

**PURDUE UNIVERSITY
GRADUATE SCHOOL
Thesis/Dissertation Acceptance**

This is to certify that the thesis/dissertation prepared

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Entitled

Antecedents and Outcomes of Work-Linked Couple Incivility

For the degree of Master of Science

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1/30/2015

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ANTECEDENTS AND OUTCOMES OF WORK-LINKED COUPLE INCIVILITY

A Thesis

Submitted to the Faculty

of

Purdue University

by

Morgan Dakota Jones

In Partial Fulfillment of the

Requirements for the Degree

of

Master of Science

May 2015

Purdue University

Indianapolis, Indiana

ACKNOWLEDGEMENTS

First and foremost, I would like to thank my family for their unending support of my education and goals, as well as their unfaltering love. You have all been my biggest and most important support system throughout this process. I would not have had the confidence or ability to achieve what I have without all you have given me over the years.

Secondly, I would like to thank the I/O faculty, my classmates, and my friends for all their contributions to my time at IUPUI and in Indianapolis. Specifically, I would like to thank my committee members, Michael Sliter, Dennis Devine, and Jane Williams for their insight and valuable contributions to my thesis. Their knowledge and dedication were essential to making my thesis possible.

Finally, I would like to extend a special thank you to my committee chair and adviser, Michael Sliter, for his support, guidance, dedication, and most of all patience throughout my time in graduate school. Your role as both a mentor and a friend has helped to make my goals a reality and the support you have provided me in the last two years is invaluable.

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ABSTRACT

Jones, Morgan D. M.S., Purdue University, May 2015. Antecedents and Outcomes of Work-Linked Couple Incivility. Major Professor: Michael Sliter.

Workplace incivility has been shown to have negative organizational and individual effects on people who experience this low-intensity deviant behavior. Research has recently begun to look at incivility as a form of modern discrimination that may be used to target out-groups within organizations, where out-groups are broadly defined. The first goal of the current study was to examine the impact of incivility on work-linked couples. Second, the present study sought to determine the effect that experiences of WLC incivility had on individual and organizational outcomes: burnout, job satisfaction, and turnover intentions. Finally, although the outcomes of incivility have been well-established, the antecedents of this phenomenon have been examined considerably less. Therefore, the present study sought to examine and explain the relationship between a climate for formality, gender, and WLC incivility. To accomplish these goals a snowball sampling method was used to recruit a total of 86 participants for an online survey. Hierarchical regression and bootstrapping mediation were used to analyze the data. Results showed that WLC incivility was predictive of burnout, job dissatisfaction, and turnover intentions. Furthermore, both burnout and job satisfaction were shown to mediate the

relationship between WLC incivility and turnover intentions. The theoretical and practical implications of these results are discussed as well as potential areas for future research.

CHAPTER 1. INTRODUCTION

Workplace incivility—a low-intensity interpersonal deviant behavior—is common in the workplace, and most employees will experience it at some point in their careers (Andersson & Pearson, 1999). Given the frequency of incivility, it is no surprise that a wealth of research has been conducted to better understand its impact on individual and organizational outcomes. Specifically, workplace incivility has been linked with personal outcomes such as decreased mental and physical health (Lim, Cortina, & Magley, 2008), increased strain (Cortina, Magley, Williams, & Langhout, 2001), and increased withdrawal (Cortina et al., 2001). Additionally, organizational outcomes associated with incivility include decreased job satisfaction (Lim et al., 2008), decreases in organizational citizenship behaviors (Cortina et al., 2001), and increased turnover intentions (Lim et al., 2008). Despite a basic understanding of the negative effects of incivility, far less research has been conducted regarding 1) groups that are specifically targeted with incivility, and 2) the antecedents of this targeted incivility.

The current study addresses incivility directed at work-linked couples (WLCs). A WLC consists of two individuals, employed by the same organization, who are engaged in a mutually desired relationship consisting of either a sexual or romantic nature (Riach & Wilson, 2007). Although there is evidence that WLCs are becoming more prevalent over time (Parks, 2006), there has been little research regarding their experiences in terms

of interpersonal treatment by coworkers and supervisors. This area of research is important because WLCs have the potential to violate organizational norms and therefore become a specific target group for incivility. Cortina (2008) suggested that incivility can be used as “modern discrimination” and be perpetrated in order to target specific out-groups that violate organizational norms, and WLCs might be considered an out-group. As such, the initial goals of this study are to determine 1) whether WLCs are targeted with incivility, and 2) how this affects their well-being.

Simply knowing that WLC incivility occurs, however, is not enough. An understanding of the antecedents of WLC incivility is important for the sake of preventing this potentially harmful behavior. Past research indicates that the antecedents, which lead to occurrences of incivility, engender a spiraling effect, in which targets of incivility may retaliate in a similar fashion against others (Andersson & Pearson, 1999). Furthermore, if not prevented, there is potential for incivility to escalate into more aggressive behaviors (Andersson & Pearson, 1999). Awareness of antecedents that increase the likelihood of incivility may help organizations prevent these issues. As such, the present study’s final goal is to study the relationship between a WLC and the following antecedents: 1) a climate for formality, and 2) gender.

To this end, I will first review the existing literature regarding workplace incivility, and provide a brief discussion of WLCs and their potential status as an out-group within climates for formality, and therefore a potential target of incivility. Following this I will discuss the expected outcomes of WLC incivility. After which, I will describe the current state of research on how the workplace climate—specifically a

climate for formality—might be an important antecedent of WLC incivility. Finally, I will discuss the effect of gender on WLC incivility.

1.1 Background and Rationale

1.1.1 Workplace Incivility

Andersson and Pearson (1999) wrote the seminal piece on workplace incivility, defining incivility as behaviors within the workplace, which have an ambiguous intent to harm, that are low-intensity and interpersonal. When coworkers are not included in group events, do not respond to their emails, or are generally discourteous, they are perpetrating incivility. The initial interest in the concept of incivility was spurred by a gap in the existing literature at the time of Andersson and Pearson's (1999) proposal. Around the time incivility was proposed, there was empirical interest in workplace phenomena such as "aggression," "deviance," "antisocial behavior," and "violence." In proposing the construct of incivility, Andersson and Pearson (1999) sought to explain threats within the workplace that were interpersonal and nonphysical in nature, which had not yet been examined from a research standpoint. Andersson and Pearson (1999) proposed that incivility was related to these aggressive and deviant organizational behaviors, and therefore, a relevant phenomenon to address. Andersson and Pearson (1999) theorized that incivility could potentially spiral, such that occurrences of incivility could lead to organizational violence and/or deviance.

The model developed by Andersson and Pearson (1999) specifically defined incivility in terms of social interactions and conflicts that originate when the norm for mutual respect is breached amongst individuals. In addition, they suggested that facilitators of incivility in the workplace could include characteristics of those involved in

the interaction (both perpetrators and targets) and the social context. This proposal illustrated the importance of understanding incivility in the workplace in terms of 1) its antecedents, and 2) its outcomes (Andersson & Pearson, 1999). Since this first step toward understanding workplace incivility, research has extended the definition of incivility to include actions of hostility, privacy invasion, gossiping, or exclusionary behavior (Martin & Hine, 2005). Furthermore, research has confirmed that incivility is an interpersonal stressor within the workplace, which can lead to significant negative outcomes.

1.1.1.1 Negative Effects of Workplace Incivility

The negative effects of workplace incivility have been relatively well-established, and the process by which incivility impacts individuals is typically understood through the lens of Conservation of Resources theory (Hobfoll, 1989). The Conservation of Resources (COR) theory suggests that people seek to maintain and protect personal resources, and the loss of said resources is threatening to their personal well-being (Hobfoll, 1989). Within COR theory, resources are conceptualized as object, personal characteristics, conditions, or energies (emotional and cognitive) that people value and may utilize to obtain more resources (Hobfoll, 1989). Object resources are conceptualized as physical resources that can either provide direct benefits to an individual or allow an individual to acquire other resources (i.e., homes, cars, pets; Hobfoll, 1989). Conditions are resources that are sought after and are frequently thought of as moderators in the stressor strain relationship (i.e., marriage, tenure, friends; Hobfoll, 1989; Pearlin, 1983). Personal characteristics are also resources that assist individuals in

resisting strain; these are typically individual traits and personality characteristics (Hobfoll, 1989). Finally, energies (emotional and cognitive) are not only intrinsically valued but can also assist in obtaining other forms of resources for individuals (i.e., knowledge, time, social networks; Hobfoll, 1989). All of these resources are used to create and maintain personal well-being, and strain may occur if threatened by environmental stressors, as a result of resource depletion (Hobfoll, 1989). For the purpose of the present study, COR theory will be utilized to primarily explain the depletion and protection of people's cognitive and emotional energies. This is due to the fact that the stressor on resources of interest is incivility, which does not target an individual's other resources (i.e., object, personal characteristics, and conditions).

COR theory also serves to highlight the importance of social interactions, social stressors, and social support as the foundation for either repletion or the depletion of resources in employees (Hobfoll, 1989). Incivility can act as a threat to personal resources because it is a social and psychological interaction. For instance, Beaudoin and Edgar (2002), conducted research showing that social hassles, in particular, increased job dissatisfaction, burnout, and turnover. Therefore, based on COR theory, one would expect that incivility, as a social stressor, would result in depleted resources and subsequent strain reactions.

Research has shown that people may experience negative personal outcomes as a result of exposure to incivility. For example, research indicates that targets of incivility experience increased health problems, stress, and burnout (Laschinger, Leiter, Day, & Gilin, 2009; Penney & Spector, 2005). These relationships can be easily understood through the lens of COR theory. The presence of chronic stressors, which deplete the

target's resources for coping, results in negative effects on the target's mental health (Lim et al., 2008). As such, decreased mental health increases a target's likelihood to experience negative physiological symptoms (Lim et al., 2008).

The organizationally-relevant effects of incivility are of particular importance, primarily because they are related to personal outcomes. Research indicates that experiences of incivility are negatively correlated with job satisfaction, job engagement, and job performance (Cortina et al., 2001; Lim & Cortina, 2005; Sliter, Jex, Wolford, & McInnerney, 2010). In addition, targets of incivility generally experience decreases in organizational commitment and engage in fewer organizational citizenship behaviors (Cortina et al., 2001; Lim et al., 2008). Of utmost importance, from an organizational perspective, are turnover intentions. Turnover is extremely costly to organizations, and incivility has been directly shown to increase turnover intentions as a result of the depletion of personal, cognitive, emotional, and physical resources, disengagement, and eventual burnout (Cortina et al., 2001; Demerouti, Bakker, Nachreiner, & Schaufeli, 2001; Lim & Cortina, 2005; Lim et al., 2008; Sliter et al., 2010).

Although there is significant research regarding the negative outcomes of experiencing incivility, there is relatively less research focusing on the potential antecedents. However, due to the well-established negative outcomes of this interpersonal stressor, understanding the antecedents of incivility is of particular importance to researchers, especially if some groups are differentially confronted with incivility. That said, I will now transition into discussing how incivility might be used as "modern discrimination," targeting certain out-groups, who may then experience lower well-being and work-related outcomes.

1.1.2 Incivility as Modern Discrimination

Workplace incivility has begun to be recognized not only as a generalized form of mistreatment, but also as a way in which people may discriminate against others. In social interactions, employees might sometimes use incivility as a means to discriminate against out-group members because it is less discernable and therefore less punishable (Cortina, 2008). Although research has shown that most organizations no longer experience high levels of formal discrimination (i.e, through processes such as selection and promotion opportunities) due to legal constraints, there are still significant occurrences of interpersonal “modern” discrimination within the workplace (Hebl, Foster, Mannix, & Dovidio, 2002). Targeted incivility has been shown to be a form of discrimination in organizations and can be applied to many different target groups (Cortina, Kabat - Farr, Leskinen, Huerta, & Magley 2013).

Cortina (2008) introduced the theory of incivility being used as “modern discrimination.” The purpose of Cortina’s work was to examine how incivility was used in the workplace as a form of prejudice. In this theory, Cortina (2008) indicated that this discrimination could focus on any group that has a norm-violating characteristic within their organizations. Additionally, Cortina (2008) indicated that “modern racists,” who may identify themselves as non-prejudiced, might use this form of discrimination, making this type discrimination unique in its ability to be either conscious or unconscious. Furthermore, this theory corroborates the original theoretical antecedents of incivility developed by Andersson and Pearson (1999) -- social context and individual characteristics. Though this discrimination may target frequently stigmatized groups (e.g., women, minorities), Cortina (2008) also recognizes that any “out – group” can

potentially experience discrimination in lieu of more extreme and punishable forms of mistreatment. Cortina (2008) called for additional research to be done in order to identify modern discrimination in organizations and the potential targets.

Empirical research on this topic is still in its infancy. As one recent example, Sliter, Sliter, Withrow, and Jex (2012) used the theory of modern discrimination to investigate whether or not adipose individuals in the workplace were targeted with incivility. The results showed that overweight and obese individuals experienced higher levels of incivility, which implies that adipose individuals may be associated with negative stereotypes and violate societal norms, stigmatizing them as an out-group. Race and gender were also examined as moderators of incivility in this study due to the expected difference in societal acceptance of adiposity in men versus women and Black versus White individuals. Interestingly, Sliter and colleagues (2012) found that men who were either overweight or underweight experienced more incivility than their healthy weight peers. In contrast, only women who were overweight reported experiencing more incivility. However,, overweight women did report great rates of incivility than their overweight male counterparts. Additionally, White individuals who were overweight experienced more incivility than Black participants. Finally, White overweight women reported more incivility than Black overweight women; White overweight men reported more incivility than Black overweight men; Black underweight men reported more incivility than White underweight men. Findings from this research support the theory proposed by Cortina (2008), such that people within the out-group based upon adiposity were targeted with more incivility, and this rate of incivility increased with the more norm violating their adiposity was when associated with their gender or race.

Cortina and colleagues (2013) examined older workers and modern discrimination in the form of ageism. They conducted this study as older workers are an important group to study, in light of the aging workforce. In addition, this study sought to support, and expand, the proposal by Cortina (2008) by examining out-groups and relative organizational outcomes of incivility. Cortina and colleagues (2013) extended the theory of incivility as modern discrimination by testing a potential negative outcome of targeted incivility -- turnover intentions. This study also identified the potential moderation effect of gender and race on incivility experiences. Evidence was not found for selective incivility based upon age; however, Cortina and colleagues (2013) explained that this likely occurred because their sample was not representative of an older working population. However, Cortina and colleagues (2013) did find a significant effect of race and gender on experiences of incivility. Results of this study indicate that women and people of color experienced more incivility than men and White individuals, and that experiences of incivility were positively related to turnover intentions. Furthermore, Cortina and colleagues (2013) demonstrated an effect of “double jeopardy” in regards to targeted incivility, such that Black women (i.e, two out-group categories) reported experiencing more incivility than any other group.

Most recently, Miner, Pesonen, Smittick, Seigel, and Clark (2014) examined targeted incivility in the context of motherhood status and involvement. Research indicates that motherhood status commonly stigmatizes women as an out-group, making them more likely to experience formal discrimination, due to societal perceptions that mothers have less organizational commitment and competence (e.g., Hebl, King, Glick, Singletary, & Kazama, 2007). This study also explored the relationship between targeted

incivility, job satisfaction, and turnover intentions. The results of this study again support the theory proposed by Cortina (2008) that out-group status relates to targeted incivility. In the context of the work by Miner and colleagues (2014), motherhood status alone was not a predictor of targeted incivility. However, instances of targeted incivility did have a positive relationship with the number of children a woman had, indicating that motherhood involvement did relate to perceptions of out-group membership. In addition, a significant negative relationship was found between targeted incivility and job satisfaction as well as a positive relationship between targeted incivility and turnover intentions.

Due to the results of past research regarding targeted incivility proposed by Cortina (2008), I expect that romantic relationships within the workplace will often violate social norms and could potentially stigmatize couples as an out-group. As such, it is possible that coworkers who are seeking to discriminate against WLCs will do so through targeted incivility. For the purpose of this study, WLC incivility will be defined as a form of incivility specifically targeted at individuals in a romantic relationship in the same workplace.

1.1.3 Work-Linked Couples

A WLC has been previously defined as a mutually desired relationship between two people, working within the same organization, in which sexual or physical intimacy exists (Riach & Wilson, 2007). The number of WLCs in organizations has grown in recent years due to a variety of factors, including increasing gender diversity in the workplace and an increase in the amount of time people spend at work (Powell, 2001). Interestingly, however, very little research has investigated WLCs. The existing research

has focused on coworker perceptions of WLCs and how it affects their feelings of justice and productivity in the workplace (Cole, 2009; Horan & Chory, 2009; Foley & Powell, 1999). However, there is currently a lack of research investigating the experiences of the individuals involved in a WLC.

The lack of research on the experiences of individuals who are romantically or sexually involved is surprising considering past research has found that WLCs are not only becoming relatively common but that people are also more open to engaging in a relationship at work. A study by Parks (2006) found that 40% of employees had been involved in a WLC at some point in their career. A separate study found that 47% of employees had engaged in a WLC, while another 19% would be open to being in a WLC (Brown & Allgeier, 1996). There are, of course, many different factors that may play into the increase in work-linked couples. As noted above, past research has indicated that people are spending increasing amounts of time at work and therefore amongst coworkers instead of friends and family (Powell & Foley, 1998). Past research also indicates that time and proximity are predictors of friendship and romantic relationships, factors which help to explain the phenomena of WLCs (Cole, 2009; Pierce, Byrne, & Aguinis, 1996). However, time spent at work by itself is not likely the only cause of a blooming romance.

There is additional empirical support that people select into organizations that reflect goals, interests, and values similar to their own (Pierce et al., 1996; Rentsch & McEwen, 2002). Therefore, it is not unreasonable to conclude that organizations would accrue workers with similar interests and values, increasing the likelihood of a WLC. There is also research to support the idea that the changing demographics and influx of a younger generation of workers may influence the likelihood of a WLC. Parks (2006)

found that younger employees are less concerned about risks involved with pursuing a relationship in the workplace and are not as worried about concealing them from others (Cole, 2009).

Although WLCs are becoming more common, especially among younger generations, they are still an untraditional kind of couple and have the potential to violate social norms. There has been a considerable amount of research indicating that WLCs are perceived negatively for many reasons (Devine & Markiewicz, 1990; Malachowski, Chory, & Claus, 2012). These negative perceptions are due to the norm violation that WLCs embody within the workplace (Mainiero, 1989). This norm violation therefore characterizes WLCs as an out-group within their organizations. As past research has shown, out-groups are significantly more likely to experience interpersonal incivility as a form of modern discrimination because they are not protected legally (Cortina, 2008; Cortina, 2013; Miner et al., 2014; Sliter et al., 2012).

Furthermore, it is interesting to note that WLCs are still considered a relatively untraditional group, and less than 30% of organizations have formal policies in place regarding them, even though there has been a significant increase in their occurrence in recent years (Parks, 2006). The lack of policies protecting WLCs from formal discrimination signals to employees that WLCs are not accepted by their organizations. Furthermore, if an organizational climate appears to be unsupportive of WLCs, this group is likelier to be mistreated. Due to the projected detrimental effects of WLC incivility, it is particularly important to understand how it may be prevented.

1.2 Outcomes of WLC Incivility

The negative outcomes related to workplace incivility have been well documented in the literature (Cortina et al, 2001; Cortina, 2008; Hobfoll, 1989), though this research is still relatively new in terms of understanding the impact of incivility on out-groups. In the present study, the outcomes of interest are increased burnout, decreased job satisfaction, and higher turnover intentions in relation to WLC incivility. These outcomes represent psychological, attitudinal, and behavioral results of incivility. Similar to how Cortina and colleagues (2012) sought to examine the outcomes of targeted incivility against out-groups defined by gender, race, and age, I seek to examine how WLC incivility can impact individuals in this potential out-group. The overall proposed model of WLC incivility in the present study can be seen in Figure 1.

1.2.1 Burnout

In past research, burnout, in the context of work, has been characterized as a lack of energy, negative attitudes, or feelings of negativity about and towards one's work (Maslach & Jackson, 1981). Burnout can include many different facets; but exhaustion and disengagement are considered the two core dimensions (Demerouti & Bakker, 2008). Exhaustion is conceptualized as the result of significant physical, affective, or cognitive strain (Demerouti & Bakker, 2008). In other words, when people are continuously exposed to job related demands, they may experience exhaustion over time. Disengagement from one's work is defined as a disinterest and psychological distance from one's work in general (Demerouti & Bakker, 2008). Within the context of burnout, disengagement represents the relationship between people and their jobs, such that as disengagement increases, their willingness to continue work decreases. There has been a

significant body of research investigating burnout in employees. For the purpose of the present study, I will be examining the relationship between burnout and WLC incivility through the mechanism of resource conservation (Hobfoll, 1989).

Past research indicates that feelings of burnout are more likely to occur in people who are consistently exposed to workplace stressors (Demerouti & Bakker, 2008). Furthermore, the most frequently researched outcome related to workplace incivility is emotional exhaustion (a key component of burnout), and their relationship has been supported in multiple studies (Dorman & Zapf, 2004; Von Dierendonck & Mevissen, 2002). More specifically, incivility, particularly targeted incivility, has been shown to predict burnout (Cortina, 2008; Cortina, 2013; Sliter et al., 2010). This targeted incivility may cause the targets to feel more strain than untargeted coworkers, and therefore experience greater burnout. Targets of incivility may also sense that they are being targeted based upon their out-group status compared to their peers (Cortina, 2008; Cortina et al., 2013; Miner et al., 2014). Part of the reason why targets of incivility may experience more strain than their peers is because they compare their experiences to others; as a result of this comparison, targets may perceive a lower quality of social interaction between themselves and others (Oore et al., 2010). Furthermore, when the quality of social relationships is damaged, people may suffer from a loss in resources that help them buffer the negative effects of incivility (Halbesleben, 2006; Hobfoll, 2001; Oore et al., 2010).

In accordance with COR theory, burnout is most likely to occur when an individual's emotional and cognitive resources have been depleted. This resource depletion is often a result of job-related stressors and demands, which exert physical or

mental costs on the employee. Bakker, Demerouti, and Euwema (2005) established that not only do these demands exist, but that they might also consist of, and result in, physical, social, and organizationally negative effects. Furthermore, Bakker and colleagues (2005) identified job resources, which help individuals cope with these demands, as any aspect that achieves work goals, reduces demands, and stimulates growth and development.

Since workplace incivility can place psychological and emotional demands on individuals, it is reasonable to conclude that it may reduce a target's resources, which makes them less resilient and more susceptible to increases in burnout. Evidence in the literature indicates the negative relationship between interpersonal mistreatment and burnout, over and above other workplace stressors (Grandey, Foo, Groth, & Goodwin, 2012). COR theory can also explain burnout in employees who are targets of incivility, targeted or otherwise. Research indicates that incivility is a social stressor, which drains individuals' resources, eventually leading to these feelings of fatigue that are conceptualized as disengagement, exhaustion, and overall burnout (Demerouti & Bakker, 2008).

As such, I propose that:

Hypothesis 1: WLC incivility will relate positively to burnout.

1.2.2 Job Satisfaction

In past research, job satisfaction has been measured in multiple ways that address different facets of this attitudinal variable. As an overall construct, job satisfaction can be considered general evaluation of how favorable one's work is, and it is often divided in to the specific facets of pay, supervision, coworkers, and workload (Cortina et al., 2001;

Curry, Wakefield, Price, & Mueller, 1986). For the purpose of the present study, I will be measuring how WLC incivility relates to a target's general job satisfaction, and I will frame these negative effects through the theory of modern discrimination (Cortina, 2008) and through COR theory (Hobfoll, 1989).

In past research, there have been many antecedents, such as demographics (e.g. age, experience, tenure, and education) and organizational factors (e.g. supervisory behaviors, compensation), shown to affect job satisfaction (Brown & Peterson, 1993). However, accumulating evidence suggests that harassment, mistreatment, and incivility can predict different facets of job satisfaction over and above these alternate antecedents (Cortina et al., 2001; Einarsen & Skostad, 1996). Targets of WLC incivility, as modern discrimination, may directly experience effects related to their job satisfaction. This is due to the importance of perception of the target. Research by Keashly, Trott, and MacLean (1994), indicates that the perceived impact and frequency, not solely the occurrence, of mistreatment is highly predictive of job satisfaction. As such, if WLCs perceive that they are being repeatedly targeted as an out-group for discrimination, they may be more likely to experience decreased job satisfaction as a result. Specifically, WLC incivility, will negatively affect a target's ability to cope through the use of resources such as social support or general enjoyment with their job, eventually resulting in dissatisfaction with their work in general.

As noted above, the original COR theory developed by Hobfoll (1989) suggests that individuals attempt to conserve their resources, and may suffer from negative outcomes when said resources have been depleted. Westman, Hoboll, Chen, Davidson, and Laski (2004) extended COR theory by making a distinction between primary

resources and secondary resources. The concept of secondary resources is of particular importance when considering job satisfaction in the context of COR theory. Within this context, primary resources are those that may be associated with survival (food, shelter, and well-being), and secondary resources (e.g. work, family, time, and insurance) are used to help preserve people's primary resources (Westman et al., 2004).

Job satisfaction can be considered a combination of cognitive and emotional resources, which create a sense of satisfaction with one's work. In this sense, job satisfaction may be a secondary resource that individuals seek to maintain (Wright & Hobfoll, 2004). Research by Wright and Hobfoll (2004) confirms this by establishing that workers strive to build and maintain this cognitive and emotional attachment to their jobs and organizations. Furthermore, if WLC incivility is causing strain in targets, and therefore resource depletion, they will likely experience decreased job satisfaction.

As such, I propose that:

Hypothesis 2: WLC incivility will relate negatively to job satisfaction.

1.2.3 Turnover Intentions

Finally, I expect that WLC incivility will have an impact on a person's intention to leave their organization. Generally speaking, there are two types of turnover, involuntary (termination) and voluntary (quitting). There are many reasons why an employee may choose to voluntarily leave their organizations; Muchinsky and Morrow (1980) proposed that there are three primary reasons why employees may decide to quit: general economic conditions, work-related reasons, and individual factors. In the present study, I focus on work-related reasons for voluntary turnover.

Specifically, I focus on the effect of WLC incivility on turnover intentions. This effect may occur indirectly through the depletion of coping resources such as satisfaction with one's job or social support (Hobfoll, 2001).

There is some research that implies that incivility—as an interpersonal stressor—relates to withdrawal from work, as well as eventual intention to leave. For example, Thomas, Bliese, and Jex (2005) found that individuals who experienced incivility had lower continuance commitment, and Cortina and colleagues (2001) also demonstrated that targets of incivility had higher levels of withdrawal intentions. This implies that if someone is a target of incivility, or perceives they are in comparison to their peers (such as in targeted incivility), they are more likely to withdraw cognitively and emotionally, eventually resulting in a strong desire to leave their organizations (Griffin, 2010).

When looking at these outcomes from a COR theory perspective, there should be a clear relationship between WLC incivility and turnover intentions. Research shows that when stressors in the workplace have depleted an individual's coping resources, they engage in withdrawal behaviors in order to protect themselves from further damage (Cole & Bedeian, 2007; Halbesleben, 2006; Hobföll, 2001; Wright & Cropanzano, 1998). By engaging in withdrawal behaviors, such as disengagement, absenteeism, or even quitting, people will be able to distance themselves from the source of their stressors (Cole & Bedeian, 2007; Halbesleben, 2006; Hobföll, 2001; Wright & Cropanzano, 1998). After distancing themselves from their stressors, people are able to replenish their resources and improve their overall well-being (Halbesleben, 2006; Hobföll, 2001).

Resource depletion may first result in decreased job satisfaction and increased burnout. Burnout has also been shown to account for a unique amount of variance in

turnover intentions above organizational commitment (Lapointe, Vandenberghe, & Panaccio, 2011). In further support of the relationship between resource depletion and turnover intentions, emotional exhaustion accounts for unique variance in turnover, over and above commitment (Lapointe et al., 2011). It is therefore reasonable to expect that as targets of incivility experience decreased job satisfaction and increased burnout, they will be more likely to have intent to turn over. That is, burnout and job satisfaction will mediate the relationship between WLC incivility and turnover intentions.

As such, I propose that:

Hypothesis 3a: WLC incivility will relate positively to turnover intentions.

Hypothesis 3b: Burnout will mediate the relationship between WLC incivility and turnover intentions.

Hypothesis 3c: Job satisfaction will mediate the relationship between WLC incivility and turnover intentions.

1.3 Antecedents of WLC Incivility

Although the personal and organizational outcomes of incivility have been well-established in the research, and are important for organizational purposes, the antecedents of incivility are much less well understood. This is an important omission; particularly given that an understanding of the antecedents is necessary in order to develop interventions to reduce incivility. Andersson and Pearson (1999) initially suggested that social context and individual differences were the primary antecedents of general incivility; therefore, antecedents falling within these categories will be addressed in the present study.

The initial forays into research regarding the influence of social context on incivility in the workplace are promising and indicate a clear need for further investigation. For the purpose of this study, I intend to examine both the well-established link between individual characteristic variables and incivility, as well as the less examined effects of social context variables. More specifically, I hope to explore the relationship between organizational formality (a climate for formality) and WLC incivility, which was initially suggested by Andersson and Pearson (1999). I expect that a climate for formality will be more predictive of WLC incivility. The primary individual characteristic to be studied in the present study is gender; I expect that women will experience more WLC incivility than their male counterparts. Below, I will detail my expectations, nested in COR theory and modern discrimination theory.

1.3.1 Climate for Formality as an Antecedent of WLC Incivility

A potential antecedent of WLC incivility involves social context and the work environment itself. Specifically, the organizational climate, norms, and acceptable behaviors are likely predictors of WLC incivility. An organizational climate is defined as the shared understanding of the important aspects, policies, accepted behaviors, and practices of the organization (Jex, Sliter, & Britton, 2014).

It is important to understand that climate is not defined by explicit policy or requirements of the job; instead it is typically based upon shared perceptions of employees within the workplace. That is, workers assess an organizational climate indirectly and through interpretation (Carr, Schmidt, Ford, & DeShon, 2003). However, it can be challenging to measure the shared perceptions of all employees within an organization. For this reason, the present study is examining organizational climate as an

individual's perceptions of their surroundings (as opposed to "shared perceptions"). In other words, I will be assessing "psychological climate" (James & Jones, 1974; Wessel & Ryan, 2012). The psychological climate will be used because research shows that large amounts of variance in individual attitudes and job satisfaction can be explained through assessing individual perceptions (Schulte, Ostroff, & Kinicki, 2006; Wessel & Ryan, 2012).

Since a climate is partially defined by the perceived norms, it is possible that differences in norms regarding what constitutes appropriate or inappropriate behavior in the workplace will influence behavior (Keashly, Trott, & MacLean, 1994). Organizational norms are similar to societal norms; they exist within a given community and govern the ways in which members of said community act, think, and make judgments about their surroundings (Stamper, Liu, Hafkamp, & Ades, 2000). Within an organization, norms are typically stable, and if there is a violation, the resulting effects can be significant and potentially detrimental (Stamper et al., 2000).

The suggestion by Andersson and Pearson (1999) is that an informal climate will more strongly predict general incivility than a formal climate. Andersson and Pearson (1999) suggest this relationship between climate and incivility will exist because of the lack of clear social rules, norms, and boundaries in an informal organization. Since this proposition, no explicit research has investigated formal vs. informal climate in relation to incivility. However, that is not to say that research has not been done linking organizational climate to incivility.

Most recently, Sliter, Jex, and Grubb (2013) examined the relationship between norms of respect in an organization and experiences of employee mistreatment.

Specifically, they expected that norms of respect would be positively related to the degree of formality in an organization. In agreement with the initial research by Andersson and Pearson (1999), Sliter and colleagues (2013) suggest that the more informal the climate, the fewer cues there will be in regards to appropriateness and norms for social interactions, potentially creating less respect. Although Sliter and colleagues (2013) did not directly examine the formality of the organization, they did find that respect was negatively related to instances of workplace mistreatment.

Based upon this and the original proposal by Andersson and Pearson (1999), I expect that a climate for formality will be composed of stricter organizational norms than a climate for informality. Past research, which has loosely defined components of a formal versus informal climate, is supportive of this assumption. In the present study, a climate for formality is defined as a specific form of an organizational climate in which organizational members perceive the importance of interpersonal and behavioral formality. Several factors can be identified as important components of a climate for formality including: stricter and less friendly interpersonal relationships, a clear hierarchal structure, and formal and traditional artifacts (e.g traditional office spaces, board rooms, wall portraits). Within the literature, there have been several other key dimensions that have been identified as aspects of a climate for formality. These components include: the organizational structure, rules, and types of interpersonal relations (Morand, 1995). More specifically, Morand (1995) conceptualized a climate for formality as one where linguistic elements, such as fully articulated speech and grammatical sentences, are used. Morand (1995) also identified the interpersonal procedure of addressing coworkers and superiors by their formal titles as being

characteristic of a formal organizational climate. Additionally, Morand (1995) addressed the physical and contextual cues of an organization as an identifier of a formal versus informal climate. Specifically, that people working in a climate for formality used less “friendly” gestures (e.g. personal inquiries, gift giving), and tended to keep greater physical distance between themselves and coworkers (Morand, 1995).

The proposal by Andersson and Pearson (1999) in which they first discussed incivility in the workplace, supports these results. Andersson and Pearson (1999) initially suggested similar contextual and interpersonal factors as important components of a climate for formality. However, they also identified more subtle components of a climate for formality, such as business attire, neat and organized offices, business décor, and emotional restraint within the workplace (Andersson & Pearson, 1999). All of these elements, which comprise a climate for formality, indicate that there are strict, clear, norms and expectations for behavior.

Andersson and Pearson (1999) clearly suggest (but do not test) that climates for formality are not accepting of general incivility. They suggest this is a result of clear norms for behavior within formal climates. As a result of the clear organizational norms within a climate for formality, Andersson and Pearson (1999) thought that incivility would be considered a violation and therefore less likely. However, since the salience of norms and out-groups would be significantly greater in formal organizations, it is reasonable to assume that stigmatized groups would experience higher rates of interpersonal discrimination than in an informal climate. Therefore, if the organizational climate is more formal, it is more likely WLCs will be perceived as an out-group and discriminated against through targeted incivility, even though experiences of general

incivility may be low. Furthermore, although a climate for formality by itself may not result in negative personal and organizational outcomes, the resulting WLC incivility could subsequently affect well-being and organizational outcomes. As such, it is expected that WLC incivility will mediate the relationship between climate and individual and organizational outcomes.

Hypothesis 4a: A climate for formality will be positively related to WLC incivility.

Hypothesis 4b: Experiences of WLC incivility will mediate the relationship between a climate for formality and job satisfaction, burnout, and turnover intentions.

1.3.2 Gender as an Antecedent of WLC Incivility

Women in WLCs are consistently more likely to be perceived in a negative manner than their male counterparts (Devine & Markiewicz, 1990). Devine and Markiewicz (1990) demonstrated that not only did women experience more negative reactions to their WLCs than men, but women were also significantly more likely to experience more extreme consequences, such as losing their jobs, in response to their WLCs. Following this study, there have been a couple distinct explanations provided as to why women experience worse consequences as a result of WLCs.

First, women may be perceived as having more deviant motives for engaging in a WLC. For example, Malachowski, Chory, and Claus (2012) found that women are seen as having self-serving motives (such as promotion or favoritism) for their WLCs. In addition, in early research by Devine and Mariewicz (1990) showed that coworkers believed women engaging in a WLC were attempting to compensate for lower abilities or intelligence. Second, there is evidence to show that women experience higher levels of

mistreatment, specifically incivility, when they are engaged in a WLC because of differing societal ideals in regards to acceptable behavior for men and women (Devine & Markiewicz, 1990; Malachowski et al., 2012).

Being discriminated against, or mistreated, because of gender is not an uncommon occurrence. Despite years of progress and social reform, there are still large gender disparities within the workplace, especially at higher levels of organizations (Cortina, 2008). Furthermore, this disparity between men and women occurs across many types of organizations and even racial groups (Cortina, 2008).

There has been research that indicates that discrimination against women may be a tool in which dominant groups attempt to maintain their social power (Cortina, 2008). Typically, dominant groups perceive out-groups negatively, even if they do not meet common stereotypes, and in most organizations men are the dominant gender group (Lim et al., 2008). Lim and colleagues (2008) found that women are often stereotyped as being overly ambitious, competent, and hardworking, but when they have these traits, are seen as interpersonally cold or unwelcoming. Such negative perceptions increase the potential that women will be mistreated in the workplace (Cortina, 2008; Cortina et al., 2013; Lim et al., 2008).

Evidence from research indicates that women are not only likely to be overtly discriminated against in the workplace, but are also more likely to experience incivility compared to male coworkers (Lim et al., 2008). In fact, Cortina and colleagues (2002) demonstrated this, finding that 65% of women reported experiences of incivility compared to only 47% of men. Researchers have made attempts to explain this difference in a couple of manners.

First, there is evidence that men are more likely than women to perpetrate incivility, and as such would likely target a group different from themselves, such as women (Cortina et al., 2001). This falls in line with the concept that incivility is more likely to be experienced by an individual if their group is underrepresented in the environment (Cortina et al., 2001). In addition, the idea of power differences has been suggested as an explanation for why women experience more incivility than men (Cortina et al., 2001). Specifically, if there is a distinct difference, and distance, of power between the perpetrator and target, it is more likely that incivility will occur; “femaleness” is commonly perceived as having less sociocultural or physical power and can create this perceived power difference (Cortina et al., 2001).

Finally, incivility is not commonly considered a directly discriminatory behavior, making it more likely that it will be subtly used to achieve those goals. Cortina and colleagues (2001) found that incivility, in the absence of overtly sexist behaviors, is not thought of as illegal discrimination. However, Cortina and colleagues (2001) did find evidence that suggested, in some instances, women were specifically targeted for incivility, which created a disparate work environment.

Findings such as these have been largely supported in more recent research, which indicates that even though an employee might be explicitly anti-sexism, they may still exhibit implicit biases against women (Lim et al., 2008). Several past studies have directly linked the gender of the target to experiences of incivility in the workplace, as a form of discrimination (Cortina, 2008; Cortina et al, 2013; Sliter et al., 2012). Most instances of such discrimination are clearly identifiable as incivility (as opposed to formal discrimination), such as interrupting an employee or failing to include someone in

coworker camaraderie (Cortina, 2008). Although these factors could be attributed to other factors than the target's out-group status (such as gender), they are also a subtle way to engage in mistreatment while still maintaining relative ambiguity of intent (Cortina 2008).

As such, if employees are discriminated against because they are a WLC, they might be treated with increased workplace incivility if a member of another out-group as well, per expectations nested in research on double jeopardy (Sliter et al., 2012). Therefore in the present study it is expected that, because women are generally more discriminated against, they will be targeted for incivility more frequently than men involved in a WLC. Therefore, I propose that:

Hypothesis 5a: Gender will relate to WLC incivility such that women will report higher levels of WLC incivility than men.

Hypothesis 5b: WLC incivility will mediate the relationship between gender and job satisfaction, burnout, and turnover intentions.

CHAPTER 2. METHODS

2.1 Participants and Procedure

The sample for the present study consisted of individuals who are over the age of eighteen, employed full-time, and currently in a WLC. Participants for this study were recruited through snowball sampling method. Snowball sampling was chosen for this study because it is an effective way to gather information about people who are not easily accessed or recruited (Atkinson & Flint, 2001). Through this method, an initial group of qualified participants, or a “seed group,” is contacted and encouraged to recruit other eligible participants. Past research by Kendall and colleagues (2008) has shown that snowball sampling can create selection biases, and result in a sample that is more reflective of the recruiters than the population of interest. However, due to the high specificity and likely smaller population of work-linked couples, the snowball sampling method was effective for participant recruitment in this study. This recruiting method has been applied in organizational psychology covering a wide range of topics, including incivility (e.g., Browne, 2005; Lewis & Malecha, 2011; Salvaggio, Hopper, Streich, & Pierce, 2011; Sliter et al., 2012; Spector et al., 2006).

Recruiting for the initial group of participants or “seed group” was done through social networking websites such as Facebook, Twitter, and LinkedIn. Specifically, a recruitment message for this study was posted on these sites to encourage participation.

Both of the researchers as well as friends and family posted this recruitment message on social media networks. The recruitment message also encouraged participants to forward the study information on to anyone they may know, either personally or professionally, who might meet the study's requirements. In addition to social networks, personal and professional contacts of the researcher were used as another "seed" group to attract participants to the study. These personal and professional contacts ranged across several different industries including education, aviation, engineering, and academia as well as a wide geographic and age range (i.e., Texas, Oklahoma, Indiana, Washington D.C., age 23-67). These individuals were contacted directly through email about the study and provided the recruitment message in this manner.

Upon clicking on the link in the recruitment message, participants were taken to an online survey hosted by Surveygizmo. Participants were asked to provide their informed consent, and then were asked to respond to several construct valid psychological measures, including organizational climate, WLC incivility, job satisfaction, burnout, turnover intentions, and demographics. The order of these measures was randomized to decrease common method effects associated with fatigue (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Overall, this survey consisted of approximately 80 items and took approximately 15 minutes to complete. Upon completing the survey, participants provided their email and were entered into a raffle to win one of ten \$20 Amazon gift cards.

In total, 86 individuals participated in this study and provided useable data. Participants were primarily female (67%), with an average age of 32.23 ($SD = 11.99$). The majority of the sample was White (81%), and had some college education (95%).

Participants had been employed at their current organization, on average, for 5.18 years ($SD = 1.33$) and on average worked 42.83 hours a week ($SD = 8.23$). The majority of participants reported that their organizations did *not* have formal policies in place regarding workplace romances (34.9%), however (33.7%) indicated they were unsure whether there were organizational policies towards workplace romances, and (31.4%) said their organizations did have policies. Most participants indicated that their partner's position within the organization was equal to theirs (66.28%) with (15.12%) reporting their partner's position was superior and (10.47%) reporting their partner's position was subordinate. Multiple geographic regions were represented, the most significant being Indiana (37.21%) followed by Georgia (9.3%), Oklahoma and Illinois (5.8% each), and Florida and Texas (4.65% each). Numerous occupations were represented, including food servers, professors, cashiers, as well as biologists, graphic designers, HRIS specialists, and nurses.

2.2 Measures

2.2.1 Incivility

Experiences of work-linked couple incivility (WLC incivility) were measured using a modified version of the Workplace Incivility Scale (Cortina et al., 2001). This scale consists of seven modified Workplace Incivility Scale items which were rated on a five-point Likert scale with "0" being never and "4" very often. Modifications to the scale were made in the incivility items, so that the instructions read "During the past month while employed by your current organization, have you been in a situation where any of your superiors or coworkers:" Followed by modified items such as "Put you down or was condescending to you because of your romantic relationship with a coworker?"

and “Ignored or excluded you from professional camaraderie because of your romantic relationship with a coworker?” Similar modifications have been utilized in the past (e.g., Wooderson, Miner, & Hershcovis, 2013). Within the present study, the modified WIS scale demonstrated adequate internal consistency ($\alpha = .85$).

2.2.2 Organizational Climate

Organizational climate was measured using the Climate of Informality Scale developed by Alexander, Fritz, and Jex (2011). This scale consists of 24 items divided into two subscales, “Contextual Informality” and “Interpersonal Informality” each containing 12 items respectively. All items on this scale will be rated on a five-point Likert scale with “1” being strongly disagree and “5” being strongly agree. The instructions from this scale ask people to “Please rate the extent to which you agree with the following statements. Where I work...” Example items from the Contextual Informality subscale are “Employees can personalize their workspace.” and “The dress code is relaxed.” Example items from the Interpersonal Informality subscale are “Employees are addressed with nicknames.” and “Joking around during meetings is not appropriate” (reverse coded). This scale was developed and used in research regarding supervisor abuse and formal work environments. As this measure has two subscales it is important to note that the two subscales were significantly correlated ($r = .37, p < .01$) and therefore combined. Within the context of the present study, this scale showed adequate internal consistency ($\alpha = .86$).

2.2.3 Job Satisfaction

Job satisfaction was measured using the abridged Job in General Scale. This scale consists of eight items with responses of “Yes,” “No,” or “?” with “?” indicating the

participant is unsure. Scoring for this scale is as follows: 3 for “Yes”, 0 for “No”, and 1 for “?”. Example instructions for this scale are “Think of your job in general. All in all, what is it like most of the time? In the blank beside each word or phrase below, write...” followed by instructions to use “Yes” “No” or “?”. Example items to be rated are “Undesirable,” “Makes me content,” and “Enjoyable.” This scale showed adequate internal consistency in the present study ($\alpha = .89$).

2.2.4 Burnout

Burnout was measured using the Oldenburg Burnout Inventory (Demerouti, Bakker, Vardakou, & Kantas, 2003). This scale assesses two dimensions of burnout: disengagement and exhaustion. The disengagement subscale includes eight items; an example item is “It happens more and more often that I talk about my work in a negative way.” The exhaustion subscale includes eight items; an example item is “There are days when I feel tired before I arrive at work.” This measure is rated with a four-point Likert scale with “1” being strongly disagree and “4” being strongly agree. Past research has shown that the subscales are highly related, and it is common to compute composite burnout scores from the two dimensions of disengagement and exhaustion in order to fully assess the burnout spectrum (Halbesleben & Demerouti, 2005). Specifically, past research has provided evidence for the reliability, factorial and construct validity of the OLBI as a multidimensional measure ((Halbesleben & Demerouti, 2005). In the present study the subscales were highly correlated ($r = .54, p < .01$) and therefore the two subscales were combined as in past research. This composite measure demonstrated good internal consistency ($\alpha = .76$).

2.2.5 Turnover Intentions

Turnover intentions were measured using the three item Intention to Turnover Scale developed by Colarelli (1984). An example item used to measure turnover intentions is “I frequently think of quitting my job.” Items are rated on a five-point Likert scale with “1” being strongly disagree and “5” being strongly agree. This scale showed adequate internal consistency ($\alpha = .88$).

2.3 Control Variables

In order to control for potential demographic variables the survey contained questions regarding the participants’ race/ethnicity and hierarchy within organization, occupation. Status within the organization compared to one’s relationship partner was controlled for in the present study in response to research showing those in lower-status positions are perceived more negatively than their higher-status partners (Devine & Markiewicz, 1990; Keashly et al., 1994). This status variable was measured in the present study by asking participants to indicate whether or not their romantic partner’s job position is equal to, subordinate to, or superior to, their own in the organization. Organizational hierarchy, in comparison to one’s partner, was dummy coded for all statistical analyses with one’s partner being in a subordinate position as the reference group. Race/ethnicity was used as a control variable due to past research on incivility and discrimination, which indicate that race can engender a “double jeopardy” effect, which was not of interest for the present study (Cortina et al., 2013; Miner et al., 2014; Sliter et al., 2012). In all statistical analyses race was coded as 1 for Caucasian and 0 for minorities.

CHAPTER 3. ANALYSIS STRATEGY

Hierarchical linear regression and bootstrapped mediation were used in order to test the proposed model. By utilizing hierarchical regression, I was able to test the direct links between each of the variables and assess each of the direct effect hypotheses. Within the hierarchical regression analyses, the control variables (race and hierarchy) were entered in the first step and WLC incivility was entered in the second step.

The bootstrapping approach to mediation analysis developed by Preacher and Hayes (2008) was used to test all mediation hypotheses. Using this approach to mediation, all possible mediation paths are assessed and a better estimate of error and indirect effects is achieved since normality of the sampling distribution is not assumed. The Preacher and Hayes (2008) approach to mediation is an improvement upon the method developed by Baron and Kenny (1986) due to this lack of assumption of normality, particularly in regards to analyses of small sample sizes. The bootstrapping methodology utilized in the Preacher and Hayes (2008) approach involves the repeated random sampling of all observations and replacement within the dataset. Within the present study all mediation analyses were also conducted with a 95% bootstrapped ($n = 10,000$) confidence intervals. This indicates that the dataset was bootstrapped, or randomly resampled, 10,000 times. Additionally, race and hierarchy were used as control

variables in all mediation analyses. Significance for the mediation analyses was determined by the resulting confidence intervals.

CHAPTER 4. RESULTS

Descriptive statistics and correlations among all variables can be found in Table 1. Work-linked couple incivility related significantly and in the predicted directions for burnout ($r = .22, p < .05$), job satisfaction ($r = -.47, p < .01$), and turnover intentions ($r = .30, p < .01$). The antecedent, gender, did not relate significantly to WLC incivility; however, a climate for formality did relate significantly to WLC incivility ($r = .32, p < .01$). The outcome variables burnout, job satisfaction, and turnover intentions all related to each other in the expected directions. Burnout was negatively related to job satisfaction ($r = -.63, p < .01$) and positively related to turnover intentions ($r = .50, p < .01$). Furthermore, job satisfaction and turnover intentions were negatively correlated ($r = -.59, p < .01$). In terms of the control variable, hierarchy within the organization, compared to one's partner, related positively to burnout ($r = .24, p < .05$), and negatively to job satisfaction ($r = -.26, p < .05$).

Hierarchical regression was used to assess the relationships between WLC incivility and the outcome variables. To test hypotheses 1-5, I used the aforementioned hierarchical regression process, where the control variables were added in step one, and WLC incivility was added in step two. Hypothesis 1, that WLC incivility was positively related to burnout, was supported ($\beta = .23, p < .05$). Hypothesis 2, that WLC incivility was negatively related to job satisfaction, was supported ($\beta = -.50, p < .01$). Hypothesis

3a, that WLC incivility was positively related to turnover intentions, was supported ($\beta = .35, p < .05$). Hypothesis 4a, that a climate for formality will be related to WLC incivility was supported ($\alpha\beta = .31, p < .01$).

All mediation analyses were conducted using the aforementioned Preacher and Hayes (2008) approach; all mediation results can be seen in Tables 2, 3, and 4.

Hypothesis 3b, that burnout mediates the relationship between WLC incivility and turnover intentions, was supported ($\alpha\beta = .58, 95\% \text{ CI } [.018, .608]$). Hypothesis 3c, that job satisfaction mediates the relationship between WLC incivility and turnover intentions, was also supported ($\alpha\beta = .12, 95\% \text{ CI } [.399, 1.207]$). Hypothesis 4b, that WLC incivility mediates the relationship between a climate for formality and job satisfaction, burnout, and turnover intentions was not supported. Hypothesis 5a, that gender would relate to WLC incivility such that women would report higher levels than men, was not supported. Hypothesis 5b, that WLC incivility mediates the relationship between gender and job satisfaction, burnout, and turnover intentions was not supported.

CHAPTER 5. DISCUSSION

Workplace incivility is increasingly recognized as a problem meriting research, both because of its reported frequency and because of the established negative effects incivility can have on both personal and organizational outcomes (Cortina et al., 2001; Lim et al., 2008). Targeted incivility as modern discrimination has become of particular interest in recent years due to evidence that modern discrimination is affecting not only traditional out-groups (e.g. women and racial minorities) within the workplace, but also less commonly examined out-groups, such as adipose employees and working mothers (Cortina, 2008; Miner et al., 2014; Sliter et al., 2012).

In the present study, the group of interest was WLCs, as past research has indicated they may be vulnerable to mistreatment and discrimination. The reason for this vulnerability is the potential for WLCs to violate organizational norms and be considered an out-group. As such, the current study examined incivility targeted at WLCs as well as the relationships between WLCs, potential antecedents (e.g. a climate for formality and gender), and outcomes (e.g. burnout, job satisfaction, and turnover intentions). The following sections will examine the results of the present study, discuss the theoretical and practical implication, address limitations of the study, and suggest areas for future research.

The first goal of the present study was to determine whether or not employees involved in a WLC would be targeted with incivility. The results indicated that WLC incivility does appear to occur on a frequent basis within organizations. In total, 46.5% of participants reported experiencing some level of WLC incivility within the last month. Specifically, 29% of participants reported, on average, experiencing between never and rarely, 15% reported between rarely and sometimes, and 2% reported between sometimes and often. Based upon participants' reports of WLC incivility frequency, further examination of this type of mistreatment is warranted in future research. Furthermore, the results of this study indicate that targets of WLC incivility do experience negative outcomes, which will be explained in greater detail in the following sections.

5.1 Direct Effects of WLC Incivility

The second goal of this study was to assess the relationships between WLC incivility and the outcomes: burnout, job satisfaction, and turnover intentions. I proposed that WLC incivility would positively relate to burnout and turnover intentions, and negatively relate to job satisfaction. Results of the hierarchical regression were significant for all three relationships, indicating that WLC can have a direct, negative impact on employees.

When considered through the framework of incivility as modern discrimination, these findings support the proposition that targets of differential mistreatment may perceive that they are considered an out-group within their organization. Therefore, they may feel less generally satisfied with their job, and experience increased exhaustion and disengagement (Cortina et al., 2001; Cortina et al., 2013; Keashley et al., 1994; Miner et al., 2014). These findings add to the research done on incivility as modern discrimination,

as currently there are only two studies examining targeted incivility and turnover intentions (Cortina et al., 2013; Miner et al., 2014).

Additionally, these relationships are consistent with COR theory which posits that repeated exposure to targeted incivility will decrease targets' cognitive and emotional resources; therefore increasing their level of dissatisfaction and burnout (Halbesleben, 2006; Hobföll, 2001; Wright & Cropanzano, 1998; Wright & Hobfoll, 2004). These findings also align with COR theory, such that targets' of WLC incivility seek to protect their resources, and the most effective manner of doing so is to withdraw and eventually leave their organization (Cole and Bedeian, 2007; Halbesleben, 2006; Hobföll, 2001; Wright & Cropanzano, 1998).

5.2 Indirect Effects of WLC Incivility on Turnover Intentions

The current study also proposed several hypotheses in which experiencing WLC incivility would have an indirect effect on targets' turnover intentions. In regards to indirect effects of WLC incivility on turnover intentions, in the present study, both burnout and job satisfaction were shown to mediate the relationship, and this will be discussed in more depth, below.

5.2.1 Burnout as a Mediator

I proposed that burnout would mediate the relationship between WLC incivility and turnover intentions, such that the increase in burnout due to experiences of WLC incivility would relate to increases in turnover. The results supported this hypothesis. These findings align with COR theory's depiction of resource depletion. As a result of experiencing incivility, targets suffer from increased burnout, which research has shown accounts for unique variance in turnover intentions (Lapointe et al., 2011). In other

words, burnout occurs as result of experiencing a significant, potentially ongoing, stressor, in this case WLC incivility. Targets experience resource depletion and this sustained depletion leads to burnout (Demerouti & Bakker, 2008; Dorman & Zapf, 2004; Von Dierendonck & Mevissen, 2002). As a result, WLC incivility targets may attempt to distance themselves, through turnover, from their organizations in order to restore their cognitive and emotional resources (Cole & Bedeian, 2007; Halbesleben, 2006; Hobföll, 2001; Wright & Cropanzano, 1998).

5.2.2 Job Satisfaction as a Mediator

Additionally, I proposed that job satisfaction would mediate the relationship between WLC incivility and turnover intentions, such that a decrease in job satisfaction due to experiences of WLC incivility would relate to increases in turnover. The results supported this hypothesis. These indirect effects are not surprising, as negative relationships are seen in past research when job satisfaction and intent to turnover are examined (Wang, Yang, & Wang, 2012). Past research suggests that job satisfaction is a combination of cognitive and emotional resources (Wright & Hobfoll, 2004) and the negative effects of WLC incivility are therefore reasonable when considered within the framework of COR theory. Targets of WLC incivility may have decreased emotional and cognitive resources available to create a sense of job satisfaction. Therefore, targets may choose to withdraw from their organizations as a result of this ongoing resource depletion, and lack of satisfaction. By doing so they may be able to replenish their resources (Halbesleben, 2006; Hobföll, 2001; Wright & Hobfoll, 2004). As such, this finding reflects the expected effect of decreased job satisfaction, due to drained resources, on increased turnover intentions (Hobfoll, 1989; Hobfoll, 2001; Wang et al., 2012).

5.3 Climate for Formality as a Predictor of WLC Incivility

The final goal of this study was to examine two antecedents of WLC incivility: formal climate and gender. I proposed that a climate for formality would positively relate to experiences of WLC incivility and results of hierarchical regression indicate a significant relationship. These results suggest that a climate for formality may be a significant contributing factor for this type of mistreatment. This finding is interesting from a theoretical perspective. Directly examining the relationship between a climate for formality and incivility targeted or otherwise, has not been previously done. This is a significant research gap, as the original proposal by Andersson and Pearson (1999) suggested that social context was one of two primary predictors of incivility. As such, the findings of the current study may open the door to future research on climate, and social contexts in general, in relation to workplace mistreatment.

5.4 Nonsignificant Findings

Although many hypotheses were statistically significant, several of the predicted relationships within the present study were not. I will discuss each of these nonsignificant findings below and provide suggestions as to why the hypotheses were not supported.

As previously stated, the present study's final goal was to examine two potential antecedents of WLC incivility: a climate for formality and gender. Although a climate for formality was related to WLC incivility, WLC incivility did not mediate the relationship between climate and the outcomes. This relationship, and the indirect effects of climate for formality on the outcome variables, had not been previously examined.

It is possible that, although a climate for formality is related to WLC incivility, it does not predict a degree of incivility that is powerful enough to result in increased burnout, turnover intentions, or decreased job satisfaction. Although I hypothesized that being in a WLC would be a salient norm violation, it is possible the clear expectations for social interactions within climates for formality are more influential. In other words, even though individuals in a WLC may perceive they receive incivility, it may not be frequent or intense enough to affect personal or organizational outcomes.

Secondly, the lack of significant indirect effects of a climate for formality on the relevant outcome variables could be an effect of the measure being used to assess climate. The measure utilized in the present study has only been used in one other study to date (Alexander, Fritz, & Jex, 2011), and scale development was not the purpose of their research. Although this scale had adequate levels of reliability in the present study, the validity of the scale may be lacking. For instance, perhaps the items used to assess formal climate did not assess the entire content of a formal climate. It is possible that further analysis of this measure, or use of a different climate measure, may have lent different statistical results. Unfortunately, this is presently the only scale assessing climate formality; this is perhaps an area for future research.

Finally, it is possible with such a small sample that there was not an adequate representation of individuals who work in a climate for formality. Descriptive analyses revealed that the present sample did not significantly vary on the degree of formality at their organizations. The average degree of formality that participants reported fell midway on the 1-5 scale ($M = 2.47$) and had a low standard deviation ($S = .52$). Moreover, the present study has the weakness of a small sample size, which means the

power of all statistical analyses is decreased. As a result, a significant indirect effect of a climate for formality may have been seen with a larger sample, and therefore increased variability,

Furthermore, I found that gender did not predict WLC incivility. There was no significant difference between men in women in regards to reported experiences of WLC incivility at work. In addition, WLC incivility did not mediate the relationship between gender and the subsequent outcomes as was predicted. The lack of significant results in regards to these relationships was unexpected given past research on WLCs, discrimination, and incivility (Cortina et al., 2002; Cortina, 2008; Cortina et al., 2013; Devine & Markiewicz, 1990; Malachowski et al., 2012).

A possibility as to why gender as an antecedent did not result in any significant findings is the manner in which the incivility scale was modified. The present incivility scale (WIS, Cortina et al., 2001) was modified in order to assess incivility experiences *as a result of* the individual's WLC status. As such, it is plausible that although women may be experiencing higher levels of incivility, they do not attribute these experiences as being caused by their involvement in a WLC. This potential difference in attribution could be that they perceive their experiences as being caused by other factors (e.g., their gender).

Additionally, it is possible that the results of this study represent a true relationship between gender and WLC incivility. Although unexpected, it is possible that women simply do not experience greater amounts of WLC incivility than men do. This could be a result of several factors including more inclusive work environments or less tolerance of gendered mistreatment.

It is also possible that being a part of a WLC is a strong norm violation, regardless of gender, and no gender differences were seen for that reason.

Finally, the size of the present study's sample is again a possible explanation for the lack of significant findings. As such, statistical power would not have been possible to detect significant findings. This problem is compounded by the fact that the majority of the sample (67%) was women, decreasing the likelihood that significant effects would be detected.

5.5 Theoretical Implications

The current study has several theoretical implications. First, the present study adds to the literature in response to Cortina's (2008) proposal of incivility as modern discrimination. As this area of research is still young, there are many potential out-groups that have yet to be empirically examined within this theoretical framework. As such, this study adds to the theory that non-traditional groups can be targeted for incivility within organizations. Results of the present study support that WLCs may be an out-group that is targeted with incivility. Such results are interesting from both a theoretical and, as will be discussed later, a practical perspective. Theoretically, these results are interesting as they encourage the further examination of both untraditional out-groups as well as suggesting that more empirical research on WLCs could be beneficial.

Along these lines, the present study adds to the current research area on WLCs specifically. As past research has not examined the experiences of the individuals within the relationship, only the perceptions of others, the results of this study are unique.

These results indicate that further research conducted on the individuals within a WLC may be able to portray a more complete picture of the interactions between these dyads and their organizations.

Additionally, this study successfully utilized the framework provided by COR theory. By using COR theory, I was able to provide a framework of understanding for how WLC incivility relates to personal and organizational outcomes. As suggested by COR theory, I predicted that WLC incivility would act as a social stressor and result in increased burnout, turnover intentions, and decreased job satisfaction as a result of resource depletion (Bakker et al., 2005; Halbesleben, 2006; Hobföll, 2001; Wright & Hobfoll, 2004). Furthermore, COR theory provided a framework for understanding the mediating relationship between burnout, job satisfaction, and turnover intentions (Bakker et al., 2005; Halbesleben, 2006; Hobföll, 2001; Wright & Hobfoll, 2004). As such, the present study's findings are consistent with past research on incivility and negative outcomes (Cortina et al., 2001; Grandey et al., 2012; Lim & Cortina, 2005; Sliter et al., 2010).

Finally, the present study adds a theoretical contribution to climate literature. Although all of the expected relationships between a climate for formality and other variables did not prove significant, a climate for formality was related to WLC incivility. This suggests that a climate for formality may be a fruitful area of future research, particularly when one considers that a climate for formality has not been previously examined. In addition, examining a climate for formality adds to the theory proposed by Andersson and Pearson (1999) in which social context was suggested as a predictive aspect of incivility in organizations.

As such, this study adds to the present state of literature and the results indicate that further research in regards to social context should be conducted.

5.6 Practical Implications

There are several practical implications as result of the present study, the first and foremost being that WLCs within organizations experience incivility and therefore harmful, negative, outcomes. As such, it is important for organizations and HR policy makers to consider these types of individuals and their work environments. Furthermore, researchers and practitioners should further investigate ways in which to prevent or mitigate the effects of WLC incivility.

Organizations could take a couple different approaches to preventing the negative effects of WLC incivility. A first approach that organizations could take is to create interventions for targets of targeted incivility that will help to lessen the negative effects of the incivility experience. Research on interventions has been conducted and results have been generally positive, with multiple civility interventions resulting in decreases in burnout and turnover intentions, as well as increased organizational commitment and job attitudes, specifically satisfaction (Felblinger, 2008; Leiter, Laschinger, Day, & Oore 2011; Leiter, Day, Oore, & Spence, 2012). However, it should be noted that research done on mistreatment interventions indicates a need for administrative, group, and individual levels, and can therefore quickly become complex (Felblinger, 2008). As such, the primary concern for organizations when implementing an intervention would be the time and cost associated with such a project.

Therefore, it may be more practical for organizations to implement HR policies that could act in a preventative manner. Much in the same way that organizations have

put legal policies in place regarding the protection of out-groups based upon gender, race, age, or disability, organizations could institute policies in protection of other groups. Although this is not traditionally done, organizational policies act as a signal to employees as to what is and is not acceptable. Therefore, the existence of policies supporting WLCs could go a long way in improving the overall perceptions peers have of them and potentially decrease the degree of mistreatment they receive. In other words, if an organization has a clear policy, supporting or even providing guidelines for WLCs, it may act as a signal for appropriate behavior and acceptance towards these individuals.

5.7 Limitations

Although this current study has several strengths (e.g., varied representation of the population in age, geographic location, and job type), it is not without limitations. The first limitation is that it was cross-sectional in nature. Due to the fact that participants were surveyed at only one time point, causality between the variables cannot be determined. In other words, I can only demonstrate that the criterion, mediator, and predictor variables are related, but not whether or not the criterion variables are predictive of either the mediator or the outcomes. However, the directions of the relationships are based upon past research and there is extant theory supporting the linkages and causal pattern of this study (i.e. Andersson & Pearson, 1999; Cortina et al., 2001; Cortina, 2008; Cortina et al., 2013; Miner et al., 2014; Sliter et al., 2012). Although there is theory supporting these linkages, the relationships in the present study should be examined using other methods such as a daily diary study, or a manipulated experiment, in order to determine causality. Additionally, research regarding these relationships could lend more powerful results and contribute to theory, as will be examined in greater detail later.

A second limitation is that the present study utilized a snowball sampling method. Snowball sampling has been criticized due to its potential for selection biases such that the resulting sample may be more reflective of the seed group (or recruiters) rather than the overall population of interest (Kendall et al., 2008). However, in the present study, the seed group was representative of a broad range of occupations, ages, and geographic regions. Specifically, as well as being posted on multiple social media networks with the potential to reach nationwide, the personal and professional contacts of the researchers represent several geographic regions, job types, and age ranges. For example, the age range of the initial seed group of professional contacts ranged from 23 to 68, and there were also a multitude of geographic regions and occupations reached (i.e. Oklahoma, Texas, Connecticut, Washington D.C.; FAA, teachers, engineers, and academics). One could argue that a snowball sample may be less biased than other typical non-probability sampling techniques used in organizational research (Sliter, Carter, Yuan, Boyd, 2014). Therefore, though the sampling method may somewhat limit the conclusions that could be drawn from the study, I do not believe that the generalizability of these results should be impacted overmuch. Moreover, past research has indicated that snowball sampling may be more effective when studying smaller, hard-to-reach populations such as WLCs (Atkinson & Flint, 2001).

A third limitation that should be noted is that the present study used self-report measures. This is considered a research limitation due to the fact that participants are reporting individual perceptions, which may be inaccurate or biased (Podsakoff, Mackenzie, Lee, & Podsakoff, 2003). Self-report measures have been criticized as being prone to bias due to the method of data collection (Podsakoff et al., 2003). However, in

the present study, I took three steps in order to decrease the potential negative impact of using self-report measures. First, all participants were informed that their participation would be kept confidential, only accessible by the researchers, lessening the likelihood of responses based on social desirability. Second, the order in which each participant completed the measures was randomized to reduce the impact of this measurement concern. By randomizing the order in which measures were presented I was able to reduce the likelihood of participant fatigue as well control for priming effects (Podsakoff et al., 2003). Finally, statistical controls were used for variables that may affect the relationships among the variables of interest in the present study.

Fourth, another possible issue of the present study is that I did not control for NA. The primary reason why NA was not controlled for in the present study was small sample size. NA was not controlled for in order to preserve as much variance as possible within the data. Some researchers would argue that not controlling for NA is a limitation. Specifically, much organizational research utilizes NA as a control variable due to past research indicating that people who are high in NA may only perceive events as negative. However, research by Spector, Zapf, Chen, and Frese (2000) suggests that controlling for NA may actually create a distorted perception of the variables and their relationships with each other. Furthermore, controlling for NA may make it unclear whether or not substantive variance has been removed, as suggested by research in which little or no effect was found after partialing NA out of the analysis (Spector, Chen, & O'Connell, 2000). As such, NA was not controlled for in the present study due to both past research and the small size of this study's sample.

A final limitation of this study is the small sample size. Due to the sample size of 86, the statistical power is decreased during analyses. With a smaller sample, the likelihood of detecting small effects is reduced and as a result the probability of detecting type-II errors (false null hypotheses) is increased. Furthermore, smaller samples are more difficult to generalize to the larger population of interest. However, the present study did obtain a sample of participants from a variety of geographies, backgrounds, and occupations, which increases its generalizability.

5.8 Future Directions

There are several directions for future research that can be taken as a result of this study. First, research regarding the experiences of individuals in WLCs can be expanded upon. This study opens the door for future research regarding the experiences of those individuals in a WLC, since most past research has focused on coworkers and supervisors of people involved in WLCs this is an area with potential for future research. For example, research regarding other forms of mistreatment that WLCs might receive, such as ostracism, could be examined. Another area of WLC research that could be examined is the perceptions of justice and organizational fairness of individuals involved in a WLC. This would be a particularly fruitful area for researchers as past studies have shown coworkers perceive lower justice, but this has not been examined from the WLC perspective. Additionally, the experiences of WLCs in different occupations could be examined. Future research examining occupations, instead of climates, could potentially identify specific types of workers who are at higher risk for mistreatment based upon their WLC status. Another way in which WLC research could be expanded upon is to examine the experiences of WLCs based upon the duration, or state, of the romantic or

sexual relationships. In other words, do experiences of individuals in WLCs depend more upon the state of the relationship (e.g. casual dating versus marriage) rather than the existence of one. Examining occupation and relationship duration or state would be of particular interest for research and practice as this study did not assess either factor and both could inform organizational policies regarding WLCs and help identify individuals and dyads who may be at greater risk.

Second, the incivility research field can be expanded upon in future research. There is still significant work to be done in order to understand the antecedents of incivility in the workplace, particularly when considering potential prevention. Even though much work has been done establishing organizational and individual outcomes of these negative experiences, very little has been done regarding either organizational or individual antecedents. The present study sought to examine both a social context and individual difference variable, each of which was suggested as antecedents in the initial incivility proposal by Andersson and Pearson (1999). Future research could seek to identify and examine other social contexts or individual differences, which may be related to, or even, predict, instances of incivility. Further examination of social context variables would be of interest for researchers as the present study did find significant, albeit minor, effects of climate on WLC incivility. Furthermore, future research can continue to focus on potential out-groups that may be targeted for incivility, as a form of discrimination, as suggested by Cortina (2008). Research in targeted incivility is still in its infancy; with this study being one of few examining nontraditional groups in comparison to traditionally discriminated against groups (i.e. minorities or gender).

Third, information regarding organizational climates, specifically their formality, can be explored in future research. Although the present survey did not find a significant indirect effect of a climate for formality on the outcomes (burnout, job satisfaction, and turnover intentions), there was a significant relationship between a climate for formality and WLC incivility. As such, future research could explore how a climate for formality, or conversely informality, effects different forms of interpersonal relationships within the workplace. The effect of different type of organizational climate could also be examined in future research. This would be of particular use for organizational practice as organizations whose climates pose a greater risk for their employees would be able to take greater preventative measures against interpersonal mistreatment.

TABLES

Table 1. Descriptive Statistics and Correlations Among All Variables

<u>Measure</u>	<u>M</u>	<u>SD</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>
1.Age	32.23	11.99	-	-	-	-	-	-	-	-	-	-
2.Race	.85	.36	-.01	-	-	-	-	-	-	-	-	-
3.Hierarchy	1.05	.53	-.09	.31**	-	-	-	-	-	-	-	-
4.Tenure	5.18	6.22	.65**	.01	-.12	-	-	-	-	-	-	-
5.Gender	.33	.47	-.1	.09	.07	.06	-	-	-	-	-	-
6.Organizational Climate	2.47	.52	.18	.12	.12	-.03	-.13	(.86)	-	-	-	-
7.WLC Incivility	1.3	.5	-.01	-.09	.08	-.19	.05	.32**	(.85)	-	-	-
8.Burnout	2.66	.53	-.06	.06	.24*	-.12	-.01	.27*	.22*	(.76)	-	-
9.Job Satisfaction	.77	.32	.11	-.14	-.26*	.20	-.08	.32**	.47**	-.63**	(.89)	-
10.Turnover	2.85	1.3	-.2	.09	.09	-.24*	-.06	.08	.3**	.50**	.59**	(.88)

n=86; ** p < 0.01; * p < 0.05

Race has been coded 0 = minority 1 = Caucasian

Hierarchy has been coded 0 = subordinate 1 = equal 2 = superior

Gender has been coded 0 = female 1 = male

Table 2. Effects of WLC Incivility on Turnover Intentions through Burnout

	Direct effect (<i>b</i>)	SE	t	<i>p</i>		
WLC Incivility --> Burnout	.23	.11	1.99	.05		
Burnout --> Turnover	1.15	.25	4.58	.00		
WLC Incivility --> Turnover	.58	.24	2.39	.02		
	Indirect effect ($\alpha\beta$)	Boot	Bias	SE	95% CI Lower Bound	95% CI Upper Bound
WLC Incivility	.58	.28	.02	.15	.02	.61

Note. Direct effect = estimated indirect effect for this sample; Boot = estimated indirect effect across all bootstrapped samples;

Bias = difference between indirect effect and boot; SE = standard error; standard deviation of the bootstrap estimates of the indirect effect

Based on bootstrapped estimates of N = 10,000

Race and Hierarchy were controlled for in all analyses

Table 3. Indirect Effects of WLC Incivility on Turnover Intentions through Job Satisfaction

	Direct effect (<i>b</i>)	SE	t	<i>p</i>		
WLC Incivility --> Job Satisfaction	-.90	.18	-4.96	.00		
Job Satisfaction --> Turnover	-.80	.15	-5.36	.00		
WLC Incivility --> Turnover	.12	.26	.45	.66		
	Indirect effect ($\alpha\beta$)	Boot	Bias	SE	95% CI Lower Bound	95% CI Upper Bound
WLC Incivility	.12	.75	.02	.21	.39	1.21

Note. Direct effect = estimated indirect effect for this sample; Boot = estimated indirect effect across all bootstrapped samples; Bias = difference between indirect effect and boot; SE = standard error; standard deviation of the bootstrap estimates of the indirect effect
 Based on bootstrapped estimates of N = 10,000
 Race and Hierarchy were controlled for in all analyses

Table 4. Indirect Effects of Antecedents on Burnout, Job Satisfaction, and Turnover Intentions through WLC Incivility

	Direct effect (<i>b</i>)	SE	t	<i>p</i>															
Gender --> WLC Incivility	.05	.14	.38	.71															
WLC Incivility --> Burnout	.23	.11	2.00	.05															
WLC Incivility --> Job Satisfaction	-.90	.18	-4.91	.00															
WLC Incivility --> Turnover	.85	.27	3.15	.00															
Gender --> Burnout	-.05	.13	-.41	.68															
Gender --> Job Satisfaction	-.06	.21	-.28	.78															
Gender --> Turnover	-.22	.31	-.72	.48															
Organizational Climate --> WLC Incivility	.31	.11	2.72	.01															
WLC Incivility --> Burnout	.17	.12	1.43	.16															
WLC Incivility --> Job Satisfaction	-.82	.19	-4.29	.00															
WLC Incivility --> Turnover	.86	.28	3.01	.00															
Organizational Climate --> Burnout	.19	.12	1.58	.12															
Organizational Climate --> Job Satisfaction	-.29	.19	-1.51	.14															
Organizational Climate --> Turnover	-.05	.28	-.18	.86															
	Indirect effect ($\alpha\beta$)			Boot			Bias			SE			95% CI Lower Bound			95% CI Upper Bound			
	BO	JS	TO	BO	JS	TO	BO	JS	TO	BO	JS	TO	BO	JS	TO	BO	JS	TO	
Gender	-.05	-.06	-.22	.01	-.04	.04	-.01	.01	-.01	.03	.13	.12	-.06	-.24	-.21	.08	.26	.27	
Organizational Climate	.19	-.29	-.05	.05	-.25	.25	-.01	.01	-.01	.05	.15	.16	-.00	-.55	-.01	.18	.02	.66	

Note. Direct effect = estimated indirect effect for this sample; Boot = estimated indirect effect across all bootstrapped samples;
 Bias = difference between indirect effect and boot; SE = standard error; standard deviation of the bootstrap estimates of the indirect effect
 Based on bootstrapped estimates of N = 10,000
 Race and Hierarchy were controlled for in all analyses

Table 5. Exploratory Factor Analysis Factor Loadings of Modified Workplace Incivility Scale

Items	Interaction	Exclusion
Put you down or was condescending to you because of your romantic relationship with a coworker?	0.67	0.35
Made demeaning or derogatory remarks about you because of your romantic relationship with a coworker?	0.70	0.33
Addressed you in unprofessional terms, either publicly or privately because of your romantic relationship with a coworker?	0.80	0.60
Made unwanted attempts to draw you into a discussion of personal matters because of your romantic relationship with a coworker?	0.65	0.43
Paid little attention to your statement or showed little interest in your opinion because of your romantic relationship with a coworker?	0.78	0.90
Ignored or excluded you from professional camaraderie because of your romantic relationship with a coworker?	0.41	0.79
Doubted your judgment on a matter over which you have responsibility because of your romantic relationship with a coworker	0.45	0.86

Table 6. Exploratory Factor Analysis Factor Loadings of Climate for Informality Scale

<u>Items</u>	<u>Contextual</u>	<u>Interpersonal</u>	<u>Artifacts</u>	<u>Humor</u>
Where I work employees can personalize their workspace			0.90	
Where I work the surroundings feel comfortable		0.35	0.75	
Where I work employees are free to decorate their own workspaces	0.33		0.83	
Where I work the decor is casual	0.81		0.57	0.43
Where I work employees are expected to wear business-like clothing	0.56			
Where I work the surroundings are casual	0.77			
Where I work it is ok to dress informally	0.76		0.35	0.33
Where I work the physical surroundings are informal	0.88			0.49
Where I work the atmosphere feels formal	0.53			
Where I work the surroundings are laid-back	0.81			0.34
Where I work employees are addressed with nicknames		0.65		0.32
Where I work coworkers tend to joke around		0.79		
Where I work coworkers talk a lot outside of formal meetings		0.65		
Where I work communication among coworkers tends to be relaxed		0.68		
Where I work there is free-flowing communication among employees		0.58		
Where I work there tends to be a lot of laughter during meetings		0.53	0.33	0.62
Where I work joking around during meetings is not appropriate				0.72
Where I work employees are always expected to act properly				0.54
Where I work coworkers only tend to talk in formal meetings*		0.49		
Where I work the furniture looks professional*			-0.47	
Where I work it is appropriate to address coworkers with formal titles*				
Where I work it is ok to interrupt one another during meetings*	0.37		0.38	
Where I work it is ok to use slang expressions with coworkers*		0.60		

* Would recommend modification or removal of items based upon factor loading

FIGURES

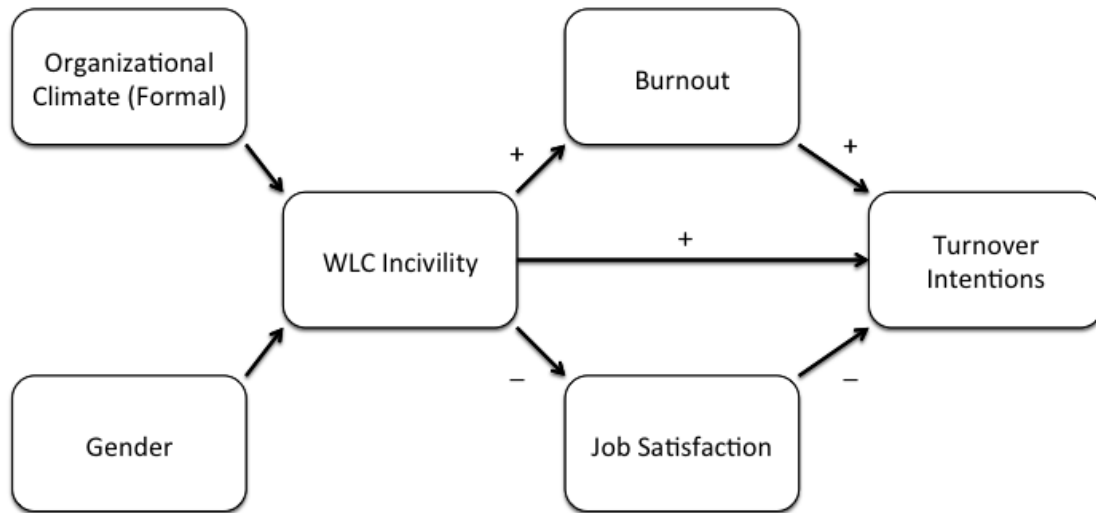


Figure 1. Proposed Model of WLC Incivility

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APPENDICES

Appendix A Measures

Burnout

Below are statements with which you may agree or disagree. Thinking about the past month, please indicate the degree of your agreement by selecting the number that corresponds with the statement.

1: Strongly Agree 2: Agree 3: Disagree 4: Strongly Disagree

- I always find new and interesting aspects in my work (Disengagement)
- There are days when I feel tired before I arrive at work (Exhaustion) ®
- It happens more and more often that I talk about my work in a negative way (Disengagement) ®
- After work, I tend to need more time than in the past in order to relax and feel better (Exhaustion) ®
- I can tolerate the pressure of my work very well (Exhaustion)
- Lately, I tend to think less at work and do my job almost mechanically (Disengagement) ®
- I find my work to be a positive challenge (Disengagement)
- This is the only type of work that I can imagine myself doing. (Disengagement)
- After my work, I usually feel worn out and weary (Exhaustion) ®
- After working, I have enough energy for my leisure activities (Exhaustion)

- Sometimes I feel sickened by my work tasks (Disengagement) ®
- During my work, I often feel emotionally drained (Exhaustion) ®
- Over time, one can become disconnected from this type of work (Disengagement) ®
- Usually, I can manage the amount of my work well (Exhaustion)
- I feel more and more engaged in my work (Disengagement)
- When I work, I usually feel energized (Exhaustion)

Turnover

Please indicate your agreement with the following statements.

1: Strongly disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly agree

- I frequently think of quitting my job.
- I am planning to search for a new job during the next 12 months.
- If I get another job that pays as well, I will quit this job.

Incivility (WLC)

"During the past month while employed by your current organization, have you been in a situation where any of your superiors or coworkers":

0: Never 1: Rarely 2: Sometimes 3: Often 4: Very Often

- Put you down or was condescending to you because of your romantic relationship with a coworker?
- Paid little attention to your statement or showed little interest in your opinion because of your romantic relationship with a coworker?

- Made demeaning or derogatory remarks about you because of your romantic relationship with a coworker?
- Addressed you in unprofessional terms, either publicly or privately because of your romantic relationship with a coworker?
- Ignored or excluded you from professional camaraderie because of your romantic relationship with a coworker?
- Doubted your judgment on a matter over which you have responsibility because of your romantic relationship with a coworker?
- Made unwanted attempts to draw you into a discussion of personal matters because of your romantic relationship with a coworker?

aJIG

Job in General

Think of your job in general. All in all, what is it like most of the time? In the blank beside each word or phrase below, write

Y for “Yes” if it describes your job

N for “No” if it does not describe it

? for “?” if you cannot decide

__ Good

__ Undesirable

__ Better than most

__ Disagreeable

__ Makes me content

__ Excellent

__ Enjoyable

__ Poor

Climate of Informality Scale

*Reverse coded items indicate a climate of formality

“Please rate the extent to which you agree with the following statements.”

1: Strongly Disagree 2: Disagree 3: Neither Agree nor Disagree 4: Agree 5: Strongly

Agree

Contextual Informality

Where I work,...

- employees can personalize their workspace.
- the surroundings feel comfortable.
- the dress code is relaxed.
- the décor is casual.
- employees are expected to wear business-like clothing. (reverse)
- the furniture looks professional. (reverse)
- the surroundings are casual.
- it is ok to dress informally.
- employees are free to decorate their own workspaces
- the physical surroundings are informal.
- the atmosphere feels formal. (reverse)
- the surroundings are laid-back

Interpersonal Informality

Where I work,...

- employees are addressed with nicknames.
- coworkers tend to joke around.
- it is appropriate to address coworkers with formal titles. (reverse)
- it is ok to interrupt one another during meetings.
- coworkers talk a lot outside of formal meetings.
- communication among coworkers tends to be relaxed.
- there tends to be a lot of laughter during meetings.
- it is ok to use slang expressions with coworkers.
- coworkers only tend to talk in formal meetings. (reverse)
- joking around during meetings is not appropriate. (reverse)
- there is free-flowing communication among employees.
- employees are always expected to act properly. (reverse)

Negative Affectivity (NA)

“Please rate how you feel in general, that is, on average:”

1: Very Slightly or Not at All 2: A Little 3: Moderately 4: Quite a Bit 5: Very Much

- Scared
- Afraid
- Upset
- Distressed
- Jittery

- Nervous
- Ashamed
- Guilty
- Irritable
- Hostile

Demographic Questions

1. What is your age? (Please provide an exact number in years)
 - a. Age: _____
2. What is your gender?
 - a. Male
 - b. Female
 - c. Prefer Not to Respond
3. What is your race?
 - a. White
 - b. Black or African American
 - c. American Indian or Alaskan Native
 - d. Asian or Pacific Islander
 - e. Asian Indian
 - f. Other (Please specify): _____
4. What is your annual total income in dollars?
 - a. Less than \$20,000
 - b. \$20,000 - \$39,000
 - c. \$40,000 - \$59,000

- d. \$60,000 - \$79,000
 - e. \$80,000 - \$99,000
 - f. \$100,000 - \$120,000
 - g. More than \$120,000
5. What is your current level of education?
- a. Some high school
 - b. High school diploma or GED
 - c. Some college
 - d. Associate's degree
 - e. Bachelor's degree
 - f. Master's degree
 - g. Advanced degree (e.g., PhD, JD, MD)
6. What is your job title at your current job? _____
7. Is your partner's position within your organization:
- a. Equal to yours
 - b. Subordinate to yours
 - c. Supervisory to yours
 - d. Not applicable
8. How long have you been employed at your current job (Please provide an exact number in years) _____

Appendix B Informed Consent

INDIANA UNIVERSITY STUDY INFORMATION SHEET FOR

Antecedents and outcomes of work-linked couple incivility

You are invited to participate in a research study examining experiences of workplace romances. You were selected as a possible subject because you are 1) 18 years of age or older, 2) currently employed, and 3) are currently engaged in a workplace romance. A workplace romance consists of a relationship of either a romantic or sexual nature with another person employed by your organization. We ask that you read this form and ask any questions you may have before agreeing to be in the study.

The study is being conducted by Morgan Jones, a graduate student at Indiana University-Purdue University, Indianapolis (IUPUI), and Dr. Michael Sliiter, an assistant Professor of Psychology at IUPUI

STUDY PURPOSE

The purpose of this study is to determine some of experiences you might have because of being in a workplace romance.

NUMBER OF PEOPLE TAKING PART IN THE STUDY:

If you agree to participate, you will be one of 200 subjects who will be participating in this research.

PROCEDURES FOR THE STUDY:

If you agree to be in the study, you will do the following things:

You will need to fill out a survey about your demographics, work-linked couple experiences, organizational outcomes, and psychological health. At the end of the survey, you will be asked for your email address in the case of a follow up study and so that we can distribute the payment for this survey (depending on the raffle).

CONFIDENTIALITY

Efforts will be made to keep your personal information confidential. We cannot guarantee absolute confidentiality. Your personal information may be disclosed if required by law. Your identity will be held in confidence in reports in which the study may be published. Your name will not appear on the study materials, nor should you write it on any study materials. No one other than the primary investigator will ever see your responses, and never in connection with your name or any other personally identifiable information. All responses will be kept on a password-protected computer in a locked room for security purposes.

Organizations that may inspect and/or copy your research records for quality assurance and data analysis include groups such as the study investigator and his/her research associates, the Indiana University Institutional Review Board or its designees, the study sponsor, and (as allowed by law) state or federal agencies, specifically the Office for Human Research Protections (OHRP), who may need to access your research records.

PAYMENT

You will receive entry into a raffle for one of ten \$20 Amazon Gift Cards for participating in this study, which will be emailed to you following data collection.

CONTACTS FOR QUESTIONS OR PROBLEMS

For questions about the study, contact the researcher Dr. Michael Sliiter at 317-274-6943.

For questions about your rights as a research participant or to discuss problems, complaints or concerns about a research study, or to obtain information, or offer input, contact the IU Human Subjects Office at (812) 856-4242 or (800) 696-2949 or by email at irb@iu.edu.

VOLUNTARY NATURE OF STUDY

Taking part in this study is voluntary. You may choose not to take part or may leave the study at any time. Leaving the study will not result in any penalty or loss of benefits to which you are entitled. Your decision whether or not to participate in this study will not affect your current or future relations with IUPUI.

Clicking "next" if you wish to participate and complete the questionnaire.

Appendix C Survey Materials

1. How many hours per week do you work on average? (please provide an exact number) *

INSERT: Question Text / Media Action Page Break

2. Are you currently engaged in a workplace relationship of either romantic or sexual nature? *

- Yes
- No
- Prefer Not to Respond

3. What is your job title at your current job?

4. How were you referred to the present study?

5. Below are statements with which you may agree or disagree. Thinking about the past month, please indicate the degree of your agreement by selecting the response that corresponds with the statement.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I always find new and interesting aspects in my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are days when I feel tired before I arrive at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It happens more and more often that I talk about my work in a negative way.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
After work, I tend to need more time than in the past in order to relax and feel better.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can tolerate the pressure of my work very well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lately, I tend to think less at work and do my job almost mechanically.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I find my work to be a positive challenge.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This is the only type of work that I can imagine myself doing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
After my work, I usually feel worn out and weary.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
After working, I have enough energy for my leisure activities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sometimes I feel sickened by my work tasks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
During my work, I often feel emotionally drained.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Over time, one can become disconnected from this type of work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Usually, I can manage the amount of my work well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel more and more engaged in my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I work, I usually feel energized.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

INSERT: Question Text / Media Action Page Break

6. Please indicate your agreement with the following statements.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I frequently think of quitting my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am planning to search for a new job during the next 12 months.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I get another job that pays as well, I will quit this job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. During the past month while employed by your current organization, have you been in a situation where any of your superiors or coworkers:

	Never	Rarely	Sometimes	Often	Very Often
Put you down or was condescending to you because of your romantic relationship with a coworker?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Paid little attention to your statement or showed little interest in your opinion because of your romantic relationship with a coworker?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Made demeaning or derogatory remarks about you because of your romantic relationship with a coworker?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Addressed you in unprofessional terms, either publicly or privately because of your romantic relationship with a coworker?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ignored or excluded you from professional camaraderie because of your romantic relationship with a coworker?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Doubted your judgment on a matter over which you have responsibility because of your romantic relationship with a coworker?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Made unwanted attempts to draw you into a discussion of personal matters because of your romantic relationship with a coworker?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Think of your job in general. All in all, what is it like most of the time? In the blank beside each word or phrase below, check:

Y for "Yes" if it describes your job

N for "No" if it does not describe your job

? for "?" if you cannot decide

	Y	N	?
Good	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Undesirable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Better than most	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disagreeable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Makes me content	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excellent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enjoyable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Poor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. Now we would like you to think about your current workplace. Please rate the extent to which you agree with the following statements.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Where I work employees can personalize their workspace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Where I work the surroundings feel comfortable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Where I work the dress code is relaxed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Where I work the décor is casual.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Where I work employees are expected to wear business-like clothing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Where I work the furniture looks professional.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Where I work the surroundings are casual.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Where I work it is ok to dress informally.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Where I work employees are free to decorate their own workspaces.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Where I work the physical surroundings are informal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Where I work the atmosphere feels formal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Where I work the surroundings are laid-back.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Where I work employees are addressed with nicknames.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Where I work coworkers tend to joke around.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Where I work it is appropriate to address coworkers with formal titles.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Where I work it is ok to interrupt one another during meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Where I work coworkers talk a lot outside of formal meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Where I work communication among coworkers tends to be relaxed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Where I work there tends to be a lot of laughter during meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Where I work it is ok to use slang expressions with coworkers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Where I work coworkers only tend to talk in formal meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Where I work joking around during meetings is not appropriate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Where I work there is free-flowing communication among employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Where I work employees are always expected to act properly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Please read each item and then mark the appropriate answer in the space next to that word. Indicate to what extent you generally feel this way, that is, how you feel on the average.

	Very Slightly or Not at All	A Little	Moderately	Quite a Bit	Very Much
Scared	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Afraid	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Upset	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Distressed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jittery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nervous	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ashamed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Guilt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Irritable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hostile	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. What is your age? (Please provide an exact number in years)

12. What is your gender?

- Male
- Female
- Prefer Not to Respond

13. What is your race?

- White
- Black or African American
- American Indian or Alaskan Native
- Asian or Pacific Islander
- Asian Indian
- Other (Please specify)

INSERT: Question Text / Media Action Page Break

14. What is your annual total income in dollars?

- Less than \$20,000
- \$20,000 - \$39,000
- \$40,000 - \$59,000
- \$60,000 - \$79,000
- \$80,000 - \$99,000
- \$100,000 - \$120,000
- More than \$120,000

15. What is your current level of education?

- Some high school
- High school diploma or GED
- Some college
- Associate's degree
- Bachelor's degree
- Master's degree
- Advanced degree (e.g., PhD, JD, MD)

This question has answer validation

[View Cor](#)

16. How long have you been employed at your current job? (Please provide an exact number in years)

17. How long have you been in a workplace relationship? (Please give an exact number in years or months) *

18. Does your current organization have formal policies in place regarding workplace relationships?

- Yes
- No
- Unsure
- Prefer Not to Respond

INSERT: Question Text / Media Action Page Break

19. What kind of workplace relationship policies does your organization have in place?

20. Is your relationship partner's position within your organization:

- Equal to yours
- Subordinate to yours
- Superior to yours
- Other (please specify)

21. We would like to provide you with an opportunity to enter a raffle for a \$20 Amazon Gift Card as a thank you for your participation. If you would like to enter this raffle, please provide your email address below.

We may also use this email address to contact you in regards to a potential follow-up questionnaire. Your email will be used for no other purposes and any further involvement on your part is strictly voluntary.

Appendix D Supplementary Analyses

Modified Workplace Incivility Scale

An exploratory factor analysis (EFA) was conducted on the modified WIS in order to determine whether or not it is a multidimensional scale (principal axis factoring; promax rotation method). Necessary assumptions were met in order to conduct the analysis. When examining the EFA results it was initially determined whether or not the modified WIS was factor analyzable based upon the following criteria. First, I examined the determinant and found it to be greater than one, (.017). Second I looked at the Kaiser- Meyer-Olkin and found it to be above the .5-.6 threshold recommended by researchers. Finally, I found that Barlett's test of sphericity was significant indicating that there are significantly differing factors.

Based upon examination of the extracted Eigenvalues, it appears that two factors emerged from the EFA. The two factors accounted for 49% and 12% of the total variance, respectively. Further examination of the scree plot did indicate that two distinct factors exist within the modified WIS used for this study. As this was unexpected, the individual item loadings were further examined. All factor loadings below .3 were suppressed and any item that appeared to cross load was assigned to the factor it loaded highest on. Examination of the factor structure indicated that four items loaded on the first factor and three items loaded on the second. The factor loadings of all items can be found in Table 5. Based upon the content of the items within the two factors it appears as if they differed primarily in that one factor dealt with items regarding interpersonal interactions, and the second factor was comprised of items based around exclusionary

behavior. As such, if titling the two factors found within the modified WIS I would describe them as “Interaction Items” and “Exclusion Items”.

Climate of Informality Scale

An EFA was conducted on the Climate of Informality Scale in order to determine how many subscales exist (principal axis factoring; promax rotation method).. This was needed as it has not previously been done, to our knowledge, during the measure development conducted by the original authors (Alexander et al, 2011). As such, we were interested in whether or not it possessed the two subscales of Contextual and Interpersonal Informality as expected or if more factors emerged. Necessary assumptions were met in order to conduct the analysis. When examining the EFA results it was initially determined whether or not the Climate of Informality Scale was factor analyzable based upon the following criteria. First, I examined the determinant and found it to be greater than one, indicating the scale is factor analyzable. Second I looked at the Kaiser- Meyer-Olkin and found it to be above the .5-.6 threshold recommended by researchers. Finally, I found that Barlett’s test of sphericity was significant indicating that there are significantly differing factors.

Based upon examination of the extracted Eigenvalues, it appears that four, not two, factors emerged from the EFA. The four factors accounted for 25%, 12%, 11%, and 4% of the total variance, respectively. Further examination of the scree plot indicated that four distinct factors exist within the modified Climate of Informality Scale used for this study. As this was unexpected, the individual item loadings were further examined. All factor loadings below .3 were suppressed and any item that appeared to cross load was assigned to the factor it loudest highest on. There were multiple items that significant

cross loaded on multiple factors, therefore for future use I would recommend modification or removal of said items. Examination of the factor structure indicated that seven items loaded on the first factor, five items loaded on the second, three items loaded on the third, and four items loaded on the third. The factor loadings of all items can be found in Table 6.

Based upon the content of the items within the two factors it appears as if they contained items that fit the original subscales of Contextual and Interpersonal Informality. The third factor was comprised of items based around the physical surroundings, specifically the artifacts; therefore I would title this factor “Artifacts”. The fourth factor was based primarily around items dealing with humorous interactions with coworkers and therefore I would title it “Humor.”

Appendix E Thesis Defense Change Document

Jane & Dennis' Comments

- Clean up correlation table
 - I made sure that all of the correlations are put to two decimal points and remove error symbols
- Look at the factor structure of modified incivility scale
 - I ran an EFA to determine if there are multiple factors
 - Two factors emerged. Four items loaded on the first factor, which I titled “Interaction” and three items loaded on the second factor, which I titled “Exclusion”
- The correlation between the climate measure subscales is .37, is this dramatic?
 - I looked at the structure of the scale
 - Is included as a supplementary analysis in the appendix. Four semi clear factors emerged. I titled all four and identified multiple items that I would recommend changing or removing. These items either did not load on any factor or cross loaded strongly on multiple
- What is the relationship between the two subscales of the burnout measure, can you justify why they were combined?
 - I added more background as to why the two subscales were combined.
- Provide more information about the Preacher and Hayes (2008) method used for mediation and information about the results from said analysis
 - I provided detailed information about what the Preacher and Hayes (2008) approach to mediation entails in a manner that would be informative to a reader who does not have a previous knowledge of the method
- Provide more information about what 95% bootstrapped (n=10,000) means
 - I provided detailed information about what this means
- Take out section about what will support the hypotheses in the proposed analysis section
 - I removed this section
- Hierarchical is spelled wrong, almost every time
 - I corrected this, except for the one correct instance
- Move the placement of hypothesis 4a in the results section
 - I moved this to be placed with other regression hypothesis
- Compare incivility results to other past studies and their rates of occurrence
 - I looked at past incivility studies (both general and targeted) to determine what the typical/average rate of incivility experiences are. However, after discussion with Mike we determined that due to the current state of research on targeted incivility the comparison would not be meaningful.
- Some redundancy throughout the paper and similar phrases used (especially in the NA section)

- I did a thorough re-read and edit of my paper to remove redundancy in my writing
- Morgan is confused about validity
 - I clarified what I mean by “validated measures”, and make sure I definitely understand validity
 - I mean construct validity – explained this in the writing
- Add more information about variables into the tables and the discussion section
 - I provided more information in both of these about what my variables were and the role they played in all of my analyses. I did so by including both direct and indirect effect information
- Use of the phrase “completely confidential” in the methods section
 - I modified this to reflect that participants’ data was only available to the researchers
- Precision throughout, particularly analysis
 - I thoroughly re-read the paper to make sure this is corrected
- Iron out hypotheses (null, type 2 error)
 - I made a correction to the mistake made in this section
- Elaborate on future research and selection of variables
 - I provided more detailed clarification on *why* the variables/areas for future direction were chosen (beyond the reasoning that it has not previously been examined). To do so I included information about the potential practicality and use further understanding of the variables would provide for organizations and researchers
- When referring to formal v. informal climate it sounds categorical instead of continuous
 - I made corrections to the wording in my paper to provide clarification that a climate for formality is conceptualized as a continuum and not as a categorical variable
- Add information in tables (under tables) about what the acronyms mean
 - I provided more detailed information about my tables as footnotes