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The Development and Validation of the Perceived Workplace Civility Climate Scale

Raymond Charles Ottinot
University of South Florida

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The Development and Validation of the Perceived Workplace Civility Climate Scale

by

Raymond Charles Ottinot

A thesis submitted in partial fulfillment
of the requirements for the degree of
Master of Arts
Department of Psychology
College of Arts and Sciences
University of South Florida

Major Professor: Paul E. Spector, Ph.D.
Walter C. Borman, Ph.D.
Joseph Vandello, Ph.D.

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Counterproductive Workplace Behaviors

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Dedication

For my parents Marie and Charles Ottinot, for without their decision to emigrate to the United States of America from Haiti, the act of completing my thesis probably would not have occurred for me. Lastly, this is also for my wife, Lauren R. Ottinot, her encouragement and support throughout the thesis during the early years of our marriage demonstrated her dedication and love for our future.

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The Development and Validation of the Perceived Workplace Civility Climate Scale

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ABSTRACT

The goal of this study was to extend the concept of safety climate into the aggression research domain. In order to address this goal I developed and validated the perceived workplace civility climate scale (PWCC), which assesses the extent to which employees perceive the importance an organization places upon managing and preventing acts of incivility and verbally aggressive actions in the workplace. The factor analytic results produced three factors: (1) Intolerance, (2) Response, and (3) Policies and Procedures. All dimensions demonstrated adequate reliability and correlated significantly to hypothesized stressors and strains. Lastly, correlation results (i.e., convergence) between self- and peer reports provided support that PWCC is a form of climate within organizations. Regression analyses indicated that the PWCC dimensions of intolerance and response are important predictors of individual and organizational strains.

Chapter 1

Introduction

Employee injuries due to workplace violence have become an important issue of safety research and practice due to the direct and indirect effects they have upon employees and organizations (Barling & Frone, 2004; Kelloway, Barling, & Hurrell, 2006; Neal & Griffin, 2006). Considerable work has been done by safety and violence researchers to identify factors that contribute to employee injury from accidents and violence. However, in addition to the harmful outcomes related to physical violence, researchers have found that verbal aggression and nastiness are related to harmful individual and organizational outcomes (Spector, Coulter, Stockwell, & Matz, 2007).

When compared to violence, verbal aggression is more covert and passive in nature, occurs more frequently in organizations, and is less intense (Neuman & Baron, 1997). Examples of verbally aggressive behaviors include the use of derogatory terms, insulting jokes, yelling, lying and the spreading of rumors (Keashly & Jagatic, 2000; Glomb, 2002; Tepper, 2000). Research has shown that the direct and indirect consequences of these behaviors upon employee health and well-being include anger and resentment for coworkers and the organization (e.g., Ashforth, 1997), poor concentration (e.g., Brodsky, 1976), anxiety and decreased life satisfaction (e.g., Keashly, Trott, & MacLean, 1994; Tepper, 2000), and decreased overall emotional health (e.g., Keashly & Jagatic, 2000). These findings have assisted researchers in understanding the antecedents

and consequences of workplace aggression; however, little work has been done to understand how incivilities and nastiness are addressed by management.

The aim of this study is to combine aspects from the research areas of aggression and safety to address the issue of safety from lesser forms of workplace aggression, such as workplace incivilities, verbal abuse, and nastiness. A gap in the safety literature is that researchers have not addressed if safety climate can be adapted to the area of workplace aggression. Safety climate is concerned with the perceptions employees have regarding the emphasis management places on employee safety (Zohar, 1980). This study addressed this research gap by extending the concept of safety climate into the incivility literature by developing the Perceived Workplace Civility Climate Scale (PWCCS). Specifically, it needs to be determined if perceived workplace civility climate can relate to occurrence of verbal aggression in the workplace in the same manner that safety climate relates to safety-related outcomes, such as safe behavior and accidents.

The construct of perceived workplace civility climate will address several issues in the aggression research domain. First, researchers have focused a significant amount of their efforts on the understanding and prevention of violence. For example, researchers, practitioners, and the media have focused primarily on insider-initiated violence in the workplace, that is, violence that occurs among coworkers (LeBlanc & Barling, 2005). The reasoning behind this focus is quite clear given that intense-physical acts of violence, such as homicide, are more visible and harmful to employees.

However, increasing amounts of evidence suggests that less intense and passive acts of aggression are more wide spread than workplace violence. For example, survey studies have found that employees' report of a majority of the aggression they experience

can be described as verbal, passive, and indirect in nature, while occurring at a high frequency (Baron & Neuman, 1996; Bjorkqvist, Osterman & Hjelt-Back, 1994; Erlich & Larcom, 1994; Graydon, Kasta, & Khan, 1994). Furthermore, research has demonstrated that verbal aggression occurs frequently without detection by management and is generally not reported by employees (Pearson, Andersson, & Porath, 2000).

Additionally, aggression researchers have suggested that acts of aggression by employees lead to the occurrence of workplace violence (Baron & Neuman, 1996; Kinney, 1995; MacKinnon, 1994). Empirical studies spanning multiple fields of research have provided support for this by finding direct and indirect relationships between acts of aggression and violence. Felson and Stedman (1983) found that acts of rudeness and insults culminated into violence in a group of incarcerated males. Additionally, a study conducted in a healthcare setting found that interpersonal mistreatment in the workplace related to acts of violence (Spratlen, 1994).

Although not all these studies are in the context of work, they lend support to how verbal aggression can lead to violence. Furthermore, it must be noted that while some types of workplaces, depending on their location and job duties, are at higher risk for the occurrence of violence, all workplaces involving interactions among employees are at risk for the occurrence of verbally aggressive behavior and nastiness. Thus, the development of the perceived workplace civility climate scale, is aimed at assisting researchers in the understanding of how climate might be able to affect verbally aggressive behaviors, which is more common, but not as immediately harmful as violence.

Lastly, a gap in the aggression literature is that less attention has been paid to how the environment, specifically climate of the workplace, affects the occurrence of verbal aggression and what its affect upon employees might be. There have been a few studies that have addressed the need to focus on the social conditions of the workplace. For example, in an effort provide a research framework for the study of organizational aggression and violence, O'Leary-Kelly, Griffin and Glew (1996) suggested how multiple social processes in the workplace can affect employees' engagement in acts of workplace aggression. Using Bandura's (1979) social-learning theory as a framework, they proposed that organizational conditions and practices can affect the occurrence of workplace aggression and violence through common instigators in the work environment, such as modeling of behavior, aversive treatment from coworkers, incentives for aggressive behavior, and the physical environment (O'Leary et al., 1996, p 232).

Lastly, Einarsen (2000) stressed that researchers need to focus more on how organizational response to bullying and related aggressive behaviors affect their occurrence in the workplace. He conceptualizes organizational responses as being composed of the tolerance management has for workplace aggression, enforcement of policies against aggression, retaliation against employees who report experienced acts of aggression and the social support employees have to cope with aggression.

The primary goal of this study is to investigate how management actions can create a type of climate that affects incivility (e.g., rudeness and disrespect) and verbal aggression among coworkers. Specifically, by extending the concept and measurement of safety climate, the perceived workplace civility climate scale (PWCC) was developed by assessing its psychometric properties and using the stressor-strain framework to

investigate how it related to the report of workplace aggression and related individual and organizational outcomes.

The following thesis will be organized by first providing a review of different forms of workplace aggression, while concurrently utilizing the stressor-strain framework to explain how these behaviors relate to employee and organizational functioning. Second, an overview of safety climate will be discussed, which focuses on its current state of development with regards to definitions and measurement issues. Lastly, hypotheses involving study variables were proposed and tested by utilizing the stressor-strain framework.

Workplace Aggression

Neuman and Baron (2005) define aggression as all forms of intentional harm-doing behavior, whereas violence is concerned with intense acts of harm that are physical, active, and direct in nature. This distinction draws from Buss's (1961) typology of aggression that conceptualizes aggression as having three dimensions: (1) physical-verbal, (2) active-passive and (3) direct-indirect. The focus of this study is on acts of verbal aggression that are both active-passive and direct-indirect in nature. Verbal aggression can be represented by the constructs of workplace incivility, workplace abuse, and bullying (Keashly, Hunter, & Harvey, 1997; Einarsen, 1999). The key characteristic of these constructs is that they are primarily transmitted verbally. It is important to further discuss other important differences and similarities among incivilities, abuse and bullying in the workplace.

Workplace incivility is unique from the other forms of verbally aggressive behavior for several reasons. First, uncivil encounters are the lowest form of verbally

aggressive behavior in organizations. Pearson, Andersson, and Wegner (2001) work on workplace incivility suggested that uncivil acts are minor compared to other forms of aggression and violence. In their qualitative study, respondents provided examples such as ignoring greetings, having a rude tone of voice, and making negative comments about individuals as examples of low-intensity behaviors.

Second, a common aspect of many forms of aggression and violence is that the intent to harm or injure an individual physically or psychologically is clear (Baron & Richardson, 1994; Berkowitz, 1993; Neuman & Baron, 1997). However, during an uncivil interaction it is unclear as to the intent of the actor upon a target (Andersson and Pearson, 1999). For example, instigators (i.e., actor) of workplace incivility can deny or feign ignorance with regard to intent when confronted by a target or an outside observer. Furthermore, the actor can just reply that his/her intention was not to cause harm to the individual (e.g., I slammed the phone down on you because I was mad at the situation, and not you.).

Lastly, Andersson et al. (1999) posited that every work environment has different norms on how to treat fellow coworkers and they view incivility as a violation of these norms. The reasoning behind this claim is that in order for successful cooperation to take place in organizations there must exist a shared moral understanding among the individuals (Hartman, 1996; Solomon, 1998). As a result of these criteria, workplace incivility is defined as “low-intensity deviant behavior with ambiguous intent to harm a target in violation of workplace norms for mutual respect (Andersson et al., 1999; p. 457).

The specificity of this construct definition contributes to the overlap of workplace incivility with other constructs. Workplace incivility shares some similarity with interactional justice, which is defined as the quality of interpersonal treatment received by an individual during the implementation of workplace procedures (Bies & Moag, 1986). Specifically, both constructs share the characteristics of respect and appropriateness of behaviors among employees within the boundaries of established norms within the organization (Penny & Spector, 2005). However, interactional justice addresses mistreatment by superiors towards employees; whereas, workplace incivility can be experienced by and targeted at employees at any level within the organizations (Cortina, Magley, Williams, and Langhout, 2001).

Workplace abuse is defined as hostile verbal and non verbal behaviors (excluding physical contact) directed by one or more individuals towards another that are aimed at undermining the other to ensure compliance (Keashly, Trott, & MacLean, 1994, p. 342). Employees who commit this act of mistreatment seek to attack an employee's feelings and thoughts about himself as a competent employee (Keashly & Harvey, 2005). Workplace abuse and incivility are similar in that they share the characteristics of violating norms for behavior in organizations and do not include physical acts of harm from instigators.

Workplace bullying is generally defined as persistent negative interpersonal behavior experienced by an employee (Rayner & Keashly, 2005). That is, workplace bullying is not a onetime event, it occurs when an employee experiences a pattern of negative interpersonal behavior from coworkers over a predetermined time period. In contrast to abuse, workplace bullying can include physical acts of aggression.

Furthermore, bullying can also become the norm within an organization because of a failure to identify its occurrence or because there is not a process in place to address bullying (Field, 1996; Ishmael, 1999; Lewis, 1999; & Rayner, 1998). More importantly, even if organizations have processes in place, employees might not use them because of potentially negative consequences, such as retaliation (Keashly & Neuman, 2002). The overlap of workplace bullying and incivility is that the pattern of negative interpersonal behavior associated with bullying typically begins by being subtle and indirect, which is a core characteristic of workplace incivility.

It is difficult to label uncivil behaviors as intentional acts of aggression because it is unclear as to the perpetrator's intentions to harm the target. Whereas, workplace abuse and bullying serve primarily as methods for employees to 'attack' coworkers in a non-physical manner; while acts of workplace incivility are not always aimed at harming individuals, but have the potential to make employees perceive themselves as being attacked. Thus, it is important for management to be not only concerned with verbally aggressive behaviors such as bullying and workplace abuse, but be concerned about uncivil interactions and nastiness among employees that can be easily interpreted by a target as aggressive, but easily dismissed as being aggressive by an assailant.

Research on Workplace Incivility

Research on workplace incivility has shown that it relates to negative outcomes for the affected employees and organizations. This study utilizes the stressor-strain framework to explain how workplace incivilities and nastiness can relate to individual and organizational outcomes. Spector (1998) proposed a model of the job-stress process that views employees as experiencing environmental conditions (i.e., job stressors) that

lead to affective reactions, such as negative emotions. These affective reactions in turn lead to reactions (i.e., strains) of the individuals. Strains are ways that employees cope with environmental stressors and can be psychological, physiological, or behavioral in nature (Jex & Beehr, 1991).

Pearson et al. (2001) conducted a study that involved the use of qualitative methods aimed at identifying the nature of workplace and how it affects employees and organizations. What they found is that employees who experienced workplace incivility described their feelings of negative states such as depressed, down, irritable, hurt, scared and angry. Furthermore, some employees wanted to get back at the coworkers by treating them in the same way they thought they were treated. Lastly, employees reported that they avoided uncivil coworkers or work altogether, by showing up late and leaving early, or just by taking unnecessary days off from work.

Cortina et al. (2001) revealed more specific findings than available empirical studies of workplace incivility. Using a series of regression models, after controlling for demographic variables and reported job stress, they found that workplace incivility significantly predicted five facets of job satisfaction (i.e., work, coworker, supervisor, pay and promotional). Job satisfaction for coworkers and supervisors had the largest increase in explained variance, 10 and 16 percent respectively, out of the five facets of job satisfaction.

In addition, Penny and Spector (2005) examined the effects of workplace incivility on employee satisfaction and counterproductive work behaviors (CWB). Counterproductive work behaviors consist of volitional acts that are intended to harm or actually harm organizations and their stakeholders (Spector & Fox, 2005).

Counterproductive work behaviors targeted at organizations serve to harm the organization, such as theft and withdrawal from tasks. In addition to finding a negative relationship between workplace incivility and job satisfaction, as reported in previous studies, Penny and Spector (2005) found that experienced workplace incivility was positively correlated with self-reported acts of CWB directed at employees and the organization. Following the findings of previous research studies the following hypotheses were proposed:

H1: Experienced workplace incivility will be positively related to the report of negative emotion.

H2: Experienced workplace incivility will be negatively related to job satisfaction

H2a: Experienced workplace incivility will be negatively related to satisfaction with coworkers

H2b: Experienced workplace incivility will be negatively related to satisfaction with supervisors

H3: Experienced workplace incivility will be positively related to CWB.

H3a: Experienced workplace incivility will be positively related to CWB directed toward other people

H3b: Experienced workplace incivility will be positively related to CWB directed toward organizations

Safety Climate

Organizational climate refers to the individual perceptions employees form regarding an organization's practices, policies and procedures (Rentsch, 1990; Schneider, 1990). Since organizations have multiple goals and methods of attaining goals, they must

develop policies and procedures for the facets of organizational functioning for which they are concerned (Zohar, 2002). As a result, it is common practice for climate researchers to be specific with regards to some aspect of organizational functioning, such as service and innovation (Schneider, Wheeler, & Cox, 1992; Anderson & West, 1998).

Safety climate is concerned with the perceptions employees form about the importance management places upon workplace safety and management action towards safety (Dedobbeleer & Beland, 1998; Flin, Mearns, O'Connor, & Bryden, 2000; Glendon & Stanton, 2000; Probst, 2004; Thompson, Hilton, & Witt, 1998; Zohar, 1980).

Specifically, management can take action to promote a safe working environment by instituting policies and procedures that can guide employee behaviors related to safety, such as the use of personal protective equipment in designated hazard areas and the documentation of work-related injuries.

Furthermore, management can create a safe work environment by training employees on how to identify unsafe working conditions and to deal with unsafe situations that might arise at work such as emergency shut down and evacuation procedures for unexpected system failures. In addition to action, management must show concern for employee safety by being proactive in their approach to safety and fostering a work environment where employees and management can have an open, free-flowing exchange about safety-related issues (Cheyne, Cox, Oliver, & Tomas, 1998).

Climate constructs are typically assessed by the aggregation of individual perceptions to the required unit of analysis (i.e., work group, department, organization) and using the mean of the perceptions or an index of agreement (e.g., intraclass correlation or within-group correlation) to indicate the degree of convergence of

employee perceptions (Zohar & Luria, 2005; Reichers & Schneider, 1990). However, measuring safety climate at the individual level is also adequate for two reasons. First, although specific climates in organizations represent a shared perception among individuals, not all individuals are affected in the same way. That is, employee environmental perceptions and their reactions to those perceptions can vary between individuals. Second, because of the number of units required for aggregation, the power required to achieve statistical significance is often limited. The lack of power increases the chances of making a type II error and lead to incorrect conclusions about the climate scale relationships with other variables.

Furthermore, aggregating individual perceptions to represent a climate construct should be used to draw inferences to similar levels of outcomes. For example, researchers would investigate how group level safety climate relate to group level outcomes such as accident and injury outcomes for the unit, in lieu of individual employees. This study employed a multi-source approach to serve as a proxy for group level measurement that is typically used in climate research. Specifically, self- and peer-reports of workplace civility climate were obtained to investigate the degree of convergence between employee perceptions of workplace civility climate. This multi-source approach allows us to determine if employees share perceptions regarding workplace civility climate, in lieu of idiosyncratic perceptions, thus allowing us to go beyond the individual level of perceptions.

Many studies have measured individual perceptions of safety climate and related them to constructs of interest at the individual level. For example, perceived safety climate has been related at the individual level to a number of safety outcomes such as,

perceptions of safety (e.g., DeJoy, Schaffer, Wilson, Vandenberg, & Butts, 2004), workplace injury (e.g., Siu, Phillips & Leung, 2004), near misses (e.g., Zacharatos, Barling, & Iverson, 2005), safety behaviors and performance (Hofmann & Stetzer, 1996; Neal, Griffin, & Hart, 2000; Zohar, 2000). In addition, perceived safety climate has been related to employee well-being such as, job satisfaction and physical symptoms (Hayes, Perander, Smecko, & Trask, 1998) and psychological strains (Goldenhar, Williams, & Swanson, 2003).

Although safety climate has substantially contributed to the advancement of understanding and practice of workplace safety, it is not able to address employee safety from aggression for several reasons. First, a gap in the safety climate literature is a lack of attention to other types of safety within an organization. Typically, research in this area has been primarily concerned with how safety climate affects the occurrence of injury due to objective factors in the workplace such as ergonomic design, exposure to carcinogens, noise, heat, bacterial/viral agents, and unexpected energy release.

Support for this can be found in studies that focus on job sectors such as manufacturing (e.g., Probst, 2004; Zohar, 2000), oil and chemical process refineries (Flin, Kearns, O'Connor, & Bryden, 2000), construction (e.g., Siu, Phillips, & Leung, 2004), assembly of products and retail (e.g., Dejoy et al., 2004; Hoffman & Morgenson, 1999) and hospitals/nursing (Hayes, Perander, Smeko & Trask, 1998; Neal & Griffin, 2006; Neal, Griffin, & Hart, 2000). The focus of safety researchers on the aforementioned factors within these types of jobs is quite understandable given that they have convincingly shown that many of these workplaces are extremely hazardous to employee safety and health (Smith, Karsh, Carayon & Conway, 2005). As a result of this important

focus, safety climate researchers have not addressed how climate can affect the occurrence of workplace aggression and violence.

However, two studies have investigated the effects of climate upon the occurrence of workplace violence and related outcomes. First, Spector, Coulter, Stockwell and Matz (2007) developed a perceived violence climate measure that assesses the extent to which employees perceive that management emphasizes the control and elimination of workplace violence. Using a sample of nurses in a hospital setting they found a significant negative relationship between nurses' perceptions of security climate and experiences of violence and verbal aggression, supporting their primary hypothesis that a good violence climate related to low levels of aggression.

Kessler, Spector, Chang, and Parr (2008) built upon the efforts of the Spector et al. (2007) by developing a three dimensional violence climate survey. The violence climate scale is composed of three dimensions: Policies and Procedures, Practices, and Pressure for unsafe practices. Their study found some encouraging results in that all dimensions of their scale correlated significantly with job satisfaction and verbal aggression. Furthermore, dimensions of violence climate predicted various strain outcomes, such as anger and job satisfaction, above and beyond the exposure of aggression and violence.

The studies on violence climate lend support to the idea that safety climate can be extended into the domain of workplace aggression. However, their scales assessed more overt and active forms of aggression and violence; whereas, the perceived workplace civility climate scale seeks to see how an organizations' practices, policies, and

procedures against indirect, passive, and more frequently occurring acts of uncivil acts of aggression and individual and organizational outcomes.

Perceived Workplace Civility Climate

Perceived workplace civility climate, a direct extension of safety climate in that it is concerned with the perceptions employees form regarding the importance the organization places upon managing and preventing acts of incivility and verbally aggressive actions in the workplace. It addresses workplace conditions that encourage employees to treat coworkers respectfully, and to avoid verbal forms of aggression in their interactions. An issue that employees face is the degree to which organizations are aware about employee experiences with these acts of aggression and the actions management will take, if any, to address these experiences.

Many uncivil and low intensity acts of verbally aggressive behaviors go undetected by outside observers, specifically management, because of the ambiguity with regard to the intention behind the acts (Andersson & Pearson, 1999). However, affected employees might still expect management to monitor and address these behaviors, despite the fact that management might not notice these behaviors. As a result, these behaviors might continue without the concern or intervention from management, employees might feel like the organization does not care about their safety from these behaviors. In addition, research has shown that employees tend to view supervisors as representatives of management (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002). As a result, employees might hold their immediate supervisors responsible for their situation. Thus, employee perceptions of this lack of awareness, concern, and action

by the organization can lead to feelings of dissatisfaction with their job and supervision. Therefore:

H4a: Perceived workplace civility climate will be positively correlated with job satisfaction.

H4b: Perceived workplace civility climate will be correlated with job satisfaction for supervisors

Civil treatment of individuals is often expected, and it is unlikely that organizations will post signs or send communications reminding employees to monitor their attitudes and treatment of coworkers. In order to discourage acts of workplace aggression members of management might have to model desired behaviors and actively monitor the behavior of employees to manage civility in the workplace. Similar to safety climate, the commonality underlying all of these characteristics of workplace civility climate is that it is primarily a top-down process (Zohar, 2000). Specifically, employees can be influenced by the interpersonal behavior of supervisors and employees at higher levels within the hierarchy of the organization, such as behaviors management condones by employees, e.g., permitting employees to gossip about each other.

Thus, management can establish a good workplace civility climate in several ways. Management can state and emphasize to employees how coworkers are to be treated, urge supervisors to be cognizant of their behavior in the workplace, discuss employee treatment of coworkers during performance reviews, and providing employees with adequate means for addressing issues of verbal aggression in the workplace without the fear of retaliation or punishment from the organization and its members. Just as a good safety climate relates to fewer injuries from accidents, then the same concept should

apply to workplace civility climate. That is, workplaces with good civility climates should have practices and policies in place that serve to mitigate the effects of experienced and committed acts of verbal aggression in the workplace.

An organization with a good workplace civility climate should relate to a lower occurrence of verbal aggression in the workplace. The climate for incivility would create a strong situation where employees who commit acts of verbal aggression would be likely to perceive negative consequences for their aggressive actions and help motivate employees to get along with coworkers because of norms of conduct in the workplace. Therefore:

H5: Perceived workplace civility climate will be positively correlated with job satisfaction for coworkers.

H6a: Perceived workplace civility climate will be negatively correlated with experienced workplace incivility.

H6b: Perceived workplace civility climate will be negatively correlated with experienced interpersonal conflict at work.

H6c: Perceived workplace civility climate will be negatively correlated with employee acts of CWB.

We must consider the effect personality might have on employees' perception of workplace civility climates since the experience of verbal aggression in the workplace is more open to interpretation than more overt forms of aggression. Negative affectivity is the dispositional tendency for an individual to experience a myriad of negative mood states (Watson & Clark, 1984). Individuals high in negative affectivity might not recognize a workplace as having a good workplace civility climate despite evidence to

the contrary because of their tendency to focus on negative aspects of their experiences in the workplace. Thus, when employees high in negative affectivity experience verbal aggression they might be less likely to seek, recognize, or even utilize any systems that might be in place to deal with his experience of workplace aggression.

H7: Negative affectivity will be negatively related to perceived workplace civility climate

Furthermore, studies have found that negative affectivity can strengthen the relationship between adverse environmental conditions and employee acts of CWB. Specifically, in a study examining the effects of personality on the relationship between fairness and retaliation, a form of CWB, Skarlicki, Folger, and Tesluk, (1999) found that the higher individuals were in negative affectivity the more likely they were to retaliate when they perceived unfairness. In addition, Penny and Spector (2005) found that negative affectivity moderated the relationship between organizational constraints and acts of CWB. The positive relationship between employee reports of organizational constraints and CWB became stronger as negative affectivity increased. Thus, individuals rating high in negative affectivity who experience workplace aggression might be less likely to seek or utilize any procedures that might be in place to address their experience of workplace aggression.

H8: Negative affectivity will moderate the relationship between perceived workplace civility climate and CWB. Specifically, the relationship between perceived workplace civility climate and CWB will be stronger for individuals who report higher negative affectivity than for individuals who report lower negative affectivity.

Lastly, an important research question is if workplace civility climate can act as a buffer between the relationship of experienced incivilities and negative behavior they direct towards coworkers or the organization. Andersson and Pearson (1998) have theoretically described a process of aggressive acts leading to violence as an incivility spiral. Incivility spirals occur when an individual experiences aggression from a coworker and responds with an act of aggression that can be of the same intensity or greater. How targets deal with these acts of aggression can vary depending upon their dispositions and status in the organization. For example, an introverted individual may be less prone to confront the issue and hope for management to intervene and prevent acts of aggression from occurring in the future. Furthermore, a nurse might feel helpless confronting management about a surgeon who throws medical instruments when he becomes angry.

Given that it is unlikely that perceived and actual aggression can be eliminated in the workplace, establishing a climate of workplace civility should decrease the likelihood that an individual will commit acts of aggression towards coworkers. That is, when an employee experiences verbal aggression from coworkers, for whatever reasons, he still has the choice to respond in a negative manner towards the organization or coworkers. However, if there are effective policies and practices in place to manage issues of incivility in the workplace, then employees might be more likely to handle their issues in a manner that is non-aggressive. Lastly, Pearson, Andersson, and Wegner (2001) proposed a model based upon findings that view organizational climate as a moderator between experienced workplace incivility and individual and organizational outcomes. Therefore

H9: Workplace civility climate will moderate the relationship between experienced workplace incivility and CWB. Specifically, when workplace civility climate is high, the relationship between experienced workplace incivility and acts of CWB will be reduced. When workplace civility climate is low, the relationship between experienced workplace incivility and employee acts of CWB will be strong.

Chapter 2

Method

The Current Study

The current study will focus on the development and investigation of the psychometric properties of the perceived workplace civility climate scale (PWCCS). This study also employs a multi-source design, in which self- and peer-reports of perceived workplace civility climate were used in order to identify the extent to which employees share common perceptions of workplace civility climate. Lastly, we tested the study hypotheses involving PWCCS and stressor-strain variables to assist in the validation of the PWCCS.

Participants

The participants in this study consisted of 189 primary and 99 coworker participants, which yielded response rates for primary and coworkers of 77 and 40 percent, respectively. All participants held jobs in a variety of sectors, such as manual labor (3%), service (17%), sales (8%), education (8%), financial (5%), retail (18%), hospitality (10%), medical (3%), and medical (8%). Additionally, some participants worked at middle schools and the business office of a place of worship.

Primary participants worked an average of 29.92 hours per week and had an average organizational tenure of 27.14 months. The average primary participant was 24 years old and female (74%). The ethnic and racial composition of the primary participant

sample was Caucasian (53%), Black Non-Hispanic (21.2%), Hispanic (17%), Asian (8%), and other (1.6%). Coworkers worked an average of 34.15 hours per week, worked at their organization for an average of 29.02 months and worked with the primary participant for an average of 29.02 months. The average coworker was 27 years old and female (64%). The ethnic and racial composition of the coworker participant sample was Caucasian (61%), Black Non-Hispanic (14%), Hispanic (16%), Asian (5%), and other (4%).

Procedure

Participants were solicited primarily through night classes in various departments at the University of South Florida. Survey packets were administered to participants and each packet contained a primary and coworker survey. Every survey informed participants of their rights, and provided contact information for the primary research if participants had any questions. Primary participants were asked to complete a survey that included demographics, perceived workplace civility climate and all self-report variables.

Primary participants were asked to give a coworker and not a supervisor a survey packet which measured demographics, perceived workplace civility climate, interpersonal conflict at work, overall job satisfaction and the counterproductive work behaviors of the primary worker. In order to provide anonymity, primary participants were instructed to create an alpha-numeric code and place it on a space provided on both surveys.

Measures

Workplace Incivility. Workplace incivility was assessed with a 43-item measure developed by Penny and Spector (2005). The items are based on existing measures of

similar constructs such as employee abuse and mobbing (Neuman & Keashley, 2002; Leymann, 1990). Participants were asked to indicate how frequently they had been subjected to each of the behaviors in their present job. Items were presented in a five-point Likert scale ranging from “never” to “every day.” The incivility measure demonstrated good internal consistency ($\alpha = .95$).

Job Satisfaction. A three-item measure developed by Cammann, Fichman, Jenkins, and Klesh (1979) was used to assess overall job satisfaction. The three items assess overall job satisfaction, as opposed to satisfaction with particular facets of the job (e.g., pay, workload) and one of the items is reversed-scored (‘In general, I don’t like my job’). The measure had good internal consistency for self- and coworker reports ($\alpha = .90$, $.90$). In addition, primary participants’ satisfaction with coworkers and supervision was assessed with two facets of the Job Satisfaction Survey (Spector, 1985). Scores on each of nine facet subscales, based on 4 items each, can range from 4 to 24. The satisfaction with coworker and supervision scales had internal consistencies of $.74$ and $.83$ respectively. All job satisfaction items were rated on a 6-point Likert scale (1 =strongly disagree, 6 = strongly agree).

Interpersonal Conflict at Work Scale (ICAWS). Interpersonal conflict in the workplace has been shown to be one of the most frequently reported job stressors (e.g., Keenan & Newton, 1985). The ICAWS is a four item, summated rating scale designed to assess this construct. The items ask about how well the respondent gets along with others at work, specifically getting into arguments with others and how often others act nasty to the respondent. Five response choices are given, ranging from less than once per month or never, coded 1, to several times per day, coded 5. High scores represent frequent

conflicts with others, with a possible range from 4 to 20. Internal consistency reliability for self- and coworker report was .72 and .80 respectively.

Negative Affectivity. Ten items from the Positive and Negative Affectivity Schedule (PANAS; Watson, Clark, & Tellegen, 1988) were used to assess negative affectivity. The measure consists of 10 words that describe negative emotion. Participants were asked to indicate the extent to which they generally feel each emotion on a 5-point Likert scale ranging from 'very slightly or not at all' to 'very much'. Internal consistency reliability for this study was .84.

Negative Emotions States. The negative emotion subscale of the Job-Related Affective Well-Being Scale was used to measure negative emotional reactions to job conditions (JAWS; Van Katwyk, Fox, Spector, & Kelloway, 2000). Respondents rated how often their present jobs make them feel to each of 10 negative emotions. Each item was rated on a 5-point scale ranging from 1 = *Never* to 5 = *Every day*. A negative emotion score can be calculated by summing the scores on all items. Internal consistency reliability estimates for the measure have been shown to be adequate in previous studies ranging between .92 and .95 in studies with differentiated working samples (Bruk-Lee & Spector, 2006; Spector, Fox, Goh, & Bruursema, 2003; Van Katwyk et al., 2000). The alpha for the current study was .85.

Counterproductive Work Behaviors. Two subscales of the 33-item short version of the Counterproductive Work Behavior Checklist (CWB-C; Spector, Fox, Penney, Bruursema, and Kessler, 2006) produces 5 subscales of abuse (harmful and nasty behaviors that affect other people), production deviance (purposely doing the job

incorrectly or allowing errors to occur), sabotage (destroying the physical environment), theft, and withdrawal (avoiding work through being absent or late).

This study used only the two subscales of withdrawal and abuse. As a result, the measure included a total of 22 items. Primary participants indicated how often they performed each of the listed behaviors in their current job in the past 30 days on a scale from 1 = *Never* to 5 = *Every day*. The alpha for the abuse and withdrawal subscale for primary workers was .85 and .77, respectively. Whereas, coworkers indicated how often the primary participant performed each of the listed behaviors in their current job in the past 30 days on a scale from 1 = *Never* to 5 = *Every day*. The alpha for the abuse and withdrawal subscale for coworker report of the primary CWB was .96 and .89, respectively.

Perceived Workplace Civility Climate (PWCC). Items for the perceived workplace civility climate scale were based on the literature on aggression prevention and existing measures of safety climate (Zohar, 1980; Hayes, et al., 1998) and violence climate (Spector et al., in press). Furthermore, items were theoretically derived to assess the extent to which employees feel that management is responsive and discourages workplace aggression. Five advanced industrial/organizational psychology graduate students whose research area was occupational health psychology were given a description of workplace civility climate, along with items from safety and violence climate measures as guides for item development. In addition to creating new items, they were asked to adapt the safety and violence climate items to fit the construct definition of PWCC. Once the initial item pool was developed, the items were tested concurrently with the other study variables.

Participants were asked to rate the extent to which PWCC items reflect their current work environment by the following instructions: “To what extent do you agree that each of the following statements accurately represents your workplace.” The items will be presented in a five-point likert scale ranging from 1= *strongly disagree* to 5 = *strongly agree*. Higher scores on the PWCC measure indicate favorable perceptions of workplace civility climate.

Chapter 3

Results

Descriptive statistics, including means, standard deviations and observed ranges are reported in table 1. On average peer participants were 3.02 years of age older, worked 4.22 hours per week and 4.6 months more than the primary participants. Paired-samples T-tests were used to test if age, hours worked per week and tenure, for primary and peer participants were significantly different from each other.

T-test results indicated that there was a significant difference in the mean age, $t = -3.43(93)$, $p < .01$ and hours worked per week, $t = -5.07(93)$, $p < .001$ of primary and peer-reports. However, primary and peer participants did not differ significantly in tenure with the organization, $t = -1.50(93)$, *ns*. Lastly, convergence (i.e., significant correlation between self- and peer-reports) of study variables was found for interpersonal conflict at work ($r = .28$, $p < .01$), CWB-abuse ($r = .34$, $p < .01$), CWB-withdrawal ($r = -.22$, $p < .05$), and overall job satisfaction ($r = .46$, $p < .01$).

Perceived Workplace Civility Climate Scale

A common factor analysis using iterative principle axis factoring and orthogonal (Varimax) rotation was used to investigate the factor structure of the perceived workplace civility scale. An examination of the scree plot determined that three factors best fit the data. Figure 1 shows that the bend in the scree plot occurs after three factors.

Table 1

Descriptive statistics for study variables.

Variable	# of Items	Response Points	N	Mean	SD	Observed Min	Observed Max
Gender	1	2	184	1.74	--	1	2
Gender (peer)	1	2	99	1.64	--	1	2
Age	1	Open	184	24.19	6.45	18	55
Age (peer)	1	Open	99	27.43	10.04	17	61
Hours per week	1	Open	184	29.92	8.14	20	50
Hours per week (peer)	1	Open	99	34.15	8.74	20	60
Tenure	1	Open	184	27.14	34.87	6	294
Tenure (peer)	1	Open	99	29.02	23.84	6	118
Intolerance	6	6	184	17.11	6.26	6	33
Intolerance (peer)	6	6	99	17.93	6.24	6	34
Response	4	6	183	17.01	4.85	5	24
Response (peer)	4	6	99	17.29	4.91	7	24
Practice & Policies	5	6	183	22.75	6.69	7	36
Practice & Policies (peer)	5	6	99	23.87	6.73	7	36
Workplace Incivility	45	5	182	72.28	27.90	47	242
ICAW	4	5	184	6.51	2.84	4	17
ICAW (peer)	4	5	99	7.15	3.18	4	20
CWB-A	18	5	184	23.26	5.69	18	50
CWB-AoP (peer)	18	5	99	27.15	13.17	18	87
CWB-W	4	5	184	6.91	2.86	4	20
CWB-WoP (peer)	4	5	99	7.47	3.68	4	21
Gen Job Satisfaction	3	6	181	13.29	4.24	3	18
Gen Job Satisfaction: (peer)	3	6	99	14.20	3.29	3	18
Job Sat. for Coworker	4	6	182	18.45	4.34	7	24
Job Sat. for Supervision	4	6	182	19.45	4.72	4	24
Negative Emotion	10	5	184	21.44	6.93	10	46
Negative Affectivity	10	5	184	16.92	5.72	10	41

Note. Peer: coworker report, CW: Coworkers' self-report of variable, AoP- coworker report of primary worker.

The variance accounted for by each factor indicated that the first three factors accounted for 35% of the variance. Using the rotated factor matrix, items were interpreted as belonging to factor if its loading was at least .30, and if it clearly loaded onto one factor, which indicated a simple structure. A total of 16 items were removed because they did not meet the criteria.

After the 16 items were removed another factor analysis was conducted to see if dropping these items would improve the simple structure of the solution. The analysis resulted in an improved simple structure, but decreased the amount of variance accounted for by the original 32-item scale solution from 54% to 42% for the 16-item scale. However, one item did not meet the aforementioned criteria in the new analysis and was removed because it had factor loading below .30. After this item was removed and the factor analysis was repeated, all the remaining items clearly loaded onto one of three factors and the common variance account for by the solution increased from 42% to 44% for the final 15-item scale. See table 2 for the factor loadings of the items retained for the final PWCC scale.

The first factor, labeled intolerance, consisted of six items that focused on employee perceptions of the extent to which incivility is tolerated in the workplace by management. These items were all negatively-keyed items and high scores reflect employees perceiving the organization as having a high intolerance for acts of incivility. The coefficient alpha of the intolerance factor for primary and coworker was .78 and .78 respectively.

Table 2

Factor loadings of PWCCS items

Item #	Fact I	Fact II	Fact III
20. At my workplace, supervisors ignore employee complaints of disrespectful treatment from coworkers.	0.61	0.20	0.15
22. At my workplace, reporting verbally abusive behavior can hurt an employee's career within the organization.	0.59	0.00	-0.03
26. Employees are reprimanded for verbally abusive behavior towards coworkers only when an employee files a formal complaint.	0.34	-0.02	-0.06
28. At my workplace, reporting verbal abuse from a coworker will create more problems than it solves.	0.78	0.15	0.09
30. At my workplace, it is easy to get away with verbally abusive behavior by saying that you didn't mean to cause harm.	0.64	0.27	0.20
31. It is easier for employees to put up with verbal abuse from coworkers, than reporting it to management.	0.61	0.24	0.18
3. Management has a low tolerance for nasty acts (e.g., tasteless jokes, tasteless email forwards, inappropriate behavior, etc.) that contribute to a hostile work environment.	0.10	0.70	0.19
4. Supervisors actively support verbal abuse policies.	0.09	0.60	0.19
5. Supervisors react quickly to employee complaints of verbally abusive behavior from coworkers.	0.27	0.69	0.27
6. At my workplace, employees are reprimanded for disrespectful non-face-to-face communications (e.g., e-mail and phone) with coworkers	0.14	0.63	0.20
1. My workplace has written policies that prohibit verbal abuse among coworkers.	-0.05	0.23	0.54
7. Management provides a formal process for filing complaints of verbal abuse from coworkers.	0.09	0.26	0.65
14. My workplace provides trainings/seminars on how to avoid interpersonal conflict with coworkers.	0.07	0.05	0.63
21. At my workplace, employees are provided with options (e.g., Human Resources & Supervisors) for reporting verbally abusive behaviors from coworkers.	0.00	0.18	0.60
23. Supervisors discuss with employees how to improve the quality of interpersonal treatment among coworkers.	0.26	0.21	0.55

The second factor, labeled response, comprises of four items that focus on organizational response to incivility. The items describe conditions where employees perceive management as attempting to promptly address acts of incivility in order to reduce the behaviors and the potentially negative effect it might have on employees. Higher scores on this factor reflect employees perceiving the organization as being effective at responding to employee acts and reports of uncivil behaviors. The coefficient alpha for the response factor for primary and coworker was .79 and .83 respectively.

Lastly, the third factor identified employee perceptions of organizational policies and procedures that attempt to provide options aimed at addressing workplace incivility. Higher scores on this factor indicate favorable perceptions among employees regarding the presence of policies/procedures aimed at reducing workplace incivility. Policies/procedures factor had a coefficient alpha of .76 and .78 for primary and coworker employees respectively.

Convergence (i.e., a significant correlation) was found between self- and peer-ratings of intolerance ($r = .25, p < .05$), response ($r = .41, p < .01$) and policies/procedures ($r = .42, p < .01$). The zero-order correlations among dimensions of PWCC for self- and peer reports, respectively, were as follows: intolerance and response ($r = .37; .36, p < .01$), intolerance and policies/procedures ($r = .28, .26, p < .01$), response and policies/procedures ($r = .51, .74, p < .01$).

Z-tests were conducted to compare each pair of corresponding correlations and the correlations between self-reported intolerance and response ($r = .37$) was not significantly different from peer-reported intolerance and response ($r = .36$), $z = .09, p = .464$. Next, the correlations between self-reported intolerance and policies ($r = .28$) was

not significantly different from peer-reported intolerance and policies ($r = .26$), $z = .17$, $p = .432$. Lastly, the correlations between self-reported response and policies/procedures ($r = .51$) was significantly different from peer-reported response and policies ($r = .74$), $z = -3.07$, $p < .01$.

Lastly, correlations were computed for each subscale of PWCC with demographic variables for primary employees and coworkers. The demographic variables of age ($r = .22$, $p < .01$), gender ($r = .16$, $p < .05$), hours worked per week ($r = .23$, $p < .01$), tenure ($r = .17$, $p < .05$), and ethnicity/race ($r = -.17$, $p < .05$) of primary employees yielded significantly relationships with their report of policies/procedures, while yielding nonsignificant relationships with the response and intolerance dimensions of PWCC. However, only age ($r = .22$, $p < .05$), hours worked per week ($r = .25$, $p < .05$), and ethnicity/race ($r = -.22$, $p < .05$) of the coworker related significantly to the coworkers' report of the policies/procedures dimension. Table 3 contains the correlations among the PWCC dimensions and demographic variables for primary and coworker participants.

Hypothesis Tests

Hypothesis 1, that self-reported experienced workplace incivility would be positively correlated with negative emotion, was supported ($r = .59$, $p < .01$). Hypotheses 2a and 2b proposed that experienced workplace incivility would be negatively related to job satisfaction for supervision and overall job satisfaction. As predicted, experienced workplace incivility negatively correlated to job satisfaction for supervision ($r = -.66$, $p < .01$) and overall job satisfaction ($r = -.39$, $p < .01$). Hypotheses 3a and 3b proposed that experienced workplace incivility would positively correlate to counterproductive work behavior (CWB) towards people and organizations.

Table 3

Intercorrelations among PWCCS dimensions and demographic variables.

Variable	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
<i>PWCC Dimensions</i>																		
1. Intolerance	17.11	6.26	(.78)															
2. Intolerance (peer)	17.93	6.24	.25*	(.78)														
3. Response	17.01	4.85	.37**	.19	(.79)													
4. Response (peer)	17.29	4.91	.26*	.36**	.41**	(.83)												
5. Policies	22.75	6.69	.28**	.09	.51**	.36**	(.76)											
6. Policies (peer)	23.87	6.73	.08	.26**	.31**	.74**	.42**	(.78)										
<i>Demographics</i>																		
7. Hours	29.93	8.14	.02	-.11	.04	-.12	.22**	-.05	(--)									
8. Hours (peer)	34.15	8.74	.14	-.02	.10	.18	.07	.25*	.27**	(--)								
9. Tenure	27.14	34.87	-.01	-.21*	.14	-.10	.18*	.01	.30**	.03	(--)							
10. Tenure (peer)	29.02	23.84	-.13	-.23*	.00	-.17	.04	-.03	.11	.32**	.17	(--)						
11. Age	24.19	6.45	.04	-.11	.11	.00	.22**	.10	.40**	.34**	.46**	.14	(--)					
12. Age (peer)	27.43	10.04	.02	-.01	.11	.12	.00	.22*	.23*	.49**	.15	.39**	.53**	(--)				
13. Gender	--	--	.02	-.04	.04	-.13	.16*	-.04	.12	.03	.09	-.06	.17*	.00	(--)			
14. Gender (peer)	--	--	-.10	.06	-.04	.04	.07	-.02	-.15	-.28**	-.24*	-.22*	-.13	-.23*	-.27**	(--)		
15. Ethnicity	--	--	-.09	-.10	.03	-.21*	-.17*	-.22*	.04	-.15	.13	.19	.05	.10	.00	.13	(--)	
16. Ethnicity (peer)	--	--	-.11	.00	-.04	-.09	-.16	-.09	-.05	.12	-.11	.10	.07	.05	-.14	-.09	.16	(--)

Note: * $p < .05$, ** $p < .01$; n's: primary 181-184, peer 91-99; Gender is coded 0 = female, 1 = male.

Hypotheses 3a and 3b were fully supported when using self-report, that is workplace incivility was positively correlated to CWB-abuse ($r = .44, p < .01$) and CWB-withdrawal ($r = .20, p < .01$). However, experienced workplace incivility correlated significantly to peer-reported CWB-abuse ($r = .24, p < .05$) and was not significantly correlated to peer-reported CWB-withdrawal ($r = .15, p < .01$). See table 4 for results that addressed these hypotheses.

Table 4.

Correlations among variables associated with hypotheses 1-3.

Variable	M	SD	1	2	3	4	5	6	7	8
Incivility	72.28	27.90	(.95)							
Negative Emotion	21.44	6.93	.59**	(.85)						
Job Sat	13.29	4.24	-.39**	-.60**	(.89)					
Job Sat for Sup	19.45	4.72	-.66**	-.61**	.62**	(.83)				
CWB-A	23.26	5.69	.44**	.41**	-.29**	-.32**	(.85)			
CWB-AoP (peer)	27.15	13.17	.24*	.08	-.06	-.16	.34**	(.97)		
CWB-W	6.91	2.86	.20**	.22**	-.22**	-.08	.37**	-.05	(.77)	
CWB-WoP (peer)	7.47	3.68	.15	.05	-.07	-.06	.22*	.77**	.22*	(.89)

Note: * $p < .05$, ** $p < .01$; n's: primary 181-184, peer 91-99; AoP: coworker report of primary worker.

Diagonal: scale reliabilities.

Several hypotheses involving the PWCC scale were proposed and tested.

Hypotheses 4 proposed that PWCC would be positively correlated to overall job satisfaction and job satisfaction for supervision. Hypotheses 4a and 4b were supported in that correlations demonstrated that self-reports of intolerance, response, and policies/procedures dimensions of PWCC were positively correlated to self-reported overall job satisfaction and job satisfaction for supervision. Specifically, self-reported overall job satisfaction was positively correlated to self-reports of intolerance ($r = .33, p < .01$), response ($r = .31, p < .01$), and policies/procedures ($r = .25, p < .01$).

Additionally, peer-reported overall job satisfaction was positively correlated to peer-reports of intolerance ($r = .40, p < .01$), response ($r = .30, p < .01$), and policies/procedures ($r = .38, p < .01$). Self-reported job satisfaction for supervision was positively correlated to self-reports of intolerance ($r = .48, p < .01$), response ($r = .49, p < .01$), and policies/procedures ($r = .31, p < .01$). Hypothesis 5 proposed that PWCC would be positively correlated with job satisfaction for coworkers. Hypothesis 5 was supported in that self-reported job satisfaction with coworkers was significantly correlated with self-reports of intolerance ($r = .53, p < .01$), response ($r = .36, p < .01$) and policies/procedures ($r = .23, p < .01$) (See table 5).

Additionally, hypotheses 4 and 5 were also tested using peer-reports of each dimension of PWCC, that is we investigated how peer-ratings of each dimension related to the primary employees' self-reports of overall job satisfaction, job satisfaction for supervisors and coworkers. In this case, hypotheses 4 and 5 were partially supported. Specifically, self-ratings of overall job satisfaction did not correlate significantly to peer-reports of intolerance ($r = .13, ns$), response ($r = .17, ns$), and practices/procedures ($r = .09, ns$). Self-ratings of job satisfaction for supervision correlated significantly to peer-ratings of intolerance ($r = .31, p < .01$), response ($r = .37, p < .01$), and practices/procedures ($r = .27, p < .01$). Lastly, self-ratings of job satisfaction for coworkers correlated significantly to peer-ratings of intolerance ($r = .30, p < .01$), response ($r = .39, p < .01$), but not significantly to peer-ratings of practices/procedures ($r = .18, ns$). See table 5.

Hypothesis 6 focused on the relationship between perceived workplace civility climate and variables concerned with negative workplace behaviors. Hypothesis 6a

proposed that PWCC would be negatively correlated with experienced workplace incivility. Hypothesis 6a was supported in that self-reported experienced workplace incivility was correlated negatively to self-reports of intolerance ($r = -.52, p < .01$), response ($r = -.49, p < .01$), and policies/procedures ($r = -.27, p < .01$). Additionally, hypothesis 6a was tested using self-reported experienced workplace incivility and peer-reports of each PWCC dimension. The results were similar to the findings that used self-reports of each PWCC dimension because self-reported experienced workplace incivility was negatively correlated to peer-reported intolerance ($r = -.28, p < .01$), response ($r = -.34, p < .01$), and policies/procedures ($r = -.26, p < .05$). See table 6.

Hypothesis 6b stated that PWCC would be negatively correlated with interpersonal conflict at work, and was supported. Specifically, self-reported interpersonal conflict at work correlated significantly with self-reports of intolerance ($r = -.36, p < .01$), response ($r = -.33, p < .01$), and policies/procedures ($r = -.23, p < .01$). In addition, peer-reported interpersonal conflict at work correlated significantly with peer reports of intolerance ($r = -.36, p < .01$), response ($r = -.27, p < .01$), and policies/procedures ($r = -.23, p < .05$).

In addition, we investigated the cross relationships between self- and peer-rated interpersonal conflict at work and self- and peer-reported dimensions of PWCC. Self-reported interpersonal conflict at work correlated significantly with peer-reported intolerance ($r = -.25, p < .05$), response ($r = -.39, p < .01$), and policies/procedures ($r = -.26, p < .05$). However, peer-reported interpersonal conflict at work correlated significantly with self-reported response ($r = .23, p < .05$), while yielding nonsignificant

correlations with self-reported intolerance ($r = .13, ns$) and practices/policies ($r = -.08, ns$)
See table 6.

Hypothesis 6c stated that PWCC would be negatively related to counterproductive work behaviors. Counterproductive work behavior was examined as CWB-abuse and CWB-withdrawal. Hypothesis 6c was partially supported in that PWCC dimensions were negatively correlated to CWB-abuse, but not CWB-W. Specifically, self-reported CWB-abuse was significantly correlated to self-reports of intolerance ($r = -.28, p < .01$), response ($r = -.26, p < .01$) and policies/procedures ($r = -.26, p < .01$). Furthermore, self-reported CWB-abuse correlated significantly to peer-reports of response ($r = -.40, p < .01$) and policies/procedures ($r = -.23, p < .05$), but not peer-reported intolerance ($r = -.13, ns$). Lastly, peer-reports of the primary workers' CWB-abuse correlated significantly only with peer-reported intolerance ($r = -.33, p < .01$). See table 6.

Self-reported CWB-withdrawal did not correlate significantly with self- or peer-reports of intolerance (r 's = $-.13$ and $-.02$), response (r 's = $-.08$ and $-.07$), and policies/procedures (r 's = $-.02$ and $-.02$). Likewise, peer-reports of primary employees CWB-withdrawal yielded nonsignificant correlations with all self- and peer-reported dimensions of PWCC, with the exception of a significant correlation between peer-reported intolerance with peer-reported CWB-withdrawal of the primary employee ($r = -.27, p < .01$). See table 6.

Hypotheses 7 posited that perceived workplace civility climate would be negatively correlated to negative affectivity and was supported. Specifically, self-reported negative affectivity correlated negatively with self-reports of intolerance ($r = -.32, p < .01$), response ($r = -.19, p < .01$), and policies/procedures ($r = -.18, p < .05$).

Additionally, self-reported negative affectivity correlated significantly to peer-reports of intolerance ($r = -.24, p < .05$) and response ($r = -.28, p < .01$), but yielded a nonsignificant correlation with peer-reported policies/procedures dimension ($r = -.18, ns$). See table 6.

Hypothesis 8 proposed that negative affectivity would serve as a moderator of the effect of PWCC on CWB, specifically abuse and withdrawal. Moderated multiple regression was used to test hypothesis 8. Specifically, the main effects of each PWCC dimension, negative affectivity, and the interaction term between each dimension of the PWCC dimension and negative affectivity were included in the first step. A significant β weight for the interaction between the moderator (negative affectivity) and dimensions of PWCC indicated the presence of moderator effects. The interactions were plotted using the simple effects equations (Aiken & West, 1991) using one standard deviation above and below the mean to represent high and low levels for both the main effects, respectively, in addition to the moderating variable.

Zero-order correlations revealed that demographic variables significantly correlated to the self- and peer-reported policies/procedures dimension of the perceived workplace civility climate scale. As a result, demographic variables of age, gender, hours worked per week, tenure, and ethnicity were included in the second step of the regression analysis. If the overall model of the second step lost significance, then it can be concluded that the results cannot be attributed to the demographic variables.

Hypothesis 8 was partially supported. Self-reported CWB-abuse was regressed onto each dimension of self- and peer-reported PWCC, negative affectivity, and the interaction of each dimension of self-and peer-reported PWCC and negative affectivity.

Table 5

Correlations among variables associated with hypotheses 4 and 5

Variable	M	SD	1	2	3	4	5	6	7	8	9	10
Intolerance	17.11	6.26	(.78)									
Intolerance (peer)	17.93	6.24	.25*	(.78)								
Response	17.01	4.85	.37**	.19	(.79)							
Response (peer)	17.29	4.91	.26*	.36**	.41**	(.83)						
Practices	22.75	6.69	.28**	.09	.51**	.36**	(.84)					
Practices (peer)	23.87	6.73	.08	.26**	.31**	.74**	.42**	(.78)				
Gen. Job Sat	13.29	4.24	.33**	.13	.31**	.17	.25**	.09	(.89)			
Gen Job Sat (peer)	14.20	3.29	.16	.40**	.22*	.30**	.09	.38**	.46**	(.90)		
Job Sat for Sup	19.45	4.72	.48**	.31**	.49**	.37**	.31**	.27**	.62**	.39**	(.74)	
Job Sat for CW	18.45	4.34	.53**	.30**	.36**	.39**	.23**	.18	.49**	.31**	.52**	(.83)

Note: * $p < .05$, ** $p < .01$; CW: coworker report; n's: primary 181-184, coworker 91-99. Diagonal: scale reliabilities.

Table 6.

Intercorrelations among PWCCS dimensions and negative outcome variables.

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Intolerance	(.78)													
Intolerance (peer)	.25*	(.78)												
Response	.37**	.19	(.79)											
Response (peer)	.26*	.36**	.41**	(.83)										
Policies	.28**	.09	.51**	.36**	(.84)									
Policies (peer)	.08	.26**	.31**	.74**	.42**	(.78)								
Incivility	-.52**	-.28**	-.49**	-.34**	-.30**	-.26*	(.95)							
ICAW	-.36**	-.25*	-.33**	-.39**	-.23**	-.26*	.60**	(.72)						
ICAW (peer)	-.13	-.36**	-.23*	-.27**	-.08	-.23*	.36**	.28**	(.80)					
CWB-A	-.28**	-.13	-.26**	-.40**	-.26**	-.26*	.44**	.43**	.12	(.85)				
CWB-AoP (peer)	-.05	-.33**	-.10	-.11	.08	-.03	.24*	.31**	.53**	.34**	(.97)			
CWB-W	-.13	-.02	-.08	-.07	-.02	-.02	.20**	.02	.02	.37**	-.05	(.77)		
CWB-WoP (peer)	-.01	-.27**	.02	-.08	.18	.01	.15	.19	.32**	.22*	.77**	.22*	(.89)	
NA	-.32**	-.24*	-.19**	-.28**	-.17*	-.18	.42**	.44**	.21*	.22**	.02	.14	.02	(.84)

Note: * $p < .05$, ** $p < .01$; n's: primary 181-184, peer 91-99. Diagonal: scale reliabilities.

There were no significant interactions between self-reported negative affectivity for self-reports of intolerance ($\beta = .18, ns$), response ($\beta = .39, ns$), and policies/procedures ($\beta = .28, ns$), for CWB-abuse. See tables 7 through 9. In the next series of regression equations, self-reported CWB-withdrawal was regressed onto each dimension of self-reported PWCC, negative affectivity, and the interaction of each dimension of self-reported PWCC and negative affectivity.

Table 7

Multiple Regression Analyses for Intolerance and NA.

Step/Variable	Counterproductive Work Behavior			
	Abuse		Withdrawal	
	β	β	β	β
Step 1				
Intolerance	-.36	-.36	-.17	-.22
NA	-.02	-.03	.01	-.03
Intolerance x NA	.19	.18	.11	.18
Step 2				
Age		-.18*		-.08
Gender		.20**		.11
Hrswrk		.08		.05
Tenure		.02		.12
Ethnicity		.00		-.11
$\Delta Adj R^2$.08***	.06*	.01	.04
<i>F</i>	6.50***	4.02***	1.79	1.55
(<i>df</i>)	(3, 180)	(8, 175)	(3, 180)	(8, 175)

Note: * $p < .05$, ** $p < .01$, *** $p < .001$. β represents the standardized regression coefficients; Gender is coded 0 = female, 1 = male.

Negative affectivity moderated the relationship between self-reported response and self-reported CWB-withdrawal ($\beta = .57$; see Table 8). When negative affectivity was low, the line depicting the relationship between self-reports of response and experienced

workplace incivility had a negative slope, whereas high levels of NA depicted a line with a positive slope (see Figure 6). That is, higher self-reports of response were associated with lower levels of self-reported CWB-withdrawal for employees rating low in negative affectivity. Higher reports of response were associated with higher levels of CWB-withdrawal for employees rating high in negative affectivity. However, negative affectivity did not moderate the relationship between self-reports of intolerance ($\beta = .27$, *ns*; see Table 8), and policies/procedures, ($\beta = -.09$, *ns*; see Table 10) with CWB-withdrawal.

Table 8

Multiple Regression Analyses for Response and NA

Step/Variable	Counterproductive Work Behavior			
	Abuse		Withdrawal	
	β	β	β	β
Step 1				
Response	-.51**	-.51**	-.47*	-.48*
NA	-.12	-.13	-.31	-.30
Response x NA	.39	.39	.57*	.57*
Step 2				
Age		-.18*		-.09
Gender		.19**		.09
Hrswrk		.09		.06
Tenure		.06		.15
Ethnicity		.04		-.08
$\Delta Adj R^2$.10***	.06*	.04*	.04
<i>F</i>	7.62***	4.44***	3.33*	2.23*
(<i>df</i>)	(3, 180)	(8, 175)	(3, 180)	(8, 175)
<i>Note: *$p < .05$, **$p < .01$, ***$p < .001$. β represents the standardized regression coefficients; Gender is coded 0 = female, 1 = male.</i>				

Table 9

Multiple Regression Analyses for Policies and NA

Step/Variable	Counterproductive Work Behavior			
	Abuse		Withdrawal	
	β	β	β	β
Step 1				
Policies	-.37	-.47*	-.25	-.38
NA	.02	-.04	-.13	-.20
Policies x NA	.21	.28	.35	.45
Step 2				
Age		-.17*		-.10
Gender		.22**		.11
Hrswrk		.12		.06
Tenure		.07		.16
Ethnicity		-.03		-.11
$\Delta Adj R^2$.09***	.07*	.01	.04
<i>F</i>	6.64***	4.46***	1.75	1.68
(<i>df</i>)	(3, 179)	(8, 174)	(3, 179)	(8, 174)

*Note: * $p < .05$, ** $p < .01$, *** $p < .001$. β represents the standardized regression coefficients; Gender is coded 0 = female, 1 = male.*

Hypothesis 9 proposed that perceived workplace civility climate would moderate the relationship between experienced workplace incivility and counterproductive work behaviors, specifically CWB-abuse and CWB-withdrawal. The first series of regressions involved regressing self-reported CWB-abuse and CWB-withdrawal onto experienced workplace incivility, each dimension of self-reported PWCC, and the interaction between experienced workplace incivility and each dimension of self-reported PWCC.

Hypothesis 9 was partially supported. A significant interaction between workplace incivility and intolerance was found when CWB-abuse was used as the criterion ($\beta = .65$; see Table 10). The pattern of the data showed that when intolerance for

incivility was low, the line depicting the relationship between experienced workplace incivility and CWB-abuse had a steeper slope than when intolerance was high (see Figure 8). Furthermore, there was a significant interaction effect for response ($\beta = .74$; see Table 11), such that when response was high, the line depicting the relationship between workplace incivility and CWB-abuse had a steeper slope than when response was low (see Figure 9). However, no significant interaction effect was found between incivility and policies ($\beta = -.07, ns$) when CWB-abuse was used as the criterion (see Table 12).

Table 10

Multiple Regression Analyses for Incivility and Intolerance

Step/Variable	Counterproductive Work Behavior			
	Abuse		Withdrawal	
	β	β	β	β
Step 1				
Incivility	-.30	-.27	-.11	-.27
Intolerance	-.63**	-.61**	-.27	-.10
Incivility x Intolerance	.68**	.65**	.27	.27
Step 2				
Age		-.15*		-.06
Gender		.22**		.10
Hrswrk		.03		.00
Tenure		.01		.12
Ethnicity		.01		-.17
$\Delta Adj R^2$.24***	.06*	.03*	.03
<i>F</i>	19.61***	9.58***	3.14*	1.84
(<i>df</i>)	(3, 178)	(8, 173)	(3, 178)	(8, 173)

Note: * $p < .05$, ** $p < .01$, *** $p < .001$. β represents the standardized regression coefficients; Gender is coded 0 = female, 1 = male.

Table 11

Multiple Regression Analyses for Incivility and Response

Step/Variable	Counterproductive Work Behavior			
	Abuse		Withdrawal	
	β	β	β	β
Step 1				
Incivility	-.32*	-.27	-.13	-.11
Response	-.80***	-.75***	-.30	-.30
Incivility x Response	.80***	.74***	.39*	.36*
Step 2				
Age		-.12		-.04
Gender		.20**		.09
Hrswrk		.05		.01
Tenure		.00		.11
Ethnicity		.01		-.09
$\Delta Adj R^2$.30***	.05*	.05**	.02
F	26.73***	11.96***	4.31**	2.19*
(df)	(3, 178)	(8, 173)	(3, 178)	(8, 173)

*Note: * $p < .05$, ** $p < .01$, *** $p < .001$. β represents the standardized regression coefficients; Gender is coded 0 = female, 1 = male.*

Counterproductive work behavior (withdrawal) was regressed onto experienced workplace incivility and each dimension of self-reported PWCC. The interaction between response and incivility was significant against CWB-withdrawal criterion ($\beta = 0.36$). Specifically, when response was high, the line depicting the relationship between workplace incivility and CWB-abuse had a steeper slope than when response was low (see Figure 11). Lastly, no significant interactions were found for intolerance ($\beta = .27, ns$) and policies ($\beta = -.09, ns$) against CWB-withdrawal.

Table 12

Multiple Regression Analyses for Incivility and Policies

Step/Variable	Counterproductive Work Behavior			
	Abuse		Withdrawal	
	β	β	β	β
Step 1				
Incivility	.46	.42	.30	.29
Policies	-.09	-.09	.20	.08
Incivility x Policies	-.07	-.07	-.09	-.09
Step 2				
Age		-.16*		-.07
Gender		.25***		.10
Hrswrk		.09		.01
Tenure		.03		.12
Ethnicity		-.32		-.09
$\Delta Adj R^2$.20***	.07**	.03*	.03
<i>F</i>	15.74***	8.44***	2.71*	1.62
(<i>df</i>)	(3, 177)	(8, 172)	(3, 177)	(8, 172)

*Note: * $p < .05$, ** $p < .01$, *** $p < .001$. β represents the standardized regression coefficients; Gender is coded 0 = female, 1 = male.*

In addition to the study hypotheses, we investigated the unique contribution of each dimension of perceived workplace civility climate over and above exposure to work incivility and interpersonal conflict at work in predicting the three facets of job satisfaction by using regression. For exposure to workplace incivility, intolerance had significant regression coefficients for only job satisfaction for coworkers ($\beta = .32$) and job satisfaction for supervision ($\beta = .15$). Response was only significant for job satisfaction for supervision ($\beta = .17$). Lastly, policies dimension failed to reach significance for any facet of job satisfaction. (See table 13).

Table 13

Multiple Regression Analyses for Incivility Predicting Job Satisfaction

	Job Satisfaction		
	Overall β	Coworkers β	Supervision β
Incivility	-.25**	-.37***	-.49***
Intolerance	.14	.32***	.15*
Response	.09	.05	.17*
Policies	.09	.01	.04
(<i>df</i>)	(4, 174)	(4, 175)	(4, 175)
<i>F</i>	10.32***	29.00***	41.42***
<i>AdjR</i> ²	.17***	.39***	.48***

Note: * $p < .05$, ** $p < .01$, *** $p < .001$. β represents the standardized regression coefficients.

For exposure to interpersonal conflict at work, intolerance had significant regression coefficients for overall job satisfaction ($\beta = .21$), job satisfaction for coworkers ($\beta = .38$), and job satisfaction for supervision ($\beta = .28$). Response was only significant for job satisfaction for supervision ($\beta = .28$). Again, policies dimension failed to reach significance for any facet of job satisfaction. See table 14.

We investigated the unique contributions of PWCC factors in predicting study variables concerned with aggression, negative workplace outcomes, and job satisfaction outcomes. Intolerance, response, policies/procedures were entered in one step for all regression equations for each study outcome. As shown in table 15, intolerance was significant for experienced workplace incivility ($\beta = -.38$), interpersonal conflict ($\beta = -.27$), and CWB-abuse ($\beta = -.19$), but not CWB-withdrawal. Response dimension was significant for experienced workplace incivility ($\beta = -.33$), interpersonal conflict at work ($\beta = -.20$), but not CWB-abuse and CWB-withdrawal. Lastly, policies/procedures

dimension was not significant for experienced workplace incivility, interpersonal conflict at work, CWB-abuse, and CWB-withdrawal.

Table 14

Multiple Regression Analyses for Conflict Predicting Job Satisfaction

	Job Satisfaction		
	Overall β	Coworkers β	Supervision β
Interpersonal Conflict at Work	-.08	-.32***	-.23***
Intolerance	.21**	.38***	.28*
Response	.16	.11	.28*
Policies	.09	-.01	.04
(df)	(4, 175)	(4, 176)	(4, 176)
F	8.13***	28.50***	26.99***
AdjR ²	.14***	.38***	.37***

Note: * $p < .05$, ** $p < .01$, *** $p < .001$. β represents the standardized regression coefficients.

Table 15.

Multiple Regression Analyses for PWCCS Predicting Negative Outcomes

	Dependent Variables			
	Incivility β	Interpersonal Conflict β	CWB-Abuse β	CWB- Withdrawal β
Intolerance	-.38***	-.27***	-.19*	-.12
Response	-.33***	-.20*	-.12	-.06
Policies	-.02	-.06	-.14	.04
(df)	(3, 177)	(3, 179)	(3, 179)	(3, 179)
F	33.91***	12.23***	7.93***	1.21
AdjR ²	.35***	.16***	.10***	.00

Note: * $p < .05$, ** $p < .01$, *** $p < .001$. β represents the standardized regression coefficients.

Regressions involving job satisfaction were examined in the next series of analyses. Intolerance was significant for all facets of job satisfaction. See table 16. Intolerance was significant for overall job satisfaction ($\beta = .23$), job satisfaction for coworkers ($\beta = -.46$), and job satisfaction for supervision ($\beta = .34$). Response dimension was significant for overall job satisfaction ($\beta = .17$), job satisfaction for coworkers ($\beta = .17$), and job satisfaction for supervision ($\beta = .33$). Lastly, policies/procedures dimension was not significant for any of the facets of job satisfaction.

Table 16.

Multiple Regression Analyses for PWCCS Predicting Outcome Variables

	Job Satisfaction		
	Overall β	Coworkers β	Supervision β
Intolerance	.23**	-.46***	.34***
Response	.17*	.18*	.33***
Policies	.09	.01	.05
(df)	(3, 176)	(3, 177)	(3, 177)
<i>F</i>	10.49***	26.61***	29.97***
<i>AdjR</i> ²	.14***	.30***	.33***

Note: * $p < .05$, ** $p < .01$, *** $p < .001$. β represents the standardized regression coefficients.

Chapter 4

Discussion

The goal of this study was to develop and validate the perceived workplace civility climate scale (PWCC), which measures employees' perceptions of the extent to which management places importance upon reducing acts of incivility and verbally aggressive behaviors among employees in the workplace. Specifically, the concept of safety climate was extended to see if the creation of a workplace civility climate scale can relate to the occurrence of workplace incivilities. In the sections that follow, I discuss the findings for the development of the PWCCS. Second, I will review and discuss the results of the correlational and moderator hypotheses. Lastly, I discuss the limitations of this study and future avenues of research.

PWCC Factor Structure and Internal Consistency

Spector et al. (2007) extended the concept of safety climate to measure violence climate, which they defined as management's attempt to control and eliminate violence. Their study contributed to the literature in that it found that management actions can affect individual and organizational outcomes. Their key finding was that physical violence climate was correlated negatively with violence and verbal aggression reported by nurses.

Additionally, Kessler et al. (2008) expanded Spector et al.(2007) development of a unidimensional violence climate scale by developing a three dimensional violence

climate scale. This thesis builds upon their findings in three ways: (1) it focused primarily on workplace incivilities and nastiness among coworkers in lieu of violence and aggression from nonemployees, (2) the perceived workplace civility climate scale dimensionality was similar to the Kessler et al. violence climate scale. (3) Lastly, this study utilized self-and peer-reports in order to provide additional evidence that employees share perceptions regarding management attempts to address and reduce workplace incivility and related behaviors by utilizing peer-report of PWCC.

Exploratory factory analysis on the original 32-item scale indicated that my measure of perceived workplace civility climate can be represented by three dimensions, (a) intolerance for incivility, (b) response, and (c) policies/procedures aimed at addressing incivility in the workplace, which resulted in a final 16-item scale. The PWCCS factors had Cronbach's alphas of over .70, indicating adequate internal consistency for self- and peer-reports. Each dimension represents conditions in the workplace that previous researchers posited as being critical to the reduction of workplace aggressive behaviors.

Intolerance for incivility addresses conditions that contribute to a workplace where uncivil behaviors such as verbal abuse and nastiness go unchecked. Employees can form these perceptions because of negative consequences associated with reporting abuse and the lack of action taken by management to address issues of workplace incivility. The intolerance dimension of PWCC functions differently from the response and policies/procedures dimensions. Intolerance represents the extent to which organizational conditions allow uncivil acts to occur, since these items were negative they were reversed scored, and thus had an inverse relationship to response and policies/procedures

dimensions of the perceived workplace civility climate scale. The negative aspect of these items center around negative conditions workplace aggression researchers have posited as being a potential factor which contributes to the occurrence of verbally abusive behaviors (Einarsen, 2000; Spector et al., 2007; Zohar, 1980).

Response is the extent to which employees perceive that the organization effectively addresses acts of workplace incivility. This dimension describes the management's role in addressing and stopping employee acts of incivility. Response is critical to the measurement of PWCC because it is touted as one of the main reasons why incivility persists despite management actions (Einarson, 2000). Literature on leadership and safety provides support for the importance of this dimension. Specifically, Kelloway, Mullen, and Francis (2006) found that a passive-style of leadership, whereby leaders fail to intervene until problems are brought to their attention or become serious enough to warrant their attention relates to negative organizational outcomes related to safety. Furthermore, studies have found that employees perceptions of management's commitment to safety related to employees' willingness to bring up safety related issues and participate in safety-related programs (Cree & Kelloway, 1997; Mullen, 2005).

The results of this thesis are consistent with these findings because the regressions indicate that the response to incivility and intolerance dimensions are important predictors of job satisfaction for supervision above and beyond the influence of exposure to incivility and interpersonal conflict at work. Intolerance and response dimensions involve the behaviors and actions of management that have been shown to be critical in employee perceptions of safety.

Policies/procedures measures the extent to which employees perceive the organization as providing the means needed in order to address acts of incivility. The items in this dimension can be described as objective aspects of the environment that influence employees' perceptions of workplace civility climate. This dimension was unique in that it correlated significantly with primary participants' report of age, gender, ethnicity, hours per week and tenure. The correlation between gender and policies/procedures suggests that males tend to report more policies and procedures aimed at addressing incivility than females. There can be a number of reasons for this relationship. For example, females might perceive acts of incivility from males as something more than incivility, such as sexual harassment, male chauvinistic behaviors, and equality issues. Thus, it might seem like the policies in place do not cover mild forms of sexual or racial harassment, which can also be incivilities.

It was surprising that the policies dimension did not account for incremental variance above and beyond that of experienced workplace incivility and interpersonal conflict at work for any of the strains. Many workplaces where employees are at risk for injury due to objective factors will most likely have policies and procedures aimed at addressing safety on record. In fact, safety climate research has been traditionally concerned with how safety climate affects the occurrence of injury due to objective factors in the workplace. Thus, it is understandable that many safety climate measures find significant relationships between employee perceptions of policies/procedures with individual and organizational outcomes.

A potential reason for the lack of findings for the policies and procedures dimension of PWCC might be due to the difficulty organizations face with regard to the

creation of policies and procedures aimed at less intense forms of aggression, with the exception of aggression perceived to be motivated by personal factors such as race and gender. As a result, it is important that items for the policies and procedures dimension of the PWCCS be more refined to ask participants the extent to which current workplace policies and procedures, regardless of focus, are effective against incivilities and nastiness.

Lastly, there is a need to identify if the absence of policies and procedures aimed at addressing incivility affects individual and organizational outcomes differently than employees reporting that the policies and procedures are inadequate. That is, endorsing strongly disagree with regard to an organization having effective policies in place to address incivility can mean that the organization has policies in place that are inadequate at addressing incivility or that the organization doesn't have any policies in place to address these behaviors.

Hypotheses

Hypotheses 1 through 3 focused on relationships among workplace incivility and individual and organizational outcomes. The findings for these hypotheses were consistent with the literature on workplace incivility. Specifically, hypotheses 1 and 2 proposed that workplace incivility would be positively related to the report of negative emotions and negatively relate to job satisfaction. These hypotheses were fully supported and are consistent with the empirical findings of aggression researchers that found the negative relationship of incivility and individual outcomes (e.g., Penney & Spector, 2005; Pearson, Andersson, & Wegner, 2001). Additionally, hypothesis 3 found that incivility related positively to counterproductive work behavior towards employees and the

organization, which is consistent with research demonstrating the negative relationship of workplace incivility with counterproductive work behavior, which is considered to be a negative organizational outcome in the aggression literature.

Hypotheses 4 through 5 posited that perceived workplace civility climate would be positively correlated to three facets of job satisfaction: overall, supervision, and coworkers. Hypothesis 4a was supported in that self-and peer-reports of overall job satisfaction correlated significantly only with their respective reports of PWCC dimensions. These findings are consistent with findings of studies that demonstrated the positive relationship of job satisfaction with safety and violence climate (e.g., Hayes, Perander, Smecko, & Trask, 1998; Spector et al., 2007). The only difference in the pattern of findings was that self- and peer-reports of overall job satisfaction related only to their respective reports of each dimension of PWCC. This finding is not surprising because overall job satisfaction tends to encompass a significant number of aspects of employees' work experience (Spector, 1997). Thus, the need to break job satisfaction into facets provides specific information regarding an employees' work environment such as supervision and coworkers.

Hypothesis 4b and 5, which proposed PWCC would be significantly related to job satisfaction for supervision and coworkers were supported. Specifically, job satisfaction for supervisors and coworkers was measured using only self-report; however, they were significantly related to self- and peer-reports of all three dimensions of PWCC. These relationships provide evidence supporting the influence supervisors and coworkers have in shaping employee perceptions of civility climate.

Hypothesis 6 proposed that perceived workplace civility climate would be correlated to constructs involved with workplace aggression. Specifically, hypothesis 6a proposed that PWCC would be negatively correlated with experienced workplace incivility. Self- and peer-reported PWCC dimensions correlated significantly to self-reports of experienced workplace incivility. Furthermore, Hypothesis 6b proposed that PWCC would be negatively related to interpersonal conflict. The findings for this hypothesis was similar to the findings for hypothesis 6a because our findings yielded significant correlations between self-reported PWCC dimensions and self-reported interpersonal conflict at work. Likewise, we found significant correlations between the peer-reported PWCC dimensions and peer-reported interpersonal conflict at work.

However, we found mixed results when we investigated the cross correlations between self- and peer-reported variables of PWCC dimensions and interpersonal conflict at work. Specifically, self-reported response was the only dimension that correlated significantly with peer-reported interpersonal conflict at work. Whereas, self-reported intolerance and policies/procedures yielded nonsignificant correlations with peer-reported interpersonal conflict at work. Lastly, all three dimensions of peer-reported PWCC dimensions significantly correlated with self-reported interpersonal conflict at work.

Lastly, hypothesis 6c proposed that perceived workplace civility climate would be negatively correlated to counterproductive work behaviors. We found significant correlations between self-reported CWB-abuse and all self-reported dimensions of PWCC. However, the correlations between self- and peer-reports of PWCC dimensions and CWB were mixed. Specifically, self-reported CWB-abuse correlated significantly with peer-reported response and policies/procedures dimensions of PWCC, whereas self-

reported response and policies/procedures did not correlate with peer-reported CWB-abuse of the primary worker. Lastly, CWB-withdrawal did not correlate significantly with self- and peer-reported dimensions of PWCC. However, peer-reported CWB-withdrawal of the primary worker correlated significantly to the dimension of peer-reported intolerance.

Penny and Spector (2005) suggested that peer-reports of CWB might be less accurate than self-reports because employees might monitor their behaviors, especially negative behaviors, while in the presence of coworkers. In their study, there was a discrepancy between the self and peer-reports of engaging in CWB, such that 1 percent of their sample reported that they never performed any acts of CWB, and 16 percent of their peers reported never observing their coworker performing any CWB. As a result, the pattern of findings in this study are consistent with their claim because self- and peer-reported dimensions of PWCC, which can be viewed as a shared experience by employees, correlated with self-report of CWB-abuse, but not peer-reported CWB-abuse of the primary employee.

Hypothesis 7 and 8 investigated the role of negative affectivity. Specifically, hypothesis 7 proposed that workplace civility climate would be negatively correlated with negative affectivity. Self-reported negative affectivity correlated significantly with all self-report dimensions of PWCC. Interestingly, self-reported negative affectivity correlated significantly with peer-reported intolerance and response, but not policies/procedures. Hypothesis 8 proposed that the relationship between workplace civility climate and counterproductive work behaviors will be moderated by negative affectivity. Negative affectivity only moderated the relationship between self-reports of

response and CWB-withdrawal. Specifically, when individuals report high NA, self-reports of response correlated negatively with self-reported CWB-withdrawal; whereas, when individuals reported low levels of NA, self-reports of response correlated positively with CWB-withdrawal.

Findings for hypothesis 7 and 8 suggest that individual dispositions are related to individual perceptions of workplace civility climate. The significant moderating effect of NA on the relationships between self-reported response and self-reported CWB-withdrawal supports the *hyper-responsivity* mechanism proposed by Spector, Zapf, Chen, and Frese (2000): (a). Hyper-responsivity mechanism posits that the people tend to perceive stressors similarly, but it is the response or strain with a stressor that sets an employee high in NA apart from an employee who rates lower in NA. Thus, the moderating effect might indicate that individuals might cope inadequately to an uncivil work environment, despite practices in place to help address the issue of uncivil interactions in the workplace.

Hypothesis 9 proposed that the relationship between experienced workplace incivility and counterproductive work behaviors will be moderated by perceived workplace civility climate. Specifically, it was proposed that when workplace civility climate is high, the relationship between experienced workplace incivility and acts of CWB will be reduced and vice versa. The significant interactions that involved intolerance and response yielded results contrary to the proposed hypothesis.

There are several potential reasons why the moderating effects of intolerance and response on the relationship between workplace incivility and CWB-abuse were contrary to the hypotheses. First, workplace incivility research stresses the overlap incivility has

with other aggressive behaviors. The key difference between workplace incivility and other forms of workplace aggression is the perception of the target with regards to the assailants' intent to harm. Second, it is possible that our measure of workplace incivility is indirectly measuring more aggressive acts of aggression when an employee reports experiencing a high degree of incivility. In fact, some of the items of our workplace incivility scale were based on various measures of workplace aggression, such as abuse and mobbing, which means that high levels of incivility might indicate bullying, emotional abuse, and other aggressive behaviors that are also verbal, passive, and indirect in nature, but can clearly harm an employee. Lastly, it is possible for some acts of uncivil activity in the workplace to “fall” between the cracks despite policies and procedures in place that address uncivil acts in the workplace.

These moderator findings support Andersson and Pearson's (1999) model of an incivility spiral. This is a process by which individuals who experience incivility are more likely to engage in retaliatory behaviors. The description of this process in the aggression literature assumes that an incivility spiral has a tipping point, a term that epidemiologists use to describe how infectious diseases escalate into epidemics, where acts of incivility can escalate into major conflicts. These spirals are posited to occur when a violation occurs with regard to norms of interpersonal conduct (i.e., interactional justice, which reflects the perceptions of fairness concerning politeness, dignity, and respect by others; Bies & Moag, 1986; Greenberg, 1990a; 1990b).

Thus, the relationships between workplace incivility and CWB-abuse might be stronger in good civility climates because of a violation of interactional justice. That is, the moderator hypotheses for self-reports of intolerance and response are supported at

low levels of incivility, in that rates of CWB-abuse were lower in low intolerance and good response conditions.

Chapter 5

Limitations and Future Research

The results of the study are promising given the limitations of the study. First, a majority of the sample was young and female. Gender was a significant predictor in the regression equations such that male scores averaged higher than woman with regard to CWB-abuse as an outcome. Age was also significant in some of the regression analyses demonstrating that older individuals tended to report less CWB-abuse. A common thread in many streams of aggression research is labeling and definitional terms are typically driven by the description of the target under the attack, such as racial harassment (e.g., Schneider, Hitlan, & Radhakrishnan (2000) and Fox and Stallworth (2005). Future research should investigate if workplace civility climate affects on individual and organizational outcomes differ as a function of the type of aggression, such as sexual and racial harassment.

The moderator results of this study are preliminary and should be interpreted with caution. However, it must be noted that moderator results for intolerance and response were significant despite a number of factors that would have made it unlikely to obtain a significant moderator effects. First, the sample size of the self-report group (N = 184) was smaller than is typically needed to obtain a significant interaction effect. In fact, research has demonstrated that moderator tests are low in power (Aquinis, 1995). Second, workplace incivility and CWB were skewed, thus introducing range restriction because of

individuals committing and experiencing so few of these acts. Thus, despite these threats to power, it is possible that PWCC could be a robust moderator for the relationship between incivility and CWB.

Lastly, the current study has demonstrated that a majority of the strain variables related to safety climate also relate to perceived workplace civility climate. More importantly, this study found significant correlations between self- and peer-reports of all PWCC dimensions with experienced workplace incivility and job satisfaction for supervision reported by the primary employee. These findings provided evidence that points to the critical role management plays with regard to workplace climate, in particular workplace civility climate, and suggest that workplace civility climate is a climate level construct and not solely idiosyncratic perceptions of employees.

Lastly, more research needs to identify if workplace civility climate can be changed. If so, researchers and practitioners need to identify the most effective level (e.g., line employees or top management) for changing climate. Since research has found that employees tend to use supervisors as models of acceptable behavior in organizations, management would most likely be the most effective level of employees to introduce an intervention aimed at changing civility climate. In addition, researchers need to investigate perceived workplace civility climate effects on individual and organizational outcomes above and beyond safety climate. That is, do we gain more by adding another climate construct to the study of workplace safety? If empirical findings indicate an increase in accounted variance above and beyond safety climate, researchers and practitioners should not ignore the abundance of studies showing the link between uncivil acts and severe forms of aggression and violence. In all, research on climate measures of

safety, violence prevention, and now civility climate force researchers and practitioners to rethink how they define and practice workplace safety.

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Appendices

Appendix A: Primary Worker Cover Letter

What is the purpose of this study?

- My name is Raymond Ottinot, a graduate student at the University of South Florida. As part of my master's thesis, I am surveying individuals who work in a variety of workplace settings.
- This information can be used to help expand our knowledge of behavior and health in the workplace.

What is required?

Primary participants (You)

- 6 months tenure at current job
- I request that a coworker complete a questionnaire about your workplace behaviors

Coworker requirements

- Same level as you
- 6 month tenure at current job

Expected Duration

- Your questionnaire will take about 15 minutes to complete
- Your coworkers questionnaire will take about 10 minutes to complete

Instructions

Be sure to read the instructions for each of the separate questionnaires carefully.

Please be sure to:

- Respond to all statements
- Respond accurately and honestly

I do not ask for your name or coworker's name, so the information you provide will be completely anonymous. Participation is voluntary, and no one will know if you choose to complete the survey or not.

If you have questions about your rights, general questions, complaints, or issues as a person taking part in this study, call the Division of Research Integrity and Compliance of the University of South Florida at (813) 974-9343. Since the survey is anonymous, you will not be able to get an individualized report. However, if you would like to know the outcome of the study, please feel free to contact me via e-mail at ottinot@mail.usf.edu.

Thank you in advance for your help!

Raymond C. Ottinot
University of South Florida
Graduate Student

Appendix B: Coworker Questionnaire Cover Letter

My name is Raymond Ottinot, a graduate student at the University of South Florida. As part of my master's thesis, I am surveying individuals who work in a variety of workplace settings.

Why should you fill out this survey?

- This information can be used to help expand our knowledge of behavior and health in the workplace.
- I need your help to collect data for my thesis.

What is required?

As a coworker, you must be employed with their current employer for at least 6 months and be a coworker at the same level as the individual who requested that you complete this survey.

Instructions

Be sure to read the instructions for each of the separate questionnaires carefully.

Please be sure to:

- Respond to all statements
- Respond accurately and honestly
- Place the completed questionnaire in the self-addressed stamped envelope attached to this survey, and drop it in the mailbox.

I do not ask for your name or coworker's name, so the information you provide will be completely anonymous. Participation is voluntary, and no one will know if you choose to complete the survey or not.

If you have questions about your rights, general questions, complaints, or issues as a person taking part in this study, call the Division of Research Integrity and Compliance of the University of South Florida at (813) 974-9343. Since the survey is anonymous, you will not be able to get an individualized report. However, if you would like to know the outcome of the study, please feel free to contact me via e-mail at ottinot@mail.usf.edu. Please note, that the results will not be available for a few months.

Thank you in advance for your help!

Raymond C. Ottinot
University of South Florida
Graduate Student

Appendix C: Primary Worker Demographics

Demographics

Put your own secret code here _____

The code should be at least 6 numbers/letters.
Before beginning this questionnaire please write the same code
on your coworker's questionnaire.

1. Age: _____
2. Gender (Mark with an 'x'): Male _____ Female _____
3. How many hours a week do you work in your current job? _____ Hours
4. How long have you worked in your current job?
_____ Years and _____ Months
5. How would you describe your race or ethnicity? (Mark with an 'x'):
____ Asian/Pacific Islander ____ American Indian/Alaskan Native
____ Black Non-Hispanic ____ Hispanic
____ White Non-Hispanic Other (please specify) _____
6. Gender of primary supervisor (Mark with an 'x'):
Male _____ Female _____
7. How many days have you missed from work other than vacation in the past 30 days?
_____ Days
8. Mark with an 'x' the industry sector you work in:
____ Manufacturing ____ Financial Srves ____ Service
____ Retail ____ Hospitality ____ Military
____ Educ. ____ Communications ____ Sales
____ Gov. ____ Technology Other _____
____ Entertainment ____ Medical/Social

Appendix D: Workplace Incivility

In your **CURRENT JOB**, have you been in a situation where any of **your superiors or coworkers**:

-
- 1 = Never
 - 2 = Once or twice
 - 3 = Once or twice a month
 - 4 = Once or twice a week
 - 5 = Every day
-

Put you down or was condescending to you	1	2	3	4	5
Paid little attention to your statement or showed little interest in your opinion	1	2	3	4	5
Made demeaning or derogatory remarks about you	1	2	3	4	5
Addressed you in unprofessional terms, either publicly or privately	1	2	3	4	5
Ignored or excluded you from professional camaraderie	1	2	3	4	5
Doubted your judgment on a matter over which you have responsibility	1	2	3	4	5
Made unwanted attempts to draw you into a discussion of personal matters	1	2	3	4	5
Restricted your opportunities to speak	1	2	3	4	5
Moved you to a room far from your colleagues	1	2	3	4	5
Questioned your decisions	1	2	3	4	5
Refused to assign any tasks to you	1	2	3	4	5
Removed you from all tasks so that you were at a loss what to do next	1	2	3	4	5
Assigned senseless tasks to you	1	2	3	4	5
Assigned you tasks far below your skills	1	2	3	4	5
Assigned degrading tasks to you	1	2	3	4	5
Refused to communicate with you by means of slighting glances and gestures	1	2	3	4	5
Refused to communicate with you by dropping hints without speaking out directly	1	2	3	4	5
Would not talk to you	1	2	3	4	5
Made you look stupid	1	2	3	4	5
Glared at you in a hostile manner	1	2	3	4	5
Excluded you from work-related social gatherings	1	2	3	4	5
Consistently arrived late for meetings that you called	1	2	3	4	5
Gave you the silent treatment	1	2	3	4	5

Appendix D: (Continued)

Failed to give you the praise for which you felt entitled	1	2	3	4	5
Treated you in a rude and/or disrespectful manner	1	2	3	4	5
Failed to take action to protect you from harm	1	2	3	4	5
Refused your requests for assistance	1	2	3	4	5
Failed to deny false rumors about you	1	2	3	4	5
Delayed action on matters that were important to you	1	2	3	4	5
Consistently failed to return your telephone calls	1	2	3	4	5
Consistently failed to respond to your memos or e-mail	1	2	3	4	5
Ignored your contributions	1	2	3	4	5
Failed to give you information that you really needed	1	2	3	4	5
Failed to warn you about impending dangers	1	2	3	4	5
Blamed you for other peoples' mistakes	1	2	3	4	5
Failed to defend your plans or ideas to others	1	2	3	4	5
Gave you unreasonable workloads or deadlines more than others	1	2	3	4	5
Destroyed or needlessly took resources that you needed to do your job	1	2	3	4	5
Prevented you from expressing yourself (e.g., interrupted when speaking)	1	2	3	4	5
Took credit for your work or ideas	1	2	3	4	5
Reprimanded you or "put you down" in front of others	1	2	3	4	5
Borrowed things from you without asking	1	2	3	4	5
Used profane language or cursed in front of you	1	2	3	4	5
Told you offensive or inappropriate jokes	1	2	3	4	5
Yelled or raised his/her voice at you	1	2	3	4	5
Treated you as though your time was not important	1	2	3	4	5
Gossiped about you or talked about you behind your back	1	2	3	4	5

Appendix E: Job Satisfaction Scale

Please indicate your agreement or disagreement with the following statements:

1 = Disagree Very Much

2 = Disagree Moderately

3 = Slightly Disagree

4 = Agree Slightly

5 = Agree Moderately

6 = Agree Very Much

1. ____ I like my supervisor.
2. ____ All in all, I am satisfied with my job.
3. ____ There is too much bickering and fighting at work.
4. ____ I enjoy my coworkers.
5. ____ My supervisor is unfair to me.
6. ____ I like the people I work with.
7. ____ In general, I don't like my job.
8. ____ My supervisor shows too little interest in the feelings of subordinates.
9. ____ I find I have to work harder at my job because of the incompetence of people I
work with.
10. ____ My supervisor is quite competent in doing his/her job.
11. ____ In general, I like working here.

Appendix F: Interpersonal Conflict at Work Scale

Please indicate how often the following events occur in your present job.

1 = Never

2 = Once or Twice

3 = Once or Twice a *Month*

4 = Once or Twice a *Week*

5 = Every Day

1. How often do you get into arguments with others at work? _____
2. How often do other people yell at you at work? _____
3. How often are people rude to you at work? _____
4. How often do other people do nasty things to you at work? _____

Appendix G: PANAS Schedule

This scale consists of a number of words that describe different feelings and emotions.

Read each item and then mark the appropriate answer in the space next to that word.

Indicate to what extent you generally feel. Use the following scale to record your answers:

1 = very slightly or not at all

2 = a little

3 = moderately

4 = quite a bit

5 = very much

1. ___ distressed

6. ___ irritable

2. ___ upset

7. ___ ashamed

3. ___ guilty

8. ___ nervous

4. ___ scared

9. ___ jittery

5. ___ hostile

10. ___ afraid

Appendix H: Job Affective Well-being Scale

Using the following response options please indicate how often any part of your present job (e.g., the work, co-workers, supervisor, clients, pay) has made you feel.

- 1= Never
- 2= Rarely
- 3= Sometimes
- 4= Quite Often
- 5= Extremely Often

In the last 30 days my job has made me feel:

- | | |
|---------------------|-----------------------|
| 1. ____ Angry | 11. ____ Energetic |
| 2. ____ Anxious | 12. ____ Enthusiastic |
| 3. ____ At ease | 13. ____ Excited |
| 4. ____ Bored | 14. ____ Fatigued |
| 5. ____ Calm | 15. ____ Frightened |
| 6. ____ Content | 16. ____ Furious |
| 7. ____ Depressed | 17. ____ Gloomy |
| 8. ____ Discouraged | 18. ____ Inspired |
| 9. ____ Disgusted | 19. ____ Relaxed |
| 10. ____ Ecstatic | 20. ____ Satisfied |

Appendix I: Counterproductive Work Behaviors

How often have you done each of the following things on your present job?	Never	Once or Twice	Once or Twice per month	Once or twice per week	Every day
Told people outside the job what a lousy place you work for	1	2	3	4	5
Came to work late without permission	1	2	3	4	5
Stayed home from work and said you were sick when you weren't	1	2	3	4	5
Started or continued a damaging or harmful rumor at work	1	2	3	4	5
Been nasty or rude to a client or customer	1	2	3	4	5
Taken a longer break than you were allowed to take	1	2	3	4	5
Left work earlier than you were allowed to	1	2	3	4	5
Insulted someone about their job performance	1	2	3	4	5
Made fun of someone's personal life	1	2	3	4	5
Ignored someone at work	1	2	3	4	5
Blamed someone at work for error you made	1	2	3	4	5
Started an argument with someone at work	1	2	3	4	5
Verbally abused someone at work	1	2	3	4	5
Made an obscene gesture (the finger) to someone at work	1	2	3	4	5
Threatened someone at work with violence	1	2	3	4	5
Threatened someone at work, but not physically	1	2	3	4	5
Said something obscene to someone at work to make them feel bad	1	2	3	4	5
Did something to make someone at work look bad	1	2	3	4	5
Played a mean prank to embarrass someone at work	1	2	3	4	5
Looked at someone at work's private mail/property without permission	1	2	3	4	5
Hit or pushed someone at work	1	2	3	4	5
Insulted or made fun of someone at work	1	2	3	4	5

Appendix J: Perceived Workplace Civility Climate

Please indicate your agreement or disagreement with the following statements:

- 1 = Strongly Disagree
- 2 = Inclined to Disagree
- 3 = Neither
- 4 = Inclined to Agree
- 5 = Strongly Agree

1. ___ Management has a low tolerance for disrespectful behavior among coworkers.
2. ___ Management could care less about the way employees treat each other.
3. ___ Management is oblivious to the health of coworker relationships.
4. ___ Generally, management is not concerned with how much respect employees show each other on a daily basis.
5. ___ Members of management are good role models for how employees should treat each other
6. ___ My organization has clearly defined rules on how to respectfully treat coworkers.
7. ___ If an outsider came into the organization it would be hard to identify who doesn't like each other in the workplace.
8. ___ Employees would most likely be ignored if they were to report to management that they were feeling harassed by another coworker.
9. ___ If employees informed management of an interpersonal dispute with a coworker, then that employee should be concerned about the possible retaliation from the coworker.
10. ___ Members of management speak positively about employees to other employees.
11. ___ No matter the situation (e.g., busy time, short staffed) management encourages employees to treat each other with respect.
12. ___ Management lets employees handle their own arguments with coworkers.
13. ___ Treating coworkers with respect and being courteous was mentioned during the orientation phase of my employment.
14. ___ If I was being verbally harassed by an employee, I would feel comfortable going to management about it.
15. ___ During performance reviews, management inquires about the respectful nature of my relationships with coworkers.
16. ___ Management address coworker disputes in a way where everyone wins.
17. ___ Employees are informed of alternative methods for dealing with coworker disputes.
18. ___ When an employee cannot handle an ongoing dispute with a coworker, he/she is unaware of policies and procedures on how to handle the situation.
19. ___ Employees inform new employees about any unspoken rules about how to avoid disputes with coworkers.
20. ___ Management provides a formal process for employees to handle disputes among employees.

Appendix J: (Continued)

21. ___ Coworkers are good at letting go of negative non-work related personal matters between/among coworkers.
22. ___ Generally, coworkers sincerely try to maintain positive relationships with coworkers.
23. ___ While at work coworkers know how far to go into another coworkers' private life.
24. ___ Coworkers go out of their way to make sure that everyone feels welcomed at the organization.

Scree Plot

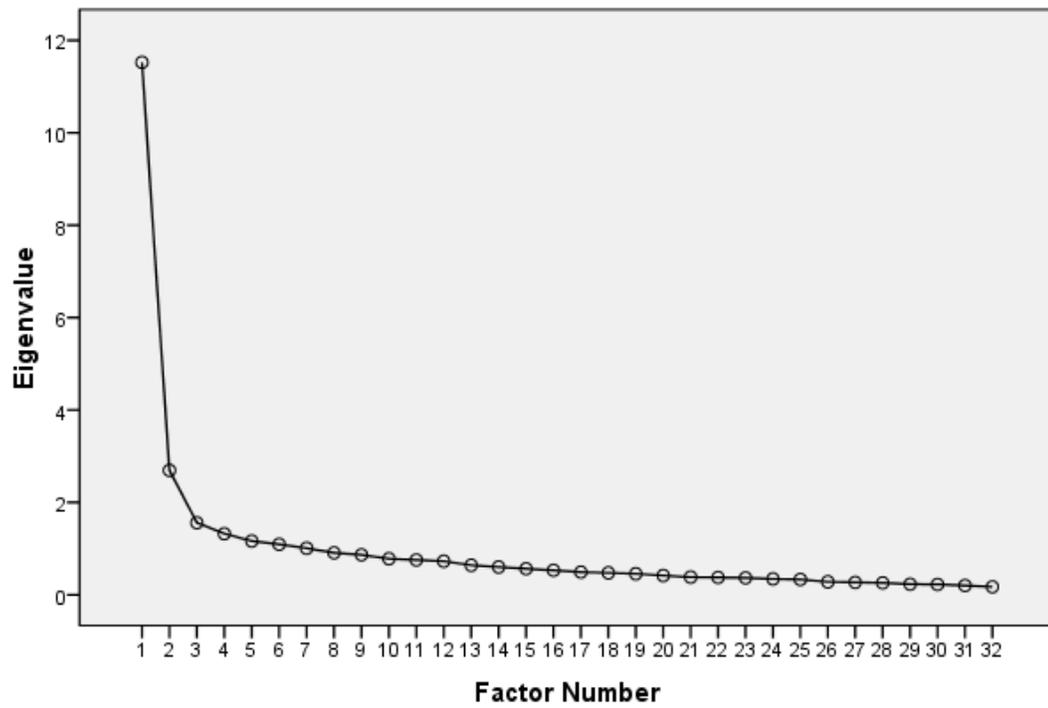


Figure 1. Scree plot for the perceived workplace civility climate scale.

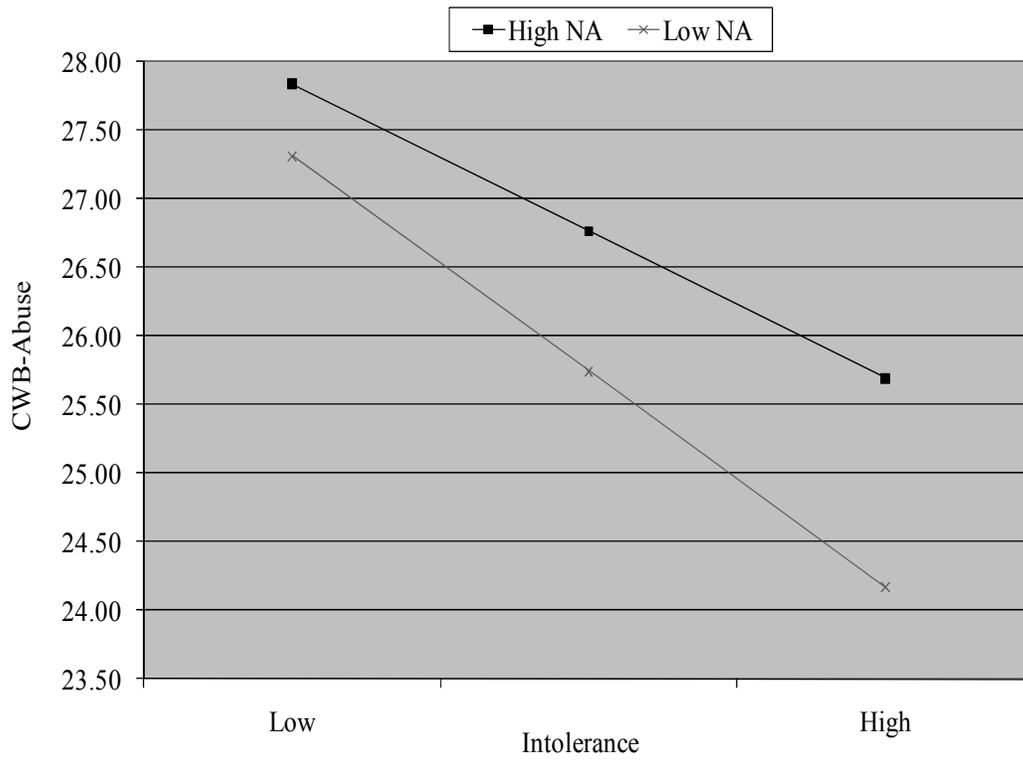


Figure 2. Moderating effect of negative affectivity on the correlation between intolerance and counterproductive work behavior (abuse).

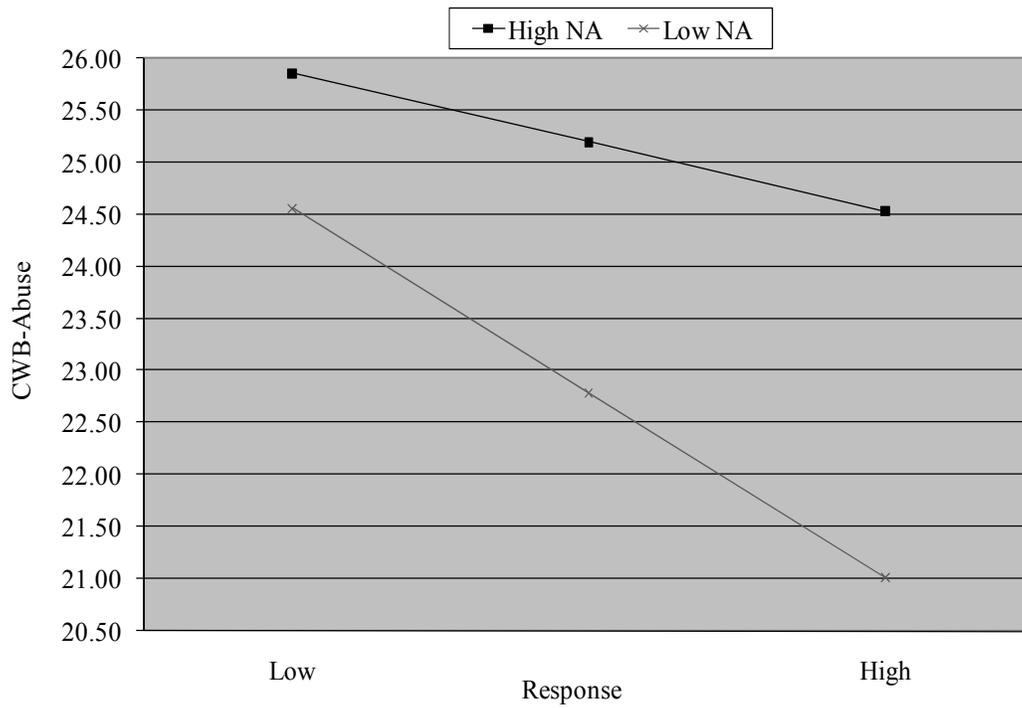


Figure 3. Moderating effect of negative affectivity on the correlation between response and counterproductive work behavior (abuse).

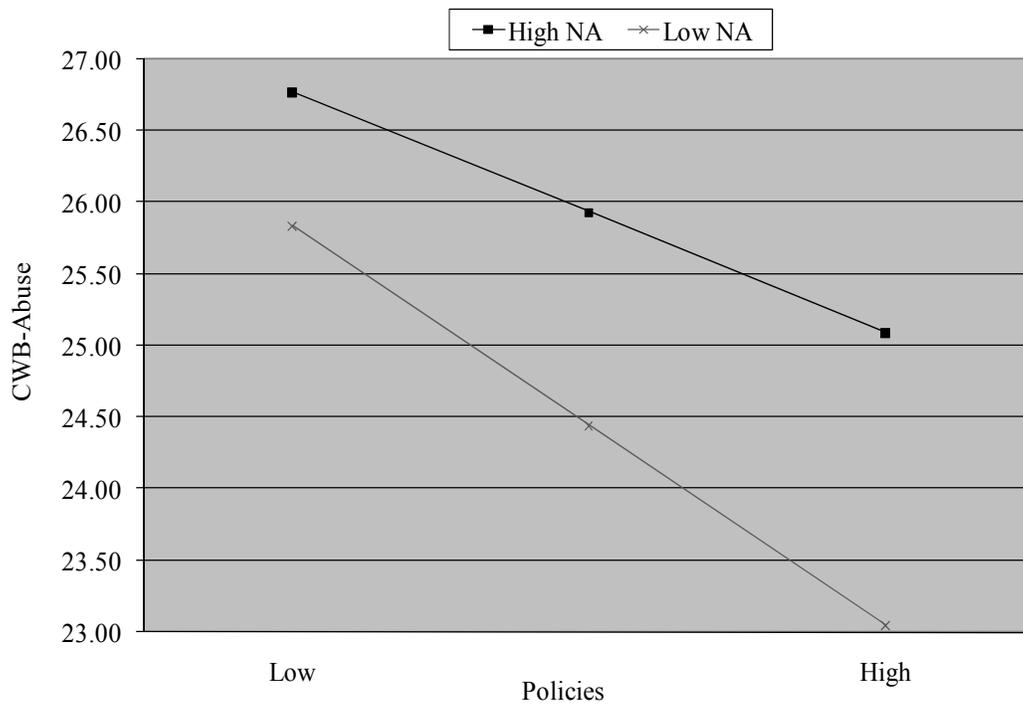


Figure 4. Moderating effect of negative affectivity on the correlation between policies and counterproductive work behavior (abuse).

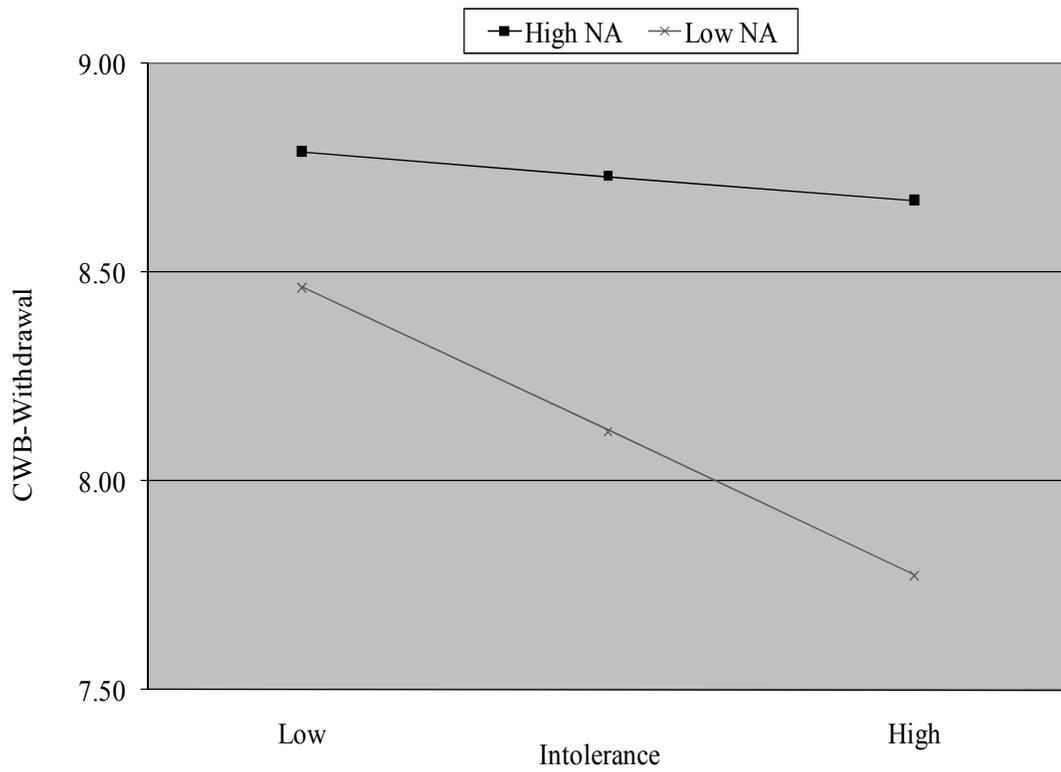


Figure 5. Moderating effect of negative affectivity on the correlation between intolerance and counterproductive work behavior (withdrawal).

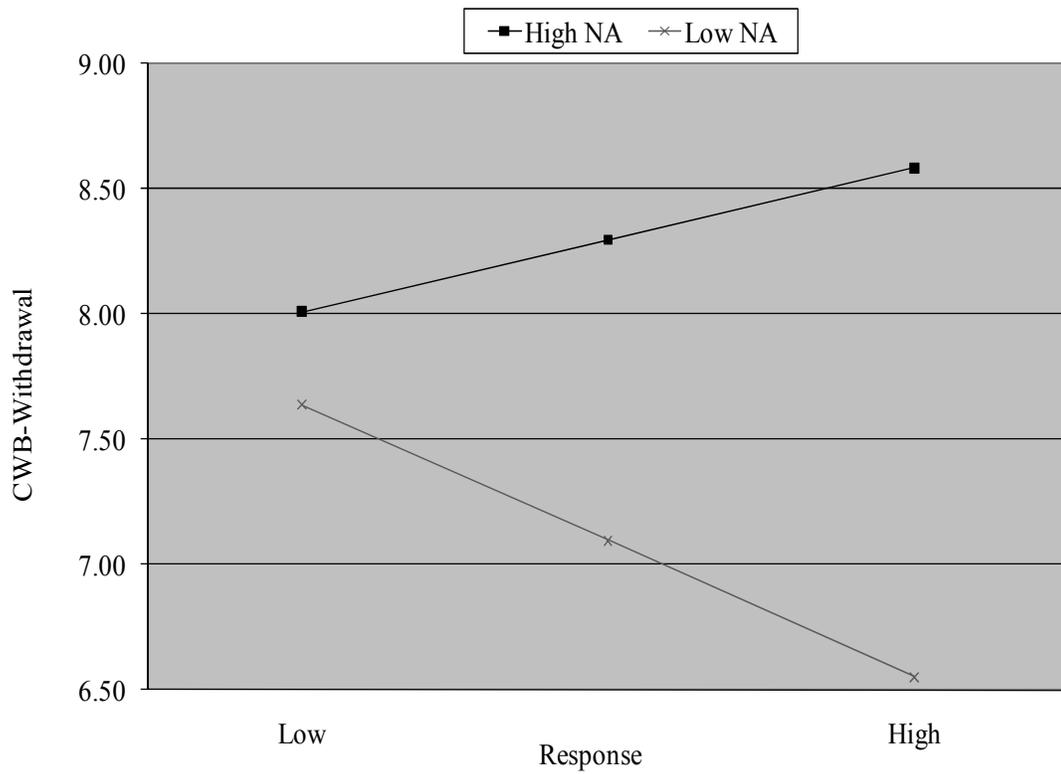


Figure 6. Moderating effect of negative affectivity on the correlation between response and counterproductive work behavior (withdrawal).

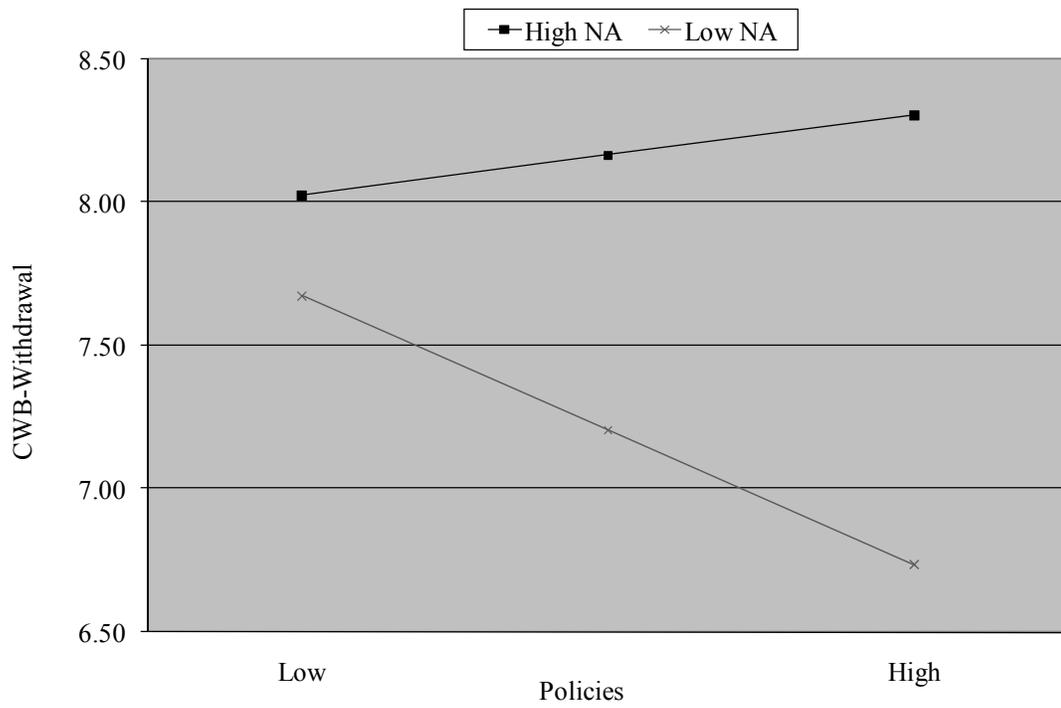


Figure 7. Moderating effect of negative affectivity on the correlation between policies and counterproductive work behavior (withdrawal).

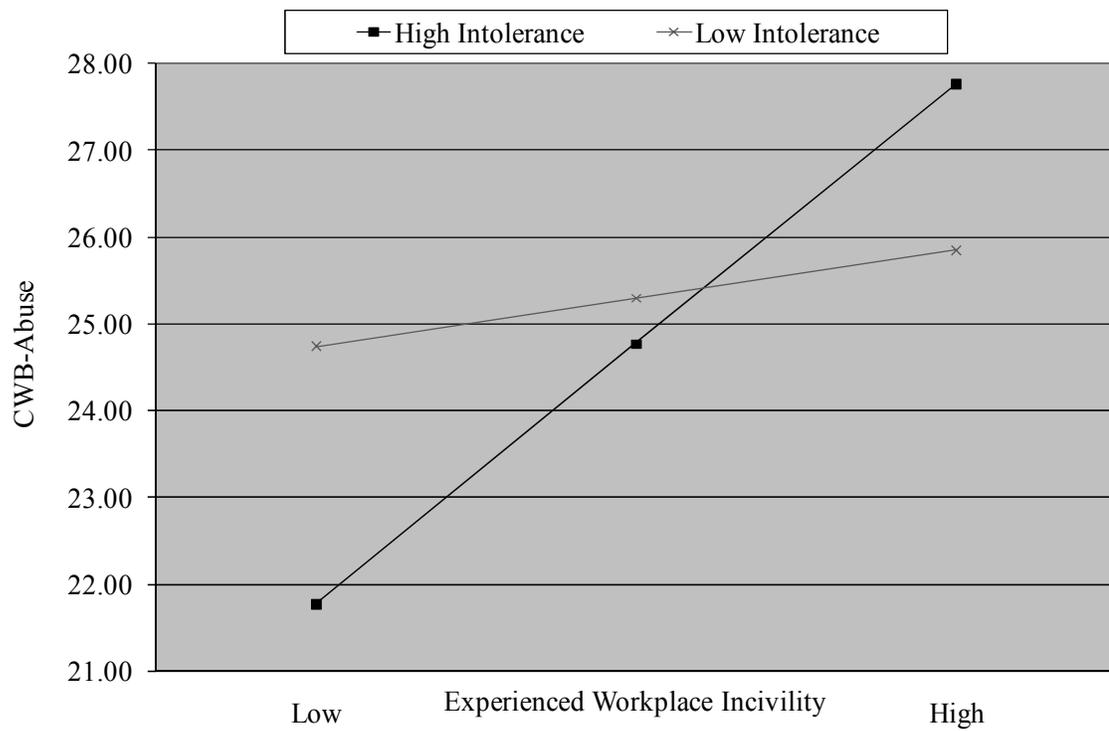


Figure 8. Moderating effect of intolerance on the correlation between experienced workplace incivility and counterproductive work behavior (abuse).

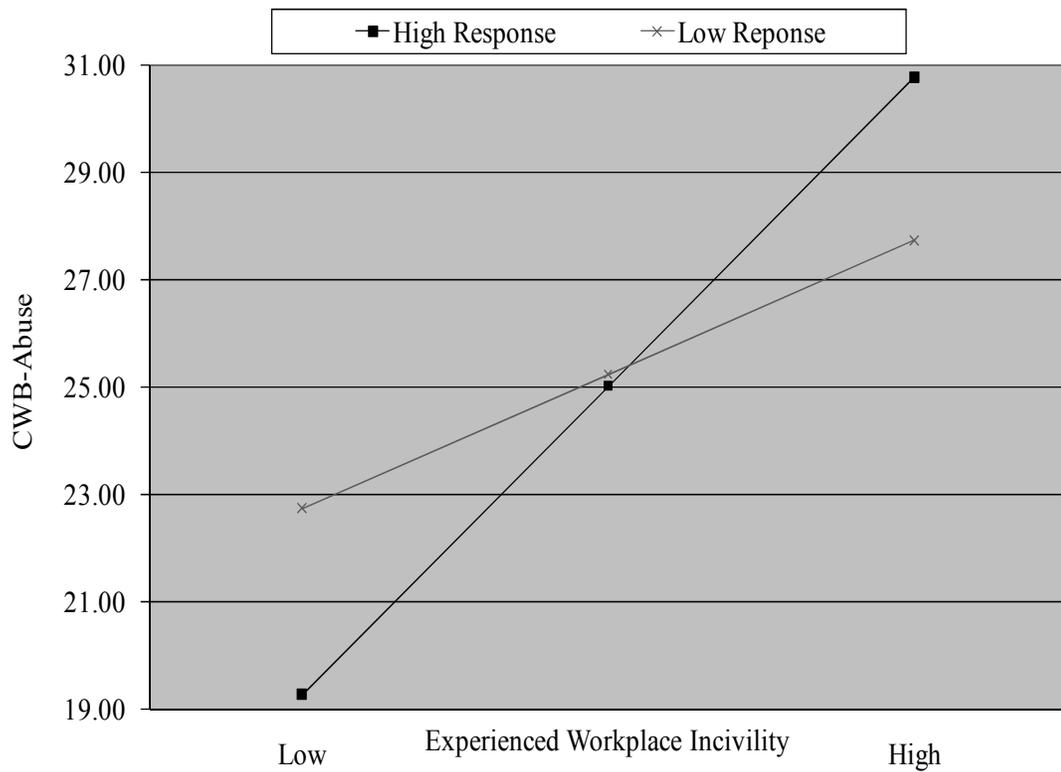


Figure 9. Moderating effect of response on the correlation between experienced workplace incivility and counterproductive work behavior (abuse).

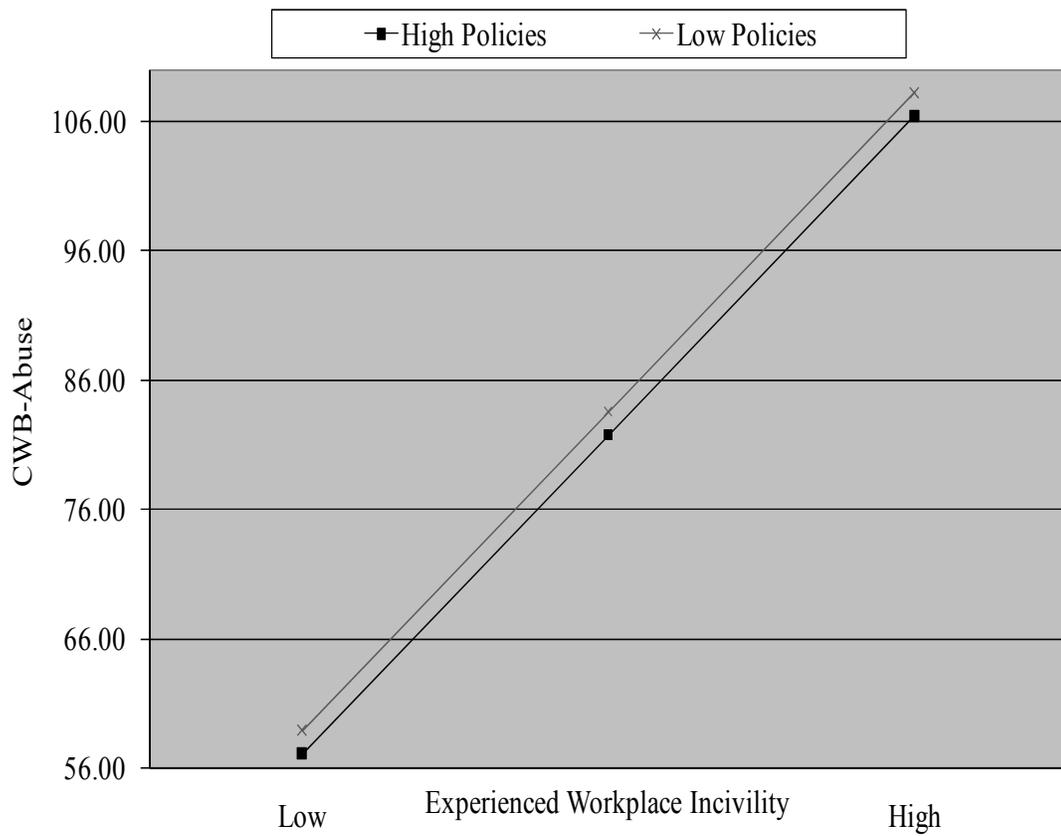


Figure 10. Moderating effect of policies on the correlation between experienced workplace incivility and counterproductive work behavior (abuse).

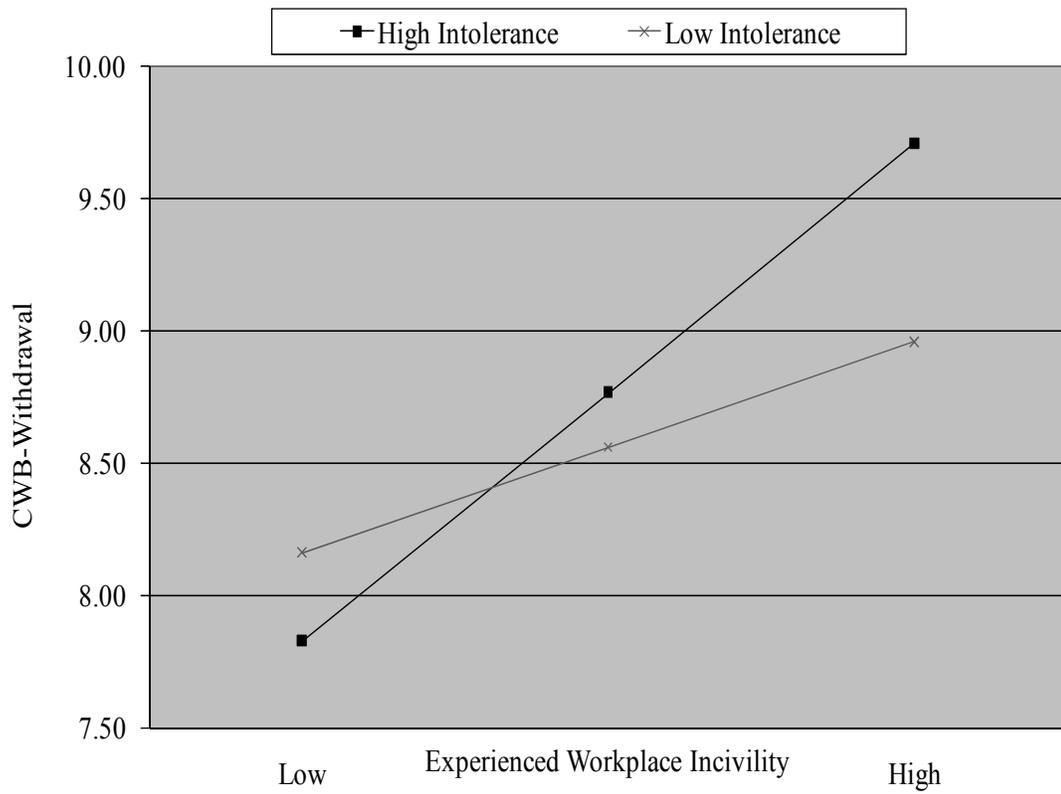


Figure 11. Moderating effect of intolerance on the correlation between experienced workplace incivility and counterproductive work behavior (withdrawal).

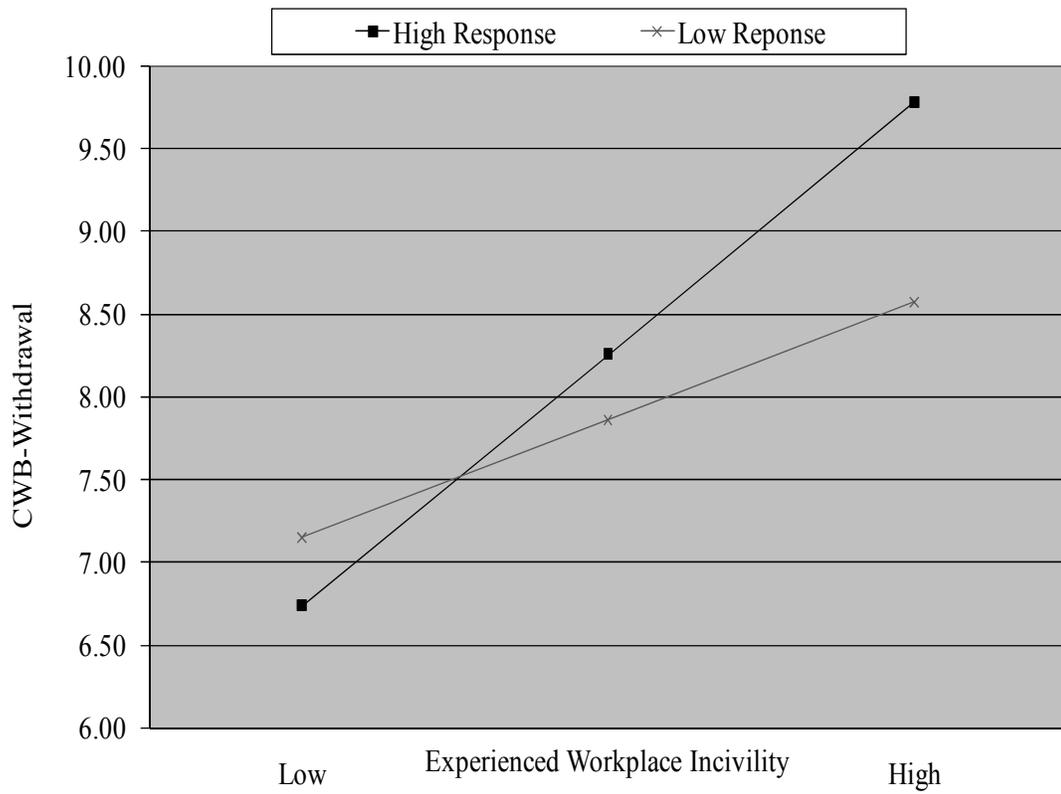


Figure 12. Moderating effect of response on the correlation between experienced workplace incivility and counterproductive work behavior (withdrawal).

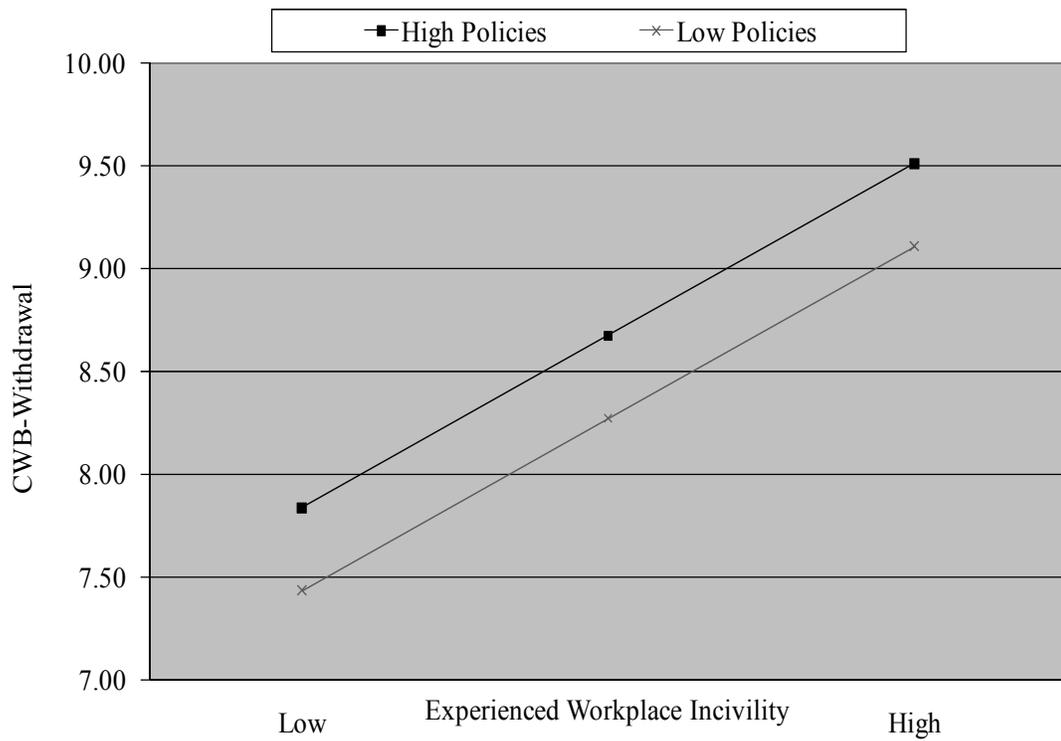


Figure 13. Moderating effect of policies on the correlation between experienced workplace incivility and counterproductive work behavior (withdrawal).