The Relationship between Family to Work Conflict and Instigated Incivility at Work:

Exploring Trait Anger and Negative Affect as Moderators

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Abstract

This study investigates the relationships among instigated workplace incivility and family-work conflict, angry temperament and negative affect. Data from an online survey were analyzed using hierarchical regression. I predicted that family-work conflict, angry temperament and negative affect would all be positively related to instigated incivility (Hypothesis 1). Further, I hypothesized that trait anger and negative affect would moderate the relationship between family-work conflict and instigated incivility, such that this positive relationship would be stronger for individuals reporting high (versus low) trait anger (Hypothesis 2), and for individuals reporting high (versus low) negative affect (Hypothesis 3). Supporting Hypothesis 1, results suggest all three predictors have a significant positive relationship with instigated incivility. Additionally, contradicting Hypotheses 2 and 3, although there was some evidence of negative affect and angry temperament moderating the relationship between family-work conflict and instigated workplace incivility, the observed pattern was such that the relationship between family-work conflict and instigated incivility was stronger for those with *low* angry temperament and for those with *low* negative affect. Limitations and future research ideas are discussed.

May 24, 2013

The Relationship between Family to Work Conflict and Instigated Incivility at Work:

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Introduction

"Decency has been dethroned." (Pearson, Andersson & Wegner, 2001, pg. 1387).

Scholarly work suggests that civility serves as a way for providing solutions to unanswered questions of conduct and has linked civility to the foundation for courteous treatment of professional colleagues in organizations (Andersson & Pearson 1999). The basis for civility is respect for fellow human beings and is considered to be the route we must take to make for peaceful co-existence.

Historians and social scientists posit that as life becomes more complicated with interactions between individuals becoming more complex, the need for civil interactions increases (Andersson & Pearson, 1999). Recent decades have seen remarkable increases in women entering the workforce creating an increasing prevalence of employed adults who are part of dual-income or single-parent families (Frone & Yardley, 1996). In many countries, dual income families are the rule rather than the exception. Between 1970 and 1999 the percentage of families with a single income, usually male, declined from 51.4 to 25.9% whereas dual earning families increased from 35.9 to 59.5% (Ford, et al., 2007). Furthermore, demands at home have increased, fuelled by the aging population resulting in a greater number of employed individuals having elder-care responsibilities (Higgins, Duxbury & Lyons, 2010). The changes are not limited to demographics. During the same time period, work environments have seen unprecedented technological changes and advances making it possible to work anywhere, including at home and on holiday

(Kinnunen, Geurts, & Manuo, 2004). Employees may be accessible to their organizations

twenty-four hours a day, seven days a week via technology resulting in boundaries

between personal and work time being constantly blurred. Additionally expectations of

work performance have increased and employees are working longer and harder (Glavin

& Scheiman, 2010). This stress puts additional pressure on all levels of the organizations'

employees increasing the potential for workplace conflict and deviant workplace

behaviours (O'Toole & Lawlor, 2006). The workplace of the 21st century has been

transformed as a direct result of these many changes resulting in connectivity to the

workplace like never before. With these enormous technological changes and

globalization of our work environment over the past two decades and with these changes

it is important that, we focus on creating and nurturing civil behaviour as part of our work

culture; however, this has not been the case. Research conducted in the 1990's found that

9 out of 10 Americans reported incivility is a serious problem and almost half think the

problem of incivility is extremely serious (Meager, 2011; Pearson & Porath, 2005;

Marks, 1996). Furthermore, incivility always has an instigator and many times incivility

is instigated by a supervisor (Cortina & Magley, 2009). Research found that 70% of

reported instigated incivility was committed by males and that women were more likely

to report experiencing workplace incivility than men (Crampton & Hodge, 2008).

Incivility is costly, widespread, and may be a precursor to workplace aggression and

violence (Estes & Wang, 2008). The cost to organizations in lost employee work time

related to incivility at work is well documented. Pearson and Porath (1999) found that a

one-time exposure to mild forms of mistreatment resulted in a number of negative

psychological, physiological and behavioural outcomes, including 55% of participants

losing work time thinking about the uncivil incident and worrying that it might happen

again; 12% contemplating changing jobs to avoid interaction with the perpetrator, and

37% reporting lower organizational commitment. Instigated workplace incivility is a

serious problem for both individuals and organizations in which it occurs (Cortina et al.,

2001; Cortina & Caza, 2007; Hershcovis, 2010). Furthermore, Andersson and Pearson

(1999) posit that incivility has a spiralling effect, such that uncivil actions can potentially

spiral into increasingly intense aggressive behaviours. Recent data in fact demonstrate

that being a victim of previous workplace mistreatment is a predictor of enacted

aggression among employees (Francis, Kelloway, Schat & Leopold, 2012).

The past decade has seen an enormous increase in research concerning human

behaviour in the work environment examining the broad category of "workplace

interpersonal mistreatment" (Hershcovis, 2010). Mistreatment at work can be thought of

as a continuum of behaviour, ranging from extreme, which includes homicide, physical

assault or threats of threats of assault, to subtle instances such as belittling, ignoring,

giving the silent treatment and dirty looks (Hershcovis, 2010).

Past research has focused on workplace violence at the extreme end of the

mistreatment continuum, perhaps because of the dramatic nature of the behaviours and

less attention was given to milder forms of mistreatment, such as workplace incivility.

However, new research has identified that it is this milder, lower level form of

mistreatment that is largely prevalent in work environments (Bowling & Beehr, 2006)

and recent studies are now focused on understanding what drives these behaviours. When

interpersonal conflict involving antagonistic or unproductive interactions occurs, no

matter how subtle, negative emotions can sift through an organization and adversely affect entire groups of employees, not just the individuals involved in a hostile exchange (Spector & Jex, 1998; Young, Vance & Ensher, 2003).

The studies concerning aspects of interpersonal interactions, including aggression and incivility, have generated a wealth of knowledge regarding interpersonal relationships in the work environment and have assisted with the identification of predictors and outcomes of mistreatment at work (Hershcovis, 2010). From the target's perspective, these studies have examined the constructs of bullying, social undermining, mobbing, workplace aggression, emotional abuse, interpersonal conflict, supervisor abuse, interactional justice and incivility (Hershcovis, 2010). From the instigator's perspective, this body of research has examined anti-social behaviour, counter-productive work behaviours, retaliation, interpersonal deviance, incivility and workplace aggression (Blau & Andersson, 2005; Hershcovis, 2010). Although each of these constructs has unique characteristics, there is much conceptual and measurement overlap between them and each label can be seen as reflecting various components of the same overall construct of mistreatment at work (Bowling & Beehr, 2006).

As noted there is conceptual overlap between forms of mistreatment at work, but there are also some differentiating characteristics (Hershcovis, 2010). Incivility is different from other forms of workplace mistreatment through characteristics of lower level intensity, random or inconsistent frequency, not requiring of power differential between the parties involved, and ambiguous intent to harm the target on the part of the instigator (Hershcovis, 2010; Anderson & Bushman, 2002). Examples may help to clarify the differences among these overlapping constructs. For instance, workplace aggression

is any behaviour directed towards another person with immediate intent to cause harm

(Anderson & Bushman, 2002). An example of an aggressive workplace act is throwing a

pen at a co-worker. Similarly, workplace bullying is a pattern of aggressive behaviour

with a particular instigator targeting a particular individual and this pattern emerges over

time. An example of workplace bullying is when an individual persistently and constantly

criticizes a particular co-worker. Workplace incivility, on the other hand lacks the clear

intent of aggression or the power aspects and repeated patterns of bullying. An example

of workplace incivility might be leaving a jammed photocopier. The person leaving the

jam was not necessarily intending to cause harm to a particular target, he or she may have

been pressed for time, not knowledgeable of how to fix the jam, or on the other hand

really was meaning to show disrespect for coworkers who might later find the jam. In any

event and regardless of intent, finding the paper jam is likely a frustrating experience for

the next individual to use the copier.

What is Workplace Incivility?

Workplace incivility is considered to be low level deviant acts such as rude and

disrespectful verbal or non-verbal behaviours directed towards another individual within

the organization, with unclear intent to harm and in violation of workplace norms for

respect (Andersson & Pearson, 1999; Cortina, Magley, Williams & Langhout, 2001).

Privacy invasion can be viewed as a type of uncivil action in the workplace (Martin &

Hine, 2005). Looking in a colleague's desk for a pair of scissors is not clearly an action

that is meant to cause harm. The colleague who does this may think themselves to be

acting in a manner that she/he feels is efficient because she knows the scissors are there

and needs to use them. The person who owns the desk may feel that this is appropriate if

such sharing is normal in that workplace and offices are set up in a communal way. On the other hand, the owner of the desk may feel mistreated and violated if desks are considered personal space in that workplace. Alternatively, the person taking the scissors may be intending harm if she/he knows such actions annoy the individual who owns the desk. The intent is not clear on the basis of the action alone.

All organizations have norms of interpersonal respect, which reflect a shared understanding of community and morality (Cortina & Magley, 2009). Uncivil behaviours violate those norms. This makes incivility a specific form of interpersonal employee deviance that is embedded within the larger context of workplace deviant behaviour and represents a sub-set of antisocial employee behaviour (Cortina et al., 2001). Examples of uncivil behaviour include ignoring someone, over-riding a co-worker's decisions without giving reasons, using a condescending tone while making debasing remarks, gossiping behind someone's back, and making unwanted attempts to draw someone into discussions of personal matters (Hershcovis, 2010; Cortina & Magley, 2009; Cortina et al. 2001; Andersson & Pearson, 1999).

The construct of workplace incivility has generally been restricted to interactions between employees in an organization and has, for the most part, excluded employee interactions with parties outside the organization such as clients, customers, and patients (Martin & Hine, 2005). However, new research has expanded incivility to include customer/client interactions (Sliter, Jex, Wolford & McInnerney, 2010; Wilson & Holmvall, in press).

Preliminary evidence suggests that incivility is associated with negative outcomes for workers and the organization (Cortina et al., 2001; Hogh, Henriksson & Burr, 2005).

These behaviours, occur significantly more frequently than overt aggressive behaviours (Baron et al, 1999). Cortina and Caza (2007) found that individuals who have experienced incivility over the long term at work suffer from performance decline, psychological distress, dissatisfaction and disengagement from the organization. This may be partially because individuals who are victimized by these behaviours perceive them as disempowering and as a result their actions at work reflect this perception (Young, Vance & Ensher, 2003). Pearson and Porath (1999) found that a one-time exposure to mild forms of mistreatment resulted in a number of negative psychological, physiological and behavioural outcomes, including 55% of participants losing work time thinking about the uncivil incident and worrying that it might happen again; 12% contemplating changing jobs to avoid interaction with the perpetrator, and 37% reporting lower organizational commitment. Thus, workplace incivility merits serious research attention because of its empirically evidenced harmful effects on individuals and the organizations in which it occurs.

Instigators may excuse or explain their uncivil behaviour as their own ignorance or oversight and accuse the victim of misinterpretation or disproportionate sensitivity (Cortina et al., 2001). Recall the earlier example of the photocopier jam. "I didn't know how to fix it, or "I didn't notice a jam", or "I was in a hurry" are potential explanations for the action. Alternatively, recall the example of taking scissors from someone's desk. "I didn't know it would bother them" is a potential excuse the instigator could use. However, regardless of the actual intention of the instigator, the victim's perception of intent carries much weight in their interpretations of incivility. Whether that perception of intent is correct or not, from the victim's viewpoint, *perceived* intent is all that matters

because it reflects the reality for the victims who may then act on those perceptions (Hershcovis, 2010).

There has been substantial research investigating workplace factors that may contribute to the incidence of workplace incivility and aggression, including organizational injustice, work overload and role ambiguity, with all of these factors purported to increase the incidence of workplace incivility (Andersson & Pearson, 1999; Baron et al., 1999; Hershcovis et al. 2007). However, to date there is an absence of research examining how employee characteristics and experiences outside of work may contribute to instigated workplace incivility. This is one knowledge gap that this research study sought to fill. Specifically, I examined how family to work conflict, trait anger and negative affect may affect individual instigated incivility at work.

When examining predictors of instigated incivility, one might consider individual factors and situational factors. Individual characteristic include biological and psychological dispositions, such as predisposition, personality traits, temperament and inherited genetic factors. Situational factors include environmental and social influences, such as physical, cultural, economic conditions, religion, ethnicity, family environment, education and demographics (Hershcovis, Turner, Barling, Arnold, Dupré, Innis, Leblanc & Sivanathan, 2007. Empirical studies suggest that both individual characteristics and situational influences predict aggression (Hershcovis et al., 2007; Martinko, Douglas & Harvey, 2006). Although most researchers acknowledge that both individual and situational predictors relate to aggression, there is a great deal of debate regarding what type of predictor explains more variance (Hershcovis et al., 2007). What is known is that the most important single cause of human aggression is interpersonal provocation,

including insults and personal slights (Berkowitz, 1993). Insults and personal slights are examples of behaviours associated with instigated workplace incivility.

Individual differences

The manner in which individuals interpret a situation can differ as a function of their stable individual differences (Hershcovis et. al, 2007). For instance, individuals are known to vary in their level of tolerance for insults and sarcasm (Calabrese, 2000). This means individual differences, including some personality factors may play an important role in predicting instigated incivility. Douglas and Martinko (2001) explored 6 salient individual differences as predictors of aggression and found, amongst others, trait anger and negative affect were significant predictors, such that individuals who experience higher levels of trait-anger and negative affect are more likely to engage in workplace aggression behaviours.

There is great awareness of the problems associated with anger in the workplace; however, little is known about the manner in which anger is expressed and less known about how to predict what individuals are at risk for experiencing anger, and who may in time pose a threat to others and/or possibly themselves (Calabrese, 2000).

Anger is defined as "a strong emotional negative state that may instigate aggressive behaviour" (Douglas & Martinko, 2001, pg. 548). Anger is considered to be more elementary than hostility or aggression. Hostility is considered to be predominantly a set of attitudes that act as a motivating force for vindictive and aggressive behaviours (Eckhardt, Kassinove, Tsytsarev & Sukhodolsky, 1995). Hostility is an emotionally charged angry behaviour or action, such as reacting brashly towards others or using an irritable tone towards another. Anger, on the other hand, is an emotion or feeling related

to an individual's interpretation of being offended, wronged or denied and *may* result in

retaliatory behaviour (Deffenbach, Oetting, Thwaites, Lynch, Baker, Stark, Thacker, &

Elswerth-Cox, 1996). Anger reflects a pattern of emotional distress that is associated

with negative personal consequences, elevated emotionality and other psychosocial

problems (Deffenbach et al., 1996). Spielberger (1988) applied a state-trait personality

theory to anger that further delineated anger into two categories, state anger and trait

anger. State anger is an emotional response to a particular event and fluctuates on a

continuum of little anger to emotional rage. State anger is considered to be temporary

and transitory in nature. In other words, state anger is an emotional, physiological

condition that occurs in response to an immediate situation, varies in intensity and

fluctuates over short periods. In the work environment, many variables may act as

triggers for state-like angry reactions, including aspects of the work environment,

psychological defence mechanisms, stress, task orientation and personality differences

(Calabrese, 2000).

  Trait anger reflects a disposition towards anger proneness or the tendency to

experience state anger (Douglas & Martinko, 2001), and thus considered to be part of an

individual's stable personality. High trait anger individuals experience more frequent and

more intense state anger and research suggests these individuals experience more lengthy

anger arousal as well (Deffenbach et al. 1996). Thus, trait anger is considered to be a

relatively stable individual difference in the frequency, duration and intensity of state

anger responses. Douglas and Martinko's (2001) research supports the idea that high

trait-anger individuals are more likely to react aggressively to provocation at work,

because they perceive a wider range of situations as anger provoking than do low trait

anger individuals who experience lower frequencies of irritability. They also found that high trait anger individuals are less likely to believe they have been treated with dignity and respect and more likely to feel betrayed.

There are many causal roles that anger can play in aggression (Anderson & Bushman, 2002). Anger is thought to reduce inhibitions against aggressive behaviours in two ways, first by interfering with cognitive processes used in moral reasoning and judgement and second possibly by providing justification for retaliatory behaviours (Anderson & Bushman, 2002).

Although there are many theories existing concerning the reasons for anger to cause aggression, there are few research studies to explain the ways in which individuals express anger and why it is often condoned in the workplace environment (Calabrese, 2000). Anger in the workplace may not always be recognized, particularly if it is expressed in subtle ways. For instance, anger may be reflected in acts of covert aggression such as snide and/or derogatory remarks (Grandy, Tam, & Brauburger, 2002). A component of instigated incivility is rude or derogatory remarks and the literature is replete with studies that link insulting remarks to anger. Via survey method, Averill (1982) found that 82% of participants indicated that they felt like expressing verbal aggression toward the instigator of anger. Higher trait-anger individuals are more likely to react aggressively to provocation at work, because they perceive a wider range of situations as anger provoking than do low trait anger individuals who experience lower frequencies of irritability. Considering Hershcovis' (2010) suggestion that incivility falls under the umbrella of aggression and anger's implication in expressions aggression, it appears appropriate to study anger as a potential predictor of enacted incivility.

Negative affect is on one end of two mutually exclusive dimensions of affect, positive and negative (Watson & Tellegen, 1985). Positive affect is the presence of emotions such as joy, excitement and enthusiasm and negative affect is the presence of aversive emotions including anger, disgust, contempt, fear, guilt and nervousness (Watson, Clark & Tellegan, 1988, Zevon & Tellegen, 1982). Negative affect is defined as a mood dispositional dimension with aspects ranging from felt emotions to expressed behaviour (Watson & Clark, 1984; Clark, Watson, & Mineka, 1994). At the core of this dimension is temperamental predisposition of sensitivity towards negative stimuli resulting in high negative affect individuals experiencing a broad range of negative mood states that include subjective feelings of nervousness, tension, and worry, plus emotions such as contempt, self-dissatisfaction, guilt, disgust, a sense of rejection, and possibly sadness (Watson & Clark, 1984; Clark et al. 1994).

There are also a wide range of non-mood variables related to this affective core including negative thoughts, somatic complaints, negative appraisals of others and self, varied personality traits like pessimism, low self-esteem and numerous indices of job, marital and life dissatisfaction (Clark et al. 1994). Negative affect is a pervasive disposition that manifests itself even in the absence of any overt stress and negative affect individuals are more likely to report more negative mood across time and situations and to experience significant distress (Watson & Clark, 1984).

Watson and Clark (1984) suggested that negative affect is a conscious and subjective experience that reflects how an individual feels about their world and themselves. Their research found that high negative affect individuals have poor self-esteem and that negative mood may be linked to this low self-esteem because these

individuals tend to dwell on and magnify mistakes, disappointments, frustrations and threats. Empirical studies have linked negative affect to specific classes of variables including higher self-reported stress, poor coping skills, health complaints and frequency of unpleasant events (Clark, Watson & Tellegen, 1988).

Affect can influence behaviour. Negative emotions, such as fear or anxiety, can negatively impact workplace relationships and are linked to increased levels of interpersonal and organizational incivility (Clark, Watson & Mineka, 1994; Reio & Ghosh, 2009). Jundt and Hinzs (2002) found that high negative affect individuals were more likely to make biased choices on personally relevant issues, such as perceived attacks on self-worth. They attributed this to a "mood-repair" based processing strategy such that, choices are made in order to make themselves feel better. For example, individuals will behave in anti-social ways towards others if they perceive their self-worth has been violated.

Negative affect is considered to be a mood and can impact thoughts, whereas anger is an emotion related to one's psychological interpretation of an event and is feeling based. Some theorists posit that emotion biases behaviour whereas mood biases cognition (Beedie, Terry & Lane, 2005). Affect can influence behaviour and negative emotions, such as fear or anxiety, can negatively impact workplace relationships and are linked to increased levels of interpersonal and organizational incivility (Clark, Watson & Mineka, 1994; Reio & Ghosh, 2009). Martinko et al. (2006) has linked negative affect with aggressive behaviours at work.. As previously discussed, research has found that if an individual is in a bad mood they may be more likely to engage in negative behaviours in

the workplace therefore it makes sense to investigate how negative affect may be related to instigated incivility in the workplace.

Situational factors

Recent studies of aggression focused on situational factors in the social context within organizations that may be triggers of aggression (Hershcovis et al., 2007; Martinko, Douglas & Harvey, 2006). Provocation may include rude or discourteous behaviour (Anderson & Bushman, 2002). Research indicates that motivation and opportunity work together to foster workplace deviant behaviours, like aggression (Tripp, Bies & Aquino, 2002). Martinko et al. (2006) proposed a model of factors believed to predict organizational aggression. These three factors identified in their model are rigid rules and procedures, adverse working conditions, and aggressive cultures. Negative conditions associated with rigid rules and procedures occur when an organization's policies and procedures are perceived by employees as violating norms for similar organizations. The resulting behaviours exhibited by employees in response to this environment include workplace aggression. Adverse working conditions include physical agents such as poor lighting, high noise level, high or low temperature and hazards that are threats to safety. Martinko et al.'s (2006) study found small correlations between aggression and adverse conditions that exceed the norms for the type of work. The last factor of their model is aggressive culture, which reflects the behaviours learned by observing and modeling others in the organization. If the culture in an organization condones aggressive behaviour, by either not challenging or by encouraging it, employees may elect to engage in these behaviours and this will become the cultural norm. Furthermore, some employees may learn uncivil behaviours outside the work

environment and if an organization tolerates such behaviour, it does not matter where the

negative behaviour is learned.

Hence, factors outside the work environment may also trigger negative workplace

behaviour. For example, family issues may influence employee behaviours at work?

Approximately 60% of families in North America have dual incomes and many

employees come to work with some type of family stress, family conflict, lack of family

support, and/or family time demands that they are unable to meet (Ford, Heinan &

Langkamer, 2007). These four factors can all be considered types of family to work

conflict (Ford, et al., 2007). It is possible to conceive that individuals who are

experiencing any type of family to work conflict may vent frustration/anger/hostility

reactions in the work environment. This "venting" may be present itself in actions of

instigated workplace incivility.

Family to work conflict is defined as a form of inter-role conflict in which the role

pressures from the family and work domains are mutually incompatible in some respect

(Greenhaus & Buetell, 1985). These changes have resulted individuals trying to maintain

a delicate balance between the two central life demands of family and work.

Occupying multiple roles can be a positive experience and result in beneficial

psychological outcomes, such as increased feelings of self-esteem, ego gratification and

status. However, involvement in multiple roles is also associated with potential costs such

as, role strain, somatic complaints and psychological distress (Williams & Alliger, 1994).

Research evidence supports that individuals juggling work and family roles reported

higher negative affect and lower task satisfaction (Judge, Ilies, & Scott 2006). For many

individuals, inter-role conflict is a stressor associated with the ongoing management of daily expectations and obligations (Schieman, McBrier & Van Gundy, 2003).

Numerous cross-domain negative effects often occur through inter-role conflicts that emerge between family and work roles and these correlate significantly with employee stress (Netmeyer, Boles & McMurrian, 1996; Ford et al., 2007). The permeability of the family-work interface is evidenced by negative spill-over, which occurs when engagement in family and job roles contribute harmfully to each other (Balmforth & Gardner, 2006). Kelloway, Gottlieb and Barham, (1999) found that conflict could originate at work or with family or both. Family-work conflict is experienced when family demands interfere with work demands (such as an illness in the family) and outcomes include job distress. Work-family conflict is experienced when work demands (such as having to work overtime) interfere with family and outcomes include family distress and job dissatisfaction.

Family-work conflict is a stressor at the interface of family and work life, in that it reflects a lack of overall fit between family and work (Frone, 2000). In addition, family-work conflict affects outcomes related to how effective people are at their jobs (Bellavia & Frone, 2005). Research has identified outcomes such as higher levels of job stress and burnout as the psychological difficulties arising from family-work stressors (Frone, 2000; Hill et al. 2008). Frones' (2000) research discovered that family-work conflict was associated with mood and anxiety disorders in women and higher substance dependence and substance abuse disorders in men. Considering the detrimental outcomes individuals suffer when experiencing conflict between family and work roles, family-work conflict has been identified through empirical research as a stressor that leads to psychological

and behavioural strain and is identified as one of the 10 major stressors in the workplace

(Kelloway et al, 1999).

Family-work conflict is bidirectional such that work life potentially interferes

with family and family life potentially interferes with work (Donald & Linington, 2008).

Frone, Yardley & Markel (1997) developed and tested a complex conceptual integrative

model of the work-family interface and found a bi-directional nature of work-family

conflict. Their research found that negative outcomes of work-family conflict tend to

occur in the domain opposite the source of the conflict. That is, family interference with

work is associated with negative work outcomes while work interference with family is

associated with negative family outcomes.

Family-work conflict is a relatively neglected dimension of the work-family

interface as only a few studies have examined the impact of family on work (Schieman et

al., 2003). Williams and Alliger (1994) found that higher levels of family distress led to

higher levels of family-work conflict. They found that only negative mood spilled over

from family to work and women displayed stronger spillover effects of mood than men.

Daily involvement in family roles, distress experienced during family functions, and

family intrusion into work were positively correlated with perceptions of family-work

conflict. As we know that family-work conflict is a stressor, it is possible that the stress

generated from this situation may present itself as instigated incivility in the workplace.

Interaction between individual differences and situational factors

Individual differences and situational factors clearly predict acts of mistreatment,

such as aggression and incivility, at work (Anderson & Bushman, 2002; Martinko et. al.,

2006). Another pertinent research question is the extent to which individual differences

and situational factors interact to predict instigated incivility at work. In the current study,

a particular focus in on whether trait anger or negative affective interact with family to

work conflict to predict instigated incivility at work.

Research has shown that understanding human behaviour demands consideration

of person by situation interactions (Duprè & Barling, 2003). Folger and Baron (1996)

posited a model that suggests when organizations have negative conditions, an interaction

between situational and individual factors occurs that may induce emotions and

cognitions that prompt an individual towards anti-social acts. For instance, a negative

condition such as organizational downsizing may prompt more counterproductive work

behaviour among employees who tend toward higher angry responses than among

employees who tend to exhibit less anger. Additionally, Calabrese's (2000) research

supports worker temperament as a predictor of workplace incivility. The recognition that

situational factors within organizations may contribute to instigated incivility prompts on

to consider the potential influence of negative conditions outside of work, family-work

conflict on instigated incivility. It is possible that individuals experiencing a high degree

of family to work conflict may be more likely to engage in workplace behaviour such as

instigated incivility.

Furthermore, if family to work conflict is a predictor of workplace instigated

incivility, it is also possible that this relationship may be further influenced by certain

individual traits such as trait anger and negative affect. Berkowitz (1990) found that a

wide variety of unpleasant feelings, including sadness and depression can give rise to

anger and aggression and that negative affect tends to activate ideas, memories and

expressive reactions associated with anger and aggression and rudimentary angry

feelings. Allcort (1994) suggests that anger displacement occurs because it may be safer

to express anger toward innocent others rather than towards the person for whom the

anger is actually felt. The frustration-aggression displacement theory says that frustration

causes aggression, but when the source of that frustration cannot be challenged, the

aggression gets displaced onto an innocent target (Miller et al., 2003). As these

individuals are more likely to be hostile, irritable, and easily provoked, it is possible that

when under the stress of high family to work conflict, these individuals would be more

prone than those low in these traits react intensely and display behaviours such as

instigated workplace incivility. We know that anger is delineated into two categories,

state anger and trait anger (Spielberger, 1988). State anger is an emotional, physiological

condition and temporary in nature, whereas, trait anger reflects a disposition towards

anger proneness and considered to be part of an individual's stable personality (Douglas

& Martinko, 2001). Douglas and Martinko's (2001) research supports the idea that high

trait-anger individuals are more likely to react aggressively to provocation at work,

because they perceive a wider range of situations as anger provoking than do low trait

anger individuals who experience lower frequencies of irritability. Therefore, the base-

line angry temperament is higher for individuals reporting higher levels of trait anger.

Given this knowledge of how high trait-anger individuals perceive situations, it is

reasonable to investigate whether or not there is an interaction between anger and family

conflict, such that individuals who report high (versus low) levels of trait anger are more

likely to instigate workplace incivility.

Negative affect can have a major impact on information processing, and therefore

may change the way an individual responds to any given situation (Bodenhausen,

Sheppard, & Kramer, 1994). This means that negative affect may influence the strength

of the relationship between family to work conflict and instigated workplace incivility,

such that individuals reporting high (versus low) negative affect may be more prone to

instigated workplace incivility.

Problems in the family such as divorce, illness, and issues intrinsic to child

rearing may be transferred to the workplace (Calabrese 2000). As more employees are

required to meet the demands of work and family effectively, could the challenges of

juggling family-work responsibilities elicit negative emotions and the perceived

injustices of unshared workload at home, be increasing incidents of instigated workplace

incivility? Individuals with high negative affect are predisposed to perceiving situations

in a more negative light and, furthermore, their interpretations and responses to negative

events are likely stronger (Watson & Clark, 1984). Therefore, it is possible that when

faced with high family to work conflict, individuals high in negative affect have more

intense behavioural responses. It follows that these individuals would be more likely to

report higher levels of instigated workplace incivility because more events would trigger

them to react in a negative manner and their reactions to those negative experiences may

be more intense. With this knowledge of how high negative affect individuals perceive

situations, it is reasonable to investigate whether or not there is an interaction between

negative affect and family conflict, such that individuals who report high (versus low)

levels of negative affect are more likely to instigate workplace incivility.

Summary of Hypothesis

It is possible to approach family-work conflict and instigated incivility at work in

a stressor-stress-strain model, where stressors are treated as events that may lead to an

internal stress response and prolonged stress may contribute to strain (Kelloway &

Francis, 2007). Strain might be psychological, physical or behavioural in nature. Family-

work conflict is a stressor (Kelloway et. al., 1999), which may prompt a stress response.

Experienced stress is often characterized by negative feelings of arousal, including

feelings of irritability, hostility and anger (Kelloway & Francis, 2007). This stress

stemming from family-work conflict may result in strain. Certainly, behavioural

outcomes of family-work conflict may include instigated workplace incivility. Indeed,

Bowling and Beehr (2006) suggest individuals experiencing high levels of stress may

engage in aggressive behaviours. How do individuals who are experiencing family-work

conflict behave in their inter-personal relationships at work? It is possible that individuals

transfer their negative feelings and anger reactions from family conflict to the work

environment, and release these emotions through instigated incivility?

Figure 1: The predicted model
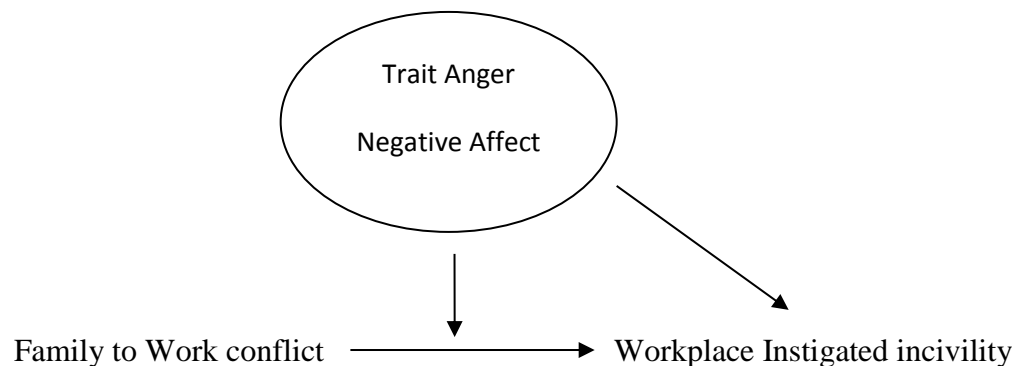
Hypotheses

Hypothesis 1a: Family-work conflict will predict workplace instigated incivility, such that increased family-work conflict will be associated with more workplace instigated incivility.

Hypothesis 1b: Trait anger-angry temperament will predict workplace instigated incivility, such that increased trait anger-angry temperament will be associated with more workplace instigated incivility.

Hypothesis 1c: Negative affect will predict workplace instigated incivility, such that increased negative affect will be associated with more workplace instigated incivility.

Hypothesis 2: There will be an interaction between family-work conflict and trait anger such that the relationship between reported workplace instigated incivility and family- work conflict will be stronger for those individuals reporting relatively high (versus low) trait anger .

Hypothesis 3: There will be an interaction between family-work conflict and negative affect such that the relationship between reported workplace instigated incivility and family-work conflict will be stronger for those individuals reporting relatively high (versus low) negative affect.

Method

Participants

Participants were invited to participate in this study via direct email and online social Medias of "Facebook" and "LinkedIn". This convenience and snowball sample methodology yielded voluntary participation from one hundred and eighty seven

individuals working in various organizations across Canada, including participation from

approximately 60 individuals working in a large healthcare organization, from which

ethics approval was obtained. Of the 187 surveys completed, 159 were included as 28

individuals only completed the demographic section of the survey, which included the

following items: gender, education, marital status, age, employment type and status,

dependent children, elder care and other care responsibilities. The sample consisted of 42

males and 114 females and 1 unidentified individual; 89.2 % were married/common law;

80.6% had community college or higher education level; 74.5% were employed full-time,

15.9% part-time, 3.2% on a contract basis, 1.3% were unemployed, 0.6% were employed

seasonally, and 4.5% reported their employment as "other"; 61.1% worked in an office

and 36.3% did not. Approximately 52.3% of the sample reported having family members

living at home other than their spouse or partner. The mean age of the sample was 44.3

with a standard deviation of 11.9 and the range between 21 and 68 years..

Predictor Measures

Family-work Conflict: To assess the level of family-work conflict experienced,

participants completed the Kelloway et al. (1999) Family Conflict Scale, which is

designed to assess dimensions of strain based family-work conflict and time-based

family-work conflict: The 11 items measuring family to work conflict, are measured on a

4 point scale (1=never, 2=sometimes, 3=often, 4=almost always). An example of a

Family to Work conflict statements is: *My family demands interrupt my work day.* In the

current study, Cronbach's alpha for the 11 item family to work scale was high. (α =.86).

Instigated Incivility: To assess the degree to which participants instigate incivility,

a modified version of the Martin and Hine's (2005) Uncivil Workplace Behaviour

Questionnaire was used. Martin and Hine's (2005) Uncivil Workplace Behaviour

Questionnaire (UWBQ) is a multidimensional, four factor 20 item scale, which measures

various types of uncivil behaviour with behaviour based questions versus interpretive

questions about incivility. The four factors included in the UWBQ are hostility, privacy

invasion, exclusionary behaviours, and gossip.

As the original UWBQ measures experienced behaviours, all items from this scale

were re-worded to reflect exhibited behaviours. Participants were instructed to report

their behaviours in the workplace for each item, reflecting over the past year. The 20

items of the Martin and Hine UQBQ are measured on a 5 point scale (1=never, 2=rarely,

3=occasionally, 4=often, 5=very often). Examples of items from the modified version of

Martin and Hine's (2005) scale are: *I used an inappropriate tone when speaking to others*

(Hostility); *I read communications addressed to other people, such as faxes or emails*

(Privacy Invasion); *I failed to inform people of a meeting that they should have been*

informed about (Exclusionary Behaviour); *I publically discussed others' personal*

information (Gossip). Cronbach's alpha for this study were high; Martin and Hine (2005)

20 item scale $\alpha = .86$. Furthermore, the Cronbach's alpha for each four sub factors within

the Martin & Hine's (2005) scale were high; Hostility $\alpha = .84$; Exclusionary $\alpha = .85$;

Privacy invasion $\alpha = .77$; Gossip $\alpha = .86$. Due to the fact that the "privacy invasion"

items were all related to instigated incivility behaviours that would more likely occur in

an office environment a "not applicable" choice was made available to allow for

participants who did not work in an office environment to respond accurately. Most

previous studies using the UWBQ have used the overall scale as a unitary instrument

rather than as four subscales (Bartlett, 2009; Greco, 2011; Meador, 2011). Therefore, I

used the full measure, combining all sub-factors into one score.

Positive/Negative Affect: Watson, Clark and Tellegen's (1988b) Positive Affect

Negative Affect Scale (PANAS) consists of 20 words that describe different feelings and

emotions on a 5 point scale (1=very slightly/not at all, 2=a little, 3=moderately, 4=quite a

bit, 5=extremely) In this study participants completed the 10 negative affect items by

indicating, when thinking about the past year, to what extent they generally felt these

described feelings and emotions. Examples of negative items are: *anxious* and *irritable*.

In this study the Cronbach's alpha was high, NA α = .88.

Trait Anger: Spielberger's (1999) Trait Anger items from the State/Trait-Anger

Expression Inventory (STAXI -2) were included to measure the frequency of angry

feelings experienced over time. The Trait Anger section of the STAXI scale has 10 items

measured on a 4 point Likert scale (1=almost never to 4=almost always). Trait anger is

defined as an individual's proneness to being angry in their daily lives. Trait Anger has 2

subscales of "Angry Temperament" and "Angry Reaction". For the purpose of this study,

the subscale of "Angry Temperament" was the most appropriate to use as it reflects an

individuals' constant and basic anger state. There were 6 items and the 4 point scale

ranges from 1 (almost never) to 4 (almost always). Examples of statements included in

this scale are: *I have a fiery temper.* The subscale Cronbach's alpha was high; α = .81.

Procedure

The research study was made available to participants via the online survey media

of "Lime Survey". At the beginning of the survey, participants were given a brief

overview of the research, instructed that their participation was voluntary, their results

would be used for research purposes only, and that the principal researcher would be

unaware of their individual responses or whether they had participated. Upon completion

of the survey participants read a thank you/feedback letter advising when and where

published results would be available. There were a total of 105 survey questions in Likert

type scale format for participants to answer and participants were told that the

approximate time to complete the survey was 10 to 15 minutes. The design was cross-

sectional and all measures were self-report.

Results

Initial Analysis

Descriptive statistics: Prior to conducting multiple regression analysis, the data

were screened for normality, linearity, homoscedasticity, and univariate and multivariate

outliers using SPSS Statistics Version 20.0. I omitted cases from scale calculations if

more than 20% responses were missing within any scale. Normality was assessed through

an examination of histograms due to the potential for skewedness and kurtosis statistics

to be significant, given the survey examined behaviours that could be considered socially

undesirable. An examination of the histograms suggested that 10 of the 25 self-reported

workplace instigated incivility variables were positively skewed. However, due to the

robust nature of the proposed analyses, analyses were conducted using untransformed

workplace instigated incivility data. No values were outside the range of possible scores

for any items. Extreme multivariate outliers were detected for two participants. Both of

these participants were not included in the analysis (Tabachnick & Fidell, 2007).

Factor Analysis An exploratory factor analysis using principal axis factoring with

promax rotation of Martin and Hine's (2005) 20 item self-report instigated incivility

items was conducted to ensure the factor structure remained the same and that scale measurements were not compromised due to the rewording of the 20 items from their original form, to reflect instigated incivility. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO = .776) indicated that the sample size was adequate and suitable for exploratory factor analysis. Also, the Bartlett's Test of Sphericity ($X^2 =$ 1072.082, $df = 190$, $p<.000$) demonstrated significant correlation between the variables supporting the decision to proceed with the analysis.

Using the Kaiser-Guttman retention criterion of eigenvalues greater than 1.0, the scree plot suggested that a 4 or 5 factor solution was possible. As the original scale was four factors, I forced the items to load into four factors which accounted for 64.09% of the total variance. All re-worded items loaded onto each sub factor in the same manner as the original items.

Factor 1: Exclusionary behaviour (eigenvalue = 5.694) accounted for 28.47% of the variance and had 7 items; Factor 2: Privacy (eigenvalue = 3.185) accounted for 15.924% of the variance and had 5 items; Factor 3: Gossip (eigenvalue = 2.306) accounted for 11.528% of the variance and had 4 items; and Factor 4: Hostility (eigenvalue = 1.634) accounted for 8.171% of the variance and had 4 items. The factor loadings ranged from .36 to .93 among the factors. The lowest factor loading of .36 was on the item "*I publicly discussed others' personal information*". Using factor loadings of .30 as the cut-off for interpreting loadings (Tabachnick & Fiddell, 2007), one item cross loaded on two factors. The item "*I interrupted others while they were speaking on the telephone*" cross loaded between Privacy Invasion (.59) and "Hostility" (.36). The loading level and pattern were similar to the original scale; therefore, all items were

retained, because in each case there was one factor they loaded on more heavily (Costello

& Osborne, 2005). Table 1 outlines these results.

Basic descriptive statistics and intercorrelations among the variables are displayed

in Table 2.

Table 1:

Factor loadings and communalities based on a forced 4-factor principal axis factoring with promax rotation for the 20 re-worded items from the Martin & Hine (2005) Uncivil Workplace Behaviour Questionnaire (UWBQ) (N=138)

	Exclusionary Behaviour	Privacy Invasion	Gossip	Hostility
I avoided consulting someone when I would normally be expected to do so.	.85			
I gave unreasonably short notice to people when cancelling or scheduling events that they were required to be present for.	.66			
I experienced delays in passing on information to someone who should have been made aware.	.71			
I neglected to consult other people regarding decisions they should have been involved with.	.70			
I failed to inform people about a meeting that they should have been informed about.	.67			
I had some delays when seeing to matters, for which others were relying on me.	.64			
I experienced delays when returning a phone message or email.	.57			
I took items from other people's desks without prior permission.		.71		
I opened other people's desk drawers without prior permission.		.74		
I took stationary from other people's desks without later returning it.		.84		
I interrupted others while they were speaking on the telephone.		.59		.34
I read communications addressed to other people, such as email or faxes.		..48		
I talked about others behind their back.			.93	
I gossiped behind people's backs.			.86	
I made snide remarks about others behind their back.			.89	
I publicly discussed others' personal information.			.36	
I spoke to others in an aggressive tone of voice.				.83
I raised my voice while speaking to others.				..85
I used an inappropriate tone while speaking to others.				.78
I rolled my eyes at others.				.52

Note: Factor loadings < .30 are suppressed

Table 2

Component Correlation Matrix

Factor	1	2	3	4
1. Exclusionary Behaviour	1.000	.165	.526	.217
2. Privacy Invasion	.165	1.000	.170	.243
3. Gossip	.526	.170	1.000	.066
4. Hostility	.217	.243	.066	1.000

Note. Extraction Method: Principal Axis Factoring. Rotation Method: Promax

Table 3

Means, Standard Deviations, Correlations, and Reliabilities for Study Variables

Scale	Mean	S.D.	1	2	3	4	5
1. Gender							
2. Instigated Incivility	1.71	0.41	.08	(.86)			
3. Family to Work Conflict	1.64	0.42	-.04	.32**	(.86)		
4. Negative Affect	1.80	0.65	-.22*	.42**	.33**	(.88)	
5. Trait Anger	1.57	0.41	-.20*	.50**	.31**	.57**	(.82)

Note. * Correlation is significant at $p \leq .05$
** Correlation is significant at $p \leq .01$.
N=131. Missing data are deleted listwise.
Gender 1= female; 2=male
Alpha coefficients are shown in parentheses.

Hierarchal Regression Analyses

Two moderated hierarchical regression analyses were conducted to assess the influence of family to work conflict, negative affect and trait anger and the interactions of family to work conflict with these two individual difference variables on workplace instigated incivility. The independent variables of family to work conflict, negative affect and trait anger were centered to reduce the chance of multicollinearity (Aiken & West, 1991).

Considering the regression involving Negative Affect, the overall model explained 21% of the variance in instigated incivility ($R^2 = .21$). Gender[1], which was entered on the first step, was not a significant predictor of workplace instigated incivility, $\Delta R^2 = .009$, $\beta = .095$, $F(1,131) = .1.199$, $p = .276$. Supporting Hypothesis 1a, family to work conflict, which was entered on step 2 significantly predicted workplace instigated incivility, $\Delta R^2 = .094$, $\beta = .306$, $F(2,130) = 7.440$, $p < .001$. Supporting Hypothesis 1b, negative affect, which was entered on step 3 significantly predicted workplace instigated incivility, $\Delta R^2 = .143$, $\beta = .405$, $F(3,129) = 14.019$, $p < .001$. The interaction between

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[1] Previous research investigating incivility discovered gender was a significant factor (Cortina et al. 2001) with women more likely than men to report experiencing workplace incivility and that gender differences accounted for 1% of the variation in workplace incivility. Furthermore, research conducted by Frone (2000) discovered that men and women suffer different detrimental health effects related to family to work conflict. For example, women who reported higher levels of family to work conflict were more likely than men to report mood disorders. Conversely, men who reported higher levels of family to work conflict were more likely to report substance abuse than women. Additionally, women reported higher levels of family to work conflict than men, but the difference was not statistically significant. As this previous research identified outcome differences attributed to gender when looking at incivility, this study will statistically control for gender differences in instigated incivility, to account for the different strain outcomes associated with experiencing high family to work conflict.

Negative Affect and Family to work conflict which was entered on step 4 was not a

significant predictor of workplace instigated incivility, $\Delta R^2 = .012$, $\beta = -.119$, F (4,128) =

11.119, $p =.153$. See Table 4.

Considering the regression involving Angry Temperament, the overall model

explained 28% of the variance in instigated incivility ($R^2 =.28$). Gender, which was

entered on the first step, was not a significant predictor of workplace instigated incivility,

$\Delta R^2 = .007$, $\beta = .083$, F (1,131) = .918, $p =.340$. Supporting Hypothesis 1a, family to

work conflict, which was entered on step 2 significantly predicted workplace instigated

incivility, $\Delta R^2 = .088$, $\beta = .297$, F (2,130) = 6.809, $p < .002$. Supporting Hypothesis 1c,

angry temperament, which was entered on step 3 significantly predicted workplace

instigated incivility, $\Delta R^2 = .193$, $\beta = .454$, F (3,129) = 17.412, $p < .001$. The interaction

between Angry Temperament and Family to work conflict, which was entered on step 4

was not significant predictor of workplace instigated incivility, $\Delta R^2 = .012$, $\beta = -.117$, F

(4,128) = 13.705, $p =.147$. See Table 5.

Although the interactions presented above are not significant, in each case the

change in variance explained with the addition of the interaction term is 1.2%. Prentice

and Miller (1992) suggested that because interactions are, by nature, low power tests,

effect size should be considered along with significant values when deciding whether to

interpret an interaction. Their guideline is interactions accounting for more than 1% of

the variance should be investigated further. Both of the interactions in question accounted

for over 1% of the variance and I opted to plot them. The results suggest that, contrary to

Hypotheses 2 and 3, the relationship between family to work conflict and workplace

instigated incivility is stronger for those who are low in negative affect and for those who

are low in angry temperament. Those who are high in negative affect and those who are high in angry temperament show fairly constant levels of instigated incivility regardless of the level of family to work conflict. However, for those low in negative affect and for those who are low in angry temperament, the level of family to work conflict influenced the amount of instigated incivility they reported. Individuals low in negative affect and individuals low in angry temperament reported relatively higher levels of instigated workplace incivility when they also experienced high family to work conflict. In fact, when family to work conflict was high, individuals low in negative affect and individuals low in trait anger were similar to their counterparts who showed higher levels of these traits in the amount of instigated incivility they reported. However, under conditions of low family to work conflict, the individuals reporting low negative affect and the individuals reporting low trait anger appear to engage in less instigated incivility than those high in these traits. (See Figures 2 and 3).

Table 4:

Summary of Hierarchical Regression Analysis Results for Family to Work Conflict

(FWC) and Negative Affect (NA) Predicting Workplace Instigated Incivility.

Variable	R^2	R^2 change	B	SE B	β	t	p
Step 1							
Gender	0.009	0.009	0.10	0.08	0.09	1.10	.276
Step 2							
Gender			0.09	0.08	0.09	1.12	.267
FWC	0.10	0.09	0.30	0.08	0.31	3.68	.001**
Step 3							
Gender			0.16	0.07	0.17	2.13	.035*
FWC			0.18	0.08	0.18	2.23	.028*
NA	0.25	0.14	0.25	0.05	0.41	4.95	.001**
Step 4							
Gender			0.16	0.07	0.17	2.20	.029*
FWC			0.20	0.08	0.20	2.47	.015*
NA			0.27	0.05	0.44	5.17	.001**
FWC x NA	0.26	0.01	-0.17	0.12	-0.12	-1.44	.153

Note. N=133

Table 5:

Summary of Hierarchical Regression Analysis Results for Family to Work Conflict

(FWC) and Trait Anger, (TA), Predicting Workplace Instigated Incivility

Variable	R^2	R^2 change	B	SE B	β	t	p
Step 1							
Gender	0.007	0.007	0.08	0.08	0.08	0.96	.340
Step 2							
Gender			0.07	0.08	0.07	0.89	.377
FWC	0.10	0.09	0.29	0.08	0.30	3.55	.001*
Step 3							
Gender			0.11	0.07	0.11	1.51	.134
FWC			0.18	0.07	0.19	2.46	.015*
TA	0.29	0.19	0.47	0.08	0.45	5.92	.001**
Step 4							
Gender			0.10	0.07	0.11	1.49	.139
FWC			0.19	0.07	0.20	2.63	.010*
TA			0.51	0.08	0.49	6.09	.001**
FWC x TA	0.30	0.01	-0.28	0.19	-0.12	-1.46	.147

Note. N=133

Figure 2: Negative Affect as a Moderator of the Relationship between Family to
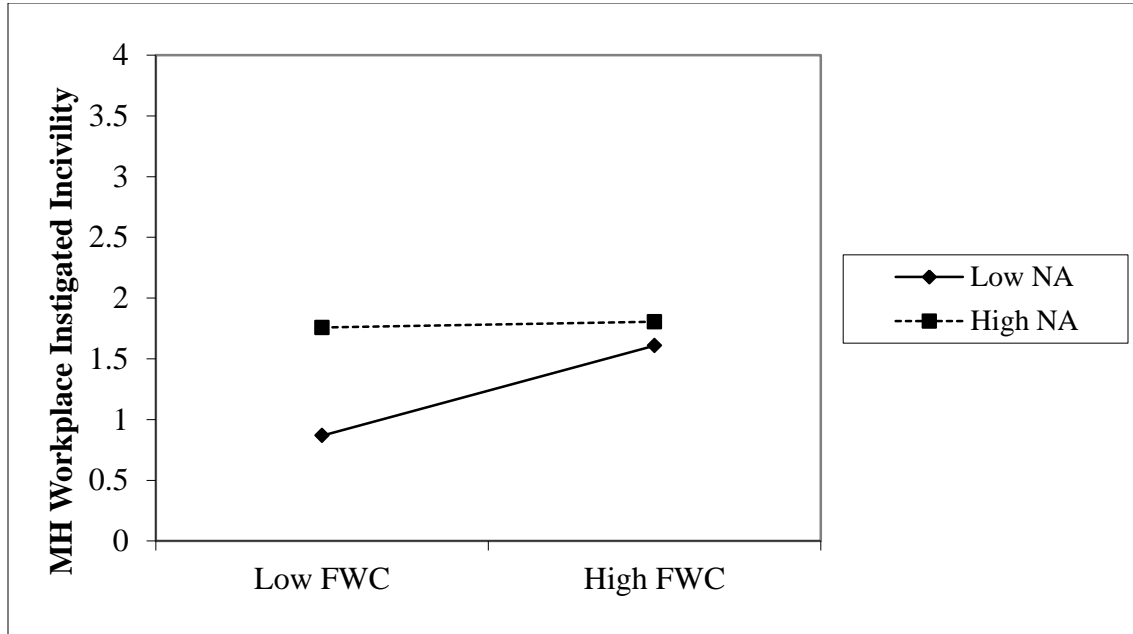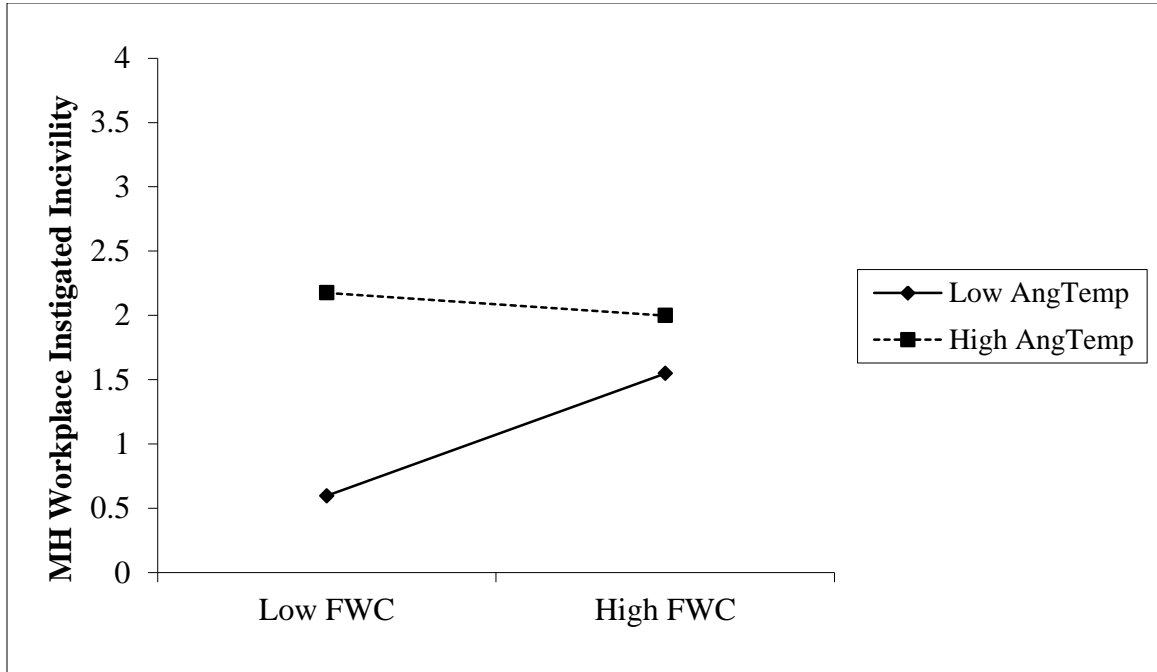
Work Conflict and Workplace Instigated Incivility.

Figure 3: Trait Anger as a Moderator of the Relationship between Family to

Work Conflict and Workplace Instigated Incivility.

Discussion

The present study provides evidence that family to work conflict, trait anger and negative affectivity significantly predict workplace instigated incivility. As predicted in Hypotheses 1a, 1b, and 1c, all variables investigated had a positive relationship to workplace instigated incivility, such that, as reported levels of family to work conflict, negative affect and trait anger increased, individuals reported higher levels of workplace instigated incivility. Further, the results suggest that negative affect and trait anger, may moderate the relationship between family to work conflict and workplace instigated incivility.

Past research has examined the possible causes of instigated workplace incivility within organizations, such as the power status of the instigator and associated outcomes at work such as job satisfaction, organizational commitment and perceptions of unfair treatment (Lim & Lee, 2011; Bartlet, Bartlet & Rio, 2008; Cortina & Caza 2007). This study examines a different area of instigated incivility research, identifying non-work factor antecedents of instigated workplace incivility. In particular this study looked at a situational factor, family to work conflict and two individual difference factors, negative affect and trait anger. Moreover, the interactions between situational and individual differences were identified as potential predictors of instigated incivility.

Interestingly the pattern of the observed interactions differed from the hypothesized relationships. I hypothesized that there would be an interaction between family-work conflict and trait anger such that the relationship between reported workplace instigated incivility and family-work conflict would be stronger for those individuals reporting relatively high (versus low) trait anger. I also hypothesized that

there would be an interaction between family-work conflict and negative affect such that

the relationship between reported workplace instigated incivility and family-work

conflict would be stronger for those individuals reporting relatively high (versus low)

negative affect. These hypotheses were based on empirical stress models and previous

research investigating various predictors of aggression in the work environment. Because

incivility falls under of the category of mistreatment at work, and is considered by

Hershcovis (2010) to be a milder form of aggression, it made sense to investigate whether

or not personality traits, that have been identified to be predictors of aggression, also

were predictors of instigated incivility (Baron & Neuman, 1998).

Individuals who reported high trait anger or reported high negative affect tended

to report higher instigated incivility. However the nature of that relationship may depend

on the extent of family to work conflict the individuals are experiencing. Individuals who

reported low trait anger or low negative affect who also reported high family to work

conflict showed higher levels of workplace instigated incivility than did individual low

on these traits, but who reported low family-work conflict. Recall that I had hypothesized

the opposite pattern, that family-work conflict would have a larger impact on the

instigated incivility of those high in trait anger or negative affect. Reflecting on this

surprising pattern of results, I offer two potential explanations. First, this observed pattern

may suggest that civility is a cognitive resource heavy behaviour (Vohs, Baumeister &

Ciarocco, 2005; Hofmann, Friese & Strack, 2009), such that civility requires time and

effort. Perhaps when low trait anger or low negative affect individuals are under pressure

from family-work conflict, they are less able to control or curb uncivil behaviour because

the family-work stressor is already taxing all their resources. When low trait anger or

low negative affect individuals are not under pressure from family-work conflict they may invest their cognitive resources to curb or avoid uncivil actions. Furthermore, it is possible that individuals high in angry temperament or high in negative affect may not show more instigated incivility when reporting high family to work conflict because their high levels of these trait variables may mean that their cognitive resources may always be at the limit. These individuals may be "triggered" to be uncivil no matter what else happens in their day because their coping mechanisms are at their capacity already. Alternatively, such individuals may not be concerned about their uncivil behaviour and do not invest cognitive resources to control it regardless of their level of family-work conflict. This patterns observed in the interactions may be explained by research conducted by Shoda, Mischel and Wright (1994). This research established a configuration of "if … then" process for situation-behaviour relationships. In this person-centered approach, they posit that there is a systematic method that individuals follow when making choices of how to behave. The stability in the situation-behaviour relations is stable to the degree that there is stability in the underlying ways in which individuals interpret the situation and behaviours are activated. There are encoding differences between individuals, which results in activation of different behaviours. In the case of high trait anger or high negative affect individuals, it may be the case that there is stability in their interpretation of the appropriateness of uncivil behaviour regardless of other situational factors. Furthermore, Shoda, Cervone and Downey (2007) introduce a new paradigm of person-context systems in the way human behaviour is expressed. They consider whether situations are strong versus weak. For example, imagine the situation of an invitation to a party. A shy individual would view this as a strong situation and may

turn down the invitation; whereas an outgoing individual would view this as a weak

situation and accept (Cervone & Winer, 2010). In any given situation, an individual will

generate the response patterns they expect to lead to the most subjectively valuable

outcome (Shoda et al., 2007). Stronger situations impact individuals' behaviour by

taxing their resources, meaning individuals are less able to control their responses.

Pertinent to the current research, high family-work conflict may represent a strong

situation and this situational variable trumps, or undermines the individual differences of

both trait anger and negative affect. Thus, for individuals low in trait anger or low in

negative affect the situational presence of family to work conflict may mean that they are

less able to control their responses to others at work and uncivil behaviour is observed.

A second potential explanation for the observed pattern in the interactions lies in

the stress perspective. As noted in the introduction, instigated incivility may be a stress

response in response to the presence of a stressor, in this case family to work conflict.

Stressors are precursors to strain and it is possible to approach family-work conflict and

workplace instigated incivility in a stressor-stress-strain model (Kelloway et al. 1999).

Emotional distress prevents rational thought and therefore undermines the capacity to

effectively regulate oneself. Aggression is influenced by self-control and research by

Baumeister (1979) concluded that the proximal cause of much aggression is the

breakdown of the internal restraints that normally keep individuals from acting on their

angry impulses (Tice, Bratslavsky & Baumeister, 2001). Hershcovis (2010) posits that

incivility falls under the broad construct of aggression. How does this stressor-strain

model look different for individuals who have low negative affect or low trait anger

compared to individuals who have high negative affect or trait anger? It is possible that

individuals, who report low trait anger or low negative affect, may escalate into the territory of uncivil behaviour when reporting high family-work conflict because the stress of the family-work conflict is influencing their behaviour through a stress response that manifests itself as instigated incivility. The results from this study support this theory. Furthermore, for those individuals with high trait anger or high negative affect, their escalation may lead to aggressive behaviour which the dependent measure in this study would not capture.

Limitations and Future Research

One major limitation of this study is that all the measures were single source, self-report. As with all self-report measures, a common problem is response bias resulting in unreliable data. This study asked participants to admit to behaviour that is considered anti-social; therefore, participants may have under-reported the level of family to work conflict, trait anger, negative affect and amount of workplace instigated incivility they participated in. Furthermore, individuals who are high in negative affect or trait anger may not be as aware of their instigated behaviour or less likely to recall behaving in uncivil ways, which would result in measurement error. This type of measurement also constitutes a common method variance bias in which there may be an overstatement or inflated relationships among constructs (Podsakoff, Mackenzie, Lee & Podsakoff, 2003). This raises the possibility that the results and measured differences found are due to the similar manner in which the study variables were obtained, rather than the actual relationships among the variables (Spector & Brannick, 2009). This bias can occur, for example, because of the way the questions are constructed, the order in which the questions are asked, and the participants to which they are asked. However, interactions

are not as vulnerable to common method variance bias; on the contrary, interactions can be severely deflated through common method variance, making them more difficult to detect through statistical means (Siemsen, Roth & Oliviera, 2010). If common method variance impacted the statistical tests for the interaction it would be in the direction of a Type II error. Future research should consider measuring instigated incivility using other methods, such as direct observation. However, one would need to gauge the extent to which incivility is observable by a researcher. It is possible that organizational actors would stifle uncivil behaviour in the presence of observers. However, such suppression of uncivil acts may not necessarily occur as workplace norms direct uncivil behaviour and individuals will relax into their normal interactions even with research observers present (Calabrese, 2001). Also, as incivility is considered to be ambiguous in intent and instigators may not realize that others perceive their behaviour as uncivil, lack of awareness may curb observer effects. An alternative option for direct observation would be co-worker involvement, such that they report any witnessed incidents.

The findings of this study are obtained from cross-sectional data; therefore no directionality of the relationship between any of the variables investigated can be ascertained. Nevertheless, Kelloway and Francis (2007) discuss how stressors are precursors to strain. It is reasonable to conclude that family-work conflict is a type of stressor that manifests itself as strain in the form of workplace instigated incivility. A diary study may be useful in determining instigated incivility at a micro level to clarify the direction of the relationships. Also, diary studies would allow for within subjects comparisons as the individuals' reports of family to work conflict and workplace instigated incivility may vary, but their basic, trait level affect and temperament would

remain stable, allowing for greater understanding of the relationship between the

situational factor of family-work conflict and workplace instigated incivility.

Previous research investigating experienced incivility has reported gender

differences. Cortina et al. (2001) reported that women were more likely than men to

report experienced workplace incivility. However, in this study, gender was not a

significant factor related to workplace instigated incivility. Future research may want to

investigate this phenomenon.

This study had a relatively small sample size, with 143 completed surveys. This

resulted in low statistical power. Participants were invited to participate in this study via

direct email and online social Medias of "Facebook" and "LinkedIn". This convenience

and snowball sample methodology yielded voluntary participation from one hundred and

eighty seven individuals working in various organizations across Canada, including

participation from approximately 60 individuals working in a large healthcare

organization. Of the 187 surveys completed, only 143 were included as numerous

individuals did not complete the entire survey. Generally researchers achieve greater

power with increases in their sample size. This is because larger sample sizes are

associated with lower standard errors of the mean and narrower confidence intervals.

Thus, larger samples sizes result in increasingly more stable and precise estimates of

population parameters (Meyers, Gamst & Guarino, 2006). Further research with a larger

sample population would help to support and verify the results of this study.

Upon examination of the data, the mean level of family to work conflict reported

by participants was low; M=1.60, SD=.41286, min-1.0, max 2.86 on a scale of 1 to 4.

This low level of family-work conflict reported may have been as a direct result of the bi-

modal age distribution of the sample. There were many participants that were in their

early 20's (approx. 20% of the sample) and many participants that were in their early 50's

(approx. 25% of the sample). For the purposes of this study on family to work conflict,

this bimodal sample distribution perhaps affected the results such that many of the

individuals in their early 20's likely did not have either child care or elder care

responsibilities as yet, and the participants in their early 50's were perhaps more likely to

have grown children and not experiencing as many family pressures as they might have at

other times in their lives. For instance, the mean number of dependants' under the age of

18 reported was .94. The mean number of family members living at home other than

dependent children was 1.46. It is possible that many of participants' children were also

older and more self-sufficient, resulting in participants reporting less family-work

conflict. Future research may want to include additional information on the source of the

family to work conflict (e.g., number of children, age of children, degree of elder care

demands). Although the current study demonstrated the relationship between the amount

of family to work conflict and instigated incivility it was not able to consider how aspects

of the type of family stressors influence instigated workplace incivility

This study used an unproven measure of workplace instigated incivility. Although

there is a validated scale, Blau and Andersson's (2005) Instigated Incivility Scale, it was

not used in this study because it measures only subjective items highly open to

interpretation, as opposed to more objective behaviour based items. Subjective items,

such as *"Put down others or were condescending to them in some way";* and *"Made*

demeaning, rude or derogatory remarks about someone" leave substantial room for

participants to interpret their actions and may be more easily denied by participants and

thus may be particularly vulnerable to self-report biases, because individuals may not

have associated things they have done with being rude or condescending.

The scale used in this study was a modified version of Martin and Hine (2005)

Uncivil Workplace Behaviour Questionnaire, which measures both behavioural and

subjective aspects of the construct of incivility. The questions were modified to reflect

instigated instead of experienced incivility. This adapted version of the scale is

previously untested; nevertheless, it had a solid factor structure and all the items loaded

on the modified scale in the same manner as they loaded on the original scale. The scale

also had high reliability $\alpha = .86$. As this scale is considered to be multidimensional,

measuring both behavioural aspects and judgemental aspects of incivility, it captures

more aspects of the construct of incivility than the Blau and Andersson (2005) scale.

Examples of behavioural focused questions from Martin and Hine (2005) include: "*I read*

communications addressed to other people such as emails or faxes" and "I failed to

attend to matters, in a timely fashion for which others were depending on me". These

items reflect clear behaviours that happen at work and because behavioural items (e.g.

read communications) are more arguably difficult to deny, they may be less prone to self-

report biases. However, it is possible that this scale may not have adequately captured all

facets of instigated incivility. Incivility is defined as "low intensity deviant behaviour,

with ambiguous intent to harm the target in violation of workplace norms for mutual

respect. "Uncivil behaviours are characteristically rude and discourteous displaying a

lack of regard for others" (Andersson & Pearson, 1999, pg. 457). What exactly is low

intensity deviant behaviour? How does a researcher capture this? The same applies to

ambiguous intent. Is rude and discourteous behaviour intentional or ignorant? The ranges

of behaviours reflecting this characteristic of incivility are unlimited. Incivility is a difficult concept to capture and measure; therefore, the scale used in this study may have missed key characteristics, with the effect of under reporting the results. If the results are under reported due to the issue of not fully capturing the construct of instigated incivility, it may imply that the interactions involving family to work conflict, trait anger and negative affect found in this study might be stronger, with the result being the discovery of significant predictors of instigated incivility. Improvements to the measure of workplace instigated incivility may help future researchers to clarify what exactly incivility is and its effect on both instigators and targets.

Another limitation of the study related to social desirability bias, is that individuals may be reluctant to report their true level of trait anger or negative affect, so that they present themselves in the best possible light, thus under reporting and affecting the results of the interaction with family-work conflict. Nonetheless, this study did assure participants that their responses were anonymous and confidential, so this may have mitigated the social desirability bias effects. However, future research may want to examine these traits through veiled questions that investigate these variables without the participants realizing what behaviours they are admitting to. For example, a focus group study or an experiment with a confederate as part of the process that entails questions and actions for participants to complete, veiled to measure something other than instigated incivility, may be more effective at capturing instigated incivility behaviours.

Practical Implications

The current study, to my knowledge, is the first to investigate a situational factor, family to work conflict and individual differences, trait anger and negative affect, as

predictors of workplace instigated incivility. This study offers preliminary insight into

these variables that individuals bring with them to the work environment and explains

some of the variance in reported workplace instigated incivility. This is an important new

area of research that adds to the body of literature concerning instigated incivility and

addresses a gap in the literature. Numerous previous studies have explored workplace

instigated incivility investigating variables that occur within work environments, such as

work overload, job insecurity, work exhaustion, procedural justice, distributive justice

and job satisfaction (Caza & Cortina, 2007; Cortina et al. 2005; Bartlett et al., 2008). This

study offers evidence that workplace instigated incivility is not only a result of workplace

factors but also outside dynamics that individuals bring with them to work each day.

What are the implications of these results for recruitment processes organizations

practice? The results from this research indicate that individuals who report higher levels

of family work conflict and are predisposed to negative affect or angry temperament,

report instigating incivility in their work environment more than individuals who did not

report high levels of family to work conflict. This study raises serious matters for

organizations to consider when recruiting staff and looking at staff training and

development. Organizations cannot recruit or screen employees on their levels of family

stressors or trait characteristics as those practices would be unethical and violate human

rights codes. However, with this knowledge, organizations can implement training and

development programs and interventions to help their employees behave differently.

Programs that encourage employees' self-awareness and understanding of potential

factors that drive them to behave in an uncivil manner towards others would be effective

in helping to mitigate uncivil behaviour. Coaching, mentoring, and leading by example

are all types of training and development processes that organizations can employ to help

address the problem of instigated incivility. Interventions designed to defuse uncivil

behaviours before they occur are also options. Research by Leiter, Laschinger, Day and

Gilin-Oore (2011) found that employee based civility interventions improved

relationships among colleagues. Interventions included driving processes that helped

individuals learn how to interact, using facilitators to demonstrate proper behaviours and

interactions, and encouraging employee ownership of the process, such that they are

important in implementing changes and not just passive participants.

Furthermore, the current results suggest that family to work conflict predicts

instigated workplace incivility. While organizations can not directly change the

interactions in an individual's home environment, they must to take into account the

importance of this finding and take steps to help mitigate the conflict between family and

work by implementing psychologically healthy workplace practices that foster employee

health and well-being and support balance between family and work life. Such practices

might include flexible scheduling and working hours, on-site and/or subsidized childcare,

and social support programs to assist individuals experiencing familial issues such as

divorce, illness and or death (Grawitch, Gottschalk & Munz, 2006).

Of particular interest for further research are the results concerning the interaction

between individual variables and family-work conflict as related to reported workplace

instigated incivility. It is possible that the interaction observed between the variables in

this study and the resulting reported increased level of instigated incivility may also apply

to aggression, as incivility is considered to fall under the broader construct of aggression

(Hershcovis, 2010). Thus, it would be interesting to examine whether or not the observed

interactive patterns apply to other types of counter-productive work behaviours, such as aggression.

In conclusion, since family to work conflict and workplace instigated incivility will continue to be an ongoing concern for employers, it is important for organizations to understand all the antecedents that may contribute to both of these issues. Workplace instigated incivility does not occur due to workplace situational factors alone. Outside undercurrents of situational factors, such as family to work conflict, and individual differences also influence and predict these counter-productive workplace behaviours that are detrimental to employee health and organizational effectiveness. It is important for organizations to ensure that they create cultural norms of civility and manage effectively incidents of instigated incivility, by understanding and taking steps to address the situational factors and individual differences that may be driving these undesired and destructive workplace behaviours.

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Appendix A

Family to Work Conflict Measures

Scale Items:

Kelloway et al. (1999) (original scale: 4 points, 1-never, 2-sometimes, 3-often, 4-almost always)

Reflecting on the past 12 month period:

1. I would put in a longer workday if I had fewer family demands.
2. My family demands interrupt my workday.
3. I spend time at work making arrangements for my family members.
4. Family demands make it difficult for me to take on additional job responsibilities.
5. Family demands make it difficult for me to have the work schedule I want.
6. When I am at work, I am distracted by family demands.
7. Things going on in my family life make it hard for me to concentrate at work.
8. Events at home make me tense and irritable on the job.
9. Because of the demands I face at home, I am tired at work.
10. I spend my time at work thinking about the things that I have to get done at home.
11. My family life puts me into a bad mood at work.

Appendix B

Modified Martin & Hine (2005) UWBQ

Martin & Hine (2005) Uncivil Workplace Behaviour Questionnaire: (original scale 1-never, 2-rarely, 3-occasionally, 4-often, 5-very often and n/a for items 5-9). The scale measures 4 distinct factors associated with instigated incivility; hostility (items 1-4); privacy invasion (items 5 - 9); exclusionary behaviour (items 10 – 16); and gossiping (17 – 20). The addition of 0-not applicable is added to this scale to accommodate individuals who do not work in office jobs.

In the past 12 month period, how often have you exhibited the following behaviours at work?

1. I raised my voice while speaking to others.
2. I used an inappropriate tone when speaking to others.
3. I spoke to others in an aggressive tone of voice.
4. I rolled my eyes at others.
5. I took stationary from other people's desks without later returning it.
6. I took items from other people's desk without prior permission.
7. I interrupted others while they were speaking on the telephone.
8. I read communications addressed to other people, such as emails or faxes.
9. I opened other people's desk drawers without prior permission.
10. I neglected to consult other people regarding decisions they should have been involved with.
11. I gave short notice to people when cancelling or scheduling events that they were required to be present for.
12. I failed to inform people of a meeting that they should have been informed about.
13. I avoided consulting someone when I would normally be expected to do so.
14. I failed to return a phone message or email without good reason.
15. I neglected to pass on information to someone who should have been made aware.
16. I failed to attend to matters, in a timely fashion, for which others were relying on me to do.
17. I publically discussed others' personal information.
18. I made snide remarks about others behind their back.
19. I talked about others behind their back.
20. I gossiped behind people's backs.

Appendix C

Spielberger (1983) Trait Anger Inventory – Angry Temperament

Trait Anger Scale (original scale: 1-almost never, 2-sometimes, 3-often, 4-almost always)
A number of statements that people have used to describe themselves are given below.

Read the statements below and indicate how you have generally felt, over the past 12 month period, by placing the appropriate number next to each item.

1. I am quick tempered
2. I have a fiery temper
3. I am a hot-headed person
4. I fly off the handle
5. I say nasty things when mad
6. I feel like hitting someone when frustrated

Appendix D

PANAS - Negative Affect Items

Watson, Clark & Tellegen (1988b) Positive Affect Negative Affect Scale (PANAS)
(original scale: 1-very slightly or not at all, 2-a little, 3-moderately, 4-quite a bit, 5-very
much)

This scale consists of 10 words that describe different feelings and emotions. Read each
item and then mark the appropriate answer in the space next to that word. Indicate to
what extent over the past 12 month period you feel on average.

____irritable (NA)   ____distressed (NA)
____ashamed (NA)   ____upset (NA)
____nervous (NA)   ____guilty (NA)
____scared (NA)   ____hostile (NA)
____jittery (NA)   ____afraid (NA)

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