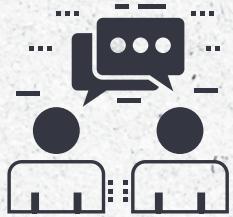


Rapid Evidence Assessment (REA)



ANTECEDENTS* OF WORKPLACE INCIVILITY

a summary of scientific literature

January 2020



Culture Review Implementation
our journey of positive change



***For the purposes of this REA 'antecedents' refers to the 'drivers' that may cause workplace incivility.**



This REA was produced by the Center for Evidence Based Management (CEBMA). The ACT Government acknowledges and thanks the CEBMA for allowing ACT Health to reproduce and redesign the content of their REA.

Any enquiries in relation to the content of this REA should be directed to CEBMA through their website: www.cebma.org

Acknowledgement of Country

ACT Health Directorate acknowledges the Traditional Custodians of the land, the Ngunnawal people. The Directorate respects their continuing culture and connections to the land and the unique contributions they make to the life of this area. It also acknowledges and welcomes Aboriginal and Torres Strait Islander peoples who are part of the community we serve.

Accessibility

The ACT Government is committed to making its information, services, events and venues as accessible as possible.

If you have difficulty reading a standard printed document and would like to receive this publication in an alternative format such as large print, please phone 13 22 81 or email HealthACT@act.gov.au



If English is not your first language and you require a translating and interpreting service, please phone Access Canberra on 13 22 81.

If you are deaf, or have a speech or hearing impairment and need the teletypewriter service, please phone 13 36 77 and ask for 13 22 81.

For speak and listen users, please phone 1300 555 727 and ask for 13 22 81. For more information on these services visit www.relayservice.com.au

© Australian Capital Territory, Canberra, July 2020.

This work is copyright. Apart from any use as permitted under the Copyright Act 1968, no part may be reproduced by any process without written permission from the Territory Records Office, ACT Government, GPO Box 158, Canberra City ACT 2601.

Enquiries about this publication should be directed to the ACT Health Directorate, Communications and Government Relations, GPO Box 825, Canberra City ACT 2601.

www.health.act.gov.au | www.act.gov.au

Enquiries: Canberra 13ACT1 or 13 22 81

Contents

Background	4
What is a Rapid Evidence Assessment (REA)?	5
Main question: What does this REA answer?	6
Search strategy: How was the research evidence sought?	6
Selection process: How were the studies selected?	7
Critical appraisal: How were the quality of the included studies judged?	7
Main findings	8
Conclusion	16
Limitations	16
References	17
Appendices	19



Background

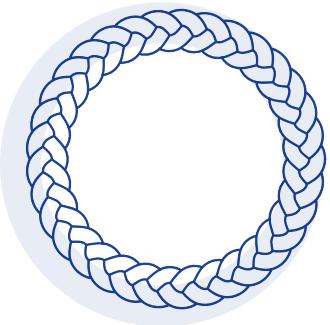
Whereas it was initially assumed that workplace incivility concerns only a small subset of employees, in the past 20 years it has become clear that it negatively affects a large percentage of workers (Hodgins, 2014). In fact, it is estimated that three and four per cent of workers experience serious bullying, between nine and 15 per cent of workers experience occasional bullying and at least 10-20 per cent experience negative social behaviour at work (Zapf, 2011). The British Workplace Behaviour Survey found that one-third of a nationally representative sample experiences some form of workplace incivility (Fevre, 2012).

Similarly, over one-third of Australian workers report being sworn or yelled at while at work, and almost one quarter reported having been humiliated in front of others (Dollard, 2012). These numbers suggest that workplace incivility is remarkably common. For this reason, ACT Government on behalf of the ACT public health system, approached the Center for Evidence Based Management (CEBMa) to undertake a Rapid Evidence Assessment (REA) to understand what is known in the scientific literature about the impact and antecedents of workplace incivility in teams and organisations. This review presents an overview of the findings.

What is a Rapid Evidence Assessment (REA)?

Evidence reviews come in many forms. One of the best-known types is the conventional literature review, which provides an overview of the relevant scientific literature published on a topic. However, a conventional literature review's trustworthiness is often low: Clear criteria for inclusion is often lacking and studies are selected based on the researcher's personal preferences. As a result, conventional literature reviews are prone to severe bias. This is why 'rapid evidence assessments' (REAs) are used.

REAs use a specific research methodology to identify the most relevant studies on a given topic as comprehensively as possible, and to select appropriate studies based on explicit criteria. In addition, the methodological quality of the studies included is assessed by two independent reviewers on the basis of explicit criteria. In contrast to a conventional literature review, REAs are transparent, verifiable, and reproducible, and, as a result, the likelihood of bias is considerably smaller.

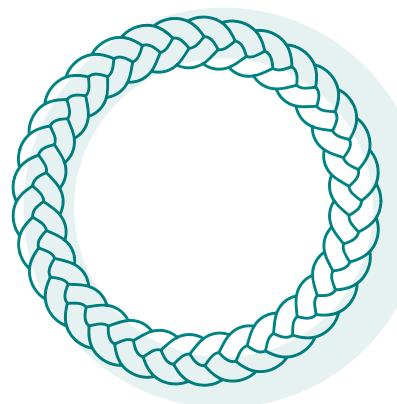


Main question: What does this REA answer?

What is known in the scientific literature about the antecedents of workplace incivility in teams and organisations?

Other issues raised, which will form the basis of our conclusion regarding the main question above, are:

1. **What is workplace incivility?**
2. **How can workplace incivility be measured?**
3. **What is the impact of workplace incivility on organisational outcomes?**
4. **What are the antecedents of workplace incivility?**

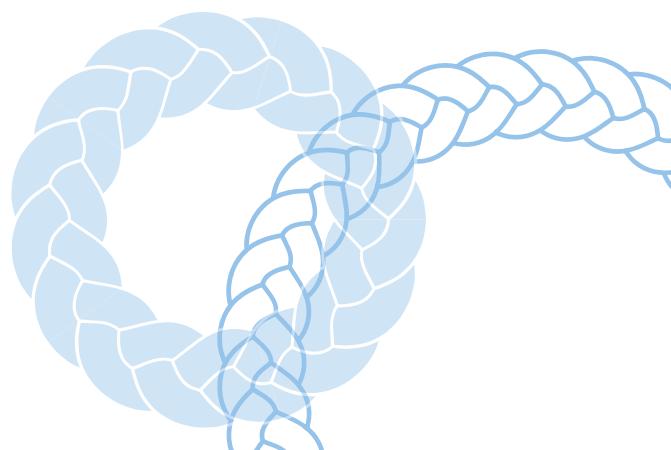


Search strategy: How was the research evidence sought?

Four databases were used to identify studies: ABI/INFORM Global, Business Source Premier, PsycINFO, and Medline. The following generic search filters were applied during the search:

1. **Scholarly journals, peer-reviewed.**
2. **Published in the period 2000 to 2019.**
3. **Articles in English.**

A search was conducted using combinations of various search terms, including 'workplace incivility', 'workplace aggression', 'workplace bullying' and 'abusive supervision'. We conducted six different search queries and screened the titles and abstracts of 80 studies. An overview of all search terms and queries is provided in Appendix I.



Selection process: How were the studies selected?

Study selection took place in two phases. First, titles and abstracts of the 80 studies identified were screened for relevance. In case of doubt or lack of information, the study was included. Duplicate publications were removed. This first phase yielded 35 studies. Second, studies were selected based on the full text of the article using these inclusion criteria:

1. **Type of studies:** Only quantitative, empirical studies.
2. **Measurement:** Only studies in which relationships among workplace incivility, antecedents and outcomes were quantitatively measured
3. **Context:** Only studies related to workplace settings.

In addition, the following exclusion criteria were applied:

- Studies in non-western countries in which the perception of workplace incivility and its effect on organisational outcomes may differ from western countries due to cultural differences.
- Studies on occupational aggression (e.g. from clients, patients, or passengers).
- Studies on online bullying.

This second phase yielded a total number of 32 studies. An overview of the selection process is provided in Appendix II.

Critical appraisal: What is the quality of the studies included?

The overall quality of the included studies was mixed. Of the 32 studies included, 15 studies had a cross-sectional design and were therefore graded Level D. Only eight studies were classified as Level B or higher, but six concerned a meta-analysis or systematic review. Several studies had serious methodological weaknesses which affected their level of trustworthiness. An overview of all studies included and their year of publication, research design, sample size, population, main findings, effect sizes and limitations is provided in Appendix III.

Main findings

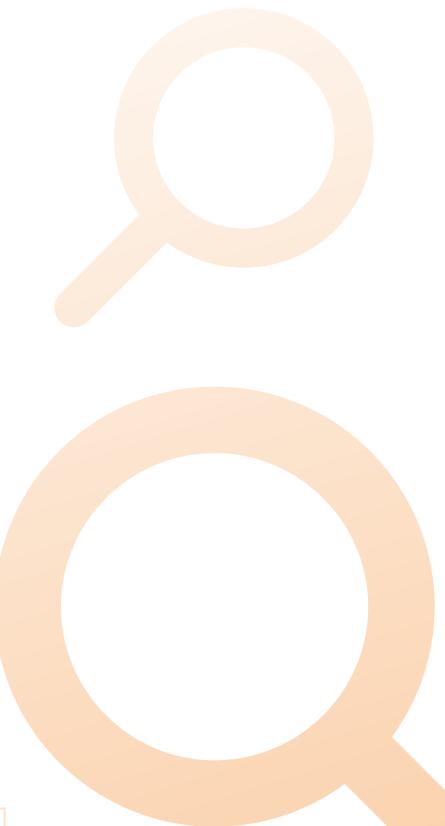


1. What is workplace incivility?

The research literature examining workplace incivility noted that many terms are being used, such as bullying, social undermining, mobbing, workplace aggression, emotional abuse, interpersonal conflict, abusive supervision, anti-social behaviour, counterproductive work behaviours, interpersonal deviance, retaliation, and workplace aggression.

While some of these terms represent well established constructs with key distinguishing features, there is also considerable definitional, conceptual, and measurement overlap (Herscovic, 2011). Some authors, however, argue that the phenomenon of workplace incivility "appears under many different labels... but each label refers to the same overall construct" (Bowling, 2006). Indeed, a meta-analyses of 53 studies showed that the correlations with organisational outcomes differ from an academic perspective, but that the effect sizes tend to fall within the same range from a practical perspective¹ (Herscovic, 2011).

Although the overall impact of these constructs on organisational outcomes are similar, it should be noted that all constructs mentioned above can be conceptually differentiated from each other, in particular in terms of intensity, persistence, intent, and frequency. Moreover, each construct possesses important distinctions that likely represent critical experiential differences to the victim. Below an overview is provided of the most widely researched construct (adapted from Herscovic, 2011).



Workplace incivility	Low intensity deviant acts, such as rude and discourteous verbal and nonverbal behaviours enacted towards another organisational member with ambiguous intent to harm. Often used as a general term that includes bullying, social undermining, and related terms.
Social Undermining	Behaviour intended to hinder, over time, the ability to establish and maintain positive interpersonal relationships, work-related success, and favourable reputation.
Bullying	Situations where a person repeatedly and over a period of time is exposed to negative acts (i.e. constant abuse, harassment, offensive remarks or teasing, ridicule or social exclusion) on the part of co-workers, supervisors or subordinates.
Abusive Supervision	The sustained display of hostile verbal and non-verbal behaviours, excluding physical contact.
Interpersonal Conflict	An organisational stressor involving disagreements between employees.

As mentioned, the constructs listed above can be conceptually differentiated from each other, for the sake of readability however, in this review we will use the general term 'workplace incivility' - unless the findings pertain to a particular construct.

¹In fact, overlapping confidence intervals suggests that there is no practical difference between the constructs.



2. How can workplace incivility be assessed?

The most common workplace incivility measures used by the studies included in this review were the Interpersonal Conflict at Work Scale (ICWS; Spector 1998), the Negative Acts Questionnaire-Revised (NAQ-R; Einarsen, 2009), and the Abusive Supervision Scale (Tepper, 2000).

3. What is the impact of workplace incivility on organisational outcomes?

The negative impact of workplace incivility on individual employees, teams and organisations is indisputable. Indeed, this review identified a large number of studies confirming that workplace incivility is related to an array of attitudinal, behavioural, and health-related outcomes, such as:

- » anxiety, depression, burnout, frustration, negative emotions, physical symptoms (Bowling, 2006; Demir, 2014; Escartin, 2016; Hershcovis 2010; Hodgins, 2014; Reio, 2009; Verkuil, 2015)
- » reduced self-esteem, life satisfaction, job satisfaction, job performance, organisational commitment, perceived organisational justice (Bowling, 2006; Demir, 2014; Fiset, 2019; Hershcovis 2010)
- » increased absenteeism, presenteeism, turnover, early retirement, and other economic costs (Bowling, 2006; Escartin, 2016; Hoel, 2011; McTernan, 2013)

Results from a systematic review of 66 samples show that workplace incivility that involves supervisors has the strongest impact on attitudinal and behavioural outcomes. However, there was no relevant difference between supervisor and co-worker incivility for health-related outcomes. (Hershcovic, 2010)

It should be noted that workplace incivility does not only directly affect victims, but its consequences also extends to the team level, affecting employees who observe or become aware of others being mistreated (Escartin, 2016). Indeed, several studies indicate the presence of a contagion effect where uncivil behaviour of peers and supervisors is related to negative behaviours from employees through trickle-down (superiors) and trickle sideways (peers) effects (Aubé, 2014; Mawritz, 2012).

In addition, it was found that being the target of aggression increases the likelihood of engaging in aggression (Glomb, 2010). This finding was confirmed by a recent meta-analysis of 70 studies, indicating that abusive supervision, in turn, may lead to 'employee deviance', the latter being defined as 'a broad range of behaviours that violate significant organisational norms and in so doing threaten the well-being of an organisation, its members, or both' (Park, 2019). This deviant behaviour may be focused on the supervisor, co-workers, or the organisation as a whole, depending on who the employee considers to be the responsible party.

4.

What are antecedents of workplace incivility?

In addition to studies examining the consequences of workplace incivility, this review identified several studies of the antecedents or predictors. Table 1 provides an overview of these antecedents. The effect sizes indicate that the following factors are strong predictors of workplace incivility in teams and/or organisations:

Leadership related antecedents

Leadership style

A substantial part of managers' and leaders' job concerns 'influencing employees to understand and agree about what needs to be done and how it can be done effectively, and facilitating employees to accomplish the shared objectives' (Yukl, 2002). As such, leadership style is the way in which this process of influencing and facilitating is carried out. Leadership style does not only refer to the style of a single leader, manager, or supervisor, but can also pertain to the overall leadership style of an organisation.

The findings of this review indicate that leaders perceived by their subordinates as authoritarian, autocratic, unethical, or having a laissez-fair type of leadership style are more likely to display abusive behaviour or induce workplace incivility (Chadwick, 2017; Hoel, 2010; Zhang, 2016). Conversely, leaders perceived as constructive, ethical, fair, supportive or having a participative style of leadership, are less likely to display abusive supervision and tend to have an inhibitory influence on workplace incivility (Hauge, 2011; Salin, 2015; Zhang, 2016).

Lack of people management skills

A recent systematic review of 62 studies in the context of Australian healthcare organisations indicate that lack of effective management skills may be a significant factor contributing to workplace bullying, authoritarian management, and failure to address workplace incivility when it occurs (Chadwick, 2017). A possible explanation for this finding is that in some organisations managers are promoted due mainly to their clinical/task skills and competencies, even when they lack the relational and interpersonal skills required at more senior levels.





Stressors and negative affective states

Supervisors' interactions with higher organisational levels influence their affective state and behaviour towards their sub-ordinates (Zhang, 2016), suggesting a 'trickle down' effect. Indeed, it was found that stressors such as negative experiences with higher management, conflicts with colleague's, or lack of organisational justice, produce a negative affective state, which in turn may lead to mistreatment of sub-ordinates. On the contrary, supervisors with more positive affective state will less likely display abusive behaviours due to their relatively less need to cope with such stressors. This finding was confirmed by a recent study indicating that intense negative emotional reactions and frustration triggers managers, leaders, and supervisors to exhibit abusive behaviours in the workplace (Eissa, 2017). The same study found that role overload is an important source of supervisors' negative emotions. Conversely, supervisors that felt 'in control' will less likely display abusive behaviours (Courtrigh, 2016).

Demographic characteristics and personality traits

Several studies included in this review found no evidence that demographic characteristics of supervisors (e.g. gender, age, organisational tenure, ethnicity) are related to workplace incivility. The same counts for personality traits, such as neuroticism, conscientiousness or agreeableness, although some studies suggest they may function as a moderator (e.g. Eissa, 2017).

Employee related antecedents

Stressors and negative affect states



It is widely assumed that stressors in the workplace lead to an increased likelihood that employees will engage in workplace incivility. Indeed, several meta-analyses have demonstrated that high job demands, job stress, role/work overload, and even a poor physical work environment may lead to bullying, aggressive behaviour, harassment, and other types of workplace incivility (Hershcovis, 2007; Bowling, 2006). In fact, a recent study found that employees reporting higher levels of job demands reported an almost four times higher risk of bullying than those with low job demands (Salin, 2015).

As explained above, such stressors in general tend to produce negative affective states, which in turn have shown to increase the likelihood of interpersonal incivility and workplace aggression (Bowling, 2006; Reio, 2009; Van den Brande, 2016; Zhang, 2016).

Co-worker conflict and conflict management style

A co-worker conflict can be defined as a process that begins when an employee perceives differences and opposition between him/herself and a co-worker about interests and resources, beliefs, values, or practices that matter to him/her (De Dreu, 2008). Several studies have demonstrated that co-worker conflicts is a strong predictor of interpersonal aggression (Agotnes, 2018; Baillien, 2016; Hauge, 2007; Hershcovis, 2007). These findings suggest that workplace interpersonal aggression, such as bullying, should be viewed as the end state of a highly escalated and poorly managed conflict. The research literature on conflict behaviour distinguishes five conflict management styles: The five-part typology of conflict management styles: (1) integrating (collaborating); (2) dominating (competing or forcing); (3) accommodating (obliging); (4) avoiding; and (5) compromising.

A cross-sectional study found that a collaborative or sometimes referred to as an integrative conflict management style, involving a problem-solving orientation and a willingness to explore and work with the other person to find options that will be mutually acceptable, is the most constructive of the five conflict management styles (Trudel, 2011). A dominating style of conflict management, reflecting a win-lose orientation with an attempt to accomplish one's own objectives without account of the other person's needs, was found to be the less constructive of the five styles. In fact, whereas an integrative style functioned as an antidote for workplace incivility, a dominant style of managing conflicts turned out to be a strong predictor. It was found that employees who lack social skills in order to resolve organisational conflicts are more likely to be victims of workplace bullying (Moayed, 2006).

Job/role characteristics

Job and/or role characteristics are the most widely examined antecedents of workplace incivility. A large number of studies have repeatedly found that role ambiguity and role conflict are strong antecedents of workplace harassment and bullying (Bowling, 2006; Hauge, 2011-2; Reknes, 2014). Role ambiguity refers to uncertainty about which actions to take in order to fulfil the expectations of one's work role, while role conflict arises when the different expectations and demands of one's work role are incompatible (Beehr, 1995). In fact, it was found that role ambiguity and role conflict together predicted more than 20 percent of the variance in workplace harassment (Bowling, 2006).

Another important antecedent of workplace incivility is what is referred to as work constraints: situational constraints - such as lack of resources – that interfere with employees' task performance and prevent them from doing their job in an efficient and qualitative way, which will lead to frustration and ultimately aggression. Meta-analyses suggest that work constraints may be even stronger antecedents of workplace incivility than role ambiguity and role conflict (Bowling, 2006; Hershcovis, 2007). Not surprisingly, job autonomy was found to have a moderating effect on workplace incivility (Baillien, 2011; Bowling, 2006).

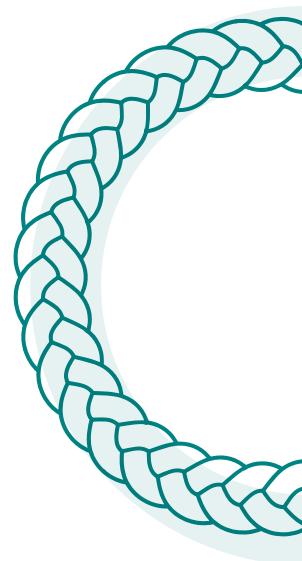




Demographic characteristics and personality traits

The studies included in this review found only limited evidence that personality traits are antecedents of workplace incivility (Nielsen, 2015). Some evidence was found, however, that 'trait anger' (the predisposition to respond to situations with hostility) may be linked with workplace aggression. A possible explanation for this finding is that people high in trait anger are more likely to be easily provoked because of their tendency to perceive situations as frustrating (Hershcovic, 2011). The same counts for demographic characteristics (e.g. age, level of education, organisational tenure, ethnicity), with the exception of gender.

A systematic review in the realm of healthcare found that female junior doctors experience more bullying behaviours compared to male junior doctors (Samsudin, 2018). The authors suggest that a possible explanation for this finding is that 'men and women perceive workplace bullying in different ways, with men being more likely to perceive bullying as a particular management style, and women being more likely to perceive certain behaviours as threatening. Others argue that women who deviate from traditional roles may submit them to negative evaluations and increase the risk of experiencing bullying'.



Organisational antecedents

Organisational (in)justice

This review did not find compelling evidence for organisational antecedents of workplace incivility, with the exception of organisational justice, in particular 'procedural' and 'distributive' justice (Zhang, 2019). Procedural justice concerns the perceived fairness of the procedures used to arrive at a certain decision. A meta-analysis found that procedural injustice may be a trigger that leads to an unfair outcome, and as such adversely affects employees (Hershcovis, 2007). For example, if an employee is reprimanded or punished for failing to comply with what is perceived as an unreasonable demand or arbitrary standards, it is likely to be judged as procedural injustice or even an abuse of power.

As a result, the employee may 'retaliate' by engaging in aggression against the organisation or the supervisor (Hoel, 2010). Distributive justice, on the other hand, concerns the perceived unfairness of outcomes. It was found that employees who feel that the outcome (distribution) is unfair are likely to blame the source of the decision and therefore may 'retaliate' by engaging in supervisor- and organisation-targeted aggression (Glomb, 2010; Hershcovis, 2007).

Hierarchical structures

Workplace incivility is more likely to occur in organisations with hierarchical management structures, high work pressure, and few policies. In addition, a recent systematic review of 62 studies in the context of Australian healthcare organisations found that interpersonal hierarchical bullying was more prevalent with professions with high power disparity where there are social norms regarding a 'pecking order' (Chadwick, 2017).

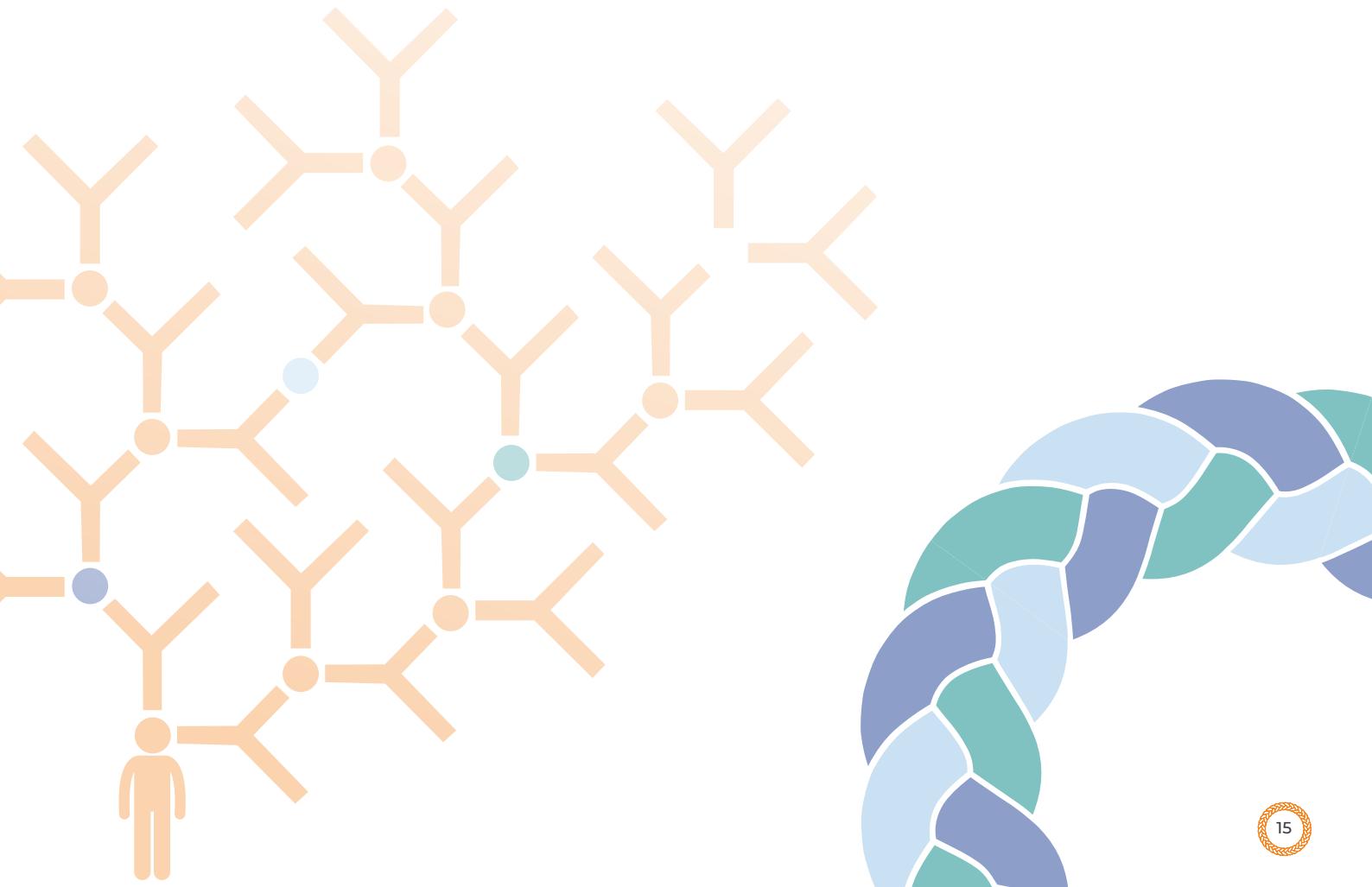
Table 1-Antecedents of Workplace Incivility

Antecedent	Type of Incivility	Effect size	Level	Studies
Conflict mgt style: integrative	Workplace incivility	$\beta = -.27$	D	Trudel, 2011
Conflict mgt style: dominating		$\beta = .20$		
Conflict mgt style: integrative	Target of workplace incivility	β		
Conflict mgt style: dominating		$\beta = .11$		
Co-worker conflict	Bullying	OR = 1.5	C	Agotnes, 2018;
	Interpersonal aggression	r = .50	C	Hershcovis, 2007
	Organisational aggression	r = .41		
Job autonomy	Being a target of bullying	r = -.20; -.25	CC	Baillien, 2011; Bowling, 2006
Job demands (high)	Bullying	OR = 3.7	D	Salin, 2015
Job dissatisfaction	Organisational aggression	r = .37	C	Hershcovis, 2007
Job stress	Aggressive behaviours	r = .36	D	Glomb, 2010
Lack of social skills	Bullying	OR = 1.5/2	B	Moayed, 2006
Leadership, authoritarian	Abusive supervision	r = .49	B	Zhang, 2016
Leadership, autocratic	Bullying	r = .39	D	Hoel, 2010
Leadership, constructive		OR = -0.5	D	Salin, 2015
Leadership, eth/unethical	Abusive supervision	r = -.57/.58	B	Zhang, 2016
Leadership, fair/supportive	Workplace bullying	r = -.57; $\beta = -.46$	D	Hauge, 2011
Leadership, laissez-faire	Bullying	r = .31	D	Hoel, 2010, Agotnes, 2018
Leadership, participative		r = -.26		
Leadership, supportive	Abusive supervision	r = -.53	B	Zhang, 2016
Leadership, transformational		r = -.45		
Negative affect - employee	Workplace harassment	r = .25	C	Bowling, 2006
	Organisational incivility	r = .34	D	Reio, 2009, Demir, 2012
	Interpersonal incivility	r = .28		
	Abusive supervision	r = .32	B	Zhang, 2016
Non contingent punishment	Bullying	r = .46	D	Hoel, 2010
Organisational injustice	Aggressive behaviours	r = .25; .36	DC	Glomb, 2010; Zhang, 2019
	Organisational aggression	r = .18	C	Hershcovis, 2007
Performance based pay	Bullying	OR = -.6	D	Salin, 2015
Role ambiguity	Workplace harassment	r = .44	C	Bowling, 2006
	Bullying	r = .29; OR = 1.6	CC	Hauge, 2011-2; Reknes, 2014
Role conflict	Workplace harassment	r = .44	C	Bowling, 2006
	Bullying	r = .49; OR = 1.9	C	Hauge, 2011-2; Reknes, 2014
Role overload	Workplace harassment	r = .28	C	Bowling, 2006
	Bullying	r = .37	C	Hauge, 2011-2
Supervisors' emotional intel.	Abusive supervision	r = -.43	B	Zhang, 2016
Supervisor frustration	Abusive supervision	r = .52	D	Eissa, 2017
Supervisors' neg. experiences	Abusive supervision	r = .28 - .43	BD	Zhang, 2016; Courtright, 2016
Trait anger (employees)	Aggressive behaviours	r = .56; r = .43	DC	Glomb, 2010; Hershcovis, 2007
Victim of aggression	Aggressive behaviours	r = .70	D	Glomb, 2010
Work constraints	Workplace harassment	r = .53	C	Bowling, 2006
	Organisational aggression	r = .36	C	Hershcovis, 2007
Work environment (poor)	Bullying	OR = 1.6	D	Salin, 2015
Workload	Being a target of bullying	r = .11	C	Baillien, 2011
Workplace dom. by opp sex	Bullying	OR = 1.3	D	Salin, 2015
Workplace relationships	Uncivil behaviour	r = -.12 / r = -.28	D	Reio, 2009

5. What interventions effectively address workplace incivility?

In the past decades, only a limited number of studies on the effectiveness of interventions designed to reduce workplace incivility have been published. As a result, the literature has only recently expanded to a point that allows for synthesis of findings across these studies. Below an overview is provided of the main findings from systematic reviews of high quality (controlled before-after) studies.

1. The development, implementation, and evaluation of a program addressing workplace incivility should be consistent. This consistency could be achieved through implementation of a single method program (Stagg, 2010).
2. Involving employees in the design and implementation of the intervention, drawing on their experiences, gives them a sense of agency and ownership, which is more likely to be successful than when employees are passive recipients of an intervention (Hodgins, 2014).
3. Multi-component, organisational level interventions - focusing on individual behaviours in a group context, and including actions to ensure visible management commitment - appear to be more effective than single level interventions (Hodgins, 2014).
4. The combination of (1) education about workplace incivility, (2) training related to effective responses to workplace incivility, and (3) an opportunity to practice those responses in a safe environment appears to be an effective approach to assisting employees in managing workplace incivility (Armstrong, 2018; Escartin, 2016; Stagg, 2010). It is recommended to use the program designed by Griffin (2004, 2014) as a template.



Conclusion

The studies identified through this review clearly demonstrate that workplace incivility constructs such as bullying, aggression, and abusive supervision have a profound, negative impact on a wide range of organisational outcomes. In addition, the findings from this review indicate that workplace incivility is symptomatic of broader issues within organisations. In fact, workplace incivility may be more about leadership and organisational issues as well as interpersonal relationships within organisations.

Limitations

This REA aims to provide a balanced assessment of what is known in the scientific literature about the antecedents of workplace incivility and their subsequent impact on teams and organisations by using the systematic review method to search and critically appraise empirical studies. However, in order to be 'rapid', concessions were made in relation to the breadth and depth of the search process, such as the exclusion of unpublished studies, the use of a limited number of databases and a focus on empirical research published in the period 2000 to 2019. As a consequence, relevant studies may have been missed.

A second limitation concerns the critical appraisal of the studies included, which did not incorporate a comprehensive review of the psychometric properties of their tests, scales and questionnaires.

Finally, some of the antecedents listed in Table 1 are based on cross-sectional research, which makes the nature or direction of the effect uncertain. This means that conclusions about cause and effect cannot be drawn.

Given these limitations, care must be taken not to present the findings presented in this REA as conclusive.

References

- Ågotnes, K. W., Einarsen, S. V., Hetland, J., & Skogstad, A. (2018). The moderating effect of laissez-faire leadership on the relationship between co-worker conflicts and new cases of workplace bullying: A true prospective design. *Human Resource Management Journal*, 28(4), 555-568.
- Armstrong, N. (2018). Management of Nursing Workplace Incivility in the Health Care Settings: A Systematic Review. *Workplace Health & Safety*, 66(8), 403-410.
- Aubé, C., & Rousseau, V. (2014). Counterproductive behaviours. *Team Performance Management*; 20 (5/6): 202-220.
- Baillien, E., De Cuyper, N., & De Witte, H. (2011). Job autonomy and workload as antecedents of workplace bullying: A two-wave test of Karasek's Job Demand Control Model for targets and perpetrators. *Journal of Occupational & Organisational Psychology*, 84(1), 191-208.
- Beehr, T. A. (1995). *Psychological stress in the workplace*. London: Routledge.
- Bowling, N. A., & Beehr, T. A. (2006). Workplace harassment from the victim's perspective: a theoretical model and meta-analysis. *Journal of Applied Psychology*, 91(5), 998.
- Chadwick, S., & Travaglia, J. (2017). Workplace bullying in the Australian health context: a systematic review. *Journal of Health Organisation and Management*, 31(3), 286-301.
- Cohen, J. (1988). *Statistical power analysis for the behavioural sciences* (2nd ed.). Hillsdale, NJ: Lawrence Earlbaum Associates.
- Courtright, S. H., Gardner, R. G., Smith, T. A., McCormick, B. W., & Colbert, A. E. (2016). My family made me do it: A cross-domain, self-regulatory perspective on antecedents to abusive supervision. *Academy of Management Journal*, 59(5), 1630-1652.
- De Dreu, C. K. (2008). The virtue and vice of workplace conflict: Food for (pessimistic) thought. *Journal of Organisational Behaviour: The International Journal of Industrial, Occupational and Organisational Psychology and Behaviour*, 29(1), 5-18.
- Demir, D., Rodwell, J., & Flower, R. L. (2014). Antecedents and consequences of workplace aggression in the allied health context. *Social Work in Health Care*, 53(3), 250-267.
- Dollard, M., Bailey, T., McLinton, S., Richards, P., McTernan, W., Taylor, A. and Bond, S. (2012). *The Australian Workplace Barometer: Report on Psychosocial Safety Climate and Worker Health in Australia*, Safe Work Australia, Canberra.
- Escartín, J. (2016). Insights into workplace bullying: Psychosocial drivers and effective interventions. *Psychology Research and Behaviour Management*, 9.
- Einarsen, K., Salin, D., Einarsen, S. V., Skogstad, A., & Mykletun, R. J. (2019). Antecedents of ethical infrastructures against workplace bullying. *Personnel Review*, 48(3), 672-690.
- Eissa, G., & Lester, S. W. (2017). Supervisor role overload and frustration as antecedents of abusive supervision: The moderating role of supervisor personality. *Journal of Organisational Behaviour*, 38(3), 307-326.
- Fiset, J., Robinson, M. A., & Saffie-Robertson, M. C. (2019). Masking wrongs through brilliance: the moderating effect of vision on the relationship between abusive supervision and employee outcomes. *European Journal of Work and Organisational Psychology*, 28(6), 756-768.
- Fevre, R., Lewis, D., Robinson, A. and Jones, T. (2012). *Trouble at Work*, Bloomsbury Academic, London.
- Glomb, T. M. (2010). Predicting workplace aggression: Reciprocal aggression, organisational, and individual antecedents. *International Journal of Organisation Theory and Behaviour*, 13(2), 249-291.
- Griffin, M. (2004). Teaching cognitive rehearsal as a shield for lateral violence: An intervention for newly licensed nurses. *The Journal of Continuing Education in Nursing*, 35(6), 257-263.
- Griffin, M., & Clark, C. M. (2014). Revisiting cognitive rehearsal as an intervention against incivility and lateral violence in nursing: 10 years later. *The Journal of Continuing Education in Nursing*, 45(12), 535-542.
- Hauge, L. J., Einarsen, S., Knardahl, S., Lau, B., Notelaers, G., & Skogstad, A. (2011). Leadership and role stressors as departmental level predictors of workplace bullying. *International Journal of Stress Management*, 18(4), 305-323.
- Hauge, L. J., Skogstad, A., & Einarsen, S. (2011). Role stressors and exposure to workplace bullying: Causes or consequences of what and why? *European Journal of Work and Organisational Psychology*, 20(5), 610.
- Hershcovis, M. S., Turner, N., Barling, J., Arnold, K. A., & et al. (2007). Predicting Workplace Aggression: A Meta-Analysis. *Journal of Applied Psychology*, 92(1), 228.
- Hershcovis, M. S., & Barling, J. (2010). Towards a multi-foci approach to workplace aggression: A meta-analytic review of outcomes from different perpetrator. *Journal of Organisational Behaviour*, 31(1), 24.

- Hershcovis, M. S. (2011). "Incivility, social undermining, bullying...oh my!": A call to reconcile constructs within workplace aggression research. *Journal of Organisational Behaviour*, 32(3), 499.
- Hodgins, M., MacCurtain, S., & Mannix-McNamara, P. (2014). Workplace bullying and incivility: a systematic review of interventions. *International Journal of Workplace Health Management*, 7(1), 54-72.
- Hoel, H., Glasø, L., Hetland, J., Cooper, C. L., & Einarsen, S. (2010). Leadership Styles as Predictors of Self-reported and Observed Workplace Bullying. *British Journal of Management*, 21(2), 453-468.
- Hoel H, Sheehan MJ, Cooper CL, Einarsen S. Organisational effects of workplace bullying. In: Einarsen S, Hoel H, Zapf D, Cooper CL, editors. *Workplace Bullying: Developments in Theory, Research and Practice*. London & New York: Taylor & Francis; 2011:129-148.
- Mawritz, M. B., Mayer, D. M., Hoobler, J. M., Wayne, S. J., & Marinova, S. V. (2012). A trickle-down model of abusive supervision. *Personnel Psychology*, 65(2), 325-357.
- McTernan WP, Dollard MF, LaMontagne AD. Depression in the workplace: an economic cost analysis of depression-related productivity loss attributable to job strain and bullying. *Work Stress*. 2013;27(4):321-338.
- Moayed, F. A., Daraiseh, N., Shell, R., & Salem, S. (2006). Workplace bullying: a systematic review of risk factors and outcomes. *Theoretical Issues in Ergonomics Science*, 7(3), 311-327.
- Nielsen, M. B., & Knardahl, S. (2015). Is workplace bullying related to the personality traits of victims? A two-year prospective study. *Work & Stress*, 29(2), 128-149.
- Park, H., Hoobler, J. M., Wu, J., Liden, R. C., Hu, J., & Wilson, M. S. (2019). Abusive Supervision and Employee Deviance: A Multifoci Justice Perspective. *Journal of Business Ethics*, 158(4), 1113-1131.
- Petticrew, M., & Roberts, H. (2006). How to appraise the studies: an introduction to assessing study quality. *Systematic reviews in the social sciences: A practical guide*, 125-163.
- Reio Jr, T. G., & Ghosh, R. (2009). Antecedents and outcomes of workplace incivility: Implications for human resource development research and practice. *Human Resource Development Quarterly*, 20(3), 237-264.
- Reknes, I., Einarsen, S., Knardahl, S., & Lau, B. (2014). The prospective relationship between role stressors and new cases of self-reported workplace bullying. *Scandinavian Journal of Psychology*, 55(1), 45-52.
- Salin, D. (2015). Risk factors of workplace bullying for men and women: The role of the psychosocial and physical work environment. *Scandinavian Journal of Psychology*, 56(1), 69-77.
- Samsudin, E. Z., Isahak, M., & Rampal, S. (2018). The prevalence, risk factors and outcomes of workplace bullying among junior doctors: a systematic review. *European Journal of Work and Organisational Psychology*, 27(6), 700.
- Shadish, W. R., Cook, T. D., & Campbell, D. T. (2002). *Experimental and quasi-experimental designs for generalized causal inference*. Houghton, Mifflin and Company.
- Shaughnessy, J. J., & Zechmeister, E. B. (1985). *Research methods in psychology*. Alfred A. Knopf.
- Spector, P. E., & Jex, S. M. (1998). Development of four self-report measures of job stressors and strain: interpersonal conflict at work scale, organisational constraints scale, quantitative workload inventory, and physical symptoms inventory. *Journal of occupational health psychology*, 3(4), 356.
- Stagg, S., & Sheridan, D. (2010). Effectiveness of Bullying and Violence Prevention Programs: A Systematic Review. *AAOHN Journal*, 58(10), 419-424.
- Tepper, B. J. (2000). Consequences of abusive supervision. *Academy of Management Journal*, 43, 178-190.
- Trudel, J., & Reio, T. G., Jr. (2011). Managing workplace incivility: The role of conflict management styles—Antecedent or antidote? *Human Resource Development Quarterly*, 22(4), 395-423.
- Van den Brande, W., Baillien, E., De Witte, H., Elst, T. V., & Godderis, L. (2016). The role of work stressors, coping strategies and coping resources in the process of workplace bullying: A systematic review and development of a comprehensive model. *Aggression and Violent Behaviour*, 29, 61-71.
- Verkuil B, Atasayi S, Molendijk ML. Workplace bullying and mental health: a meta-analysis on cross-sectional and longitudinal data. *PLoS One*. 2015;10(8).
- Yukl, G. A. (2006). Leadership in organisations. Upper Saddle River, NJ: Pearson-Prentice Hall.
- Zapf, D., Escartin, J., Einarsen, S., Hoel, H. and Vartia, M. (2011), "Empirical findings on prevalence and risk groups of bullying in the workplace", in Einarsen, S. Hoel, H. Zapf, D. and Cooper, C.L. (Eds), *Bullying and Harassment in the Workplace*, Taylor and Francis, London, pp. 75-106.
- Zhang, Y., & Liao, Z. (2015). Consequences of abusive supervision: A meta-analytic review. *Asia Pacific Journal of Management*, 32(4), 959-987.
- Zhang, Y., & Bednall, T. (2016). Antecedents of Abusive Supervision: a Meta-analytic Review. *Journal of Business Ethics*, 139(3), 455-471.
- Zhang, Y., Liu, X., Xu, S., Liu-Qin, Y., & Bednall, T. C. (2019). Why Abusive Supervision Impacts Employee OCB and CWB: A Meta-Analytic Review of Competing Mediating Mechanisms. *Journal of Management*, 45(6), 2474-2497.

Appendix I

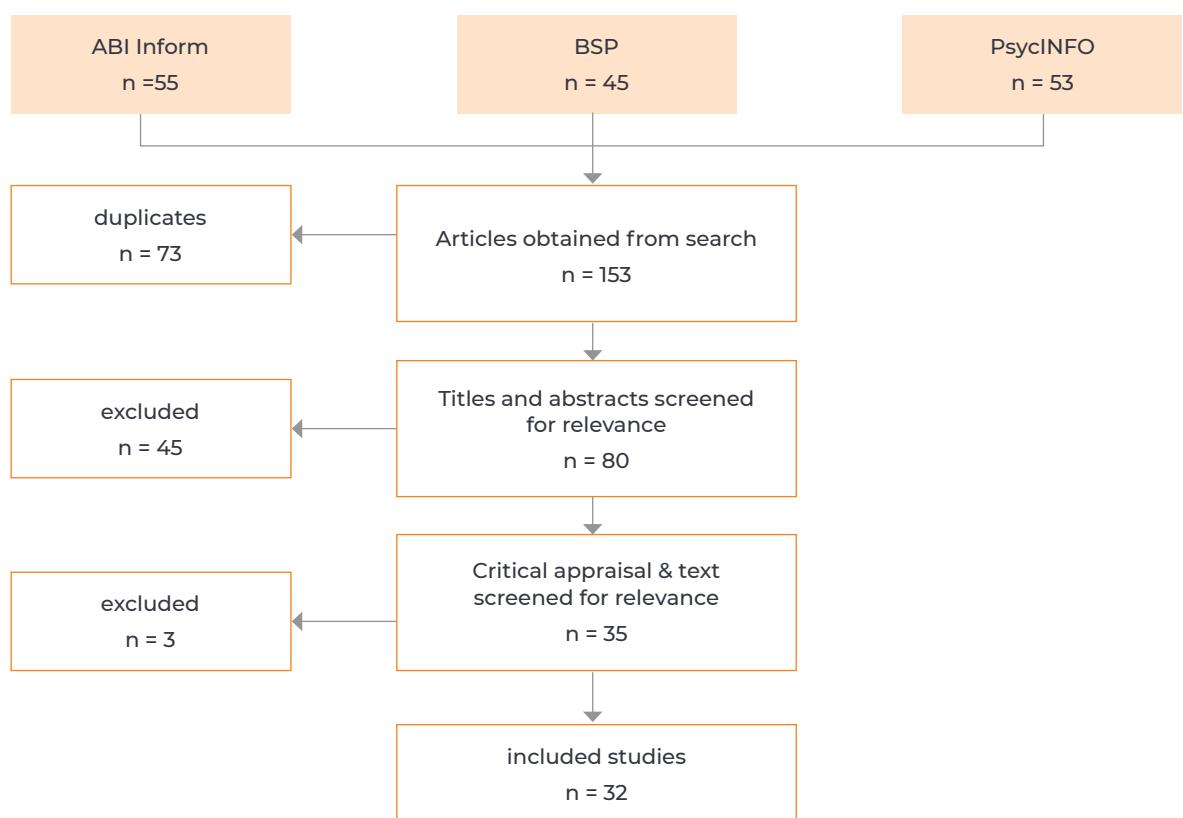
Search results REA Workplace Incivility

ABI/Inform Global, Business Source Elite, PsycINFO
peer reviewed, scholarly journals, Jan 2020

Search terms	ABI	BSP	PSY
S1: ti("workplace incivility") OR ab("workplace incivility")	123	72	121
S2: ti("workplace aggression") OR ab("workplace aggression")	93	58	127
S3: ti("workplace mistreatment") OR ab("workplace mistreatment")	28	9	19
S4: ti("workplace bullying") OR ab("workplace bullying")	403	279	516
S5: ti("abusive supervision") OR ab("abusive supervision")	293	210	265
S6: S1 OR S2 OR S3 OR S4 OR S5	911	627	1045
S7: S6 AND filter meta-analyses or systematic reviews	22	18	19
S8: S6 AND ti(antecedent* OR predictor* OR "risk factor*")	33	27	34

Appendix II

Selection of studies



Appendix III

Data extraction table - Workplace Incivility

Author & year	Design & sample size	Sector / Population	Main findings	Effect sizes	Limitations	Level
Agotnes, 2018	Longitudinal study (uncontrolled study with a pretest) $n = 1772$	Norwegian employees	F1: Co-worker conflict at Time 1 predicts new incidents of self-reported workplace bullying at Time 2 (H1). F2: Laissez-faire leadership at Time 2 moderates the relationship between co-worker conflict at Time 1 and subsequent new cases of self-reported victims of workplace bullying at Time 2. Respondents who are involved in a co-worker conflict at Time 1 have a higher probability of becoming a new victim of workplace bullying at Time 2 if they report high levels of laissez-faire leadership enacted by their immediate supervisor at Time 2 (H2).	F1: [OR] 1.40 F2: [OR] 1.29	No serious limitation C	
Armstrong, 2018	systematic review of mostly quasi- experimental studies $k = 10$	nurses	Study reviewing the research related to interventions in assisting nursing staff working in health care settings in managing incivility. Despite the limitations of the research, it appears that the use of a particular set of interventions is helpful in assisting nurses in managing workplace incivility. The combination of education about workplace incivility, training related to effective responses to workplace incivility, and an opportunity to practice those effective responses in a safe environment appears to be an evidence-based approach to assisting nurses in managing workplace incivility.	not reported	magnitude of the effect unclear	A



Antecedents

Workplace harassment tends to occur in work environments where other stressors are present. Specifically, some other stressors, such as 1) role conflict, 2) role ambiguity, 3) role overload, and 4) work constraints, were all associated with workplace harassment. A negative relationship was found for 5) autonomy.

Victim's negative effect (6) appears to play some role in workplace harassment. In contrast, victim's positive affect was only weakly related to harassment.

Note: Role ambiguity and role conflict together predicted 21% of the variance in workplace harassment.

Impact

various

Bowling,
2006
k = 90

Workplace harassment was associated with victims' well-being. Specifically, harassment was positively associated with 8) generic strains, 9) anxiety, 10) depression, 11) burnout, 12) frustration, 13) negative emotions at work, and 14) physical symptoms. In addition, it was negatively associated with 15) positive emotions at work, 16) self-esteem, 17) life satisfaction, 18) job satisfaction, and 19) organisational commitment. Furthermore, harassment was negatively associated with 20) perceptions of organisational justice.

In contrast, workplace harassment was associated with some individual performance outcomes but not with others. In particular, harassment was positively associated with 21) counterproductive work behaviours and 22) turnover intentions, but it was weakly related to 23) job performance, 24) organisational citizenship behaviours, and 25) absenteeism.

1. $\rho = .44$
2. $\rho = .30$
3. $\rho = .28$
4. $\rho = .53$
5. $\rho = -.25$
6. $\rho = .25$
7. $\rho = < .1$

8. $\rho = .35$
9. $\rho = .31$
10. $\rho = .34$
11. $\rho = .39$
12. $\rho = .40$
13. $\rho = .46$
14. $\rho = .31$

15. $\rho = -.25$
16. $\rho = -.21$
17. $\rho = -.21$
18. $\rho = -.39$
19. $\rho = -.36$
20. $\rho = -.35$

21. $\rho = -.37$
22. $\rho = -.35$
23. $\rho = -.08$
24. $\rho = -.03$
25. $\rho = -.06$

C

Limited
search (only
PsycINFO)
Study
design and
quality not
assessed



Study reviews a range of International and Australian literature regarding workplace bullying behaviours in a health context from a management perspective.

Overall finding: Workplace bullying is symptomatic of broader issues within organisations. Workplace bullying behaviours may be more about leadership and organisational issues as well as interpersonal relationships within organisations.

Contributing factors to workplace bullying:

Chadwick, 2017	systematic review, design of included studies unclear	k = 62	merely descriptive review	C	not reported	magnitude of the effects unclear	Some constructs and findings lack clarity
				2) Hierarchical structures	a. Hierarchical workplace bullying is defined as occurring by virtue of an individual's structural location within the workplace and the wider world of work. Interpersonal hierarchical bullying is more prevalent in professions where power disparity is significant.		c. The hierarchical structure of organisations is seen to create an imbalance of power and can lead to the misuse of this power amongst managers. Individuals within these professions can be seen as 'inheriting' power and prestige due to their occupations.

- d. Factors such as competitiveness, autocratic managers, hierachal organisations and environments with poor communication practices without formal policies encourage workplace bullying behaviours.
- e. Organisations with hierachical management structures, high pressure and few policies are more likely to experience greater levels of workplace bullying.
 - f. Leadership styles can also contribute to workplace bullying and there is a link between strong management practices and bullying (Sheehan and Griffiths 2011). An autocratic manager may engage in workplace bullying simply by exerting their authority over others, making unreasonable demands or excluding workers in decision making processes which are within their authority. Controlling managers may not realise some of the behaviours they are demonstrating are bullying behaviours. Some managers will attempt to explain their behaviour as 'reasonable management practices' or even 'blame' the worker for being 'too sensitive'.

3) Lack of workplace support.

4) Informal power.

5) Social environment.

- The social environments of organisations (department, teams) such as expectations, norms and beliefs may contribute to workplace bullying.
- Conflict within group norms is considered to be a significant cause of workplace bullying.

Factors that effectively address workplace bullying:

A range of skills have been identified to deal effectively with workplace bullying behaviours and their contributing factors. These key skills include communication, empathy, emotional intelligence, conflict resolution, interpersonal relationships, personal mastery, leadership, negotiation, stress management, team building and problem solving.

Study 1: Supervisors (mid-level managers in a variety of functions) and subordinates at a Fortune 500 financial services organ- isation (North America). n = 714 (134 supervisors and 580 sub- ordinates)	F1: Supervisor FWC (family-work conflict) is positively associated with abusive supervision (H1a). F2: Ego depletion mediates the positive relationship between supervisor FWC and abusive supervision (H1b). F3: Gender moderates the positive relationship between supervisor FWC and abusive supervision such that the relationship is stronger for female supervisors (H2a). F4: Gender DOES NOT moderate the indirect positive effects of supervisor FWC on abusive supervision through ego depletion (H2b). F5: Situation control moderates the positive relationship between supervisor FWC and abusive supervision such that the relationship is stronger for supervisors with higher situation control (H3a). F6: Situation control moderates the indirect positive effects of FWC on abusive supervision through ego depletion such that the ego depletion-abusive supervision path is stronger for supervisors with higher situation control (H3b).	No serious limitation Unclear, unstandardised coefficients are reported	D
Study 2: Cross-lagged study Courtright, 2016	Study 2: Supervisors from 22 differ- ent industries (e.g., health care, finan- cial services, construction, manufactur- ing), most (73%) were classified as mid-level or senior-level managers. n = 92		
Cross- sectional study Demir, 2012			Low response rate (26.9%)

Variable	Definition	Sample	Design	Findings	
				Findings	Effect size
Relationship between the DCS variables (i.e., demand, control, and social support) and workplace aggression:					
F1: Low levels of co-worker support were associated with bullying.					
F2: Low job control (a), high negative affect (b), and high job demands (c) were associated with external emotional abuse.					
F3: Low co-worker support (a) and high outside work support (b) were associated with internal emotional abuse.				F1-F4: Unclear, unstandardised coefficients are reported	
F4: No significant results for external threat of assault.					
Relationships between workplace aggression and consequences (i.e., job satisfaction, psychological distress, and organisational commitment):					
F5: Those who reported external threat of assault reported less job satisfaction, psychological distress, and organisational commitment.				F5: a: $\eta^2 = .06$ b: $\eta^2 = .04$	
Organisational commitment					
F5: Those who reported bullying also reported being less committed to the organisation. An interaction between age and bullying: participants aged 49 and below who reported bullying reported less commitment to the organisation compared to those aged 49 and below who reported no bullying, and those aged 50 and above who reported bullying (a). No interaction was found for gender and bullying (b, main effect of bullying on oc).				F6: $\eta^2 = .04$	
F6: Those who reported external emotional abuse reported less commitment to the organisation.				F7: $\eta^2 = .04$	
F7: There were no significant main or interaction effects regarding external threat of assault or internal emotional abuse.				F8: $\eta^2 = .04$	
Job satisfaction					
F8: Those reporting emotional abuse reported less job satisfaction.				F10: $\eta^2 = .04$	
F9: No main nor interaction effects for bullying, external threat of assault, or internal emotional abuse.				F11: $\eta^2 = .05$ (including age) $\eta^2 = .04$ (including gender)	
Distress					
F10: Those who reported bullying also reported greater distress.					
F11: Those reporting internal emotional abuse reported a greater level of distress.					
F12: There were no significant main or interaction effects regarding external threat of assault or internal emotional abuse.					

<p>Einarsen, 2019</p> <p>Cross-sectional study</p> <p>n = 216</p> <p>Human resource managers or the main health and safety representatives in 216 Norwegian municipalities</p> <p>F1: The level of high-quality HRM practices predict having a well-developed ethical infrastructure, here defined as having policies against workplace bullying, training against workplace bullying, recurrent communication, as well as having a strong conflict management climate (CMC); however it does not predict having sanctions.</p> <p>F2: Organisational size predict only having policies against workplace bullying, and training against workplace bullying.</p> <p>F3: Financial resources did not predict any of the elements within the ethical infrastructure.</p> <p>F1: Policies: $\beta = 0.16$</p> <p>Training: $\beta = 0.22$</p> <p>Recurrent communication: $\beta = 0.45$</p> <p>CMC: $\beta = 0.59$</p> <p>F2: Policies: $\beta = .18$</p> <p>Training: $\beta = 0.17$</p> <p>The results for each municipality were obtain from only one respondent</p> <p>D</p>	<p>F1: Supervisor role overload is positively associated with supervisor frustration in the workplace (H1).</p> <p>F2: Supervisor frustration is positively associated with subordinate ratings of abusive supervision (H2).</p> <p>F3: Supervisor frustration mediates the relationship between supervisor role overload and subordinate ratings of abusive supervision (H3).</p> <p>F4: Supervisor neuroticism moderates the relationship between supervisor role overload and frustration, such that the relationship is stronger when neuroticism levels are higher (H4).</p> <p>F5: Supervisor agreeableness moderates the relationship between supervisor frustration and subordinate ratings of abusive supervision, such that the relationship will be weaker when agreeableness levels are higher (H5a). Such moderating effect was not found for conscientiousness (H5b).</p> <p>F6: Supervisor neuroticism, conscientiousness, and agreeableness moderate the indirect effect of supervisor role overload on subordinate ratings of abusive supervision (via supervisor frustration); the mediated relationship is stronger when (a) neuroticism is high as opposed to low and will be weaker when (b) conscientiousness and (c) agreeableness are high as opposed to low (H6).</p>	<p>F1: r = .52</p> <p>F2: r = .45</p> <p>F3-F6: Unclear, unstandardised coefficients are reported.</p> <p>No serious limitation</p> <p>D</p>	

Study on effectiveness of workplace bullying interventions

The majority of outcomes evidenced some level of change, mostly positive, suggesting that workplace bullying interventions are more likely to affect knowledge, attitudes, and self-perceptions, but actual bullying behaviours showed much more mixed results. In general, growing effectiveness was stated as the level of intervention increased from primary to tertiary prevention.

Recommendations:

- » It is advisable to have facilitators (internal or external) who are respected and trusted by employees.
- » The managers, the leaders, and the organisation itself have to be perceived as committed and involved in such antibullying interventions (eg, zero-tolerance policies with clear procedures), and a positive climate has to be developed.

Escartín,
2016
systematic
review of
7 quasi-
experimental
longitudinal
studies and 1
RCT
 $k = 8$

A
merely
descriptive
review

not reported

The following 'best practices were identified:

- a) Informal intervention first whenever possible, workplace bullying information resources available through the organisation, continuous feedback between the different hierarchical positions, zero tolerance against bullying programs (also included in the contract for newcomers), continuous opportunities for networking and internal communication, and strategies to improve assertive communication.
- b) Mentoring, coaching, and mediation; creation of a formal committee to handle future bullying cases; clarity on the antibullying policies regarding what it is and what is not; and processes to detect, manage, and prevent bullying situations.

Note: Primary interventions focus on preventing occurrence of bullying in the workplace through contextual changes or employees training and educational workshops. Secondary interventions aim to reduce the extent and duration of any incident of bullying and to provide employees with the necessary skills and/or coping resources to deal with bullying should it occur. Finally, tertiary prevention programs focus on reducing negative consequences after bullying has occurred, through victims' support and assistance.

Herscovis, 2010	Meta-analysis k = 66	<p>SUA versus COA (β)</p> <p>Job satisfaction -.38 vs -.25</p> <p>Aff commitment -.28 vs -.20</p> <p>Intent to turnover .30 vs .23</p> <p>Psychological distress .28 vs .21</p> <p>Emotion exhaustion .35 vs .31 (ns)</p> <p>Depression .26 vs .24 (ns)</p> <p>Physical wellbeing -.20 vs -.24 (ns)</p> <p>Performance -.17 vs .09</p>	<p>D</p> <p>Supervisor aggression (SUA) has the strongest adverse effects across the attitudinal and behavioural outcomes.</p> <p>Co-worker aggression (COA) had stronger effects than outsider aggression on the attitudinal and behavioural outcomes, whereas there was no significant difference between supervisor and co-worker aggression for the majority of the health-related outcomes.</p>
Hodgins, 2014	systematic review, includes (4) controlled before-after studies k = 31	<p>Study addresses the question 'what interventions designed to reduce workplace bullying or incivility are effective and what can be learnt from evaluated interventions for future practice?'</p> <p>Results indicate that multi-component, organisational level interventions appear to have a positive effect on levels of incivility, and should be considered as a basis for developing interventions to address workplace bullying.</p> <p>For a description of the effective interventions > see paper, page 67.</p> <p>Note: multicomponent = is delivered at a number of levels; it focuses on individual behaviours, in a group context, and includes actions to ensure visible management commitment.</p>	<p>B</p> <p>no serious limitations</p>

Moayed, 2006	Review of case-control and cohort studies k = 7	<p>Study investigates the association between workplace factors and bullying. Results showed (small) associations between organisational problems and workplace bullying and between a victim's personality and workplace bullying.</p> <ol style="list-style-type: none"> 1. People with high level of unassertiveness and avoiding style are 1.26 times more likely to be victims. 2. Victims are 1.16 times more likely to believe that org. problems were the reason for bullying than others. 3. Individuals who lack social skills in order to resolve organisational conflicts are (1.5 to 2 times) more likely to be victims of workplace bullying. 	B most findings based on only 1 study small (OR's from 1.3 to 2)
Nielsen, 2015	Time-lagged designed n = 3066	<p>Norwegian employees (at full- or part-time positions) from 91 organisations, which represent a wide variety of job types, among others: insurance companies, health institutions and public organisations.</p> <p>F1: Low levels of extraversion (being introverted) are NOT prospectively related to victimisation from workplace bullying (H1a).</p> <p>F2: Victimisation from workplace bullying is NOT prospectively related to lower levels of extraversion (becoming more introverted) (H1b).</p> <p>F3: Low levels of agreeableness are NOT prospectively related to victimisation from workplace bullying (H2a).</p> <p>F4: Victimisation from workplace bullying is prospectively related to lower levels of agreeableness (H2b).</p> <p>F5: High levels of conscientiousness are NOT prospectively related to victimisation from workplace bullying (H3a).</p> <p>F6: Victimisation from workplace bullying is prospectively related to lower levels of conscientiousness (H3b).</p> <p>F7: High levels of neuroticism are prospectively related to victimisation from workplace bullying (H4a).</p> <p>F8: Victimisation from workplace bullying is NOT prospectively related to higher levels of neuroticism (H4b).</p> <p>F9: Levels of openness are not related to subsequent victimisation from workplace bullying (H5a).</p> <p>F10: Victimisation from workplace bullying is prospectively related to lower levels of openness over time (H5b).</p>	D No serious limitation Unclear

Notelaers, 2019 Cross- sectional study n = 5727	19 Belgian organisations meta-analysis Park, 2017 k = 79	Employees reporting a higher degree of imbalance between efforts and rewards (i.e. who are under-rewarded in comparison to their efforts) have a higher likelihood to be a target of bullying. H1. Abusive supervision is negatively related to (a) supervisory-focused justice and (b) organisationally focused justice. H3. Abusive supervision is positively related to subordinate deviance toward (a) the supervisor and (b) the organisation. Note: The results indicate that the percentages of employees who engage in deviance toward a supervisor are 77 and 23%, if half of the population experienced abusive supervision and the other half did not. 71% of subordinates who have abusive supervisors would display organisational deviance, and 29% of those who do not have abusive supervisors would engage in organisational deviance. H4. Supervisory-focused justice partially mediates the relationship between abusive supervision and deviance toward supervisor. H5. Supervisory-focused justice partially mediates the relationship between abusive supervision and deviance toward supervisor. H6. The negative relationship between abusive supervision and (a) supervisory-focused justice is stronger in a) lower power distance cultures as compared to b) higher power distance cultures.	Unclear (only unstandardised coefficients are reported) H1a: $r = -.54$ 95% CI = $-.61, -.47$ H1b: $r = -.36$, 95% CI = $-.41, -.31$ H3a: $r = .54$ 95% CI = $.47, .60$ H3b: $r = .41$ H6a: $r = -.60$ H6b: $r = -.43$ Practical implication: The negative implications of abusive supervision appear to be more significant for justice perceptions in reference to the supervisor and deviance toward the supervisor, compared to justice perceptions in reference to the organisation and deviance toward the organisation. Thus, leaders should be aware that the costs of abusive supervision are more strongly quid pro quo. Therefore, organisations should impose leadership development programs, coaching, and the like designed to stem abusive supervision. Note: supervisory focussed justice = when employees conclude that the source of their perceived injustice is the supervisor; organisationally focused justice = when employees attribute the cause of abusive supervision to their organisation, because they perceive that the organisation has fostered the context for the supervisor to behave in this way.	No serious limitation D C

Workers in retail, manufacturing, school service, government, non-profit service, college or university, hospital or medical, for-profit service, self-employed, and other; US n = 402	Cross-sectional study Reio, 2009	F1 interpersonal: Establishing relationships: $\beta = -.13$ Negative affect: $\beta = .24$ F1: After controlling for the demographic variables, workplace adaptation (ESTABLISHING RELATIONSHIPS, ACCULTURATION) and affect (NEGATIVE) predict interpersonal and/OR organisational uncivil behaviour significantly (H1). [OBSERVATION: such effect was not found for job knowledge (adaptation) and positive affect]. F2: After controlling for the antecedent variables, organisational incivility predict physical health and job satisfaction (H2).	D No serious limitation
Employees from 20 Norwegian organisations in the private and public sectors n = 2,835	Longitudinal study Reknes, 2014	F1: Role ambiguity at T1 predicts new incidents of self-reported workplace bullying at T2 (H1). F2: Role conflict at T1 predicts new incidents of self-reported workplace bullying at T2 (H2). F3: Workplace bullying at T1 predicts increased levels of role ambiguities at T2 (H3). F4: Workplace bullying at T1 predicts increased levels of role conflicts at T2 (H4).	C No serious limitation
		F1: OR = 1.58, CI = 1.18–2.13 F2: OR = 1.92, CI = 1.43–2.57 F3: $\beta = 0.04$, F4: $\beta = 0.04$	

<p>Cross-sectional study n = 4,392</p> <p>Salin, 2015</p> <p>Finnish employees</p>	<p>F1: Constructive leadership is associated with lower levels of bullying [H1]: A poor quality of leadership is associated with a higher risk of workplace bullying.</p> <p>F2: High job demands are associated with higher levels of bullying (H2).</p> <p>F3: Performance-based pay is associated with a LOWER risk of bullying (H3),</p> <p>F4: A poor physical work environment is associated with a higher risk of bullying (H4).</p> <p>F5: Working in work tasks dominated by the opposite sex is associated with a higher risk of bullying (H5).</p>	<p>F1: OR = 0.545, CI = 0.424–0.700</p> <p>F2: OR = 3.702, CI = 2.439–5.617</p> <p>F3: OR = 0.552, CI = 0.360–0.845</p> <p>F4: OR = 1.641, CI = 1.285–2.097</p> <p>F5: OR = 1.253, CI = 1.022–1535</p>	<p>No serious limitation D</p>
		<p>Study investigating whether there are organisational factors that are associated with an increased risk of exposure to workplace bullying among junior doctors.</p> <p>Associations between age, height, ethnicity and subspecialty, and bullying were observed but the effect sizes reported were low and mixed.</p> <p>Several studies observed more female junior doctors experience bullying behaviours compared to male junior doctors, which is in keeping with the current literature</p> <p>According to some authors, the reason behind this is that men and women perceive workplace bullying in different ways, with men being more likely to perceive bullying as a particular management style, and women being more likely to perceive certain behaviours as threatening. Others argue that women who deviate from traditional roles may submit them to negative evaluations and increase the risk of experiencing bullying.</p>	<p>merely descriptive review C</p> <p>low</p>

Study aims to identify best practices for preventing and managing workplace bullying among staff nurses.	<p>1. Bullying and violence prevention program standards do not exist, leading to numerous programs that are difficult to compare and that produce negligible outcomes.</p> <p>2. The development, implementation, and evaluation of a workplace bullying program must be consistent. This consistency could be achieved through implementation of a single method program with successful results in decreasing bullying behaviours.</p> <p>3. Although no clear answer to eliminating the workplace bullying phenomenon surfaced, the literature suggests the best strategy for managing bullies involves cognitive rehearsal of responses to common workplace bullying behaviours. This approach provides staff nurses with basic bullying information and a safe environment to learn and practice responses toward bullying behaviours through cooperative group work, building confidence in workplace bullying management for both experienced and new staff nurses (see Griffin, 2004).</p> <p>4. Although no 'best practice' was identified, it is recommended to prepare staff nurses to manage workplace bullying by developing and providing a training program tailored specifically to their organisation, using the program designed by Griffin (2004) as a template. The aims of the 3-hour workplace bullying management program are to (a) present the theoretical foundation for understanding the origins and expression of workplace bullying in nursing; (b) recognize the vulnerability of nurses; and (c) provide training on the application of cognitively rehearsed responses to the most common bullying behaviours observed in nursing.</p>	<p>AA no serious limitations not reported</p>	D No serious limitation Unclear
Stagg, 2010 systematic review, includes RCTs k = 18	Staff nurses	Seven health care organisations, including hospitals, long-term care facilities, and outpatient facilities, located in the southeastern United States	<p>F1: A supervisor's perceptions of relationship conflict DOES NOT mediate the relationship between the supervisor's perceived deep-level dissimilarity with a subordinate and abusive supervision directed toward that subordinate (H1).</p> <p>F2: A supervisor's perceptions of a subordinate's performance partially mediate the relationship between the supervisor's perceived deep-level dissimilarity with the subordinate and abusive supervision directed toward that subordinate (H2).</p> <p>F3: Relationship conflict is a distal partial mediator and supervisor evaluation of subordinate performance is a proximal partial mediator of the relationship between perceived deep-level dissimilarity and abusive supervision (H3).</p> <p>F4: Supervisor perceptions of subordinate performance moderate the indirect effect of perceived deep-level dissimilarity on abusive supervision (through relationship conflict); the mediated effect is stronger when a supervisor perceives a subordinate as having lower performance (H4).</p>

Zhang, 2019 meta-analysis k = 427 n = 336,236	<p>Study examines the mediators between abusive supervision and its consequences.</p> <p>H1a: Organisational justice mediates the negative relationship between abusive supervision and employee OCB.</p> <p>H1b: Organisational justice mediates the positive relationship between abusive supervision and employee CWB.</p> <p>H2a: Work stress mediates the negative relationship between abusive supervision and employee OCB.</p> <p>H2b: Work stress mediates the positive relationship between abusive supervision and employee CWB.</p> <p>H3a: Relative to work stress, organisational justice better explains why abusive supervision influences employee OCB.</p> <p>H3b: Relative to organisational justice, work stress better explains why abusive supervision influences employee CWB.</p> <p>H4a: Masculinity/femininity moderates the negative relationship between abusive supervision and employee OCB such that the relationship is stronger in masculine cultures.</p> <p>H4b: Masculinity/femininity moderates the positive relationship between abusive supervision and employee CWB such that the relationship is stronger in masculine cultures.</p>	<p>only unstandardised coefficients are reported</p> <p>Zero order correlations: AS = Abusive Superv. DJ = Distributive Justice PJ = Procedural Justice IJ = Interactive Justice WS = Work stress</p> <p>design and quality of included studies not reported</p>	C

Excluded studies

Author & year	Reason for exclusion
Arab, 2013	Only the abstract is available in English, the rest of the text is in Persian.
Dhanani, 2009	Traditional literature review, focusses on vicarious mistreatment rather than mistreatment as such.
Waldman, 2018	Neurological study, findings are not relevant (especially F2-F4) as it's hard to translate the findings into applicable recommendations.



Australian
National
University

A partnership between the ACT Government through the ACT public health system and the ANU Research School of Management.

Any enquiries in relation to the content of this REA should be directed to CEBMa through their website: www.cebma.org



ACT
Government

ACT Health

Calvary



ACT
Government

Canberra Health
Services