see women in positions of power as threatening (Cortina et al., 2013; Kabat-Farr & Cortina, 2012; Nadler & Stockdale, 2012). Relevant findings pertaining to the aforementioned three groups will be described in the order with which they were introduced, followed by a discussion of the personal characteristics of the offender that will be the focus of the current study.

Group 1: Perspective of the target

A body of literature has developed around the perspective of the targets of uncivil behavior in the workplace (Kabat-Farr & Cortina, 2012; Doshy & Wang, 2014; Nadler & Stockdale, 2012). According to a poll completed in 2005 by Pearson and Porath, incivility occurs regularly in all types of organizations, from Fortune 500 companies to non-profit organizations. Researchers have demonstrated that workplace incivility has adverse

consequences for both the individual and the organization. Individuals experience psychological effects including anxiety, insomnia, low self-esteem, stress, and depression (Estes & Wang, 2008). Cortina (2008) described the deleterious effects of repeated low-grade experiences of interpersonal stressors as having a potentially greater impact on physical and psychological health than time-limited major events. The repeated daily indignities and chronic stress can leave some feeling hopeless and resigned, a situation that can "wear down" an individual physically and psychologically (Deitch et al., 2004; Wheaton, 1997).

In order to understand what constitutes to incivility, a collective or organization must arguably first agree on its definition of civility. Returning briefly to its definition, civility refers to a set of norms that govern how people ought to behave in a given culture or community in order to maintain cooperative living. Research conducted by Montgomery, Kane, and Vance (2004) indicated that there may be a gender difference in terms of thresholds for the perceptions of violations of norms of respect. Variations in the perception of norms are reflected in how individuals assess and interpret uncivil behavior in the workplace.

The perspective of the target as well as the perspective of the observer can be affected by these variations in the perceptions of norms, according to the study, and may be affected by the social identification of the individual (e.g., race, gender, etc.). Interestingly, the strongest predictor of observer assessment of uncivil behavior was belief in the credibility of the target. According to the authors and other similar research (e.g., Miner & Eischeid, 2012), those most likely to find the target credible are those who share characteristics in common with the target (e.g., same gender, same race, etc.). Individuals who are least likely to believe the target are those who share characteristics with the offender. Montgomery, Kane, and Vance (2004) aptly conclude:

If White males are less likely to assess uncivil, disrespectful behavior as inappropriate when the source is a White male, such behavior may go unrecognized by those in a position to halt it. This is because most positions of organizational power continue to be held by White males (Ragins et al., 1998). This is not to say that White males will intentionally foster workplace incivility; rather, it suggests that many in upper-level management may unknowingly perpetrate or tolerate such behavior because it is not assessed as objectionable and in need of correction. (p. 263)

As mentioned above, women report a higher incidence of incivility experiences when compared with their male counterparts (Cortina, 2008; Lim & Cortina, 2005). Scholars involved in research concerning selective incivility have investigated the potential reasons why women might be selectively targeted in various workplace settings (e.g., Chui & Dietz, 2014; Cortina, 2008; Cortina et al., 2013; Miner, Pesonen, Smittick, Seigel, & Clark, 2014). Certain scholars (Cortina, 2008) asserted that this relationship points to the relationship between general incivility and modern sexism. The ambiguous nature of incivility allows those who are or perceive themselves as egalitarian-minded to degrade women without displaying an act of overt discrimination (Cortina et al., 2013). Other scholars have promoted similar ideas, providing specific examples of how forms of modern sexism may manifest as incivility towards women (Chui & Dietz, 2014; Cortina et al., 2013; Miner et al., 2014). For example, Miner and colleagues (2014) investigated workplace incivility as a function of motherhood status. Findings indicated that motherhood status put women at greater risk for experiencing incivility at work, further providing evidence for the theory that incivility towards women reflects underlying sexism.

Group 2: Characteristics of offender/targets

Scholars agree that the most commonly utilized tactic for releasing the negative affectivity that accompanies being the target of incivility is to reciprocate with further uncivil behavior (Andersson & Pearson, 1999; Donnerstein & Hatfield, 1982; Kim & Smith, 1993). Therefore, it is common for most employees to fall into the category of offender/target (Gallus et al., 2014). In general, available research indicates that experience as a target increases the likelihood of offending. Men, regardless of experience as a target, are more likely to offend. Furthermore, men who work in a climate where incivility is tolerated generally report a higher likelihood of offending than anyone else, regardless of experience as a target. Women, on the other hand, are more likely to offend as a response to experiencing incivility themselves (Gallus et al., 2014).

Some scholars who have examined the reciprocal nature of workplace aggression have investigated personality characteristics of both offenders and targets. Notably, researchers have suggested that offenders and targets possess many of the same negative predispositions. Specifically, offenders tend to report low core self-evaluations and organization-based self-esteem while also tending to be high in narcissism and trait anger (Hershcovis & Reich, 2013). Targets tend to also report low self-esteem and be high in trait anger. Some scholars suggested that these similarities provide an explanation for the reciprocal nature of workplace aggression and even further suggested that the labels of perpetrator and target may lack practicality. These researchers asserted, "One of the most robust findings in the workplace aggression literature shows that targets of aggression often respond with enacted aggression, retaliation, and revenge" (Hershcovis & Reich, 2013, p. S29). These factors, they suggested, provide increasing evidence that individuals occupy both roles (Hershcovis & Reich, 2013).

Group 3: Characteristics of the offender

Recently, researchers have begun to shift focus from the perspective of the target to the perspective of the offender, as this may be a more effective avenue for targeted interventions (Kabat-Farr & Cortina, 2012; Gallus et al., 2014; Nadler & Stockdale, 2012). Findings indicated that for men, organizational policies and tolerance for incivility are important factors affecting rates of perpetration. Men are most likely to both experience and perpetrate incivility when policies are weak or nonexistent and when perpetrators are not punished by the organization. Additionally, when offenders had an understanding that incivility would lead to negative consequences in an organization, men were least likely to perpetrate. Among women, perpetration is equally likely in organizations with strong policies against incivility as it is in organizations with weak policies. Findings indicated that for women, perpetration was predicted less by policy and more by incivility experiences (Gallus et al., 2014). Targeted interventions and policy changes within organizations may serve as a buffer against the damaging effects against women that selective incivility clearly perpetuates (Cortina, 2008, Kabat-Farr & Cortina, 2012; Nadler & Stockdale, 2012; Gallus et al., 2014).

Human resource departments may be overly focused on what women can do to avoid being a target when it is likely more just and appropriate to focus on what the organization can do to stop the behavior from occurring. Researchers have suggested that if organizations knew specific characteristics that may be indicative of this type of uncivil behavior that seems to have a spiraling adverse effect in organizations, they may choose to consider these characteristics more seriously during the hiring process (Cortina, 2008, Kabat-Farr & Cortina, 2012; Nadler & Stockdale, 2012; Gallus et al., 2014). Specifically, researchers have suggested that a unique group of individuals may be particularly problematic to organizations: those who perpetrate acts

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of incivility and who have never experienced being targets themselves (Kabat-Farr & Cortina, 2012; Gallus et al., 2014; Nadler & Stockdale, 2012). These offenders are often at the starting point of the incivility spiral. Thus, researchers posit, if these offenders' characteristics could be better understood, targeted intervention might be more tailored and effective, and acts of incivility may sharply decline (Kabat-Farr & Cortina, 2012; Gallus et al., 2014; Nadler & Stockdale, 2012).

The current study compiled data from individuals from all three defined groups, but placed an emphasis in analysis on the personal characteristics of individuals who classify as offender only. Measured personal characteristics included narcissism, explicit aggressive attitudes and beliefs, general sexism, and sexism towards women in positions of power. These characteristics were chosen specifically as scholars have suggested they may be connected to greater likelihood of offending (e.g., Cunningham, Miner, & Benavides-Espinoza, 2012; Grijava, Newman, Tay, Donnellan, Harms, Robins, & Yan, 2014; Judge, LePine, & Rich, 2006; Meier & Semmer, 2012; Penney & Spector, 2005). Sexism, as previously noted, has been repeatedly documented as being linked with the perpetuation of uncivil behavior. However, personal characteristics of interest also include narcissism and the predisposition for aggression.

To date, much of the research related to workplace incivility has focused on the perspective of the target and his or her reactions and psychological resources utilized to cope (Doshy & Wang, 2014; Gallus et al., 2014). Research has also addressed the climate of the workplace that may or may not foster and perpetuate these types of uncivil behaviors. Unfortunately, research has yet to concentrate on the perspective of the offenders of these acts and their specific personal characteristics (Gallus et al., 2014).

Narcissism

According to the Diagnostic and Statistical Manual of Mental Disorders (DSM-V; American Psychiatric Association, 2013), narcissism broadly refers to a pattern of grandiosity, inability to take the position of others, preoccupation with success and power, and an overall sense of entitlement. Individuals that possess these character traits are more likely to coerce and/or derogate others in the context of a workplace environment (Judge, LePine, & Rich, 2006). Narcissistic individuals are also more likely to act in a way that would harm another or the organization for which they work if it meant saving face or gaining status or power. Hypervigilant to the perception of a threat, narcissistic individuals are more likely to become aggressive when their self-image is questioned (Bushman & Baumeister, 1998). Some research has indicated that narcissistic traits may be related to and even play a key role in uncivil behavior in the workplace (Edwards & Greenberg, 2010; Judge, LePine, & Rich, 2006; Penney & Spector, 2005).

For the purposes of the current study, narcissism was operationally defined as "a grandiose yet fragile sense of self and entitlement as well as a preoccupation with success and demands for admiration" (Ames, Rose, & Anderson, 2006, p. 440-441). In a recent meta-analysis investigating gender differences in narcissism, results indicated that males do tend to score higher on theNPI-16, the most commonly used non-clinical measure of narcissistic traits (Grijava et al., 2014). Notably, authors were interested in parsing out which facets tended to drive the gender difference in overall narcissism scores. The largest difference was on the Exploitative/Entitlement facet, indicating that men, compared with women, are more likely to exploit others and perceive themselves as special and therefore entitled to privileges (Grijava et al., 2014). Thus, some males may be more likely to support the current division of labor and

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wage inequalities not only for economic reasons, but also because they feel entitled to these resources. This is, of course, not to say that entitlement is the only explanation for wage disparities between men and women as there are many complex reasons for these inequalities.

The second largest, albeit significant, difference indicated that when compared with women, men are more likely to score highly on the Leadership/Authority facet. This indicates men are more likely to exhibit assertiveness, motivation to lead, and desire for power over others. This facet might help to explain why people who exhibit narcissistic traits tend to be chosen for leadership positions. Another possible implication of these results could be that both men and women continue to internalize reactionary gender stereotypes concerning agency and leadership (Grijava et al., 2014).

Although these elevations put males in clearly advantageous positions in certain social situations (e.g., leadership, opportunities for advancement), heightened levels of these facets of narcissism can also be socially disadvantageous. For example, entitlement has been shown to be the most socially maladaptive facet of narcissism (Ackerman et al., 2011). Notably, individuals who score highly on the Exploitative/Entitlement facet tend to engage in higher numbers of antisocial and counterproductive work behaviors, as well as have poor college adjustment and difficulties with relationships (Ackerman et al., 2011; Campbell & Foster, 2002; Penney & Spector, 2002). Links between facets of narcissism and counterproductive work behaviors indicate a high likelihood that there might also be a link between narcissism or particular facets of narcissism and incivility.

Aggressive Attitudes and Beliefs

Aggressive attitudes and beliefs indicate a predisposition towards behavioral aggression (Meier & Semmer, 2012; Michel et al., 2014). Researchers have suggested that those with a

predisposition towards aggression might be more sensitive to lack of reciprocity in the workplace. Lack of reciprocity broadly refers to a perceived imbalance of invested work and effort and gained recognition and rewards. Following models such as social exchange theory (Homans, 1961), employees believe that their investment in an organization or their relationships within an organization should be reciprocated. When an individual who is prone to aggression perceives lack of reciprocity, he or she is prone to anger and frustration (Meier & Semmer, 2012). Interestingly, this link between lack of reciprocity and uncivil behavior is particularly strong in narcissistic employees (Meier & Semmer, 2012).

Spector and Fox (2005) developed the stressor-emotion model of counterproductive work behavior (CWB). CWB is a broad category that encapsulates a group of behaviors known to include incivility, abuse, and sabotage. This broad category covers behaviors that are harmful to individuals and organizations, but are not covered in the legal protections explicitly based on race or gender. Spector and Fox (2005) developed the stressor-emotion model of CWB in which they describe these behaviors as being the dual correlates of unfavorable work conditions and personality. Specifically, injustice in the workplace leads to negative affect, which most often manifests in the form of anger and frustration. The model postulates that the link with work conditions and CWB is stronger for some employees than others. These employees with certain personality characteristics are thought to be more likely to respond with and act on their anger and engage in CWB. These attributes may include narcissism or aggressive attitudes and beliefs (Spector & Fox, 2005).

For the purposes of the current study, explicit aggressive beliefs and attitudes will be operationally defined as aggressive predispositions. Furthermore, these measured beliefs and attitudes represent a set of multifactorial social cognitions and biases, including hostile

attribution, potency, retribution, victimization by powerful others, derogation of target, and social discounting. Hostile attribution refers to the tendency to interpret others' intentions and actions as threatening or harmful (e.g., "people gain others' trust to betray them"). Using a framework of strength versus weakness in order to reason describes the construct of potency (e.g.. "only the strong survive"). Retribution refers to an individual's tendency toward seeing retaliation as the logical resolution versus reconciliation (e.g., "If I am betrayed then I have the right to retaliate"). Those who score highly on victimization by powerful others tend to see themselves as victims, exploited by those who have more power (e.g., "big companies intentionally rip off customers"). Derogation of the target involves seeing a target of aggression as deserving of that aggressive behavior (e.g., "some people are just bad people"). Finally, social discounting refers to an interpretation of events or relationships using antisocial and socially unorthodox standards (e.g., "I only follow rules that I find important") (Michel et al., 2014).

Sexism

While overt expressions of sexism have decreased over the past decade (Cortina, 2008), contemporary forms of discrimination have manifested in covert, sometimes subtle, and insidious forms of selective incivility against women. Selective incivility behaviors can range from inappropriate questions about attire: "do you think those shoes are really appropriate for this weather?" to implications about motherhood: "it's clear to us that you just aren't as committed to your work as you were before" (Cunningham, Miner, & Benavides-Espinoza, 2012). Research indicates that target reactions to selective incivility may be different than anticipated. After reading a scenario about being asked inappropriate questions, participants predicted they would feel angry and confront the interviewer. These participants (68%) also added that they would refuse to answer the inappropriate questions. However, participants who

actually experienced those inappropriate questions more commonly experienced fear and none of

the interviewees refused to answer the questions. When reading about an event accounting

incivility towards another woman, women commonly indicated that they would react forcefully

in support of the woman (Cunningham, Miner, & Benavides-Espinoza, 2012). By comparison,

women who experienced the comments commonly responded with reactions that resembled

ambivalence, which is consistent with previous research that indicates people tend to ignore

sexism and harassment initially (Gutek, 1985; Woodzicka & LaFrance, 2001). Thus, when

confronted with a misogynistic situation, there is a discrepancy between what people predict they

will do and what they do in actuality (Cunningham, Miner, & Benavides-Espinoza, 2012).

Available research indicates there is a clear relationship between sexual harassment and

general incivility (Lim & Cortina, 2005). Arguably, the two may seem similar behaviorally in

some cases. However, sexual harassment is against the law and is inherently gendered and

sexualized, whereas general incivility is not (Lim & Cortina, 2005). According to feminist

theory, behaviors that would be classified as sexual harassment are generally motivated by a

desire for power or dominance, as opposed to sexual gratification (e.g., Brownmiller, 1975;

Farley, 1978; Groth, 1979; MacKinnon, 1979). These behaviors are a means for the perpetrator

to exert power and/or acquire a desired outcome or resource (Thacker & Ferris, 1991).

Individuals who are sexually aggressive tend to be aggressive non-sexually as well (Lim &

Howard, 1998).

Sexism will be operationally defined utilizing two categories for the purposes of this

study: hostile sexism and benevolent sexism. Hostile sexism will reflect an individual's level of

dominative paternalism (e.g., "The world would be a better place if women supported men more

and criticized them less"), competitive gender differentiation (e.g., "A wife should not be

significantly more successful in her career than her husband"), and heterosexual hostility (e.g., "There are many women who get a kick out of teasing men by seeming sexually available and then refusing male advances") (Glick & Fiske, 1996). Benevolent sexism will reflect an individual's level of protective paternalism (e.g., "Every woman should have a man to whom she can turn for help in times of trouble"), complementary gender differentiation (e.g., "Many women have a quality of purity that few men possess"), and heterosexual intimacy (e.g., "People are not truly happy in life unless they are romantically involved with a member of the other sex") (Glick & Fiske, 1996).

According to scholars, benevolent sexism occurs when people are sexist in the context of a woman who is conforming to traditional role expectations. For example, "She is so warm and nurturing, just what a woman should be." Hostile sexism occurs in the context of violations of prescriptive stereotypes for women. In other words, hostile sexism occurs when a woman is perceived as violating the rules for what a woman "should be" (Glick & Fiske, 1996; Nadler & Stockdale, 2012).

Problematic interventions

The current state of policies addressing workplace aggression and incivility are potentially problematic for several reasons (Githens, 2011). Commonly, organizations employ various forms of diversity training or implement policy changes in order to curtail uncivil behaviors (Githens, 2011; Tinkler, 2013). An important criticism of diversity training interventions is that they lack a clear link to positive outcomes, as they are not geared towards action-oriented initiatives. Githens (2011) asserted that the focus on minority groups in diversity trainings can have negative implications for organizations. Despite some success, many of these programs aim to promote an appreciation for diversity, but are followed by significant backlash.

In other words, diversity interventions often unintentionally lead to increased acts of incivility. These standard trainings that lack a clear goal for action can lead to suppressed feelings and ultimately "create the risk that true feelings are merely suppressed and later seep out in unconscious ways" (Githens, 2011, p. 44). Some training programs, for example, are criticized as they can instill guilt over past injustices (Bond & Pyle, 1998a; Brown, 1996). The majority is meant to "feel the pain" (Githens, 2011, p. 45) of diverse individuals. While there is considerable debate about how to address the overall problem while recognizing the gross social injustices individuals have experienced, scholars argue that programs that are designed in this manner do not produce actionable results (Githens, 2011).

Organizations also commonly take developmental approaches. Specific programs may include adjusting work schedule structures, altering systems of compensation, or instituting 360-degree feedback. However, there are important considerations to account for when implementing strategies such as these. For example, introductions of seemingly family-friendly policies, such as flexibility for working parents, can cause backlash for users of the policies. Organizations must also account for the amount of work that occurs within teams. Bond and Pyle (1998b) found that influence, upward mobility, and positive working conditions "are differentially provided for minorities and women based on their lack of desire to engage in 'sucking up' for personal gain" (Githens, 2011, p. 48). These findings not only indicate a lack of opportunity, but also provide evidence for the potential for incivility. Women and minorities may be dismissed because they are seen as being disengaged with opportunities that might benefit their careers. In a team setting, incivility around this issue can lead to the breakdown of trust (Githens, 2011). Organizations employing these developmental strategies must consider how to address the potential for backlash and incivility in effective ways.

Githens (2011) asserted that diversity must be addressed at three levels: individual, group, and organizational. Most programs implemented by practitioners and even promoted in the research, he argued, focus only on the individual and team-level psychological factors. Approaches should reach beyond education and awareness and toward "mutual, group action approach" (Githens, 2011, p. 45). Action-oriented diversity education programs that conceptualize diversity broadly may be more successful at providing interventions that do not provide a later target (Githens, 2011). Programs such as these may involve work groups that work in phases on incivility awareness working up to prevention skill building and behavioral skill development (Githens, 2011). Instead of promoting an understanding and recognition of minorities, programs should encourage thoughtful conversations about how to move forward through inclusive action. Githens (2011) suggested utilizing principles from both action learning and diversity social justice literature to help individuals address unconscious bias, while moving toward action to improve the lives of everyone in the organization instead of singling out minority groups. Social psychologists have shown that interventions that promote a common group identity are successful at changing group attitudes (Cortina, 2008).

CHAPTER III

METHODS

This section describes the methodology of the current study, including a description of the participants, measures used, and a comprehensive description of the design of the study. A convenience sample design was utilized to assess experiences of incivility as well as personal traits of a sample of full- or part-time employed adults. A combination of ANOVA and regression analyses were used to test the hypotheses. The purpose of the design was to determine the unique contributions of each independent variable to the dependent variable

(perpetration of incivility). The independent variables were (a) narcissism, (b) aggressive attitudes and beliefs, (c) sexist beliefs, and (d) experiences as a target of incivility.

Participants

Participants were 211 employed (full- or part-time) individuals over the age of 18 living in the United States. Participants were recruited through a convenience sample method via email listservs and social media. In order to encourage a diverse pool of participants, the researcher targeted several large organizations for recruitment, including a hospital, a law firm, one rural, and one urban university in the Southeastern United States. This recruitment method promoted a sample from a variety of job types and demographics (see Table 1). The number and methods utilized were chosen in order to recruit an adequate number to establish statistical power given the number of independent variables and the type of statistical analyses conducted.

Table 1

Demographic Characteristics of the Sample.

Demographics	N	%
Gender		
Male	64	30.5
Female	143	67.8
Transgender	3	1.4
Employment		
Full-time	179	84.8
Part-time	29	13.7
Part-time temp	1	.5
Work-study	1	.5
Length of Time at Job		
Less than 1 year	37	17.5
1-5 years	89	42.2
Five years or more	85	40.3

Yearly Income

Less than 20k	9	4.4
20K-34,999	25	12.1
35K-40,999	22	10.7
50K-74,999	61	29.6
75K-99,999	30	14.6
100K-149,000	39	18.9
150K-199,999	14	6.8
200K or more	6	2.9

Race

African American, Black	9	4.3
Asian	1	.5
White Caucasian-Non-Hispanic	188	89.5
Hispanic or Latino	1	.5
American Indian	1	.5
Bi-racial	3	1.4
Decline to answer	7	3.3

Industry

Health	30	14.3
Education	156	74.3
Industrial	6	2.9
Legal	2	1.0
Other	16	7.6

Instruments

Participants completed an abbreviated version of the Narcissistic Personality Inventory (Raskin, 1998). The original instrument was composed of 40 items that assesses individuals on a range of facets of the construct: Authority, Exhibitionism, Superiority, Entitlement, Exploitativeness, Self-Sufficiency, and Vanity. The length of the measure and effects on time pressure and respondent fatigue were a concern in the current study. The abbreviated Narcissistic Personality Inventory-16 (NPI-16) closely parallels the NPI-40 in its relation to other personality measures, while providing a shorter, unidimensional option for this study where fatigue is a major concern (Ames, Rose, & Anderson, 2006). Wallace and Baumeister (2002)

noted that NPI index scores are consistently more predictive in empirical studies measuring narcissism than subscale scores derived from the various facets. The NPI-16 served as a shortened measure that can provide a snapshot similar to that provided by the overall index score on the NPI-40 (Ames, Rose, & Anderson, 2006).

The NPI-16 scale is composed of 16 forced-choice item pairings. A total score is obtained by computing a mean across the 16 items with narcissism-consistent responses coded as 1 and narcissism-inconsistent responses coded as 0. Illustrational dyads include "I know that I am good because everybody keeps telling me so" and "When people compliment me I sometimes get embarrassed"; "Everybody likes to hear my stories" and "Sometimes I tell good stories"; finally, "I am more capable than other people" and "There is a lot that I can learn from other people."

The NPI-16 is a commonly used measure of subclinical narcissism, utilized in numerous empirical studies testing the effects of narcissism (Ames, Rose, & Anderson, 2006; Gentile, Miller, Hoffman, Reidy, Zeichner, & Campbell, 2013; Maltby, 2010; Wonneberg, 2007). Furthermore, in a study comparing popular measures of narcissism to the use of expert ratings, the NPI showed the greatest similarity to the expert ratings of narcissistic personality disorder despite being measured with the abbreviated 16-item version (Miller et al., 2014). In a study with 776 university students comparing the abbreviated version and the original version of the NPI, the two measures were correlated at $r = .90$, $p < .001$, indicating satisfactory internal consistency. In the same study utilized to determine the reliability and validity of the measure, the NPI-16 had an α of .72, with loadings on the first unrotated factor ranging from .13 to .66 with the first factor capturing 19.9 percent of variance (Ames, Rose, & Anderson, 2006). In an examination of test-retest reliability over a 5-week period, the NPI-16 had an α of .69 at Time 1

and an α of .78 at Time 2. Scores on the NPI-16 were stable over a 5-week period ($r = .85$, $p <$

.01). The NPI-16 has also demonstrated satisfactory predictive validity. For example,

narcissism was positively correlated with participants' estimates of their own performance in a

judgement task (Ames, Rose, & Anderson, 2006). Consistent with results on the longer measure,

men consistently show marginally higher levels of narcissism than women.

Participants also completed a 30-item measure of violent predispositions, the Explicit

Aggressive Beliefs and Attitudes Scale (Michel et al., 2013). For the purposes of the current

study, explicit aggressive beliefs and attitudes will be operationally defined as aggressive

predispositions; thus, the measure chose matches most clearly with the operational definition

utilized in this study (Michel et al., 2014). The predisposition towards aggression is suggested to

be predictive of perpetration of incivility (DeSouza, 2008; Greenberg & Barling, 1999) and is

thus an important factor to explore. Furthermore, these measured beliefs and attitudes represent

a set of multifactorial social cognitions and biases, including hostile attribution, potency,

retribution, victimization by powerful others, derogation of target, and social discounting

(Michel et al., 2014). Hostile attribution refers to the tendency to interpret others' intentions and

actions as threatening or harmful (e.g., "people gain others' trust to betray them"). Using a

framework of strength versus weakness in order to reason describes the construct of potency

(e.g., "only the strong survive"). Retribution refers to an individual's tendency toward seeing

retaliation as the logical resolution versus reconciliation (e.g., "If I am betrayed then I have the

right to retaliate"). Those who score highly on victimization by powerful others tend to see

themselves as victims, exploited by those who have more power (e.g., "big companies

intentionally rip off customers"). Derogation of the target involves seeing a target of aggression

as deserving of that aggressive behavior (e.g., "some people are just bad people"). Finally, social

discounting refers to an interpretation of events or relationships using antisocial and socially

unorthodox standards (e.g., "I only follow rules that I find important") (Michel et al., 2014).

The factor structure and coefficient alpha reliability of this measure were examined upon

the scale's recent development. Findings indicated the 6-factor model fit the data well and

further that a hierarchal model reflected the strongest theoretical rationale. Coefficient alpha

reliabilities were moderately high at both factor (ranging from α = .79 to α = .92) and scale levels

(α = .91). Convergent and divergent validity as well as criterion-related validity were each

examined. The scale demonstrated satisfactory convergent and divergent validity when

compared with other measures. Criterion validity was also satisfactory. Notably, the scale was

significantly related to self-reported and other-reported workplace deviance as well as

interpersonal deviance (Michel et al., 2014).

Participants then completed a 22-item measure of sexist beliefs called the Ambivalent

Sexism Inventory (ASI) (Glick & Fiske, 1996), which assesses sexist attitudes towards women.

While many other measures of sexist attitudes exist, the ASI is a more accurate measure of the

modern manifestations of sexism described within this study (Glick & Fiske, 1996). The

measure not only assesses explicit sexist attitudes (hostile sexism), but also the more subtle and

insidious forms of sexism that affect today's workplace and are likely contributors to the

perpetration of incivility (Cortina et al.,; Glick & Fiske, 1996).

Sexism was operationally defined utilizing two categories for the purpose of this study:

hostile sexism and benevolent sexism. Hostile sexism reflects an individual's level of

dominative paternalism (e.g., "The world would be a better place if women supported men more

and criticized them less"), competitive gender differentiation (e.g., "A wife should not be

significantly more successful in her career than her husband"), and heterosexual hostility (e.g.,

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"There are many women who get a kick out of teasing men by seeming sexually available and then refusing male advances") (Glick & Fiske, 1996). Benevolent sexism will reflect an individual's level of protective paternalism (e.g., "Every woman should have a man to whom she can turn for help in times of trouble"), complementary gender differentiation (e.g., "Many women have a quality of purity that few men possess"), and heterosexual intimacy (e.g., "People are not truly happy in life unless they are romantically involved with a member of the other sex") (Glick & Fiske, 1996).

Respondents to the ASI are asked to indicate agreement or disagreement on a scale that ranges from 0 (disagree strongly) to 5 (agree strongly) with no midpoint. Thus, respondents are forced to agree or disagree at least slightly with each item. Overall scores on the ASI predict ambivalent attitudes toward women where the hostile sexism scale correlates with negative attitudes toward and stereotypes about women and the benevolent sexism scale correlates with positive attitudes toward and stereotypes about women.

Average scores for the two major subscales in addition to the scale score on the ASI yielded acceptable alpha coefficients across six studies. The ASI has also demonstrated satisfactory convergent and divergent validity when compared with other measures. The ASI has also been examined alongside a measure of social desirability that separately measures impression management as well as self-deception. Researchers were not surprised that on a college campus noted for political correctness, ASI scores were not completely unrelated to social desirability. ASI scales were not significantly related to self-deception, and while the correlations with impression management were significant, these were not large (ranging from $r = -.13$ to $r = -.31$, $p < .05$) (Glick & Fiske, 1996).

Finally, participants completed an abbreviated 13-item form of the Marlowe-Crowne Social Desirability Scale entitled the Marlowe-Crowne Form C (MC Form C) to assess and control for response bias (Reynolds, 1982). The short form of the scale was utilized in the current study as it has comparable psychometric properties to the original full scale and also to address concerns of participant fatigue. Internal consistency of the original Marlowe-Crowne was calculated using a Kuder-Richardson formula 20 ($r$kr20 = .88). The same method was used for comparison in examining the internal consistency of the MC Form C ($r$kr20 = .76). In comparisons between several short forms with the original Marlowe-Crowne, the MC Form C correlated most highly with the standard 33-item Marlowe-Crowne. Respondents are asked to respond to each item by indicating either true or false. Illustrative items include "No matter who I'm talking to, I'm always a good listener" and "I have never deliberately said something that hurt someone's feelings" (Reynolds & Gerbasi, 1962).

These reported attributes and characteristics were then compared with respondents' reported levels of experience and perpetration of uncivil behavior as measured by the Uncivil Workplace Behavior Questionnaire (UWBQ) (Martin & Hine, 2005). The UWBQ is a 17-item 4-factor scale of experiences of workplace incivility. Respondents are asked to consider the past 12 months or as long as they have been with their current organization and indicate the frequency of their experiences ranging from 1 (never) to 5 (very often). Illustrative items include "publicly discussed your confidential information," "raised their voice while speaking to you." and "intentionally failed to pass on information that you should have been made aware of."

Respondents answered the UWBQ, which was designed to assess experiences as a target of incivility. This scale was chosen over the only other existing measure of workplace incivility (Cortina et al., 2001) as the UWBQ assesses multiple facets of incivility, whereas the original

measure developed by Cortina and colleagues (2001) is a unidimensional measure. Additionally, the UWBQ is internally consistent and demonstrates satisfactory convergent, divergent, and concurrent validity. As this is a study focused on incivility, the need for a comprehensive, facet-based measure is apparent.

In order to measure perpetration of incivility, the original measure of incivility developed by Cortina and colleagues (2001) were utilized, as this is the only measure currently available that has been psychometrically validated to assess incivility perpetration. The Workplace Incivility Scale (WIS) is a 7-item scale that poses the question, "During the PAST YEAR, how often have you engaged in the following toward any of your supervisors or coworkers?" Participants are asked to respond on a 5-point frequency response scale ranging from 0 (never) to 4 (many times). Items include "put you down or was condescending to you," "made demeaning or derogatory remarks about you," and "doubted your judgment on a matter over which you have responsibility" (Cortina et al., 2001). Cortina et al. (2001) reported an alpha coefficient of .89 for the WIS and found that it correlated ($r = -.59$) with Donovan, Drasgow, and Munson's (1998) Perception of Fair Interpersonal Treatment Scale, thus supporting its reliability and construct validity.

Participants completed a 9-item measure of general job stress, The (GWSS), to assess subjective experiences of felt work stress (Bruin, 2006). The GWSS measures the extent to which people appraise their work environment to be stressful. Other researchers have pointed to the important connection between this variable and the potential important links between the experience and/or perpetration of incivility. Thus, this was an important and interesting variable to hold constant in this research. The measure has demonstrated construct validity for subjective work stress.

Procedure

Participants accessed the aforementioned measures online through Qualtrics, an online data management system. Before accessing the survey on Qualtrics, participants viewed a short message with a brief description of the study and consent form. . Participants were informed that they would be participating in a study investigating workplace experiences.

Data Analysis

A one-way ANOVA was used to test the effect of gender on incivility experiences. Group differences, such as differences in the experiences of minority members, in incivility experiences were measured with a one-way ANOVA analysis. A regression analysis tested the ability of a measure of workplace incivility experiences to account for a significant amount of variability in scores to incivility perpetration. Regression was also utilized to examine whether males who score higher on a measure of general sexism were associated with higher scores on a measure of incivility perpetration. Finally, separate one-way ANOVA analyses were used to test the effects of type of incivility experience (perpetrator only or no perpetration) on measures of aggression and narcissism. Previous researchers (Cortina, 2008) have controlled for length of time in the workplace and general job stress, as these have been relevant factors potentially influencing incivility experiences and perpetration; thus, these variables were entered into the equation as covariates.

CHAPTER IV

RESULTS

As stated in the previous chapter, the current study sought to investigate relationships between incidence of incivility among employees with specific consideration to personality and stereotyped beliefs and their effects. Specifically, incidence among targets, offenders, and

target/offenders were explored with respect to a defined set of stereotyped beliefs and personality characteristics. First, targets are those individuals who have experienced uncivil acts against them. Offender/targets, assumed the most common group, are those who have both committed uncivil acts against others and experience uncivil acts against them. In other words, they have been on both the giving and receiving end of incivility. Finally, the group of most interest in this study is the offender-only group. These individuals have not experienced acts of uncivil behavior, but have committed these acts against others. They have never been on the receiving end on incivility, only the giving.

The following hypotheses were tested:

H1: Females will report higher incidences of incivility experiences.

H2: Racial minorities will report higher incidences of incivility experiences.

H3: Individuals who have experienced higher rates of incivility themselves will report higher incidences of incivility perpetration towards others.

H4: Males who report incivility perpetration will report higher scores on a measure of general sexism.

H5: Individuals who report perpetrating only (no experiences as target) will report higher scores on a measure of explicit aggression.

H6: Individuals who report perpetrating only (no experiences as target) will report higher scores on a measure of narcissism.

Mean scores for sexism were relatively low (range = 1-5, M = 2.3, SD = .87) (see Table 2). In addition, the mean score for perpetration of incivility across participants was 1.6 (range 1-4, SD = .54). These results would indicate that, on average, participants report low perpetration of incivility toward others. With regard to experiences of incivility, participants also scored on

the lower end of this measure, indicating participants reported a low frequency of uncivil

experiences against them at work (range = 1-5, M = 1.6, SD = .67). With regard to social

desirability, participants' mean score was 1.5 (SD = .14). These data suggest that participants

likely responded in a forthright way, with little regard to impression management. The mean

score on the measure of aggressive beliefs was 4.1 (range = 1-7, SD = .86), which is presumed in

the range of minimal predisposition towards aggression. Participants, on average, reported low

levels of narcissism (range = 1-7, M = 4.9, SD = .85). Finally, with regards to general workplace

stress, the average score was 2.2 (range = 1-5, SD = .78). These results would indicate that on

average, participants reported a relatively low level of job stress.

Table 2
Descriptive Statistics of Variables.

	Descriptive Statistics	
Variable	Mean	Standard Deviation
Ambivalent Sexism	2.3	.87
Workplace Incivility Scale (Offender)	1.6	.54
Uncivil Workplace Behavior (Target)	1.6	.67
MC-SHORT	1.5	.14
Explicit Aggressive Beliefs &Attitudes	4.1	.86
Narcissism	4.9	.85
GWWS	2.2	.78

Regression Analyses

Given the significant and positive relationship between perpetration and experience of

incivility, a regression analysis was conducted to examine whether experiences of incivility

significantly predicted incivility perpetration. A simple regression analysis was used to test if

scores on experiences of incivility significantly predicted participants' reported rates of

perpetration of incivility. The results of the regression indicated the predictor explained 29% of

the variance in rates of perpetration, $F(1,208) = 86.92$, $p < .001$, $R2 = .29$.

A simple regression analysis was also used to test if scores on sexism significantly predicted male participants' ratings of perpetration of incivility. The results of the regression indicated that sexism explained 4% of the variance in males' scores on perpetration, $F(1,62) = 2.84$, $p = .09$, R2 = .04, a small to moderately-sized effect.

Analyses of Variance

A one-way ANOVA was used to test the effect of gender on incivility experiences. Group differences, such as differences in the experiences of minority members, in incivility experience was also measured with a one-way ANOVA analysis (see Table 3). A one-way ANOVA was used to test the effect of gender on incivility experiences. The main effect of gender was not significant, $F(1, 205) = .03$, $p = .86$. Participants did not differ with regards to gender on the reported incidence of incivility experience. The main effect of minority status was not significant, $F(1, 204) = .77$, $p = .38$. Participants did not differ based on reported race on the reported incidence of incivility experience. For the purposes of this analysis, minority status was coded as White versus non-White. A lack of statistically significant results in these findings may be related to restriction of range in scores on the measure for experiences of incivility (see Table 4).

Table 3

Regression analyses of experience as target and sexism as predictors of incivility perpetration.

Variable	Incivility Perpetration		
	B	*SE B*	β
Experiences as target	.44	.047	.543**
Male Sexism	.12	.069	.209

Note. **represents results significant at the p<.01 level.

Table 4

Analysis of Variance (ANOVA) Between Gender, Minority Status and Experiences of Incivility

Variable	df	f	η	p
		Incivility Exp.		
Gender	1	.03	.45	.86
Minority Status	1	.77	.45	.38

A one-way ANOVA was conducted examining the effect of type of incivility experience

(e.g., target only, perpetrator only, both) on a measure of explicit aggression. The effect of type

of incivility experience on a measure of narcissism was also tested using a one-way ANOVA.

Planned control variables included length of time at job, social desirability, and workplace stress.

ANCOVA analyses were conducted to examine the influence of incivility experience type on

aggression and narcissism while removing the effects of time at one's job, general job stress, and

social desirability. After controlling for these variables, the main effect of type of incivility

experience (e.g., target, perpetrator, both) on aggression was significant, $F(2,198) = 4.63$, $p =$

$.01$, $R2 = .05$. The main effect of type of incivility experience on narcissism was not significant,

$F(2,198) = 1.11$, $p = .33$, $R2 = .01$. For aggression, pairwise comparisons employing the

Bonferroni adjustment indicate that the mean for the group with only experiences as an offender

of incivility is significantly greater than the mean for the group who reported both experiences

being a target and experiences acting uncivilly towards others, $F(2,192) = 4.63$, $p = .01$, $R2 =$

$.05$. There were no significant pairwise comparisons for narcissism.

CHAPTER V

DISCUSSION

Situating the Findings in the Literature

Existing literature on incivility can point to possible explanations for these findings. First, a common response to experiencing incivility in the workplace is to see the perpetrator as a representative of the company and thus punish the company with decreased efforts and effectiveness at work. Existing literature indicates that those with narcissistic traits are more likely to act out in a retaliatory manner. The current finding that experiences of incivility promote perpetration of incivility is well established in previous literature and organizational theory and is further demonstrated in the findings of the current study. Recently published literature indicates that this interactional relationship is much more common than the previously dyadic conceptualization of incivility in the workplace (Cortina et al., 2017).

In the second hypothesis, it was proposed that men who score highly on sexism will have higher rates of perpetration. Results did not reach the threshold for statistical significance for sexism predicting perpetration in males. Although, results did indicate a small to moderate effect. One plausible explanation is that covert and implicit bias, often implicated in acts of uncivil behavior, was not captured by the materials utilized. More modern forms of sexism (and racism) tend to reflect implicit bias held by those who report valuing egalitarianism and avoid intentionally discriminating on the basis of gender or race. Selective incivility, thus, is difficult to capture as it is often represented as a disguised form of workplace dysfunction. The small effect of this relationship is worthy of note, however, as it points to relevant directions for research, such as exploring the overlapping dynamics of sexual harassment and workplace mistreatment (Cortina et al., 2017).

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In the third and fourth hypotheses, it was proposed that gender and race would predict experiences of incivility. The was not demonstrated in the findings of this study. Unfortunately, the sample of this study yielded little diversity with regard to race, ethnicity, and gender (e.g., 87% White, 67% female). I nformation regarding sexual identity was not gathered for the current study. One plausible explanation that gender and race did not predict experiences as a target is that there was not enough diversity in the sample to capture significant differences that may exist. Recent literature has also suggested that women and people of color may be less likely to report experiences as a target. Researchers suggest this may point to under-reporting due to having less power within an organization, self-blame, or fear of retribution akin to the research on under-reporting, possibly as an effect of the core myths commonly associated with under-reporting in cases of sexual harassment and sexual violence (Cortina et al., 2017).

In the final two hypotheses, those who reported only having perpetrated acts of incivility were expected to score higher on measures of aggression and narcissism than those who reported either only having been a target or having been a target and a perpetrator. Results demonstrated that scores on aggression did differ between groups and that those who had perpetrated only scored higher on the measure of aggression. Importantly, this measure of aggression reflects attitudes and beliefs, which authors of the measure report are linked with social cognition and biases that generally predispose a person towards explicit aggression (Michel et al., 2014).

These findings highlight the importance of future research that may offer departure points from the traditional incivility spiral in which incivility begets incivility. Researchers have suggested that encouraging departure points from the spiral may be more successful at promoting healthy, civil work environments (Cortina et al., 2017). Interventions that build resilience and

pro-social behavior have shown early promise to provide such departure points before incivility overtakes a work environment or escalates to more explicit aggression.

These results, along with the literature reviewed, demonstrate the complex relationships between incidences of incivility, personality variables, and stereotyped beliefs. To better understand the complexities related to selective incivility and directions for interventions and prevention, future directions for research are discussed below.

Implications

Existing policies addressing workplace aggression and incivility are potentially problematic for several reasons (Githens, 2011). Commonly, organizations employ various forms of diversity training or implement policy changes in order to curtail uncivil behaviors (Githens, 2011; Tinkler, 2013). An important criticism of diversity training interventions is that they lack a clear link to positive outcomes, as they are not geared towards action-oriented initiatives. The findings of the current study point to possibilities for more effective and more cross-culturally appropriate interventions. This information can be utilized to more effectively reach all employees.

First, those who may be more likely to instigate uncivil behavior may respond better to tangible information about how uncivil workplace behaviors effects the bottom line. Research supports the notion that diversity within organizations is critical to reaching a company's full potential. Employees are in general happier, healthier, more productive, and demonstrate more pro-social work behavior in a work environment characterized by a healthy work culture that values diversity (Cortina et al., 2017). By contrast, when companies are not representative of their consumer audience, they lose out on the buying power of diverse groups (Githens, 2011).

Many companies have found that building employee networks protects companies against incivility. These networks may be an effective departure point in a workplace characterized by incivility. Furthermore, these networks have multiple advantages. First, they enhance marketing and recruitment when employees feel heard and proud of their organizations. Pride and contentment in one's job boosts retention, another important aspect of the bottom line for many companies. When employees are content at work, they are more likely to represent their brand outside of work and endorse their workplace ("2017 Top 50," 2017). According to "2017 Top 50 Facts & Figures" (2017), companies that rank in the Top 50 Companies for Diversity, a data driven list, outperform their lower ranking counterparts by 25% in the stock market. Dissemination of information such as this may be more motivating to employees who may place less inherent value on civil behavior. In addition, providing information relevant to the company may be less divisive overall than previously utilized interventions like conflict resolution or leadership coaching (Githens, 2011).

Limitations and Directions for Future Research

Multiple limitations are associated with conducting survey research. One limitation of this study involved the use of an online self-report questionnaire. With this format, it is possible that respondents underreported behaviors that they may consider unseemly or beliefs of which they are ashamed or consider socially unacceptable. This difference could have influenced the data that was obtained by not fully capturing the true relationship between the variables that were explored. By their nature, implicit stereotyped beliefs may also be under-reported or difficult to capture with a self-report questionnaire. In addition, as previously mentioned, core myths that imply incivility is insignificant or irrelevant may influence reporting. However, participants

were notified that the study would be anonymous and data analyses accounted for social desirability in order to empirically protect against these limitations.

A second limitation was the use of a Likert scale instead of item-pairings on the NPI-16 as it was originally designed. In doing so, the current researcher could not rely on the psychometric properties of the measure as it was originally designed; however, the scale demonstrated strong reliability as it was used for this study ($\alpha = .85$). Conceptually, if narcissism is viewed on a continuum rather than as a dichotomous variable, the use of a Likert scale may be more appropriate for measuring sub-clinical narcissism, which was the aim of this measure for the purposes of the current study.

Finally, existing literature regarding Cortina and colleagues' (2014) theory of selective incivility focuses on the role of incivility in the workplace on the experiences of women and people of color. It is important to note that other minority groups may be disproportionately affected by these behaviors. In order to gain a more complete understanding of selective incivility, the relationship between experiences of incivility and other minority groups, including sexual minorities and other intersecting identities, should be examined.

Future Research

Future research should explore various methods of collecting information regarding incivility across time in a longitudinal manner. As mentioned previously, the often-implicit biases that underlie uncivil behavior can reinforce discriminatory attitudes in the workplace and create a culture that minimizes or even denies the relevance of these behaviors. Researchers have suggested that these messages may serve to cultivate under-reporting of problematic behavior or, at worst, reinforce an organization's denial of uncivil behavior and the deleterious and insidious effects associated. Future research with longitudinal measures may provide more

opportunity to accurately assess the incident of and implicit bias implicated in workplace incivility.

Nearly 15 years of empirical research on this topic suggests that complex relationships exist among personality, stereotyped beliefs, and incidence and impact of incivility in the workplace (Cortina et al., 2017). Recently published summaries of this relatively new area suggest that reconsidering some of the theoretical bases for incivility may be in order. In particular, researchers are urged to consider how groups are categorized in most of the literature as either "instigator" or "target," when in reality, the groups tend to be much more fluid. More often, incivility is an interactional dynamic by which one can move between target, target/offender, and offender. The current study, considering all three groups, provides some early information about the similarities and differences among these groups.

Conclusion

In sum, findings from the current study indicate that there does appear to be a link between experiencing incivility and offending against others. As shown by the results of this study, it is possible that those who experience incivility themselves may be more likely to then act out in uncivil ways towards their counterparts at work. This is an important relationship to consider when designing interventions and policies in the workplace with the aim to prevent or decrease the incidence of these behaviors. In addition, there appears to be a link between aggressive predispositions and the more "risky" individuals who have only acted out against others and have not experienced incivility themselves. Future research bridging various disciplines could point to the most effective methods for intervention. The findings of this study suggest that bridging literature on prevention of sexual harassment and sexual violence in the workplace may be particularly relevant to the prevention of incivility.

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Appendix A: Qualtrics survey including informed consent

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You are invited to participate in a research survey. The study is being conducted by Sarah Abercrombie, Sarah Hastings, Tracy Cohn, and Thomas Pierce in the Psychology Department of Radford University P.O Box 6946 Radford, VA 24142, (540) 831-6169, sheidel@radford.edu. The purpose of this study is to examine workplace experiences. You must be 18 or older and currently employed to participate. Your participation in the survey will contribute to a better understanding of experiences and interactions in the workplace. We estimate that it will take about fifteen to twenty minutes of your time to complete the questionnaire. You are free to contact the investigator at the above address and phone number to discuss the survey. Risks to participants are considered minimal. There will be no costs for participating, nor will you directly benefit from participating. IP addresses will not be recorded. A limited number of research team members will have access to the data during data collection. No identifying information will be collected. Your participation in this survey is voluntary. You may decline to answer any question and you have the right to withdraw from participation at any time without penalty. If you wish to withdraw from the study or have any questions, contact the investigator listed above. If you have any questions please call Sarah Hastings at (540) 831-6169 or send an email to Sarah Abercrombie, sheidel@radford.edu. You may also request a hard copy of the

survey from the contact information above. This study has been approved by the Radford University Institutional Review Board for the Review of Human Subjects Research. If you have questions or concerns about your rights as a research subject or have complaints about this study, you should contact Dr. Dennis Grady, Dean, College of Graduate and Professional Studies, Radford University, dgrady4@radford.edu, 1-540-831-7163. If you agree to participate, please press the arrow button at the bottom right of the screen. Otherwise use the X at the upper right corner to close this window and disconnect. Thank you.

Q1 Below are a series of statements concerning men and women and their relationships in contemporary society. Please indicate the degree to which you agree or disagree with each statement.

Q2 No matter how accomplished he is, a man is not truly complete as a person unless he has the love of a woman.

○ Disagree strongly (1)
○ Disagree somewhat (2)
○ Disagree slightly (3)
○ Agree slightly (4)
○ Agree somewhat (5)
○ Agree strongly (6)

Q3 Many women are actually seeking special favors, such as hiring policies that favor them over men, under the guise of asking for "equality."

○ Disagree strongly (1)
○ Disagree somewhat (2)
○ Disagree slightly (3)
○ Agree slightly (4)
○ Agree somewhat (5)
○ Agree strongly (6)

Q4 In a disaster, women ought not necessarily to be rescued before men.

- ○ Disagree strongly (1)
- ○ Disagree somewhat (2)
- ○ Disagree slightly (3)
- ○ Agree slightly (4)
- ○ Agree somewhat (5)
- ○ Agree strongly (6)

Q5 Most women interpret innocent remarks or acts as being sexist.

- ○ Disagree strongly (1)
- ○ Disagree somewhat (2)
- ○ Disagree slightly (3)
- ○ Agree slightly (4)
- ○ Agree somewhat (5)
- ○ Agree strongly (6)

Q6 Women are too easily offended.

- ○ Disagree strongly (1)
- ○ Disagree somewhat (2)
- ○ Disagree slightly (3)
- ○ Agree slightly (4)
- ○ Agree somewhat (5)
- ○ Agree strongly (6)

Q7 People are often truly happy in life without being romantically involved with a member of the other sex.

- ○ Disagree strongly (1)
- ○ Disagree somewhat (2)
- ○ Disagree slightly (3)
- ○ Agree slightly (4)
- ○ Agree somewhat (5)
- ○ Agree strongly (6)

Q8 Feminists are not seeking for women to have more power than men.

- ❍ Disagree strongly (1)
- ❍ Disagree somewhat (2)
- ❍ Disagree slightly (3)
- ❍ Agree slightly (4)
- ❍ Agree somewhat (5)
- ❍ Agree strongly (6)

Q9 Many women have a quality of purity that few men possess.

- ❍ Disagree strongly (1)
- ❍ Disagree somewhat (2)
- ❍ Disagree slightly (3)
- ❍ Agree slightly (4)
- ❍ Agree somewhat (5)
- ❍ Agree strongly (6)

Q10 Women should be cherished and protected by men.

- ❍ Disagree strongly (1)
- ❍ Disagree somewhat (2)
- ❍ Disagree slightly (3)
- ❍ Agree slightly (4)
- ❍ Agree somewhat (5)
- ❍ Agree strongly (6)

Q11 Most women fail to appreciate fully all that men do for them.

- ❍ Disagree strongly (1)
- ❍ Disagree somewhat (2)
- ❍ Disagree slightly (3)
- ❍ Agree slightly (4)
- ❍ Agree somewhat (5)
- ❍ Agree strongly (6)

Q12 Women seek to gain power by getting control over men.

○ Disagree strongly (1)
○ Disagree somewhat (2)
○ Disagree slightly (3)
○ Agree slightly (4)
○ Agree somewhat (5)
○ Agree strongly (6)

Q13 Every man ought to have a woman whom he adores.

○ Disagree strongly (1)
○ Disagree somewhat (2)
○ Disagree slightly (3)
○ Agree slightly (4)
○ Agree somewhat (5)
○ Agree strongly (6)

Q14 Men are complete without women.

○ Disagree strongly (1)
○ Disagree somewhat (2)
○ Disagree slightly (3)
○ Agree slightly (4)
○ Agree somewhat (5)
○ Agree strongly (6)

Q15 Women exaggerate problems they have at work.

○ Disagree strongly (1)
○ Disagree somewhat (2)
○ Disagree slightly (3)
○ Agree slightly (4)
○ Agree somewhat (5)
○ Agree strongly (6)

Q16 Once a woman gets a man to commit to her, she usually tries to put him on a tight leash.

- ○ Disagree strongly (1)
- ○ Disagree somewhat (2)
- ○ Disagree slightly (3)
- ○ Agree slightly (4)
- ○ Agree somewhat (5)
- ○ Agree strongly (6)

Q17 When women lose to men in a fair competition, they typically complain about being discriminated against.

- ○ Disagree strongly (1)
- ○ Disagree somewhat (2)
- ○ Disagree slightly (3)
- ○ Agree slightly (4)
- ○ Agree somewhat (5)
- ○ Agree strongly (6)

Q18 A good woman should be set on a pedestal by her man.

- ○ Disagree strongly (1)
- ○ Disagree somewhat (2)
- ○ Disagree slightly (3)
- ○ Agree slightly (4)
- ○ Agree somewhat (5)
- ○ Agree strongly (6)

Q19 There are actually very few women who get a kick out of teasing men by seeming sexually available and then refusing male advances.

- ○ Disagree strongly (1)
- ○ Disagree somewhat (2)
- ○ Disagree slightly (3)
- ○ Agree slightly (4)
- ○ Agree somewhat (5)
- ○ Agree strongly (6)

Q20 Women, compared to men, tend to have a superior moral sensibility.

○ Disagree strongly (1)
○ Disagree somewhat (2)
○ Disagree slightly (3)
○ Agree slightly (4)
○ Agree somewhat (5)
○ Agree strongly (6)

Q21 Men should be willing to sacrifice their own well-being in order to provide financially for the women in their lives.

○ Disagree strongly (1)
○ Disagree somewhat (2)
○ Disagree slightly (3)
○ Agree slightly (4)
○ Agree somewhat (5)
○ Agree strongly (6)

Q22 Feminists are making entirely reasonable demands of men.

○ Disagree strongly (1)
○ Disagree somewhat (2)
○ Disagree slightly (3)
○ Agree slightly (4)
○ Agree somewhat (5)
○ Agree strongly (6)

Q23 Women, as compared to men, tend to have a more refined sense of culture and good taste.

○ Disagree strongly (1)
○ Disagree somewhat (2)
○ Disagree slightly (3)
○ Agree slightly (4)
○ Agree somewhat (5)
○ Agree strongly (6)

Q24 During the PAST YEAR, how often have you engaged in the following toward any of your supervisors or coworkers?" (0-never,1-once or twice,2-sometimes,3-often,4-many times)Q25 Put them down or were condescending toward them?

- ○ 1 (never) (1)
- ○ 2 (once or twice) (2)
- ○ 3 (sometimes) (3)
- ○ 4 (often) (4)
- ○ 5 (many times) (5)

Q26 Paid little attention to their statement or showed little interest in their opinion?

- ○ 1 (never) (1)
- ○ 2 (once or twice) (2)
- ○ 3 (sometimes) (3)
- ○ 4 (often) (4)
- ○ 5 (many times) (5)

Q27 Made demeaning or derogatory remarks about them?

- ○ 1 (never) (1)
- ○ 2 (once or twice) (2)
- ○ 3 (sometimes) (3)
- ○ 4 (often) (4)
- ○ 5 (many times) (5)

Q32 Addressed them in unprofessional terms, either publicly or privately?

- ○ 1 (never) (1)
- ○ 2 (once or twice) (2)
- ○ 3 (sometimes) (3)
- ○ 4 (often) (4)
- ○ 5 (many times) (5)

Q33 Ignored or excluded them from professional camaraderie?

○ 1 (never) (1)
○ 2 (once or twice) (2)
○ 3 (sometimes) (3)
○ 4 (often) (4)
○ 5 (many times) (5)

Q34 Doubted their judgment on a matter over which they had responsibility?

○ 1 (never) (1)
○ 2 (once or twice) (2)
○ 3 (sometimes) (3)
○ 4 (often) (4)
○ 5 (many times) (5)

Q35 Made unwanted attempts to draw them into a discussion of personal matters?

○ 1 (never) (1)
○ 2 (once or twice) (2)
○ 3 (sometimes) (3)
○ 4 (often) (4)
○ 5 (many times) (5)

Q36 Consider the past twelve months or as long as you have been with your current organization and indicate the frequency of your experiences ranging from 1 (never) to 5 (very often).

Q37 Raised their voice while speaking to you.

○ 1 (never) (1)
○ 2(once or twice) (2)
○ 3 (sometimes) (3)
○ 4 (often) (4)
○ 5 (very often) (5)

Q38 Used an inappropriate tone when speaking to you.

❍ 1 (never) (1)
❍ 2 (once or twice) (2)
❍ 3 (sometimes) (3)
❍ 4 (often) (4)
❍ 5 (very often) (5)

Q39 Spoke to you in an aggressive tone of voice.

❍ 1 (never) (1)
❍ 2 (once or twice) (2)
❍ 3 (sometimes) (3)
❍ 4 (often) (4)
❍ 5 (very often) (5)

Q40 Rolled their eyes at you.

❍ 1 (never) (1)
❍ 2 (once or twice) (2)
❍ 3 (sometimes) (3)
❍ 4 (often) (4)
❍ 5 (very often) (5)

Q41 Took stationary from your desk without later returning it.

❍ 1 (never) (1)
❍ 2 (once or twice) (2)
❍ 3 (sometimes) (3)
❍ 4 (often) (4)
❍ 5 (very often) (5)

Q42 Took items from your desk without prior permission.

❑ 1 (never) (1)
❑ 2 (once or twice) (2)
❑ 3 (sometimes) (3)
❑ 4 (often) (4)
❑ 5 (very often) (5)

Q43 Interrupted you while you were speaking on the telephone.

❍ 1 (never) (1)
❍ 2 (once or twice) (2)
❍ 3 (sometimes) (3)
❍ 4 (often) (4)
❍ 5 (very often) (5)

Q44 Read communications addressed to you, such as e-mails or faxes.

❍ 1 (never) (1)
❍ 2 (once or twice) (2)
❍ 3 (sometimes) (3)
❍ 4 (often) (4)
❍ 5 (very often) (5)

Q45 Opened your desk drawers without prior permission.

❍ 1 (never) (1)
❍ 2 (once or twice) (2)
❍ 3 (sometimes) (3)
❍ 4 (often) (4)
❍ 5 (very often) (5)

Q46 Did not consult you in reference to a decision you should have been involved in.

❍ 1 (never) (1)
❍ 2 (once or twice) (2)
❍ 3 (sometimes) (3)
❍ 4 (often) (4)
❍ 5 (very often) (5)

Q47 Gave unreasonably short notice when canceling or scheduling events you were required to be present for.

❍ 1 (never) (1)
❍ 2 (once or twice) (2)
❍ 3 (sometimes) (3)
❍ 4 (often) (4)
❍ 5 (very often) (5)

Q48 Failed to inform you of a meeting you should have been informed about.

❍ 1 (never) (1)
❍ 2 (once or twice) (2)
❍ 3 (sometimes) (3)
❍ 4 (often) (4)
❍ 5 (very often) (5)

Q49 Avoided consulting you when they would normally be expected to do so.

❍ 1 (never) (1)
❍ 2 (once or twice) (2)
❍ 3 (sometimes) (3)
❍ 4 (often) (4)
❍ 5 (very often) (5)

Q50 Was excessively slow in returning your phone messages or e-mails without good reason for the delay.

❍ 1 (never) (1)
❍ 2 (once or twice) (2)
❍ 3 (sometimes) (3)
❍ 4 (often) (4)
❍ 5 (very often) (5)

Q51 Intentionally failed to pass on information which you should have been made aware of.

❍ 1 (never) (1)
❍ 2 (once or twice) (2)
❍ 3 (sometimes) (3)
❍ 4 (often) (4)
❍ 5 (very often) (5)

Q52 Were unreasonably slow in seeing to matters on which you were reliant on them for, without good reason.

❍ 1 (never) (1)
❍ 2 (once or twice) (2)
❍ 3 (sometimes) (3)
❍ 4 (often) (4)
❍ 5 (very often) (5)

Q53 Publicly discussed your confidential personal information.

❍ 1 (never) (1)
❍ 2 (once or twice) (2)
❍ 3 (sometimes) (3)
❍ 4 (often) (4)
❍ 5 (very often) (5)

Q54 Made snide remarks about you.

❍ 1 (never) (1)
❍ 2 (once or twice) (2)
❍ 3 (sometimes) (3)
❍ 4 (often) (4)
❍ 5 (very often) (5)

Q55 Talked behind your back.

○ 1 (never) (1)
○ 2 (once or twice) (2)
○ 3 (sometimes) (3)
○ 4 (often) (4)
○ 5 (very often) (5)

Q56 Gossiped behind your back.

○ 1 (never) (1)
○ 2 (once or twice) (2)
○ 3 (sometimes) (3)
○ 4 (often) (4)
○ 5 (very often) (5)

Q57 It is sometimes hard for me to go on with my work if I am not encouraged.

○ True (1)
○ False (2)

Q58 Listed below are a number of statements concerning personal attitudes and traits. Read each item and decide whether the statement is True or False as it pertains to you personally.

Q59 I sometimes feel resentful when I don't get my way.

○ True (1)
○ False (2)

Q60 On a few occasions, I have given up doing something because I thought too little of my ability.

○ True (1)
○ False (2)

Q61 There have been times when I felt like rebelling against people in authority even though I knew they were right.

○ True (1)
○ False (2)

Q62 No matter who I'm talking to, I'm always a good listener.

○ True (1)
○ False (2)

Q63 There have been occasions when I took advantage of someone.

○ True (1)
○ False (2)

Q64 I'm always willing to admit it when I make a mistake.

○ True (1)
○ False (2)

Q65 I sometimes try to get even rather than forgive and forget.

○ True (1)
○ False (2)

Q66 I am always courteous, even to people who are disagreeable.

○ True (1)
○ False (2)

Q67 I have never been irked when people expressed ideas very different from my own.

○ True (1)
○ False (2)

Q68 There have been times when I was quite jealous of the good fortune of others.

❍ True (1)
❍ False (2)

Q69 I am sometimes irritated by people who ask favors of me.

❍ True (1)
❍ False (2)

Q70 I have never deliberately said something that hurt someone's feelings.

❍ True (1)
❍ False (2)

Q71 Please respond to the following.

Q72 The wealthy capitalize on those who are less fortunate.

❍ Strongly agree (1)
❍ Agree (2)
❍ Somewhat agree (3)
❍ Neither agree nor disagree (4)
❍ Somewhat disagree (5)
❍ Disagree (6)
❍ Strongly disagree (7)

Q73 The rich get richer by taking advantage of the poor.

❍ Strongly agree (1)
❍ Agree (2)
❍ Somewhat agree (3)
❍ Neither agree nor disagree (4)
❍ Somewhat disagree (5)
❍ Disagree (6)
❍ Strongly disagree (7)

Q74 I believe that large corporations exploit their employees.

○ Strongly agree (1)
○ Agree (2)
○ Somewhat agree (3)
○ Neither agree nor disagree (4)
○ Somewhat disagree (5)
○ Disagree (6)
○ Strongly disagree (7)

Q75 Big companies intentionally rip off customers.

○ Strongly agree (1)
○ Agree (2)
○ Somewhat agree (3)
○ Neither agree nor disagree (4)
○ Somewhat disagree (5)
○ Disagree (6)
○ Strongly disagree (7)

Q76 Those in power stay in power by keeping others down.

○ Strongly agree (1)
○ Agree (2)
○ Somewhat agree (3)
○ Neither agree nor disagree (4)
○ Somewhat disagree (5)
○ Disagree (6)
○ Strongly disagree (7)

Q77 Some people are simply horrible human beings.

○ Strongly agree (1)
○ Agree (2)
○ Somewhat agree (3)
○ Neither agree nor disagree (4)
○ Somewhat disagree (5)
○ Disagree (6)
○ Strongly disagree (7)

Q78 Some people are just bad people.

❍ Strongly agree (1)
❍ Agree (2)
❍ Somewhat agree (3)
❍ Neither agree nor disagree (4)
❍ Somewhat disagree (5)
❍ Disagree (6)
❍ Strongly disagree (7)

Q79 Some people are completely immoral.

❍ Strongly agree (1)
❍ Agree (2)
❍ Somewhat agree (3)
❍ Neither agree nor disagree (4)
❍ Somewhat disagree (5)
❍ Disagree (6)
❍ Strongly disagree (7)

Q80 There is not good in everyone.

❍ Strongly agree (1)
❍ Agree (2)
❍ Somewhat agree (3)
❍ Neither agree nor disagree (4)
❍ Somewhat disagree (5)
❍ Disagree (6)
❍ Strongly disagree (7)

Q81 In general, people are either good or evil.

❍ Strongly agree (1)
❍ Agree (2)
❍ Somewhat agree (3)
❍ Neither agree nor disagree (4)
❍ Somewhat disagree (5)
❍ Disagree (6)
❍ Strongly disagree (7)

Q82 Getting back at others makes me feel better.

○ Strongly agree (1)
○ Agree (2)
○ Somewhat agree (3)
○ Neither agree nor disagree (4)
○ Somewhat disagree (5)
○ Disagree (6)
○ Strongly disagree (7)

Q83 If someone disrespects me, I feel the need to get even.

○ Strongly agree (1)
○ Agree (2)
○ Somewhat agree (3)
○ Neither agree nor disagree (4)
○ Somewhat disagree (5)
○ Disagree (6)
○ Strongly disagree (7)

Q84 People have the right to get revenge.

○ Strongly agree (1)
○ Agree (2)
○ Somewhat agree (3)
○ Neither agree nor disagree (4)
○ Somewhat disagree (5)
○ Disagree (6)
○ Strongly disagree (7)

Q85 Revenge is sweet.

○ Strongly agree (1)
○ Agree (2)
○ Somewhat agree (3)
○ Neither agree nor disagree (4)
○ Somewhat disagree (5)
○ Disagree (6)
○ Strongly disagree (7)

Q86 If I am betrayed then I have the right to retaliate.

❍ Strongly agree (1)
❍ Agree (2)
❍ Somewhat agree (3)
❍ Neither agree nor disagree (4)
❍ Somewhat disagree (5)
❍ Disagree (6)
❍ Strongly disagree (7)

Q87 People gain others' trust to betray them.

❍ Strongly agree (1)
❍ Agree (2)
❍ Somewhat agree (3)
❍ Neither agree nor disagree (4)
❍ Somewhat disagree (5)
❍ Disagree (6)
❍ Strongly disagree (7)

Q88 Friendliness is often a disguise for hostile intentions.

❍ Strongly agree (1)
❍ Agree (2)
❍ Somewhat agree (3)
❍ Neither agree nor disagree (4)
❍ Somewhat disagree (5)
❍ Disagree (6)
❍ Strongly disagree (7)

Q89 People are motivated by a desire to harm others.

❍ Strongly agree (1)
❍ Agree (2)
❍ Somewhat agree (3)
❍ Neither agree nor disagree (4)
❍ Somewhat disagree (5)
❍ Disagree (6)
❍ Strongly disagree (7)

Q90 People make friends in order to use them to get ahead in life.

○ Strongly agree (1)
○ Agree (2)
○ Somewhat agree (3)
○ Neither agree nor disagree (4)
○ Somewhat disagree (5)
○ Disagree (6)
○ Strongly disagree (7)

Q91 People give bad advice for personal gain.

○ Strongly agree (1)
○ Agree (2)
○ Somewhat agree (3)
○ Neither agree nor disagree (4)
○ Somewhat disagree (5)
○ Disagree (6)
○ Strongly disagree (7)

Q92 History is made through triumphs of the strong over the weak.

○ Strongly agree (1)
○ Agree (2)
○ Somewhat agree (3)
○ Neither agree nor disagree (4)
○ Somewhat disagree (5)
○ Disagree (6)
○ Strongly disagree (7)

Q93 Life presents challenges that separate the weak from the strong.

○ Strongly agree (1)
○ Agree (2)
○ Somewhat agree (3)
○ Neither agree nor disagree (4)
○ Somewhat disagree (5)
○ Disagree (6)
○ Strongly disagree (7)

Q94 I want to be stronger than others.

○ Strongly agree (1)
○ Agree (2)
○ Somewhat agree (3)
○ Neither agree nor disagree (4)
○ Somewhat disagree (5)
○ Disagree (6)
○ Strongly disagree (7)

Q95 Only the strong survive.

○ Strongly agree (1)
○ Agree (2)
○ Somewhat agree (3)
○ Neither agree nor disagree (4)
○ Somewhat disagree (5)
○ Disagree (6)
○ Strongly disagree (7)

Q96 It's important to establish who's boss.

○ Strongly agree (1)
○ Agree (2)
○ Somewhat agree (3)
○ Neither agree nor disagree (4)
○ Somewhat disagree (5)
○ Disagree (6)
○ Strongly disagree (7)

Q97 Common sense overrides the need for rules.

○ Strongly agree (1)
○ Agree (2)
○ Somewhat agree (3)
○ Neither agree nor disagree (4)
○ Somewhat disagree (5)
○ Disagree (6)
○ Strongly disagree (7)

Q98 I only follow rules that I find important.

○ Strongly agree (1)
○ Agree (2)
○ Somewhat agree (3)
○ Neither agree nor disagree (4)
○ Somewhat disagree (5)
○ Disagree (6)
○ Strongly disagree (7)

Q99 People follow too many unnecessary rules.

○ Strongly agree (1)
○ Agree (2)
○ Somewhat agree (3)
○ Neither agree nor disagree (4)
○ Somewhat disagree (5)
○ Disagree (6)
○ Strongly disagree (7)

Q100 Laws are meant to be broken.

○ Strongly agree (1)
○ Agree (2)
○ Somewhat agree (3)
○ Neither agree nor disagree (4)
○ Somewhat disagree (5)
○ Disagree (6)
○ Strongly disagree (7)

Q101 Any social rule that gets in the way of personal expression is a bad rule.

○ Strongly agree (1)
○ Agree (2)
○ Somewhat agree (3)
○ Neither agree nor disagree (4)
○ Somewhat disagree (5)
○ Disagree (6)
○ Strongly disagree (7)

Q107 Please respond to the following items.

Q108 Please enter your age.

Q109 Please indicate your gender.

○ Male (1)
○ Female (2)
○ Transmale (3)
○ Transfemale (4)

Q110 Please indicate your employment status.

○ Full-time (1)
○ Part-time (2)
○ Other, please describe. (3) _____

Q111 How long have you been employed at your current job?

○ less than one year (1)
○ one-five years (2)
○ five years or more (3)

Q112 Please indicate your ethnic and racial background.

○ African-American, Black
○ Asian
○ White Caucasian-Non-Hispanic
○ Hispanic or Latino
○ American Indian or Alaskan Native
○ Native Hawaiian or Other Pacific Islander
○ Bi-racial
○ Decline to answer

INCIVILITY, STEREOTYPES, PERSONAL CHARACTERISTICS

Q113 In terms of education and income, would you say you are:

❍ upper class (1)
❍ upper-middle class (2)
❍ middle class (3)
❍ lower-middle class (4)
❍ working class (5)
❍ decline to answer (6)

Q114 Please estimate your yearly household income.

❍ Less than 20,000 (1)
❍ 20,000-34,999 (2)
❍ 35,000-40,999 (3)
❍ 50,000-74,999 (4)
❍ 75,000-99,999 (5)
❍ 100,000-149,999 (6)
❍ 150,000-199,999 (7)
❍ 200,000 or more (8)

Q115 Please indicate the type of organization for which you work.

❍ Public (1)
❍ Non-profit (2)
❍ Private (3)
❍ I don't know. (4)

Q116 Does your organization have more than one location in the U.S.?

❍ Yes (1)
❍ No (2)
❍ I don't know (3)

INCIVILITY, STEREOTYPES, PERSONAL CHARACTERISTICS

Q117 If you answered yes, what is the approximate total number of employees at all locations in the U.S.?

❍ 1-49 (1)
❍ 50-999 (2)
❍ 1000-4999 (3)
❍ 5000 or more (4)
❍ I don't know. (5)

Q118 What is the approximate number of employees at the organization at this mailing address?

❍ 1-19 (1)
❍ 20-49 (2)
❍ 50-99 (3)
❍ 100-249 (4)
❍ 250-499 (5)
❍ 500-999 (6)
❍ 1000-2500 (7)
❍ over 2500 (8)
❍ I don't know (9)

Q119 What is your position within your organization

❍ Temporary employee (1)
❍ Part-time employee (2)
❍ Full-time employee (3)
❍ Supervisor (4)
❍ Manager (5)
❍ Owner (6)
❍ CEO/COO (7)
❍ Other, please describe (8) _____

Q120 How would you describe the industry in which you work?

○ Health and Human Services (1)
○ Education (2)
○ Industrial (3)
○ Legal (4)
○ Media (5)
○ Other (6) _____

Q121 The purpose of the following questions is to examine how stressed you are at work. Please respond to the following questions by selecting the number that best indicates your answer.

Q122 Does work make you so stressed that you wish you had a different job?

○ (1) Never (1)
○ (2) Rarely (2)
○ (3) Sometimes (3)
○ (4) Often (4)
○ (5) Always (5)

Q123 Do you get so stressed at work that you want to quit?

○ (1) Never (1)
○ (2) Rarely (2)
○ (3) Sometimes (3)
○ (4) Often (4)
○ (5) Always (5)

Q124 Do you worry about having to wake up and go to work in the morning?

○ (1) Never (1)
○ (2) Rarely (2)
○ (3) Sometimes (3)
○ (4) Often (4)
○ (5) Always (5)

Q125 Do you find it difficult to sleep at night because you worry about work?

○ (1) Never (1)
○ (2) Rarely (2)
○ (3) Sometimes (3)
○ (4) Often (4)
○ (5) Always (5)

Q126 Do you get so stressed at work that you forget to do important tasks?

○ (1) Never (1)
○ (2) Rarely (2)
○ (3) Sometimes (3)
○ (4) Often (4)
○ (5) Always (5)

Q127 Does work make you so stressed that you find it hard to concentrate on your tasks?

○ (1) Never (1)
○ (2) Rarely (2)
○ (3) Sometimes (3)
○ (4) Often (4)
○ (5) Always (5)

Q128 Do you spend a lot of time worrying about your work?

○ (1) Never (1)
○ (2) Rarely (2)
○ (3) Sometimes (3)
○ (4) Often (4)
○ (5) Always (5)

Q129 Do you feel like you cannot cope with your work anymore?

○ (1) Never (1)
○ (2) Rarely (2)
○ (3) Sometimes (3)
○ (4) Often (4)
○ (5) Always (5)

INCIVILITY, STEREOTYPES, PERSONAL CHARACTERISTICS

Q130 Does work make you so stressed that you lose your temper?

O (1) Never (1)
O (2) Rarely (2)
O (3) Sometimes (3)
O (4) Often (4)
O (5) Always (5)