



## Incivility and Bullying: Annotated Bibliography

*Selected books, research articles, and popular literature for those seeking deeper knowledge.*

### What is Incivility at Work?

Cortina, L. M. (2008). Unseen injustice: Incivility as modern discrimination in organizations. *Academy of Management Review*, 33(1), 55-75.

*Uncivil behaviors are characteristically rude and discourteous, displaying a lack of regard for others. In other words, they are low intensity deviant behaviors with ambiguous intent to harm the target, in violation of workplace norms of mutual respect.*

Pearson, C. M., Andersson, L. M., & Porath, C. L. (2005). Workplace incivility. In S. Fox & P. E. Spector (Eds.), *Counterproductive work behavior: Investigations of actor and targets* (pp. 177–200). Washington, DC: American Psychological Association.

*This chapter, part of a larger collection of work on "bad" workplace behavior, explains about workplace incivility and its impacts. Workplace civility is behavior that helps to preserve the norms for mutual respect at work. This comprises behaviors that are fundamental to positively connecting with another, building relationships and empathizing. Incivility, in contrast, implies rudeness and disregard toward others without intention. Incivility is mistreatment that may lead to disconnection, breach of relationships and erosion of empathy. Within the work context, incivility entails the violation of workplace norms for mutual respect, such that cooperation and motivation may be hindered broadly. Incivility is not just a personal issue. It disrupts work patterns and diminishes the effectiveness of its targets and others.*

### Incivility Online

Giumetti, G. W., McKibben, E. S., Hatfield, A. L., Schroeder, A. N., & Kowalski, R. M. (2012). Cyber incivility @ work: The new age of interpersonal deviance. *Cyberpsychology, Behavior, and Social Networking*, 15(3), 148-154.

*Incivility is not limited to in-person human interactions. These behaviors can occur in the cyber world as well. Given the prevalence of computing technology and its nearly ubiquitous use as an intermediary of human interface, supervisors and employees alike should be aware of this avenue of incivility at work. This study suggests that online incivility committed by the leader and experienced by followers saps the followers resources and makes them more likely to be absent and think about quitting. This effect is stronger for followers who tend to be emotionally unstable.*

Rösner, L., Winter, S., & Krämer, N. C. (2016). Dangerous minds? Effects of uncivil online comments on aggressive cognitions, emotions, and behavior. *Computers in Human Behavior*, 58, 461-470.

*This study suggests a frightening reality, that is, that online incivility in general can increase hostile thoughts of the reader even when those uncivil comments are not directed toward the reader. The implication is that simply being around even a little bit of incivility can impact your thinking process.*





## The Cost of Uncivil Behaviors at Work

Cortina, L. M., & Magley, V. J. (2009). Patterns and profiles of responses to incivility in the workplace. *Journal of Occupational Health Psychology, 14*(3), 272–288.

*This three study paper, including a sample of university employees, comprehensively investigates the response of unit members to incivility at work showing that they use an array of strategies to cope with incivility, some with more deleterious consequences (detachment) than others (e.g., support seeking). Powerful individuals who engage in random incivility are the most difficult for group members in terms of coping. Most victims of incivility with less power than the perpetrator do not directly confront the perpetrator nor do they report such incidents to management until the experience becomes extreme.*

Side, S. D. (2009). Workplace incivility: How should employees and managers respond. *Academy of Management Perspectives, 23*(4), 88-89.

*This is a short, very accessible article written for a general audience that distills the article by Cortina & Magley (2009).*

Sliter, M., Sliter, K., & Jex, S. (2012). The employee as a punching bag: The effect of multiple sources of incivility on employee withdrawal behavior and sales performance. *Journal of Organizational Behavior, 33*(1), 121-139.

*The current study examined the impact of coworker incivility on employee withdrawal and performance outcomes. The results indicated that experienced incivility from coworkers has negative impacts on employees' absenteeism and sales performance.*

Pearson, C. M., & Porath, C. L. (2005). On the nature, consequences and remedies of workplace incivility: No time for “nice”? Think again. *The Academy of Management Executive, 19*(1), 7-18.

*This study found that incivility causes its targets, witnesses, and additional stakeholders to act in ways that erode organizational values and deplete organizational resources. Because of their experiences of workplace incivility, employees decrease work effort, time on the job, productivity, and performance. Where incivility is not curtailed, job satisfaction and organizational loyalty diminish as well. Some employees leave their jobs solely because of the impact of this subtle form of deviance.*

## Why Do People Display Uncivil Behaviors at Work?

Van Jaarsveld, D. D., Walker, D. D., & Skarlicki, D. P. (2010). The role of job demands and emotional exhaustion in the relationship between customer and employee incivility. *Journal of Management, 36*(6), 1486-1504.

*The current study focused on a precursor of employees' uncivil behaviors above and beyond within-organizational sources (e.g., job demands). In a survey study, they found that service employees who reported higher levels of uncivil treatment from customers engaged in higher levels of uncivil behaviors at work. Incivility can therefore "infect" your company from outside sources.*





## Perception and Experienced Uncivil Behaviors

Cortina, L. M., Kabat-Farr, D., Leskinen, E. A., Huerta, M., & Magley, V. J. (2013). Selective incivility as modern discrimination in organizations: Evidence and impact. *Journal of Management*, 39(6), 1579-1605.

*This study examined whether individual differences have an impact on the perception of uncivil behaviors. By conducting a series of three studies, the authors found that women and people of color reported significantly more experiences of uncivil behaviors on the job than did men and Whites. The uncivil behaviors assessed in these studies were neutral in content with respect to both gender and race. These findings support the possibility that some uncivil conduct represents an inconspicuous form of gender and racial discrimination. This work echoes Sue, Capodilupo, and Torino's (2007) research on "racial microaggressions," referring to subtle racist behaviors that are most likely to emerge when they can be explained by factors other than race.*

## How Negative Behaviors Are Contagious At Work

Barsade, S. G. (2002). The ripple effect: Emotional contagion and its influence on group behavior. *Administrative Science Quarterly*, 47(4), 644-675.

*In this paper, Barsade introduced contagion model that explicates individual social contagion process in small group. According to this model, group member's emotions, attitudes, and behaviors are contagious to other members' subconscious primitive or conscious comparison contagion process which in turn, influence individual and team-level outcomes (e.g., performance, behaviors, cohesiveness).*

Robinson, S. L., & O'Leary-Kelly, A. M. (1998). Monkey see, monkey do: The influence of work groups on the antisocial behavior of employees. *Academy of Management Journal*, 41(6), 658-672.

*Employing on both social learning theory and social information processing theory, Robinson and O'Leary-Kelly (1998) conducted a cross-level field study to test antisocial behavior contagion within the group. They found that coworkers' anti-social behaviors predicted individual anti-social behavior, also interacting with variance in group antisocial behavior. Their results suggest that coworkers' negative behaviors at work are contagious to others in the work setting.*

Porath, C. L., Foulk, T., Erez, A. (2015). How incivility hijacks performance: It robs cognitive resources, increases dysfunctional behavior, and infects team dynamics and functioning. *Organizational Dynamics*, 44(4), 258-265.

*This article discusses the cognitive impact of incivility at work, highlighting that incivility impacts memory and increases dysfunctional thinking. Many prior studies have investigated the emotional contagion process surrounding workplace incivility. This article highlights the cognitive contagion process that arises in the presence of incivility. Recommendations for managing workplace incivility are offered, such as recruit civil individuals and coach employees for civility.*





Tee, E. Y. J. (2015). The emotional link: Leadership and the role of implicit and explicit emotional contagion processes across multiple organizational levels. *The Leadership Quarterly*, 26, 654-670.

*Leaders have a particular and strong influence on the functioning of groups and their members. Some have called leaders the "climate engineers." Yet climate begins with the thoughts, feelings, and actions of individual group members. This comprehensive article reviews the emotional contagion process and the leader's role in it. The author suggests that leaders exercise their influence one interaction at a time and warn that not all of the interaction occurs at a conscious level.*

## Building Positive Aspects and Energy

Cross, R., Baker, W., & Parker, A. (2003). What creates energy in organizations? *MIT Sloan Management Review*, 44(4), 51-57.

*This MIT Sloan Management Review article shares a list of tips that leaders should consider to increase employee workplace energy. Given that individual's energy is critical for work-related attitudes and performance quality, leaders should be mindful to build positive workplace environments and interactions among coworkers to develop and maintain the quality of energy at work.*

Hobfoll, S. E. (2011). Conservation of resource caravans and engaged settings. *Journal of Occupational and Organizational Psychology*, 84(1), 116-122.

*This article highlights the importance of resource/energy for our life including work. People strive to obtain, retain, protect, and build resources that are important to them, and that stress develops when valued resources are threatened, lost, or not gained after having invested in them. Resource depletion causes strain and poor functioning, so individuals try to conserve resources and avoid resource losses. In the workplace, employees use their personal resources to deal with work demands and job stressors and, as such, their resources become depleted over the course of a workday. This perspective suggests that leaders should try to build and create the positive workplace environment that promotes employees' resource and energy at work.*

Sutton, R. I. (2007). *The no asshole rule*. New York: Business Plus.

*This is a guidebook to coping with bullying and incivility at work written for both leaders and followers. Suggestions include doing a personal reflection of how your own actions may be contributing to the behavior, look around to what is going on in the organization as a whole, ask questions when interviewing to try and detect people with whom you do not want to work, do not try to return bullying with bullying (you are only playing their game), develop coping strategies (e.g., limit exposure, practice emotional detachment, and cognitively re-frame the abuse as something you don't care about), and finally, do not catch the bad behavior.*

