

**EXPLORING ANTECEDENTS AND DAILY
CONSEQUENCES OF WORKPLACE INCIVILITY:
AN EXPERIENCE SAMPLING STUDY**

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AN EXPERIENCE SAMPLING STUDY**

**by
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To anyone who has been a victim of workplace mistreatment



DECLARATION OF ORIGINALITY

I hereby declare that I am the sole author of this thesis and that this is the true copy of my thesis, including the final revisions, approved by my thesis committee. All data and information have been obtained, produced, and presented in accordance with the rules of research ethics and principles of academic honesty. As required by these rules, to the best of my knowledge I have acknowledged ideas, thoughts, and any copyrighted material in accordance with the standard referencing rules. I certify that any part of this thesis has not been submitted for a degree or diploma in another educational institution.

Elif Demirtaş

ABSTRACT

This 5-day experience sampling study aims to investigate the antecedents and short-term consequences of workplace incivility (WPI) coming from two different sources: supervisors and co-workers. Using the *victim precipitation* and *perpetrator predation* framework as a conceptual basis, this study examined attachment orientation as a relatively stable individual difference antecedent of WPI experience/perception, and morning (before-work) negative affect as a situational individual difference antecedent of daily WPI. End-of-work burnout and job satisfaction were the outcome variables examined in the study. Finally, the moderating effects of attachment orientation on the WPI-burnout and WPI-job satisfaction within-person relationships were investigated. The sample consisted of 190 full-time employees from a wide range of occupations who interacted face-to-face with supervisors and co-workers on a daily basis. Participants completed before and end-of-work surveys during five consecutive days. Random coefficient modeling with a multilevel path analysis was conducted to test hypotheses. As expected, attachment anxiety was positively related to WPI experience at the between-person level whereas negative affect was positively related to WPI at the within-person level. Daily WPI predicted end-of-work burnout and job satisfaction. Attachment anxiety exacerbated the negative effects of supervisor incivility on both burnout and job satisfaction whereas attachment avoidance amplified the negative effects of supervisor incivility on burnout only. A number of exploratory analyses were also conducted. Findings highlight the importance of treating this seemingly minor deviant workplace mistreatment not only as a chronic phenomenon but also as an episodic one.

Keywords: Antecedents of incivility, experience sampling, attachment, negative affect

ÖZET

Bu 5-günlük deneyim örnekleme çalışmasında, iki farklı kaynaktan gelen (iş arkadaşı ve yöneticiler) iş yeri nezaketsizliği (İYN) yaşantısının öncüllerinin ve kısa vadedeki sonuçlarının incelenmesi amaçlanmıştır. Kavramsal temel olarak *fail predasyon* ve *mağdur odaklı suç çerçevelerinin* kullanıldığı bu araştırmada, İYN algısının/deneyiminin bireysel bir öncülü olarak bağlanma yönelimi ve durumsal bir öncülü olarak mesai öncesi deneyimlenen olumsuz duygulanım incelenmiştir. İYN yaşantısının sonuçları olarak ise mesai sonrası tükenmişliği ve iş doyumu analiz edilmiştir. Son olarak, bağlanma yöneliminin İYN-tükenmişlik ve İYN-iş doyumu ilişkileri üzerindeki düzenleyici etkileri incelenmiştir. Araştırma örneklemini, gün içinde ofiste yöneticileri ve iş arkadaşlarıyla yüz yüze çalışan geniş bir yelpazedeki mesleklerden 190 çalışan oluşturmaktadır. Katılımcılar beş gün boyunca mesai öncesi ve sonrası anketlerini tamamlamışlardır. Hipotez testi için çok düzeyli yol analizi ile rastgele katsayı modellemesi gerçekleştirilmiştir. Beklendiği gibi, bağlanma kaygısı kişiler-arası düzeyde, mesai-öncesi olumsuz duygulanım da kişi-içi düzeyde İYN deneyimi ile pozitif ilişkilidir. Günlük İYN deneyiminin mesai sonrası tükenmişliği ve iş doyumunu yordadığı bulunmuştur. Bağlanma kaygısı, yönetici nezaketsizliğinin hem tükenmişlik hem de iş tatmini üzerindeki olumsuz etkisini şiddetlendirirken, bağlanma kaçınması yönetici nezaketsizliğinin yalnızca tükenmişlik üzerindeki olumsuz etkisini şiddetlendirmektedir. Bulgular, bu kötü muamele türünün yalnızca kronik bir olgu olarak değil, aynı zamanda epizodik bir olgu olarak da ele alınmasının önemini vurgulamaktadır.

Anahtar kelimeler: Nezaketsizliğin öncülleri, deneyim örnekleme, bağlanma, olumsuz duygulanım

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LIST OF ACRONYMS AND ABBREVIATIONS

- AET:** Affective Events Theory
COR: Conversation of Resources
ESM: Experience Sampling Methodology
NA: Negative Affect
PA: Positive Affect
SIP: Social Information Processing
WPI: Workplace Incivility



1. INTRODUCTION

1.1 Overview of the Study

For the last two decades, there has been a growing interest in the study of various forms of workplace mistreatment (e.g., abusive supervision, sexual harassment, and mobbing) in the organizational psychology literature (Fischer et al., 2021; Toker, 2016; Yamada et al., 2018). Andersson and Pearson (1999) introduced the concept of workplace incivility as a form of workplace mistreatment and defined it as mildly deviant behavior with ambiguous intentions to harm the target. A recent survey conducted on a sample of employees across a range of occupations demonstrated that 88.3% of workers had experienced at least one incivility incident in the past year (Marchiondo et al., 2018). Dhanani et al.'s (2021) meta-analysis identified incivility as the most common form of workplace mistreatment. Although workplace incivility is categorized as minor deviant behavior, a vast body of research has consistently shown that the experience of incivility is associated with numerous work- and health-related outcomes such as decreased work motivation (Sakurai & Jex, 2012), organizational commitment (Lim & Teo, 2009), job satisfaction (Khan et al., 2021), task performance (Chen et al., 2013), well-being (Arnold & Walsh, 2015), and increased levels of stress (Adams & Webster, 2013), depression (Lim & Lee, 2011), and burnout (Liu et al., 2019).

Although researchers have extensively examined the detrimental effects of experienced workplace incivility (see Schilpzand et al., 2016 for review), they have paid relatively less attention to antecedents of becoming the target of workplace incivility. Considering the severe individual and organizational consequences of workplace incivility, understanding the antecedents of this mistreatment type has critical theoretical and practical value. Nevertheless, researchers seem reluctant to examine individual

differences as precursors of experience of workplace incivility. One possible reason is that researchers avoid being perceived as taking a victim-blaming attitude. However, research findings indicate that certain traits may affect both the likelihood that individuals perceive themselves as victims of workplace mistreatment (Bowling et al., 2015) and the likelihood of becoming the target of mistreatment (Milam et al., 2009). Understanding individual differences in the experience of workplace incivility becomes even more important because of the ambiguous and low-intensity nature of this specific form of workplace mistreatment. Uncertainty in the perpetrator's intent to harm leaves rude treatment susceptible to individuals' subjective assessment. More specifically, the interpretation/perception of behavior as uncivil depends entirely on the recipient of that behavior (Andersson & Pearson, 1999). Considering the high costs of workplace incivility for targeted individuals (Lim & Lee, 2011), identifying dispositional characteristics could also be critical in empowering potential targets in organizations. Whereas previous research on individual antecedents of workplace incivility investigated some personality traits such as high neuroticism, low agreeableness (Milam et al., 2009), and trait anger (Sliter et al., 2015), there still seems to be a gap in the literature. To fill this gap, the present study examined attachment orientation (specifically attachment anxiety) as an individual antecedent in the perception/experience of workplace incivility. Attachment orientation, which largely determines individuals' perceptions in social environments (Dykas & Cassidy, 2011) and directly impacts their social/interactional abilities (DiTommaso et al., 2003), could provide a solid conceptual basis for understanding being the target of this interpersonal form of workplace mistreatment.

A number of studies have examined the static antecedents and long-term impacts of workplace incivility using a cross-sectional approach (Reio & Ghosh, 2009). However,

the knowledge of the dynamic factors that contribute to the occurrence of these negative work events and the short-term impact of incivility is still limited. Responding to Cortina et al.'s (2017) call for daily-diary designs in the study of workplace incivility, the present study utilized an experience sample methodology where data were collected from the participants twice daily, before and after work, over five consecutive workdays. Considering the relationship of workplace incivility with several negative work and health outcomes, understanding the situational factors that may lead to the emergence and spread of this epidemic in workplaces is crucial for organizations to take action and prevent undesirable consequences. Therefore, the current study not only examined attachment orientations as an individual antecedent of workplace incivility but also investigated morning (before work) negative affect as a situational antecedent of this phenomenon. Another unique contribution of this study is that, to the knowledge of the author, this study is the first one to address negative affect as a "situational antecedent" of incivility by taking advantage of the time perspective provided by the experience sampling methodology. Furthermore, to determine the short-term consequences of workplace incivility, end-of-work burnout and end-of-work job satisfaction were examined as outcome variables in the present study. Last, employee attachment orientation (specifically attachment anxiety) is expected to determine not only the perception/experience of workplace incivility but also the impact of daily incivility on end-of-work burnout and job satisfaction.

The current study appears to be unique in terms of how workplace incivility was measured. As detailed in the methods section, incivility scores encompassed both the experience and the perceived impact of uncivil behaviors encountered during the day. Additionally, the literature has largely overlooked the differential effects of incivility

from various sources. Contributing further to the field, the present study focused on understanding the differential effects of incivility coming from two different sources, supervisors and co-workers.

To summarize, using an experience sampling methodology, the purpose of the present study was to examine a) How attachment orientation and morning negative affect influenced the experience/perception of workplace incivility; b) How uncivil behaviors from supervisors and co-workers encountered during the day impacted end-of-work burnout and job satisfaction levels; and c) Whether attachment orientation moderated the incivility-burnout and incivility-job satisfaction within-person relationships.

In the remainder of this introduction, first, the literature on workplace incivility is summarized along with the related research findings. Second, individual differences in the experience of workplace incivility are briefly overviewed. Finally, the current study is presented in more depth with the proposed hypotheses.

1.2 Workplace Incivility and Consequences

Workplace incivility has been defined as “low-intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect. Uncivil behaviors are characteristically rude and discourteous, displaying a lack of regard for others” (Andersson & Pearson, 1999, p. 453). Examples of workplace incivility include undermining a colleague’s credibility, putting down or condescending in some way, making unfounded accusations, berating one for an action in which they had no part, spreading gossip, excluding someone from a meeting or professional camaraderie, making unwelcome attempts to draw someone into a discussion of personal matters, ignoring to greet someone, cutting people off while they are speaking, neglecting a colleague's request, using disparaging language or voice tone, making derogatory remarks

in front of others, giving people the silent treatment, sarcasm (Gallus et al., 2014; Pearson et al., 2001; Porath & Pearson, 2012; Wasti & Erdaş, 2019).

Although workplace incivility is categorized as minor deviant behavior, studies have shown that the experience of incivility is consistently associated with many negative work and health outcomes. To illustrate, the experience of workplace incivility is positively related to negative affective outcomes such as high levels of stress (Beattie & Griffin, 2014; Oyeleye et al., 2013), emotional exhaustion (Sliter et al., 2010), depression (Lim & Lee, 2011), low levels of well-being (Arnold & Walsh, 2015). Workplace incivility is also negatively related to desirable work attitudes such as work motivation (Sakurai & Jex, 2012), job satisfaction (Bunk & Magley, 2013), and organizational commitment (Lim & Teo, 2009). Workplace incivility not only threatens the well-being of employees and their work attitudes but also reduces their functionality at their jobs. Targets of incivility show decrements in different performance-related domains, such as task-related memory (Porath & Erez, 2007), task performance (Chen et al., 2013), and creativity (Porath & Erez, 2007). Targets of incivility also tend to engage in deviant and counterproductive work behavior (Welbourne & Sariol, 2017) that harms the organization. In addition, the adverse effects of workplace incivility not only in the work domain of individuals but also spill over into other areas of their lives. For instance, the experience of incivility is related to high levels of work-family conflict (Ferguson, 2012) and also instigated family incivility (Karanfil, 2019). As the above research findings demonstrate, the costs of seemingly harmless, uncivil behaviors are heavy for both individuals and organizations.

Workplace incivility differs from other workplace mistreatment types with its ambiguous intent to harm and low intensity. Due to these features, targets struggle with

the distinctive consequences of workplace incivility. In their recent meta-analytical review Yao et al. (2022) have analyzed the construct validity of workplace incivility, particularly vis-à-vis other forms of workplace mistreatment, and found that workplace incivility has independent adverse effects beyond other forms of mistreatment because of its unique characteristics that make victims helpless to defend themselves. As another evidence for construct validity, Sümer et al. (2024) showed unique contributions of incivility in explaining burnout (11.9%) and organizations commitment (9.0%) beyond the contributions of mobbing and abusive supervision, two other conceptually overlapping forms of workplace mistreatment.

Yao et al. (2022) identified three distinct characteristics of workplace incivility. First, when targets experience workplace incivility, they have difficulties interpreting and making sense of the behavior. The uncertainty in the perpetrator's intent causes the targets to generate more ruminative thoughts to make clear inferences about the event. These ruminative thoughts could also detain targets of workplace incivility from dedicating their cognitive resources to their work. Second, workplace incivility's ambiguous nature makes targets less likely to confront the perpetrator. Targets who encounter uncivil treatment have difficulty proving to others that the uncivil behavior is severe enough to be penalized or deliberately exhibited against them. Moreover, most targets cannot even be completely sure of that themselves. Third, although policies for more intense mistreatment types such as sexual harassment or abusive supervision have been developed in most organizations, organizational policies for minor deviant behaviors such as incivility are relatively rare (Lim & Cortina, 2005). For this reason, victims are less likely to defend themselves against perpetrators, and they may feel helpless. Minor deviant behaviors that are not prevented by organizations tend to continue with increasing severity. So, incivility may

take a more generic presence in the organization (Yao et al., 2022). Consequently, the adverse effect of workplace incivility may become permanent on the victims. Despite extensive research on the adverse effects of workplace incivility, researchers have paid relatively little attention to the antecedents of becoming the target of workplace incivility. Considering the negative work and health outcomes of workplace incivility, understanding predictors of workplace incivility could provide employers with practical information to attain desirable organizational and individual outcomes.

Another phenomenon that makes this subject worth investigating is the incivility spiral (Andersson & Pearson, 1999). Research has shown that experienced workplace incivility results in treating other employees in an uncivil way (Gallus et al., 2014). Along the same lines, a recent meta-analysis has proved that experienced incivility serves as a risk factor that is highly related to instigated incivility (Park & Martinez, 2022). Incivility spiral within an organization may cause minor uncivil behaviors to escalate rapidly and magnify in severity, resulting in primary deviant behaviors. For this reason, more research is needed to understand the factors that lead to the experience of workplace incivility, which is also seen as the beginning of the spiral.

1.3 Individual Differences in the Experience/Perception of Workplace Incivility

Workplace incivility studies that examine individual differences generally focus on the characteristics of the instigator rather than the victim (Batista & Reio, Jr., 2019; Khalid & Gulzar, 2019; Lanzo et al., 2016; Lata & Chaudhary, 2020; Loi & Golledge, 2018; Ricciotti, 2016). Research findings indicate that individuals who are high in negative affectivity, workaholism, sense of entitlement, machiavelism, and low in emotional intelligence are more likely to engage in uncivil behavior.

Researchers have shown little interest in examining target characteristics as antecedents of incivility. On the other hand, a limited number of studies suggest that specific characteristics make individuals more likely to be victims of workplace mistreatment (Bowling vd., 2015). To illustrate, Yao et al. 's (2022) meta-analysis has revealed that particular demographic and personality characteristics are associated with becoming a target of incivility. That is women, racial minorities, low-ranking employees, employees with shorter tenures, and those low in agreeableness and self-esteem, high in neuroticism and negative affectivity were more likely to be targets of incivility. Understanding individual differences in the experience of workplace incivility becomes even more important because of the ambiguous nature of incivility. Existing literature indicates that workplace incivility is susceptible to individuals' subjective assessment due to its ambiguous intent to harm. More specifically, the perpetrator's rude behavior could be interpreted in different ways by individuals, and perceptions may play a critical role in detecting incivility.

Whereas examining individual differences as antecedents of workplace incivility is an understudied area, the limited number of studies provides critical insights for researchers. In the existing literature, there are two approaches to systematically examining the antecedents of workplace incivility: *perpetrator predation* framework and *victim precipitation* framework. The perpetrator predation framework is a perpetrator-centric theory, suggesting perpetrators choose certain characteristics of individuals as easy and safe targets to minimize the possibility of retaliation or blame (Cortina et al., 2018; Yao et al., 2022). The victim precipitation framework is a victim-centric theory, suggesting that victims with certain characteristics may provoke and attract mistreatment (Milam et al., 2009; Samnani & Singh, 2012; Henle & Gross, 2014) or reported

mistreatment may only stem from biased perceptions of individuals (Sliter et al., 2015). Evidence has shown that the extent to which an employee is abused is stable over time (Bowling et al., 2010), and also employees' experiences of abuse by co-workers are positively related to their experiences of abuse by supervisors (Duffy et al., 2002). Similarly, individuals who have experienced abuse in their personal lives, such as abuse by family members or friends, are more likely to experience workplace mistreatment (Skjorshammer & Hofoss, 1999). The fact that individuals experience mistreatment consistently in several areas of their lives indicates the importance of examining the individual differences variable as the premise of being the target of abuse by adopting a victim-centered approach.

Researchers investigating individual differences in the experience/perception of workplace incivility have generally focused on the Big Five. For example, Milam et al. (2009) have examined the Big Five personality factors in the experience of workplace incivility. They suggested that low agreeableness would lead to arguments and disagreements, and high neuroticism would lead to negative feelings (e.g., nervousness, worrying, and insecurity) and unusual social interactions (e.g., irritability, loud rumination, excessive talking). Herewith, the researchers assert that low agreeable and high neurotic individuals may be perceived as provocative by others. Consistently, results have shown that agreeableness is negatively related to experienced incivility, neuroticism is positively related to experienced incivility, and provocative target behavior mediates these relationships. These differences in the experience of incivility between Big Five traits may also have resulted from differences in perception among individuals. For instance, people high on neuroticism may easily perceive and report uncivil behaviors with ambiguous intent as rude because of their tendency to negatively evaluate others and

the world. In addition, this difference may stem from the desire to meet specific needs among individuals. For instance, agreeable people have harmony needs in their interpersonal relationships and are motivated to maintain their interactions positively (Milam et al., 2009). Therefore, they are less likely to report uncivil behavior as rude, attributing situational factors rather than the perpetrator's malicious intent (Graziano et al., 1996). Arshad and Ismail (2018) have further examined the relationship between knowledge-hiding behavior and workplace incivility. Results indicate that team members with a higher tendency to hide knowledge experienced more workplace incivility than other team members. In addition, the findings point to the moderator role of neuroticism in the relationship between hiding knowledge behavior and workplace incivility. This finding is consistent with previous studies showing that neuroticism as a target characteristic predicts workplace incivility (Milam et al., 2009).

Furthermore, previous research has demonstrated that certain traits affect the probability that individuals will perceive themselves to be victims of workplace abuse (Bowling et al., 2015). For instance, Sliter et al. (2015) have examined the relationship of individual differences with the perception of incivility, suggesting that personality traits may determine appraisals of environmental stressors (Costa et al., 1990). Researchers proposed that positive affectivity, emotional stability, agreeableness, extraversion, and openness may be associated with individuals' less threatening interpretations of adverse events, and negative affectivity, trait anger, and conscientiousness may be associated with individuals' more threatening interpretations of adverse events. Specifically, they hypothesized that these personality traits may be related to the perception of incivility and, ultimately, the experience of incivility. The results showed that trait anger, negative affectivity, and positive affectivity were positively related to perceptions of incivility, and

openness, agreeableness, and emotional stability were negatively related to the perception of incivility.

Empirical evidence has consistently shown the importance of focusing on the differences in perception among individuals stemming from personality characteristics while studying the experience of incivility (Arshad & Ismail, 2018; Bowling et al., 2015; Sliter et al., 2015). Furthermore, differences in the perception and interpretation of incivility appear to lead to differences in the consequences experienced. A number of studies have found that experience of workplace incivility is associated with undesirable work and health outcomes (He et al., 2021). However, only a few studies are devoted to discovering why incivility occurs, for whom incivility leads to more negative outcomes, and which sources of incivility are associated with which types of negative outcomes. To address this gap, the current study aimed to identify individual and situational factors that contribute to the experience of incivility. This study also aimed to understand the role of individual difference variables in the differential impacts of incivility. While doing all this, the current study also considered the source perspective of incivility.

1.4 The Current Study

In this section, first, the relevant literature on attachment style/orientation as a critical individual antecedent of perceived incivility is briefly overviewed. Second, morning (before work) negative affect is presented as a situational antecedent of perceived incivility. Third, the existing literature on workplace incivility and burnout is briefly overviewed. Fourth, the literature related to workplace incivility and job satisfaction is summarized. Finally, the presumed moderating role of attachment orientation in the perceived incivility-burnout and perceived incivility-job satisfaction relationships are discussed along with the relevant research findings.

1.4.1 Attachment Orientation as an Individual Antecedent of Perceived Supervisor and Co-worker Incivility

Researchers investigating individual differences in the experience/perception of workplace incivility have generally focused on the Big Five (Milam et al., 2009; Welbourne et al., 2020). Although employee attachment style, as an individual difference variable, does not draw attention as much as the Big Five in the organizational behavior literature, studies have demonstrated that employee attachment style is consistently associated with several work behaviors and attitudes. Empirical evidence has shown the relationship between individuals' attachment styles and their depth of perception of workplace stressors (Johnstone & Feeney, 2015), positive social constructs such as civility and psychological safety (Harms, 2011), their attitudes towards their organizations and co-workers (Mikulincer & Shaver, 2007), their trust level in their leaders (Fraizer et al., 2015), their preferences to work individually or as a group (Lavy et al., 2014), their tendency to engage in counterproductive work behavior (Richards & Schat, 2011), positive and negative spillovers from work to home and from home to work (Sümer & Knight, 2001), and burnout levels (Simmons & Gooty, 2009). For instance, Sümer and Knight (2001) found that employees with a preoccupied attachment style, that is, those with higher attachment anxiety, tend to carry their negative emotions, particularly those experienced at home or in the relationship domain, into their work environment.

Workplace incivility is a low-intensity mistreatment type that carries ambiguous intent to harm. Therefore, the interpretation of the behavior is highly open to the individual's subjective assessment. More specifically, whether a behavior will be interpreted as uncivil depends mainly on the recipient of that behavior (Andersson &

Pearson, 1999). Attachment style is a fundamental individual difference variable that determines whether individuals' perceptions of themselves and others are positive or negative. Furthermore, attachment style is directly related to interactional abilities (DiTommaso et al., 2003) and largely determines individuals' perceptions in social environments (Dykas & Cassidy, 2011). Nofle and Shaver (2006) found that attachment style dimensions predicted relationship quality better than the Big Five personality traits. I believe attachment style or attachment orientation provides a sound basis for understanding workplace incivility from the target perspective. More specifically, I expect attachment orientation to be a critical individual antecedent of perception/experience of workplace incivility.

There are different adult-attachment based taxonomies. Shaver and Hazan (1987) proposed three attachment types for adult behavior in romantic relationships, namely secure, avoidant, and anxious/ambivalent. Further, Bartholomew (1991), inspired by Bowlby's initial conceptualizations of internal working models of attachment (1973), distinguished attachment styles based on combinations of self and other models. She combined two levels of self-perception (positive or negative) with two levels of perception of others (positive or negative) and proposed a four-category model (i.e., secure, preoccupied, dismissing, and fearful). A positive image of self expresses high self-esteem and self-confidence and is independent of the other's approval brought about by an internalized sense of self-worth as opposed to a sense of unworthiness and depending on external validation. A positive image of others refers to seeing others as reliable and available as opposed to untrustable and rejecting. The *secure attachment style* is characterized by the positive perception of both self and others. Secure individuals have high self-esteem and self-confidence (Hazan & Shaver, 1987). They perceive others as

accepting and supportive. The *preoccupied attachment style* is characterized by a negative self-perception and a positive perception of others. Preoccupied individuals need high intimacy and experience fear of rejection and abandonment in their relationships. They have a problem with over-expressiveness, and they are extremely distressed about relationship dissolution (Griffin & Bartholomew, 1994). This pattern overlaps with the anxious/ambivalent group of Hazan and Shaver (1987). The *dismissing attachment style* is characterized by a positive perception of self and a negative perception of others. Individuals with dismissing attachment style experience discomfort with intimacy and difficulty in trusting others. Dismissive individuals are self-reliant and independent and deny the importance of close relationships. They have problems respecting a lack of warmth, sociability, and empathy. The *fearful attachment style* is characterized by a negative perception of both self and others. Their personal insecurities and distrust of others impair their interpersonal relationships to a great extent. Fearful individuals view others as unavailable, unresponsive, and punishing; consequently, they avoid close relationships because of their strong fear of rejection by others. They struggle with social inhibition and an inability to assert themselves (Griffin & Bartholomew, 1994). Following this, Fraley and Waller (1998) proposed a two-dimensional attachment model that supports Bartholomew's four-category model (Griffin & Bartholomew, 1994). This model consists of the *anxiety* and *avoidance* dimensions. While anxiety dimension of attachment is characterized by a proximity need and intense fear of rejection, avoidance dimension is characterized by discomfort with proximity and intense need of autonomy. In the recent literature, attachment is more often defined in terms of these two dimensions rather than the categorical approach. In the current study, Fraley and Waller's (1998) dimensional approach was adapted in the measurement of attachment orientation.

The relationship between attachment and incivility experience could be explained on the basis of two different approaches used in the current literature to examine the antecedents of workplace incivility (i.e., *victim precipitation* and *perpetrator predation framework*). Primarily, the victim-based crime framework advocates that reported mistreatment may result from individuals' biased perceptions (Sliter vd., 2015). Social Information Processing (SIP) Theory may offer insight into this approach and provide a theoretical framework for the attachment-perceived incivility relationship. According to SIP theory, several mental operations occur when individuals engage in a social situation, such as paying attention, perceiving social signs, and interpreting them (Crick & Dodge, 1994). Research shows that internal working models of attachment are strongly linked to social information processing (Dykas & Cassidy, 2011), and conceptually they are closely related. Mental operations occurring in social information processing might be distorted by individuals' cognitive biases stemming from their attachment orientation. John Bowlby (1973) argued that individuals create mental representations (internal working models) based on their early relationships with their attachment figure, and these models provide a mechanism that guides individuals in processing and interpreting social information throughout life. Although these patterns have the potential to change, they are thought to stay relatively stable over time (Kirkpatrick & Hazan, 1994). Given these points, attachment style, which determines the quality of individuals' internal working models, may have a unique potential to explain and predict individuals' behavior, especially in the interpersonal context (Pietromonaco & Barrett, 1997). Variations in individuals' incivility perceptions could stem from differences in individuals' social cognitions (Leiter et al., 2015). Whether these models are positive or negative could determine how individuals perceive and interpret the situations. In line with this idea, Main et al. (1985) stated that

internal working models may provide biased rules to individuals by excluding certain information while processing social information. Understanding and taking such filters into account could be beneficial when examining organizational behavior.

Especially insecurely attached individuals' limited and distorted perceptions could affect their evaluation of events at work (such as incivility). While studies demonstrated that both anxious and avoidant individuals have negative attribution bias (NAB) in social information processing, attachment anxiety, and NAB were found to have a stronger positive association than attachment avoidance and NAB (e.g., Boska, 2014; Ly, 2010). Individuals with high attachment anxiety could be hypersensitive to social cues from their social environment (Shaver & Mikulincer, 2007) due to high rejection sensitivity (Ronen & Baldwin, 2010). Previous research has pointed to several factors that may lead to the association of employee attachment orientation with incivility perception. To illustrate, high attachment anxiety is associated with extreme sensitivity and alertness to social and emotional cues from others (Fraley et al., 2006), a strong fear of rejection, and negative evaluation (Hazan & Shaver, 1990). Individuals with high attachment anxiety tend to interpret ambiguous behaviors negatively (Shaver & Mikulincer, 2002) and are better at detecting risks and deceit (Ein-Dor & Tal., 2012). The available literature indicates that highly anxious individuals might be better able to detect low-dose uncivil behaviors more quickly and easily. For instance, anxious individuals who are more likely to have low self-esteem (Lee & Hankin, 2009), are expected to interpret the behavior of a colleague who passes by without greeting them as uncivil behavior, feeling ignored or rejected.

On the other hand, those with high attachment avoidance, who deny relationships' importance and have a positive self-perception (Bartholomew, 1990), may ignore the

behavior of a colleague who passes by without greeting. Since avoidant individuals perceive others as unresponsive or punishing (Mikulincer & Shaver, 2005), they could think that their colleagues deliberately don't greet them rather than attributing external factors like not noticing them and being in a hurry. Considering the positive relationship between negative attribution bias and attachment avoidance (e.g., Boska, 2014; Ly, 2010), avoidant individuals might be expected to detect uncivil behaviors similarly to anxious individuals. However, they may be more likely to downplay these negative incidents as a form of defense, similar to how they deal with potential threats in close relationships (Simpson et al., 1996). The present study asserts that due to their deactivation strategies (Cassidy & Kobak, 2015), even if they are exposed to incivility, avoidant individuals may report lower levels of uncivil behaviors than anxious individuals. Meanwhile, uncivil behaviors coming from managers or colleagues may not be considered unusual/surprising for those with high attachment avoidance. Because these individuals already view others as untrustworthy or rejecting (Mikulincer & Shaver, 2010), people's rude behavior towards them may serve as an affirmation of their negative perception of others. Incivility experiences may not be perceived as distressing for those with high attachment avoidance because such individuals do not expect acceptance and a supportive manner from others (in contrast to anxious individuals) (Bartholomew, 1990).

The victim precipitation framework also asserts that individuals with certain characteristics may attract mistreatment towards themselves. For instance, Milam et al. (2009) suggested that high neuroticism could lead to negative emotions (e.g., irritability, anxiety) and unusual social interactions (e.g., thinking out loud, excessive talking) and that these behavioral tendencies of neurotic people may be perceived as provocative by others. The results confirm that neuroticism is positively related to the experience of

workplace incivility and that provocative target behaviors also mediate this relationship. Considering the studies consistently demonstrating the strong relationship between attachment anxiety and neuroticism (e.g., Crawford et al., 2007; Holmberg et al., 2013), individuals with high attachment anxiety could be expected to provoke incivility by behaving in similar ways. To illustrate, Richards and Hackett (2012) argued that followers with high attachment anxiety tend to cling to their leaders and resist offers of autonomy and independence, resulting in leaders withdrawing their support and attention, damaging their relationships. They found that attachment anxiety is negatively associated with the quality of leader-member exchange (LMX) relationships. Thus, the excessive clinging of anxious individuals might irritate managers and provoke uncivil behaviors from supervisors. Furthermore, empirical evidence suggests that attachment anxiety is associated with a higher level of uneasiness in relationships at work (Hardy & Barkham, 1994), less satisfaction within a relationship (Candel & Turliuc, 2019), less supportive communication (Anders & Tucker, 2000), and poorer conflict resolution (Carnelley et al., 1994). All in all, attachment anxiety seems to pose various challenges to individuals in terms of interpersonal functioning (Mackintosh et al., 2018). Their failure to use effective communication (Weger & Tang, 2022) and conflict management strategies (Creasey & Hesson-McInnis, 2001; Simpson et al., 1996) and lack of social qualities (Goldstein et al., 2019) may invoke uncivil behaviors coming from co-workers with whom individuals communicate regularly during the workday.

In contrast, individuals high in attachment avoidance are less likely to engage in unusual social interactions with others at work. Avoidant individuals generally avoid interpersonal closeness (Collins & Feeney, 2004), prefer to work alone (Hazan & Shaver, 1990), and even use their work to escape possible social interactions (Mikulincer &

Shaver, 2007). In line with these findings, such individuals are less likely to provoke incivility because of the limited social interaction they prefer to engage in with their colleagues and managers. Therefore, individuals with high attachment avoidance could be expected to experience less uncivil behavior compared to individuals with high attachment anxiety.

Another approach that could help explain the attachment-incivility relationship is the perpetrator predation framework. As mentioned before, the perpetrator predation framework argues that perpetrators select certain individuals who are less likely to defend themselves as easy/safe targets to minimize their likelihood of being blamed (Yao et al., 2022). I suggest that excessive "*rejection sensitivity*" and "*fear of abandonment*," characterized by attachment anxiety, might reduce anxious individuals' motivation to defend themselves, making them easy targets for perpetrators. To illustrate, Romero-Canyas et al. (2010) found that individuals with high rejection sensitivity exhibit extremely ingratiating behaviors when they are rejected by a source that is valuable to them. Individuals with high attachment anxiety have a desire to be accepted by "valuable others" and maintain a relationship (Mikulincer & Shaver, 2010). Because of their intense fear of rejection and abandonment, highly anxious individuals are likely to interpret uncivil behavior as "*the threat of ruining a relationship they have.*" When faced with threatening situations (such as incivility experience), anxious individuals adopt hyperactivation strategies (Shaver & Mikulincer, 2002). Accordingly, Pascuzzo et al. (2015) demonstrated that anxious individuals tend to use more emotion-focused strategies, such as self-blame, self-criticism, and rumination, which exacerbate their anxiety. Due to their low self-confidence (Roberts et al., 1996) and tendency to self-criticism (Cantazaro & Wei, 2010), anxious individuals may view their own actions as

responsible for the rudeness of the perpetrator and put the blame on themselves. Therefore, such individuals may feel the urge to check whether their relationship with the perpetrators (colleagues/managers) still continues properly, even after their incivility experiences. They are likely to re-engage with perpetrators (i.e., co-workers and supervisors) immediately following the incivility incident to regain their sense of security and alleviate their fear of rejection, which is likely to be triggered after the incivility experience. As a result, anxious individuals may encounter more incivility incidents again.

Moreover, although those with high attachment anxiety perceive uncivil behavior and may even be negatively affected by this incident, their negative self-image may lead to feelings unworthy of respectful treatment at work. Therefore, anxious individuals might tolerate uncivil behavior more than avoidant individuals with positive self-images. Accordingly, Mikulincer and Shaver (2011) found that individuals with high attachment anxiety had difficulty ending an abusive relationship due to their intense fear of abandonment. Anxious individuals, concerned that others are not able to meet their attachment needs (Simpson & Rholes, 2017), seem to prefer to be in a situation where they are exposed to abusive behavior but still "stay in the relationship." A recent meta-analysis on close relationships (Stefania et al., 2023) has shown that attachment anxiety is associated with exposure to all forms of partner violence (i.e., psychological violence, sexual violence, physical violence). Furthermore, the relationship between psychological violence and attachment anxiety is stronger than the relationship between physical violence and attachment anxiety. Therefore, attachment anxiety could be a critical individual antecedent of being subjected to psychological abuse. After a while, perpetrators of incivility could realize the vulnerability of anxious individuals, which

stems from intense fear of rejection and abandonment. Consequently, on the basis of the perpetrator predation framework, I suggest that incivility perpetrators could purposefully select anxious individuals as easy targets with low tendency to defend themselves and could exhibit more uncivil behavior with increasing severity towards such individuals.

Meanwhile, avoidant individuals, similar to anxious individuals, believe that their attachment needs will not be met by others (Bartholomew, 1990). However, avoidant individuals break such expectations as a defense mechanism and lack the desire to form or maintain close relationships (Bartholomew, 1990). Avoidant individuals tend to keep their relationships with their managers and colleagues on a more professional line due to their discomfort with closeness. The desire to preserve their personal boundaries can also protect avoidant individuals from inappropriate situations such as possible disrespect or violation of boundaries at work. Furthermore, high self-confidence and self-esteem of avoidant individuals (Bylsma et al., 1997) might protect them against incivility. Such individuals are likely to distance themselves from perpetrators of incivility when faced with uncivil behaviors. As a result, avoidant individuals are expected to perceive/experience less incivility than anxious individuals.

Based on the available theoretical foundations and empirical evidence, I propose that employee attachment orientation (attachment anxiety versus attachment avoidance) could be a critical individual difference variable in the experience/perception of workplace incivility in three ways. First, individuals with high attachment anxiety may just perceive a greater number of behaviors as uncivil. Second, anxious individuals could attract and provoke uncivil treatment against them more. Third, incivility perpetrators might consciously select these individuals as easy targets and exhibit uncivil behaviors towards them.

In this context, the following two hypotheses were tested:

H1a: The relationship between attachment anxiety-perceived supervisor incivility is stronger than the relationship between attachment avoidance-perceived supervisor incivility.

H1b: The relationship between attachment anxiety-perceived co-worker incivility is stronger than the relationship between attachment avoidance-perceived co-worker incivility.

1.4.2 Morning (Before-Work) Negative Affect as Situational Antecedent of Daily Perceived Supervisor and Co-worker Incivility

Previous studies examining the relationship between negative affect (NA) and workplace incivility have examined NA as an outcome variable from a cross-sectional perspective. Research findings demonstrate that incivility experience is positively related to higher levels of negative affectivity (Bunk & Magley, 2013; Porath & Pearson, 2012; Sakurai & Jex, 2012). The limited number of studies focusing on the short-term effects of experiencing incivility on employees from a dynamic perspective shows that incivility leads to an increase in negative affect, consistent with previous studies. For instance, Tremmel and Sonnentag (2018) and Zhou et al. (2015) found that experiencing incivility during the day predicted increased negative affectivity at the end of the same day. A study that took a more momentary approach found that incivility experience led to an increase in negative emotions even within seconds (Gabriel & Diefendorff, 2015).

Largely considered a relatively stable personality variable, affectivity is defined as the tendency to experience certain emotions (Watson & Clark, 1984). While individuals with high positive affectivity (PA) tend to feel positive emotions such as enthusiasm, liveliness, and determination and evaluate events from a positive perspective,

individuals with high negative affectivity (NA) tend to feel negative emotions such as anger, fear, hostility, and evaluate events from a negative perspective (Watson et al., 1988). As previously noted, incivility is a low-dose form of mistreatment, and its ambiguous nature makes rude behavior open to individuals' own evaluation. Therefore, negative affect, which directly affects individuals' viewpoints, is likely to emerge as a critical individual difference variable in the perception/experience of workplace incivility.

The hypothesized relationship between negative affect and perceived incivility could be explained by Weiss and Cropanzano's (1996) Affective Events Theory (AET). From a broad perspective, AET suggests that affective events occurring in the workplace influence employees' emotional states. According to AET, individuals' emotional states can fluctuate over time, and that these fluctuations may also influence their attitudes and behaviors in the workplace. Therefore, AET provides a robust conceptual framework for examining both the antecedents and consequences of workplace events. Accordingly, based on AET, this study examined whether morning negative affect predicts the experience of negative events (incivility) during the workday.

While few studies have examined negative affect as an antecedent of experienced incivility, previous research provides some insights. A recent meta-analysis (Yao et al., 2022) demonstrated that negative affectivity predicts workplace incivility. As with the attachment-incivility relationship, this relationship could also be explained by two theoretical frameworks: victim precipitation and perpetrator predation. From the victim's perspective, individuals with high NA, who tend to evaluate events generally negatively, can more easily detect rude behaviors with ambiguous intent to harm. In this regard, Sliter et al. (2015) found that negative affectivity is positively related to the perception of

incivility. Thus, individuals high in NA are more likely to perceive minor deviant behaviors more negatively and report incivility than those high in PA.

According to another assumption of the victim precipitation framework, individuals with high NA may also provoke uncivil behaviors. Milam et al. (2009) suggest that individuals with social skill deficiencies may become targets and attract incivility by engaging in provocative behaviors. Individuals with high NA, who experience unpleasant emotions such as anger and irritability more frequently, are likely to engage in conflict with their colleagues or managers more frequently (Girardi et al., 2015). A recent study showed that individuals with high NA employ inefficient conflict resolution strategies (Zorlular & Uzer, 2023). These individuals are likely to experience interpersonal difficulties at work. Therefore, individuals high in NA may attract incivility and experience more uncivil behaviors than those low in NA.

On the other hand, based on the perpetrator predation framework, perpetrators may intentionally select individuals with high NA as safe targets because these individuals who experience negative emotions such as disgust, contempt, and anger more frequently (Watson & Clark, 1984) are viewed as less attractive by others. Accordingly, those with high NA are less likely to establish positive relationships and receive support from their managers and colleagues. In contrast, individuals with high PA, who experience positive emotions such as enjoyment and happiness more frequently (Watson & Clark, 1984), are more likely to be perceived as more friendly and warm by people around them. Therefore, those with high PA are likely to build supportive relationships with others. For instance, Yoon and Thye (2000) found that individuals with high PA received more managerial support because of their superior social abilities. Therefore, compared to those with high PA, those with high NA may be seen as safe targets by

perpetrators. As a result, such individuals are more likely to be exposed to uncivil behavior at work.

Few studies that consider time in studying the incivility-negative affect relationship (Gabriel & Diefendorff, 2015; Tremmel & Sonnentag, 2018; Zhou et al., 2015) underline the need to consider negative affect in a fluid state. However, all these studies considered state negative affect as an outcome variable in the experience of incivility. There has been no research investigating negative affect as a situational antecedent of incivility. The present study aims to fill this gap in the literature and examines pre-work negative affect as a situational antecedent of daily experienced incivility. Also, the current study is expected to make a contribution to the existing body of knowledge by adding an intrapersonal perspective to the limited number of studies that conventionally examine this relationship from an interpersonal perspective.

In this context, the following two hypotheses were tested:

H2a: At the within-person level, there is a positive relationship between before-work negative affect and perceived supervisor incivility. Individuals perceive more supervisor incivility on days when they have higher morning negative affect compared to days when they have lower morning negative affect.

H2b: At the within-person level, there is a positive relationship between before-work negative affect and perceived co-worker incivility. Individuals perceive more co-worker incivility on days when they have higher morning negative affect compared to days when they have lower morning negative affect.

In this study, individuals' general ("*trait*") negative affect was included as a control variable in order to make more accurate inferences about the unique contribution of before-work negative affect on daily perceived incivility.

1.4.3 End-of-Work Burnout as a Consequence of Daily Perceived Supervisor and Co-worker Incivility

The previous two sections examined the antecedents of perceived incivility. This section investigates end-of-work burnout as a consequence of daily perceived incivility.

The concept of burnout, which refers to becoming exhausted by excessive demands on energy, strength, or resources, was introduced by Freudenberger (1974) and Maslach (1976). Burnout consists of three dimensions: emotional exhaustion, depersonalization (cynicism), and lack of personal accomplishment (Maslach & Jackson, 1981). Burnout can also be classified as personal, work-related, and client-related (Kristensen et al., 2005). The current study focuses on work-related and personal burnout.

Previous studies examining the individual outcomes of workplace incivility have found that experience of incivility is associated with increased negative emotions such as sadness, fear, and guilt (Kabat-Farr et al., 2018), increased psychological distress (Geldart et al., 2018), and decreased well-being (Paulin & Griffin, 2016). Conservation of Resources (COR) Theory (Hobfoll, 1989, 2001) provides a solid framework that could help us understand how incivility leads to all these adverse affective outcomes, resulting in burnout. According to COR theory, individuals strive to acquire and preserve personal, social, and physical resources that support their social relationships. When these resources are threatened or depleted by various stressors, individuals may experience emotional responses such as stress and exhaustion. In order to overcome these adverse effects, individuals may turn to alternative resources, such as social support. However, if demands persist, resource depletion may lead to further negative consequences, including diminished well-being and withdrawal (Halbesleben & Buckley, 2014). Workplace incivility, associated with increases in negative emotions (Kabat-Farr et al., 2018) and

depression (Lim & Lee, 2011), emerges as a significant social stressor in the workplace (Beattie & Griffin, 2014). Therefore, based on COR theory, this study suggests that daily perceived incivility affects employees' end-of-work burnout levels.

The previously mentioned meta-analysis findings of Yao et al. (2022) concluded that workplace incivility differs from other more severe forms of mistreatment due to distinctive features (e.g., low intensity, ambiguous intention to harm) that leave targets helpless to defend themselves. First, the ambiguous nature of incivility induces the targeted person to engage in ruminative thinking to make sense of the incident. Second, uncertainty about the perpetrator's intent to harm makes targets less likely to confront the perpetrator. Third, incivility is generally viewed as a more tolerable or acceptable form of deviance for which almost no institutional policies exist. As a result, incivility targets are unlikely to seek help from others in organizations. These features leave targeted individuals feeling helpless (Alola et al., 2021; Viotti et al., 2021). Because of this vulnerability, the targeted individuals are likely to experience a depletion of emotional and cognitive (Zhou et al., 2015) as well as physical resources (Porath & Erez, 2007), consequently resulting in burnout more quickly than expected.

Previous studies using cross-sectional designs consistently demonstrated the positive association between the experience of workplace incivility and burnout (Fida et al., 2018; Hershcovis et al., 2017; Karatepe et al., 2019; Liu et al., 2019; Rahim et al., 2016; Rhee et al., 2017; Sliter et al., 2010; Sliter et al., 2012; Welbourne et al., 2015). Although a number of studies examined the incivility-burnout relationship retrospectively little research has been conducted investigating the short-term effects of incivility on burnout. As an example of this limited research, Zhou et al. (2019) found that experiencing incivility during the week predicted burnout levels on the last day of the

workweek. Along similar lines, Yang et al. (2023) demonstrated that daily experienced incivility leads to an increase in daily emotional exhaustion. However, the study sample of Zhou et al. (2019) was nurses, whereas the Yang et al. (2023) study sample was health and fitness club employees. Therefore, these findings have limited generalizability. In order to gain a more comprehensive understanding of these negative work events' immediate detrimental impacts, further research is needed. In the current study, incivility experiences of working people in a wide range of occupations in diverse sectors were examined.

Hence, based on COR theory and solid empirical evidence, the present study expects that within individuals, both daily perceived supervisor and co-worker incivility are positively related to end-of-work burnout.

In this context, the following two hypotheses were tested:

H3a: At the within-person level, there is a positive relationship between daily perceived supervisor incivility and end-of-work burnout. Individuals have higher levels of burnout on days when they perceive more supervisor incivility compared to days when they perceive less supervisor incivility.

H3b: At the within-person level, there is a positive relationship between daily perceived co-worker incivility and end-of-work burnout. Individuals have higher levels of burnout on days when they perceive more co-worker incivility compared to days when they perceive less co-worker incivility.

In the present study, individuals' general (“*trait*”) burnout was included as a control variable in order to make more accurate inferences to be able to tap the unique effect of daily perceived incivility on end-of-work burnout.

1.4.4 End-of-Work Job Satisfaction as a Consequence of Daily Perceived Supervisor and Co-worker Incivility

The previous section examined the impact of daily perceived incivility on end-of-work burnout. This section explores the effects of daily perceived incivility on end-of-work job satisfaction.

Job satisfaction is defined as a pleasurable or positive emotional state resulting from an appraisal of one's job (Locke, 1969). There are several factors that influence job satisfaction, including the work itself, the nature of work (Hackman & Oldham, 1976), career opportunities (Kraimer et al., 2011), job autonomy (Chung-Yan, 2010), leadership style (Mwesigwa et al., 2020), supervisor and (Griffin et al., 2001), co-worker support (Chiaburu & Harrison, 2008). Recently, there has been an increasing interest in research on the social side of work in organizational psychology. Morgeson and Humprey (2006) demonstrated that the social characteristics of a job contribute to work satisfaction beyond the combined effects of non-social job components. Factors such as social support, induced interdependence, and received interdependence at work are becoming increasingly important to job satisfaction. Accordingly, Utriainen and Kyngäs (2009) found interpersonal relationships (i.e., supportive relationships with co-workers, interaction and communication, social climate, and ethicality) to be one of the most significant themes in job satisfaction. Research showed that interpersonal relationships (Ko & Kim, 2014) and interpersonal trust (Guinot et al., 2014) had a positive impact on job satisfaction. On the other hand, lower communication satisfaction (Vermeir et al., 2018) and higher interpersonal conflict (Penney & Spector, 2005) had a negative impact on job satisfaction.

As a form of interpersonal mistreatment, workplace incivility is a critical source of stress (Beattie & Griffin, 2014), threatening employee job satisfaction. Workplace incivility has consistently been linked to lower job satisfaction (Cortina et al., 2001; Khan et al., 2021; Naseer et al., 2021; Sharma & Singh, 2016; Welbourne et al., 2016). Although studies have extensively examined the effect of workplace incivility on job satisfaction, incivility data were collected without distinguishing the source in these studies. As a result, the differential source effect of incivility on job satisfaction could not be identified. Therefore, there is no consensus in the literature regarding whether the source of incivility plays a role on the outcomes, especially job satisfaction. As an exception, Opengart et al. (2022) examined the role of the source of incivility and found that both supervisor and co-worker incivility led to a decrease in job satisfaction. Nevertheless, all of these studies used cross-sectional designs and could not provide insight into the short-term detrimental effects of incivility on employees' job satisfaction. A single study (Sommovigo et al., 2024) examining this relationship at the daily level focused solely on customer incivility and showed that daily customer incivility was negatively related to job satisfaction at the end of the next workday. Even so, the short-term impact of supervisor and co-worker incivility on employee satisfaction remains unclear. Therefore, this study is the first one examining the immediate impact of supervisor and co-worker incivility on job satisfaction. The following two hypotheses were tested:

H4a: At the within-person level, there is a negative relationship between daily perceived supervisor incivility and end-of-work job satisfaction. Individuals have lower levels of job satisfaction on days when they perceive more supervisor incivility compared to days when they perceive less supervisor incivility.

H4b: At the within-person level, there is a negative relationship between daily perceived co-worker incivility and end-of-work job satisfaction. Individuals have lower levels of job satisfaction on days when they perceive more co-worker incivility compared to days when they perceive less co-worker incivility.

In the present study, individuals' general job satisfaction was included as a control variable in order to make more accurate inferences about the unique effect of daily perceived incivility on end-of-work job satisfaction.

1.4.5 The Moderating Role of Attachment Orientation in the Daily Perceived Supervisor and Co-worker Incivility and End-of-work Burnout Relationship

The present study not only focuses on how employees with different attachment orientations differ in the perception/experience of workplace incivility but also the extent to which the adverse effect of incivility varies according to employee attachment orientation.

When individuals perceive behavior as uncivil, they have to contend with negative affective consequences of incivility, such as heightened negative emotions (Sakurai & Jex, 2012), emotional exhaustion (Sliter et al., 2010), heightened emotionality (Bunk & Magley, 2013) and increased levels of stress (Adams & Webster, 2013; Cortina et al., 2009; 2009). Previous literature indicates that insecurely attached individuals are prone to attribution biases following negative emotional experiences. For instance, Pereg and Mikulincer (2004) examined the role of attachment styles in the affect-cognition relationship. They found that when securely attached individuals experience a negative affective state, they make more specific and unstable attributions for the negative event. In contrast, insecure individuals (anxiously and avoidantly attached) make more global and stable attributions for the negative event. In the case of incivility experience (as a

negative event), biased information processing patterns of insecure individuals (e.g., Boska, 2014; Ly, 2010) might lead to a more rigid and negative assessment of the perpetrator's intention, disregarding the situational factors. Therefore, avoidantly attached and anxious individuals are more likely to be adversely affected by uncivil behavior.

Studies have consistently shown that the experience of incivility is significantly associated with higher levels of burnout (Hershcovis et al., 2017; Rhee et al., 2017; Sliter et al., 2012; Welbourne et al., 2015). A fair question to ask would be “*How do individuals with different attachment orientations respond emotionally to these stressful work events?*” An experimental study conducted by Gillath et al. (2005) showed that anxiously attached individuals reacted more strongly to negative emotions than avoidantly attached individuals. The present study inquires the extent to which burnout levels of anxiously and avoidantly attached individuals vary immediately after an incivility incident.

Previous studies have systematically examined the relationship between attachment style and burnout. Anxious attachment has consistently shown to be associated with lower levels of burnout (Burrell et al., 2009; Pines, 2004; Ragger et al., 2021; Zerach, 2013), whereas results for avoidant attachment are in general mixed (West, 2015). A few studies found a positive relationship between avoidant attachment and burnout, while others did not. For instance, Pines (2004), Zerach (2013), and Hiebler-Ragger et al. (2021) demonstrated that both attachment anxiety and avoidance were positively related to burnout. On the other hand, Maunder et al. (2006) and Burrell et al. (2009) found that attachment anxiety, but not attachment avoidance, was significantly correlated with burnout. The difference in burnout levels among insecure individuals could be explained by their distinct coping mechanisms. Research indicates that insecure individuals react differently to social

stressors. When insecure individuals engage in stressful social situations, their attachment system is activated, and they respond with hyperactivation or deactivation strategies (Mikulincer et al., 1998). Anxiously attached individuals adopt hyperactivation strategies and react to stressful situations by hypervigilant focusing on threat-related cues and exaggerating threat appraisals (Shaver & Mikulincer, 2002). When these individuals are exposed to incivility, hyperactivation strategies might make them more likely to ruminate about the incident, making rude behavior more damaging/threatening to them. In contrast, when avoidantly attached individuals encounter stressful situations, they adopt deactivation strategies and respond by suppressing negative emotions and cognitions and maximizing distance from the stressors (Shaver & Mikulincer, 2002). Therefore, when avoidant individuals are exposed to incivility, they might downplay their relationship with the instigator or distance themselves from him/her and disregard the incident without dwelling on it.

Since individuals with different attachment orientation use different coping mechanisms to handle interpersonal stressors, their affective outcomes may also differ. Mikulincer and colleagues (1998) demonstrated that hyperactivation strategies also lead anxious individuals to devalue themselves and overestimate their weaknesses or faults, which strengthens their negative view of self. In this case, when anxiously attached individuals perceive incivility, they may concentrate on their own mistakes in their previous interactions with the perpetrator. Accordingly, Buren and Cooley (2002) found that anxiously attached individuals characterized by a negative self-perception experienced more symptoms of depression and social anxiety than avoidantly attached individuals characterized by a positive self-perception. Considering incivility as an interpersonal stressor, individuals with high attachment anxiety are likely to be more

negatively affected by their incivility experiences. Consequently, anxiously attached individuals could burn out more quickly than avoidantly attached individuals. In the light of the available empirical evidence, the following two hypotheses were proposed:

5a: Attachment orientation moderates the effect of daily perceived supervisor incivility on end-of-work burnout. The moderation effect will be stronger for attachment anxiety than for attachment avoidance.

5b: Attachment orientation moderates the effect of daily perceived co-worker incivility on end-of-work burnout. The moderation effect will be stronger for attachment anxiety than for attachment avoidance.

In the present study, individuals' general ("*trait*") burnout was included as a control variable to make more accurate inferences about the moderator effect of attachment orientations on daily perceived incivility-end-of-work burnout relationships.

1.4.6 The Moderating Role of Attachment Orientation in the Daily Perceived Supervisor and Co-worker Incivility and End-of-work Job Satisfaction Relationship

There is consensus in the literature that experience of incivility negatively affects job satisfaction at the individual level (Cortina et al., 2001; Khan et al., 2021; Naseer et al., 2021; Sharma & Singh, 2016; Welbourne et al., 2016). Is incivility damaging to all employees to the same extent? Could individual differences also determine the impact size of incivility, just as they play a critical role in the perception/experience of incivility (Milam et al., 2009; Sliter et al., 2015)? The limited research has examined factors exacerbating, mitigating, or mediating the relationship between workplace incivility and job satisfaction. For example, He and colleagues (2021) found that negative rumination mediated the relationship between incivility and job satisfaction. Gong et al. (2019) found that emotional intelligence attenuates the negative relationship between experienced

incivility and job satisfaction. More specifically, targets' emotional intelligence buffers the detrimental impact of job satisfaction.

This study sought to understand the possible moderating effects of attachment orientation in the incivility-daily job satisfaction relationships. Job satisfaction has previously been examined in relation to employee attachment styles. For instance, Reizer (2015) found a negative relationship between insecure attachment orientation (i.e., attachment anxiety-attachment avoidance) and job satisfaction. Some studies found significant differences in job satisfaction levels among individuals with different attachment orientation. For instance, Sumer and Knight (2001) demonstrated that anxiously attached individuals experienced significantly lower levels of job satisfaction than secure individuals. Accordingly, Lanciano and Zammuner (2014) demonstrated that attachment anxiety, but not attachment avoidance, was negatively related to job satisfaction. On the other hand, Schirmer and Lopez (2001) demonstrated that when supervisors exhibited a supportive manner, those with high attachment anxiety reported similar levels of job satisfaction as those with low attachment anxiety. Anxiously attached individuals experienced significantly lower job satisfaction when supervisor support was lacking. In contrast, individuals with high attachment avoidance reported significantly higher job satisfaction when supervisor support was low. In contrast to anxious individuals, avoidantly attached individuals seem uninterested in building supportive relationships at work. As with their close relationships, avoidant individuals strive to be self-reliant in their work lives, unlike anxiously attached individuals.

The present study aims to examine whether employee attachment orientation makes a difference in how incivility impacts job satisfaction. The available literature provides some insights into this assumption. Need-based theories (e.g., Herzberg et al.,

1959; Maslow, 1956) indicate that employees' basic needs and motives might shape the expectations from their jobs. Based on these theories, Sirgy et al. (2001) argue that individuals have specific needs that they seek to meet through their work, including social needs (supportive collegial and supervisory relationships at work) and esteem needs (recognition and appreciation of work). Individuals with different attachment orientations are likely to have distinct needs and demands at work. Hazan and Shaver (1990) suggested that individuals with high attachment anxiety could view their job as an opportunity to fulfill their unmet attachment needs. Further, Hansbrough (2012) argues that anxiously attached individuals are constantly concerned with seeking out individuals who might function as safe havens at work. Moreover, anxious individuals tend to feel undervalued by their colleagues (Hazan & Shaver, 1990), and they are more preoccupied with relationship issues at work (Hardy & Barkham, 1994). Therefore, anxiously attached individuals may seek a more intimate, sensitive, and supportive relationship with their colleagues and supervisors. Concerning this, Hansbrough (2012) asserted that anxiously attached individuals tend to believe their leaders are capable of meeting their needs and found that these individuals perceive transformational leadership even though such qualities were not objectively present in their leaders. Due to proximity-related cognitive biases, individuals with high attachment anxiety view even minimal signs of interest and availability from their leaders as signals of closeness. Therefore, unfulfilled attachment needs appear to be a critical factor in how individuals perceive others' behaviors at work. As anxious individuals tend to perceive subtle positive social signals more favorably due to their cognitive bias stemming from their high need for proximity, such individuals may tend to perceive subtle negative social cues (such as civility) more negatively due to their

excessive concern about losing proximity. Consequently, perceived incivility may undermine anxious individuals' job satisfaction more severely.

The present study suggests that attachment orientation, specifically attachment anxiety, could play a moderator role in the perceived incivility-job satisfaction relationship. Since their attachment system is chronically activated (Mikulincer et al., 2000, 2002), anxiously attached individuals tend to ruminate and concentrate excessively on the uncivil behavior they encounter. As a result, these individuals might easily underestimate the other satisfactory aspects of their jobs immediately after an incivility incident.

In contrast, individuals with high attachment avoidance are more likely to seek more distant, less emotional work relations (Rholes & Simpson, 2004) due to their intense need for independence and autonomy. As stated in the previous sections, these individuals prefer to work individually (Hazan & Shaver, 1990) and use their jobs to minimize possible social interactions at work (Mikulincer & Shaver, 2007). Regarding this, Shalit et al. (2010) hypothesized that avoidantly attached individuals prefer leaders with detached styles who do not demand closeness and intimacy from them. As expected, they found that avoidant individuals prefer personalized charismatic leaders over socialized ones. In light of research findings, avoidantly attached individuals would be expected to give importance to tasks and accomplishments (Rholes & Simpson, 2004) rather than social interactions at work (in contrast to anxious individuals). Therefore, perceived supervisor and co-worker incivility, considered interpersonal stressors, may not be a source of great concern for avoidant individuals as it would be for anxious individuals. Therefore, I expect that employee attachment orientations, particularly attachment anxiety, contribute to the detrimental impact of incivility on job satisfaction.

Based on the available empirical evidence, the following two hypotheses were proposed:

6a: Attachment orientation moderates the effect of daily perceived supervisor incivility on end-of-work job satisfaction. The moderation effect will be stronger for attachment anxiety than for attachment avoidance.

6b: Attachment orientation moderates the effect of daily perceived co-worker incivility on end-of-work job satisfaction. The moderation effect will be stronger for attachment anxiety than for attachment avoidance.

In testing the above hypotheses, individuals' general job satisfaction was included as a control variable to make more accurate inferences about the moderator effect of attachment orientations on daily perceived incivility- end-of-work job satisfaction relationships.

2. METHOD

2.1 Participants

A total of 190 participants who met the study criteria (working full-time on a face-to-face basis, having fixed working hours, and interacting with their managers and colleagues during the day) were included in the study. Table 2.1 summarizes the demographics of the participants.

The sample consisted mainly of white-collar workers (91.1%), predominantly working in the service sector (89%) in various fields such as education, healthcare and social services, sales and marketing, finance and insurance, justice and security, information technology, etc. Participants were employed in a wide range of occupations (e.g., teachers, academics, human resources employees, engineers, nurses, lawyers). The majority of participants were female (74.7%), and the mean age was 31.05 years ($SD = 6.64$). The average total tenure was 7.36 ($SD = 6.90$) years, and the average tenure at the current job was 3.62 ($SD = 4.63$) years. Of the participants 111 (58.4%) reported that their manager was a man, and 26 (13.7%) participants reported that they held a managerial position.

2.2 Procedure

After receiving ethical approval from the Özyeğin University Ethics Committee (Approval Number: 2023/05/02), the study poster (see Appendix A) was posted on social media platforms (Instagram/Twitter) to reach participants. In the link shared with the poster, those interested in the study were directed to the Pre-Application Form (see Appendix B), which included job-specific questions.

Table 2.1 *Demographics of Participants*

Variable	Category	N	%
Gender	Female	142	%74.7
	Male	46	%24.2
	Prefer not to indicate	2	%1.05
Education Level	Primary	0	%0
	Secondary	0	%0
	High School	7	%3.7
	Two-year Degree	5	%2.6
	Bachelor	118	%62.1
	Master	46	%24.2
	Doctorate	14	%7.4
Relationship Status	No relationship	77	%40.5
	In a relationship	105	%55.3
	Prefer not to indicate	8	%4.21
Whom Live With	Alone	40	%21.7
	With my wife/husband/partner	39	%21.2
	With my wife/husband and my child/children	25	%13.6
	With my mom and dad or other family members	69	%37.5
	With roommate(s)	11	%6.0
Sector	Public sector	68	%36.0
	Private sector	115	%60.8
	Non-Governmental Organizations	4	%2.1
Business Line	Service	169	%89
	Industry	20	%10.5
	Agriculture	1	%0.5
Service	Justice and Security	8	
	Information Technologies	6	
	Education	74	
	Finance and Insurance	9	
	Consulting, Financial Advisory	9	
	Culture, Art and Design	2	
	Media and Communication	3	
	Health and Social Services	40	
	Sports and Recreation	1	
	Commerce (Sales and Marketing)	12	
	Tourism, Accommodation, Food and Beverage Services	4	
	Transportation, Logistics, and Telecommunications	1	

Industry	Woodworking, Paper and Paper Products	0	
	Glass, Cement and Clay	2	
	Electrical and Electronics	2	
	Energy	1	
	Food Manufacturing	2	
	Construction	3	
	Chemical, Petroleum, Rubber and Plastic	2	
	Mining	0	
	Metal	4	
	Automotive	1	
	Textile, Apparel, Leather	3	
	Defense Industry	0	
Agriculture	Agriculture, livestock, & fishing	0	
	Other	1	
Job Level	White-collar	173	%91.1
	Blue-collar	17	%8.9
Work style	Totally individual	10	%5.3
	Mostly individual	54	%28.4
	Half individual, half team	92	%48.4
	Mostly team	26	%13.7
	Totally team	8	%4.2
Gender Composition	Almost everyone is male	24	%12.6
	Mostly male	73	%38.4
	The ratio of men and women is approximately equal	52	%27.4
	Mostly female	28	%14.7
	Almost everyone is female	13	%6.8
Gender of Manager	Female	79	%41.6
	Male	111	%58.4
Managerial Status	Not manager	164	%86.3
	Manager	26	%13.7
Managerial Level	Entry Level	8	%30.8
	Middle Level	13	%50.0
	High Level	5	%19.2

Note. $N = 190$.

The purpose and the expectations from participants were briefly described in this form. They were also informed that participants who completed all daily surveys would receive a 250 TL gift certificate. In the Pre-Application Form, the study's eligibility

criteria were not disclosed. At the end of the form, interested individuals were asked to provide their contact address (WhatsApp or e-mail) so the researcher could get back to them regarding whether they were eligible for the study. The inclusion criteria included working full-time in-office/face-to-face for five consecutive days, having fixed working hours, and interacting with colleagues and managers during the workday. Based on the information provided in the form, each individual was evaluated for study eligibility.

To prevent potential participants who filled out the initial form and met the study criteria from losing interest and dropping out of the study, recruitment of participants and data collection were carried out simultaneously. As soon as a sufficient number of participants was reached through the Pre-Application Form, a new wave began. It was ensured that no more than two weeks elapsed between participants completing the Pre-Application Form and receiving the first study survey. Those who were not eligible for the study were individually informed (See Appendix C) about the reason(s) they could not take part in the study.

In the current study, data was collected via online surveys on the Qualtrics platform, and data collection took place in two phases. In the first phase, participants were asked to complete the Informed Consent Form (See Appendix D) and Baseline Survey, in which demographic and personal information and individual-level variables were assessed within a week. In order to match the daily surveys, participants were asked to create their own identifier (a pseudonym composed of the first two letters of their surname and the last four digits of their phone number), which should be entered in all daily surveys.

The survey notifications would be sent to participants via WhatsApp in order to ensure regular participation in the daily surveys. Participants were also provided with this

information on the Pre-Application Form. At the end of the Baseline Survey, participants are asked for their phone numbers and working hours. At this point, participants were reminded that the WhatsApp Community feature would be used, and participants could not see each other's phone numbers. Following that, the participants were divided into groups based on their working hours. Since the notification times of the before-work and end-of-work surveys were adjusted according to working hours, separate WhatsApp Communities were organized for those with different work hours.

After participants completed the Baseline Survey, the second phase, daily surveys began the following Monday. Participants completed online surveys twice daily, before and end-of-work, over five consecutive working days. Daily surveys were time-limited, and participants were given three hours to fill out the survey. For instance, if working hours were 09:00-18:00, participants were asked to fill out the before-work survey between 07:00-10:00 a.m. and end-of-work survey between 5:00-8:00 p.m. Table 2.2 summarizes data collection procedure. Morning negative affect was measured in the before-work survey and daily supervisor and co-worker incivility, burnout, and job satisfaction were measured in the end-of-work survey. The hour before each daily survey closed, a reminder message was sent to community groups. Completing the daily surveys on time and not missing any surveys was critical to the data quality. For this reason, during this time period, the survey response status of each participant was checked. Another reminder message was sent personally to participants who did not respond to the survey within the scheduled time. Then, the participation duration was extended to one more hour for these individuals to complete the survey. Upon sending out the last daily (end-of-work) survey on Friday evening, the Participant Debriefing Form (See Appendix

E), containing a brief summary of the research questions, was shared with WhatsApp Community groups.

Table 2.2 *Summary of the Data Collection Procedure*

Measures	Measurement Frequency	Measurement Time
Between-Person Level		
<i>(Baseline Survey)</i>		
Demographics and Personal Information	One time	One week before the daily surveys began.
Attachment Anxiety		
Attachment Avoidance		
General Negative Affect		
General Burnout		
General Job Satisfaction		
Within-Person Level		
<i>(Daily Surveys)</i>		
Morning Negative Affect	5 consecutive workdays	In the morning of each workday, within a three-hour period beginning two hours before work.
Perceived Supervisor Incivility		In the evening of each workday, within a three-hour period beginning one hour before the end of work.
Perceived Co-worker Incivility		
Burnout		
Job Satisfaction		

A single wave lasted two weeks, with the implementation of the baseline survey and daily surveys. A total of six waves were conducted, and data collection was completed in six months. A total of 531 respondents filled out the Pre-Application Form, and 255 of 531 (48.02%) were eligible to participate in the study. Of the 255 respondents who met the inclusion criteria, 190 (74.51%) agreed to participate in the study by filling out the Informed Consent Form. As a part of the study, a total of 1900 surveys, including 950 before-work and 950 end-of-work surveys, were sent to 190 participants over a five-workday period. One hundred eighty-seven participants completed all daily surveys, while two participants missed one before-work survey, and one participant missed one end-of-work survey. Consequently, the response rate was determined to be 99.8% (1897

out of 1900 surveys completed). It is generally accepted that a reasonable response rate for ESM studies is 78% (Rintala et al., 2019), so the current study's response rate is believed to be quite satisfactory.

2.3 Measures

The current study utilized an experience sample methodology, and the data had a multilevel structure (between-person and within-person level). Variables measured in the baseline survey (i.e., demographic information, attachment anxiety, attachment avoidance, trait negative affect, burnout, and job satisfaction) provided between-person level data whereas variables measured through daily surveys (i.e., morning negative affect, supervisor incivility, co-worker incivility, burnout, and job satisfaction) provided within-person level data.

2.3.1 Between-Person (Individual) Level Measures

2.3.1.1 Demographic Information Form

Participants filled out a demographic information form (See Appendix F) which included information regarding their gender, age, education level, sector, working style, manager's gender, etc.

2.3.1.2 Attachment Anxiety and Attachment Avoidance

To measure attachment anxiety and attachment avoidance, the 36-item Experiences in Close Relationships Inventory-Revised (ECRI-R), developed by Fraley et al. (2000) and adapted into Turkish by Selçuk et al. (2005), was used. Participants were asked to evaluate the extent to which each item reflected themselves and their general attitudes in close relationships on a 7-point scale ranging from “1 (*Totally disagree*)” to “7 (*Totally agree*)” (See Appendix G). The ECRI-R consists of a two-factor structure

representing attachment anxiety and avoidance dimensions. As an example of the scale items, the item "I find that my partner(s) don't want to get as close as I would like." represents the anxiety dimension, whereas the item "I am nervous when partners get too close to me." reflects the avoidance dimension. In their validity and reliability analyses of the adapted scale, Selçuk et al. (2005) found that the subscales had a high degree of internal consistency and high test-retest reliability. Cronbach's alpha coefficient was found to be .86 for the anxiety dimension and .90 for the avoidance dimension. In the current study, Cronbach's alpha coefficient was .90 for the anxiety dimension and .91 for the avoidance dimension.

2.3.1.3 Trait Negative Affect

To measure trait negative affect, the 20-item Positive and Negative Affect Scale (PANAS), developed by Watson et al. (1988) and adapted into Turkish by Gençöz (2000), was used. Scale items consist of 10 positive and 10 negative mood adjectives. As examples of scale items, "excited," "determined," and "enthusiastic" reflect positive emotions, whereas "distressed," "guilty," and "frightened" reflect negative emotions. In the current study, five items in the Turkish version were changed because they did not fully reflect their meanings in the original version. For instance, "*alert*: uyanık" was changed to "*alert*: canlı"; "*hostile*: düşmanca" was changed to "*hostile*: agresif"; "*irritable*: tedirgin" was changed to "*irritable*: asabi"; "*upset*: mutsuz" was changed to "*upset*: üzgün"; "*jittery*: asabi" was changed to "*jittery*: gergin." Participants were asked to rate how often they felt each emotion in general on a 5-point scale ranging from "1 (Never)" to "5 (Always)" (See Appendix H). The internal consistency coefficient of the scale was found to be .83 for positive affect and .84 for negative affect by Gençöz (2000). In the current study, Cronbach's alpha coefficient was .77 for positive affect and .84 for

negative affect. To avoid irritating participants by making them solely focus on negative emotions, positive emotions were also measured but not used in the study.

2.3.1.4 General Burnout

To measure general burnout, the 19-item Copenhagen Burn-out Inventory, developed by Kristensen et al. (2005) and adapted into Turkish by Bakoğlu Deliorman et al. (2009), was used. The items on the original scale, which were in question format, were changed to regular sentence format. For instance, the item “Do you feel that every working hour is tiring for you?” was changed to “Every working hour is tiring for me.” The scale has three subscales: personal burnout, work-related burnout, and customer-related burnout. As customer incivility is not relevant to the current study, only personal and work-related dimensions were used. While “I feel worn out.” and “I feel emotionally exhausted.” items reflect personal burnout, “When I wake up in the morning, I feel exhausted with the thought of 'another day of work.'” and “I feel burned out because of my work.” items reflect work-related burnout. Participants were asked to rate how often they experienced the described situation on a 5-point scale ranging from “1 (*Never*)” to “5 (*Almost always*)” (See Appendix I). The reliability and validity study of the original scale was conducted by Kristensen et al. (2005), and each sub-dimension was found to have a high level of internal consistency and validity. The validity and reliability study of the adapted scale was conducted by Bakoğlu Deliorman et al. (2009), and Cronbach's alpha value was found to be .92. In the current study, the burnout score was created by taking the average of the personal burnout and work-related burnout items ($N = 13$), and Cronbach's alpha coefficient was found to be .93.

2.3.1.5 General Job Satisfaction

To measure general job satisfaction, the 3-item version of the 5-item job satisfaction subscale of the Job Diagnostic Survey, developed by Hackman and Oldham (1974), adapted to Turkish by Bilgiç (1999), was used. Participants were asked to evaluate the extent to which they agreed with the statement in each item on a 5-point scale ranging from “1 (*Totally disagree*)” to “5 (*Totally agree*)” (See Appendix J). An example of the scale item is “Overall, the work I do in this job satisfies me.” The internal consistency coefficient of the original scale was found to be .77 by Hackman and Oldham (1976). In the current study, Cronbach's alpha coefficient was found to be .85 for general job satisfaction.

2.3.2 Within-Person (Daily) Level Measures

2.3.2.1 Morning (Before-Work) Negative Affect

To measure morning negative (and positive) affect, the 20-item Positive and Negative Affect Scale developed by Watson et al. (1988) and adapted into Turkish by Gençöz (2000), was used. The original scale used to rate the items (1= “Never,” 5= “Always”) was changed to make it fit for daily measurement, again using a 5-point scale (*1 = “Not feeling at all” to 5 = “Feeling very much”*) (See Appendix K). In the current study, Cronbach's alpha coefficient was found to be .92 for morning positive affect and .90 for morning negative affect. As with the measurement of general negative affect, positive emotions were also measured to keep participants from focusing exclusively on negative feelings, yet it was not used in the analyses.

2.3.2.2 Daily Perceived Supervisor and Co-worker Incivility

The 15-item short form of the Workplace Incivility Scale, developed by Sümer et al. (2024), was used to measure supervisor and co-worker incivility. To measure manager incivility and co-worker incivility separately, the scale was administered twice at the end of each workday. In the first part of the survey, participants were asked to fill out the Supervisor Incivility Scale (See Appendix L). In the second part, participants were asked to fill out the Co-worker Incivility Scale (See Appendix M). A few examples of the scale items are: "Made me feel unheard by being preoccupied with other things," "Ignored my job-related competencies," and "Addressed me in a way I did not approve of in front of others" Participants were first asked to indicate on a checklist whether each behavior mentioned in the scale was exhibited by the supervisor or a colleague. Then, participants were asked to evaluate how negatively each incivility incident they encountered affected them on a 5-point scale ranging from "0 (*Did not negatively affect me at all*)" to "4 (*Negatively affected me a lot*)". Perceived manager/co-worker incivility scores were created by averaging the perceived impact scores of uncivil behaviors marked "yes" on the checklist. The original scale has high reliability, with a Cronbach's alpha of .93. The construct validity and convergent validity of the scale have also been demonstrated. In the current study, Cronbach's alpha coefficient was found to be .80 for both perceived supervisor and co-worker incivility.

2.3.2.3 End-of-Work Burnout

As with general burnout, to measure end-of-work burnout, the Copenhagen Burnout Inventory, developed by Kristensen et al. (2005) and adapted to Turkish by Bakoğlu-Deliorman et al. (2009), was used. This scale's items were adapted to measure end-of-work burnout. For instance, the item "My work is emotionally exhausting" was

changed to "I think my work was emotionally exhausting," and the item "My work frustrates me" was changed to "My work frustrated me." Scoring criteria (1 = "Never," 5 = "Almost always") were also adjusted to assess end-of-work burnout (1 = "*Not true at all*" to 5 = "*Completely true*") (See Appendix N). In the current study, Cronbach's alpha coefficient was found to be .94 for end-of-work burnout.

2.3.2.4 End-of-Work Job Satisfaction

The single-item Face Scale, developed by Kunin (1955) was used. In the original scale, participants are asked to indicate on a 6-point scale which facial expression best reflects their overall satisfaction with their job. In the current study, the original 6-point scale was adjusted to 7 points (See Appendix O).

3. RESULTS

Results are presented in six sections. In the first section data screening and cleaning were conducted, and the data were examined for the assumptions of multivariate analysis using SPSS. In the second section, descriptive statistics, reliabilities, and correlations among the study variables at both Level 1 (within-person) and Level 2 (between-person) are examined. The third section explains the data analytic approach for hypothesis testing. The fourth section presents the results of the main hypothesis testing conducted with Mplus 8.8 (Muthén and Muthén, 2017). In the fifth section, some exploratory analyses are presented. In the final section, the study findings are summarized.

3.1 Data Screening and Cleaning

First, aggregate scores were computed for the within-level variables measured both before-work (i.e., morning negative affect) and end-of-work (i.e., perceived supervisor incivility, perceived co-worker incivility, job satisfaction, burnout) over a 5-day period. Additionally, between-level variables (i.e., attachment anxiety, attachment avoidance, general negative affect, general burnout, and general job satisfaction) measured through a one-time survey were also included in the analyses. Prior to the analyses, the accuracy of data entry was checked, especially by searching for out-of-range values. All analyses were conducted on the complete data provided by 190 participants. There were no out-of-range values among the variables.

Second, although a decision had been made not to eliminate the outlier cases, data were still examined for univariate and multivariate outliers. For detecting univariate outliers, computed variables were standardized (z-scores) first. Eleven univariate outliers

were detected according to the $< -3.29 - > +3.29$ criterion, seven cases in the 'Perceived Co-worker Incivility' variable ($z = 3.56, 3.62, 3.73, 3.84, 3.84, 4.81, 5.32$), four cases in the 'Perceived Supervisor Incivility' variable ($z = 3.39, 3.72, 5.39, 5.87$). As can be seen, the outliers were at the positive end of the continuum on both variables suggesting relatively extreme exposure to incivility. Then, multivariate outliers were examined. Mahalanobis distance scores were generated to screen for multivariate outliers among the variables. Since Mahalanobis distance is based on the Chi-square distribution, the table was checked with the degrees of freedom equalling the number of variables: 10 variables and $p < .001$ (Tabachnick and Fidell, 2007). The Chi-square table showed a value of 29.59. There were five multivariate outliers that were above the χ^2 value of 29.59, $p < .001$. As the current study focuses on the experience of workplace incivility, which is a relatively rare incident, it is essential to examine the nuances of these occurrences extensively. Outliers within the dataset typically represent instances that provide valuable temporal insights. It was, therefore, decided not to eliminate any outliers. By including these outliers in the analyses, the full spectrum of incivility incidents is expected to be captured.

Last, multivariate analysis assumptions such as, normality, linearity, homoscedasticity, and absence of multicollinearity were checked by using histograms, P-P plots, and Scatter Plots. The skewness and kurtosis of the study variables were also checked to investigate normality of the distributions (criteria for skewness and kurtosis was ± 3 ; Kline, 2010). 'Perceived Supervisor Incivility' and 'Perceived Co-worker Incivility' variables were non-normally distributed according to this criterion, which was an expected situation. Skewness for 'Perceived Supervisor Incivility' was 3.04, and for 'Perceived Co-worker Incivility' was 3.09. Kurtosis for 'Perceived Supervisor Incivility' was 11.63, for 'Perceived Co-worker Incivility' was 10.43. The multivariate normality

plot showed that the data were close to normal distribution but slightly positively skewed. The normal P-P Plot of regression standardized residual scatter plot shows that the variables were linear. The Standardized Regression Scatter plot shows that the results were homogeneous but were not homoscedastic. Given the focus of the study, which specifically aims to explore individual differences (attachment orientation) in perceived supervisor and co-worker incivility, non-normal distributions in these variables are expected. Rather than reflecting data quality issues, these deviations reflect the desired variation within the studied constructs. Although the criteria established for ESM studies have not been entirely met, the analyses conducted are considered robust enough to handle minor violations of the assumptions. Therefore, the data from all participants have been included in the further analyses.

3.2 Descriptive Statistics, Reliabilities, and Bivariate Correlations

Before proceeding to descriptive statistics, participants' incivility experiences were examined over five consecutive workdays. Of the participants, 70.5% ($N = 134$) experienced at least one supervisor incivility, and 70% ($N = 133$) experienced at least one co-worker incivility incident. Additionally, 84.2% experienced at least one incivility incident from either a supervisor or a co-worker. Table 3.1 presents a comprehensive overview of the frequency and impact of incivility incidents coming from supervisors and co-workers. These data represent the total incivility experiences of 190 participants across five workdays. As reported in Table 3.1, the most frequently experienced incivility incidents coming from supervisors and co-workers were the same: "*Made me feel unheard by being preoccupied with other things*" and "*Displayed behaviors implying superiority over me.*" Each incident is evaluated based on its perceived impact using a 5-point Likert-type scale ranging from "0= Did not negatively affect at all." to "4= "Negatively affected

a lot.". The top incivility incidents with the highest perceived impact coming from managers were *"Scolded me in front of others"* and *"Spoke rudely to me in front of everyone,"* while the top incivility incidents with the highest perceived impact coming from colleagues were *"Searched through my belongings without permission"* and *"Asked intrusive personal questions."*

Table 3.1 *Incivility Experiences from Supervisors and Co-workers: Incident Frequency and Perceived Impact*

Incidents of Incivility	Coming From Supervisors		Coming From Co-workers	
	The Number of Incidents Experienced	Mean Perceived Impact	The Number of Incidents Experienced	Mean Perceived Impact
1. Displayed behaviors implying superiority over me.	135.00	2.04	105.00	2.11
2. Ignored my job-related competencies.	93.00	2.52	89.00	2.31
3. Spoke rudely to me in front of everyone.	36.00	2.64	25.00	2.20
4. Acted as if I didn't exist.	104.00	2.41	108.00	2.04
5. Scolded me in front of others.	28.00	2.82	12.00	2.33
6. Made me feel unheard by being preoccupied with other things.	164.00	2.04	121.00	1.83
7. Interrupted me, didn't allow me to finish speaking.	105.00	2.11	68.00	2.18
8. Spoke behind my back, gossiped about me.	46.00	2.57	83.00	2.53
9. Didn't greet me or acknowledge my greetings.	49.00	1.80	67.00	1.63
10. Didn't respond to my work-related messages or responded late.	106.00	1.90	63.00	2.11
11. Addressed me in a way I did not approve of in front of others.	54.00	1.80	48.00	1.79
12. Searched through my belongings without permission.	8.00	2.13	5.00	2.60
13. Asked intrusive personal questions.	21.00	1.24	28.00	2.54
14. Used profanity or foul language.	28.00	0.75	36.00	0.86
15. Didn't show up on time despite our agreement.	28.00	2.32	18.00	1.72

Note. Incivility incidents coming from supervisors and co-workers, reported by 190 participants over 5 consecutive workdays, are presented based on each incidents' total frequency and perceived impact. Each incident is evaluated for its perceived impact on a 5-point Likert-type scale ranging from "0= Did not negatively affect at all" to "4= "Negatively affected a lot."

As noted in previous sections, the current study used an alternative approach to measuring incivility. Incivility scores reflect not only the frequency of incivility incidents but also the extent to which incivility incidents are perceived negatively by participants

(see Appendix L and M). Perceived impact scores were used to measure perceived workplace incivility (i.e., perceived supervisor and co-worker incivility) in all subsequent analyses.

Descriptive statistics concerning both within-level variables (i.e., morning negative affect, perceived supervisor incivility, perceived co-worker incivility, job satisfaction, and burnout), and between-level variables (i.e., attachment anxiety, attachment avoidance, general negative affect, general burnout, general job satisfaction) are presented in Table 3.2.

Table 3.2 Means, Standard Deviations, Minimum and Maximum Scores, Skewness and Kurtosis Values of Study Variables

Variable	N	M	SD	Min.	Max.	Skewness	Kurtosis
Level 1: Within-person measures							
Morning Negative Affect	940	1.88	.51	1.00	4.20	0.46	-.28
Daily Perceived Supervisor Incivility	944	2.25	4.78	0.00	120.00	3.01	11.29
Daily Perceived Co-worker Incivility	944	1.90	4.49	0.00	103.00	3.07	10.13
End-of-Work Burnout	944	2.96	.76	1.00	5.00	.26	-.32
End-of-Work Job Satisfaction	944	4.15	1.04	1.00	7.00	-.31	-.05
Level 2: Between-person measures							
Attachment Anxiety	190	3.30	1.03	1.28	6.11	.39	-.51
Attachment Avoidance	190	2.74	.99	1.00	5.89	.37	-.30
General Negative Affect	190	2.64	.53	1.20	4.00	.04	-.08
General Burnout	190	3.09	.80	1.08	5.00	.11	-.28
General Job Satisfaction	190	2.70	.95	1.00	4.67	.01	-.91

Note. Individuals' 5-day aggregated scores were used to compute Level 1 variables. Sum scores are computed for incivility measurement, while average scores are computed for other within-person measures. For both supervisor and co-worker incivility measurement, each incident is initially rated based on whether it was experienced, using the checklist (0 = No, 1 = Yes). Then, each incident is evaluated for its perceived impact on a 5-point Likert-type scale ranging from "0= Did not negatively affect at all" to "4= "Negatively affected a lot"; perceived impact score was used to measure perceived incivility. Morning negative affect and burnout were rated on a 5-point Likert-type scale ranging from "1 = Not feeling at all" to "5 = Feeling very much", and "1 = Not true at all" to "5 = Completely true", respectively. Job satisfaction (faces scale) was assessed on a 7-point scale. Regarding between-person measures, general negative affect and general burnout are rated on a 5-point scale (1 = Never, 5 = Always). General job satisfaction is rated on a 5-point scale, while attachment anxiety and attachment avoidance are rated on a 7-point scale ranging from "Totally disagree" to "Totally agree."

Internal consistency reliability estimates of the variables of interest and bivariate correlations are presented in Table 3.3. The Cronbach's alpha is calculated individually for each within-level variable over a five-day period and then averaged. The Cronbach's alpha for both individual-level and day-level measures were, in general, satisfactory (range for within-level measures = .80 - .94; range for between-level measures = .77 - .93). Correlations for within-level variables demonstrate group-mean-centered relationships among the daily variables. For between-level correlations, all within-level variables are aggregated to provide estimates of between-individual relationships. Within-person measures were computed based on individuals' 5-day aggregated scores. Sum scores were computed for both perceived supervisor and co-worker incivility measurements, while average scores were computed for other within-person measures.

First, I examined the within-level relationships of Level 1 variables. Correlations for within-level variables represent group-mean-centered relationships among the daily variables. Morning negative affect was significantly and positively correlated with daily perceived supervisor incivility ($r = .10, p < .05$), and daily burnout ($r = .12, p < .05$). Morning negative affect was also significantly and negatively correlated with morning positive affect ($r = -.31, p < .01$) and daily job satisfaction ($r = -.17, p < .01$). Daily perceived supervisor incivility was significantly and positively correlated with daily perceived co-worker incivility ($r = .25, p < .01$) and daily burnout ($r = .32, p < .01$). Daily perceived supervisor incivility was also significantly and negatively correlated with job satisfaction ($r = -.33, p < .01$). Daily perceived co-worker incivility was significantly and positively correlated with daily burnout ($r = .24, p < .01$). Daily perceived co-worker incivility was also significantly and negatively correlated with daily job satisfaction ($r =$

-.19, $p < .01$). Daily burnout was significantly and negatively correlated with morning positive affect ($r = -.11$, $p < .05$) and daily job satisfaction ($r = -.57$, $p < .01$). Daily job satisfaction was significantly and positively correlated with morning positive affect ($r = .15$, $p < .01$).

Second, I examined between-level correlations of the within-level variables. For Level 2 correlations, all Level 1 variables are aggregated to provide estimates of individual-level relationships. Aggregated morning negative affect was significantly and positively correlated with aggregated burnout ($r = .53$, $p < .01$), aggregated perceived supervisor ($r = .33$, $p < .01$) and co-worker incivility ($r = .31$, $p < .01$). Aggregated morning negative affect was also significantly and negatively correlated with aggregated morning positive affect ($r = -.28$, $p < .01$) and aggregated job satisfaction ($r = -.52$, $p < .01$). Aggregated perceived supervisor incivility was significantly and positively correlated with aggregated perceived co-worker incivility ($r = .67$, $p < .01$), and aggregated burnout ($r = .47$, $p < .01$). Aggregated perceived supervisor incivility was also significantly and negatively correlated with aggregated job satisfaction ($r = -.46$, $p < .01$). Aggregated perceived co-worker incivility was significantly and positively correlated with aggregated burnout ($r = .31$, $p < .01$). Aggregated perceived co-worker incivility was also significantly and negatively correlated with aggregated job satisfaction ($r = -.26$, $p < .01$). Aggregated burnout was significantly and negatively correlated with aggregated morning positive affect ($r = -.47$, $p < .05$) and aggregated job satisfaction ($r = -.78$, $p < .01$). Aggregated job satisfaction was significantly and positively correlated with aggregated morning positive affect ($r = .47$, $p < .01$).

Third, the cross-level correlations between Level 2 moderators, control variables, and aggregated Level 1 variables were examined. Attachment anxiety was significantly

and positively correlated with aggregated morning negative affect ($r = .38, p < .01$), aggregated perceived co-worker incivility ($r = .16, p < .05$), aggregated burnout ($r = .32, p < .01$), attachment avoidance ($r = .49, p < .01$), general negative affect ($r = .49, p < .01$), and general burnout ($r = .35, p < .01$). Attachment anxiety was also significantly and negatively correlated with aggregated job satisfaction ($r = -.19, p < .01$). Attachment avoidance was significantly and positively correlated with aggregated morning negative affect ($r = .24, p < .01$), and general negative affect ($r = .31, p < .01$). Attachment avoidance was also significantly and negatively correlated with aggregated morning positive affect ($r = -.35, p < .01$). General burnout was significantly and positively correlated with aggregated morning negative affect ($r = .32, p < .01$), aggregated perceived supervisor ($r = .32, p < .01$) and co-worker incivility ($r = .26, p < .01$), aggregated burnout ($r = .80, p < .01$), and general negative affect ($r = .42, p < .01$). General burnout was also significantly and negatively correlated with aggregated morning positive affect ($r = -.35, p < .01$), aggregated job satisfaction ($r = -.56, p < .01$), and general positive affect ($r = -.23, p < .01$). General job satisfaction was significantly and positively correlated with aggregated job satisfaction ($r = .35, p < .01$), and general positive affect ($r = .23, p < .01$). General job satisfaction was also significantly and negatively correlated with aggregated burnout ($r = -.32, p < .01$), and general burnout ($r = -.45, p < .01$). General negative affect was significantly and positively correlated with aggregated morning negative affect ($r = .42, p < .01$), aggregated perceived co-worker incivility ($r = .19, p < .01$), and aggregated burnout ($r = .40, p < .01$). General negative affect was also significantly and negatively correlated with aggregated job satisfaction ($r = -.30, p < .01$), and aggregated morning positive affect ($r = -.21, p < .01$).

Table 3.3 Descriptive Statistics, Cronbach's Alpha and Intraclass Correlation Coefficients' of Study Variables and Correlations
Among Them Within Each Level

Variable	<i>M</i>	<i>SD</i>	Cronbach's alpha	ICC	1	2	3	4	5	6	7	8	9	10	11
Level 1: Within-person measures															
Before-work															
1. Morning Negative Affect	1.87	0.51	.90	.58	-	-.31**	.10*	.05	.12*	-.17**					
2. Morning Positive Affect	2.67	0.60	.92	.54	-.28**	-	.02	-.01	-.11*	.15**					
End-of-work															
3. Supervisor Incivility	2.25	4.78	.80	.50	.33**	-.10		.25**	.32**	-.33**					
4. Co-worker Incivility	1.90	4.49	.80	.51	.31**	-.02	.67**	-	.24**	-.19*					
5. Burnout	2.96	0.76	.94	.70	.53**	-.47**	.47**	.31**	-	-.57**					
6. Job Satisfaction	4.16	1.04		.48	-.52**	.47**	-.46**	-.26**	-.78**	-					
Level 2: Between-person measures															
7. Attachment Anxiety	3.30	1.03	.90		.38**	-.14	.11	.16*	.32**	-.19**	-				
8. Attachment Avoidance	2.74	0.99	.91		.24**	.01	-.08	-.05	.09	-.09	.49**	-			
9. General Negative Affect	2.64	0.53	.84		.42**	-.21**	.12	.19**	.40**	-.30**	.49**	-.31**	-		
10. General Positive Affect	3.60	0.47	.77		-.21**	.40**	.10	-.01	-.22**	.19**	-.25**	-.35**	-.40**	-	
11. General Burnout	3.09	0.80	.93		.32**	-.35**	.32**	.26**	.80**	-.56**	.35**	.13	.42**	-.23**	-
12. General Job Satisfaction	2.70	0.95	.85		-.07	.30**	-.13	-.14	-.32**	.35**	-.06	-.08	-.21**	.23**	-.45**
13. Gender		0.43			.02	-.24**	.12	.09	.21**	.00	.06	-.05	.16*	-.03	.20**
14. Age	31.05	6.64			-.03	.18*	.04	.03	-.06	-.14	-.13	-.02	-.10	.07	-.06
15. Education Level		0.79			.05	.03	.11	.04	.05	-.04	-.07	-.05	-.09	.13	.05
16. Relationship Status		0.50			.00	.07	.16*	.19*	.08	-.04	-.26**	-.28**	-.02	.07	.07
17. Job Level		0.29			.02	.05	.01	.08	.01	-.03	.03	.02	.11	-.02	.04
18. Work Style	2.83	0.88			-.11	.07	-.09	-.14	-.14	.17*	-.13	-.03	-.06	.04	-.14
19. Gender Composition	3.35	1.09			.01	-.10	-.01	.04	.10	.07	.08	-.10	-.03	-.04	.02
20. Total Tenure	7.36	6.90			.00	.16*	.04	.04	-.00	-.16*	-.08	-.04	-.08	.05	-.05
21. Job Tenure	3.62	4.63			-.08	.14	.11	.06	.04	-.13	.03	.02	-.03	-.01	.06
22. Tenure with Manager	2.54	3.21			-.11	.10	.07	.03	.06	-.10	.04	.02	.02	-.06	.09
23. Gender of Manager		0.50			-.06	-.06	.02	.06	.12	.05	.03	-.10	.10	.00	.05
24. Managerial Status		0.35			.04	-.06	.01	-.03	.04	-.07	-.07	.02	-.05	-.08	-.01
25. Managerial Level		0.71			.05	-.37	.07	-.22	.12	-.18	-.14	-.22	-.22	.00	-.14

Variable	<i>M</i>	<i>SD</i>	12	13	14	15	16	17	18	19	20	21	22	23	24
13. Gender		0.43	-.09	-											
14. Age	31.05	6.64	-.02	-.18*	-										
15. Education Level		0.79	.02	.01	.17*	-									
16. Relationship Status		0.50	.00	-.09	.16*	.17*	-								
17. Job Level		0.29	-.01	-.08	.11	-.44**	-.07	-							
18. Work Style	2.83	0.88	.10	-.05	.07	.03	-.07	.02	-						
19. Gender Composition	3.35	1.09	.12	-.38**	-.08	.08	-.02	-.05*	-.04	-					
20. Total Tenure	7.36	6.90	.01	-.16	.93**	.07	.19**	.14	.10	-.05	-				
21. Job Tenure	3.62	4.63	-.05	-.10	.69**	.21**	.14	.06	.07	.01	.67**	-			
22. Tenure with Manager	2.54	3.21	.04	-.14	.49**	-.03	.13	.14	.11	.06	.50**	.67**	-		
23. Gender of Manager		0.50	.12	.33**	-.04	-.03	.01	-.08	.02	.37**	.00	-.04	.04	-	
24. Managerial Status		0.35	.01	-.20**	.37**	-.05	.06	.04	.20**	.01	.34**	.26**	.40**	-.03	
25. Managerial Level		0.71	-.29	.18	.12	-.44*	-.01	-.11	.18	-.34	.11	-.15	-.14	.02	

*Note. Means, standard deviations, Cronbach's alpha, and intraclass correlation coefficients (ICC) are displayed. N = 940 for Level 1 (day-level) measures, N = 190 for Level 2 (individual-level) measures. Gender/Gender of Manager: Male = 0, Female = 1. Relationship Status: No relationship = 0, In a relationship = 1, Job level: White-collar = 0, Blue collar = 1. Work style: Totally individual = 1 to Totally team = 5. Gender composition: Almost everyone is male = 1 to Almost everyone is female = 5. Managerial status: Not manager = 0, Manager = 1. Correlations for within-level variables represent group-mean centered relationships among the daily variables. For Level 2 correlations, all Level 1 variables are aggregated to provide estimates of between-individual relationships. Correlations at the individual level are indicated below the diagonal, while correlations at the day level are indicated above the diagonal. Cronbach's alpha for the Level 1 variables is calculated individually for the 5-day period and then averaged. * $p < .05$; ** $p < .01$.*

General positive affect was significantly and positively correlated with aggregated morning positive affect ($r = .40, p < .01$), and aggregated job satisfaction ($r = .19, p < .01$). General positive affect was also significantly and negatively correlated with aggregated morning negative affect ($r = -.21, p < .01$), and aggregated burnout ($r = -.22, p < .01$).

Last, I examined the cross-level correlations between the study variables and demographic variables. Gender (0 = Male, 1 = Female) was significantly and positively correlated with general negative affect ($r = .16, p < .01$), general burnout ($r = .20, p < .01$), and aggregated burnout ($r = .21, p < .01$), which means female participants had a higher level of general negative affect, general burnout, and aggregated burnout than their male counterparts. Gender was also significantly and negatively correlated with aggregated morning positive affect ($r = -.24, p < .01$), which means men had a higher level of morning positive affect than women. Relationship status (0 = No relationship, 1 = In a relationship) significantly and positively correlated with aggregated perceived supervisor ($r = .16, p < .01$), and co-worker incivility ($r = .19, p < .01$), and aggregated burnout ($r = .21, p < .01$), which means participants with a romantic relationship perceived more supervisor and co-worker incivility than those without a romantic relationship. Relationship status was also significantly and negatively correlated with attachment anxiety ($r = -.26, p < .01$), and attachment avoidance ($r = -.28, p < .01$). That is, those within a romantic relationship had lower attachment anxiety and avoidance than those without a romantic relationship. Total tenure was significantly and positively correlated with aggregated morning positive affect ($r = .16, p < .01$). Total tenure was also significantly and negatively correlated with aggregated job satisfaction ($r = -.16, p < .01$). Working style (i.e., working on a team vs. working individually) was significantly and positively correlated with aggregated job satisfaction ($r = .17, p < .01$), meaning that participants who entirely work in team settings

exhibited higher levels of job satisfaction compared to those working entirely individually.

3.3 Data Analytic Approach

Due to the nested nature of the data, random coefficient modeling (estimation of random intercepts and slopes) with a multilevel path analysis was conducted to test the hypothesized effects utilizing Mplus 8.8 (Muthén & Muthén, 2017).

Prior to testing the hypotheses, I ran null models to calculate intraclass correlation coefficients (ICC) and assessed the proportion of within- and between-persons variance of each Level 1 variable. The ICCs of all Level 1 variables are presented in Table 3.3. In morning negative affect, 42% of the variance is attributable to within-person factors, and 58% is attributable to between-person factors. In perceived supervisor incivility, 50% of the variance is attributable to within-person factors, and 50% is attributable to between-person factors. In perceived co-worker incivility, 51% of the variance is attributable to within-person factors, and 49% is attributable to between-person factors. In burnout, 30% of the variance is attributable to within-person factors, and 70% is attributable to between-person factors. In job satisfaction, 52% of the variance is attributable to within-person factors, and 48% is attributable to between-person factors. Considerable within-person and between-person variability allowed for a multilevel approach to data analyses.

Following Enders and Tofighi (2007), group-mean and grand-mean centering were applied to improve model parameter estimation and interpretability. For modeling effects, all Level 1 predictors were centered around each person's mean, which eliminated all between-person variances. Thus, the coefficients for these variables represent the effect of a person being above or below (e.g., perceiving more or less supervisor incivility) his or her own mean across 5 days; results cannot be affected

by individual-level differences. All Level 2 control variables were grand-mean centered, indicating how individuals deviated from the sample mean. For cross-level interaction effects, attachment anxiety, and attachment avoidance at Level 2 were also centered around the sample mean. Hypothesized and direct effects at Level 1 were modeled as random, while control variables were modeled as fixed effects. For the interaction effects, Monte Carlo simulation was utilized, and conditional effects were computed for higher and lower attachment anxiety and attachment avoidance (1 SD above and below the mean). All the reported analyses were conducted with 100,000 iterations to strengthen the reliability of the results.

3.4 Hypothesis Testing

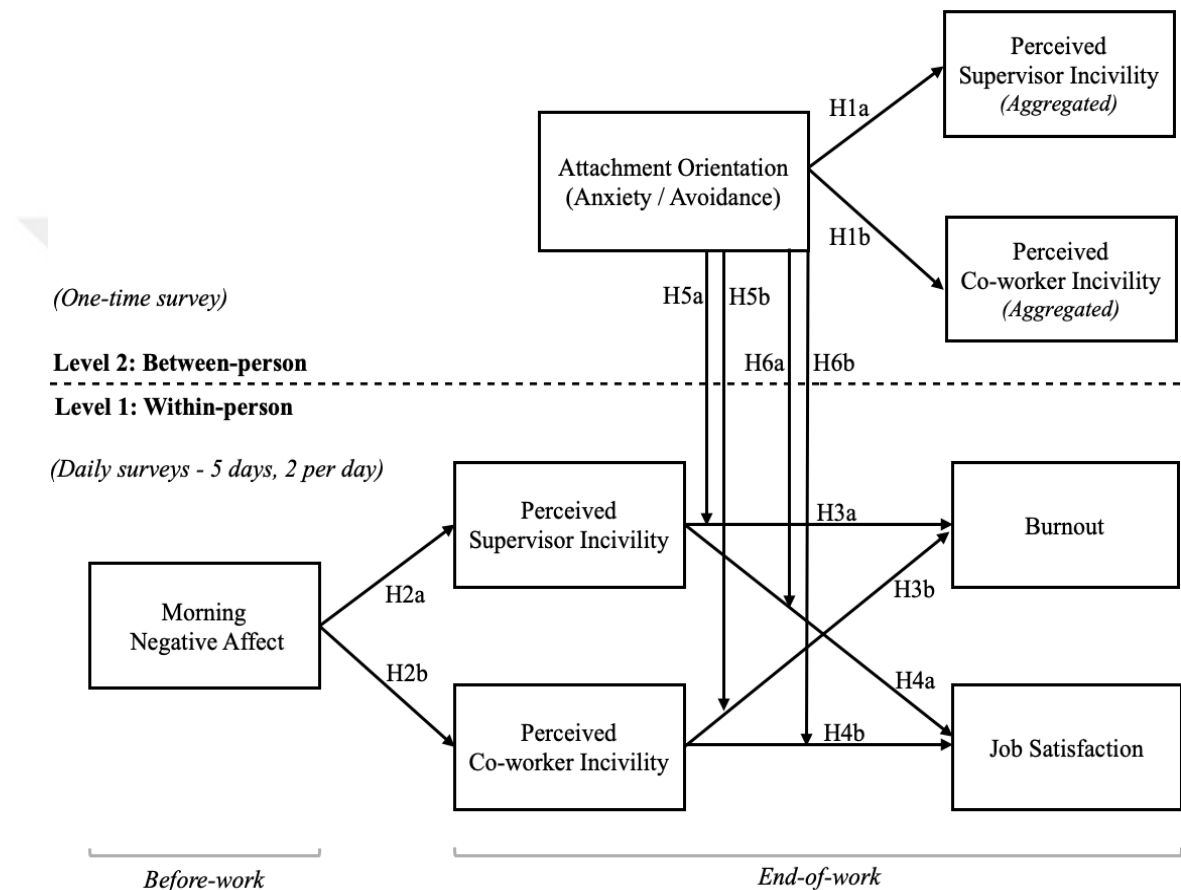
Figure 3.1 presents the conceptual model tested. Table 3.4 presents the unstandardized path coefficients and standard errors from the results of multilevel path analysis.¹

Hypothesis 1a proposed that the relationship between perceived supervisor incivility and attachment anxiety was significantly higher than the relationship between perceived supervisor incivility and attachment avoidance. Perceived supervisor incivility was marginally and positively related to attachment anxiety ($\gamma = .39, SE = .26, p = .071$) but not related to attachment avoidance ($\gamma = -.28, SE = .27, p = .154$); therefore, Hypothesis 1a was partially supported. Hypothesis 1b proposed that the relationship between perceived co-worker incivility and attachment anxiety was significantly higher than the relationship between perceived co-worker incivility and attachment avoidance.

¹ The proposed multilevel path analysis was repeated using the overall perceived incivility variable. This variable was created by aggregating the perceived supervisor and co-worker incivility variables to gain a comprehensive understanding of WPI, irrespective of the source. The results remained consistent and supported our study hypothesis to the same extent.

Perceived co-worker incivility was positively related to attachment anxiety ($\gamma = .54$, $SE = .25$, $p = .016$) but not related to attachment avoidance ($\gamma = -.17$, $SE = .26$, $p = .254$). Therefore, Hypothesis 1b was supported.

Figure 3.1 *Conceptual Model Depicting Study Hypotheses*



Hypothesis 2 focused on the effects of morning negative affect on daily perceived supervisor and co-worker incivility and specifically proposed that there was a positive relationship between morning negative affect and both (a) daily perceived supervisor and (b) co-worker incivility after controlling for general negative affect. Morning negative affect was positively related to perceived supervisor incivility ($\gamma = .81$, $SE = .31$, $p = .004$), supporting Hypothesis 2a. Meaning that, participants perceived more supervisor incivility on days when they had higher morning negative affect compared to days when

they had lower morning negative affect. Morning negative affect was marginally and positively related to perceived co-worker incivility ($\gamma = .39, SE = .28, p = .082$), yielding marginal support for Hypothesis 2b. This means that participants tended to perceive more co-worker incivility on days when they had higher morning negative affect compared to days when they had lower morning negative affect.

Hypothesis 3 stated that there was a positive within-person relationship between both (a) daily perceived supervisor and (b) co-worker incivility and end-of-work burnout after controlling for general burnout. Perceived supervisor incivility was positively related to burnout ($\gamma = .05, SE = .01, p = .000$), supporting Hypothesis 3a. That is, participants had a higher level of burnout on days when they perceived supervisor incivility compared to days when they didn't perceive supervisor incivility. Supporting Hypothesis 3b, perceived co-worker incivility was positively related to burnout ($\gamma = .04, SE = .01, p = .000$). Participants had a higher level of burnout on days when they perceived co-worker incivility compared to days when they didn't perceive co-worker incivility.

Hypothesis 4 proposed that there was a negative within-person relationship between both (a) daily perceived supervisor and (b) co-worker incivility and end-of-work job satisfaction after controlling for general job satisfaction. Perceived supervisor incivility was negatively related to job satisfaction ($\gamma = -.10, SE = .01, p = .000$), supporting Hypothesis 4a. Meaning that participants had a lower level of job satisfaction on days when they perceived supervisor incivility compared to days when they didn't perceive supervisor incivility. Perceived co-worker incivility was also negatively related to job satisfaction ($\gamma = -.06, SE = .01, p = .000$), supporting Hypothesis 4b. That is, participants had a lower level of job satisfaction on days when they perceived co-worker incivility compared to days when they didn't perceive co-worker incivility.

Table 3.4 *Multilevel Path Analysis Results*

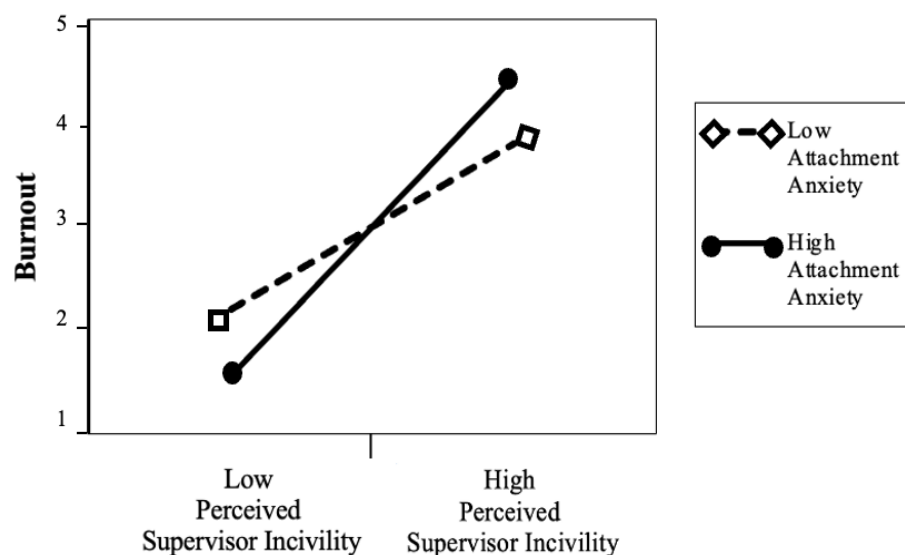
Variable	Morning Negative Affect (Before-Work)		Perceived Supervisor Incivility (End-of-Work)		Perceived Co-worker Incivility (End-of-Work)		Burnout (End-of-Work)		Job Satisfaction (End-of-Work)	
	γ	<i>SE</i>	γ	<i>SE</i>	γ	<i>SE</i>	γ	<i>SE</i>	γ	<i>SE</i>
Predictor										
Intercept	1.88	.04	2.24	.27	1.87	.25	2.78	.06	4.42	.08
Level 2 predictors and control variables										
General Negative Affect	.40***	(.06)	.82†	(.51)	1.28*	(.48)	.56***	(.10)	-.58***	(.14)
General Burnout	.20***	(.04)	1.51***	(.32)	1.15***	(.31)	.76***	(.04)	-.74***	(.08)
General Job Satisfaction	-.04	(.04)	-.50*	(.29)	-.50*	(.27)	-.25***	(.06)	.39***	(.08)
<i>Attachment Anxiety</i>	.19***	(.03)	.39†	(.26)	.54*	(.25)	.24***	(.05)	-.19**	(.07)
<i>Attachment Avoidance</i>	.12***	(.04)	-.28	(.27)	-.17	(.26)	.07	(.06)	-.10	(.07)
Level 1 predictors and control variable										
Day of the Study	-.01	(.02)	-.24***	(.11)	-.18*	(.11)	.00	(.02)	-.01	(.03)
<i>Morning Negative Affect</i>			.81**	(.31)	.39†	(.28)	.15***	(.04)	-.41***	(.09)
<i>Perceived Supervisor Incivility</i>							.05***	(.01)	-.10***	(.01)
<i>Perceived Co-worker incivility</i>							.04***	(.01)	-.06***	(.01)
<i>Burnout</i>										
<i>Job Satisfaction</i>										
Cross-level interactions										
Perceived Supervisor Incivility × Attachment Anxiety							.01*	(.01)	-.02†	(.01)
Perceived Supervisor Incivility × Attachment Avoidance							.01*	(.01)	.00	(.01)
Perceived Co-worker Incivility × Attachment Anxiety							.01	(.01)	-.01	(.02)
Perceived Co-worker Incivility × Attachment Avoidance							.01	(.01)	-.02	(.02)

Note. Level 1 $N = 940$. Level 2 $N = 190$. *SE* = standard error. Variables in italics represent the focal study variables, non-italicized variables are controls. Day of the study represents a trend variable representing each day of the study and is coded for Monday (1) through Friday (5). Estimates reflect unstandardized coefficients.

† $p < .10$. * $p < .05$. ** $p < .01$. *** $p < .001$.

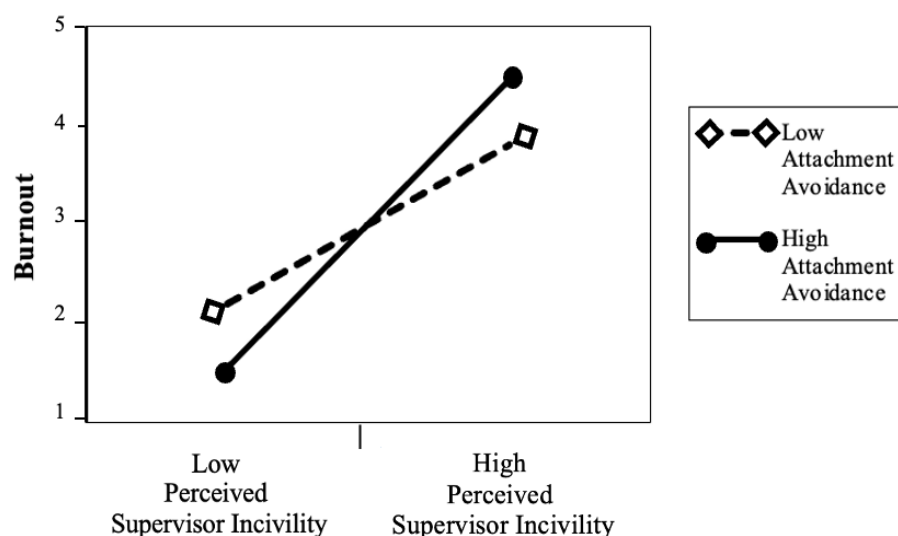
Hypothesis 5 proposed that attachment orientation would moderate the within-person relationship between both (a) perceived supervisor and (b) co-worker incivility and burnout after controlling for general burnout, specifically suggesting that the moderation effects would be stronger for attachment anxiety than attachment avoidance. Attachment anxiety significantly moderated the relationship between perceived supervisor incivility and burnout ($\gamma = .01$, $SE = .01$, $p = .023$). As shown in Figure 3.2, the within-person relationship of perceived supervisor incivility and burnout was positive at both lower (simple slope = .03, $SE = .01$, $p = .001$), and higher (simple slope = .06, $SE = .01$, $p = .000$) levels of attachment anxiety. The positive relationship is significantly higher for higher levels of attachment anxiety. The results show that attachment anxiety exacerbates the positive effect of perceived supervisor incivility on burnout.

Figure 3.2 *Moderating Effect of Attachment Anxiety on the Within-level Relationship between Perceived Supervisor Incivility and Burnout*



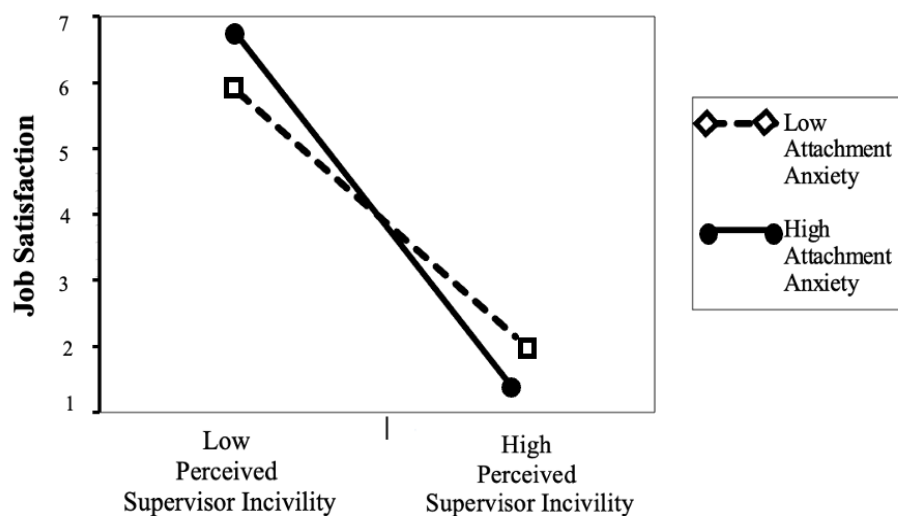
Attachment avoidance also significantly moderated the relationship between perceived supervisor incivility and burnout ($\gamma = .01, SE = .01, p = .042$). As shown in Figure 3.3, the within-person relationship of perceived supervisor incivility and burnout was positive at both lower (simple slope = .04, $SE = .01, p = .000$), and higher (simple slope = .06, $SE = .01, p = .000$) levels of attachment avoidance. The results indicate that attachment avoidance deteriorates the positive effect of perceived supervisor incivility on burnout, similar to attachment anxiety. A z-test was conducted to compare the coefficients representing the moderation effects of attachment orientation, there is no difference between the coefficients depicting the moderation effects of attachment anxiety and attachment avoidance on the perceived supervisor incivility and burnout relationship, therefore, Hypothesis 5a was not supported. But neither attachment anxiety nor attachment avoidance moderated the relationship between perceived co-worker incivility and burnout ($\gamma = .01, SE = .01, p = .166; \gamma = .01, SE = .01, p = .118$, respectively). Hence, Hypothesis 5b was not supported.

Figure 3.3 *Moderating Effect of Attachment Avoidance on the Within-level Relationship between Perceived Supervisor Incivility and Burnout*



Hypothesis 6 proposed that attachment orientation would moderate the within-person relationship between both perceived supervisor (H6a) and co-worker incivility (H6b) and job satisfaction after controlling for general job satisfaction, specifically suggesting that the moderation effects would be stronger for attachment anxiety than attachment avoidance. Attachment anxiety marginally and significantly moderated the relationship between perceived supervisor incivility and job satisfaction ($\gamma = -.02$, $SE = .01$, $p = .061$). As shown in Figure 3.4, the within-person relationship of perceived supervisor incivility and job satisfaction was negative at both lower (simple slope = $-.08$, $SE = .02$, $p = .000$), and higher (simple slope = $-.11$, $SE = .02$, $p = .000$) levels of attachment anxiety. The positive relationship is significantly higher for higher levels of attachment anxiety. Meaning that, attachment anxiety exacerbates the negative impact of perceived supervisor incivility on job satisfaction. However, attachment avoidance did not moderate the relationship between perceived supervisor incivility and job satisfaction ($\gamma = .00$, $SE = .01$, $p = .449$); therefore, Hypothesis 6a was supported.

Figure 3.4 *Moderating Effect of Attachment Anxiety on the Within-level Relationship between Perceived Supervisor Incivility and Job Satisfaction*



On the other hand, neither attachment anxiety nor attachment avoidance moderated the relationship between perceived co-worker incivility and job satisfaction ($\gamma = -.01$, $SE = .02$, $p = .273$; $\gamma = -.02$, $SE = .02$, $p = .147$, respectively). Thus, Hypothesis 6b was not supported.

3.5 Exploratory Analyses

A number of exploratory analyses were conducted for different purposes. First, the direct effects of morning negative affect on end-of-work burnout and job satisfaction, as well as the indirect effects of morning negative affect on end-of-work burnout/job satisfaction through perceived supervisor and co-worker incivility, were investigated. Examining the direct and indirect effects of morning negative affect through multilevel path modeling is valuable especially from a methodological perspective as the variables of interest are collected at two different time points on a given workday. Second, the relative impact of perceived supervisor and co-worker incivility was examined. Third, the moderation effect of attachment orientation in the relationship between morning negative affect and perceived supervisor and co-worker incivility was examined.

3.5.1 Exploring Direct and Indirect Effects in Multilevel Path Modeling

The results of the analyses examining the direct and indirect (through perceived incivility experience) effects of morning negative affect on burnout and job satisfaction are presented in Table 3.5.

First, the direct effects of morning negative affect on end-of-work burnout and job satisfaction were analyzed. The results showed that morning negative affect was positively related to end-of-work burnout ($\gamma = .15$, $SE = .04$, $p = .000$), meaning that participants had a higher level of burnout on days when they had higher morning negative

affect compared to days when they had a lower negative affect. Further, morning negative affect was negatively related to end-of-work job satisfaction ($\gamma = -.41$, $SE = .09$, $p = .000$). This means that participants had lower job satisfaction on days when they had higher morning negative affect compared to days when they had lower negative affect.

Table 3.5 *Indirect Effects in Multilevel Path Modeling*

	γ	SE
<i>Predictor → Mediator relationships</i>		
Morning Negative Affect → Perceived Supervisor Incivility	.81**	(.31)
Morning Negative Affect → Perceived Co-worker Incivility	.39†	(.28)
<i>Mediator → Criterion relationship</i>		
Perceived Supervisor Incivility → Burnout	.05***	(.01)
Perceived Supervisor Incivility → Job Satisfaction	-.10***	(.01)
Perceived Co-worker Incivility → Burnout	.04***	(.01)
Perceived Co-worker Incivility → Job Satisfaction	-.06***	(.01)
<i>Predictor → Criterion relationships (i.e., direct effects)</i>		
Morning Negative Affect → Burnout	.15***	(.04)
Morning Negative Affect → Job Satisfaction	-.41***	(.09)
<i>Predictor → Mediator → Criterion relationships (i.e., indirect effects)</i>		
Morning Negative Affect → Perceived Supervisor Incivility → Burnout	.04†	(.02)
Morning Negative Affect → Perceived Supervisor Incivility → Job Satisfaction	-.08†	(.05)
Morning Negative Affect → Perceived Co-worker Incivility → Burnout	.01	(.02)
Morning Negative Affect → Perceived Co-worker Incivility → Job Satisfaction	-.03	(.03)

Note. Level 1 $N = 940$. Level 2 $N = 190$. SE = standard error. All reported results are adjusted for the inclusion of control variables (i.e., general burnout and general job satisfaction). Estimates reflect unstandardized coefficients.

† $p < .10$. * $p < .05$. ** $p < .01$. *** $p < .001$.

Second, the mediating role of perceived supervisor and co-worker incivility in the morning negative affect and end-of-work burnout relationship was also examined. Results showed that morning negative affect had a marginally significant indirect effect on burnout through perceived supervisor incivility (indirect effect = .04, $SE = 0.02$, $p = .081$). However, indirect effect of morning negative affect in the daily perceived co-

worker incivility-end-of-work burnout relationship was not significant (indirect effect = .01, $SE = .02$, $p = .338$).

Third, the indirect effects of morning negative affect on end-of-work job satisfaction through perceived incivility were also examined. Results showed that morning negative affect had a marginally significant indirect effect on job satisfaction through perceived supervisor incivility (indirect effect = -.08, $SE = 0.05$, $p = .091$). However, morning negative affect had no indirect effect on job satisfaction through perceived co-worker incivility (indirect effect = -.03, $SE = .03$, $p = .332$).

3.5.2 Exploring Distinctive Effects of Workplace Incivility Coming from Different Sources

Through two hierarchical regression analyses, I examined the relative impact of incivility coming from supervisors vs. co-workers on burnout and job satisfaction. For this part of the analysis, aggregated scores were used. Table 3.6 presents the results.

First hierarchical regression analysis was conducted to examine the degree to which perceived supervisor and co-worker incivility predicted burnout (Block 2; $\Delta R^2 = .10$, $p < .001$) after controlling for morning negative affect (first Block; $\Delta R^2 = .23$, $p < .001$). Thirty-four percent of burnout was explained by the model, $F(2, 186) = 14.40$, $p < .001$. As expected, morning negative affect ($\beta = .39$, $p < .001$) contributed significantly to the end-of-the-day experience of burnout. Perceived supervisor incivility ($\beta = .34$, $p < .001$) added incremental variance, whereas perceived co-worker incivility ($\beta = -.01$, $p = .873$) did not. The results indicated that perceiving supervisor incivility was more detrimental to burnout than perceiving co-worker incivility.

Table 3.6 *Hierarchical Regressions with Morning Negative Affect and Perceived Supervisor and Co-worker Incivility Variables Predicting Burnout and Job Satisfaction*

Variable	Burnout		Job Satisfaction	
	<i>B</i>	ΔR^2	β	ΔR^2
Step 1				
Morning Negative Affect	.39		-.37	
Block		.23		.21
Step 2				
Perceived Supervisor Incivility	.34		-.37	
Perceived Co-worker Incivility	-.01		-.07	
Block		.10		.10
Total adjusted <i>R</i> ²		.33		.31

Note. *N* = 186.

* $p < .05$. ** $p < .01$. *** $p < .001$.

Second hierarchical regression analysis was conducted to examine the degree to which perceived supervisor and co-worker incivility predicted job satisfaction (Block 2; $\Delta R^2 = .10, p < .001$) after controlling for morning negative affect (first Block; $\Delta R^2 = .21, p < .001$). Thirty-one percent of job satisfaction was explained by the model, $F(2, 186) = 14.50, p < .001$. Morning negative affect ($\beta = -.37, p < .001$) had a significant contribution in explaining variance in job satisfaction. Perceived supervisor incivility ($\beta = -.37, p < .001$) added incremental variance, whereas perceived co-worker incivility ($\beta = -.07, p = .357$) did not. That is, perceived supervisor incivility was more detrimental to job satisfaction than perceived co-worker incivility.

3.5.3 Examining Moderation Effects of Attachment Orientation on the Relationship between Morning Negative Affect and Daily Perceived Supervisor and Co-worker Incivility

The moderation effect of attachment orientation on the within-level relationship between morning negative affect and both perceived supervisor and co-worker incivility after controlling for general negative affect was also analyzed. The results are presented

in Table 3.7. Both attachment anxiety and avoidance failed to moderate the within-level relationship between morning negative affect and perceived supervisor incivility ($\gamma = .36$, $SE = .40$ $p = .185$; $\gamma = -.26$, $SE = .40$, $p = .257$, respectively).

Table 3.7 *Testing Cross-level Interaction Effects of Morning Negative Affect and Attachment Orientation on the Daily Perceived Supervisor and Co-worker Incivility*

	Daily Perceived Supervisor Incivility		Daily Perceived Co-worker Incivility	
	γ	SE	γ	SE
Cross-level interactions				
Morning Negative Affect $\times$ Attachment Anxiety	.36	(.40)	-.51 [†]	(.37)
Morning Negative Affect $\times$ Attachment Avoidance	-.26	(.40)	-.66*	(.36)

Note. Level 1 $N = 940$. Level 2; $N = 190$. $SE =$ standard error. Coefficients are unstandardized. [†] $p < .10$. * $p < .05$. ** $p < .01$. *** $p < .001$.

However, there was a marginally significant interaction between attachment anxiety and morning negative affect in relation to daily perceived co-worker incivility ($\gamma = -.51$, $SE = .38$, $p = .088$). As shown in Figure 3.5, simple slope analyses revealed that the relationship between morning negative affect and daily perceived co-worker incivility was significant for lower attachment anxiety (simple slope = .94, $SE = .58$, $p = .050$) but not for higher attachment anxiety (simple slope = -.10, $SE = .52$, $p = .423$). There was also a significant interaction between attachment avoidance and morning negative affect in relation to daily perceived co-worker incivility ($\gamma = -.70$, $SE = .37$, $p = .034$). As shown in Figure 3.6, simple slope analyses revealed that the relationship between morning negative affect and daily perceived co-worker incivility was significant for lower attachment avoidance (simple slope = 1.06, $SE = .54$, $p = .024$) but not for higher attachment avoidance (simple slope = -.26, $SE = .51$, $p = .302$). It appears that attachment avoidance buffers or weakens the impact of morning negative affect on daily perceived co-worker incivility.

Figure 3.5 *Moderating Effect of Attachment Anxiety on the Within-level Relationship between Morning Negative Affect and Perceived Co-worker Incivility*

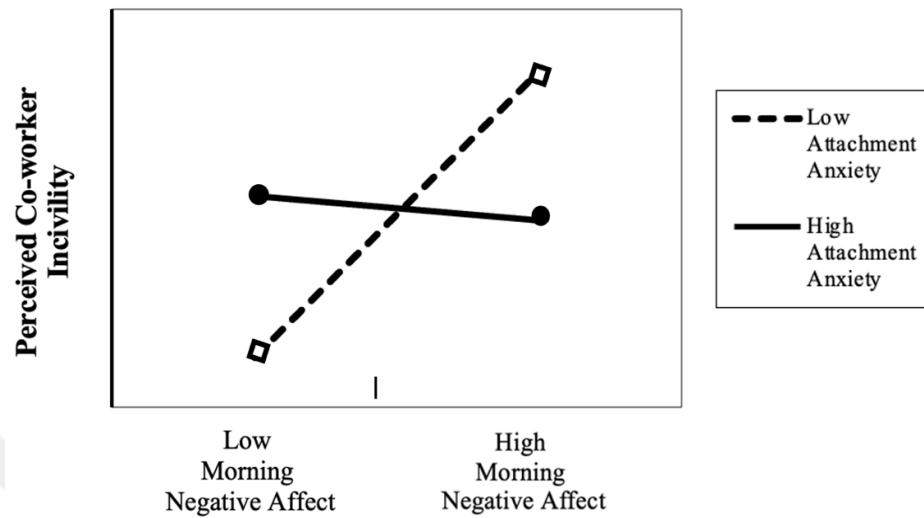
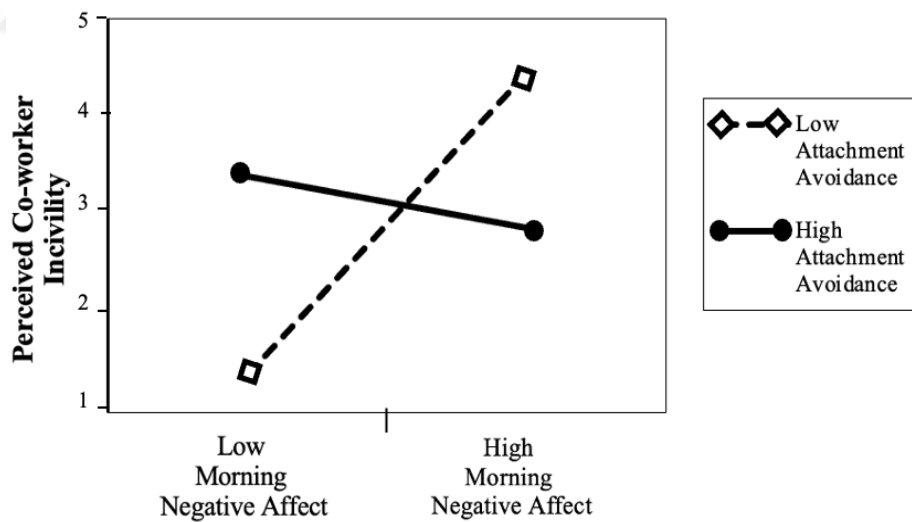


Figure 3.6 *Moderating Effect of Attachment Avoidance on the Within-level Relationship between Morning Negative Affect and Perceived Co-worker Incivility*



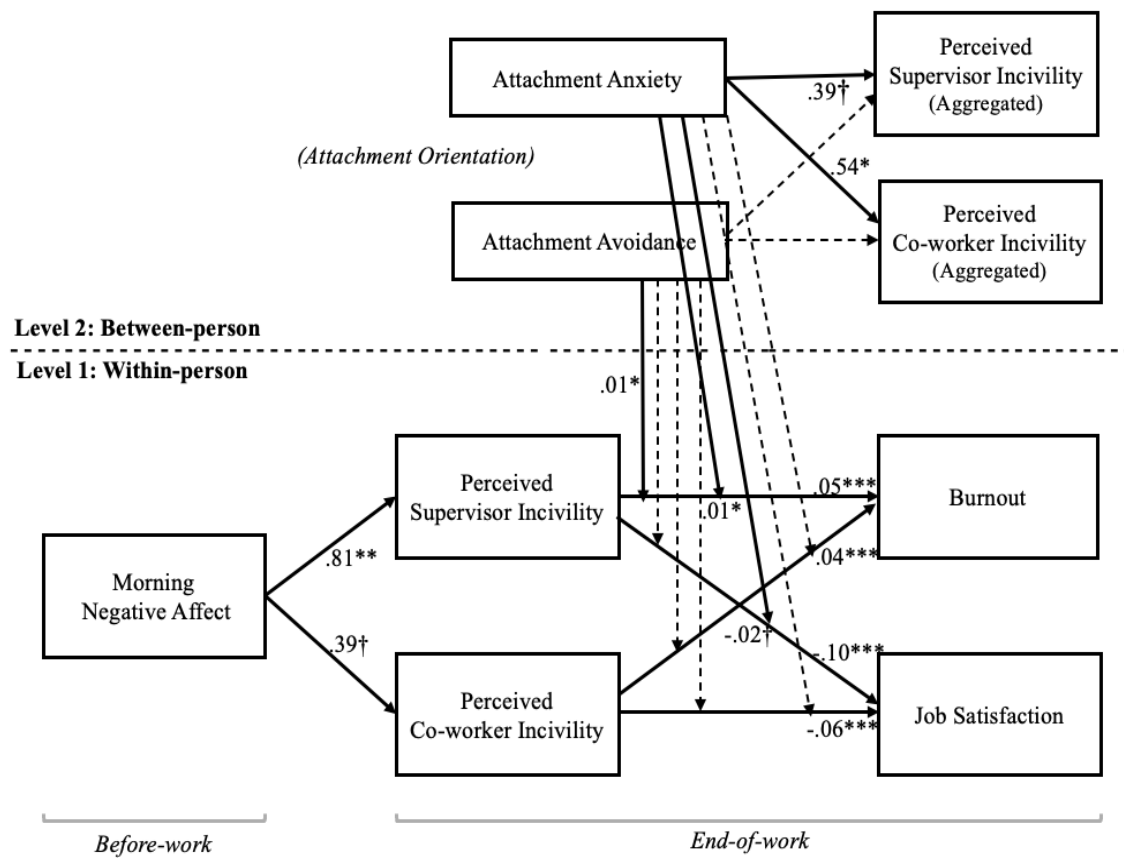
3.6 Summary of the Findings

To conclude, random coefficient modeling with a multilevel path analysis was conducted to test six hypotheses. Table 3.8 and Figure 3.7 illustrate a summary of the results of the hypotheses testing.

Table 3.8 *Summary of the Hypotheses and the Results*

	Hypothesis	Results
H1	1a: The relationship between attachment anxiety-perceived supervisor incivility is stronger than the relationship between attachment avoidance-perceived supervisor incivility.	Marginally Supported
	1b: The relationship between attachment anxiety-perceived co-worker incivility is stronger than the relationship between attachment avoidance-perceived co-worker incivility.	Supported
H2	2a: Individuals perceive more supervisor incivility on days when they have higher morning negative affect compared to days when they have lower morning negative affect.	Supported
	2b: Individuals perceive more co-worker incivility on days when they have higher morning negative affect compared to days when they have lower morning negative affect.	Marginally Supported
H3	3a: Individuals have higher levels of burnout on days when they perceive more supervisor incivility compared to days when they perceive less supervisor incivility.	Supported
	3a: Individuals have higher levels of burnout on days when they perceive more co-worker incivility compared to days when they perceive less co-worker incivility.	Supported
H4	4a: Individuals have lower levels of job satisfaction on days when they perceive more supervisor incivility compared to days when they perceive less supervisor incivility.	Supported
	4b: Individuals have lower levels of job satisfaction on days when they perceive more co-worker incivility compared to days when they perceive less co-worker incivility.	Supported
H5	5a: Attachment orientation moderates the effect of daily perceived supervisor incivility on end-of-work burnout. The moderation effect will be stronger for attachment anxiety than for attachment avoidance.	Not Supported
	5b: Attachment orientation moderates the effect of daily perceived co-worker incivility on end-of-work burnout. The moderation effect will be stronger for attachment anxiety than for attachment avoidance.	Not Supported
H6	6a: Attachment orientation moderates the effect of daily perceived supervisor incivility on end-of-work job satisfaction. The moderation effect will be stronger for attachment anxiety than for attachment avoidance.	Supported
	6b: Attachment orientation moderates the effect of daily perceived co-worker incivility on end-of-work job satisfaction. The moderation effect will be stronger for attachment anxiety than for attachment avoidance.	Not Supported

Figure 3.7 *Summary of the Study Findings*



Note. Dashed lines represent non-significant effects, and bold lines represent significant effects.

4. DISCUSSION

4.1 Overview

Using an experience sampling approach, the current study examined attachment orientations as an individual antecedent of perceived incivility and before-work negative affect as a situational antecedent. Furthermore, the present study examined the effects of daily perceived incivility on employees' end-of-work burnout and job satisfaction levels. Last, the study investigated whether the extent of these effects differed according to employees' attachment orientation (attachment anxiety versus avoidance). In all tested relationships, perceived incivility was assessed from two sources: supervisors and co-workers.

The findings of the present study are discussed in the following four sections. Section 4.2 includes an overview of the findings from the hypothesis testing along with their implications. Section 4.3 highlights the contributions of the current study. Section 4.4 presents the limitations and suggestions for future research, while section 4.5 discusses the practical implications.

4.2 An Overview of the Findings and Implications

Using an experience sampling approach, the current study examined attachment orientation (specifically attachment anxiety) as an individual antecedent of perceived incivility and before-work negative affect as a situational antecedent. Furthermore, the present study examined the effects of daily perceived incivility on employees' end-of-work burnout and job satisfaction levels. Last, the study investigated whether the extent of these effects differed according to employees'

attachment orientation (attachment anxiety versus avoidance). In all tested relationships, perceived incivility was assessed from two sources: supervisors and co-workers.

The findings of the present study are discussed in the following four sections. Section 4.2 includes an overview of the findings from the hypothesis testing along with their implications. Section 4.3 highlights the contributions of the current study. Section 4.4 presents the limitations and suggestions for future research, while section 4.5 discusses the practical implications.

4.2.1 Findings Concerning the Relationship between Attachment Orientation and Perceived Incivility

First, Hypothesis 1a stated that the relationship between perceived supervisor incivility and attachment anxiety was significantly higher than the relationship between perceived supervisor incivility and attachment avoidance. Attachment anxiety was found to be marginally and positively related to both perceived supervisor and co-worker incivility, while attachment avoidance was not. Second, Hypothesis 1b stated that the relationship between perceived co-worker incivility and attachment anxiety was significantly higher than the relationship between perceived co-worker incivility and attachment avoidance. Perceived co-worker incivility was found to be positively related to attachment anxiety, while attachment avoidance was not. Therefore, results provided support for attachment anxiety as a critical individual difference variable in the experience/perception of workplace incivility.

Considering the ambiguous nature of workplace incivility, the current findings are in line with previous studies (e.g., Boska, 2014; Ly, 2010) demonstrating that individuals with high attachment anxiety are more prone to interpret ambiguous stimuli negatively than individuals with high attachment avoidance. Empirical evidence suggests

that individuals may have cognitive biases in the social information processing process due to their attachment orientations (e.g., Dykas & Cassidy, 2011). Individuals with high attachment anxiety appear to perceive ambiguous, uncivil behaviors and evaluate these behaviors more negatively. Hansbrough's (2012) study also provides indirect support and insight into the current findings concerning attachment anxiety. Hansbrough (2012) demonstrated that individuals with high attachment anxiety are biased to view even minimal signs of interest and availability from their leaders as signals of proximity. As anxiously attached individuals tend to perceive subtle positive social signals more favorably due to their proximity-related cognitive bias, such individuals may tend to perceive subtle negative social cues (such as incivility) more negatively due to their concern about losing proximity.

In the present study, the perceived incivility score was created by taking into account the frequency of experienced uncivil behavior. Individuals with high attachment anxiety might likely have experienced more uncivil behaviors than individuals with high attachment avoidance. Consistent with previous studies demonstrating that individuals with certain characteristics may provoke mistreatment (Milam et al., 2009; Samnani & Singh, 2012; Henle & Gross, 2014), anxiously attached individuals might have attracted uncivil behaviors from their co-workers and supervisors. Supporting this idea, Milam et al. (2009) found that targets' negative emotions (anger, anxiety, and insecurity) led to unusual social interactions (e.g., irritability, thinking loudly, excessive talking), causing them to attract incivility. Lawler's Affect Theory of Social Exchange (2001) offers a plausible explanation for the current findings as well as the findings of Milam et al. (2009). According to this theory, successful emotional exchange in the workplace fosters positive relationships, whereas unsuccessful exchanges lead to hostility and anger.

Individuals with high attachment anxiety might have experienced negative emotions more frequently at work because of their unsuccessful interpersonal exchanges (Hardy & Barkham, 1994; Goldstein et al., 2019; Mackintosh et al., 2018), leading them to engage in social interactions that provoke incivility. Our zero-order correlations provide some support for this idea, attachment anxiety was found to be positively related to both general (trait) negative affectivity and 5-day aggregated (state) negative affectivity. Thus, the findings concerning the role of attachment anxiety in the perception of workplace incivility seem to have provided support for the *victim precipitation framework*, which suggests that certain individuals may attract mistreatment toward themselves or reported mistreatment may stem from biased perceptions of targets.

The perpetrator predation framework might also provide a sound basis for interpreting the present findings. Due to their lack of social abilities (Goldstein et al., 2019), anxiously attached individuals are not likely to develop harmonious relationships with colleagues and managers. (Hardy & Barkham, 1994). Therefore, perpetrators of workplace incivility might have intentionally selected anxiously attached individuals as easy targets to minimize the possibility of blame or retaliation. All in all, the current findings appear to provide some support for both the *victim precipitation* and *perpetrator predation frameworks*.

4.2.2 Findings Concerning Morning Negative Affect as a Predecessor of Daily Perceived Incivility

Hypothesis 2 stated that there would be a positive within-person relationship between morning (before-work) negative affect and perceived supervisor (a) and co-worker incivility (b). Confirming these hypotheses, at the within-person level, morning negative affect was found to be positively related to both perceived supervisor and co-

worker incivility. Specifically, individuals' morning negative emotional states predicted their incivility perceptions/experiences during the day. This effect was beyond individuals' general negative affect levels.

Previous studies have investigated negative affect (NA) as either an affective outcome or a dispositional (trait-based) antecedent of workplace incivility. To the researcher's knowledge, the current study is the first study to demonstrate negative affect as a situational (state-based) antecedent of incivility. In the current study, on days with high morning NA, participants perceived and reported more uncivil behavior coming from both supervisors and co-workers. The *victim precipitation framework* could again explain this finding. One plausible explanation is that, on days that begin with negative emotions, people may be more likely to interpret ambiguous behaviors more negatively. The current findings are consistent with previous research (Penney & Spector, 2005, Wang et al., 2011), indicating that high negative affectivity may lead to attributing hostile and malicious intent to the perpetrator's mild rude behavior, leading to more negative perceptions. Therefore, taking the victim precipitation framework as our conceptual basis, the current findings suggest that reported incivility could result from individuals' biased perceptions.

The current findings are also in line with previous studies that examined dispositional/trait negative affect as an antecedent of reported incivility. For instance, Sliter et al. (2015) found trait negative affectivity was positively related to perception of incivility. Itzkovich (2016), who investigated the negative affect-incivility relationship using the victimology framework, also found that negative affect predicted the experience of incivility. However, Sliter et al. (2015) and Itzkovich (2016) investigated the negative affect-incivility relationship at the between-person level through a cross-sectional design.

The present experience sampling study showed that this relationship holds at the within-person level as well.

Last, the *perpetrator predation framework* also offers an alternative plausible explanation for the current findings. People who started the day in a negative emotional state may have exhibited behaviors that provoked incivility on the part of others. There exists empirical evidence indirectly supporting this interpretation. For example, studies suggest that high NA makes individuals more likely to encounter interpersonal conflict (Girardi et al., 2015) and implement ineffective conflict resolution strategies (Zorlular & Uzer, 2023). That is, morning negative affect may have made individuals easy targets for incivility perpetrators.

4.2.3 Findings Concerning the Relationship between Daily Perceived Incivility and End-of-Work Burnout

In Hypothesis 3, it was proposed that there would be a positive within-person relationship between burnout and perceived supervisor (a) and co-worker incivility (b). Confirming Hypotheses 3a and 3b, at the within-person level, both perceived supervisor and co-worker incivility were positively related to burnout. Specifically, perceiving supervisor and co-worker incivility during the day predicted end-of-work burnout. This effect was beyond the general burnout levels of individuals.

Since most workplace incivility measures ignore the source of incivility, there is not yet a consensus in the literature on the impact of incivility coming from different sources (Schilpzand et al., 2016). However, few studies have examined the differential source effect of incivility. The current study findings are consistent with those of Karatepe et al. (2019) that both co-worker and supervisor incivility significantly predicts burnout. On the other hand, Zhou et al. (2019) found that only co-worker incivility

significantly predicts burnout. One plausible explanation for the inconsistent findings could be associated with the cultural contexts within which these studies were conducted. Unlike the Zhou et al. (2019) study which was conducted in the US, a low power distance culture, the present study and Karatepe et al.'s study were conducted in high power distance cultural contexts (Hofstede, 2001), Turkey and South Korea, respectively. In high power distance cultures, incivility from managers who prominently hold authority and control over resources is likely to be perceived as more costly and threatening by employees. That is, in such contexts uncivil behaviors from managers might impose more stress on individuals and drain their resources. Supporting this idea, the results of another study conducted in Turkey showed that daily supervisor incivility had significantly stronger associations with daily belongingness threat, control threat and self-esteem threat compared to daily co-worker incivility (Erdaş, 2016). In an exploratory analysis described in section 3, I found that perceived supervisor incivility had a more substantial adverse effect on burnout than did co-worker incivility. In particular, the current study was conducted in a period when the economic crisis was severe, and downsizing was common practice in most work organizations (OECD, 2023). This situation may have exacerbated the effect of high-power distance, leading to higher burnout levels due to managerial incivility. Cultural factors might also have amplified the negative effects of managerial incivility. According to a study conducted in Turkey, honor culture may play a role in targets' responses to workplace incivility. Wasti and Erdaş (2019) found that humiliating behaviors exhibited by supervisors, whether in public or private, were appraised as honor-threatening. In contrast, similar behaviors from co-workers, even when public, were appraised as competitive rather than honor-threatening. Furthermore, scolding behaviors were perceived as unintentional or understandable when coming from

a co-worker but were perceived as honor-threatening when displayed by a supervisor. In the current study, it can be expected that Turkish participants, with a collectivist culture of honor where self-worth comes from respect earned from others (Uskul et al., 2012), especially from high-status individuals, could be more negatively affected by incivility from their supervisors compared to their co-workers.

4.2.4 Findings Concerning the Relationship between Daily Perceived Incivility and End-of-Work Job Satisfaction

Hypothesis 4 expected that there would be a negative within-person relationship between job satisfaction and perceived supervisor (a) and co-worker incivility (b). Confirming the study Hypotheses 4a and 4b, at the within-person level, both perceived supervisor and co-worker incivility were negatively related to job satisfaction. Specifically, perceiving supervisor and co-worker incivility during the day predicted end-of-work job satisfaction. This effect was beyond the general job satisfaction levels of individuals.

The current findings are somewhat consistent with previous studies showing the negative relationship between workplace incivility and job satisfaction at the individual level (Cortina et al., 2001; Khan et al., 2021; Naseer et al., 2021; Sharma & Singh, 2016; Welbourne et al., 2016). However, in these studies, incivility data were collected without distinguishing the source of incivility. Only one study (Opengart et al., 2022) examined differential effects of supervisor and co-worker incivility and found that both supervisor and co-worker incivility have a detrimental effect on job satisfaction.

It is also important to note that in all but one of the studies examined (Sommovigo et al., 2024) the incivility-job satisfaction relationship was not examined at the daily level. Sommovigo et al. (2024) found that daily customer incivility was negatively

related to job satisfaction at the end of the next workday. Even with this finding, the short-term impact of supervisor and co-worker incivility on employee satisfaction remains unclear. The present study provides empirical evidence concerning the short-term detrimental effects of both perceived supervisor and co-worker incivility on job satisfaction.

In an exploratory analysis, I also found that perceived supervisor incivility had a more substantial impact on job satisfaction than did perceived co-worker incivility. One possible explanation for this finding could be the manager's power over the employees. Since managerial decisions such as employee promotions and layoffs are under supervisors' control, supervisors influence not only employees' daily work lives but also their careers. For these reasons, supervisor incivility could be more threatening for job satisfaction of the targeted employees.

4.2.5 Findings Concerning Attachment Orientation as the Moderator of the Daily Perceived Incivility-End-of-Work Burnout Relationship

Hypothesis 5 expected that attachment orientation would moderate the within-person relationship between both (a) perceived supervisor and (b) co-worker incivility and burnout, and specifically proposing that the moderation effects would be stronger for attachment anxiety than attachment avoidance. Results showed that both attachment anxiety and attachment avoidance moderated the relationship between perceived supervisor incivility and burnout. However, no significant difference was found between attachment anxiety and attachment avoidance's moderating effects. The current study revealed that both insecure attachment orientations exacerbate the negative impact of perceived supervisor incivility on burnout. Regarding perceived co-worker incivility, neither attachment anxiety nor attachment avoidance moderated the relationship

between perceived co-worker incivility and burnout. Therefore, Hypothesis 5 was not supported.

Although the potential regulatory effects of attachment orientation have not been studied previously, previous studies provide some insight into current findings. Contrary to our hypothesis, not only attachment anxiety but also attachment avoidance exacerbated the adverse impact of supervisor incivility on burnout. Findings of a recent meta-analysis by Warnock et al. (2024) offer some support for the current findings. Warnock et al. (2024) demonstrated that both attachment anxiety and attachment avoidance were positively related to burnout. Consistent with this meta-analysis, in the current study, both the zero-order correlation between burnout with both attachment anxiety and attachment avoidance, as well as the moderator effect of both attachment orientation in the supervisor incivility-burnout relationship, were significant. However, neither attachment anxiety nor attachment avoidance play a role in the relationship between perceived co-worker incivility and burnout. This finding could be attributed to the source of incivility. Both anxious and avoidant individuals appear more sensitive to supervisor incivility than they do co-worker incivility. Due to their intense fear of rejection and negative evaluation, seeking approval from others (Hazan & Shaver, 1990), less ability to work independently, and over-reliance on the supervisor, those with high attachment anxiety might have experienced higher levels of burnout when their relationships with their managers deteriorated. For anxious individuals, supervisors as attachment figures are an invaluable source for meeting their unfulfilled attachment needs (e.g. closeness, support, reassurance) at work. As a result, uncivil behaviors coming from them may put more strain on these people and deplete their emotional resources than uncivil behaviors coming from colleagues.

On the other hand, individuals with high attachment avoidance are more likely to focus on job-related rewards and recognition rather than relational demands at work. Given that employee performance evaluations and promotions are in the hands of managers, supervisor incivility might have been perceived as more threatening for avoidant individuals than co-worker incivility, resulting in a greater drain on their resources.

4.2.6 Findings Concerning Attachment Orientation as the Moderator of the Daily Perceived Incivility- End-of-Work Job Satisfaction Relationship

Hypothesis 6 expected that attachment orientation would moderate the within-person relationship between both (a) perceived supervisor and (b) co-worker incivility and job satisfaction, specifically proposing that the moderation effects would be stronger for attachment anxiety than attachment avoidance. Supporting hypothesis 6a, attachment anxiety, but not avoidance, moderated the relationship between perceived supervisor incivility and job satisfaction. Attachment anxiety deteriorated the negative impact of perceived supervisor incivility on the daily job satisfaction. Failing to support hypothesis 6b, neither attachment anxiety nor attachment avoidance moderated the relationship between perceived co-worker incivility and job satisfaction.

Findings of a recent meta-analysis by Warnock et al. (2024) provide some support for the current findings. They found that attachment anxiety, but not attachment avoidance, was negatively related to job satisfaction. Consistent with this meta-analysis, in the current study, both the zero-order correlation between attachment anxiety and job satisfaction, as well as the moderator effect of attachment anxiety in the supervisor incivility-job satisfaction relationship, were significant. The observed differential effects of attachment anxiety could be explained by the different strategies anxious vs. avoidant

individuals use when faced with threatening social situations that activate the attachment system (Mikulincer et al., 1998; Shaver & Mikulincer, 2002). While the hyper-activation strategies of anxious individuals may have exacerbated the negative impact of incivility, the de-activation strategies of avoidant individuals may have mitigated this impact.

Priorities and specific needs (e.g., proximity, reassurance, encouragement, affirmation) of individuals with high attachment anxiety may have also differentiated (contrary to attachment avoidance) the impact of managerial incivility on job satisfaction. Highly anxiously attached individuals' unmet attachment needs might have important implications for the relationship between supervisor incivility and job satisfaction. Due to their excessive relationship focus, anxious individuals might have disregarded the positive aspects of their job and work achievements more quickly. Consequently, anxious employees' job satisfaction may have declined more dramatically when they perceived supervisor incivility. When avoidant individuals perceive incivility, instead of focusing on and exaggerating the incivility incident, they would rather concentrate on the positive aspects of their job that they are satisfied with (e.g., autonomy or recognition). Taking advantage of deactivation strategies (Mikulincer et al., 2000, 2002), the relationship between perceived incivility and job satisfaction have not been amplified by attachment avoidance.

Attachment anxiety, however, did not moderate the perceived co-worker incivility and job satisfaction relationship. What a supervisor, as opposed to a co-worker, symbolizes may explain the observed differential effects. Popper and Mayseless (2003) posited that the leader-follower relationship (here: supervisor-employee relationship) is in some ways similar to the parent-child relationship. As with the parental role, the leadership role involves guiding, leading, taking charge, and taking care of less powerful

others who are highly dependent on them (Popper & Mayseless, 2003). Hence, from an attachment perspective, it makes sense that attachment anxiety is more critical in the supervisor incivility-job satisfaction relationship than it is in the co-worker incivility-job satisfaction relationship. In an exploratory analysis, it was found that the negative effect of supervisor incivility on job satisfaction was stronger than the negative effect of co-worker incivility on job satisfaction. The moderating effect of attachment orientation may have been hampered by a weaker relationship between perceived co-worker incivility and job satisfaction. In addition, neither attachment anxiety nor attachment avoidance moderated the relationship between co-worker incivility and job satisfaction. Therefore, rather than individual factors (attachment style), contextual factors (e.g., power distance) may play a moderator role in these relationships.

4.3 Contributions of the Study

In this ESM study, 84.2% of participants stated that they experienced/perceived at least one uncivil behavior coming from managers or colleagues within five workdays. Consistent with the reported prevalence rates of workplace incivility (e.g., Dhanini et al., 2021), this finding demonstrates that incivility, as a form of workplace mistreatment, is a widespread problem that should not be overlooked in organizations.

This study makes several significant contributions to workplace incivility literature. As a first contribution, this daily-diary study sheds light on the fluctuating nature of incivility and demonstrates the need for episodic examination of this common phenomenon. Specifically, the current study revealed that workplace incivility experiences differ according to the day of the week. Perceived supervisor and co-worker incivility systematically decreases from Monday to Friday, that is, from the beginning of the week to the end of the week. This result is consistent with the findings of previous

experience sampling studies (Hülshager et al., 2021), which are relatively rare in the workplace incivility literature. In the current study, I also examined the magnitude of this intra-person variability. I found that 50% of the experience/perception of supervisor and co-worker incivility varies within individuals, specifically within days. This observation emphasizes the need to consider the role of time in workplace incivility research and emphasizes the importance of investigating this deviant behavior not only as a chronic phenomenon but also as an episodic one. Therefore, in the present study, the examination of experience/perception of workplace incivility from both interpersonal (i.e., attachment orientations as an individual antecedent) and intrapersonal (i.e., before-work negative affect as a situational antecedent) perspectives make the study findings important.

Although previous research has extensively examined the consequences of workplace incivility experience, the antecedents of incivility have largely been neglected. The present study addressed both individual and situational antecedents of workplace incivility experience. In this regard, the second contribution of this study is to introduce attachment anxiety as a critical individual difference variable in the experience/perception of incivility to the workplace incivility literature. Therefore, the current study expanded the workplace incivility literature by integrating Attachment Theory and SIP Theory and demonstrated that incivility perceptions could be examined within this theoretical framework. Providing empirical support for a positive relationship between attachment anxiety and both perceived supervisor and co-worker incivility, the current study contributes to the limited literature examining incivility experience from the victim's perspective. By conceptualizing this relationship through the victim precipitation and perpetrator predation framework, the present study provides some valuable insights that can be used as a starting point for future research.

The third significant contribution of the study is that it draws attention to the importance of the instantaneous, dynamic nature of negative affectivity in the experience of workplace incivility. This daily-diary study showed that 42% of before-work negative affect varies within individuals, specifically within days. A notable variance in affectivity indicates that dynamic (state) aspects of negative affect should be considered in addition to its static (trait) aspect.

The fourth important contribution of the study concerns the effects of morning negative affect on the experience/perception of uncivil behaviors during the workday. In doing so, the current study moves a step forward in existing literature since it is the first to establish a direct relationship between daily fluctuations in negative affect and daily perceived supervisor and co-worker incivility. These findings point to the importance of studying affective variables as situational antecedents in the experience of workplace incivility or other types of mistreatment.

The fifth contribution of the present study is that it demonstrated the short-term detrimental impacts of both supervisor and co-worker incivility on the end-of-the-day burnout and job satisfaction. Conservation of resources theory (Hobfoll, 1989, 2001) provides a conceptual framework for understanding this finding. That is, uncivil behaviors coming from especially supervisors may act as a source of stress, threatening the well-being of the targeted individuals, resulting in burnout and a decrease in job satisfaction. Therefore, the current study moves a step forward in existing literature since it is the first to reveal a direct relationship between daily perceived supervisor and co-worker incivility and end-of-work day job satisfaction. Relatedly, this study contributes to the limited body of knowledge on the differential source effect of incivility. That is, it

showed that supervisory incivility had a more detrimental effect on both burnout and job satisfaction than did co-worker incivility.

Another significant contribution of the current study concerns the measurement of workplace incivility. Different from previous studies on workplace incivility, incivility scores were created by taking into account both the frequency of experienced incivility and its perceived impact. Exploratory analysis demonstrated that the perceived impact of uncivil behaviors differed according to both the source of incivility ("*supervisors*" versus "*co-workers*") and the type of incivility ("*rudeness/humiliation*" versus "*violation of boundaries*"). Humiliating behaviors were perceived more negatively when displayed by managers, while boundary-violating behaviors were perceived more negatively when displayed by colleagues. It is also noteworthy that the incivility incident with the lowest perceived impact was "used profanity or foul language." It might be explained by culture and workplace norms. Existing literature indicates that cultural values (Power et al., 2013) and workplace norms (Taylor et al., 2022) could determine acceptable behaviors in the workplace. Previous studies have shown that foul language is perceived as more acceptable behavior within social norms in Turkey (Çiçek & Yağbasan, 2019). Additionally, profanity may be viewed as a form of communication rather than a rude expression. When considered in this way, profanity may not be perceived as malicious and become more tolerable. As a result, foul language is less likely to cause distress to people.

As a final contribution, to the knowledge of the researchers, the current study is the first one to examine the moderating effect of attachment orientation on the incivility-burnout and incivility-job satisfaction relationships. The finding that both attachment anxiety and attachment avoidance exacerbate the negative impact of perceived supervisor

incivility (not perceived co-worker incivility) on burnout indicates that individual differences variables may help us understand under what conditions and how workplace incivility coming from different sources affects employee burnout. The finding that attachment anxiety but not attachment avoidance amplifies the negative impact of perceived supervisor incivility (not perceived co-worker incivility) appears to be a critical finding with both theoretical and practical implications.

4.4 Study Limitations and Future Directions

The current study has some limitations that should be acknowledged. First, although trait negative affect, general job satisfaction, and general burnout data were collected before the onset of the five-day daily data collection period and state negative affect was measured before work during five work days, the data from the remaining measures (i.e., experienced workplace incivility, daily job satisfaction, and daily burnout) were collected at the same time (i.e., at the end of the work day), potentially creating a common method problem. Future studies may benefit from using measures by employing other sources/methods (co-workers in the assessment of burnout).

Second, even though a daily diary design provides new perspectives beyond previous cross-sectional studies, the causal nature of the events cannot be established. That is, with the available data, one cannot claim that perceived incivility actually leads to undesirable outcomes, such as decreased satisfaction and increased burnout. Furthermore, incivility data were collected at the end of the work, therefore it is possible that some participants under- or overestimated the level of perceived incivility during the day. One way to overcome these limitations would be to track individuals' responses immediately after each episode of incivility. In future studies, the event sampling method could be used to measure incivility.

Third, there are some methodological limitations to the current study that should be acknowledged. Our incivility measures were unable to distinguish incivility perception from incivility experience. This limitation needs to be addressed in future research. The majority of workplace incivility studies use single-source data, which could lead to inflated results. To measure incivility, alternative methods could be implemented. For instance, Milam et al. (2009) collected incivility data from multiple sources and found that ratings between neurotic individuals and their co-workers were not strongly correlated.

Fourth, since most of the study variables (e.g., attachment style, negative affect, perceived incivility, burnout, job satisfaction) represent individuals' own perceptions and feelings, which are difficult to evaluate without self-reporting, this study relied solely on self-reports. In future studies, data concerning incivility may be obtained from multiple sources (e.g., peers and managers). For instance, perceived supervisor incivility (collected from individuals) and instigated supervisor incivility (collected from their managers) ratings could be compared to determine whether perceived incivility scores (the frequency and perceived impact of incidents are both taken into account) reflect actual incivility experience or only stem from individuals' biased perceptions. Accordingly, it would be helpful to the victim precipitation paradigm to identify whether individuals with certain traits (e.g., individuals with high attachment anxiety) are merely susceptible to perceive incivility or actually experience and attract incivility. Future studies should also consider potential moderators (e.g., fear or rejection) and mediators (e.g., provocative behaviors) in attachment style-incivility relationships.

Last, a single-item faces scale was used to measure daily job satisfaction to minimize participants' burden, potentially limiting the validity of the results. We

encourage future studies to replicate our findings using more comprehensive, well-validated measures of job satisfaction, incorporating behavioral, emotional, and cognitive components.

4.5 Practical Implications of the Current Study

The findings of the present study have some important practical implications. The current research shows that before-work negative affect may also be a mechanism that initiates workplace incivility and indicates that employee well-being should be considered not only in organizations to achieve desired work outcomes but also to avoid undesirable occurrences/outcomes (incivility) in workplaces. This research calls on human resources practitioners to pay more attention to employee well-being and conduct interventions to increase positive perceptions and emotions to prevent incivility. Organizations should invest their resources in psychologically strengthening their employees, who are more likely to perceive, experience (and perhaps even instigate) incivility through training programs on emotion regulation, effective communication, and conflict resolution strategies.

This study demonstrated that both supervisor and co-worker incivility may result in higher burnout and decreased job satisfaction even within hours, revealing that seemingly unremarkable rude behaviors are an important risk factor that should not be ignored for both employee well-being and productivity. Human resources practitioners could design and deliver training to raise employee awareness of this low-dose workplace mistreatment and prevent incivility (Razzi & Bianchi, 2019). The finding that supervisor incivility is more detrimental than co-worker incivility regarding burnout and job satisfaction may also guide practitioners in providing relevant training programs primarily targeting managers. Managers could also pay special attention to highly anxious

employees who are more prone to perceive incivility; these employees are likely to experience higher burnout and lower job satisfaction immediately after their incivility experience. Managers can break down supervisor incivility perceptions of such employees by establishing clear communication and trust and providing constructive feedback. By strengthening potential targets of incivility, their risk of high burnout and low job satisfaction could be minimized.

The findings that employees' negative perceptions of incivility differ depending on the type of incivility also have important practical implications. Individuals were more negatively affected by rude behavior involving boundary violations coming from colleagues and condescending and humiliating behaviors coming from managers. Incivility awareness programs designed for different levels of employees could benefit from these findings.

To summarize, this study encourages practitioners to give more attention to this minor deviant behavior, which is quite common in workplaces. Organizations should implement proactive strategies to promote civility, including hiring senior managers capable of setting clear expectations for appropriate, courteous behavior, recruiting civil employees (Pearson & Porath, 2005), and delivering relevant training programs to increase engagement and respect for current employees (Osatuke et al., 2009).

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APPENDICES

İŞTE YAŞADIĞINIZ OLAYLAR İŞTE KALİYOR MU?



**İş yerinde yaşanan olayların
çalışanlar üzerindeki etkilerini
anlamayı ve iş yaşantılarını
iyileştirme çabalarına katkı
sağlamayı amaçlayan araştırmamıza
katılıp **250 TL hediye çeki**
kazanmak ister misiniz?**



TÜBİTAK

ÖZYEĞİN
ÜNİVERSİTESİ

APPENDIX B. PRE-APPLICATION FORM

Merhabalar,

Günümüzün büyük bir bölümünü kaplayan işimizde birçok olay yaşıyor ve yaşadığımız olaylardan olumlu veya olumsuz etkileniyoruz. Bazı olayları ise anlamlandırmakta güçlük çekiyor, belki anlamlandırmak için üzerine saatlerce düşünüyoruz. İş gününüzün sonunda size kendinizi huzursuz hissettiren ama sebebini söyleyemediğiniz o duygu, iş yerinde yaşadığınız bir olaydan kaynaklanıyor olabilir mi?

TÜBİTAK tarafından desteklenen bu araştırma, çalışanların işte yaşadığı olayların, işe yönelik tutumlarına ve iş-dışı yaşantılarına olan yansımalarına odaklanmaktadır. Elde edilen bilgilerin, çalışanların iyilik halini etkileyen faktörlerin anlaşılmasına ve dolayısıyla iş yaşantısını iyileştirme çabalarına katkı sağlamasını beklemekteyiz. Araştırmamıza katılıp sizler de bu amaca katkı sağlamak isterseniz çok memnun oluruz.

Sizden araştırma kapsamında toplamda 5 gün, mesai öncesi 2 dakikalık, mesai sonrası 5 dakikalık bir çevrimiçi ankete cevap vermeniz beklenmektedir. Her bir günlük ankete katılım için üç saatlik bir zaman aralığınız bulunmaktadır. Anket bağlantıları, 5 gün boyunca mesai öncesi ve mesai sonrası olmak üzere, günde iki kez WhatsApp üzerinden tarafınıza iletilecektir. Beklenen süre içerisinde anketi doldurmayan katılımcılara, araştırmacı tarafından bir hatırlatma mesajı daha gönderilecektir. Araştırma sonunda, **anketlere eksiksiz katılım sağlayan her katılımcıya 250 TL CarrefourSA hediye çeki verilecektir.**

Araştırma detayları sonraki aşamada sizler ile ayrıntılı olarak paylaşılabacaktır. Araştırma kriterlerine uygun olup olmadığınızı belirlemek amacıyla sizden yaklaşık iki dakikalık bu kısa formu doldurmanızı rica ediyoruz. İlginiz için şimdiden çok teşekkürler.

1. İş türünüz:

Tam zamanlı ()

Yarı zamanlı ()

2. Çalışma düzeniniz:

Vardiyalı ()

Sabit (08.00-17.00, 07.00-15.00 vb.) ()

Diğer (Belirtiniz.)

3. Çalışma şekliniz:

Hibrit ()

Ofisten/yüz yüze

Uzaktan

4. Haftada kaç gün ofisten/yüz yüze çalışıyorsunuz?

1-2 ()

3 ()

4 ()

5 ()

Diğer (Belirtiniz.) _____

5. Çalıştığınız sektör: _____

6. Mesleğiniz: _____

7. Çalışma biçiminiz: _____

Tamamen bireysel ()

Çoğunlukla bireysel ()

Yarı yarıya bireyseli yarı yarıya takım ()

Çoğunlukla takım ()

Tamamen takım ()

8. Gün içinde iş yerinizde iletişimde olduğunuz ortalama kişi sayısı (Yalnızca iş arkadaşlarınızı ve yöneticilerinizi dahil ediniz.):.....

E-posta adresiniz: _____

NOT: Araştırma kriterlerine uygun olup olmadığınız hakkında belirttiğiniz adrese geri dönüş yapılacaktır. Uygun bulunan kişilere, Gönüllü Katılım Onay Formu linki e-posta veya derseniz WhatsApp aracılığıyla iletilecektir.

Telefon numaranız (Opsiyonel): _____

NOT: Günlük anket bağlantıları, katılımcılara araştırmacı tarafından WhatsApp aracılığıyla iletilecektir. Araştırma detayları hakkında henüz bilgilendirilmediğiniz ve Gönüllü Katılım Onay Formu'nu doldurmadığınız için, şu aşamada bu bilgiyi paylaşmak istemezseniz **bu soruyu atlayabilirsiniz**, tarafınıza mail aracılığıyla da ulaşabiliriz. Telefon numaranız, sizinle daha hızlı şekilde iletişim kurup ilerleyebilmek amacıyla talep edilmektedir.

Araştırmamıza ilginiz için çok teşekkür ederiz!

Değerlendirmemiz sonucunda araştırma kriterlerine uygun olup olmadığınıza yönelik tarafınıza geri dönüş sağlayacağız. Uygun bulunan kişilere araştırma hakkındaki detayları bir hafta içinde iletiyor olacağız. Formu gönderebilirsiniz. İyi günler dileriz...

APPENDIX C. EXAMPLE PARTICIPANT FEEDBACK MESSAGE

Merhabalar,

Dilerim çok iyisinizdir ve her şey yolundadır. Ben İşte Yaşanan Olaylar ve Çalışanlar Üzerindeki Etkileri araştırmasının yürütücülerinden Elif Demirtaş. Öncelikle araştırmamıza gösterdiğiniz ilgi ve ön-başvuru formunu doldurduğunuz için size tekrardan çok teşekkür ederiz.

Araştırmaya dahil etme kriterlerimiz arasında, iş yerinde yaşanan olayları daha geniş bir yelpazede ele alabilmek amacıyla tam zamanlı çalışma şartı ve yüz-yüze etkileşim gerektiren bir konu çalışmamız sebebiyle de ofisten/yüz yüze çalışma şartı bulunmaktadır.

Ek olarak araştırma sorularımıza yanıt verebilmek, yöntemsel açıdan, 5 ardışık iş günü boyunca çalışanlardan veri toplamayı gerektirmektedir. Bu sebeplerle üzülerek, yarı zamanlı ve hibrit çalışmanız sebebiyle sizi çalışmamıza katılımcı olarak dahil edemeyeceğimizin bilgisini size vermek isterim.

Anlayışınız için çok teşekkürler,

Başka projelerde karşılaşmak ve çok güzel bir hafta geçirmeniz dileğiyle...

APPENDIX D. INFORMED CONSENT FORM

Sayın Katılımcı,

TÜBİTAK tarafından desteklenen bu araştırma Özyeğin Üniversitesi Endüstri ve Örgüt Psikolojisi programı yüksek lisans öğrencisi Elif Demirtaş'ın yüksek lisans tezi kapsamında, Prof. Dr. H. Canan Sümer danışmanlığında yürütülmektedir. Bu form sizi araştırmanın amacı, süreci ve koşulları hakkında bilgilendirmek amacıyla hazırlanmıştır. Lütfen aşağıdaki bilgileri dikkatlice okuyunuz.

Bu araştırmanın amacı iş yerinde yaşanan olayların çalışanların iyilik hali ve tutumları üzerindeki etkilerini değerlendirmektir. Veri toplama süreci iki aşamada gerçekleşecektir. İlk aşamada; bu formun devamında yer alan, kişisel bilgilerinize ve işinizle ve yakın ilişkilerinizle ilgili duygu ve düşüncelerinize yönelik maddeler içeren **10 dakikalık başlangıç anketini** doldurmanız istenmektedir. Önümüzdeki hafta Pazartesi ise, veri toplama sürecinin ikinci aşaması olan günlük anketler başlayacaktır. Bu aşamada **bir hafta boyunca hafta içi her gün (Ardışık 5 iş günü), günde iki kez (mesai öncesi ve mesai sonrası)**, mesai öncesi 2 dakikalık, mesai sonrası 5 dakikalık çevrimiçi bir anketi doldurmanız istenmektedir.

Günlük anketlere katılım için üç saatlik bir süre kısıtlaması bulunmaktadır. Günlük anketlerin gönderim saatleri çalışma saatlerinize göre ayarlanacaktır. Örneğin, çalışma saatleriniz 08.00-17.00 ise, günün ilk anketini 07.00-10.00 saat aralığında, günün ikinci anketini ise 16.00-19.00 saat aralığında doldurmanız beklenecektir. Çalışma saati bilginizi aldıktan sonra, anketleri doldurmanız beklenen saat aralığı net olarak sizinle paylaşılacaktır. Anket bağlantısının yer aldığı hatırlatma mesajları 5 iş günü boyunca günde iki kez, araştırmacı tarafından, WhatsApp aracılığıyla tarafınıza iletilecektir. Beklenen süre içerisinde ankete katılımı gerçekleştirmeyen katılımcılara, ayrıca bir hatırlatma mesajı daha gönderilecektir.

Günlük anketlerin zamanında doldurulması ve herhangi bir anketin kaçırılmaması toplanan verinin sağlığı açısından kritik önem arz etmektedir. Eğer iş yoğunluğunuz dolayısıyla belirtilen zaman aralığında bir anketi dolduramayacak olursanız, araştırmacı ile WhatsApp üzerinden iletişime geçerek gerekçenizi bildirmenizi rica ediyoruz, böyle bir durumda ankete katılım süresini sizin için 1 saat daha uzatabiliriz. Telefon numaranız yalnızca günlük anket bağlantılarını size iletmek ve gerekli hatırlatma mesajlarını gönderebilmek amacıyla talep edilmektedir. Bir hafta sonunda katılımcıların ilgili anketleri tamamlaması sonrasında **veri analizi öncesi kimlik belirleyici (örn. tel no) tüm bilgiler silinecektir.**

Anketimizde doğru/yanlış ya da iyi/kötü cevap yoktur, vereceğiniz yanıtlardaki samimiyetiniz bilimsel bilginin doğruluğuna katkı sağlayacaktır. Veri analizinde katılımcıların kimlikleri gizli tutulacak ve tüm analizler kişi değil, grup bazında bilimsel amaçlı yapılacaktır. **Veriler yalnızca araştırmacılar tarafından erişilebilecek ve üçüncü kişilerle veya çalıştığınız kurumla kesinlikle paylaşılmayacaktır.**

Çalışmaya katılım tamamen gönüllülük esasına dayalıdır. Anketlerde bireysel rahatsızlık yaratacak sorular bulunmamaktadır. Bununla birlikte, katıldığınız ancak devam etmeyi istemediğiniz bir durumda dilediğiniz an çalışmadan çekilebilirsiniz.

Çalışma sonunda, tam veri sağlamış olan (ardışık 5 iş günü boyunca kendisine iletilen tüm anketlere eksiksiz cevap vermiş olan) katılımcılara küçük bir teşekkür olarak 250 TL CarrefourSA hediye çeki verilecektir. Hediye çeki kodunuz, bir hafta sonunda tüm anketleri tamamladığınızda, tarafınıza SMS olarak iletilecektir. Kodu CarrefourSA marketlerde kasada göstererek veya www.carrefoursa.com adresinde kolayca kullanabilirsiniz.

Çalışma hakkında daha fazla bilgi sahibi olmak isterseniz araştırmacılar ile _____@ozyegin.edu.tr adresi üzerinden iletişime geçebilirsiniz. Bu formda anlatılan araştırmanın etik yönleriyle ilgili soru veya görüşleriniz varsa lütfen Özyeğin Üniversitesi Etik Kurulu ile (216) 564 9846 numaralı telefondan temasa geçiniz.

E-posta adresinizi yazınız _____

NOT: E-posta adresiniz ön-başvuru formunu dolduran kişinin, araştırmaya katılmayı kabul edip etmediğini takip edebilmek amacıyla tekrar talep edilmektedir, lütfen aynı e-posta adresini yazınız.

Yapılan açıklamayı okudum, bu çalışmaya gönüllü olarak katılmayı kabul ediyorum.

Evet ()

Hayır ()

Telefon numaranızı yazınız. _____

NOT: Bu bilgi ön-başvuru formunda telefon bilgisini paylaşmayı tercih etmeyen kişiler de bulunduğu için tekrar talep edilmektedir. Günlük anketlerin gönderimi için WhatsApp'ta Topluluk özelliği kullanılacaktır. WhatsApp topluluğundaki katılımcılar, birbirlerinin telefon numaralarını kesinlikle görmeyecektir, toplulukta yalnızca araştırmacının telefon bilgisi paylaşılacaktır.

6 haneden oluşan rumuzunuzu yazınız. (Rumuz olarak isminizin ilk 2 harfini ve telefon numaranızın son 4 hanesini yazınız.) _____

NOT: Rumuz, anket verilerinizi eşleştirebilmek amacıyla talep edilmektedir. Tüm anketlerin başında aynı rumuz bilgisini girmeniz gerekmektedir, lütfen rumuzunu doğru şekilde yazdığınızdan emin olunuz.

Önümüzdeki hafta çalışma saatlerinizi yazınız. _____

NOT: Bu bilgi mesai-öncesi ve mesai-sonrası anketlerinin gönderim saatleri, çalışma saatlerinize göre ayarlanacağı için talep edilmektedir.

APPENDIX E. PARTICIPANT DEBRIEFING FORM

Değerli Katılımcı,

Öncelikle çalışmamıza katıldığınız ve katkı sağladığınız için çok teşekkür ederiz. İş yeri nezaketsizliği, hafif dozlu, göz ardı edilebilir davranışlar olarak görülse de, çalışanların iyilik halini ciddi oranlarda tehdit edebilen bir kötü muamele türüdür. Çalışmamızın amacı iş yeri nezaketsizliğinin ortaya çıkmasında rol oynayan bazı faktörleri ve nezaketsizlik yaşantısının çalışanlar üzerindeki etkilerini incelemektir. Çalışanların yakın ilişkilerindeki bağlanma stillerinin, iş yeri nezaketsizliğini algılamada rol oynayacağı ve nezaketsizliğe maruz kalmanın çalışanların iş doyumunu ve tükenmişlik düzeylerini olumsuz etkileyeceği beklenmektedir. Ek olarak, nezaketsiz davranışların etkisinin, nezaketsizliğin kaynağına (yöneticiden mi, çalışma arkadaşlarından mı geldiğine) bağlı olarak nasıl değiştiği de incelenmektedir. Son olarak, iş yeri nezaketsizliğinin kaynağının etki boyutunda da kişinin bağlanma stiline rol oynayabileceği düşünülmektedir. Çalışmadan elde edilecek bilgilerin; kuramsal katkı potansiyelinin yanı sıra iş yeri nezaketsizliğine yönelik müdahale programlarının tasarlanmasında da önemli bir girdi sağlaması beklenmektedir.

Araştırmalar, iş yerlerinde en sıklıkla yaşanan kötü muamele türü olan iş yeri nezaketsizliğinin; maruz kalan kişileri kendilerini savunmada çaresiz bırakan birtakım özelliklerinden ötürü, mobing ya da cinsel taciz gibi diğer kötü muamele türlerinden ayrıştığını göstermektedir. İlk olarak, nezaketsizliği yapan kişinin zarar verme niyetindeki belirsizlik sebebiyle, kişi davranışı nasıl yorumlaması gerektiğinden emin olamamaktadır. Bu durum kişinin olayı anlamlandırabilmek için ruminatif düşüncelere dalmasını kolaylaştırmakta, sonuç olarak da zihinsel ve duygusal kaynaklarının tükenmesine sebep olmaktadır. İkinci olarak, iş yeri nezaketsizliğinin belirsiz doğası, maruz kalan kişinin faille yüzleşme olasılığını azaltmaktadır. Üçüncü olarak, nezaketsizlik ya da kabalık gibi daha tolere edilebilir “görünen” sapma davranışları için kurumsal politikalar oldukça nadirdir. Tüm bu sebeplerle, iş yerinde kötü muamelenin en hafif dozuymuş gibi görünen nezaketsizliğin çalışanlar üzerindeki etkisi düşünüldüğünden çok daha vahim olabilmektedir.

Bu çalışmanın bulgularının, iş yeri nezaketsizliğine yönelik bilgi birikimine katkı sağlaması ve bu kötü muamele türü ile baş etme amaçlı program ve politikaların geliştirilmesi için yönlendirici olması beklenmektedir. Çalışma ile ilgili bulguların 2024 Mart ayında edinilmesi beklenmektedir. Çalışma hakkında daha fazla bilgi almak için Özyeğin Üniversitesi Psikoloji Bölümü’nden Prof. Dr. Canan Sümer (e-posta: csumer@ozyegin.edu.tr) veya Arş. Gör. Elif Demirtaş (e-posta: edemirtas@ozyegin.edu.tr) ile iletişime geçebilirsiniz. Özenle günlük anketlerimize yanıt vererek, çalışmamıza sağladığınız değerli katkılar için tekrar çok teşekkür ederiz.

APPENDIX F. DEMOGRAPHIC AND PERSONAL INFORMATION FORM

Bu bölümde sizden birtakım kişisel ve işinizle ilgili bilgileri vermeniz istenmektedir.

1. Yaşınız: _____

2. Cinsiyetiniz : _____

Kadın ()

Erkek ()

Diğer () Belirtiniz: _____

Belirtmek istemiyorum ()

3. Eğitim durumunuz: (en son mezun olduğunuz program)

İlkokul ()

Ortaokul ()

Lise ()

İki Yıllık Yüksek Okul ()

Üniversite ()

Yüksek Lisans ()

Doktora ()

4. İlişki durumunuz: (Not: Cevap vermek istemiyorsanız bu soruyu atlayabilirsiniz.)

İlişkim var (eşim/nişanlım/romantik partnerim vb. var) ()

İlişkim yok ()

Diğer () Belirtiniz: _____

5. Kiminle yaşıyorsunuz?

Tek başıma ()

Eşimle/partnerimle ()

Eşim/partnerim ve çocuğum/çocuklarımla ()

Anne, baba veya diğer aile bireyleriyle ()

Ev arkadaşım ()

Diğer () Belirtiniz: _____

6. Çalıştığınız sektör:

Kamu ()

Özel ()

Sivil Toplum Kuruluşu (STK) ()

Diğer () Belirtiniz: _____

7. Kurumunuzun faaliyet gösterdiği iş kolu:

Hizmet ()

Sanayi ()

Tarım ()

8. Çalıştığınız hizmet kolu:

Adalet ve Güvenlik ()

Bilişim Teknolojileri ()

Eğitim ()
Finans ve sigorta ()
Danışmanlık, Mali Müşavirlik ()
Kültür, Sanat ve Tasarım ()
Medya ve İletişim ()
Sağlık ve Sosyal Hizmetler ()
Spor ve Rekreasyon ()
Ticaret (Satış ve Pazarlama) ()
Turizm, Konaklama, Yiyecek-İçecek
Hizmetleri
Ulaştırma, Lojistik ve Haberleşme ()

8. Çalıştığınız sanayi kolu:

Ağaç İşleri, Kağıt ve Kağıt Ürünleri ()
Cam, Çimento ve Toprak ()
Elektrik ve Elektronik ()
Enerji ()
Gıda İmalatı ()
İnşaat ()
Kimya, Petrol, Lastik ve Plastik ()
Maden ()
Metal ()
Otomotiv ()
Tekstil, Hazır Giyim, Deri ()
Savunma Sanayi ()

8. Çalıştığınız tarım kolu:

Tarım, Hayvancılık ve Balıkçılık ()
Diğer () Belirtiliniz: _____

9. İş grubunuz:

Beyaz Yaka ()
Mavi Yaka ()

10. Mesleğiniz: _____

11. Unvanınız: _____

12. Mevcut iş yerinizdeki çalışma süreniz: (yıl ve ay olarak belirtiniz) _____

13. Çalışma yaşamında geçirdiğiniz toplam süre: (şimdiki ve önceki işlerinizdeki toplam çalışma süreniz) (yıl ve ay olarak belirtiniz) _____

14. Yönetici misiniz?

Evet ()
Hayır ()

15. Yönetici iseniz düzeyi:

Giriş ()

Orta ()

Yüksek ()

16. Şu anda bağlı olduğunuz yöneticinizin cinsiyeti:

Kadın ()

Erkek ()

13. Şu anda bağlı olduğunuz yöneticinizle çalışma süreniz: (yıl ve ay olarak belirtiniz) _____

14. Çalıştığınız birimdeki cinsiyet dağılımı:

Neredeyse herkes kadın ()

Çoğunlukla kadın ()

Kadın ve erkek oranı yaklaşık olarak eşit ()

Çoğunlukla erkek ()

Neredeyse herkes erkek ()

17. Çalışma şekliniz:

Tamamen bireysel ()

Çoğunlukla bireysel ()

Yarı yarıya bireysel ve takım ()

Çoğunlukla takım ()

Tamamen takım ()

18. Gün içinde iş yerinizde iletişimde olduğunuz ortalama kişi sayısı

(Yalnızca iş arkadaşlarınızı ve yöneticilerinizi dahil ediniz.):

APPENDIX G. ATTACHMENT STYLE SCALE

Bu bölümde romantik ilişkilerinizde **GENEL OLARAK** neler olduğu ya da neler yaşadığınızla ilgileniyoruz. Aşağıda, romantik ilişkilerinizde hissettiğiniz duygu ve düşüncelere ilişkin çeşitli maddeler yer almaktadır.

Maddelerde sözü geçen "birlikte olduğum kişi" ifadesi ile romantik ilişkide bulunduğunuz kişi kastedilmektedir. Eğer halihazırda bir romantik ilişki içerisinde değilseniz, aşağıdaki maddeleri bir ilişki içinde olduğunuzu varsayarak cevaplandırınız. Lütfen, her bir ifadenin ilişkilerinizdeki duygu ve düşüncelerinizi ne ölçüde yansıttığını sunulan 7 basamaklı ölçek üzerinde değerlendiriniz.

Önemli Not: Ölçek maddelerinin bazılarında “yakın olmak” veya “yakınlaşmak” ifadeleri geçmektedir. Bu ifadelerle kastedilen partnerinizle duygusal yakınlık kurmak, düşüncelerinizi veya başınızdan geçenleri partnerinize açmak, partnerinize sarılmak ve benzeri davranışlardır. Lütfen ilgili maddeleri bu tanıma göre cevaplandırınız.

	1 = Hiç katılmıyorum	2	3	4 = Orta düzeyde katılıyorum	5	6	7 = Tamamen katılıyorum
1. Birlikte olduğum kişinin sevgisini kaybetmekten korkarım.	1	2	3	4	5	6	7
2. Gerçekte ne hissettiğimi birlikte olduğum kişiye göstermemeyi tercih ederim.	1	2	3	4	5	6	7
3. Sıklıkla, birlikte olduğum kişinin artık benimle olmak istemeyeceği korkusuna kapılırım.	1	2	3	4	5	6	7

4. Özel duygu ve düşüncelerimi birlikte olduğum kişiyle paylaşmak konusunda kendimi rahat hissedirim.	1	2	3	4	5	6	7
5. Sıklıkla, birlikte olduğum kişinin beni gerçekten sevmediği kaygısına kapılırım.	1	2	3	4	5	6	7
6. Romantik ilişkide olduğum kişilere güvenip inanmak konusunda kendimi rahat bırakmakta zorlanırım.	1	2	3	4	5	6	7
7. Romantik ilişkide olduğum kişilerin beni, benim onları önemseyemediğim kadar önemsemeyeceklerinden endişe duyarım.	1	2	3	4	5	6	7
8. Romantik ilişkide olduğum kişilere yakın olma konusunda çok rahatımdır.	1	2	3	4	5	6	7
9. Sıklıkla, birlikte olduğum kişinin bana duyduğu hislerin benim ona duyduğum hisler kadar güçlü olmasını isterim.	1	2	3	4	5	6	7
10. Romantik ilişkide olduğum kişilere açılma konusunda kendimi rahat hissetmem.	1	2	3	4	5	6	7
11. İlişkilerimi kafama çok takarım.	1	2	3	4	5	6	7
12. Romantik ilişkide olduğum kişilere fazla yakın olmamayı tercih ederim.	1	2	3	4	5	6	7
13. Benden uzakta olduğunda, birlikte olduğum kişinin başka birine ilgi duyabileceği korkusuna kapılırım.	1	2	3	4	5	6	7
14. Romantik ilişkide olduğum kişi benimle çok yakın olmak istediğinde rahatsızlık duyarım.	1	2	3	4	5	6	7
15. Romantik ilişkide olduğum kişilere duygularımı gösterdiğimde, onların benim için aynı şeyleri hissetmeyeceğinden korkarım.	1	2	3	4	5	6	7
16. Birlikte olduğum kişiyle kolayca yakınlaşabilirim.	1	2	3	4	5	6	7

17. Birlikte olduğum kişinin beni terk edeceğinden pek endişe duymam.	1	2	3	4	5	6	7
18. Birlikte olduğum kişiyle yakınlaşmak bana zor gelmez.	1	2	3	4	5	6	7
19. Romantik ilişkide olduğum kişi kendimden şüphe etmeme neden olur.	1	2	3	4	5	6	7
20. Genellikle, birlikte olduğum kişiyle sorunlarımı ve kaygılarımı tartışırım.	1	2	3	4	5	6	7
21. Terk edilmekten pek korkmam.	1	2	3	4	5	6	7
22. Zor zamanlarımda, romantik ilişkide olduğum kişiden yardım istemek bana iyi gelir.	1	2	3	4	5	6	7
23. Birlikte olduğum kişinin, bana benim istediğim kadar yakınlaşmak istemediğini düşünürüm.	1	2	3	4	5	6	7
24. Birlikte olduğum kişiye hemen hemen her şeyi anlatırım.	1	2	3	4	5	6	7
25. Romantik ilişkide olduğum kişiler bazen bana olan duygularını sebepsiz yere değiştirirler.	1	2	3	4	5	6	7
26. Başımdan geçenleri birlikte olduğum kişiyle konuşurum.	1	2	3	4	5	6	7
27. Çok yakın olma arzum bazen insanları korkutup uzaklaştırır.	1	2	3	4	5	6	7
28. Birlikte olduğum kişiler benimle çok yakınlaştığında gergin hissederim.	1	2	3	4	5	6	7
29. Romantik ilişkide olduğum bir kişi beni yakından tanıdıkça, “gerçek ben”den hoşlanmayacağından korkarım.	1	2	3	4	5	6	7
30. Romantik ilişkide olduğum kişilere güvenip inanma konusunda rahatımdır.	1	2	3	4	5	6	7
31. Birlikte olduğum kişiden ihtiyaç duyduğum şefkat ve desteği görememek beni öfkeliendirir.	1	2	3	4	5	6	7
32. Romantik ilişkide olduğum kişiye güvenip inanmak benim için kolaydır.	1	2	3	4	5	6	7

33. Başka insanlara denk olamamaktan endişe duyarım.	1	2	3	4	5	6	7
34. Birlikte olduğum kişiye şefkat göstermek benim için kolaydır.	1	2	3	4	5	6	7
35. Birlikte olduğum kişi beni sadece kızgın olduğumda önemser.	1	2	3	4	5	6	7
36. Birlikte olduğum kişi beni ve ihtiyaçlarımı gerçekten anlar.	1	2	3	4	5	6	7



APPENDIX H. TRAIT-NEGATIVE AFFECT SCALE

Bu bölümde, kişilerin duygu durumunu betimleyen 20 sıfat sunulmaktadır. Lütfen, kendinizi değerlendirerek, **GENEL OLARAK** her bir duyguyu hangi sıklıkta hissettiğinizi, sunulan 5 basamaklı ölçek üzerinde belirtiniz.

DUYGU DURUMU	1 = Hiçbir zaman	2 = Nadiren	3 = Bazen	4 = Çoğu zaman	5 = Her zaman
DİKKATLİ	1	2	3	4	5
AGRESİF	1	2	3	4	5
AKTİF	1	2	3	4	5
ASABI	1	2	3	4	5
CANLI	1	2	3	4	5
UTANMIŞ	1	2	3	4	5
HEYECANLI	1	2	3	4	5
SUÇLU	1	2	3	4	5
HEVESLİ	1	2	3	4	5
SIKINTILI	1	2	3	4	5
KARARLI	1	2	3	4	5
ÜZGÜN	1	2	3	4	5
İLHAMLI	1	2	3	4	5
ÜRKMÜŞ	1	2	3	4	5
GURURLU	1	2	3	4	5
KORKMUŞ	1	2	3	4	5
İLGİLİ	1	2	3	4	5
GERGİN	1	2	3	4	5
GÜÇLÜ	1	2	3	4	5
SINIRLI	1	2	3	4	5

APPENDIX I. GENERAL BURNOUT SCALE

Bu bölümde, kişisel deneyimlerinize ilgili bazı duygu ve düşünceleri içeren maddeler yer almaktadır. Lütfen, her bir maddede ifade edilen durumu **GENEL OLARAK** ne sıklıkla deneyimlediğinizi sunulan 5 basamaklı ölçek üzerinde değerlendiriniz.

Genel olarak;	1 = Hiçbir zaman	2 = Nadiren	3 = Bazen	4 = Sıklıkla	5 = Hemen hemen her zaman
1. İşim nedeniyle tükendiğimi hissedirim.	1	2	3	4	5
2. Kendimi yıpranmış hissedirim.	1	2	3	4	5
3. İşim duygusal anlamda yorucudur.	1	2	3	4	5
4. Kendimi fiziksel olarak bitkin hissedirim.	1	2	3	4	5
5. İşim beni bunaltır.	1	2	3	4	5
6. Kendimi duygusal olarak bitkin hissedirim.	1	2	3	4	5
7. Çalıştığım her saatin benim için yorucu olduğunu düşünürüm.	1	2	3	4	5
8. Kendimi hastalıklara karşı zayıf ve dirençsiz hissedirim.	1	2	3	4	5
9. İş dışı zamanlarımda ailem ve arkadaşlarım için yeterli vakit ayıracak gücü kendimde bulurum.	1	2	3	4	5
10. “Daha fazla dayanamayacağım.” Diye düşünürüm.	1	2	3	4	5
11. Sabah uyandığımda “bir iş günü daha” düşüncesiyle kendimi bitkin hissedirim.	1	2	3	4	5
12. Kendimi yorgun hissedirim.	1	2	3	4	5
13. İş günü sonunda kendimi tükenmiş hissedirim.	1	2	3	4	5

APPENDIX J. GENERAL JOB SATISFACTION SCALE

Bu bölümde işinize yönelik duygu ve düşüncelerinizi belirten ifadeler yer almaktadır. Lütfen, aşağıdaki ifadelere **GENEL OLARAK** ne ölçüde katıldığınızı sunulan 5 basamaklı ölçek üzerinde belirtiniz.

	1 = Hiç katılmıyorum	2 = Pek katılmıyorum	3 = Biraz katılıyorum	4 = Katılıyorum	5 = Kesinlikle katılıyorum
1. Genel olarak konuşmak gerekirse, bu iş beni çok tatmin ediyor.	1	2	3	4	5
2. Bu işte yaptığım çalışmalar, genel olarak, beni tatmin ediyor.	1	2	3	4	5
3. Bu işte çalışanların çoğu işlerinden tatmin olmaktadır.	1	2	3	4	5

APPENDIX K. MORNING (BEFORE-WORK) NEGATIVE AFFECT SCALE

Bu bölümde, kişilerin duygu durumunu betimleyen 20 sıfat sunulmaktadır. Lütfen, kendinizi değerlendirerek, **BU SABAH** her bir duyguyu hangi oranda hissettiğinizi, sunulan 5 basamaklı ölçek üzerinde belirtiniz.

DUYGU DURUMU	1 = Hiç hissetmiyorum	2 = Hissetmiyorum	3 = Biraz hissediyorum	4 = Oldukça hissediyorum	5 = Çok hissediyorum
DİKKATLİ	1	2	3	4	5
AGRESİF	1	2	3	4	5
AKTİF	1	2	3	4	5
ASABI	1	2	3	4	5
CANLI	1	2	3	4	5
UTANMIŞ	1	2	3	4	5
HEYECANLI	1	2	3	4	5
SUÇLU	1	2	3	4	5
HEVESLİ	1	2	3	4	5
SIKINTILI	1	2	3	4	5
KARARLI	1	2	3	4	5
ÜZGÜN	1	2	3	4	5
İLHAMLI	1	2	3	4	5
ÜRKMÜŞ	1	2	3	4	5
GURURLU	1	2	3	4	5
KORKMUŞ	1	2	3	4	5
İLGİLİ	1	2	3	4	5
GERGİN	1	2	3	4	5
GÜÇLÜ	1	2	3	4	5
SİNİRLİ	1	2	3	4	5

APPENDIX L. DAILY SUPERVISOR INCIVILITY SCALE

Bu bölümde iş yerinde bağlı olduğunuz yöneticileriniz tarafından sergilenebilecek çeşitli olaylar/davranışlar sunulmaktadır.

İlk olarak, her bir davranışın **BUGÜN İÇİNDE** bağlı olduğunuz **yöneticiniz/yöneticileriniz tarafından** sergilenip sergilenmediğini belirtiniz. Daha sonra, **karşılaştığınız her bir davranışın sizi ne kadar olumsuz etkilediğini** aşağıda sunulan beş basamaklı ölçek üzerinde değerlendiriniz.

YÖNETİCİM;	Bu davranışı sergiledi		Bu durum sizi ne kadar olumsuz etkiledi?				
Bugün içinde;	EVET	HAYIR	1 = Hiç olumsuz etkilemedi	2 = Biraz olumsuz etkiledi	3 = Orta düzeyde olumsuz etkiledi	4 = Oldukça olumsuz etkiledi	5 = Çok fazla olumsuz etkiledi
	✓	X					
1. Kendini benden üstün gördüğünü ima eden davranışlar sergiledi.			1	2	3	4	5
2. İşle ilgili yetkinliklerimi yok saydı.			1	2	3	4	5
3. Herkesin önünde benimle kaba bir şekilde konuştu.			1	2	3	4	5
4. Ben yokmuşum gibi davrandı.			1	2	3	4	5
5. Başkalarının önünde beni azarladı.			1	2	3	4	5
6. Başka şeylerle meşgul olarak beni dinlemediğini hissettirdi.			1	2	3	4	5
7. Sözümü kesti, konuşmamı bitirmeme fırsat vermedi.			1	2	3	4	5

8. Arkamdan konuştu, dedikodumu yaptı.			1	2	3	4	5
9. Selam vermedi veya selamımı almadı.			1	2	3	4	5
10. İşle ilgili mesajlarıma geri dönmedi ya da gecikmeli döndü.			1	2	3	4	5
11. Tercih etmediğim halde benimle senli benli konuştu.			1	2	3	4	5
12. İzin almadan eşyalarımı karıştırdı.			1	2	3	4	5
13. Rahatsız edici kişisel sorular sordu.			1	2	3	4	5
14. Argolu/küfürlü konuştu.			1	2	3	4	5
15. Sözleştiğimiz halde, zamanında gelmedi.			1	2	3	4	5

APPENDIX M. DAILY CO-WORKER INCIVILITY SCALE

Bu bölümde iş yerinde bağlı olduğunuz iş arkadaşlarınız tarafından sergilenebilecek çeşitli olaylar/davranışlar sunulmaktadır.

İlk olarak, her bir davranışın **BUGÜN İÇİNDE** bağlı olduğunuz **iş arkadaşlarınız tarafından** sergilenip sergilenmediğini belirtiniz. Daha sonra, **karşılaştığınız her bir davranışın sizi ne kadar olumsuz etkilediğini** aşağıda sunulan beş basamaklı ölçek üzerinde değerlendiriniz.

İŞ ARKADAŞIM; Bugün içinde;	Bu davranışı sergiledi		Bu durum sizi ne kadar olumsuz etkiledi?				
	EVEET	HAYIR	1 = Hiç olumsuz etkilemedi	2 = Biraz olumsuz etkiledi	3 = Orta düzeyde olumsuz etkiledi	4 = Oldukça olumsuz etkiledi	5 = Çok fazla olumsuz etkiledi
	✓	X					
1. Kendini benden üstün gördüğünü ima eden davranışlar sergiledi.			1	2	3	4	5
2. İşle ilgili yetkinliklerimi yok saydı.			1	2	3	4	5
3. Herkesin önünde benimle kaba bir şekilde konuştu.			1	2	3	4	5
4. Ben yokmuşum gibi davrandı.			1	2	3	4	5
5. Başkalarının önünde beni azarladı.			1	2	3	4	5
6. Başka şeylerle meşgul olarak beni dinlemediğini hissettirdi.			1	2	3	4	5
7. Sözümü kesti, konuşmamı bitirmeme fırsat vermedi.			1	2	3	4	5

8. Arkamdan konuştu, dedikodumu yaptı.			1	2	3	4	5
9. Selam vermedi veya selamımı almadı.			1	2	3	4	5
10. İşle ilgili mesajlarıma geri dönmedi ya da gecikmeli döndü.			1	2	3	4	5
11. Tercih etmediğim halde benimle senli benli konuştu.			1	2	3	4	5
12. İzin almadan eşyalarımı karıştırdı.			1	2	3	4	5
13. Rahatsız edici kişisel sorular sordu.			1	2	3	4	5
14. Argolu/küfürlü konuştu.			1	2	3	4	5
15. Sözleştiğimiz halde, zamanında gelmedi.			1	2	3	4	5

APPENDIX N. END-OF-WORK BURNOUT SCALE

Lütfen, **BU İŞ GÜNÜNÜN SONUNDA** her bir maddede ifade edilen durumun sizin için ne kadar doğru olduğunu aşağıdaki 5 basamaklı ölçek üzerinde belirtiniz.

Bu iş gününün sonunda;	1 = Hiç doğrud değil	2 = Doğru değil	3 = Biraz doğru	4 = Oldukça doğru	5 = Çok doğru
1. İşim nedeniyle tükendiğimi hissediyorum.	1	2	3	4	5
2. Kendimi yıpranmış hissediyorum.	1	2	3	4	5
3. İşimin duygusal anlamda yorucu olduğunu düşünüyorum.	1	2	3	4	5
4. Kendimi fiziksel olarak bitkin hissediyorum.	1	2	3	4	5
5. İşim beni bunalttı.	1	2	3	4	5
6. Kendimi duygusal olarak bitkin hissediyorum.	1	2	3	4	5
7. Çalıştığım her saatin benim için yorucu olduğunu düşünüyorum.	1	2	3	4	5
8. Kendimi hastalıklara karşı zayıf ve dirençsiz hissediyorum.	1	2	3	4	5
9. İş dışı zamanlarımda ailem ve arkadaşlarım için yeterli vakit ayıracak gücü kendimde buluyorum.	1	2	3	4	5
10. “Daha fazla dayanamayacağım.” diye düşünüyorum.	1	2	3	4	5
11. Yarın “bir iş günü daha” olacak düşüncesiyle kendimi bitkin hissediyorum.	1	2	3	4	5
12. Kendimi yorgun hissediyorum.	1	2	3	4	5
13. Kendimi tükenmiş hissediyorum.	1	2	3	4	5

APPENDIX O. END-OF-WORK JOB SATISFACTION SCALE

Lütfen, **BUGÜN İÇİNDE** işinizden ne derece memnun olduğunuzu en iyi temsil eden yüz ifadesinin altındaki kutucuğu işaretleyiniz.

						
1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐