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Workplace incivility: A review of the literature and agenda for future research

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Summary

A growing body of research explores workplace incivility, defined as low-intensity deviant workplace behavior with an ambiguous intent to harm. In the 15 years since the theoretical introduction of the workplace incivility construct, research in this domain has taken off, albeit in a variety of directions. We review the extant body of research on workplace incivility and note the multitude of samples, sources, methodologies, and instrumentation used. In this review article, we provide an organized review of the extant body of work that encompasses three distinct types of incivility: experienced, witnessed, and instigated incivility. These three types of incivility serve as the foundation for a series of comprehensive models in which we integrate extant empirical research. In the last part of this review article, we suggest directions for future research that may contribute to this growing body of work. Copyright © 2014 John Wiley & Sons, Ltd.

Keywords: incivility; review; workplace deviance

Don't discount the power of your words. The thought that they might cause unnecessary hurt or discomfort should inform every conversation. P.M. Forni

In the last two decades, workplace negativity has emerged as a focal topic in the organization behavior literature. Thousands of studies have investigated how various types of negative workplace behaviors influence organization-level, group-level, and individual-level outcomes. Originally, the literature mainly focused on topics such as workplace aggression, deviance, bullying, and abusive supervision and predominately investigated the detrimental effects of negative workplace behaviors on targets' work attitudes, work behaviors, and well-being. This research has shown that targets of these negative workplace behaviors engage less in organizational citizenship behaviors (Dalal, 2005), have higher turnover intentions (Chiaburu & Harrison, 2008), and experience more stress than their colleagues (Bowling & Beehr, 2006). A relatively new addition to the domain of negative workplace behavior is workplace incivility, defined as low-intensity deviant workplace behavior with an ambiguous intent to harm (Andersson & Pearson, 1999, p. 457). Examples of uncivil behavior include talking down to others, making demeaning remarks, and not listening to somebody (Porath & Pearson, 2009).

Important definitional elements of workplace incivility that help to differentiate it from other negative interpersonal workplace behavioral constructs are its low intensity (aggression, violence, and bullying are more severe) and its ambiguous (rather than overt or clearly diagnosable) intent to harm. The seemingly related constructs of aggression, bullying, and abusive supervision are more overt, and therefore, targets of these behaviors more easily interpret them as purposely intended. The intentionality of incivility is more difficult to discern. A third characteristic that helps to differentiate incivility from negative leadership constructs such as abusive supervision is the specific source of the negative conduct. Incivility may be enacted not only by individuals in managerial jobs or supervisory roles but also by coworkers or customers. These distinctions are important, not only because incivility carves out a specific space in the domain of negative workplace behavior, but primarily because these characteristics likely cause

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different cognitions, emotions, and behaviors in the targets of incivility when compared with recipients of other negative workplace conduct. Moreover, it is also likely that the antecedents of incivility differ from those that incite more severe and/or intentional negative workplace behaviors.

Workplace incivility is ubiquitous. It has been estimated that 98 percent of workers experience incivility, with 50 percent experiencing such conduct at least weekly (Porath & Pearson, 2013). The monetary cost of experiencing incivility is estimated at \$14,000 per employee annually, due to project delays and cognitive distraction from work (Pearson & Porath, 2009). These statistics are alarming as they indicate that incivility affects many employees and has a large financial impact on the organizations they work for. Moreover, the human costs borne by employees who are subjected to workplace incivility are quite severe. They may, for instance worry, try to avoid the instigator, withdraw from work, and even take their frustrations out on customers (Porath & Pearson, 2013).

The alarming rate and costs of workplace incivility stimulated universities to develop and execute civility campaigns (e.g., Oregon State University, Central Florida University, State University of New York, and Loyola University), led to the startup of a grassroots movement that advocates civility in government, and motivated a variety of organizations to emphasize civility in their organizations (e.g., Character Counts in Iowa, the Community Foundation of Greater Des Moines, and the Interfaith Alliance of Iowa). In fact, the public domain recognized the importance of civility as early as 1922 when the Fifth Avenue Bus Company in New York City requested (inspirational) essays about public civility for an award of up to \$150. However, even though the importance of civility has been acknowledged a long time ago, workplace incivility currently is a pervasive and costly behavior that only quite recently has become the topic of empirical research.

So far, research on the antecedents and broad consequences of workplace incivility as a whole has not been integrated in a narrative review. One study that integrated some of the work on workplace incivility is Hershcovis's (2011) paper that examines how various forms of workplace misbehavior relate to target outcomes. Our narrative review is quite different from Hershcovis's work. She analyzed studies on experienced workplace incivility that used the Workplace Incivility Scale (WIS; Cortina, Magley, Williams, & Langhout, 2001) and included job satisfaction, turnover intent, and/or well-being as dependent variables. While the integrative model that Hershcovis (2011) proposes is very helpful in synthesizing a broad extant body of work on the effects of various forms of experienced workplace misbehavior, our narrative review aims to review all empirical research on workplace incivility that has been conducted beginning in 1999 and including work through the year 2013. It includes all types of workplace incivility workers may encounter, incorporates studies utilizing a broad range of methodologies and measurement instruments, and employs a wide variety of antecedents, processes, and outcomes of workplace incivility.

We believe there is a strong need for an integrated review on workplace incivility at this moment in time, because a substantive number of studies on workplace incivility have been conducted. Despite the progress that has been made, the literature is moving forward without a strong theoretical foundation that guides this progress. Without a strong theoretical direction, the work on incivility has not progressed cohesively. Instead, the materialized work on incivility is quite fragmented. The broad and diverse extant body of work on incivility makes it difficult for scholars and practitioners alike to integrate and understand the findings on this negative workplace behavior. Without a clear understanding of the extant work, some potential incivility scholars may be dissuaded to conduct research in this confusing domain, and practitioners may not be able to incorporate the accumulated knowledge in their organizational practices. One way to make a body of literature more accessible and clear is to conduct a quantitative or meta-analytic review. However, as this narrative review will show, at present, the literature on workplace incivility is not cohesive enough to group the various studies together and test for overall effects. Hence, a meta-analytic review would not provide sufficient and fine-grained insight into this broad literature. Another way to advance the accessibility and clarity of a growing body of research is to provide a qualitative review of the literature. We believe that the literature on workplace incivility would benefit greatly from a narrative review that organizes, summarizes, and analyzes the studies that have been published in the past 15 years.

In this qualitative review of the literature on workplace incivility, we provide an organized overview of the three distinct, but interrelated areas of workplace incivility research, namely, *experienced incivility*, *witnessed incivility*, and *instigated incivility*. Research on experienced incivility investigates the feelings, thoughts, behaviors, and other

correlates of employees who are the *target* of uncivil workplace behavior. Research on witnessed incivility considers these relationships for *witnesses* of workplace incivility, and research on instigated incivility investigates *instigators* of workplace incivility directed toward employees and assesses its antecedents and outcomes. In this review article, we assemble the studies that have been conducted in these distinct areas of research in order to provide a sorely needed oversight of the literature on workplace incivility that may spur further research on workplace incivility and provide insights to practitioners.

Background

In 1999, Andersson and Pearson introduced workplace incivility as a new domain within the research on negative workplace behaviors in an influential theoretical article in the *Academy of Management Review*. They posited that uncivil workplace behaviors within ongoing coworker interactions would be reciprocated with more severe forms of negativity. As a basic tenet of their model, Andersson and Pearson proposed that incivility is instigative by nature as it incites reciprocity and negative overcompensation, which ultimately results in a spiral of increasing negativity in workplace behaviors. In the past 15 years, many empirical studies have used the theoretical foundation of this new construct of incivility but diverged from its theoretical underpinnings in significant ways. First, researchers hardly examined the veracity of the proposed spiral of negativity, and so far, there is no empirical evidence that supports the escalating spiraling effect of incivility. Second, while the original theory conceptualized the spiral of incivility as unfolding over time within existing coworker dyads, some incivility research has been conducted using episodic or one-time interactions between individuals, decoupled from the theoretical propositions of the ongoing reciprocity and escalation of negativity. Third, the original conceptualization of incivility posited incivility within existing coworker ties and its effects to take place between coworker dyads. However, some incivility research has moved beyond the coworker boundaries and investigated the correlates of customer incivility. Moreover, a sizable body of research has also noted that the harmful effects extend beyond the dyad, namely to third-party observers. These notable diversions from the original theory suggest that this research domain may benefit from a new theoretical framework to facilitate research in these novel directions. To help guide future theoretical development and empirical study on this topic, a comprehensive and detailed review of the literature may prove helpful to scholars (Rousseau, Manning, & Denyer, 2008). Given the costs organizations bear as a result of workplace incivility, practitioners may also benefit from this review, as it will provide a better understanding of this behavior and its correlates, in terms of antecedents leading up to incivility and consequences of uncivil workplace behavior.

Review of the Empirical Literature

Our review aims to provide readers with a thorough overview of the state of incivility research and is structured into two parts. In the first part of the manuscript, we present the state of the workplace incivility literature by reviewing the studies published from 1999 through 2013, noting the achieved breadth of the literature in countries, samples, measurement, sources, topics, and time spans, along with some noted trends in the literature. This part of the review analyzes the body of work as a whole to provide current and potential incivility scholars more clarity on the literature as a whole. In the second part of the manuscript, we delineate the accumulated body of research from the inception of the incivility construct in 1999 to the present and describe the research findings that have been published during these 15 years. This part of the review details the findings of each of the extant papers on workplace incivility published in journals in the field of organizational behavior. We organize this part of the review around the three types of incivility discussed in the literature (experienced incivility, witnessed incivility, and instigated incivility) and integrate the accumulated work in these three distinct areas of study. Thus, while the first part of the manuscript

seeks to provide a global and holistic perspective on the workplace incivility literature, in the second part of the paper, we provide more specific insights into the extant research on the three types of workplace incivility. We conclude this review by identifying ways in which we see that this body of knowledge could be further developed.

To identify the relevant literature to include in our narrative review, we conducted searches, using the EBSCO database with the keywords “incivility” or “rudeness,” of articles published in academic journals in the field of work and organizational psychology. These searches yielded 94 empirical papers, published between 2001 and 2014. The journals in which these empirical incivility or rudeness papers have been published include the *Academy of Management Journal*, *Basic and Applied Social Psychology*, *European Journal of Work and Organizational Psychology*, *Group and Organization Management*, *Human Performance*, *Human Resources Development Quarterly*, *Information and Management*, *International Journal of Conflict Management*, *Journal of Applied Psychology*, *Journal of Applied Social Psychology*, *Journal of Business Ethics*, *Journal of Business and Psychology*, *Journal of Nursing Management*, *Journal of Occupational Health Psychology*, *Journal of Occupational and Organizational Psychology*, *Journal of Organizational Behavior*, *Journal of Management*, *Journal of Vocational Behavior*, *Law & Social Inquiry*, *Nursing Research*, *Organizational Behavior and Human Decision Processes*, *Organization Science*, and *Work and Stress*. We excluded 14 papers that did not present primary data, 24 papers that did not measure incivility or rudeness (or confounded the measurement with another construct), and one paper that used a non-adult sample. We included the remaining 55 papers in this narrative review.

A Decade and a Half of Progress

The past 15 years shows the “take-off” trend of the new construct of workplace incivility. We can safely say that the literature has gained momentum. It comprises a diverse body of work that represents a substantive group of authors and reports effects of workplace incivility for samples from a wide diversity of countries, industries, and professions. The body of work has now arrived at a point where it can be reviewed as a whole, and various studies can be integrated to advance further research on this impactful organizational behavior. The integrated models synthesize the empirical gains of this wide body of literature and will help to provide new paths forward for scholars to help expand this important literature.

Growing body of work

To gain an understanding of the development of this literature, we tabulated the number of empirical studies on workplace incivility published in journals in the field of organizational behavior in Figure 1. Of note is that the first empirical study on workplace incivility was published 2 years after the introduction of the construct in 1999. A few more empirical articles on workplace incivility were published in 2004 and 2005, and from 2007 onwards, organizational journals published empirical articles on workplace incivility each year, with a fairly steep growth trend. The year 2012 especially showed a large number of published papers.

Countries and samples

Although the majority of research on workplace incivility employs samples from the United States, the incivility literature now includes non-US samples from Australia (Griffin, 2010; Martin & Hine, 2005; Kirk, Schutte & Hine, 2011), Canada (Leiter, Laschinger, Day, & Oore, 2011; Leiter, Price, & Spence Laschinger, 2010; Oore et al., 2010; Spence Laschinger, Leiter, Day, & Gilin, 2009; Spence Laschinger, Leiter, Day, Gilin-Oore, & Mackinnon, 2012; Van Jaarsveld, Walker & Skarlicki, 2010), China (Chen, Ferris, Kwan, Yan, Zhou, & Hong, 2013; Wu, Zhang, Chiu &

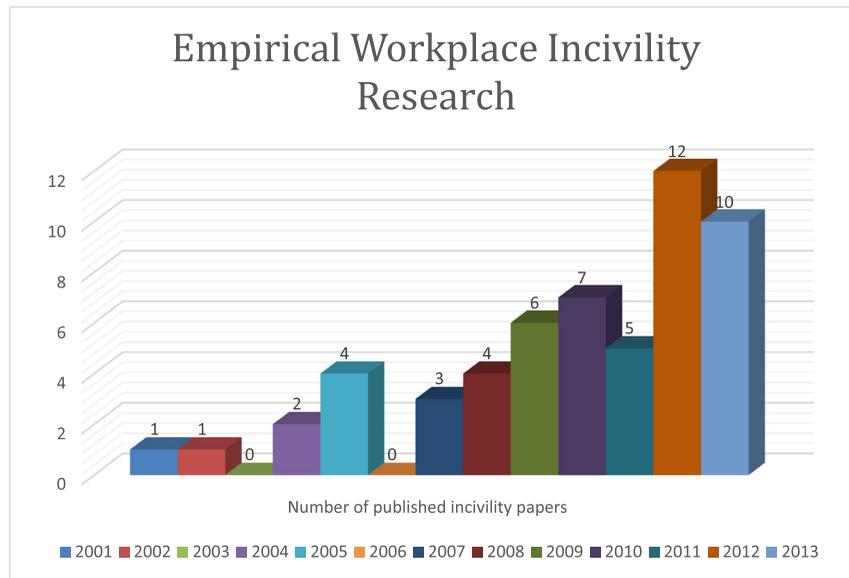


Figure 1. Published empirical workplace incivility and rudeness papers

He, 2013), Korea (Kim & Shapiro, 2008), New Zealand (Griffin, 2010), the Philippines (Scott, Restubog, & Zagenczyk, 2013), Singapore (Lim & Lee, 2011; Lim & Teo, 2009), and the UK (Totterdell, Hershcovis & Niven, 2012). These studies show that workplace incivility is not restricted to one geographic area but is a phenomenon that occurs worldwide and has negative consequences across the world. This implication is noteworthy, as national culture differences are likely to influence how “phenomena are socially constructed” (Rousseau et al., 2008) and how individuals perceive and respond to workplace incivility. For instance, it is possible that employees working in countries with a cultural high level of power distance are less likely to consider being ignored by their supervisor to be an act of uncivil conduct than employees working in countries with a cultural lower level of power distance. Yet, the extant incivility literature shows that notwithstanding specific differences of what is considered uncivil behavior, the negative effects of incivility are not confined to certain cultures with specific characteristics but, instead, universally affect employees around the globe. Of course, more research from various countries is needed. In an era of globalization, it is important to broaden the geographies of research on incivility so that it has global relevance and provides insight into how employees from diverse regions perceive and react to uncivil workplace behaviors (Kim & Shapiro, 2008).

The published work on workplace incivility represents employees from a wide variety of jobs and professions, including federal court employees (Cortina et al., 2002; Miner-Rubino & Cortina, 2004), property management company employees (Miner, Settles, & Pratt-Hyatt, 2012), bank tellers (Sliter, Jex, Wolford, & McInnerney, 2010; Sliter, Sliter, & Jex, 2012), manufacturing employees (Wu, Zhang, Chiu & He, 2013), healthcare workers (Leiter et al., 2011; Leiter et al., 2010; Oore et al., 2010; Spence Laschinger et al., 2009; Spence Laschinger et al., 2012; Trudel & Reio, 2011), university employees (Cortina & Magley, 2009; Sakurai & Jex, 2012), call center employees (Scott, Restubog, & Zagenczyk, 2013), grocery store chain employees (Walsh, Magley, Reeves, Davies-Schriels, Marmet & Gallus, 2012), retail employees (Kern & Grandey, 2009), members of the US Military, city government and law enforcement agency employees (Cortina, Magley, Williams, & Langhout, 2001), attorneys (Cortina & Magley, 2009), engineering firm employees (Adams & Webster, 2013), financial services employees (Lim & Teo, 2009), customer service employees (Diefendorff & Croyle, 2008), and pharmaceutical plant employees (Blau, 2007). Thus, the extant incivility research also represents a wide array of participants from many different industries and professions. The generalizability, or external validity, of workplace incivility findings is important, as not only national culture but also industry and organization cultures are likely to affect perceptions

of and reactions toward incivility. For example, being yelled at in a masculine organizational culture such as the special operations division in the US Army might be considered quite normative, whereas being yelled at in more feminine organization cultures such as organizations focused on providing early childhood education or pediatric health care would probably be considered highly uncivil. Yet, so far, researchers consistently found that even in cultures where individuals are supposed to be inoculated against rudeness because of the frequency with which they experience such behaviors (i.e., customer service representatives), small incidents of incivility still affect them (Rafaeli et al., 2012).

Measures

The development of instruments to measure incivility (e.g., Blau & Andersson, 2005; Cortina et al., 2001; Martin & Hine, 2005) facilitated empirical research on workplace incivility, and studies using these instruments have revealed various antecedents, processes, and outcomes of uncivil workplace behavior. The majority of research on incivility has used the WIS (Cortina et al., 2001), a seven-item scale that asks participants to indicate the frequency with which they encountered uncivil behavior from supervisors or coworkers during the past 5 years (e.g., Cortina & Magley, 2009; Lim, Cortina & Magley, 2008). Participants are asked how often superiors or coworkers put them down, were demeaning to them, and excluded or ignored them. Recently, the WIS has been significantly updated and now comprises 12 items that inquire about experiences such as being interrupted, being targeted with angry outbursts, or receiving hostile looks from coworkers or supervisors over the past year (Cortina, Kabat-Farr, Leskinen, Huerta, & Magley, 2013). Martin and Hine (2005) developed and validated the Uncivil Workplace Behavior Questionnaire, a 20-item scale that asks participants to report how frequently they experienced behaviors (from an unspecified source) such as raised voices, eye-rolling, being interrupted, being excluded, and being gossiped about at work during the past year. Kirk et al. (2011) used this scale to measure workplace incivility in their work. Other researchers (e.g., Sliter, Sliter & Jex, 2012) have used incivility items from the Interpersonal Conflict at Work scale (Spector & Jex, 1998). Moreover, Porath and Pearson (2012) developed and used a measure based on the definition and description of incivility (Andersson & Pearson, 1999). This measure assesses perceived incivility and asks participants to indicate the extent to which instigators of uncivil conduct were rude, disrespectful, insensitive, and insulting to them. Finally, Penney and Spector (2005) constructed and used an incivility measure by combining 43 incivility items from three different instruments: the WIS (Cortina et al., 2001), the Leymann Inventory of Psychological Terror (Leymann, 1990), and the Workplace Aggression Research Questionnaire (Neuman & Keashly, 2002).

Even though most researchers have used the WIS (Cortina et al., 2001), some have used reduced or adapted versions (e.g., Blau & Andersson, 2005; Griffin, 2010; Lim & Lee, 2005; Oore et al., 2010). For example, Miner-Rubino and Reed (2010) adapted the WIS to apply to the workgroup context, and Griffin (2010) aggregated the scale to be indicative of the organization level of workplace incivility. Blau and Andersson (2005) adapted the WIS to measure instigated incivility rather than experienced incivility by “flipping” some of the items. Others used abbreviated versions of this “flipped” version of the WIS (e.g., Leiter et al., 2010). Miner-Rubino and Cortina (2004) adapted the WIS to measure incivility toward women specifically, and Meier and Spector (2013) abbreviated the WIS to study incivility longitudinally. Thus, even integrating and making sense of research that only utilized the WIS may be difficult, as this instrument is so divergently used.

Research in the broad incivility domain has inspired authors to develop domain-specific workplace incivility measures. For example, Walsh et al. (2012) developed the Norms for Civility scale to measure civility in workgroups, and Wilson and Holmvall (2013) developed the Incivility from Customers scale to specifically capture the effects of customer-instigated incivility. Some scholars have also used Burnfield, Clark, Devendorf, and Jex's (2004) still unpublished Customer Incivility Scale (e.g., Sliter et al., 2010). Lim and Teo (2009) developed the Cyber Incivility Scale to specifically study uncivil behavior in online communication, and Miner et al. (2012) adapted Harrell's (1994) Daily Racist Hassles scale into a Gendered Incivility scale.

Other incivility scholars have, rather than asking participants to respond to survey questions about workplace incivility, chosen experimental designs to test their hypotheses. These authors expose participants to rude or uncivil behaviors of a confederate and test participants' reactions after experiencing or witnessing an uncivil encounter with the confederate (e.g., Porath & Erez, 2007, 2009).

Yet other scholars asked participants to remember or imagine real or fictional uncivil encounters to elicit and test effects of workplace incivility. For example, Diefendorff and Croyle (2008) asked customer service employees to imagine a routine customer interaction and to then imagine that the customer behaved uncivilly. Similarly, Porath and Pearson (2012) asked participants to think about an uncivil workplace interaction they had experienced in the past. Porath et al. (2008) and Kim and Shapiro (2008) asked study participants to read a scenario that included an uncivil interaction condition, and Montgomery, Kane, and Vance (2004) presented participants with video segments that showed uncivil conduct. Some researchers studied the effects of incivility at various points in time. For example, Totterdell et al. (2012) employed a diary methodology to study the effects of workplace incivility over time, and Meier and Spector (2013) studied incivility longitudinally over a five-wave 8-month time frame. Cortina et al. (2002) chose a qualitative interview methodology to begin to understand the content of the experience of workplace incivility and targets' reactions to this experience. Thus, overall, we see no consensus on methods and measurements in the workplace incivility domain; instead, researchers use a wide array of methods and instruments. The use of such a wide diversity of methods and measures has made the body of research on incivility as a whole difficult to interpret and analyze (e.g., in meta-analytic review or comparisons between studies).

While the divergence of measures is likely a hindrance to the accumulated knowledge, the divergence of methods may actually be an asset to this growing body of work. The practice of "converging operations" (Cronbach, 1960; Cronbach & Meehl, 1955) notes that relationships among constructs that are demonstrated using diverse research operations (e.g., behavioral, psychological, cognitive, neuropsychological, and self-report) are especially convincing and meaningful, because it demonstrates that findings are not confined by one mere operationalization. The use of only one specific methodology may be too broad or insufficiently inclusive to capture the construct's true domain. In the field of workplace incivility, researchers applied the important notion of convergence of operations (different methods, measures, and operationalizations) to show the effects of incivility, which makes the credibility of workplace incivility findings especially persuasive.

Other domains that assess incivility (e.g., the group norm level and the organizational level) also show effects on theory-driven outcome variables, such as job satisfaction (Walsh et al., 2012) and turnover intentions (Griffin, 2010; Walsh et al., 2012). Moreover, other methodologies for studying consequences of uncivil conduct, such as by experimental manipulation or as captured by the critical incident methodology showed relationships with theoretically relevant outcomes, such as performance (Giumetti, Hatfield, Scisco, Schroeder, Muth, & Kowalski, 2013; Porath & Erez, 2007), retaliation (Kim & Shapiro, 2008), and helpfulness (Porath & Erez, 2007). In sum, we believe that the study of incivility with many different methodologies that converge to indicate the antecedents and impacts of incivility in a wide array of domains represents a strength of this literature.

An infrequently employed research methodology for workplace incivility is qualitative or interview-based inquiry. While some authors have provided illustrative quotes from research participants to support their hypothesis or proposition development (e.g., Cameron & Webster, 2011; Cortina, 2008), the grounded theory approach of inductively generating theory based on participant accounts has been under-employed in this domain (see Cortina et al., 2002, for an exception). A grounded theory approach may be especially helpful to uncover the complexity of the cognitive experiences targets and witnesses live through as they begin to make sense of this ambiguous conduct. Moreover, an inductive qualitative approach may provide valuable insight into perpetrators' motivations to instigate workplace incivility.

A research methodology that thus far has not been used to study incivility and could be an important addition to the research on workplace incivility is that of implicit measures. The use of implicit methods has gained popularity in recent years across a multitude of domains (e.g., diversity, job attitudes, and leadership). An advantage of implicit measures is that they do not rely on introspection (Isen & Erez 2007) or participants' accurate and full awareness of how or why they feel, think, react, or behave in a certain way. Implicit measures may be especially helpful to further

incivility research because the impact of incivility may span far beyond what targets or witnesses may introspectively realize or convey. This is especially relevant because research (Porath & Erez, 2007) has indicated that experienced incivility influences cognitions and behaviors that the targets may not have consciously identified.

Reference Periods

Incivility researchers examined incivility from a wide variety of reference periods. In fact, effects of incivility have been assessed immediately following uncivil or rude treatment and up to 5 years after the experience of incivility. The WIS asks participants to report the frequency with which they experienced incivility during the past 5 years, and several studies have used this reference period (e.g., Lim & Lee, 2011; Miner-Rubino & Cortina, 2004). However, the reference period participants are asked to consider when reporting incivility differs widely among the extant studies. For example, Chen et al. (2013), Cortina et al. (2001), Taylor, Bedeian, and Kluemper (2012), Walsh et al. (2012), and Ferguson (2012) ask for its frequency over the past year. Wilson and Holmvall (2013) ask about incivility experiences over the past 6 months. Blau (2007) inquires about incivility over the past 4 months, while Scott et al. (2013) ask about incivility during the past 3 months. Sakurai and Jex (2012), Leiter et al. (2011), Sliter et al. (2012), and Van Jaarsveld et al. (2010) asked about incivility over the past month, while Kern and Grandey (2009) inquire about uncivil incidents that happened during the past 2 weeks. Still others indicate no reference period for the incivility questions (e.g., Griffin, 2010; Sliter et al., 2010).

Usually, researchers decide on a specific reference period based on the frequency of the event that is being rated or considered (Igou, Bless, & Schwarz, 2002; Schaeffer & Presser, 2003). For infrequent events, researchers prefer a longer reference period in order to minimize the number of participants who report nonoccurrence of the event in that time frame. For frequent events, researchers often choose a shorter reference period because study participants may have forgotten occurrences of frequent experiences that happened in the more distal past (Igou et al., 2002). Hence, it is noteworthy that there is a lack of agreement regarding the most appropriate reference period for measuring incivility. This is problematic not only because it makes it difficult to integrate and interpret the research findings as a whole but also because the reference period may profoundly influence how participants interpret the questions asked. That is, the reference period may prime the types and severity of the experiences participants recollect, which, in turn, is also likely to influence participants' perceptions of the effects that these incidents had on variables of interest (Schaeffer & Presser, 2003). Indeed, more proximal incivility experiences that may not have been cognitively understood or affectively resolved may seem much more impactful than instances that happened years ago and have been cognitively and emotionally processed by targets of incivility.

A further shortcoming of the varying reference periods in this research domain is that participants may use the indicated reference period to determine the intended meaning of the question. For example, respondents who are asked to answer the question "How often have your superiors or coworkers made demeaning or derogatory remarks about you today" may infer that the question refers to relatively frequent incidents, because otherwise it would not make sense to focus on a single day. In contrast, the question "During the past 5 years, how often have your superiors or coworkers made demeaning or derogatory remarks about you" may lead respondents to assume that the researchers are interested in relatively rare and more severe or noteworthy incidences. Why else would the researcher ask them about occurrences during such a long period (Igou et al., 2002)?

Research on anger experiences supports the idea that the reference period affects respondents' interpretations of the questions they are asked to answer. For instance, Winkielman, Knäuper, and Schwarz (1998) showed that participants who answered the question "How frequently do you get angry during a typical year" assumed that the question referred to more intense and less frequent anger experiences than participants who answered the question "How frequent do you get angry during a typical week." Hence, the use of different reference periods might severely influence research results and hinder the interpretation and integration of the existing body of work on workplace incivility.

We also assert that more research investigating incivility as a discrete event is needed. The majority of workplace incivility research focuses on uncivil incidents that took place during a period of months to years. This research then examines the impact of incivility on employees' longer-term attitudes and behaviors. However, incivility episodes also have important immediate or short-term consequences. Scholars employing a scenario or experimental methodology to study incivility (e.g., Porath & Erez, 2007; 2009) study the immediate effects of uncivil behavior, which provides insight into its short-term effects. Research that focuses on short-term effects of workplace incivility is important as it can improve knowledge of causal effects within this research domain and thus create more precise theory (Mitchell & James, 2001). Indeed, the immediate effects of workplace incivility on targets' and witnesses' mood or cognitive memory (Porath & Erez, 2007, 2009) may not linger into the more distal future.

Sources of incivility in the workplace: supervisors, coworkers, and customers

The majority of research on incivility lumps incivility from supervisors and coworkers (and sometimes even customers) together, without differentiating the potentially diverse impact of each source. Indeed, even though the WIS (Cortina et al., 2001), the most frequently used instrument to study workplace incivility, does not include customer-instigated incivility, it does not separate supervisor-initiated from coworker-initiated incivility. However, some researchers do specifically assess both coworker-instigated and supervisor-instigated incivility. For instance, Leiter et al. (2010) examined generational differences in experiencing incivility perpetrated separately by supervisors and coworkers, and three studies examined the effectiveness of civility interventions on the occurrence of supervisor and coworker incivility separately (Leiter et al., 2011, 2012; Spence Laschinger et al., 2012). These latter studies showed that supervisor but not coworker incivility decreased after the intervention took place. However, these studies do not compare the outcomes of incivility from these different sources. Hence, we currently know relatively little about whether incivility from different sources (supervisor, coworker, and customer) would lead to different outcomes, even though status and role differentials may in fact influence the severity and content of the impact and the manner in which targets react to the uncivil incident (Hershcovis & Barling, 2010).

It is, for instance, likely that supervisory uncivil behavior is more harmful than coworker incivility, because employees who are targets of such behaviors depend on their supervisors for evaluations and rewards. Targets of supervisory incivility may, therefore, assume that their supervisor's uncivil behaviors may generalize and bring along other unfavorable events. In a similar vein, coworker incivility may be more harmful than customer incivility, because employees may encounter an uncivil customer only once but will have to face an uncivil coworker over and over again.

Indirect support for some of these expectations comes from a recent meta-analysis on the outcomes of workplace aggression (in the forms of workplace bullying, mobbing, social undermining, aggression, victimization, interpersonal conflict, tyranny, abusive supervision, and workplace incivility) from different perpetrators (Hershcovis & Barling, 2010). Specifically, this meta-analysis showed that workplace aggression perpetrated by a supervisor has stronger effects than coworker-perpetrated aggression on job satisfaction, affective commitment, turnover intent, health, organizational deviance, and job performance. Moreover, coworker aggression had a stronger impact on job satisfaction, affective commitment, turnover intent, interpersonal deviance, and physical well-being than aggression perpetrated by outsiders. Unfortunately, only three of the empirical articles included in this meta-analysis report relationships of workplace incivility with the outcome variables. Hence, assuming that incivility is different from other forms of aggressive behavior, this study only provides limited insight into the role of sources on the outcomes of experienced incivility. In addition to the meta-analytic findings, several research endeavors have addressed the effects of uncivil conduct from different sources. For example, Porath and Erez (2007) showed that the participants who either experienced an uncivil incident from an authority figure or a stranger or only imagined an uncivil incident all had lower task and creative performance than participants in the control condition. While these effects were found in different studies using different samples and thus the relative effect sizes cannot be directly compared, this study indicates that regardless of source, incivility experiences negatively impacted various organizationally relevant outcomes. In a later study, Porath and Erez (2009) showed that participants who witnessed either one of their peers or an

authority figure behaving in an uncivil manner had lower performance on routine and creative tasks, engaged less in citizenship behaviors, and had higher dysfunctional ideation than participants in the control condition. In contrast to the Porath and Erez studies, which did not find that the source of incivility made much of a difference, other studies found that the source of incivility did matter. Work by Spence Laschinger et al. (2009) showed that both supervisor and coworker incivility explained incremental variance in employees' job satisfaction, commitment, and turnover intentions. Oore et al. (2010) examined the differential effects of workplace incivility from supervisors and coworkers on the relationship between work stressors and strain. The results indicated that coworker but not supervisor incivility strengthened the relationships between employees' workload and mental health and job control and mental health and that supervisor but not coworker incivility strengthened the relationship between workload and physical health. Using a student sample in an educational setting, Barker Caza and Cortina (2007) separated out the effects of experienced lateral incivility (by a fellow student) and top-down incivility (by a faculty, staff, or administration member) and found that top-down incivility has a stronger impact on perceived injustice than lateral incivility. Griffin (2010) assessed coworker incivility and the higher-level construct "incivility environment" and found unique effects of both sources of incivility on intent to remain with the organization. Perhaps, the source of incivility makes a difference with regard to attitudes and intentions, but not with regard to actual behaviors and performance as investigated in the Porath and Erez (2007, 2009) studies because the processes by which incivility affects attitudes and behaviors may be different. Future research is needed in order to clarify this issue.

Although these studies have assessed incivility stemming from different sources, other scholars have chosen to study just one group of perpetrators. For example, Van Jaarsveld et al. (2010) examined the consequences of *customer* incivility on call center workers, and Sliter et al. (2010) explored bank tellers' reactions to *customer* incivility. Lim and Teo (2009) focused on consequences of *supervisors'* uncivil cyber behaviors toward their employees, and Kim and Shapiro (2008) manipulated *supervisory* incivility in a scenario presented to participants in order to gauge participants' reactions. Scott et al. (2013) examined reactions to coworkers who instigated *coworker* incivility, Totterdell et al. (2012) captured the effects of witnessing uncivil *coworker* behaviors, and Ferguson (2012) and Sakurai and Jex (2012) studied the effects of experiencing *coworker* incivility. Thus, while incivility can stem from and may be directed toward various sources, we currently do not have a thorough understanding of the differences in effects and effect sizes when the sources of incivility vary. Consequently, the work on incivility would benefit from learning about the correlates, antecedents, processes, and outcomes of incivility by source. Such research would illuminate potential source differences in these realms. Moreover, accumulated findings, varied by source, would allow for the quantitative or meta-analytic review of the effect sizes among sources, in turn allowing for source comparisons.

Having analyzed the body of work amassed on workplace incivility as a whole, in the next part of the manuscript, we outline the three types of incivility (experienced, witnessed, and instigated) and discuss the findings for these three distinct bodies of work that largely comprise the extant workplace incivility research.

Types of Incivility: Experienced, Witnessed, and Instigated

Our review of the incivility literature clearly shows that the uncivil experiences that have been studied vary greatly. Not only do incivility incidents differ with regard to their source (i.e., supervisor, coworker, or customer), they also differ with regard to the type of incivility (i.e., experienced, witnessed, or instigated). In addition, studies of incivility vary by method of inquiry (i.e., critical incidents, questionnaires, experimental research, diary studies, and qualitative inquiry) and by time frame (i.e., retrospective, cross-sectional, and longitudinal). This diversity of research makes incivility findings difficult to interpret. For researchers, the lack of consistent findings may conceal gaps in the literature and makes it difficult to identify avenues for future research. For practitioners, the lack of comprehensive findings may prevent taking of adequate measures to diminish uncivil conduct in their organizations. To provide an accessible overview of the current state of incivility research, we will next summarize the research findings for each

of the types of incivility. Specifically, we will provide an outline, in narrative, table, and figure forms, of the findings that have amassed about experienced, witnessed, and instigated incivility to provide this much needed clarity.

Experienced incivility

Most research on incivility focuses on *experienced* incivility (45 out of 55 papers) and, more specifically, on the various *outcomes* for targets of uncivil conduct. Some researchers have sought to study what makes one a likely target of incivility. We will start this section with a description of the various antecedents of experienced incivility that have been studied. Thereafter, we will describe the various consequences of experienced incivility.

Antecedents of experienced incivility

Antecedents to experienced incivility include dispositional, behavioral, and contextual aspects that predict experiencing uncivil workplace conduct. After that, we describe the consequences of uncivil experiences for the targets of uncivil conduct.

Dispositional antecedents of experienced incivility. Some studies have examined diversity or *dispositional target attributes* to learn about antecedents of receiving rude treatment. These studies have shown that the individual difference variables that are associated with more frequent experiences of workplace incivility include being a racial minority (Cortina, Kabat-Farr, Leskinen, Huerta, & Magley, 2013), younger in age (Lim & Lee, 2011), generation X versus belonging to the baby boomer generation (Leiter et al., 2010), adipose (Sliter et al., 2012a), disagreeable, and neurotic (Milam, Spitzmueller, & Penney, 2009). Interestingly, research that examines the association between gender and experiencing incivility shows contradictory findings. Lim and Lee (2011) found that men report they experience incivility in greater frequency than women, whereas Cortina et al. (2001) and Cortina et al. (2013) found that women report more uncivil encounters than men.

Behavioral antecedents of experienced incivility. Other scholars have sought to study which target behaviors make individuals more likely to become the target of others' incivility or which situational characteristics might reduce experienced incivility. The *target behaviors* that have been found to predict experienced incivility include the target's organizational and interpersonal counterproductive behavior (Meier & Spector, 2013) and having a high dominating or a low integrating conflict management style (Trudel & Reio, 2011).

Situational antecedents of experienced incivility. Situational variables that reduce experienced incivility include higher workgroup norms for civility (Walsh et al., 2012) and experiencing low role stressors (Taylor & Kluemper, 2012). Given the high prevalence and costs of workplace incivility, it is noteworthy that three studies found support for the effectiveness of a team-based intervention for reducing supervisor-perpetrated (but not coworker-perpetrated) incivility (Leiter et al., 2011, 2012; Spence Laschinger et al., 2012). This so-called Civility, Respect, and Engagement in the Workforce intervention has been initiated by the Veterans Health Administration in the United States and was aimed to increase civility in the workplace (Osatuke, Moore, Ward, Dyrenforth, & Belton, 2009) through supporting workgroups in identifying their strengths and weaknesses regarding civil workplace behaviors, designing their own interventions, and implementing these interventions in their work setting.

While the aforementioned studies shed some light on the antecedents of experienced workplace incivility, this body of work is quite small and mainly focuses on targets' demographics and behaviors, and on situational variables. Thus, many more studies are needed in this area of studies in order to replicate and verify these results. In addition, there are likely many other unexplored relevant target attributes, such as targets' skills or capabilities or experienced favoritism, which may be potential antecedents of experienced incivility. For example, we would expect that being favored by an authority figure would invite rudeness by others in one's work setting, as spurred by feelings of unfairness and envy. Alternatively, targets' low competence might invite incivility by others, especially if others' success is influenced by the less competent target.

Consequences for targets of uncivil experiences

Most empirical studies on experienced workplace incivility have focused on the consequences of experiencing incivility in the workplace. Experiencing workplace incivility is found to be related to various affective, attitudinal, cognitive, and behavioral outcomes for targets.

Affective outcomes of experienced incivility. Some of the general *affective* outcomes for targets of incivility include heightened emotionality (Bunk & Magley, 2013), emotional labor (Adams & Webster, 2013; Sliter et al., 2010), emotional exhaustion (Kern & Grandey, 2009; Sliter et al., 2010), depression (Lim & Lee, 2011; Miner et al., 2010), negative emotions (Kim & Shapiro, 2008; Sakurai & Jex, 2012), negative affect and lower positive affect (Giumetti et al., 2013), and lower affective trust (Cameron & Webster, 2011). Targets of incivility also report lower levels of energy (Giumetti et al., 2013) and increased levels of stress (Adams & Webster, 2013; Cortina et al., 2001; Kern & Grandey, 2009; Lim & Cortina, 2005; Miner et al., 2010). Specific emotional reactions of targets of workplace incivility include increased anger, fear, and sadness (Porath & Pearson, 2012) and reduced optimism (Bunk & Magley, 2013). To boot, recent work has shown that workplace incivility not only affects employees at work but also affects targets' personal lives, as its experience is linked with decreased levels of well-being (Cortina et al., 2001; Lim & Cortina, 2005; Lim et al., 2008) and marital satisfaction (Ferguson, 2012) and increased levels of work–family conflict (Ferguson, 2012; Lim & Lee, 2011).

Attitudinal outcomes of experienced incivility. Incivility also influences targets' *attitudes*, in both the work and life domains. For example, targets of uncivil conduct are less committed to their organization (Lim & Teo, 2009), are less motivated (Sakurai & Jex, 2012), and have lower satisfaction with their supervisors and coworkers (Bunk & Magley, 2013), their job (Cortina et al., 2001; Lim & Cortina, 2005; Lim et al., 2008; Miner-Rubino & Reed, 2010; Wilson & Holmvall, 2013), and their life (Lim & Cortina, 2005; Miner et al., 2010) than employees who do not experience incivility at work.

Cognitive outcomes of experienced incivility. In addition to affective and attitudinal reactions, targets of incivility also have *cognitive* reactions to their uncivil experiences. Specifically, uncivil encounters lower targets' perceived fairness (Lim & Lee, 2011) and task-related memory recall (Porath & Erez, 2007).

Behavioral outcomes of experienced incivility. Experienced incivility is also associated with a set of counterproductive *behavioral* responses in its targets. Research has indicated, for example, that experienced incivility incites targets to reciprocate (Bunk & Magley, 2013) and to engage in retaliatory (Kim & Shapiro, 2008), deviant (Lim & Teo, 2009), and counterproductive (Penney & Spector, 2005) behaviors at work. Moreover, employees who are targets of workplace incivility also show decrements in various performance-related domains, such as task performance (Chen et al., 2013; Giumetti et al., 2013; Porath & Erez, 2007; Sliter et al., 2012b), creativity (Porath & Erez, 2007), and citizenship behavior (Porath & Erez, 2007; Taylor et al., 2012). Another behavioral reaction found in targets of uncivil behavior is withdrawal from work. Research has shown that experienced incivility relates to decreased work engagement (Chen et al., 2013), decreased career salience (Lim & Teo, 2009), and heightened levels of absenteeism (Sliter et al., 2012), withdrawal behavior (Cortina et al., 2001; Lim & Cortina, 2005; Matin & Hine, 2005), turnover intentions (Griffin, 2010; Lim et al., 2008; Miner-Rubino & Reed, 2010; Wilson & Holmvall, 2013), and organizational exit (Porath & Pearson, 2012).

The preceding summary shows that the extant research on experienced workplace incivility has addressed a wide array of outcomes. Work on the outcomes of experienced workplace incivility may be expanded to investigate more qualifiers, including mediators, moderators, and boundary conditions of the relationships between workplace incivility and outcomes. Future research may examine conditions that attenuate or strengthen the effects of experienced incivility. It is possible, for instance, that employees who have previously worked in a rude work environment may not be as affected by workplace incivility as their peers who have had little previous rudeness experiences. It is also conceivable that social support from supervisors and coworkers could buffer the negative effects of customer incivility on targets' emotions, cognitions, and behaviors.

Please see Table 1 for an extensive overview of the studies on experienced incivility. This table provides the sources of the uncivil conduct, the samples employed, and the study findings. The top half of Table 1 lists research that examined antecedents of experienced incivility; the second part of the table lists studies that examined outcomes of experienced incivility. Figure 2 gives a graphical representation of the antecedents and outcomes of experienced incivility.

Witnessed incivility

Compared with the number of empirical papers that address experienced incivility (45 out of 55), the number of studies that examined witnessed workplace incivility is rather small (4 papers out of 55). The empirical papers that have been published in this realm convey that female witnesses of uncivil incidents consider these incidents as more inappropriate than their male counterparts (Montgomery et al., 2004). Another study showed that witnessing incivility results in higher levels of witnesses' negative affect, reduces their task performance, creative performance, and helpfulness toward others, and increases dysfunctional ideation (Porath & Erez, 2009). Totterdell et al. (2012) found not only that witnessing incivility relates to negative affect but also that incivility predicts emotional exhaustion, especially when the witness took the target's perspective and when he or she directly witnessed rather than heard about the uncivil incident. The fourth study on witnessed incivility has shown that individuals who witness uncivil behavior toward women report lower levels of health satisfaction and display more work withdrawal, especially in work groups with higher proportions of male group members (Miner-Rubino & Cortina, 2004).

The topic of witnessed incivility may be classified as a developing area of study with many gaps and opportunities for future research. Perhaps research in this domain could seek to investigate antecedents to witnessed incivility. We may expect that interdependent self-managed teams working on highly innovative endeavors might frequently witness incivility behavior. We may expect such a team setting to be an especially incivility-prone environment given that better solutions in innovative work are typically not clear and the team needs to reach a decision rather than merely implement a dictated choice. These debates may spike incivility behaviors. Moreover, perhaps extraversion, especially the sociability factor, would predict witnessing incivility behavior given that sociable extraverts might find themselves more frequently present in social interaction events.

Please see Table 2 for an overview of the studies on witnessed incivility. This table provides the sources of the uncivil conduct, the samples employed, and the study findings. Figure 3 provides a graphical representation of the effects of witnessing rudeness.

Instigated incivility

As noted, the work on instigated incivility studies the perpetrators of uncivil conduct as the focal entity of study and investigates what prompts employees to act uncivilly and what the outcomes are for these instigators. The literature on instigated workplace incivility is also substantially smaller (8 papers out of 55) than that on experienced incivility (45 papers out of 55) and focuses on perpetrators' characteristics, attitudes, perceptions, and situational variables as antecedents of perpetrators' uncivil conduct. Of note is that one study examined the outcomes of uncivil encounters for the perpetrators themselves.

Antecedents of perpetrating incivility

Characteristics of the perpetrator

Research has indicated that perpetrator *characteristics* such as higher levels of power (Cortina et al., 2001), trait anger (Meier & Semmer, 2013), and having a dominating conflict management style or a non-integrative conflict management style (Trudel & Reio, 2011) positively relate to instigated incivility.

Table 1. Experienced incivility—antecedents and outcomes

Study	Sample	Source	Antecedents	Outcomes	Key findings
Cameron and Webster (2011)	Study/Response	Communication partner	Multi-communication indicators		Various multi-communication indicators are associated with rated incivility.
Cortina et al. (2013)	Municipality, law enforcement, military employees	Coworkers, supervisors	Gender, race, workgroup composition		Female gender and minority race status are associated with more experienced incivility. The higher the workgroup proportion of men, the more incivility was experienced.
Cortina et al. (2001)	Federal court employees	Coworkers, supervisors	Gender		Women experienced greater frequency of incivility than men did.
Leiter et al. (2011, 2012), Spence Lashinger et al. (2012)	Healthcare employees	Coworkers, supervisors	Civility intervention		A 6-month civility intervention significantly reduced experienced supervisor, but not coworker incivility post-intervention.
Leiter et al. (2012)	Healthcare employees	Coworkers, supervisors	Civility intervention		One year after the civility intervention experienced, supervisor incivility was lower than control and than scores pre-intervention and immediately post-intervention.
Leiter et al. (2010)	Nurses	Coworkers, supervisors, team	Generation X, baby boomer generation		Generation X nurses report more coworker, supervisory, and team incivility than baby boomer generation nurses.
Lim and Lee (2011)	Full-time employees in Singapore	Coworkers, supervisors, subordinates	Source of incivility, age and gender of target		Employees received the most incivility from supervisors followed by coworkers and then from subordinates. Younger employees reported more incivility than older workers, and men reported greater levels than women.
Meier and Spector (2013)	Employees from various organizations	Coworkers, supervisors	Counterproductive work behavior at several time points		Interpersonal counterproductive work behavior predicted incivility 2, 4, 6, and 8 months later. Organizational counterproductivity predicted incivility 2 and 4 months later.
Milam et al. (2009)	Full-time employees from various organizations	Coworkers, supervisors	Agreeableness, neuroticism, extraversion, provocative target		Individuals low in agreeableness and high in neuroticism report more incivility. Coworkers' appraisals of being a provocative target for incivility mediate the relationships between both coworker-reported agreeableness and neuroticism with incivility.
		Coworkers, supervisors	Adiposity, gender, race		Adiposity was positively related to incivility. Being obese was related to the

Sliter, Sliter, Withrow, and Jex (2012)	Undergraduate working students			highest levels, and being underweight was positively related to incivility for men only. A significant three-way interaction indicates that White adipose women received the highest levels of incivility, followed by Black women, then White men, and finally Black men. Role ambiguity and role conflict were positively related to incivility. The relationship between role ambiguity and incivility is stronger for employees high in neuroticism.
Taylor and Klumper (2012)	Employees from various organizations	Coworkers, supervisors	Role ambiguity, role conflict	Experienced incivility is positively related to having a dominating conflict management style and negatively related to having an integrating conflict management style. Women were more likely to be targets of incivility.
Trudel and Reio (2011)	Healthcare and manufacturing employees	Coworkers, supervisors	Conflict management styles, gender	Workgroup norms for civility were negatively related to supervisor and coworker incivility from 4 months later.
Walsh et al. (2012)	State government employees	Coworkers, supervisors	Workgroup norms for civility	Experienced incivility by customers and coworkers was positively linked with surface acting and distress. The relationships between customer and coworker incivility and distress were partially mediated by surface acting.
Adams and Webster (2013)	University alumni, engineering firm employees	Customers, coworkers		Top-down and lateral incivility are positively linked to perceived ostracism, psychological distress, and academic disengagement. Top-down incivility is linked with perceived injustice.
Barker Caza and Cortina (2007)	Undergraduate students	Top-down (higher-status) and lateral (same-status) people		The relationship between incivility and reciprocation is mediated by emotionality. The relationship between specific incident incivility frequency and supervisor and coworker satisfaction is mediated by optimism (reverse coded). Higher perceptions of incivility in the context of multi-communication were associated with lower affective trust of the focal individual.
Bunk and Magley (2013)	Employees from various organizations	Coworkers, supervisors, subordinates		The negative relationship between incivility and task performance is
Cameron and Webster (2011)	Study/Response paid survey takers	Communication partner		
Chen et al. (2013)	Manufacturing, property	Coworkers, supervisors		

(Continues)

Table 1. (Continued)

Study	Sample	Source	Antecedents	Outcomes	Key findings
Cortina and Magley (2009)	company, and department store employees in China University employees, attorneys, court employees	Coworkers, supervisors, subordinates	Frequency and variety of incivility, instigator power, target appraisal, coping reactions	mediated by work engagement. This mediated relationship is stronger for those higher in narcissism. Incivility triggers mild emotional appraisals. Frequent incivility, varied incivility, and higher instigator power are appraised more negatively by targets. Few targets (1–6%) responded to experienced incivility by reporting it to organizational authorities. Incivility was related to lower job satisfaction, career salience, and psychological well-being and to higher job withdrawal and psychological distress. Most targets of incivility respond with avoidance and denial. Experienced incivility is linked with turnover intentions.	
Cortina et al. (2001)	Federal court employees	Coworkers, supervisors	Job satisfaction, job withdrawal, career salience, psychological well-being, and distress	Expectancy motivation, emotional labor	Employee expectancy, valence, motivational force, and display rule commitment were lower in an uncivil customer interaction.
Cortina et al. (2002)	Federal court employees	Coworkers, supervisors	Avoidance, denial	Marital satisfaction, partner marital satisfaction, partner family-to-work conflict	Incivility negatively predicts target employee marital satisfaction as mediated by stress transmission. Incivility predicts partner marital satisfaction and family-to-work conflict as mediated by the target's stress transmission from work to family domains.
Cortina et al. (2013)	Municipality, law enforcement, military employees	Coworkers, supervisors	Turnover intentions	Cognitive, emotional, and social energy, task performance, task engagement, positive and negative affect	Participants' cognitive, emotional, and social energy levels were lower in the cyber incivility condition relative to the cyber supportive condition. Incivility yielded decreased positive affect, task performance, and engagement and
Diefendorff and Croyle (2008)	Customer service and sales workers	Customer interaction			
Ferguson (2012)	Employees and their partners	Coworkers			
Giumetti et al. (2013)	Undergraduate students	Supervisor			

higher negative affect in participants. Less emotional energy mediated the relationship between supervisor incivility and task performance, and less social energy mediated the relationship with task engagement.		Coworkers	Australian and New Zealand employees	Griffin (2010)
Organization-level incivility positively predicts intent to stay over and above individual-level incivility. Interactional justice climate mediates the relationship between organization-level incivility and intent to stay.	Organizational and individual incivility intent to stay, interactional justice climate	Customer	Retail employees	Kern and Grandey (2009)
For employees with stronger racial identity centrality, customer incivility is more strongly related to emotional exhaustion as mediated by higher stress appraisal.	Racial identity centrality, stress, emotional exhaustion	Supervisor	American and Korean executive Master in Business Administration students	Kim and Shapiro (2008)
Participants in the rudeness (vs. polite) condition displayed more supervisory and organizational retaliatory behavior; negative emotions partially mediated these relationships. Targets retaliate more when the supervisor was dissimilar to them. Those targets with high collectivism are less likely to retaliate against rude supervisors who are similar to them.	Supervisory and organizational retaliatory behavior, negative emotions, collectivism	Coworkers, supervisors, subordinates	Female federal judicial circuit court employees	Lim and Cortina (2005)
Incivility was positively related to sexual and gender harassment, job withdrawal, and stress and negatively related to all facets of job satisfaction, life and health satisfaction, and well-being.	Harassment, stress, satisfaction, withdrawal, well-being	Coworkers, supervisors, individual and workgroup levels	Federal judicial court employees	Lim et al. (2008)
Personal and workgroup incivility are negatively linked with mental health and job satisfaction. Job satisfaction partially mediated the relationship between incivility and turnover intentions. Mental health partially mediated the relationship between incivility and physical health.	Job satisfaction, turnover intentions, mental and physical health	Coworkers, supervisors, subordinates	Full-time Singaporean employees	Lim and Lee (2011)
Supervisor incivility was associated with higher work-to-family conflict. Coworker incivility was positively linked with depression and negatively linked with coworker satisfaction and	Family support, perceived fairness, coworker satisfaction, work-to-family conflict			

(Continues)

Table 1. (Continued)

Study	Sample	Source	Antecedents	Outcomes	Key findings
Lim and Teo (2009)	Singaporean banking and financial services employees	Supervisors		Organizational commitment, job satisfaction, turnover intentions, deviance	perceived fairness. These relationships are stronger for those employees with more family support. Cyber incivility was negatively related to organizational commitment and job satisfaction and positively linked to turnover intentions and workplace deviance.
Martin and Hine (2005)	Employees from various Australian organizations	Coworkers, supervisors		Coworker, supervisor, and health satisfaction, work withdrawal, psychological well-being	Incivility sub-factors were related to criteria. Hostility was negatively related to supervisor satisfaction, privacy was positively related to withdrawal, exclusion was negatively related to coworker and supervisor satisfaction and well-being, and gossiping was negatively linked to coworker and health satisfaction and positively linked to work withdrawal. Incivility is positively linked with job stress and depression and negatively linked with job and life satisfaction. Support buffers the effects of incivility on job satisfaction, job stress, physical illness, depression, and life satisfaction
Miner et al. (2012)	Property management company employees, students	Coworkers, supervisors, fellow students		Emotional and organizational support, job stress, depression, job and life satisfaction, physical illness	Organizational trust mediated the relationship between workgroup incivility and turnover intention, burnout, and job satisfaction. Group regard moderated the negative relationship between workgroup incivility and organizational trust.
Miner-Rubino and Reed (2010)	Property management employees	Workgroup members		Organizational trust, turnover intentions, burnout, job satisfaction, group regard	Incivility from coworkers strengthened the relationship between both workload stress and low job control stress with mental health. Supervisory incivility strengthened the relationship between workload and physical health. The negative relationship between work overload and mental health was reduced for those healthcare workers who took part in a 6-month civility training intervention.
Oore et al. (2010)	Healthcare employees	Coworkers, supervisors		Workload, job control, mental health, physical health, civility intervention	Incivility was negatively related to job satisfaction. Incivility was positively
Penney and Spector (2005)	Employed students	Coworkers, supervisors		Job satisfaction, counterproductive work	

Porath and Erez (2007)	Undergraduate students	Authority figure, third party, imagined rudeness	behavior, trait-based negative affectivity	related to counterproductive work behavior, especially for employees high in trait negative affectivity.
Porath et al. (2008)	Master in Business Administration and undergraduate students	Coworkers, supervisors, subordinates	Task and creative performance, helpfulness, memory recall	Rudeness reduces performance, creative performance, helpfulness, and memory recall. Memory recall mediates the relationship between incivility and task performance.
Porath and Pearson (2012)	Employed Master in Business Administration students	Coworkers, supervisors, subordinates	Aggressive and avoidant responding to incivility, legitimacy, gender, status	Being male and of high status were more strongly associated with an aggressive response to incivility, and being female and of low status were more strongly associated with an avoidant response to incivility. Men were more likely to retaliate against peer incivility, especially by male perpetrators. Incivility by higher-status perpetrators was rated more legitimate.
Sakurai and Jex (2012)	Full-time university employees	Coworkers	Anger, fear, sadness, absenteeism, exit, displacement on the organization	Incivility was associated with target anger, fear, sadness, displacement on the organization, absenteeism, and exit. Fear mediated the relationship between incivility and absenteeism and exit. Sadness mediated the relationship between incivility and absenteeism.
Sliter et al. (2010)	Bank tellers	Customer	Negative emotions, work effort, counterproductive work behavior	Negative emotions mediate the relationship between incivility and counterproductive work behavior.
Sliter, Sliter and Jex (2012)	Bank tellers	Customers, coworkers	Emotional exhaustion, customer service quality, emotional labor	Negative emotions mediate the relationship between incivility and work effort at lower supervisory social support levels. Customer incivility is positively related to emotional exhaustion, faking positive emotions, and suppressing negative emotions and negatively related to customer service quality. Emotional labor mediates the relationship between incivility and emotional exhaustion and customer service quality.
			Sales performance, absenteeism, tardiness	Coworker incivility is positively linked with absenteeism. Customer incivility is negatively linked with sales performance and positively linked with absenteeism and tardiness. Absenteeism was highest,

(Continues)

Table 1. (Continued)

Study	Sample	Source	Antecedents	Outcomes	Key findings
Sliter, Sliter, Withrow, and Jex (2012) Smith et al. (2010)	Undergraduate working students Nurses	Coworkers, supervisors Coworkers, supervisors		Withdrawal, gender Structural and psychological empowerment, age, affective commitment	and sales performance was lowest when both customer and coworker incivility were experienced. Incivility is positively associated with withdrawal for male but not for female employees. Controlling for age, in a model including structural and psychological empowerment, coworker incivility negatively predicts affective commitment, while supervisory incivility does not.
Spence Laschinger et al. (2009)	Nurses	Coworkers, supervisors,		Turnover intent, job satisfaction, commitment	Separately measured coworker and supervisory incivility both positively predicted turnover intent, and negatively predicted job satisfaction and organizational commitment.
Taylor et al. (2012)	Undergraduate working students	Coworkers, supervisors			The relationship between incivility and citizenship behavior is mediated by affective commitment for employees high in conscientiousness.
Taylor and Klumper (2012)	Employees from various organizations Retail sales employees	Coworkers, supervisors Customers		Enacted aggression	Incivility is positively related to enacted aggression. The relationship between incivility and enacted aggression is stronger for employees low in agreeableness.
Wilson and Holmvall (2013)				Job satisfaction, turnover intentions, psychological and job-specific strain	Customer incivility is negatively related to job satisfaction and positively related to turnover intentions and psychological and job-specific strain. New scale development validation.
Wu et al. (2013)	Chinese manufacturing employees	Coworkers, supervisors, subordinates		Interpersonal deviance, hostile attribution bias, negative reciprocity beliefs	Workplace incivility and interpersonal deviance are positively related when hostile attribution bias and reciprocity beliefs are high.

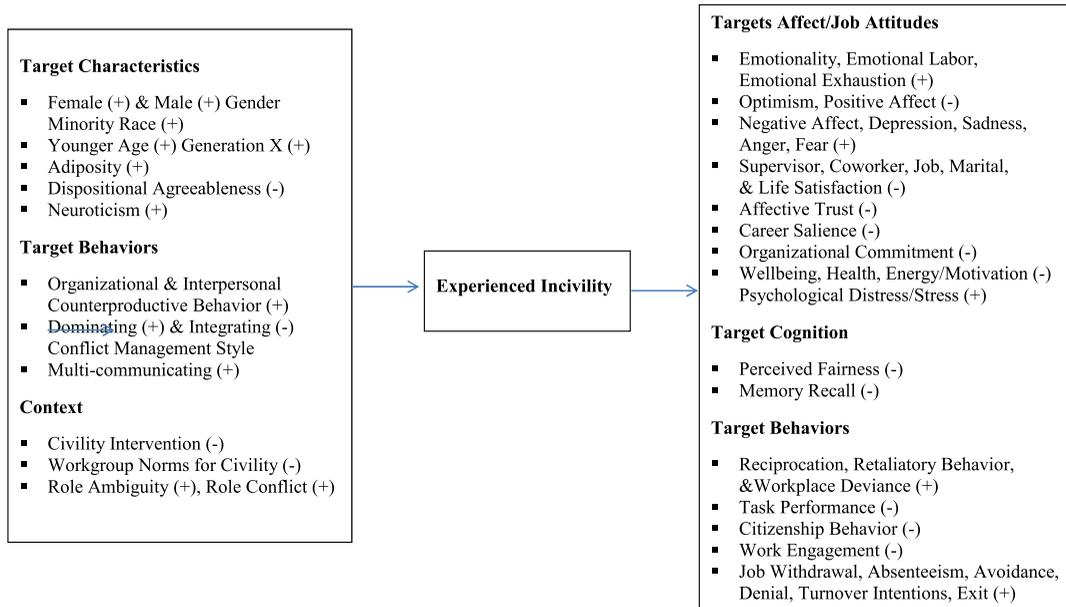


Figure 2. Antecedents to and outcomes of experienced incivility

Table 2. Witnessed incivility—outcomes

Study	Sample	Source	Outcomes	Key findings
Miner-Rubino and Cortina (2004)	Federal court employees	Coworkers, supervisors, subordinates	Health satisfaction, work withdrawal	Being witness to incivility toward women reduced health satisfaction and increased work withdrawal in workgroups with a male majority.
Montgomery et al. (2004)	Undergraduate students	Video stimuli	Gender, appropriateness	Women rated incivility stimuli as more inappropriate than men did.
Porath and Erez (2009)	Undergraduate students	Authority figure, peer	Task performance, creativity, citizenship behavior, negative affect, dysfunctional ideation, competitive/cooperative conditions	Witnessing rudeness reduced task performance, creative performance, and citizenship behavior and increased dysfunctional ideation and negative affect. Negative affect mediated the relationship between incivility and task and creative performance. The effects of witnessing rudeness are weaker on those in the competitive rather than cooperative condition.
Totterdell et al. (2012)	Hospital staff	Coworkers, supervisors, subordinates	Emotional depletion	Witnessing incivility was related to negative affective reaction, which predicted emotional exhaustion, especially when taking the target's perspective and when witnessing rather than hearing about the incivility.

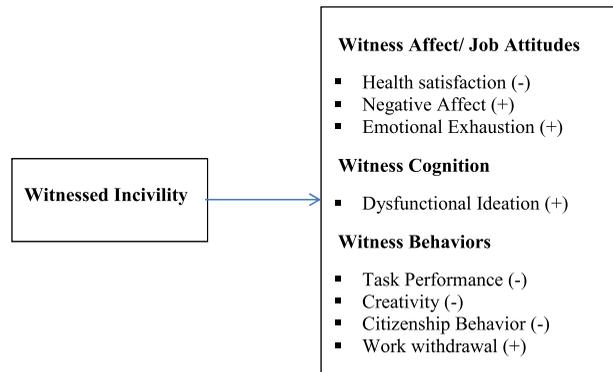


Figure 3. Outcomes of witnessed incivility

Perpetrators attitudes and perceptions

Instigator *attitudes* and *perceptions* also relate to enacted incivility. For example, Blau and Anderson (2005) showed that lower job satisfaction and perceptions of distributive injustice predicted instigated incivility, and Meier and Semmer (2013) found that perceived lack of reciprocity, or the perception that one invests more into one's job than he or she obtains in return, predicted employees' instigated incivility. In a similar vein, a study that surveyed manufacturing employees of a pharmaceutical plant that announced it was closing showed that instigated incivility is related to higher perceptions of contract violation, plant closure illegitimacy, and perceptions of distributive and procedural unfairness (Blau, 2007). This latter study also indicated that instigators' level of depression and strain positively relate to instigating uncivil conduct.

Situational antecedents

Characteristics of the situation also influence instigated incivility. For example, employees who participated in a 2-week emotional self-efficacy intervention focused on expressive writing engaged in less post-intervention instigated incivility than colleagues who did not participate in this intervention (Kirk et al., 2011). Another study showed that being a target of incivility was positively related to instigated incivility (Trudel & Reio, 2011), which is corroborated by a study of Van Jaarsveld et al. (2010) that showed that employees who experience incivility from customers instigated more incivility toward customers than colleagues who were not subjected to customer incivility. One study that focused on instigators' outcomes of uncivil conduct showed that call center employees who instigate workplace incivility are distrusted and ostracized by their coworkers (Scott et al., 2013). Overall, within the body of work on instigated incivility, many antecedents, outcomes, and mediating and moderating processes still remain to be explored. One area that is especially unclear is the interpersonal relationship between the instigator and his or her target of uncivil conduct or the insight into what instigators think about or feel toward their targets. Do they find them irritating and incompetent, do they not like their targets, or do instigators feel that their incivility would alert targets to address or resolve some form of misconduct?

An interesting proposition in this domain is that that incivility enactment might be a modern way of discrimination enactment in organizations (Cortina, 2008). Given that overt discriminatory conduct in the form of sexism and racism are decreasingly tolerated and legislation prohibits such conduct in workplaces, Cortina (2008) suggests that the stealthy and ambiguous nature of incivility might make more prejudiced individuals more likely to express their prejudice by instigating incivility toward minority targets. This theoretical notion remains to be tested empirically, although as we noted when discussing findings on experienced incivility, research suggests that race and gender minority status did predict the experience of incivility (Cortina et al., 2013).

Please see Table 3 for an overview of the research on instigated incivility. This table provides the sources of incivility, the samples of employees, and the study findings. Figure 4 gives a graphical representation of the results of the work conducted in this domain.

Table 3. Instigated incivility—antecedents and outcomes

Study	Sample	Targets	Antecedents/outcomes	Key findings
Blau and Andersson (2005)	Working adults	Coworkers, supervisors	Distributive justice, job satisfaction, work exhaustion	Time 1 distributive justice and job satisfaction were negatively related to instigated incivility at Time 2, and Time 1 workplace exhaustion was positively related to instigated incivility at time 2.
Blau (2007)	Manufacturing plant employees	Coworkers, supervisors	Contract violation, distributive and procedural justice, depression, strain	Instigated incivility is related to higher contract violation, strain, and depression and negatively linked to distributive and procedural justice and plant closure legitimacy.
Cortina et al. (2001)	Federal court employees	Coworkers, supervisors	Power	Power is positively related to instigated incivility.
Kirk et al. (2011)	Working adults	Coworkers	Expressive writing intervention	A 2-week expressive writing emotional self-efficacy intervention reduced post-intervention incivility.
Meier and Semmer (2013)	Employees from various organizations	Coworkers, supervisors	Lack of reciprocity, trait, and state anger	Lack of reciprocity, trait, and state anger predict instigated incivility. The relationship between lack of reciprocity and instigated incivility is mediated by feelings of anger.
Scott et al. (2013)	Call center employees	Coworkers	Distrust, exchange partner quality, exclusion	Instigated incivility is related to being excluded; this relationship is mediated by being distrusted. This relationship is stronger when the instigator is perceived as a low-quality exchange partner.
Trudel and Reio (2011)	Manufacturing and healthcare employees	Coworkers, supervisors	Conflict management styles, experienced incivility	Instigated incivility is positively related to being an incivility target and having a dominating conflict management style and negatively related to having an integrating conflict management style.
Van Jaarsveld et al. (2010)	Call center employees	Customers	Job demands, emotional exhaustion, job demands, experienced incivility	Experienced customer incivility was associated with higher employee job demands and emotional exhaustion, which related to higher levels of instigated employee incivility toward customers.

Implications

The past 15 years has witnessed important progress in our understanding of the prevalence and impact of workplace incivility. Not only do we now have insight into a wide range of consequences for targets of uncivil conduct, we have also begun to understand some of the consequences of uncivil encounters for those who merely witness them. In addition, researchers made the first steps in examining why people engage in uncivil behaviors, that is, the antecedents of instigated workplace incivility.

Our review of the literature clearly shows that the construct of workplace incivility has attracted a large group of researchers that together produced 55 empirical studies that have been published in a wide variety of management and psychology journals. These researchers investigated different types of workplace incivility (i.e., experienced, witnessed, or instigated) and different sources of workplace incivility (i.e., supervisor, coworker, or customer) and employed samples from many different countries that represent a broad range of professions. Moreover, they used a variety of methodologies, measurement instruments, and reference periods. Hence, we conclude that the current state of the incivility literature is characterized as broad and diverse, but also fragmented.

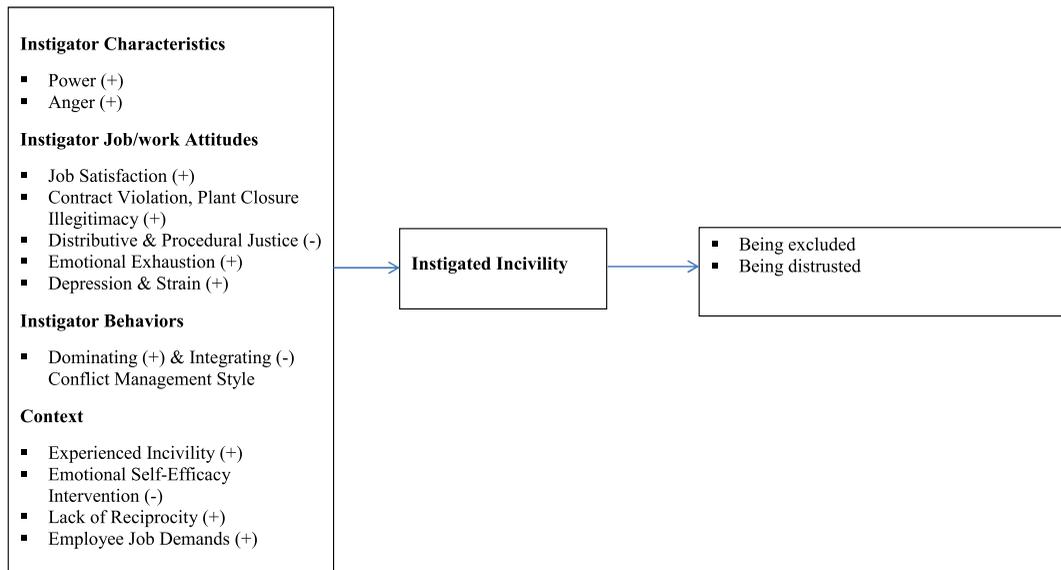


Figure 4. Antecedents to and outcomes of instigated incivility

Another noteworthy characteristic of the literature on workplace incivility is the lack of an overarching or integrated theoretical framework. Andersson and Pearson's (1999) seminal paper on workplace incivility introduced the construct of workplace incivility from a social interactionist perspective and positioned workplace incivility as an interactive event in order to emphasize the role of interpersonal and situational factors that influence the exchange of uncivil behaviors. They stated, "The instigator(s), the target(s), the observer(s), and the social context all contribute to and are affected by an uncivil encounter" (p. 457). Thus far, however, empirical research did not adopt this social interactionist perspective. Instead, research mainly focused on antecedents and consequences of months or years of experienced incivility, and the body of work on witnessed and instigated incivility took off without a theoretical framework or theoretical guidance. That is, so far, there is no theoretical model that underlies and interconnects research on the antecedents and consequences of experienced, witnessed, and instigated workplace incivility. Neither did researchers propose broad theoretical models that suggest theoretically grounded antecedents of workplace incivility, outcomes of uncivil encounters, and the affective, cognitive, attitudinal, and behavioral processes that underlie these outcomes.

Because of the absence of a unified theoretical framework that could guide empirical research on workplace incivility, researchers used a variety of theoretical approaches from related research domains to theoretically ground their hypotheses. Unfortunately, this approach has led to a set of disconnected theories, which include, among others, power theories (Miner-Rubino & Cortina, 2004), the group identity lens model (Kern & Grandey, 2009), social exchange theory (Cameron & Webster, 2011; Scott et al., 2013), appraisal theory (Porath & Pearson, 2012), the emotion-centered model of work behavior (Sakurai & Jex, 2012), the Dollard–Miller model of aggression (Taylor & Kluemper, 2012), and cognitive–motivational–relational theory (Bunk & Magley, 2013). The adoption of these various theoretical frameworks does show that incivility is a very versatile construct that is well-situated among many diverse theoretical frameworks and can meaningfully be incorporated into a wide range of theories from related streams of research. Yet, in the absence of a unified theoretical model, the incivility literature does not present a clear picture of what is missing, and therefore, it might be difficult to see where progress could be made. In its current form, the literature needed a clear and systematic review of the accumulated work, such as the one we have provided, which clearly groups the findings into the various types of incivility investigated in the literature. To facilitate further accumulation of knowledge on experienced, witnessed, and instigated workplace

incivility as inherently separate but conceptually highly interconnected research domains, this narrative review presented an overview of the empirical studies that have been published so far.

Suggestions for Future Research

Not only does this paper provide a comprehensive overview of “what we know,” it also reveals several gaps in the literature that could be addressed in order to further develop the research on workplace incivility in meaningful ways.

Theoretical frameworks

The organization of the incivility literature in this current paper should be instrumental in developing a unified theoretical framework that would interconnect experienced, witnessed, and instigated workplace incivility and guide future research. We believe that three theoretical perspectives may be good candidates for such a unified theory. One obvious option would be to reconsider the social interactionist perspective in which the concept of incivility was originally positioned (Andersson & Pearson, 1999). This perspective seems to align with trait activation theory (Tett & Guterman, 2000; Tett & Burnett, 2003), which proposes that the interactions between individuals’ personality traits and trait-relevant situational cues at the task level, interpersonal level, and team or organizational level could explain their reactions to events and subsequent behaviors. Trait activation theory could be applied to targets, witnesses, and instigators of uncivil behaviors and may thus be able to not only guide but also interconnect research on these types of incivility.

Another theoretical perspective that may be fruitful and may further incivility research is the transactional model of stress (Folkman & Lazarus, 1985; Lazarus & Folkman, 1984). According to this theory, appraisals of stressful work experiences as challenges or as threats lead to positive or negative affective experiences, respectively, which in turn influence how individuals cope with those challenges and threats (Lazarus & Folkman, 1984). So far, researchers have used this theory as a framework to understand and examine how employees appraise uncivil incidents (e.g., Bunk & Magley, 2013), how targets cope with uncivil treatment (e.g., Cortina & Magley, 2009), and target outcomes of stressful incivility experiences (Cortina et al., 2001). Given that indeed, the uncivil work encounters employees experience or witness may be appraised as stressful events and that work experiences that employees appraise as stressful may, through negative affect and cognitions, result in instigated workplace incivility, we believe that the transactional model of stress may also be helpful in guiding and interconnecting research on the three types of workplace incivility.

A third theory that may help incivility research forward is the affective events theory (AET; Weiss & Cropanzano, 1996), which focuses on affective reactions to events that happen in the workplace. According to this theory, events that happen in the workplace incite, depending on employees’ individual characteristics, affective reactions that in turn elicit specific attitudes and behaviors. Indeed, AET has been used to explain the effects of experienced incivility on targets’ health and turnover intentions, albeit not via affective states but via the affective process of satisfaction with various aspects on one’s work (Lim et al., 2008). Bunk & Magley (2013) link experienced incivility with emotions and in turn with emotionality, which in turn predicted reciprocation of the behavior toward the perpetrator. Although this study did not identify which specific emotions drive the reciprocation, these findings begin to show that emotional states may interconnect experienced and instigated incivility. AET might also be applicable to witnessing incivility and could thus guide and interconnect future research within the three realms of incivility.

Incivility in social settings

Workplace incivility takes place in a social setting, and it is thus highly likely that uncivil incidents are witnessed by others. Actually, given that incivility usually targets a specific employee, it is highly likely that the number of

employees who witness uncivil incidents exceeds the number of employees who experience these incidents. Hence, one area of future research that could provide opportunities to contribute to our knowledge of the consequences of workplace incivility is the area of witnessed incivility. Research on this type of workplace incivility is especially important because the few studies that investigated it have shown that witnessing uncivil incidents incites negative mood (Porath & Erez, 2009; Totterdell, et al., 2012), has a negative impact on performance-related criteria (Porath and Erez, 2009), and results in work withdrawal (Miner-Rubino & Cortina, 2004) and emotional exhaustion (Totterdell et al., 2012).

Related to the preceding discussion, the literature on workplace incivility does not address experienced, witnessed, or instigated incivility in team settings. However, research has indicated that it may be important to include the team setting in future research on workplace incivility, because group-level incivility positively relates to group members' turnover intentions, and burnout, and negatively relates to group members' job satisfaction (Miner-Rubino & Reed, 2010). It would be a meaningful contribution to the literature to examine if incivility may become a team-level construct or how incivility might influence team-level constructs such as team viability, psychological safety climate, and team mental models. It would also be interesting to investigate whether one uncivil team member is able to influence an entire team and whether certain team member characteristics or behaviors could buffer against the negative effects of a team member's uncivil conduct.

Another situational attribute that warrants research attention is how organizational climate might influence the prevalence and impact of workplace incivility. When introducing the construct of workplace incivility, Andersson and Pearson (1999) explained its pervasiveness by the rise of a "climate of informality" in organizations. They argued that because of changes in the labor market, such as increased diversity, downsizing, increased productivity norms, and budget cuts, organizational hierarchies became flatter, and employees started to behave in more informal ways, because flatter organizations provide fewer obvious cues regarding civil interpersonal conduct. Future work may benefit from the development of a valid "climate of informality" measure to test whether cultural informality might spur incivility and yet in turn attenuate the harm of experienced or witnessed incivility in environments where such conduct is more normative. Future research could also address how various organizational climate characteristics might spur or buffer against the effects of workplace incivility.

Recently, empirical studies have started to investigate the impact of workplace incivility on social ties beyond the work domain. These studies showed that experiencing incivility increases employees' work-to-family conflict (Ferguson, 2012; Lim & Lee, 2011), which in turn decreases marital satisfaction in both employees and their partners (Ferguson, 2012). The findings that experienced workplace incivility even influences the attitudes of both targets of incivility and their partners in the "home" domain suggest that it would be fruitful to examine a broader range of thoughts, feelings, and behaviors that targets of uncivil incidents and their partners may experience and engage in during their off-work time.

Antecedents and mediators of workplace incivility

Given the high prevalence and high costs of workplace incivility, it is surprising that many more papers investigate the outcomes of workplace incivility rather than its antecedents. We believe it is important to extend the line of research on antecedents in order to accumulate knowledge and develop policies and interventions to diminish the prevalence of workplace incivility. Such research projects may focus on attempts to dissuade instigators' uncivil actions, focus on ways employees may prevent becoming potential targets, or investigate broader contextual influences such as organizational culture and climate variables that may reduce the prevalence of workplace incivility overall. Moreover, very little work explains *why* certain antecedent constructs would lead to incivility. Only work by Milam et al (2009) investigated the mediating mechanism for why certain dispositional personality characteristics would result in higher levels of experienced incivility; these authors found that disagreeable and neurotic coworkers made them more provocative targets.

In addition, given the strong negative effects of incivility, future research may benefit from attempts to reveal the reasons for *why* it has such strong reactions on witnesses. The only research that investigated mediators for the

negative effects of witnessed incivility on outcomes has conveyed that negative affective reactions in witnesses explained the effect of incivility on task and creative performance (Porath & Erez, 2009) and emotional exhaustion (Totterdell, et al, 2012). Thus, future research may benefit from investigating whether possible cognitive or behavioral reactions of witnesses may explain the adverse effects on witnesses of incivility. Moreover, perhaps more nuanced emotions, such as the target-directed emotion of empathy or instigator-directed emotion of anger, may also be implicated in acts of witnessing incivility directed at others and explain some of the adverse effects.

Immediate effects of workplace incivility

We also see a lot of promise for further uncovering the in-the-moment or short-range effects of experiencing, witnessing, and instigating workplace incivility. Hence, we encourage researchers to design experimental studies and experience-sampling methodologies to capture these shorter-term affective, cognitive, and behavioral effects. So far, most research has used retrospective questionnaires to examine consequences of experienced and witnessed incivility. However, retrospective methods heavily rely on respondents' ability to accurately remember and project events that happened in the past and "People will often judge what plausibly might be true rather than try to retrieve exact facts" (Anderson, 1995, p. 215). Hence, studies that use retrospective measures are also prone to respondents' biases and implicit theories. Experimental studies are less likely to be influenced by participants' biases and implicit theories. Moreover, they allow testing for causal relationships, which may be very helpful in investigating theoretical models on experienced, witnessed, and instigated workplace incivility that, hopefully, will be developed in the near future.

Physiological antecedents and outcomes of incivility

As noted by one of our anonymous reviewers, work on biological and physiological antecedents for instigated incivility and outcomes for experienced and witnessed incivility are largely absent from work on this topic. Generational differences were linked to reports of experienced incivility (Leiter, et al., 2010), as were adiposity (Sliter et al., 2012) and the demographic characteristics of age (Lim & Lee, 2011), gender, and race (Cortina et al., 2013), yet other biological antecedents have remained unexplored. Especially when considering instigated incivility, physiological antecedents such as diminished sleep, higher blood pressure, or cortisol levels might contribute to enacting uncivil conduct. Such findings would expand our understanding of the role of health and physiology on organizational behaviors. In a similar vein, experienced and witnessed uncivil encounters may cause stress-related physiological reactions and symptoms, providing further evidence of the immediate and short-term harm incivility may cause. Understanding the short-range physiological impacts may persuade organizations to implement policies, interventions, or training programs aimed at reducing the occurrence of incivility in their workplaces before longer-term organizational productivity and employees' health are impacted. Thus, a focus on biological or physiological antecedents and outcomes might be a promising avenue for future research.

The role of attributions in the appraisal of uncivil incidents

How individuals react to outcomes of events is likely to depend on their attributions regarding the causes of these events (e.g., Martinko, Harvey, & Dasborough, 2011). Victims' emotional and behavioral reactions to workplace incivility might thus depend on what they believe caused their uncivil treatment (e.g., Porath & Erez, 2007). Hence, one final suggestion for future research is to examine the role of attributions of uncivil workplace behaviors. The relevance of attributions for people's perceptions of and reactions to negative workplace behaviors is indirectly supported by a recent meta-analysis (Hershcovis & Barling, 2010), which suggests that attributions for negative

workplace behaviors may drive the magnitude of the harm they cause. Research about attributions related to incivility has remained largely unstudied, and such research would make important contributions to understanding why incivility differentially affects its targets.

Similarities and differences among various forms of interpersonal misbehavior

Hershcovis (2011) recently argued that various forms of workplace aggression (i.e., abusive supervision, bullying, incivility, interpersonal conflict, and social undermining) seem to predict many of the same outcomes in similar magnitudes. She speculated that research on these conceptually distinct concepts may have led to similar research findings because the way in which researchers usually operationalize and measure these conceptualizations of workplace aggression may obscure how they may affect targets' experiences and outcomes in different ways. Specifically, Hershcovis (2011) noted that extant research on the various forms of workplace aggression failed to measure those criteria that differentiate the distinct forms of mistreatment from one another. As a consequence, potential differences in antecedents and outcomes of different forms of workplace aggression have yet to be established. Investigating *why* employees engage in uncivil behavior or *when* incivility results in unique outcomes would make a strong contribution not only to the literature on workplace incivility but also to the broader field of workplace aggression. Therefore, we recommend future work that focuses on antecedents, processes, and outcomes that would theoretically and distinctly relate to the defining characteristics of workplace incivility: low intensity and ambiguous intent. Such future research endeavors should apply the "precise definition" approach (O'Leary-Kelly, Duffy & Griffin, 2000), which advocates the more precise study of a construct or behavior and thus allows for more exact theory building and theory testing.

Summary and Conclusion

Incivility is a costly and pervasive workplace behavior that has important negative affective, cognitive, and behavioral consequences for its targets, witnesses, and instigators. Moreover, it has been noted as a modern way in which racism and sexism may manifest itself in organizations (Cortina, 2008). It is therefore important to continue research efforts that attempt to further our understanding of workplace incivility and may help curtail this harmful behavior in its various forms. Given the negative consequences and high prevalence of workplace incivility, we hope this review article will inspire scholars to further investigate this harmful workplace phenomenon and will assist and encourage practitioners to develop policies and measures to reduce the occurrence and impact of experienced, witnessed, and instigated workplace incivility.

In this narrative review article, we summarized and integrated the research on workplace incivility, an area of research that attracts increasing amounts of interest from scholars in the field of organizational behavior. We tried to create an organized overview of a research field that at present is fragmented and may, therefore, have been less accessible. We hope that this review of the workplace incivility literature provides directions for future, theoretically driven research on the antecedents, processes, and outcomes of experienced, witnessed, and instigated workplace incivility.

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