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Rudeness is in the Eye of the Beholder: How Gender Impacts Reactions to Incivility at Work

Sarah Carver

The University of Western Ontario

Supervisor

Finegan, Joan E.

The University of Western Ontario

Graduate Program in Psychology

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Abstract

Although incivility is a widely studied topic in IO Psychology, little is known about how gender influences observer reactions to incivility. Using experimental vignettes, we examined how gender of the observer, instigator, and target influenced observer reactions to identical uncivil behaviours. Women observers reported stronger negative reactions to incivility than men. Additionally, results revealed that uncivil behaviour between a man instigator and man target provoked fewer negative reactions compared to women engaging in the same behaviour. Thus, men engaging in incivility against other men may be disregarded as just ‘boys being boys’, whereas women engaging in the same behaviour may face backlash.

Keywords: Incivility, Gender, Observing Incivility, Workplace Mistreatment, Stereotyping.

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Rudeness is in the Eye of the Beholder: How Gender Impacts Reactions to Incivility at Work

Incivility is a controversial workplace phenomenon and a ‘hot topic’ in industrial organizational psychology (Schilpzand, De Pater & Erez, 2016). Andersson and Pearson’s (1999) seminal article defines workplace incivility as low-grade, deviant behaviour that violates norms of respect in the workplace. Incivility is unique among other similar constructs of counterproductive workplace behaviour because it is a less overt, low-level aggression that is ambiguous in its intent to harm (Andersson & Pearson, 1999). Examples of incivility include texting in a meeting while another co-worker is speaking, initiating a sensitive and private conversation in a public setting, or failing to acknowledge a co-worker after they held the door open for you (Sliter, Withrow & Jex, 2015). Pearson and Porath (2013; 2009) have estimated that 98% of employees in America experience incivility, and that incivility costs organizations \$14,000 yearly due to reduced workplace performance, increased absenteeism, and increased turnover. While the literature on incivility has been prolific in the last two decades, the research on observer reactions to incivility is scarce in comparison (Schilpzand et. al., 2016). Specifically, little is known about how gender of the (a) observer, (b) instigator, and (c) target influence observer reactions to incivility. Our research investigated how observer gender, instigator gender, and target gender impact reactions to witnessing uncivil behaviour at work using vignette methodology.

Background

Prevalence of incivility. The literature on incivility suggests that incivility is not unique to North America (Schilpzand et. al., 2016). While the majority of research on incivility has been conducted in North America (Schilpzand et. al., 2016), incivility has been found to occur in the UK (Reich & Hershcovis, 2015; Totterdell, Hershcovis, Niven, Reich, & Stride, 2012), Austria

(Jimenez, Bregenzler, Leiter, & Magley, 2018), Sweden (Torkelson, Holm, Backstrom, & Schad, 2016), Australia (Griffin, 2010; Martin & Hine, 2005), New Zealand (Griffin, 2010), China (Chen et. al., 2018; Jiang, Chai, Li, & Feng, 2018; Wu, Zhang, Chiu & He, 2013), Korea (Hyun, De Gagne, Park, & Kang, 2018; Kim & Shapiro, 2008), the Philippines (Scott, Restubog & Zagenczyk, 2013), Indonesia (Handoyo, Samian, Syarifah, & Suhariadi, 2018), Singapore (Lim & Lee, 2011; Lim & Teo, 2009), Pakistan (De Clercq, Haq, Azeem, & Raja, 2018), and Cyprus (Arasli, Namin, & Abubakar, 2018). The abundance of global research on workplace incivility illustrates that incivility is not only a problem for North American organizations but a worldwide issue (Schilpzand et. al., 2016). While incivility is prevalent across cultures, it is imperative to consider the cultural context of each sample when researching incivility (Chen et. al., 2018). Chen and colleagues (2018) found support for the validity of measuring incivility in both an American and Chinese sample; however, the correlates of incivility differed across cultures. Specifically, in their American sample, the correlation between incivility and job satisfaction was stronger than in the Chinese sample. In the Chinese sample, the relationship between incivility and negative affect was stronger than in the American sample. Further, in a sample of Indonesian workplace professionals, Handoyo and colleagues (2018) found a unique set of uncivil behaviours specific to Indonesian culture. Thus, while incivility is prevalent in and out of North America, workplace incivility should be studied within the cultural context it occurs.

In addition, workplace incivility has been detected in a variety of workplaces and professions (Schilpzand et. al., 2016). Past literature illustrates the prevalence of incivility in both the private sector (Chen et. al., 2018; Cortina, Kabat-Farr, Leskinen, Huerta, & Magley, 2013; Sliter, Jex, Wolford & McInnerney, 2010; Wu et. al., 2013) and public sector (Chen et. al., 2018; Cortina, Magley, Williams & Langhout, 2001; Cortina & Magley, 2009; Cortina et. al.,

2013; Handoyo et. al., 2018; Leiter et. al., 2011; Reich & Hershcovis, 2015; Smith, Morin, & Lake, 2018). Workplace incivility has been found amongst healthcare professionals (Leiter et. al., 2011; Smith et. al., 2018), students (Reich & Hershcovis, 2015), engineers (Adams & Webster, 2013), government employees (Handoyo et. al., 2018), and IT professionals (Chen et. al., 2018). Thus, not only is incivility a global phenomenon, incivility is found in a diverse array of professions and organizations (Schilpzand et. al., 2016).

Types of incivility. In any scenario where uncivil behaviour occurs, there is an *instigator* of incivility (the perpetrator of the uncivil behaviour) and a *victim* of incivility (the target of the uncivil behaviour). There may also be an *observer* or multiple *observers* of incivility (individuals who witness the uncivil behaviour but are not directly involved in the incident).

Experienced incivility. Research on experienced incivility in the workplace focuses on the target of the uncivil behaviour. Specifically, experienced incivility highlights the experiences and feelings of the victim of incivility. Past research indicates that being a racial minority (Cortina et. al., 2013), young (Lim & Lee, 2011; Leiter et. al., 2010), low in agreeableness (Arab, Sheykhshabani, & Beshlideh, 2013; Sliter & Jones, 2016), and high in neuroticism (Arab et. al., 2013; Milam, Spitzmueller & Penney, 2009; Sliter & Jones, 2016) can make one more susceptible to experiencing incivility in the workplace. Furthermore, employees who have less workplace experience (Sliter & Jones, 2016), display a dominant management style (Trudel & Reio, 2011), or engage in counterproductive workplace behaviour (Meier & Spector, 2013) may be more likely to be targets of incivility. Finally, employees within organizations with strong civility norms (Walsh et. al., 2012), ethical and charismatic leadership (Walsh, Lee, Jenson, McGonagle, & Samnani, 2017), and low role stressors (Taylor & Kluemper, 2012) may be less vulnerable to experiencing incivility.

Past research has detailed the consequences of experiencing incivility. Experiencing incivility can lead to decreased organizational citizenship behaviours (Dalal, 2005), higher turnover intentions (Chiaburu & Harrison, 2008), conflicts with work-life balance (Lim, Ilies, Koopman, Christoforou, & Arvey, 2018; Miner et. al., 2010), withdrawal from work (Chen et. al., 2013), absenteeism (Sliter et. al., 2012), and decreased work performance (Chen et. al., 2013). Moreover, targets of incivility may experience depression (Lim & Lee, 2011; Miner et. al., 2010), negative affect (Tremmel & Sonnentag, 2018), emotional exhaustion (Sliter et. al., 2010), embarrassment, isolation (Hershcovis, Ogunfowora, Reich, & Christie, 2017), psychological distress (Abuakar, 2018), decreased working memory (Porath, Foulk, & Erez, 2015), insomnia (Demsky, Fritz, Hammer, & Black, 2018), and stress (Adams & Webster, 2013; Cortina et. al., 2001). Welbourne, Gangadharan, and Sariol (2015) found that experiencing incivility could lead to varying effects for different groups of individuals. Specifically, Welbourne and colleagues (2015) found that Hispanic employees were more resilient to experiencing incivility when compared to white employees, and that employees high in individualism were more likely to be dissatisfied with work and burnt out after experiencing incivility. Further, Hershcovis and colleagues (2017) found that targets were more embarrassed after experiencing incivility when the instigator was of higher power.

Instigated incivility. Instigated incivility focuses on the perspective of the perpetrator of uncivil behaviour. Much of the literature on instigated incivility focuses on the antecedents of perpetrators. Research indicates that employees who are in high-status positions (Cortina et. al., 2001), high in trait anger (Meier & Semmer, 2013), and have a dominant management style (Trudel & Reio, 2011) are more likely to behave uncivilly. Organizational change, job insecurity, low social support (Torkelson et. al., 2016), low job satisfaction, and perceptions of distributive

injustice (Blau & Anderson, 2005) can also lead to behaving uncivilly. Research further indicates that individuals who have previously been the target of incivility are more likely to become an instigator of incivility (Gallus, Bunk, Matthews, Barnes-Farrell, & Magley, 2014; Rosen, Koopman, Gabriel, & Johnson, 2016; Torkelson et. al., 2016; Trudel & Reio, 2011). Gallus and colleagues (2014) additionally found that men are more likely behave uncivilly when working in an organization that tolerates incivility, illustrating that an organizational climate that is accepting of incivility begets more incivility. Further, research suggests that there are consequences for individuals engaging in incivility at work (Gray, Carter, & Sears, 2017; Scott, Restubog, & Zagenczyk, 2013). Instigators may lose trust from their co-workers and become excluded in the workplace (Scott et. al., 2013) and ostracised by their colleagues (Gray et. al., 2017).

Witnessed incivility. While literature on workplace incivility has been prevalent, the literature on witnessing incivility in the workplace is scarce in comparison (Schilpzand et. al., 2016). Bandura's (1977; 1986) research suggests that individuals learn from watching the experiences of others and thus we should expect that witnessing incivility would affect the observer. Consistent with this, research has found that witnessing incivility at work can lead to heightened levels of negative affect, decreased performance, reduced helpfulness toward peers (Porath & Erez, 2009), and emotional exhaustion (Totterdell, Hershcovis, & Niven, 2012). Using an experimental design, Reich and Hershcovis (2015) found that observers (students and staff at a University in the United Kingdom) of incivility reacted more to the instigators of incivility than to the targets of incivility. That is, observers behaved negatively to instigators but did not react differently towards targets and non-targets of incivility. Further, observers of incivility are more likely to intervene when they are of higher power and this relationship is mediated by heightened

perceptions of responsibility (Hershcovis et. al., 2017). Research conducted by Fiori, Krings, Kleinlogel, and Reich (2016) illustrates that when observers of incivility take the perspective of the instigator of incivility, they perceive that the uncivil behaviour occurred because of situational factors rather than internal factors, ultimately reducing observer retaliatory behavior. Moreover, Miner-Rubino and Cortina (2004) found that witnessing incivility toward women in the workplace leads to lower levels of physical well-being and increased work withdrawal for observers. The authors did not investigate observer reactions to witnessing uncivil behaviour toward men in the workplace; thus, gender differences for the target are unknown. It is unclear from the current literature how gender of the observer, instigator, and target impact observer perceptions of incivility. Our study will add to the literature on witnessed incivility by examining this question.

Incivility and gender. Previous research suggests that women are more likely than men to experience incivility in the workplace (Cortina et. al., 2001; Cortina et. al., 2013; Gabriel, Butts, Yuan, Rosen & Sliter, 2017; Settles & O'Connor, 2014). Gloor, Li, Lim, and Feierabend (2018) found that young, childless women experience more workplace incivility than young, childless men and this is especially true when organizations offer greater resources for maternity leave than paternity leave. Moreover, women observers found incivility to be more inappropriate than men observers (Montgomery et. al., 2004). A possible explanation may be that women are more likely to be empathic and more cognizant of others' feelings (Basow, 1986; Bem, 1974; Brody, 1993), which may lead women to find rude behaviour to be more inappropriate than men.

Similarity/attraction theory. To understand how gender might impact our reactions to witnessing incivility, we considered two frameworks – similarity/attraction theory and stereotypes/discrimination. Similarity attraction theory (Byrne, 1969; Byrne, 1971) posits that

individuals are more attracted to similar others than dissimilar others. Specifically, individuals are likely to be more attracted to, and more likely to get along with, individuals with shared demographic characteristics such as race, nationality, socioeconomic status, education level, gender, religion, or ethnicity, as well as shared important attitudes pertaining to family and home life (Byrne, 1969; Byrne, 1971). Empirical research supporting the similarity attraction theory indicates that personality similarity may be an important factor in marital satisfaction and longevity (Berscheid & Walster, 1969; Byrne, 1971). While this theory was originally applied to romantic relationships, it can be applied to other domains. Similarity/attraction theory suggests that observers may relate more to a target that matches their gender.

In fact, Miner and Eischeid (2012) found that individuals experience heightened negative reactions to incivility when the target matches the gender of the observer. Specifically, they found that male observers reported higher negative emotionality when the victim of incivility was male, and female observers reported higher negative emotionality when the victim of incivility was female. Further, male observers reported heightened levels of anger, fear, and anxiety at work, whereas female observers reported heightened levels of demoralization after witnessing uncivil behaviour directed at a same-gender target (Miner & Eischeid, 2012). These findings provide support for the similarity-attraction framework.

Miner and Cortina (2016) investigated the association between witnessing incivility toward women in the workplace and occupational well-being outcomes. Employees were asked the degree to which they had witnessed incivility toward women in the workplace. Results indicated that witnessing incivility toward women led to negative employee outcomes for both men and women. Further, witnessing incivility toward women was associated with decreased safety perceptions and job satisfaction for women observers and increased turnover intentions

and decreased trust in the organization for both men and women observers. While similarity/attraction theory posits that witnessing incivility toward women should evoke stronger negative reactions for women observers than men observers, this study found comparable reactions between men and women. A possible explanation for the strong negative emotionality reported by men bystanders is that because the survey was about self-reported experiences of incivility, the incivility was not standardized. Thus it is hard to compare men and women's reactions to incivility. Unfortunately, this study has some shortcomings. Employees were not asked about witnessing incivility toward men, and therefore we are unable to compare the reactions to incivility between men and women targets for the observers. Further, gender of the instigator was not reported and therefore its impact on the relationship between the gender of the observer and the gender of the target is not known. Thus, an experimental study in which the instances of incivility are standardized for both women and men observers may be more accurate in assessing differential gender effects for observers in incivility. In fact, Hershcovis and Reich (2013) advocated for the integration of perpetrator and victim incivility research through the use of experimental methods.

Other research suggests gender role stereotyping and sexism processes are at play. Research highlights the persisting sexism in the workplace (Eagly & Karau, 2002; Heilman, 2012; Kossek, Su, & Wu, 2017; Starnarski & Son Hing, 2015). Regardless of their respective profession, women are expected to maintain traditional gender norms at work, such as being nurturing, sympathetic, and gentle (Diekman & Eagly, 2008). It can be costly for women to engage in assertive or agentic behaviour outside of traditional gender norms. Specifically, women may face negative consequences in both their personal and professional lives for engaging in agentic behaviour (Eagly, Makhijani, & Klonsky, 1992). Compared to their male

counterparts, agentic women are rated less likeable and less hireable even with the same qualifications and experience.

Cortina (2008) argued that incivility has become a modern tool for individuals to express subtle forms of sexism and racism. Termed ‘selective incivility’, Cortina (2008) suggests that individuals with internalized sexist and racist attitudes may no longer engage in overt discrimination, and instead they may react to women and racial minorities by being uncivil. In other words, women and racial minority employees may be more susceptible to experiencing incivility as a subtle form of prejudice. A key component to incivility is that the intent to harm is ambiguous (Andersson & Pearson, 1999), and thus individuals may receive fewer consequences for engaging in incivility than engaging in overt discrimination (Cortina, 2008). Examples of selective incivility can include male colleagues ‘speaking down’ to their female coworkers and undermining their abilities due to their internalized sexist beliefs that women are less capable of succeeding in the workplace, or non-minority managers consistently failing to acknowledge the ideas of a minority subordinate because of their internalized racist beliefs that minority individuals are less intelligent than non-minority individuals. Selective incivility may occur through subconscious beliefs; the instigator of selective incivility may not even be aware that their behaviour is racist and/or sexist (Cortina, 2008). Cortina (2008) argued that minority women experience a ‘double-jeopardy’ of selective incivility, as they may be the targets of both sexism and racism.

Further, research on the ‘queen bee syndrome’ suggest that like honey bees, women may have internalized the belief that there is only room for one “queen bee” at a time in the workplace, as the “queen bee” does not allow other female bees to gain power. This may cause women in the workplace who have achieved high-status positions to isolate other women

(Ellemners, Van den Heuvel, De Gilder, Maass & Bonvini, 2004; Johnson & Mathur-Helm, 2011; Moss-Racusin, Dovidio, Brescoll, Graham, & Handelsman, 2012). Consequently, the professional development of women working under a “queen bee” is hindered. The queen bee syndrome can be explained by the belief that roles for women in the workplace are scarce, and therefore women may intentionally or unintentionally fail to help other women get ahead in the workplace as they fear they may lose their own spot in the process. In fact, previous research suggests that women may hold stereotypes about female students (Ellemners et. al., 2012), discriminate against women applicants during hiring (Moss-Racusin et. al., 2012), and alienate other women in the workplace to stop them from progressing into higher roles (Johnson & Mathur-Helm, 2011). Thus, women may be especially critical of other women.

How does such sexism operate when people are witnessing incivility? If a woman is seen as instigating incivility, particularly against another women, observers might interpret that in line with the ‘queen bee’ syndrome, and thus perceive the highest amount of incivility in this condition. Specifically, individuals viewing a woman instigating incivility against another woman may be viewed as selfish, catty, and going against their own gender to get ahead in the workplace. In contrast, if a man is seen behaving uncivilly, it could be interpreted as consistent with the male stereotype of being rough and assertive. If the incivility is targeted against another male, it could be additionally interpreted in line with ‘boys will be boys’ mentality and may not be perceived as negatively as when females behave uncivilly. Thus, it may be that observers view men engaging incivility toward other men as normal and aligned with male stereotypes, but view women engaging incivility toward other women as selfish and trying to ‘get-ahead’.

Current Study

Our study used experimental vignettes to investigate how gender of the instigator and gender of the target influenced observer reactions to uncivil behaviour in the workplace. Our first hypothesis was based on the work of Montgomery and colleagues (2004). Previous research suggests that the threshold for perceiving incivility is different for women and men (Montgomery et. al., 2004). Specifically, we predict that women observers display stronger negative reactions to uncivil behaviour than men observers, and women observers will find uncivil behaviour to be more inappropriate.

Hypothesis 1a: Women observers will report higher levels of *perceived incivility* when witnessing incivility compared to men observers.

Hypothesis 1b: Women observers will report higher levels of *negative affective reactions* when witnessing incivility compared to men observers.

Hypothesis 1c: Women observers will report higher predicted levels of *negative affect for the target* when witnessing incivility compared to men observers.

Our second hypothesis was based on similarity/attraction theory (Byrne, 1969; Byrne, 1971), which posits that individuals are attracted to people with similar demographic characteristics (like gender). We believe that observers will have more negative reactions to uncivil behaviour when the gender of the target matches the gender of the observer. Previous research on witnessed incivility supports this claim (e. g., Miner & Eischeid, 2012). This leads us to Hypothesis 2a and 2b.

Hypothesis 2a: Women observers will report higher levels of *perceived incivility* when the target is a woman, and similarly, men observers will report higher levels of *perceived incivility* when the target is a man.

Hypothesis 2b: Women observers will report higher levels of *negative affective reactions* when the target is a woman, whereas men observers will report higher levels of *negative affective reactions* when the target is a man.

Hypothesis 2c: Women observers will report higher predicted levels of *negative affect for the target* when the target is a woman, whereas men observers will report higher predicted levels of *negative affect for the target* when the target is a man.

Our third hypothesis was developed from the perspective of stereotypes and sexism in the workplace. Women face penalties for engaging in agentic behaviour in the workplace; men engaging in agentic behaviour do not (Eagly et. al., 1992). Therefore, we predicted that for the same behaviour, women instigators of incivility would provoke stronger negative reactions in observers than men instigators of incivility. Further, we predicted that the woman instigator and woman target condition would be seen to observers as typical ‘queen bee’ behaviour, and thus observers would perceive the highest amount of incivility in this condition. We predicted that man instigator and man target condition would be perceived as the least uncivil and elicit the lowest negative reactions due to male-male incivility not being taken as seriously since ‘boys will be boys’.

Hypothesis 3a: Observers will report higher levels of *perceived incivility* when the uncivil behaviour is instigated by a woman than by a man.

Hypothesis 3b: Observers will report higher levels of *negative affective reactions* when the uncivil behaviour is instigated by a woman than by a man.

Hypothesis 3c: Observers will report higher levels of higher predicted levels of *negative affect for the target* when the uncivil behaviour is instigated by a woman than by a man.

Hypothesis 4a: Observers will report the highest levels of *perceived incivility* when the instigator is a woman and the target is a woman and the lowest levels of *perceived incivility* when the instigator is a man and the target is a man.

Hypothesis 4b: Observers will report the highest levels of *negative affective reactions* when the instigator is a woman and the target is a woman and the lowest levels of *negative affective reactions* when the instigator is a man and the target is a man.

Hypothesis 4c: Observers will report the highest levels of higher predicted levels of *negative affect for the target* when the instigator is a woman and the target is a woman and the lowest levels of higher predicted levels of *negative affect for the target* when the instigator is a man and the target is a man.

Method

Participants

Five-hundred full-time employed individuals were recruited through Amazon's Mechanical Turk. Inclusion criteria for participation included working a minimum of 35 hours per week, being 18 years of age or older, and residing in the United States or Canada. Sixty-seven participants were removed from the study for not meeting our research criteria, 29 participants were removed because they failed a minimum of two attention check questions, and two participants were removed because they did not identify as a woman or a man. Our final sample was comprised of 431 participants. Participants (49% women) ranged in age from 21 to 79 ($M_{Age} = 38.75$, $SD_{Age} = 11.44$). Ninety-nine percent of participants resided in the United States. Participants worked 42.25 hours per week on average and had been in their current position for an average of 6.71 years.

Research Design

We presented participants (the observers of incivility) with five scenarios of uncivil behaviour. Though each participant read five different scenarios, the gender of the instigator and the gender of the target were always the same for a single respondent. Thus, observers were randomly assigned to one of four conditions: man instigator/man target ($n = 95$), man instigator/woman target ($n = 110$), woman instigator/man target ($n = 111$), or woman instigator/woman target ($n = 115$). Using a quasi-experimental design, we additionally included participant gender to yield a total of eight research conditions.

Measures

Vignettes. We created five vignettes containing instances of incivility modelled after Sliter and colleagues (2015; see Appendix B). Five Subject-Matter Experts (SMEs) in I-O Psychology read each vignette to ensure each situation represented a realistic instance of workplace incivility and that the scenarios did not drastically vary in degree of incivility. Initial pilot testing utilizing a Likert-scale of 1 (*Not at All*) to 5 (*Extremely*) revealed the vignettes were rated as uncivil, with an overall mean of $M_{TotalVignettes} = 3.86$ ($M_{Vignette1} = 4.17$, $M_{Vignette2} = 3.96$, $M_{Vignette3} = 3.92$, $M_{Vignette4} = 3.50$, and $M_{Vignette5} = 3.75$).

Independent variables. The independent variables include gender of the observer (participant), gender of the instigator, and gender of the target. The gender in the scenarios was manipulated by using first-names that are associated with a particular gender (e.g., Sarah, Michelle, Greg, Alexander) and gendered pronouns (i.e., her, his). Participant gender was collected in the demographic questionnaire.

Dependent variables. All responses were measured on 5-point Likert scales from 1 (*Not at all*) to 5 (*Extremely*).

Perceived incivility. We created a 4-item scale measuring the degree to which observers perceived incivility, with higher scores indicating greater perceived incivility (see Appendix C). While much of previous research on workplace incivility utilizes the Workplace Incivility Scale (WIS; Cortina et. al., 2001; Cortina et. al., 2013) to measure perceived incivility, the WIS was not a good fit for measuring observed incivility using experimental vignette research. The WIS measures instances of incivility on a frequency count of 1 (*never*) to 5 (*many times*); therefore, it is more appropriate for measuring incivility in a real-world context rather than in an experimental context. In a similar vignette study investigating participant reactions to incivility, Kim and Shapiro (2008) did not implement the WIS to measure perceived incivility and instead measured observer retaliation towards the instigator. Our interest was more about perceptions of incivility rather than retaliation, so we designed a scale of four-tem to measure these perceptions. The scale included the following four items: “I feel that [Instigator] was impolite to [Target]”, “[Instigator]’s behaviour toward [Target] was perfectly civil”, “I feel that [Instigator] behaved rudely toward [Target]”, and “[Instigator] was discourteous to [Target] in this situation”. Item 2 is reverse-scored. The scale yielded sufficient reliability in our sample (Cronbach’s $\alpha = .91$).

Negative affective reactions. Participant emotional reactions were measured using the 6-item Negative Affective Reactions scale modelled after Reich and Hershcovis (2015; see Appendix D). The items measuring affective reactions to the instigator include, “Did [Instigator] make you angry?”, “Did [Instigator] make you happy?”, and “Did [Instigator] make you feel comfortable?”. The items created to measure affective reactions to the situation include, “Did the events in this scenario make you upset?”, “Did the behaviour between [Instigator] and [Target] make you angry?”, and “Did the behaviour of [Instigator] make you comfortable?”. Items 2, 3,

and 6 are reverse-scored and a higher score on this scale indicates more negative affective reactions. The scale yielded satisfactory reliability (Cronbach's $\alpha = .87$).

Primary Appraisal Scale. Participants were asked to complete the Primary Appraisal Scale (Wright & Fitzgerald, 2007) after each vignette to assess how they believed the victim of incivility would feel in the described situation (see Appendix E). We modified the original instructions used by Wright and Fitzgerald (2007) to ask participants specifically how they believed the *victim* of incivility would feel rather than how they *themselves* felt after reading each scenario. The Primary Appraisal Scale contains 20-items of varying emotions, including “Angry”, “Upset”, and “Humiliated”. A higher score on the scale indicates a higher amount of perceived negative emotion for the victim, and the scores on the Primary Appraisal Scale yielded a Cronbach's α of .98.

Additional measures. For each vignette, an attention-check question was asked to ensure participants had read the scenario. Participants were also asked to report whether they had taken the perspective of the instigator or the target while reading the vignette, the degree to which they felt sympathetic toward the instigator and target, and the degree to which they felt annoyed by the instigator and the target.

Demographics Questionnaire. After reading the vignettes and completing all measures of the dependent variables, participants completed a demographic questionnaire. Biographical information collected included gender identity, age, and nationality, and professional information collected included average hours worked per week, number of years at current organization, and number of years in current position.

Procedure

This research was conducted online through Amazon's Mechanical Turk. Once informed consent was received (see Appendix B), participants were randomly assigned to a condition. After reading each vignette, participant reactions to incivility and follow-up questions were measured. Once all five vignettes and dependant variable measures were completed, demographical information was collected. The time required to complete this study was between 8 to 42 minutes, and the average completion time was 23 minutes. Participants were paid US\$1 for their time.

Results

All analyses were analyzed using IBM's SPSS Statistics version 25. Missing data was managed using pairwise deletion. For each of the three dependent variables, I conducted a 2 (observer gender) x 2 (instigator gender) x 2 (target gender) x 5 (scenario) repeated measures analysis of variance. Given the complexity of the analysis, the results of the multivariate tests were presented first, followed by the within subject analysis, and then the between groups analysis for each dependent variable.

Perceived Incivility

Multivariate tests. Descriptive statistics for reports of perceived incivility for vignettes 1-5 can be found in Table 1 and are graphed in Figure 1. Initial multivariate ANOVA tests are reported in Table 2. Findings indicated that vignettes were perceived uncivilly, Pillai's Trace = .491, $F(4, 416) = 100.41$, $p < .001$, $\eta^2 = .491$, a large effect (all vignettes were rated above the midpoint of the scale in terms of incivility.) Further, Vignettes and Target gender yielded a significant interaction, Pillai's Trace = .036, $F(4, 416) = 3.94$, $p = .004$, $\eta^2 = .036$, a small to medium effect. Specifically, the impact of target gender on perceived incivility differed depending on the scenario of incivility.

Table 1

Descriptive Statistics for Perceived Incivility across all Vignettes

	<i>N</i>	Minimum	Maximum	<i>M</i>	<i>SD</i>
Vignette 1	429	1.00	5.00	4.05	0.79
Vignette 2	430	1.25	5.00	4.29	0.79
Vignette 3	431	1.00	5.00	3.82	0.96
Vignette 4	430	1.00	5.00	3.54	0.97
Vignette 5	430	1.00	5.00	3.35	1.05
Total	427	2.00	5.00	3.81	0.67

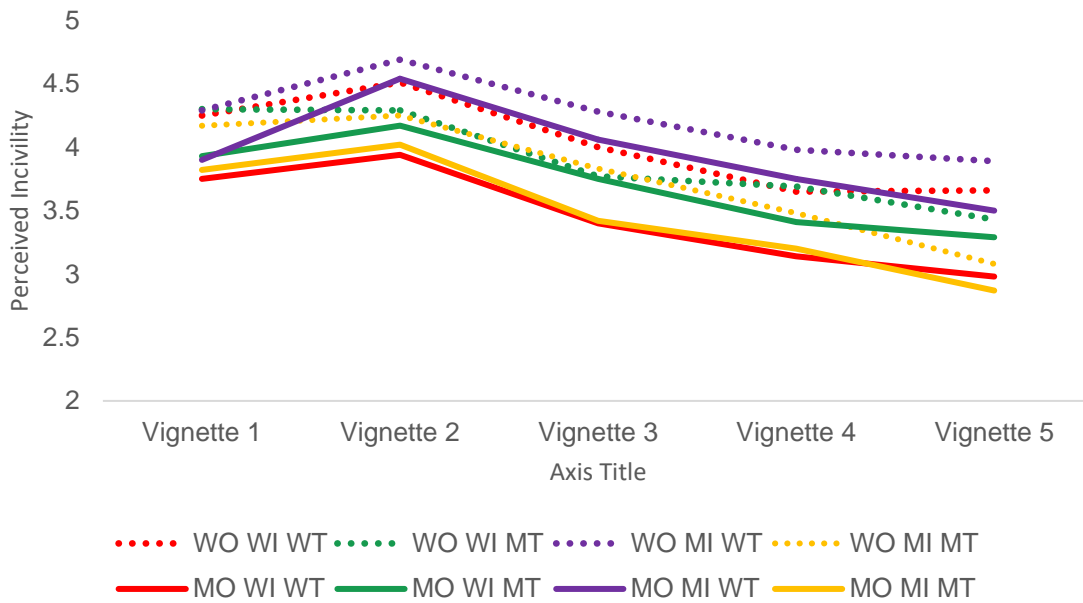


Figure 1. Amount of perceived incivility across all vignettes for all eight conditions.

Note: WO = woman observer, MO = man observer, WI = woman instigator, MI = man instigator, WT = woman target, MT = man target.

Table 2

Multivariate ANOVA Effects for Perceived Incivility across all Vignettes

	Pillai's Trace	<i>F</i>	<i>df1</i>	<i>df2</i>	<i>p</i>	η^2
Vignette	.491	100.41	4	416	.000***	.491
Vignette * Observer Gender	.008	0.86	4	416	.491	.008
Vignette * Instigator Gender	.020	2.10	4	416	.080	.020
Vignette * Target Gender	.036	3.94	4	416	.004**	.036
Vignette * Observer Gender * Instigator Gender	.003	0.33	4	416	.858	.003
Vignette * Observer Gender * Target Gender	.006	0.62	4	416	.646	.006
Vignette * Instigator Gender * Target Gender	.019	2.03	4	416	.089	.019
Vignette * Observer Gender * Instigator Gender * Target Gender	.012	1.23	4	416	.299	.012

Note. ** = $p < .01$, *** = $p < .001$.

Univariate within-subjects tests. To reiterate, the multivariate analysis indicated a main effect for vignette as well as a significant interaction between vignette and target. This pattern was replicated on the within-subjects analysis. The Mauchly's Test of Sphericity indicated that sphericity was not assumed, Mauchly's $W = .737$, $X^2 = 127.59$, $p < .001$, therefore we reported the Greenhouse-Geisser values in the tests of within-subjects (see Table 4). Tests of within-subjects effects yielded a main effect of vignette, $F(3.44, 1442.19) = 132.54$, $p < .001$, $\eta^2 = .240$, a large effect; perceived incivility significantly differed depending on the vignette scenario. Specifically, individuals perceived the most incivility in vignette 2, wherein a co-worker is seen taking credit for another co-worker's ideas. Scenario 4 (talking loudly about a collaborative project in front of a colleague without inviting them into the conversation) and 5 (failing to say 'thank you' after a compliment about a work presentation) were perceived as the least uncivil

(see Appendix B). A significant interaction between vignette and target gender was found, $F(3.44, 1442.19) = 3.65, p = .009, \eta^2 = .009$, though a small effect, indicating that the impact of target gender on perceived incivility differed depending on the scenario of incivility. Post-hoc independent samples t -tests found that individuals reported significantly more incivility in vignettes 2-5. There was no significant difference in perceived incivility for target gender in vignette 1 (this scenario included texting in a work meeting while a colleague was giving a presentation). Further, a significant interaction between vignette, instigator gender, and target gender was found, $F(3.44, 1442.19) = 2.58, p = .044, \eta^2 = .006$, a small effect. Specifically, the interaction between target gender and instigator gender on perceived incivility was influenced by the uncivil behaviour described in the vignette. Due to sphericity not being met for the within-subjects analysis and the fact the three-way interaction was not significant at the multivariate level, we did not investigate this three-way interaction further.

Table 3

Post-hoc t-tests for Vignette x Target Interaction

	$M_{\text{ManTarget}}$	$M_{\text{WomanTarget}}$	t	p
Vignette 1	4.04	4.05	$t(427) = -0.15$.881
Vignette 2	4.17	4.41	$t(428) = -3.26$.001**
Vignette 3	3.69	3.93	$t(429) = -2.62$.009**
Vignette 4	3.44	3.63	$t(429) = -2.09$.037*
Vignette 5	3.18	3.52	$t(428) = -3.39$.001**

Note. * = $p < .05$, ** = $p < .01$.

Table 4

Tests of Within-Subjects Effects for Perceived Incivility across all Vignettes

	Type III Sum of Squares	<i>df</i>	Mean Square	<i>F</i>	<i>p</i>	η^2
Vignette	252.67	3.44	73.41	132.54	.000***	.240
Vignette * Observer Gender	1.04	3.44	0.30	0.54	.677	.001
Vignette * Instigator Gender	3.22	3.44	0.94	1.69	.159	.004
Vignette * Target Gender	6.96	3.44	2.02	3.65	.009**	.009
Vignette * Observer Gender * Instigator Gender	0.48	3.44	0.14	0.25	.886	.001
Vignette * Observer Gender * Target Gender	1.27	3.44	0.37	0.67	.592	.002
Vignette * Instigator Gender * Target Gender	4.92	3.44	1.43	2.58	.044*	.006
Vignette * Observer Gender * Instigator Gender * Target Gender	1.70	3.44	0.49	0.89	.457	.002
Error	798.75	1442.19	0.554			

Note. ** = $p < .01$, *** = $p < .001$. Greenhouse-Geisser statistics are reported as sphericity was not assumed.

Univariate between-subjects tests. Further, we investigated the between-subjects effects of observer, instigator, and target gender on perceived incivility. Descriptive statistics of perceived incivility are displayed in Table 5 and inferential statistics are displayed in Table 6. Supporting *Hypothesis 1a*, we found a main effect for the gender of the observer: women observers perceived significantly more incivility ($M = 3.99$) than men observers ($M = 3.64$), $F(1, 419) = 30.24$, $p < .001$, $\eta^2 = .067$, a medium effect. We also found a significant main effect for the target of the gender; when the target was a female, the behaviour they experienced was rated more uncivil ($M = 3.91$) than when the target was male ($M = 3.70$), $F(1, 419) = 10.78$, $p = .001$, $\eta^2 = .025$, a small effect.

In addition, the interaction between instigator gender and target gender was significant, $F(1,419) = 20.41$, $p < .001$, $\eta^2 = .046$, a medium effect. Partially supporting *Hypothesis 4a*, the

lowest amount of perceived incivility occurred when the instigator was a man and the target was a man ($M = 3.60$), consistent with the idea that “boys will be boys”. Interestingly, the man instigator and woman target condition yielded the highest amount of perceived incivility ($M = 4.10$; see Figure 2). These observations were substantiated by post-hoc analyses using independent-samples t -tests (see Table 7 and Appendix F). We did not find support for the similarity attraction theory (*Hypothesis 2a*) or that observers perceived more incivility when the instigator was a woman compared to a man (*Hypothesis 3a*).

Table 5

Descriptive Statistics of Perceived Incivility Totalled Across all Vignettes

Instigator G	Target G	Observer G	<i>M</i>	<i>SD</i>	<i>N</i>	
Man	Man	Woman	3.76	0.63	43	
		Man	3.47	0.55	51	
		Total	3.60	0.61	94	
	Woman	Woman	Woman	4.23	0.66	59
			Man	3.95	0.63	51
			Total	4.10	0.66	110
		Total	Woman	4.03	0.69	102
			Man	3.71	0.64	102
			Total	3.87	0.68	204
	Woman	Man	Woman	3.90	0.69	52
			Man	3.71	0.62	59
			Total	3.80	0.66	111
Woman		Woman	Woman	4.02	0.61	55
			Man	3.44	0.58	57
			Total	3.72	0.66	112
		Total	Woman	3.96	0.65	107
			Man	3.58	0.61	116
			Total	3.76	0.66	223
Total		Man	Woman	3.84	0.67	95
			Man	3.60	0.60	110
			Total	3.70	0.64	205
	Woman	Woman	Woman	4.12	0.64	114
			Man	3.68	0.65	108
			Total	3.91	0.68	222
		Total	Woman	3.99	0.67	209
			Man	3.64	0.63	218
			Total	3.81	0.67	427

Table 6

Gender of Observer, Instigator, and Target on Perceived Incivility

	<i>df</i>	Mean Square	<i>F</i>	<i>p</i>	η^2
Observer Gender	1	11.75	30.24	.000***	.067
Instigator Gender	1	0.78	2.01	.157	.005
Target Gender	1	4.19	10.78	.001**	.025
Observer G x Instigator G	1	0.24	0.62	.432	.001
Observer G x Target G	1	0.90	2.30	.130	.005
Instigator G x Target G	1	7.93	20.41	.000***	.046
Observer G x Instigator G x Target G	1	1.09	2.79	.095	.007
Error	419	0.39			

Note. ** indicates significant at $p < .01$; *** indicates significant at $p < .001$.

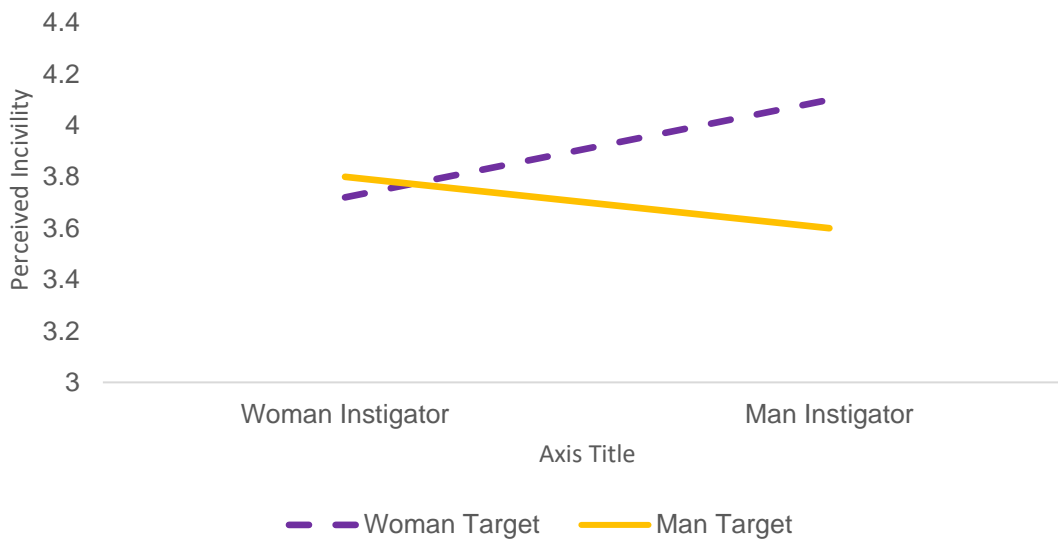


Figure 2. The interaction effect of instigator gender and target gender on observer perceived incivility.

Table 7

Post-hoc t-tests of Perceived Incivility 2-way Interaction

	MI	WI
MT	3.60 _{a*** b* c}	3.80 _{b* d** f}
WT	4.10 _{a*** d** e***}	3.72 _{c e*** f}

Note. Same letter indicates a t-test comparison between means. * = $p < .05$, ** = $p < .01$, *** = $p < .001$, no * = not significant.

Negative Affective Reactions

Multivariate tests. Descriptive statistics for negative affective reactions for vignettes 1-5 on are displayed in Table 8. Negative affective reactions across vignettes 1-5 for the eight experimental conditions are illustrated in Figure 3. Initial multivariate ANOVA tests are reported in Table 9. Findings indicated that vignettes had a significant impact on negative effective reactions to incivility, Pillai's Trace = .464, $F(4, 394) = 85.18$, $p < .001$, $\eta^2 = .464$, a large effect.

Table 8

Descriptive Statistics for Negative Affective Reactions across all Vignettes

	<i>N</i>	Minimum	Maximum	<i>M</i>	<i>SD</i>
Vignette 1	429	2.17	5.00	3.63	0.58
Vignette 2	426	2.00	5.00	3.95	0.65
Vignette 3	422	1.67	5.00	3.54	0.63
Vignette 4	430	2.00	5.00	3.51	0.60
Vignette 5	422	1.50	5.00	3.43	0.61
Total	405	2.37	4.97	3.61	0.50

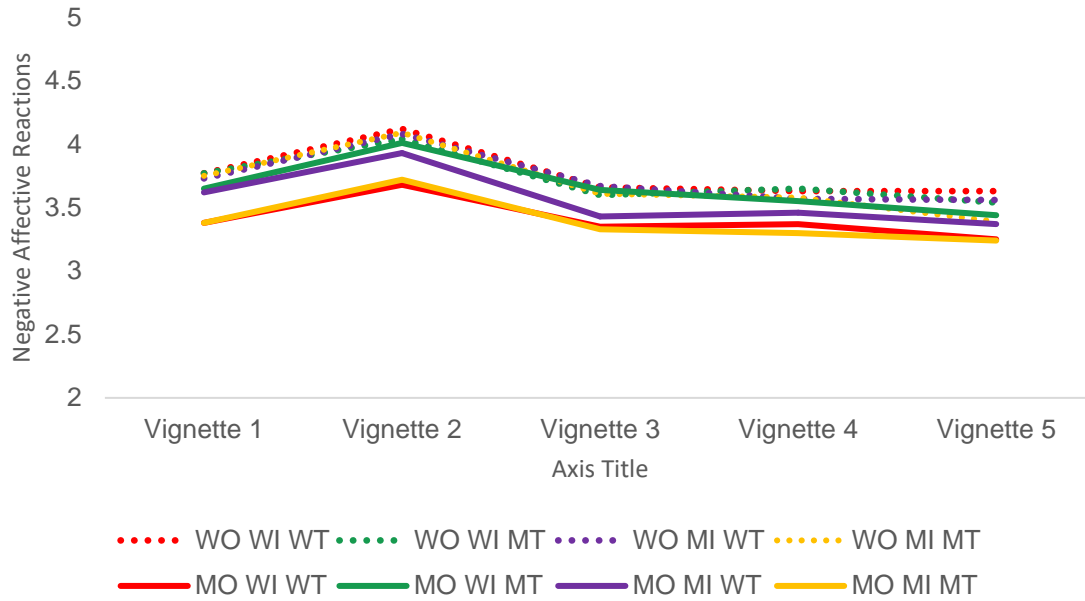


Figure 3. Reported negative affective reactions across all vignettes for all eight conditions.

Note: WO = woman observer, MO = man observer, WI = woman instigator, MI = man instigator, WT = woman target, MT = man target.

Table 9

Multivariate Tests for Negative Affective Reactions across all Vignettes

	Pillai's Trace	F	df1	df2	p	η^2
Vignette	.464	85.18	4	394	.000***	.464
Vignette * Observer Gender	.004	0.37	4	394	.829	.004
Vignette * Instigator Gender	.005	0.49	4	394	.746	.005
Vignette * Target Gender	.006	0.57	4	394	.684	.006
Vignette * Observer Gender * Instigator Gender	.009	0.86	4	394	.487	.009
Vignette * Observer Gender * Target Gender	.012	1.24	4	394	.293	.012
Vignette * Instigator Gender * Target Gender	.001	0.10	4	394	.982	.001
Vignette * Observer Gender * Instigator Gender * Target Gender	.007	0.67	4	394	.617	.007

Note. *** = p < .001

Univariate within-subjects tests. The Mauchly's Test of Sphericity indicated that sphericity was not assumed, Mauchly's $W = .846$, $X^2 = 66.32$, $p < .001$. Therefore we reported the Greenhouse-Geisser values in the tests of within-subjects (see Table 10). Consistent with the initial multivariate analysis, we found a main effect for vignette on negative affective reactions to incivility, $F(3.68, 262.12) = 103.50$, $p < .001$, $\eta^2 = .207$, a large effect. Specifically, negative affective reactions significantly differed depending on the vignette scenario. Similar to the results of perceived similarity, the most negative affective reactions were reported in Vignette 2 (taking credit for a colleague's ideas) and the least in Vignette 5 (neglecting to say thank-you after receiving a compliment and instead stating, "I know").

Table 10

Tests of Within-Subjects Effects for Negative Affective Reactions across all Vignettes

	Type III Sum of Squares	<i>df</i>	Mean Square	<i>F</i>	<i>p</i>	η^2
Vignette	68.34	3.68	18.59	103.50	.000***	.207
Vignette * Observer Gender	0.32	3.68	0.09	0.49	.730	.001
Vignette * Instigator Gender	0.41	3.68	0.11	0.62	.632	.002
Vignette * Target Gender	0.36	3.68	0.10	0.55	.684	.001
Vignette * Observer Gender * Instigator Gender	0.51	3.68	0.14	0.77	.534	.002
Vignette * Observer Gender * Target Gender	0.68	3.68	0.18	1.03	.390	.003
Vignette * Instigator Gender * Target Gender	0.07	3.48	0.02	0.11	.972	.000
Vignette * Observer Gender * Instigator Gender * Target Gender	0.57	3.68	0.16	0.86	.477	.002
Error	262.12	1459.67	0.18			

Note. ** = $p < .01$, *** = $p < .001$. Greenhouse-Geisser statistics are reported as sphericity was not assumed.

Univariate between-subjects tests. In addition, we investigated the between-subjects effects of observer, instigator, and target gender on negative affective reactions to incivility. Descriptive statistics are presented in Table 11 and inferential statistics are displayed in Table 12. Supporting *Hypothesis 1b*, we found a significant main effect of observer gender. Specifically, women observers reported higher negative affective reactions ($M = 3.72$) than men observers ($M = 3.51$), $F(1,397) = 20.25$, $p < .001$, $\eta^2 = .049$, a medium effect. A significant interaction between the gender of the instigator and gender of the target was found (see Figure 4), $F(1, 397) = 4.72$, $p = .03$, $\eta^2 = .012$, a small effect. As expected in *Hypothesis 4b*, the lowest negative affective reactions were reported when the instigator was a man and the target was a man ($M = 3.52$). However, inconsistent with this hypothesis, the highest negative affective reactions were reported when the instigator was a woman and the target was a man ($M = 3.69$).

This two-way interaction should be interpreted with caution, as results yielded a significant three-way interaction between observer x instigator x target, $F(1, 397) = 4.74$, $p = .03$, $\eta^2 = .012$, a small effect. Specifically, we found the highest negative affective reactions were reported when women observers witnessed incivility between a woman instigator and a woman target ($M = 3.76$), and the lowest amount of negative affective reactions when men observers witnessed incivility between a man instigator and a man target ($M = 3.39$; see Figure 5). We did not find support for *Hypothesis 2b* or *Hypothesis 3b*; specifically, we did not find support for the similarity attraction theory or that observers reported stronger negative affection reactions when the instigator was a woman compared to a man. We conducted post-hoc independent samples *t*-tests to further examine the three-way interaction found between observer gender, instigator gender, and target gender. Table 13 summarizes the findings for the post-hoc analyses. See Appendix G for the complete *t*-tests results.

Table 11

Descriptive Statistics of Affective Reactions to Incivility Totalled Across all Vignettes

Instigator G	Target G	Observer G	<i>M</i>	<i>SD</i>	<i>N</i>	
Man	Man	Woman	3.68	0.46	40	
		Man	3.39	0.39	50	
		Total	3.52	0.44	90	
	Woman	Woman	Woman	3.72	0.54	56
			Man	3.56	0.39	47
			Total	3.65	0.48	103
		Total	Woman	3.71	0.50	96
			Man	3.47	0.40	97
			Total	3.59	0.47	193
Woman	Man	Woman	3.72	0.54	51	
		Man	3.66	0.49	57	
		Total	3.69	0.51	108	
	Woman	Woman	Woman	3.76	0.49	52
			Man	3.41	0.51	52
			Total	3.58	0.53	104
		Total	Woman	3.74	0.51	103
			Man	3.54	0.52	109
			Total	3.64	0.52	212
Total	Man	Woman	3.70	0.50	91	
		Man	3.53	0.47	107	
		Total	3.61	0.49	198	
	Woman	Woman	Woman	3.74	0.51	108
			Man	3.48	0.46	99
			Total	3.62	0.51	207
		Total	Woman	3.72	0.51	199
			Man	3.51	0.46	206
			Total	3.61	0.50	405

Table 12

Gender of Observer, Instigator, and Target on Affective Reactions to Incivility

	<i>df</i>	Mean Square	<i>F</i>	<i>p</i>	η^2
Observer Gender	1	4.72	20.25	.000***	.049
Instigator Gender	1	0.22	0.95	.331	.002
Target Gender	1	0.00	0.01	.974	.000
Observer G x Instigator G	1	0.01	0.03	.861	.000
Observer G x Target G	1	0.16	0.67	.415	.002
Instigator G x Target G	1	1.10	4.72	.030*	.012
Observer G x Instigator G x Target G	1	1.12	4.74	.030*	.012
Error	397	0.23			

Note. * indicates significant at $p < .05$; *** indicates significant at $p < .001$.

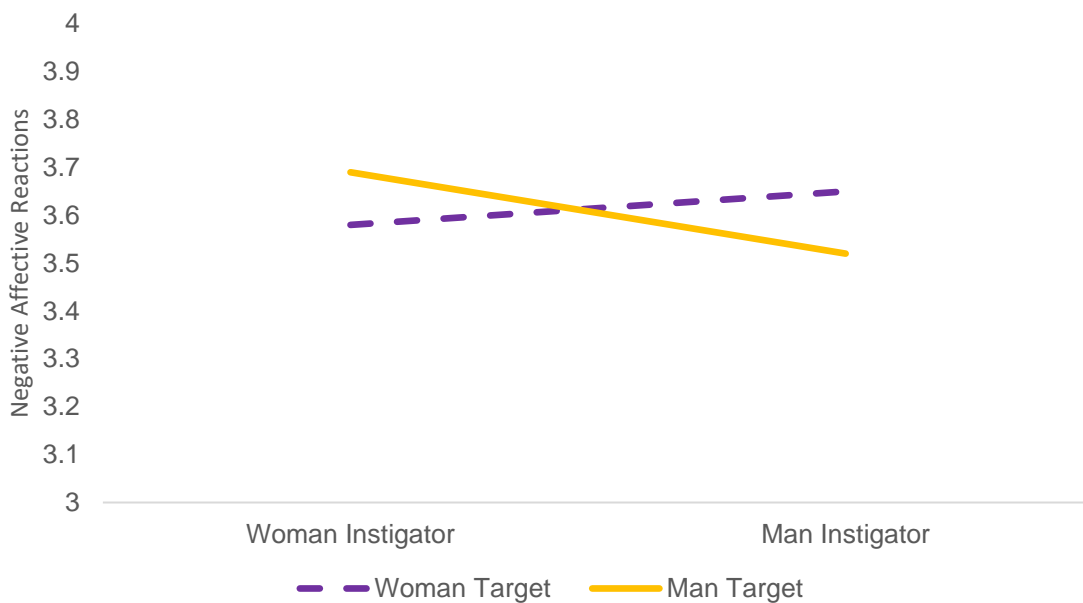


Figure 4. The interaction effect of instigator gender and target gender on affective reactions to incivility.

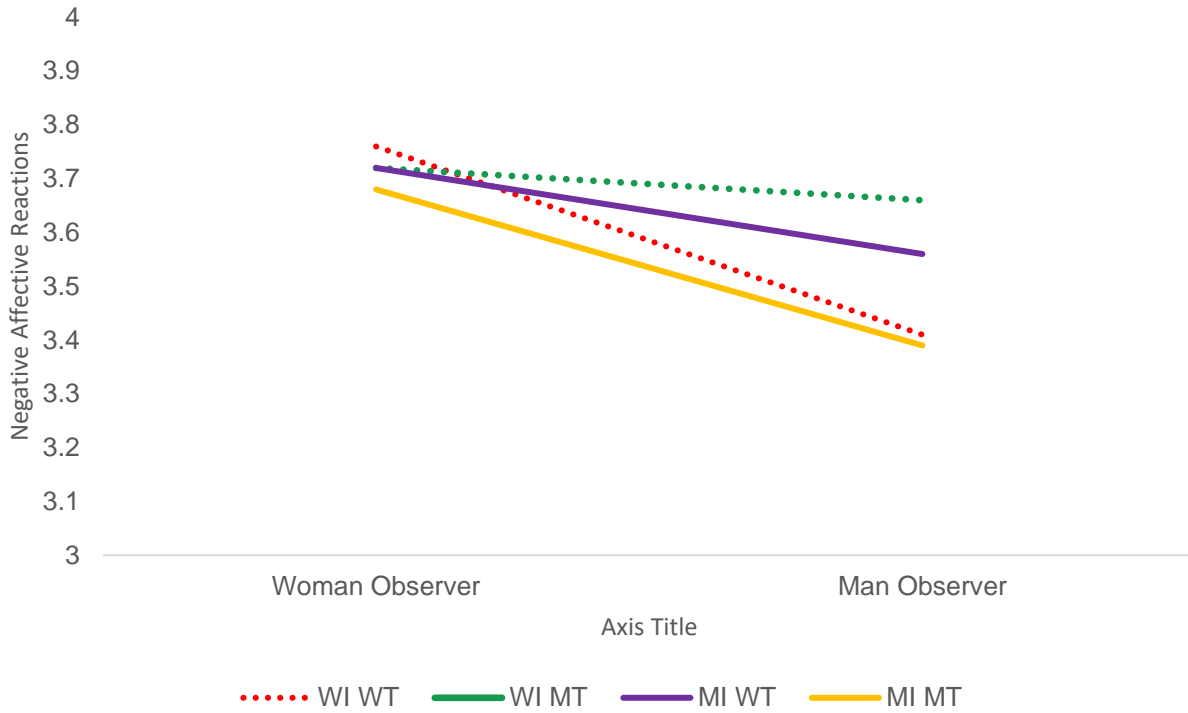


Figure 5. Three-way interaction between observer gender, instigator gender, and target gender on negative affective reactions to incivility.

Table 13

Post-hoc t-tests for Negative Affective Reactions 3-way Interaction

	MI	WI	MI	WI
MO	3.39 _{1* 2** 3 4** 5* 6* 7***}	3.41 _{3 9 14* 19** 20** 21** 22**}	3.56 _{1* 8 9 10 11 12 13*}	3.72 _{2** 8 14* 15 16 17 18}
WO	3.68 _{4** 10 15 19** 23 24 25}	3.76 _{7*** 13* 18 22** 25 27 28}	3.72 _{5* 11 16 20** 23 26 27}	3.66 _{6* 12 17 21** 24 26 28}
	MT	WT	WT	MT

Note. Same number value indicates a t-test comparison between means. * = p < .05, ** = p < .01, *** = p < .001, no

* = not significant.

Primary Appraisal of Target

Multivariate tests. Descriptive statistics for primary appraisal of target across vignettes 1-5 are displayed in Table 14 and are illustrated in Figure 6. Initial multivariate ANOVA tests indicated that vignettes had a significant impact on primary appraisal of target, Pillai’s Trace = .217, $F(4, 338) = 23.43, p < .001, \eta^2 = .217$, a large effect (see Table 15). Specifically, observer’s reports of target’s negative emotion differed depending on the uncivil behaviour described in the vignettes.

Table 14

Descriptive Statistics for Primary Appraisal of Target Across all Vignettes

	<i>N</i>	Minimum	Maximum	<i>M</i>	<i>SD</i>
Vignette 1	411	1.00	5.00	2.75	0.86
Vignette 2	407	1.00	5.00	2.83	0.84
Vignette 3	409	1.00	5.00	2.65	0.94
Vignette 4	406	1.00	5.00	2.62	0.98
Vignette 5	414	1.00	5.00	2.39	1.00
Total	349	1.00	4.80	2.62	0.77

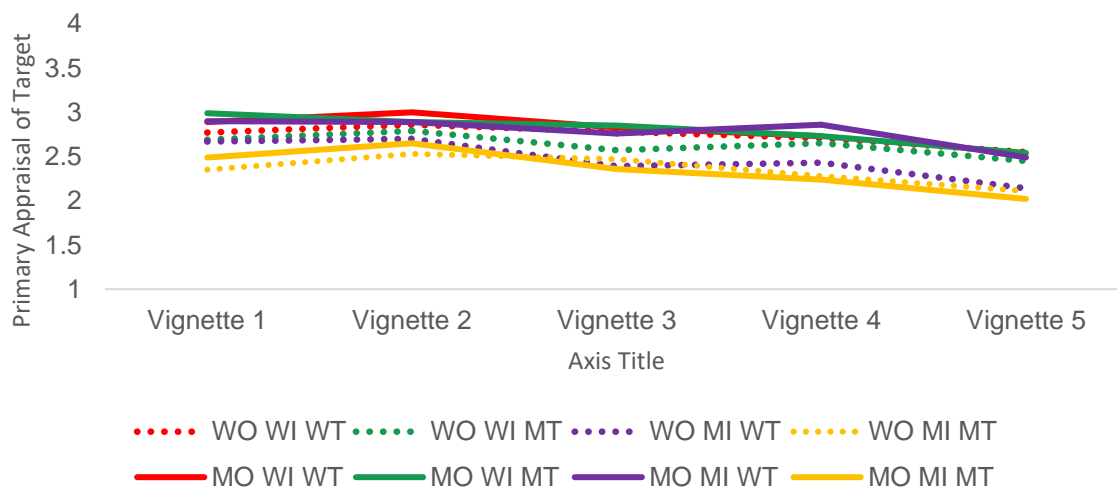


Figure 6. Reported primary appraisal of target across all vignettes for all eight conditions.

Note: WO = woman observer, MO = man observer, WI = woman instigator, MI = man instigator, WT = woman target, MT = man target.

Table 15

Multivariate Tests for Primary Appraisal of Target across all Vignettes

	Pillai's Trace	<i>F</i>	<i>df1</i>	<i>df2</i>	<i>p</i>	η^2
Vignette	.22	23.43	4	338	.000***	.217
Vignette * Observer Gender	.01	0.66	4	338	.621	.008
Vignette * Instigator Gender	.00	0.35	4	338	.842	.004
Vignette * Target Gender	.01	0.52	4	338	.722	.006
Vignette * Observer Gender * Instigator Gender	.01	0.53	4	338	.714	.006
Vignette * Observer Gender * Target Gender	.01	0.56	4	338	.690	.007
Vignette * Instigator Gender * Target Gender	.02	1.68	4	338	.153	.020
Vignette * Observer Gender * Instigator Gender * Target Gender	.02	1.39	4	338	.237	.016

Note. *** = $p < .001$.

Univariate within-subjects tests. The Mauchly's Test of Sphericity indicated that sphericity was not assumed, Mauchly's $W = .835$, $X^2 = 61.01$, $p < .001$, therefore we reported the Greenhouse-Geisser values in the tests of within-subjects (see Table 16). In accordance with the initial multivariate tests, we found a significant main effect of vignette on primary appraisal of target for within-subjects effects, $F(3.63, 1238.83) = 35.19$, $p < .001$, $\eta^2 = .094$, a large effect. Specifically, observer's primary appraisal of target significantly differed depending on the behaviour described in the vignette. Vignette 2 yielded the strongest negative predictions for the target, whereas Vignette 5 yielded the weakest negative predictions for the target.

Table 16

Tests of Within-Subjects Effects for Primary Appraisal of Target across all Vignettes

	Type III Sum of Squares	<i>df</i>	Mean Square	<i>F</i>	<i>p</i>	η^2
Vignette	41.01	3.63	10.25	35.19	.000***	.094
Vignette * Observer Gender	0.92	3.63	0.25	0.79	.519	.002
Vignette * Instigator Gender	0.55	3.63	0.15	0.48	.736	.001
Vignette * Target Gender	0.47	3.63	0.13	0.40	.790	.001
Vignette * Observer Gender * Instigator Gender	0.71	3.63	0.20	0.61	.639	.002
Vignette * Observer Gender * Target Gender	0.70	3.63	0.19	0.60	.646	.002
Vignette * Instigator Gender * Target Gender	1.64	3.63	0.45	1.40	.234	.004
Vignette * Observer Gender * Instigator Gender * Target Gender	1.74	3.63	0.48	1.49	.206	.004
Error	397.36	1238.83	0.32			

Note. *** = $p < .001$. Greenhouse-Geisser statistics are reported as sphericity was not assumed.

Univariate between-subjects tests. Further, we investigated the between-subjects effects. Descriptive statistics can be found in Table 17 and inferential statistics can be found in Table 18. Supporting *Hypothesis 3c*, we found a main effect of instigator gender. Specifically, observers believed that the target of incivility would experience more negative emotions when the uncivil behaviour was instigated by a woman ($M = 2.74$) compared to when the incivility was instigated by a man ($M = 2.50$), $F(1, 341) = 9.20$, $p = .003$, $\eta^2 = .026$, a small effect. No other main effects or interactions were significant. We did not find support for *Hypothesis 1c*, *Hypothesis 2c*, or *Hypothesis 4c*.

Table 17

Descriptive Statistics of Primary Appraisal of Target Totalled Across all Vignettes

Instigator G	Target G	Observer G	<i>M</i>	<i>SD</i>	<i>N</i>
Man	Man	Woman	2.35	0.67	35
		Man	2.35	0.72	39
		Total	2.35	0.69	74
	Woman	Woman	2.47	0.66	52
		Man	2.78	0.72	44
		Total	2.61	0.70	96
	Total	Woman	2.42	0.66	87
		Man	2.58	0.75	83
		Total	2.50	0.71	170
Woman	Man	Woman	2.63	0.72	42
		Man	2.80	0.85	46
		Total	2.72	0.79	88
	Woman	Woman	2.73	0.74	47
		Man	2.77	0.95	44
		Total	2.75	0.84	91
	Total	Woman	2.68	0.73	89
		Man	2.79	0.89	90
		Total	2.74	0.82	179
Total	Man	Woman	2.50	0.71	77
		Man	2.59	0.82	85
		Total	2.55	0.77	162
	Woman	Woman	2.59	0.71	99
		Man	2.78	0.84	88
		Total	2.68	0.78	187
	Total	Woman	2.55	0.71	176
		Man	2.69	0.83	173
		Total	2.62	0.77	349

Table 18

Gender of Observer, Instigator, and Target on Primary Appraisal of Target

	<i>df</i>	Mean Square	<i>F</i>	<i>p</i>	η^2
Observer Gender	1	1.49	2.58	.109	.008
Instigator Gender	1	5.32	9.20	.003**	.026
Target Gender	1	2.13	3.68	.056	.011
Observer G x Instigator G	1	0.06	0.10	.748	.000
Observer G x Target G	1	0.17	0.29	.592	.001
Instigator G x Target G	1	1.18	2.04	.154	.006
Observer G x Instigator G x Target G	1	1.04	1.80	.181	.005
Error	341	0.58			

Note. ** indicates significant at $p < .01$.

Additional Analyses

Perspective-taking. We investigated if participants primarily took the perspective of the instigator or target while reading the vignettes. In all five vignettes, participants overwhelmingly took the perspective of the target of incivility (90.0% in vignette 1, 93.7% in vignette 2, 87.7% in vignette 3, 90.5% in vignette 4, and 87.2% in vignette 5) rather than the instigator of incivility.

Perceived incivility. We further assessed whether individuals perceived more incivility when they took the perspective of the target of incivility compared to the instigator of incivility using five one-way ANOVAs (for each level of Perceived Incivility). Findings indicated that across all five vignettes, individuals that took the perspective of the target reported higher perceived incivility compared to participants that took the perspective of the instigator while reading the vignettes (see Table 19 and Figure 7).

Table 19

Inferential Statistics for Perspective-taking on Perceived Incivility

Vignette 1	<i>Sums of Squares</i>	df	<i>F</i>	<i>p</i>
Between Groups	7.44	1	12.17	.001**
Within Groups	260.49	426		
Total	267.93	427		
Vignette 2	<i>Sums of Squares</i>	df	<i>F</i>	<i>p</i>
Between Groups	5.12	1	8.24	.004**
Within Groups	259.50	427		
Total	264.61	428		
Vignette 3	<i>Sums of Squares</i>	df	<i>F</i>	<i>p</i>
Between Groups	15.00	1	17.01	.000***
Within Groups	378.38	429		
Total	393.38	430		
Vignette 4	<i>Sums of Squares</i>	df	<i>F</i>	<i>p</i>
Between Groups	19.72	1	21.77	.000***
Within Groups	388.61	429		
Total	408.33	430		
Vignette 5	<i>Sums of Squares</i>	df	<i>F</i>	<i>p</i>
Between Groups	38.96	1	38.62	.000***
Within Groups	429.80	426		
Total	467.76	427		

Note. ** indicates significance at $p < .01$; *** indicates significance at $p < .001$.

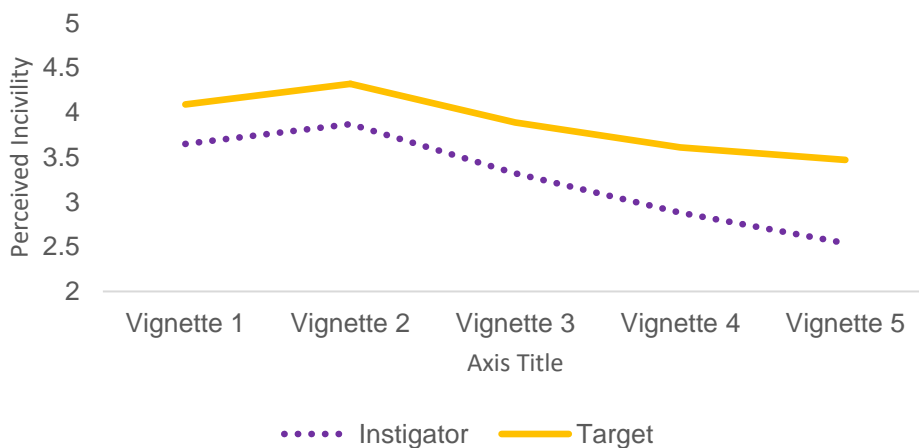


Figure 7. Perceived incivility across vignettes depending on whether the participant took the perspective of the target or instigator.

Negative affective reactions. Additionally, we examined whether individuals reported stronger negative affective reactions to incivility when they took the perspective of the target compared to the instigator. Results from the five one-way ANOVAs revealed that across all five vignettes, individuals that took the perspective of the target reported stronger negative affective reactions to incivility compared to participants that took the perspective of the instigator while reading the vignettes (see Table 20 and Figure 8).

Table 20

Inferential Statistics for Perspective-taking on Negative Affective Reactions

Vignette 1	<i>Sums of Squares</i>	df	<i>F</i>	<i>p</i>
Between Groups	4.44	1	13.48	.000***
Within Groups	140.25	426		
Total	144.69	427		
Vignette 2	<i>Sums of Squares</i>	df	<i>F</i>	<i>p</i>
Between Groups	8.44	1	20.96	.000***
Within Groups	170.28	423		
Total	178.72	424		
Vignette 3	<i>Sums of Squares</i>	df	<i>F</i>	<i>P</i>
Between Groups	10.00	1	26.74	.000***
Within Groups	157.03	420		
Total	167.02	421		
Vignette 4	<i>Sums of Squares</i>	df	<i>F</i>	<i>P</i>
Between Groups	7.26	1	21.23	.000***
Within Groups	146.26	428		
Total	153.51	429		
Vignette 5	<i>Sums of Squares</i>	df	<i>F</i>	<i>p</i>
Between Groups	13.33	1	38.63	.000***
Within Groups	144.23	418		
Total	157.56	419		

Note. *** indicates significance at $p < .001$.

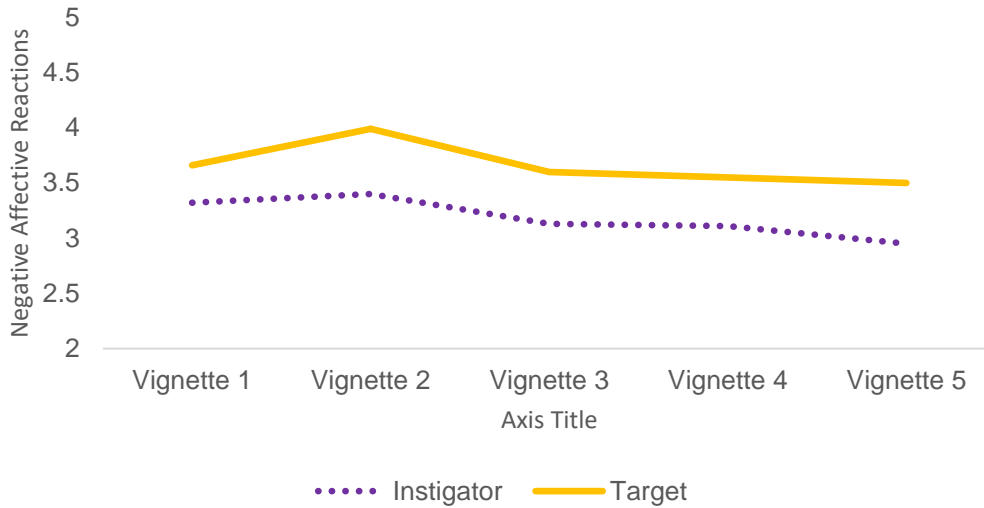


Figure 8. Negative Affective Reactions across vignettes depending on whether the participant took the perspective of the target or instigator.

Primary appraisal of target. Further, we examined whether individuals predicted that targets of incivility would experience stronger negative emotions when they took the perspective of the target compared to the instigator. Interestingly, results from the one-way ANOVA revealed that in vignettes 1, 2, and 4, individuals that took the perspective of the target predicted that the target would experience fewer negative emotions than individuals that took the perspective of the instigator (see Table 21 and Figure 9).

Table 21

Inferential Statistics for Perspective-taking on Primary Appraisal of Target

Vignette 1	<i>Sums of Squares</i>	df	<i>F</i>	<i>p</i>
Between Groups	4.19	1	5.74	.017*
Within Groups	298.42	409		
Total	302.61	410		
Vignette 2	<i>Sums of Squares</i>	df	<i>F</i>	<i>P</i>
Between Groups	5.84	1	8.41	.004**
Within Groups	280.64	404		
Total	286.484	405		
Vignette 3	<i>Sums of Squares</i>	df	<i>F</i>	<i>p</i>
Between Groups	1.53	1	1.73	.189
Within Groups	359.04	407		
Total	360.57	408		
Vignette 4	<i>Sums of Squares</i>	df	<i>F</i>	<i>p</i>
Between Groups	4.36	1	4.54	.034*
Within Groups	388.26	404		
Total	392.62	405		
Vignette 5	<i>Sums of Squares</i>	df	<i>F</i>	<i>p</i>
Between Groups	0.06	1	0.063	.803
Within Groups	406.93	410		
Total	406.99	411		

Note. * indicates significance at $p < .05$; ** indicates significance at $p < .01$.

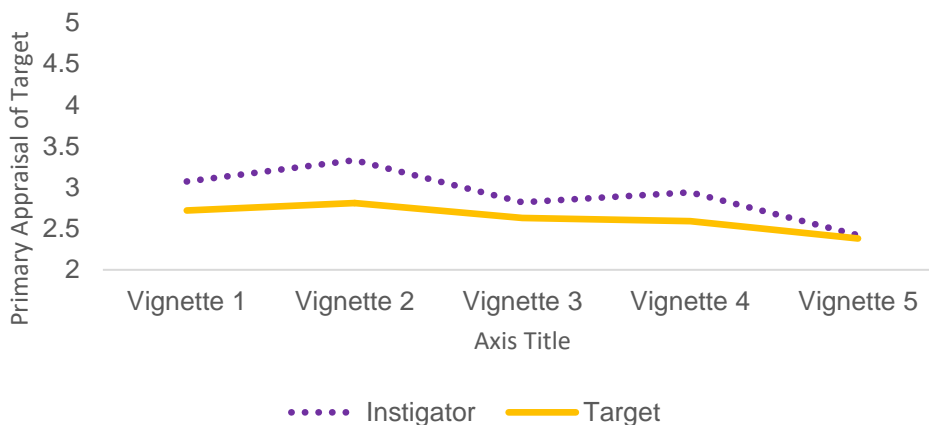


Figure 9. Primary Appraisal of Target across vignettes depending on whether the participant took the perspective of the target or instigator.

Follow-up questions. We further asked participants how sympathetic they felt towards the target and instigator after reading each vignette (Table 22) and how annoyed they felt towards the target and instigator after reading each vignette (Table 23). Means and standard deviations for all vignettes are displayed below. As one would expect, respondents were more sympathetic towards the target, and more annoyed by the instigator.

Table 22

How Sympathetic Were You Towards...?

		<i>M</i>	<i>SD</i>
Vignette 1	Target	3.68	1.01
	Instigator	1.42	0.92
Vignette 2	Target	3.95	0.98
	Instigator	1.34	0.89
Vignette 3	Target	3.26	1.18
	Instigator	1.42	0.87
Vignette 4	Target	3.13	1.18
	Instigator	1.35	0.79
Vignette 5	Target	3.03	1.22
	Instigator	1.34	0.79
Total	Target	3.41	0.88
	Instigator	1.37	0.69

Table 23

How Annoyed Were You Towards...?

		<i>M</i>	<i>SD</i>
Vignette 1	Target	1.40	0.96
	Instigator	3.55	1.21
Vignette 2	Target	1.45	1.05
	Instigator	3.88	1.18
Vignette 3	Target	1.42	0.97
	Instigator	2.99	1.34
Vignette 4	Target	1.41	0.96
	Instigator	2.93	1.30
Vignette 5	Target	1.36	0.88
	Instigator	2.86	1.33
Total	Target	1.41	0.82
	Instigator	3.24	0.96

Finally, a correlation matrix with all independent, dependent, and follow-up variables (collapsed across condition) is reported in Table 24.

Table 24

Correlation Matrix for all Independent, Dependent, and Additional Variables

	1	2	3	4	5	6	7	8	9	10
1. Sympathy for Target	1									
2. Sympathy for Instigator	-.078	1								
3. Annoyance at Target	-.024	.805 ***	1							
4. Annoyance at Instigator	.815 ***	-.007	-.002	1						
5. Perceived Incivility	.712 ***	-.288 ***	-.197 ***	.707 ***	1					
6. Affective Reactions	.671 ***	-.320 ***	-.216 ***	.629 ***	.685 ***	1				
7. Primary Appraisal	.362 ***	.288 ***	.373 ***	.344 ***	.218 ***	.265 ***	1			
8. Observer Gender	-.249 ***	.135 **	.112 *	-.159 **	-.265 ***	-.217 ***	.087	1		
9. Instigator Gender	.063	.039	.053	.095 *	-.082	.048	.155 **	.015	1	
10. Target Gender	.075	.021	.021	.068	.150 **	.003	.084	-.054	-.028	1

Note. * = $p < .05$, ** = $p < .01$, *** = $p < .001$. Observer gender was coded as 1 = woman, 2 = man, instigator gender was coded as 1 = man, 2 = women, and target gender was coded as 1 = man, 2 = women.

Discussion

Overall, we found strong evidence to suggest that women observers perceive more incivility and report higher negative affections to witnessing incivility than men observers for the same uncivil behaviour. Interestingly, we found that observers perceived the highest amount of incivility when the instigator was a man and the target was a woman, and the lowest amount of incivility when the instigator was a man and the target was a man. One possible explanation is benevolent sexism, which occurs when individuals hold subjectively positive ideals about

women (Glick & Fiske, 1996). Men acting aggressively toward women in the workplace may be considered cruel and hostile. Yet, men acting aggressively toward men in the workplace may be disregarded as ‘boys being boys’.

Interestingly, observers reported the highest negative affective reactions when the instigator was a woman and the target was a man and the lowest negative affective reactions when the instigator was a man and the target was a man. Thus, while observers perceived the highest amount of incivility when the instigator was a man and the target was a woman, they felt the strongest negative reactions when the instigator was a woman and the target was a man. This supports previous research suggesting women face backlash when engaging in aggressive behaviour in the workplace that men do not (Eagly et. al., 1992). Previous research has found that engaging in behaviour that goes against the traditional gender norms of ‘nurturing’ and ‘kind’ can cause obstacles for women in the workplace (Eagly et. al., 1992).

When we examined how the gender of the observers influenced perceptions of incivility, we found that the highest negative affective reactions were reported when women observers witnessed incivility between a woman instigator and a woman target, and the lowest amount of negative affective reactions when men observers witnessed incivility between a man instigator and a man target. Women observers may be especially critical of uncivil behaviour between two women, consistent with the ‘queen bee syndrome’ (Gabriel et. al., 2017; Johnson & Mathur-Helm, 2011). Alternatively, men witnessing incivility between two men in the workplace may categorize the behaviour as ‘boys being boys’.

When participants were asked to predict the negative emotions of the target, we did not find overwhelming support for our hypotheses. In hindsight, it may not have been reasonable to expect observers to predict how others feel. Observers may be better able to report their own

feelings about incivility than predicting how the target of the uncivil behaviour would feel. Reich and Hershcovis (2015) found that the instigator had more impact on observers of incivility than the target, and thus if the instigator is seen as more influential, observers may not be able to predict how a hypothetical target would feel. That said, participants in our study predicted the target of incivility would feel more negative emotions when the instigator of incivility was a woman compared to a man. This finding illustrates further support for research by Eagly and colleagues (1992) suggesting that women engaging in behaviour that goes against traditional norms (i.e., warm and nurturing, Diekmann & Eagly, 2008) are viewed more negatively than men engaging in the same behaviour. Men are expected to be assertive and dominant (Diekmann & Eagly, 2008), and therefore when men engage in uncivil behaviours, they may not face the same backlash as women do.

Incivility can encompass a wide array of behaviours (Andersson & Pearson, 1999), and some behaviours may be more overt and inherently rude to viewers compared to other, more covert uncivil behaviours (Cortina et. al., 2001). Thus, it is not surprising that we found that reports of perceived incivility, negative affective reactions, and primary appraisals of target varied across the uncivil scenarios. In other words, some of our vignettes lead to stronger reactions for the observers of incivility than others. We also found that the impact of target gender on perceived incivility differed depending on the scenario of incivility. It may be that underlying stereotypes lead individuals to view some uncivil behaviours toward women as more hostile than others. Specifically, we found that behaviours such as taking credit for a colleague's ideas and failing to thank a colleague after receiving a compliment were viewed as more uncivil when the target was a woman compared to a man. We did not find a significant difference for

target gender when the uncivil behaviour involved texting while a colleague is presenting during an important work meeting.

Finally, our participants overwhelmingly took the perspective of the target of incivility while reading the scenarios. Perspective-taking, the phenomenon of viewing a situation through an individual's mental states, moods, attitudes, and appraisals (Epley & Waytz, 2009), may influence how an observer views incivility (Fiori, Krings, Kleinlogel, & Reich, 2016). Exploratory analyses revealed that when observers took the perspective of the target, they perceived more incivility and had stronger negative reactions to the incivility compared to observers that took the perspective of the instigator. In addition, observers of incivility reported higher sympathy for the targets of incivility than the instigators, and more frustration with the instigators of incivility than the targets. One finding that was unexpected was the fact that participants who took the perspective of the target predicted that the target would experience fewer negative emotions than participants who took the perspective of the instigator. It is possible that the individuals that took the perspective of the instigator held a more negative view of the target and believed that they would feel more negative emotions due to this. Further, participants that took the perspective of the target may view them as more resilient. These interpretations should be considered with caution, as it may be that people are not good at predicting the reactions of others, and this finding adds to our concerns about the validity of this measure.

Implications

This research has both academic and real-world implications. Men may be 'getting away' with behaving uncivilly to other men at work; women may receive backlash for engaging in the same behaviour. Further, we found support that benevolent sexism persists in the workplace, as

men engaging in uncivil behaviour toward women were perceived as particularly rude. By examining how gender impacts observer perceptions of incivility, we can ensure consistency of discipline in the workplace. Our data suggests that the same behaviour is treated differently in the workplace depending on the gender of the instigator, target, or observer of incivility. Managers who are in a role to discipline employees that engage in incivility at work should be aware of their own potential biases and mindfully handle all disciplinary processes.

We also found that participants more frequently took the perspective of the target of incivility rather than the instigator. Given that research has found taking the perspective of the instigator can mitigate negative reactions for observers of incivility (Fiori et. al., 2016), this is an interesting finding. Our research suggests that if participants are not instructed to take the perspective of the instigator or target of incivility, they will be more likely to view the situation from the perspective of the target. This may reflect a natural inclination to view an uncivil encounter from the lens of the victim rather than the perpetrator in a real-world setting; however, work by Friori et. al. (2016) suggests that this can be manipulated by instructing participants to take the perspective of the instigator. Thus, an exciting avenue for future research is to investigate how perspective-taking mitigates the impact of gender on reactions to witnessing incivility.

Further, we did not find support for Miner and Eischeid's (2012) research using the similarity/attraction theory framework. They found heightened observer reactions to incivility when the target gender matched the observer gender. In contrast, our results told a more nuanced story about stereotyping in the workplace. Specifically, our findings indicated that gender norms predicted reactions to witnessing incivility more readily than did sharing a similar demographic such as gender.

Limitations

Like most scenario designs, our study has limited external validity. Aguinis and Bradley (2014) argued that vignette methodology is a great tool for organizational researchers because of high internal validity. However, they recommend using a within-subjects design. We decided against this as it might have made the purpose of the study transparent to participants. Ideally, it would be important to see how people react when observing live instances of incivility. We attempted to mitigate this limitation by including multiple vignettes with varying scenarios of incivility for a more accurate representation of uncivil behaviours in the workplace.

This research does not address the issue of prevalence in the real world although previous research suggests that women in the workplace are the targets of incivility instigated by women more often than incivility instigated by men (Gabriel et. al., 2017). While our results are very interesting and hint at stereotyping in the real-world, we cannot say conclusively that these scenarios would be met with the same reactions in the work place. It is possible that gender is more salient in a vignette experimental study.

An additional limitation of our research is that we did not evaluate other aspects of identity that likely impact the relationship between gender of the instigator, target, and observer on reactions to incivility. When crafting the vignettes, we avoided including information about aspects of identity that might impact people's reactions to incivility, such as race, age, sexual orientation, etc. We did this because including information about these identities would have made the design very complex; however, we believe that these identities intersect with gender in the real world.

It is important to note that we did not include all gender identities in our analyses, and thus our conclusions do not extend to individuals that do not identify as either a man or a

woman. Due to experimental design and statistical power constraints, we chose to analyze our data looking at men and women observers, men and women instigators, and men and women instigators; however, we recognize that individuals outside of the gender binary have valid experiences with incivility in the workplace and this should be investigated further.

Moreover, we have concerns about the validity of our primary appraisal of target measure. First, the scores on this scale yielded an extremely high value for Cronbach's α of .98. Clark and Watson (1995) note that, "maximizing internal consistency almost invariably produces a scale that is quite narrow in content; if the scale is narrower than the target construct, its validity is compromised" (p. 316). Thus, it is very possible that due to the extremely high Cronbach's Alpha value for the primary appraisal of target measure, we failed to holistically measure predictions of target's negative emotions after experiencing incivility. These concerns are exacerbated by our findings: we failed to support all Hypotheses for this measure but one. Further, we found that individuals that took the perspective of the instigator predicted that targets would experience more negative emotions from incivility than those that took the perspective of the target. These inconsistent findings in addition to the concerning Cronbach's alpha value lead us to believe this is not a valid measure of primary appraisals of targets.

Future Directions

Future research on assessing the impact of gender of the observer, instigator, and target on reactions to witnessing incivility should utilize qualitative methods to interview individuals in a supervisory or managerial role. We know little about how managers respond to incivility, as the behaviour is often subtle and hard to detect (Andersson & Pearson, 1999). However, our research, in addition to Reich and Hershcovis (2015), Miner-Rubino and Cortina (2004), Porath and Erez (2009), and Totterdell, Hershcovis, and Niven's (2012) research suggests that observers

are impacted by witnessing incivility. Investigating (using qualitative methods) how managers respond to incivility will allow us to assess the underlying thought processes managers go through when overseeing interpersonal conflict at work. Our findings indicate that the same behaviour evokes different reactions for observers depending on the gender of the instigator, target, or observer of incivility; interviewing managers in a position to take disciplinary action against instigators of incivility can allow us to see if this leads to differing consequences for men and women.

Previous research suggests that stereotyping and sexism persists in the workplace (Kossek et. al., 2017; Starnarski & Son Hing, 2015); thus, it is likely that the effects found in our research would be found in future research. Perhaps future research could more directly assess the degree to which gendered stereotypes underlie interpretations of witnessed incivility.

Another fruitful area for future research is to examine other potential moderators of observer reactions to incivility. Cortina (2008) has suggested instigators engage in ‘selective incivility’ as a modern tool for racism and/or sexism. Selective incivility is less detectable than overt acts of discrimination and can occur through subconscious biases. Cortina notes that women who are racial minorities may experience a ‘double-jeopardy’ for discrimination in the workplace, as they are vulnerable to experiencing both racism and sexism via selective incivility. Future research can assess the intersection of race and gender to assess how both identities impact observer reactions.

Further, observer neosexist attitudes may potentially moderate the relationship between gender of the observer, instigator, and target on observer reactions to incivility. Neosexist attitudes are defined as a contemporary form of sexism that is subtler than ‘old-fashioned sexism’. Old-fashioned sexism is characterized by explicit and overt discrimination against

women (Swim, Aikin, Hall & Hunter, 1995). In contrast, modern sexism includes denying that women face discrimination today and arguing against policies created to support women (Swim et. al., 1995). Previous literature on modern sexism indicates that modern sexism is positively related to hostile sexist attitudes and negatively related to women's rights beliefs (Masser & Abrams, 1999). Thus, individuals high on modern sexism may hold internalized negative beliefs regarding women in the workplace, and this may become exacerbated when women engage in aggressive behaviour such as incivility (Masser & Abrams, 1999).

An additional avenue for future research is to investigate how perspective-taking impacts the relationship between gender and observer reactions to incivility. Previous research examining the role of perspective-taking on observing incivility has found that when observers take the perspective of the perpetrator, they endorsed fewer consequences for the perpetrator compared to when taking the perspective of the target (Fiori et. al., 2016). Further, observers reported attributing the perpetrators' behaviour to situational factors when taking the perspective of the perpetrator (Fiori et. al., 2016). These results are supported by previous research suggesting that perspective-taking increases feelings of sympathy and empathy in individuals (Batson, 1991). Thus, it is likely that instructing observers of incivility to take the perspective of the instigator of incivility rather than the target may mitigate the influence that gender has on reactions to witnessing incivility.

While much of the incivility literature has focused on what leads a person to behave uncivilly, little is known about the repercussions that this behaviour has for the perpetrators themselves (Schilpzand et. al., 2016). The minimal research that has been conducted on this topic suggests that there are consequences for engaging in incivility, as instigators may lose trust from their co-workers and become excluded at work (Scott et. al., 2013) as well as become ostracised

by their co-workers (Gray et. al., 2017). Future research on the consequences for engaging in incivility should be conducted.

Conclusion

We examined how gender of the instigator, target, and observer influenced observer perceptions and reactions to incivility in the workplace and found that for identical behaviours, women perceived more incivility than men. We also found that men engaging in uncivil behaviour toward other men provoked fewer negative reactions compared to women engaging in the same behaviour. Recently, tennis icon Serena Williams was fined US\$17,000 for comments she made to the umpire. Men tennis players have since come forward with their support of Williams, stating that they have previously made disruptive comments that went without penalty (Love, 2018). Our research, along with Williams's recent U.S. Open controversy, illustrates that sexism persists both in the workplace and on the tennis court.

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Appendix A
Ethics Documents



LETTER OF INFORMATION AND CONSENT

Title: Examining Behaviour in the Workplace

Faculty Researcher:
Dr. Joan Finegan
University of Western Ontario

Student Researcher:
Sarah Carver

Hello Amazon Mechanical Turk Participant:

My name is Sarah Carver and I am a graduate student studying Industrial Organizational Psychology at the University of Western Ontario, in London, Ontario, Canada. My advisor, Professor Joan Finegan, and I would like to invite you to participate in a study that explores opinions of behaviour in the workplace. We have all had to deal with the behaviour of our fellow employees at work. We are interested in your reactions to five different scenarios of behaviour at work.

We invite you to participate in this study if you are:

1. over the age of 21
2. live in the United States or Canada
3. currently employed in a full-time job (i.e., work a minimum of 35 hours/week)

If you agree to participate, you will be asked to read five scenarios of workplace behaviour and asked questions about your reactions to these scenarios. You will also be asked a few questions about yourself and the place you work. The survey should take approximately thirty minutes to complete, and as a token of our appreciation, Amazon Mechanical Turk will give you \$1.00 CAD.

There are no known risks of participating in this study. Your participation in this study is voluntary. Your responses are completely confidential and anonymous. Even if you consent to participate you have the right to not answer individual questions or to withdraw from the study at any time. If you choose not to participate or to leave the study at any time it will have no effect on your employment status. As this

study is an anonymous online survey, once you have submitted your responses, they cannot be withdrawn.

While you may not directly benefit from participating in this study, our results could help improve workplace functioning, and increase employee well-being. Ultimately, your participation will provide a valuable contribution to scientific research and will assist in providing organizations with information that can be used to make work less stressful. If you would like the results of the study, please email me (Sarah Carver) about three months from now.

Representatives of The University of Western Ontario Non-Medical Research Ethics Board may require access to your study-related records to monitor the conduct of the research. As you know, the web site of Amazon Mechanical Turk is programmed to collect responses only on the survey questions. In other words, the site will not collect any information that could potentially identify you (such as machine identifiers).

The data obtained from this study may be submitted for publication in an appropriate scientific journal or to a conference. Given the importance of sharing data with the scientific community, your data may be shared in an open access repository but because the data is completely anonymous, it will not be possible to identify your individual responses.

If you have any questions or concerns, please contact us by phone or by e-mail (see contact information above). If you would like to participate in this study, please indicate your informed consent by checking the box that appears below our sign lines.

If you have any questions about your rights as a research participant or the conduct of this study, you may contact The Office of Human Research Ethics (519) 661-3036, 1-844-720-9816, email: ethics@uwo.ca. The REB is a group of people who oversee the ethical conduct of research studies. The NMREB is not part of the study team. Everything that you discuss will be kept confidential.

Thank you for your assistance.

By clicking on “agree”, you have agreed to participate in the study and you will be automatically re-directed to the survey. You do not waive any legal right by signing this consent form

* “Having read and understood the above information, I agree to participate in this study, and to have my data used for research purposes and publication.”

(Check box to agree)

This letter is yours to keep for future reference.

Vignette 1 (Sliter, Withrow & Jex, 2015)

[John/Rebecca] and [Rick/Sarah] work closely together at a consulting firm. They have worked on the same team for a year and a half. During a monthly team meeting where [Rick/Sarah] was presenting [his/her] ideas for a current project that [John/Rebecca] is also involved with to [his/her] supervisor, [John/Rebecca] was not looking at [Rick/Sarah]’s presentation and instead was texting on [her/his] phone.

Perceived Incivility Measure (adapted from the Workplace Incivility Scale, WIS; Cortina, Magley, Williams & Langhout, 2001)

Please answer the following questions about the scenario you have read:

I feel that [Instigator] was impolite to [Target]

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7

Strongly Disagree *Somewhat Agree* *Strongly Agree*

[Instigator]’s behaviour toward [Target] was perfectly civil

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7

Strongly Disagree *Somewhat Agree* *Strongly Agree*

I feel that [Instigator] behaved rudely toward [Target]

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7

Strongly Disagree *Somewhat Agree* *Strongly Agree*

[Instigator] was discourteous to [Target] in this situation

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7

Strongly Disagree *Somewhat Agree* *Strongly Agree*

** Item 2 reverse-scored*

Negative Affective Reactions (Reich & Hershcovis, 2015)

Did [Instigator] make you angry?

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all *Somewhat* *Extremely*

Did [Instigator] make you happy?

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all *Somewhat* *Extremely*

Did [Instigator] make you feel comfortable?

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Did the events in this scenario make you upset?

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Did the behaviour between [Instigator] and [Target] make you angry?

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Did the behaviour of [Instigator] make you comfortable?

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

** Items 2, 3, 6 reverse-scored*

Primary Appraisal Scale (Wright & Fitzgerald, 2007)

How do you think [Target] would feel in this scenario?

Angry

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Stressed

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Upset

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Disgusted

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Humiliated

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Degraded

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Insulted

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Offended

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Embarrassed

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Annoyed

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Afraid

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Threatened

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Intimidated

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Helpless

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Trapped

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Confused

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Anxious

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Sad

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Depressed

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Worried

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Scenario Follow Up Questionnaire

While reading the previous scenario, whose point of view did you take?

- [Instigator]
- [Target]

How sympathetic did you feel toward [Target]?

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7
Not at all *Somewhat* *Extremely*

How sympathetic did you feel toward [Instigator]?

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7
Not at all *Somewhat* *Extremely*

How annoyed did you feel toward [Target]?

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7
Not at all *Somewhat* *Extremely*

How annoyed did you feel toward [Instigator]?

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7
Not at all *Somewhat* *Extremely*

Vignette 2 (Sliter et. al., 2015)

[Adam/Tina] and [Jason/Kelly] work together at a Probation and Parole office. [Adam/Tina] and [Jason/Kelly] both recently joined a specialized team that deals with severe offenders. [Adam/Tina] and [Jason/Kelly] frequently discuss ideas together before attending weekly team meetings. [Adam/Tina] has noticed that [Jason/Kelly] often claims [Adam/Tina]’s ideas as [her/his] own during team meetings.

Perceived Incivility Measure (adapted from the Workplace Incivility Scale, WIS; Cortina, Magley, Williams & Langhout, 2001)

Please answer the following questions about the scenario you have read:

I feel that [Instigator] was impolite to [Target]

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7
Strongly Disagree *Somewhat Agree* *Strongly Agree*

[Instigator]’s behaviour toward [Target] was perfectly civil

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7
Strongly Disagree *Somewhat Agree* *Strongly Agree*

I feel that [Instigator] behaved rudely toward [Target]

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7
Strongly Disagree *Somewhat Agree* *Strongly Agree*

[Instigator] was discourteous to [Target] in this situation

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7
Strongly Disagree *Somewhat Agree* *Strongly Agree*

** Item 2 reverse-score*

Negative Affective Reactions (Reich & Hershcovis, 2015)

Did [Instigator] make you angry?

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Did [Instigator] make you happy?

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Did [Instigator] make you feel comfortable?

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Did the events in this scenario make you upset?

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Did the behaviour between [Instigator] and [Target] make you angry?

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Did the behaviour of [Instigator] make you comfortable?

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

** Items 2, 3, 6 reverse-scored*

Primary Appraisal Scale (Wright & Fitzgerald, 2007)

How do you think [Target] would feel in this scenario?

Angry

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Stressed

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Upset

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Disgusted

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Humiliated

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Degraded

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Insulted

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Offended

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Embarrassed

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Annoyed

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Afraid

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Threatened

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Intimidated

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Helpless

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Trapped

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Confused

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Anxious

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Sad

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Depressed

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Worried

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Scenario Follow Up Questionnaire

While reading the previous scenario, whose point of view did you take?

- [Instigator]
- [Target]

How sympathetic did you feel toward [Target]?

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7
Not at all *Somewhat* *Extremely*

How sympathetic did you feel toward [Instigator]?

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7
Not at all *Somewhat* *Extremely*

How annoyed did you feel toward [Target]?

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7
Not at all *Somewhat* *Extremely*

How annoyed did you feel toward [Instigator]?

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7
Not at all *Somewhat* *Extremely*

Vignette 3 (Sliter et. al., 2015)

[Dave/Donna] and [Tom/Michelle] have worked together on the same floor at a call centre for five and a half years. [Tom/Michelle] has noticed that when [him/her] and [Dave/Donna] happen to be in the break room at the same time, [Dave/Donna] turns [her/his] back toward [Tom/Michelle].

Perceived Incivility Measure (adapted from the Workplace Incivility Scale, WIS; Cortina, Magley, Williams & Langhout, 2001)

Please answer the following questions about the scenario you have read:

I feel that [Instigator] was impolite to [Target]

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7
Strongly Disagree *Somewhat Agree* *Strongly Agree*

[Instigator]'s behaviour toward [Target] was perfectly civil

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7
Strongly Disagree *Somewhat Agree* *Strongly Agree*

I feel that [Instigator] behaved rudely toward [Target]

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7
Strongly Disagree *Somewhat Agree* *Strongly Agree*

[Instigator] was discourteous to [Target] in this situation

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7
Strongly Disagree *Somewhat Agree* *Strongly Agree*

** Item 2 reverse-score*

Negative Affective Reactions (Reich & Hershcovis, 2015)

Did [Instigator] make you angry?

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Did [Instigator] make you happy?

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Did [Instigator] make you feel comfortable?

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Did the events in this scenario make you upset?

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Did the behaviour between [Instigator] and [Target] make you angry?

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Did the behaviour of [Instigator] make you comfortable?

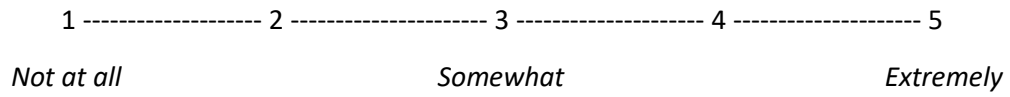
1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

** Items 2, 3, 6 reverse-scored*

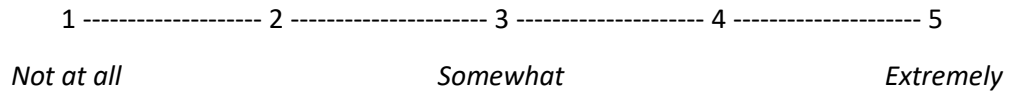
Primary Appraisal Scale (Wright & Fitzgerald, 2007)

How do you think [Target] would feel in this scenario?

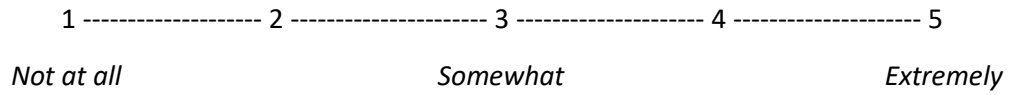
Angry



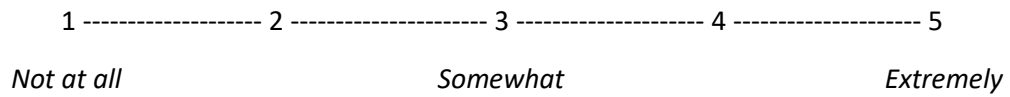
Stressed



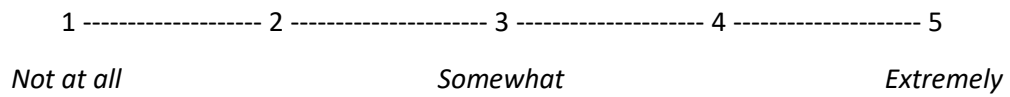
Upset



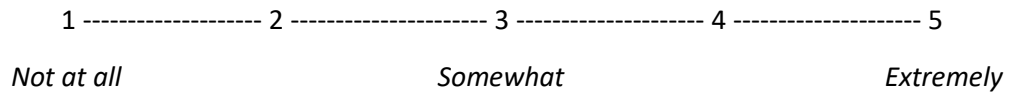
Disgusted



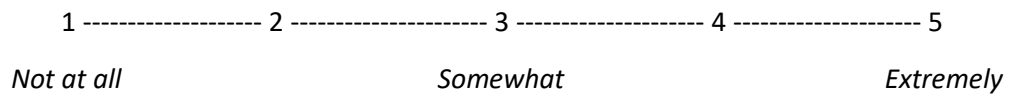
Humiliated



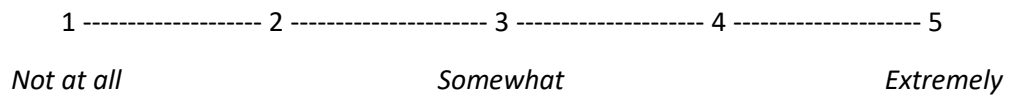
Degraded



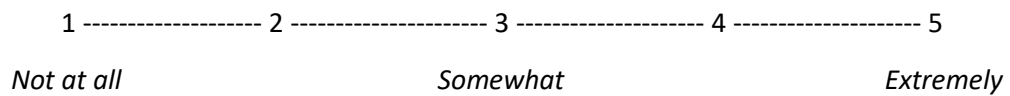
Insulted



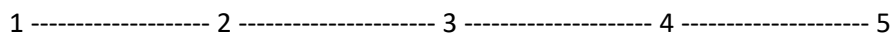
Offended



Embarrassed



Annoyed



	<i>Not at all</i>		<i>Somewhat</i>		<i>Extremely</i>				
Afraid	1	-----	2	-----	3	-----	4	-----	5
	<i>Not at all</i>		<i>Somewhat</i>		<i>Extremely</i>				
Threatened	1	-----	2	-----	3	-----	4	-----	5
	<i>Not at all</i>		<i>Somewhat</i>		<i>Extremely</i>				
Intimidated	1	-----	2	-----	3	-----	4	-----	5
	<i>Not at all</i>		<i>Somewhat</i>		<i>Extremely</i>				
Helpless	1	-----	2	-----	3	-----	4	-----	5
	<i>Not at all</i>		<i>Somewhat</i>		<i>Extremely</i>				
Trapped	1	-----	2	-----	3	-----	4	-----	5
	<i>Not at all</i>		<i>Somewhat</i>		<i>Extremely</i>				
Confused	1	-----	2	-----	3	-----	4	-----	5
	<i>Not at all</i>		<i>Somewhat</i>		<i>Extremely</i>				
Anxious	1	-----	2	-----	3	-----	4	-----	5
	<i>Not at all</i>		<i>Somewhat</i>		<i>Extremely</i>				
Sad	1	-----	2	-----	3	-----	4	-----	5
	<i>Not at all</i>		<i>Somewhat</i>		<i>Extremely</i>				
Depressed	1	-----	2	-----	3	-----	4	-----	5
	<i>Not at all</i>		<i>Somewhat</i>		<i>Extremely</i>				
Worried	1	-----	2	-----	3	-----	4	-----	5

*Not at all**Somewhat**Extremely*

Scenario Follow Up Questionnaire

While reading the previous scenario, whose point of view did you take?

- [Instigator]
- [Target]

How sympathetic did you feel toward [Target]?

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7
Not at all *Somewhat* *Extremely*

How sympathetic did you feel toward [Instigator]?

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7
Not at all *Somewhat* *Extremely*

How annoyed did you feel toward [Target]?

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7
Not at all *Somewhat* *Extremely*

How annoyed did you feel toward [Instigator]?

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7
Not at all *Somewhat* *Extremely*

Vignette 4 (Sliter et. al., 2015)

[Bob/Rachel] and [Patrick/Elaine] work together at a small tech start-up company. The company is new, and [Bob/Rachel] and [Patrick/Elaine] are among the four new employees hired to work together on a new app. [Bob/Rachel] has noticed that [Patrick/Elaine] will talk loudly outside of [Bob/Rachel]'s door to other coworkers about their collaborative project without inviting or acknowledging [Bob/Rachel] in the conversation.

Perceived Incivility Measure (adapted from the Workplace Incivility Scale, WIS; Cortina, Magley, Williams & Langhout, 2001)

Please answer the following questions about the scenario you have read:

I feel that [Instigator] was impolite to [Target]

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7

Strongly Disagree *Somewhat Agree* *Strongly Agree*

[Instigator]'s behaviour toward [Target] was perfectly civil

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7

Strongly Disagree *Somewhat Agree* *Strongly Agree*

I feel that [Instigator] behaved rudely toward [Target]

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7

Strongly Disagree *Somewhat Agree* *Strongly Agree*

[Instigator] was discourteous to [Target] in this situation

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7

Strongly Disagree *Somewhat Agree* *Strongly Agree*

* Item 2 reverse-score

Negative Affective Reactions (Reich & Hershcovis, 2015)

Did [Instigator] make you angry?

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all *Somewhat* *Extremely*

Did [Instigator] make you happy?

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all *Somewhat* *Extremely*

Did [Instigator] make you feel comfortable?

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all *Somewhat* *Extremely*

Did the events in this scenario make you upset?

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all *Somewhat* *Extremely*

Did the behaviour between [Instigator] and [Target] make you angry?

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all *Somewhat* *Extremely*
Did the behaviour of [Instigator] make you comfortable?

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all *Somewhat* *Extremely*

* Items 2, 3, 6 reverse-scored

Primary Appraisal Scale (Wright & Fitzgerald, 2007)

How do you think [Target] would feel in this scenario?

Angry

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all *Somewhat* *Extremely*

Stressed

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all *Somewhat* *Extremely*

Upset

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all *Somewhat* *Extremely*

Disgusted

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all *Somewhat* *Extremely*

Humiliated

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all *Somewhat* *Extremely*

Degraded

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all *Somewhat* *Extremely*

Insulted

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all *Somewhat* *Extremely*

Offended

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Embarrassed

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Annoyed

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Afraid

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Threatened

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Intimidated

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Helpless

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Trapped

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Confused

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Anxious

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Sad

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Depressed

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Worried

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Scenario Follow Up Questionnaire

While reading the previous scenario, whose point of view did you take?

- [Instigator]
- [Target]

How sympathetic did you feel toward [Target]?

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7
Not at all *Somewhat* *Extremely*

How sympathetic did you feel toward [Instigator]?

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7
Not at all *Somewhat* *Extremely*

How annoyed did you feel toward [Target]?

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7
Not at all *Somewhat* *Extremely*

How annoyed did you feel toward [Instigator]?

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7
Not at all *Somewhat* *Extremely*

Vignette 5 (Sliter et. al., 2015)

[Michael/Janice] and [Robert/Sandra] work together in the human resource department for a production company. During their bi-annual meeting with the regional manager of the company, [Michael/Janice] and [Robert/Sandra] had to individually prepare a presentation. After the meeting, [Robert/Sandra] mentioned to [Michael/Janice] that [he/she] did well on [his/her] presentation, and [Michael/Janice] responded, "I know".

Perceived Incivility Measure (adapted from the Workplace Incivility Scale, WIS; Cortina, Magley, Williams & Langhout, 2001)

Please answer the following questions about the scenario you have read:

I feel that [Instigator] was impolite to [Target]

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7

Strongly Disagree *Somewhat Agree* *Strongly Agree*

[Instigator]'s behaviour toward [Target] was perfectly civil

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7

Strongly Disagree *Somewhat Agree* *Strongly Agree*

I feel that [Instigator] behaved rudely toward [Target]

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7

Strongly Disagree *Somewhat Agree* *Strongly Agree*

[Instigator] was discourteous to [Target] in this situation

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7

Strongly Disagree *Somewhat Agree* *Strongly Agree*

** Item 2 reverse-score*

Negative Affective Reactions (Reich & Hershcovis, 2015)

Did [Instigator] make you angry?

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all *Somewhat* *Extremely*

Did [Instigator] make you happy?

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all *Somewhat* *Extremely*

Did [Instigator] make you feel comfortable?

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Did the events in this scenario make you upset?

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Did the behaviour between [Instigator] and [Target] make you angry?

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Did the behaviour of [Instigator] make you comfortable?

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

** Items 2, 3, 6 reverse-scored*

Primary Appraisal Scale (Wright & Fitzgerald, 2007)

How do you think [Target] would feel in this scenario?

Angry

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Stressed

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Upset

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Disgusted

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Humiliated

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Degraded

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Insulted

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Offended

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Embarrassed

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Annoyed

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Afraid

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Threatened

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Intimidated

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Helpless

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Trapped

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Confused

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Anxious

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Sad

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Depressed

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Worried

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Scenario Follow Up Questionnaire

While reading the previous scenario, whose point of view did you take?

- [Instigator]
- [Target]

How sympathetic did you feel toward [Target]?

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7
Not at all *Somewhat* *Extremely*

How sympathetic did you feel toward [Instigator]?

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7
Not at all *Somewhat* *Extremely*

How annoyed did you feel toward [Target]?

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7
Not at all *Somewhat* *Extremely*

How annoyed did you feel toward [Instigator]?

1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6 ----- 7
Not at all *Somewhat* *Extremely*

Demographics Questionnaire

Biographical Informational

Gender identity:

- Woman
- Man
- You do not have an option that applies to me. I identify as (please specify):

Age:

- Please specify: _____

Nationality:

- American citizen
- Canadian citizen
- Other – please specify: _____

Employment Information

Profession:

- Please specify: _____

Number of years at current position:

- Please specify: _____

Number of years with current organization:

- Please specify: _____



DEBRIEFING FORM

Title of Project: Examining Behaviour in the Workplace

Faculty Researcher:
Dr. Joan Finegan
University of Western Ontario

Student Researcher
Sarah Carver

Thank you for your participation in this study!

As you know, the purpose of this study is to examine people's reactions to behaviour in the workplace; specifically, we are interested in rude behaviour. This type of behaviour has negative consequences for individuals and organizations, thus warranting serious examination. We wondered whether the gender of the instigator of the rude behaviour and the target of the rude behaviour would impact observer reactions of such behaviour. We also wondered whether the gender of the observer (in this case, the participant) would impact reactions to observing rudeness in the workplace. We predicted that observers would report more negative reactions to rude behaviour when the instigator was a different gender than the observer and the target was the same gender as the observer.

Here are some references if you would like to read more:

Andersson, L. M., & Pearson, C. M. (1999). Tit for tat? The spiraling effect of incivility in the workplace. *Academy of Management Review*, 24(3), 452–471.

Miner, K. N., & Eischeid, A. (2012). Observing incivility toward coworkers and negative emotions: Do gender of the target and observer matter? *Sex Roles*, 66, 492-505. doi: 10.1007/s11199-011-0108-0

Pearson, C., & Porath, C. (2009). *The cost of bad behavior: How incivility is damaging your business and what to do about it*. New York: Penguin.

All surveys are anonymous and all information provided is completely confidential. Although individual responses may be shared in open access repositories, there will be no way to identify respondents personally.

If you have any questions or concerns, or if you would like a copy of the results, please contact us by phone or by e-mail (see contact information above). Thank you so much for your participation – without you, this research would not be possible.

Appendix B

Incivility Vignettes (Sliter et. al., 2015)

1

[John/Rebecca] and [Greg/Sarah] work closely together at a consulting firm. They have worked on the same team for a year and a half. During a monthly team meeting where [Greg/Sarah] was presenting [his/her] ideas for a current project that [John/Rebecca] is also involved with to [his/her] supervisor, [John/Rebecca] was not looking at [Greg/Sarah]'s presentation. Instead of paying attention to [Greg/Sarah]'s presentation, [John/Rebecca] was texting on [her/his] phone.

2

[Adam/Christina] and [Jason/Jennifer] work together at a Probation and Parole office. [Adam/Christina] and [Jason/Jennifer] both recently joined a specialized team that deals with severe offenders. [Adam/Christina] and [Jason/Jennifer] frequently discuss ideas together before attending weekly team meetings. [Adam/Christina] has noticed that [Jason/Jennifer] often claims [Adam/Christina]'s ideas as [her/his] own during team meetings.

3

[Dave/Caitlin] and [Tom/Michelle] have worked together on the same floor at a call centre for five and a half years. [Tom/Michelle] has noticed that when [he/she] and [Dave/Caitlin] happen to be in the break room at the same time, [Dave/Caitlin] does not acknowledge [Tom/Michelle] and turns [his/her] back toward [him/her].

4

[Alexander/Rachel] and [Patrick/Stephanie] work together at a small tech start-up company. The company is new, and [Alexander/Rachel] and [Patrick/Stephanie] are among the four new employees hired to work together on a new app. [Alexander/Rachel] has noticed that [Patrick/Stephanie] will talk loudly outside of [Alexander/Rachel]'s door to other coworkers about their collaborative project without inviting or acknowledging [Alexander/Rachel] in the conversation.

5

[Michael/Julia] and [Robert/Sandra] work together in the human resource department for a production company. During their bi-annual meeting with the regional manager of the company, [Michael/Julia] and [Robert/Sandra] had to individually prepare a presentation. After the meeting, [Robert/Sandra] mentioned to [Michael/Julia] that [he/she] did well on [his/her] presentation, and [Michael/Janice] responded, "I know". [Michael/Julia] did not comment on [Robert/Sandra]'s presentation.

Appendix D

Negative Affective Reactions (Reich & Hershcovis, 2015)

Did [Instigator] make you angry?

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Did [Instigator] make you happy?

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Did [Instigator] make you feel comfortable?

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Did the events in this scenario make you upset?

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Did the behaviour between [Instigator] and [Target] make you angry?

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

Did the behaviour of [Instigator] make you comfortable?

1 ----- 2 ----- 3 ----- 4 ----- 5
Not at all *Somewhat* *Extremely*

* Items 2, 3, 6 reverse-scored

Appendix E

Primary Appraisal Scale (Wright & Fitzgerald, 2007)

Please state how you think that [Target] would feel in the previous situation:

Angry

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all

Somewhat

Extremely

Stressed

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all

Somewhat

Extremely

Upset

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all

Somewhat

Extremely

Disgusted

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all

Somewhat

Extremely

Humiliated

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all

Somewhat

Extremely

Degraded

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all

Somewhat

Extremely

Insulted

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all

Somewhat

Extremely

Offended

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all

Somewhat

Extremely

Embarrassed

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all

Somewhat

Extremely

Annoyed

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all

Somewhat

Extremely

Afraid

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all

Somewhat

Extremely

Threatened

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all

Somewhat

Extremely

Intimidated

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all

Somewhat

Extremely

Helpless

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all

Somewhat

Extremely

Trapped

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all

Somewhat

Extremely

Confused

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all

Somewhat

Extremely

Anxious

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all

Somewhat

Extremely

Sad

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all

Somewhat

Extremely

Depressed

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all

Somewhat

Extremely

Worried

1 ----- 2 ----- 3 ----- 4 ----- 5

Not at all

Somewhat

Extremely

Appendix F

Follow-up *t*-tests for Perceived Incivility

Post-hoc Comparisons of Means for Perceived Incivility

	MI MT	MI WT	WI MT	WI WT
MI MT		$t(202) = -5.56,$ $p < .001^{***}$	$t(203) = -2.19,$ $p = .030^*$	$t(204) = -1.36,$ $p = .176$
MI WT	$t(202) = -5.56,$ $p < .001^{***}$		$t(219) = 3.40,$ $p = .001^{**}$	$t(220) = 4.24,$ $p < .001^{***}$
WI MT	$t(203) = -2.19,$ $p = .030^*$	$t(219) = 3.40,$ $p = .001^{**}$		$t(221) = 0.84,$ $p = .402$
WI WT	$t(204) = -1.36,$ $p = .176$	$t(220) = 4.24,$ $p < .001^{***}$	$t(221) = 0.84,$ $p = .402$	

Note. * = $p < .05$, ** $p < .01$, *** $p < .001$. MI = man instigator, WI = woman instigator, MT = man target, WT = woman target.

Post-hoc independent samples *t*-tests revealed that participants in the man instigator and man target condition perceived significantly less incivility ($M = 3.60$) than participants in the man instigator and woman target condition ($M = 4.10$), $t(202) = -5.56$, $p < .001$. Participants in the man instigator and man target condition also perceived significantly less incivility ($M = 3.60$) than participants in the women instigator women target condition ($M = 3.80$), $t(203) = -2.19$, $p = .030$. Further, individuals in the man instigator and woman target condition ($M = 4.10$) perceived significantly more incivility than both the woman instigator man target condition ($M = 3.80$), $t(219) = 3.40$, $p = .001$, and the woman instigator woman target condition ($M = 3.72$), $t(220) = 4.24$, $p < .001$.

Appendix G

Follow-up t-tests for Negative Affective Reactions

Post-hoc Comparisons of Means for Affective Reactions

	1	2	3	4	5	6	7	8
MOMIMT 1		$t(95) =$ -2.121, $p = .037^*$	$t(105) =$ -3.06, $p = .003^{**}$	$t(100) =$ -0.16, $p = .874$	$t(88) =$ -3.26, $p = .002^{**}$	$t(104) =$ -3.55, $p = .039^*$	$t(99) =$ -3.51, $p = .001^{**}$	$t(100) =$ -4.173, $p = .000^{***}$
MOMIWT 2	$t(95) =$ -2.121, $p = .037^*$		$t(102) =$ -1.09, $p = .280$	$t(97) =$ 1.67, $p = .099$	$t(85) =$ -1.34, $p = .183$	$t(101) =$ -1.70, $p = .094$	$t(96) =$ -1.67, $p = .097$	$t(97) =$ -2.21, $p = .030^*$
MOWIMT 3	$t(105) =$ -3.06, $p = .003^{**}$	$t(102) =$ -1.09, $p = .280$		$t(107) =$ 2.60, $p = .011^*$	$t(95) =$ 0.26, $p = .792$	$t(111) =$ 0.65, $p = .515$	$t(106) =$ -0.65, $p = .519$	$t(107) =$ -1.09, $p = .280$
MOWIWT 4	$t(100) =$ -0.16, $p = .874$	$t(97) =$ 1.67, $p = .099$	$t(107) =$ 2.60, $p = .011^*$		$t(90) =$ 2.69, $p = .009^{**}$	$t(106) =$ 3.09, $p = .003^{**}$	$t(101) =$ -3.04, $p = .003^{**}$	$t(102) =$ -3.58, $p = .001^{**}$
WOMIMT 5	$t(88) =$ -3.26, $p = .002^{**}$	$t(85) =$ -1.34, $p = .183$	$t(95) =$ 0.26, $p = .792$	$t(90) =$ 2.69, $p = .009^{**}$		$t(94) =$ -0.36, $p = .722$	$t(89) =$ -0.34, $p = .721$	$t(90) =$ -0.76, $p = .448$
WOMIWT 6	$t(104) =$ -3.55, $p = .039^*$	$t(101) =$ -1.70, $p = .094$	$t(111) =$ 0.65, $p = .515$	$t(106) =$ 3.09, $p = .003^{**}$	$t(94) =$ -0.36, $p = .722$		$t(105) =$ -0.01, $p = .994$	$t(106) =$ -0.39, $p = .698$
WOWIMT 7	$t(99) =$ -3.51, $p = .001^{**}$	$t(96) =$ -1.67, $p = .097$	$t(106) =$ -0.65, $p = .519$	$t(101) =$ -3.04, $p = .003^{**}$	$t(89) =$ -0.34, $p = .721$	$t(105) =$ -0.01, $p = .994$		$t(101) =$ -0.38, $p = .709$
WOWIWT 8	$t(100) =$ -4.173, $p = .000^{***}$	$t(97) =$ -2.21, $p = .030^*$	$t(107) =$ -1.09, $p = .280$	$t(102) =$ -3.58, $p = .001^{**}$	$t(90) =$ -0.76, $p = .448$	$t(106) =$ -0.39, $p = .698$	$t(101) =$ -0.38, $p = .709$	

Note. * = $p < .05$, ** $p < .01$, *** $p < .001$. MO = man observer, WO = woman observer, MI = man instigator, WI = woman instigator, MT = man target, WT = woman target.

Post-hoc independent samples *t*-test findings indicated that the man observer, man instigator, and man target condition ($M = 3.39$) yielded significantly lower reports of negative affective reaction compared to the man observer, man instigator, woman target condition ($M = 3.56$), man observer, woman instigator, man target condition ($M = 3.66$), woman observer, man instigator, man target condition ($M = 3.68$), woman observer, man instigator, woman target condition ($M = 3.72$), woman observer, woman instigator, man target condition ($M = 3.72$), and

the woman observer, woman instigator, and woman target condition ($M = 3.76$). The man observer, man instigator, and woman target condition ($M = 3.56$) evoked less negative affective reactions compared to the woman observer, woman instigator, and woman target condition ($M = 3.76$). Further, the man observer, woman instigator, and man target condition ($M = 3.66$) produced significantly stronger negative affective reactions than the man observer, woman instigator, and woman target condition ($M = 3.40$). The man observer, woman instigator, and woman target condition ($M = 3.40$) yielded weaker negative affective reactions compared to the woman observer, man instigator, and man target condition ($M = 3.68$), the woman observer, man instigator, and woman target condition ($M = 3.72$), the woman observer, woman instigator, and man target condition ($M = 3.72$), and the woman observer, woman instigator, and woman target condition ($M = 3.76$).

Appendix H

SARAH J. CARVER

MSc Candidate
 Department of Psychology
 University of Western Ontario
 London, ON

EDUCATION:

University of Western Ontario, London, ON **Sept 2017 to Present**

- Currently working towards a graduate degree in Industrial/Organizational Psychology, with thesis research investigating the impact of gender on reactions to witnessing incivility in the workplace.
- Currently enrolled in graduate level course 'Work Attitudes and Behaviour'.
- Previously completed graduate level courses in Performance Appraisal and Related Issues, Research Design and Statistical Modeling, Motivation and Leadership, Psychology of Personnel Selection, Recruitment, and Work Analysis, Status and Power in Organizations, and Structural Equation Modeling.

University of Guelph, Guelph, ON **Sept 2012 to Apr 2016**

- Received a Baccalaureate in Arts Honours Program degree with distinction.
- Majored in Psychology, with additional courses in Theatre Studies, Biology and Sociology.

GRANTS RECIEVED:

- Recipient of the Joseph-Armand Bombardier Master's Program scholarship for the 2018-2019 academic year.
- Awarded a University of Guelph Entrance Scholarship for the 2012-2013 academic year.

TEACHING EXPERIENCE:

University of Western Ontario, London, ON **Sept 2017 to Present**

Teaching Assistant

- Currently a teaching assistant for a Psychology undergraduate course 'Using Psychology to Manage and Measure Employee Work Performance'. Responsibilities include preparing lectures, grading research papers, consulting with students about course material, and holding weekly office hours.

PRESENTATIONS:

Canadian Psychological Association, Halifax, NS **June 2019**

(Accepted) **Carver, S. J.**, Braham, J., Hotchkiss, L. R., & Gonzalez-Morales, M. G. (2019, June). Us Too: Student Perceptions of Gender Discrimination at Work Before, During, and After 'Me Too'. Poster to be presented at the meeting for Canadian Psychological Association in Halifax, NS.

Association for Psychological Science, Washington, D.C.

May 2019

(Accepted) **Carver, S. J.**, Goffin, R. D., & Factor, R. (2019, May). Relative and absolute self-ratings of work performance: Does social comparison lead to an enhanced thought process in self-evaluations? Poster to be presented at the meeting for Association for Psychological Science in Washington, D.C.

Society for Industrial Organizational Psychology, *Washington, D.C.* **April 2019**

Carver, S. J., & Finegan, J. E. (2019, April). Reactions to Incivility at Work: Gender of the Instigator, Target, and Observer. Poster to be presented at the meeting for the Society for Industrial Organizational Psychology in Washington, D.C.

Canadian Psychological Association, *Ottawa, ON* **June 2015**

Carver, S., McLean, K., Barrios-Sanchez, P., Dreger-Smylie, C., Sasso, T., & Gonzalez Morales, M. G. (2015, June). Present, but not accounted for at work: Mental health presenteeism and instigated incivility. Poster presentation at the Canadian Psychological Association Convention, Ottawa, ON.

Dreger-Smylie, C., Barrios-Sanchez, P., McLean, K., **Carver, S.**, Sasso, T., & Gonzalez Morales, M. G. (2015, June). Attached or Trapped? Predicting Organizational Commitment in Religious Workers. Poster presentation at the Canadian Psychological Association Convention, Ottawa, ON.

RESEARCH EXPERIENCE:

University of Western Ontario, *London, ON* **Sept 2017 to Present**
Department of Psychology

Research advisor: Dr. Joan Finegan

- Examining how gender influences observer perceptions of incivility; specifically, how gender of (a) the observer, (b) the instigator, and (c) the target of uncivil behavior impacts observer's reactions to incivility.

University of Western Ontario, *London, ON* **Jan 2018 to Present**
Department of Psychology

Research advisor: Dr. Richard Goffin

- Utilizing qualitative and quantitative techniques to examine how comparative rating formats and absolute rating formats impact self-evaluations of workplace performance.
- Previously created Frame-of-Reference training to train and supervise an undergraduate student researcher in thematic analysis coding techniques.

University of Guelph, *Guelph, ON* **Sept 2014 to Apr 2016**
Department of Psychology

Research advisor: Dr. Gloria Gonzalez-Morales

- Conducted undergraduate thesis research examining student opinions of gender discrimination in the workplace, leading semi-structured focus groups to investigate student beliefs and perceptions of current organizational climates.

University of Guelph, *Guelph, ON* **Jan 2015 to Dec 2016**
Department of Psychology

Research Advisor: Dr. Leanne Son Hing

- Completed a comprehensive summary of the literature on objective income inequality, subjective income inequality, evaluations of income inequality and attitudes toward redistribution.
- Worked with PhD candidate Cailin StamarSKI to help code over 300 participants for her dissertation research.

University of Guelph, Guelph, ON

Sept 2015 to Apr 2016

Department of Psychology

Research Advisor: Dr. Harjinder Gill

- Assisted with PhD candidate Scott Cassidy's dissertation research on virtual trust in the workplace.

RESEARCH INTERESTS:

- Counterproductive workplace behaviour
- Diversity and Inclusion
- Performance management
- Personnel selection and recruitment

VOLUNTEER WORK:

- Co-chair of the I-O/OB Student Conference 2018 held at the University of Western Ontario.
- Co-chair of the I-O Psychology Website committee at the University of Western Ontario.
- Co-chair of the I-O Psychology Brown Bag committee at the University of Western Ontario.
- Volunteered in the Occupational Health and Positive Psychology Laboratory at the University of Guelph with Dr. Gonzalez-Morales from September 2014 to April 2016.
- Volunteered in the Centre for Organizational Studies at the University of Guelph with Dr. Gill from September 2015 to April 2016.
- Volunteered in the Sexuality and Gender Diversity lab at the University of Guelph from September 2015 to April 2016.

MEMBERSHIPS:

- Student member of the Society of Industrial Organizational Psychology from February 2018 to Present.
- Previously a student member of the Canadian Psychological Association from January 2015 to December 2015.