The relationship between workplace incivility and depersonalization toward co-workers:

Roles of job-related anxiety, gender, and education

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Abstract

This study contributes to management scholarship by unpacking the relationship between employees' exposure to workplace incivility and their exhibition of depersonalization toward co-workers, according to the mediating effect of job-related anxiety and the moderating effects of gender and education. Time-lagged data from employees in Pakistani organizations show that an important reason workplace incivility enhances depersonalization toward co-workers is that employees feel anxious about their jobs. This mediating role of job-related anxiety is particularly salient among male and higher-educated employees, possibly because they suffer from resource losses in the form of dignity threats when they are treated with disrespect. For organizations, this study accordingly pinpoints a key mechanism by which disrespectful workplace treatment can escalate into depersonalization toward co-workers (enhanced job-related feelings of anxiety), as well as how the strength of this mechanism might depend on individual factors.

Keywords: workplace incivility, depersonalization, job-related anxiety, gender, education level, conservation of resources theory

In light of the acknowledgment that the positive work energy held by organizations' human resource bases plays a critical role in organizational effectiveness, over and beyond employees' ability to fulfil formal performance obligations (Kim, Kim, Woo, Park, Jo, Park, & Lim, 2017; Quinn, Spreitzer, & Lam, 2012), prior research underscores the challenge that organizations face when their employees develop dehumanized perceptions of and treat co-workers as if they were impersonal objects, with limited care for their well-being (Boles, Dean, Ricks, Short, & Wang, 2000; Keaveney & Nelson, 1993; Kilroy, Flood, Bosak, & Chenevert, 2016). Such depersonalization is a specific and pertinent manifestation of job burnout, "characterized by negative, callous, or excessively detached behaviour toward others" (Jawahar, Kisamore, Stone, & Rahn, 2012: 246). When employees exhibit depersonalization and feel detached from their immediate work environment, their organizations suffer, because of the lower service orientations (Lee & Ok, 2015) and increased intentions to leave (Altunoglu & Sarpkaya, 2012) that those employees tend to exhibit; the feelings of detachment also can have negative outcomes for the employees, including lower job satisfaction (Arabaci, 2010) or poorer mental health (Kelloway & Barling, 1991). Thus, the development of dehumanized perceptions of co-workers undermines both individual and organizational well-being, a concern that is particularly relevant in light of the importance of building positive intra-organizational relationships that counter the pressures of highly complex, competitive external environments (Leana & van Buren, 1999; Payne, Moore, Griffis, & Autry, 2011; Pooja, De Clercq, & Belausteguigoitia, 2016).

Beyond depersonalization, the broader concept of job burnout can be manifest in the presence of emotional exhaustion or a sense of inadequate personal accomplishment (Maslach, Schaufeli, & Leiter, 2001). The factors that influence employees' depersonalization toward co-

workers are not necessarily the same as those that affect other aspects of job burnout though (Charoensukmongkol, Moqbel, & Gutierrez-Wirsching, 2016; Jackson, Turner, & Arthur, 1987). Furthermore, depersonalization might be the most problematic manifestation of job burnout, because it directly affects other organizational members (Boles et al., 2000; Gardner, 1987). In contrast with research that combines various aspects of job burnout into one broad measure (e.g., Miner & Cortina, 2007; Sliter & Boyd, 2015; Taylor, Bedeian, Cole, & Zhang, 2017), we focus specifically on the question of what makes employees more or less likely to develop depersonalized or dehumanized perceptions of their peers (Grunberg, Moore, & Greenberg, 2006). This focus is critical for management scholarship; it explicitly acknowledges that different dimensions represent "conceptually, statistically, and practically distinct components of burnout" (Boles et al., 2000: 29), and it underscores the instrumental role of dedicated interpersonal relationships for an organization's effective functioning (Bachrach, Powell, Collins, & Richey, 2006; Nahapiet & Ghoshal, 1998; Ng & Van Dyne, 2005).

Several factors might influence employees' tendency to engage in withdrawal behaviours, defined in a broad sense, including individual factors such as job dissatisfaction (Keaveney & Nelson, 1993) and less proactive personalities (Jawahar et al., 2012) or contextual factors such as a lack of collegial support (Corrigan et al., 1994) or impending layoffs (Grunberg et al., 2006). We focus on employees' perceptions of workplace *incivility*, which capture their exposure to rude or discourteous behaviours by other organizational members (Pearson & Porath, 2005; Schilpzand, De Pater, & Erez, 2016a). Workplace incivility attracts increasing research interest and continues to be a critical concern to organizations, due to its persistence and threats to firm performance (Estes & Wang, 2008; Johnson & Indvik, 2001; Schilpzand et al., 2016a). This pertinent form of workplace adversity also imposes significant costs, due to the

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negative effects that experienced incivility has on employee motivation and productivity (Chen et al., 2013; Sliter, Sliter, & Jex, 2012). Porath and Pearson (2013) estimate, for example, that 98% of employees have been the victims of uncivil work behaviours, and 50% of them experience this phenomenon at least once per week. These same researchers also indicate that this "toxic" work condition can generate costs of more than $10,000 per employee on an annual basis, because of the many distractions and delays that it imposes on employees' daily work functioning (Porath & Pearson, 2009, 2010). Notably, the cost of workplace incivility also may manifest itself in a more indirect way, through negative spillover effects into the home, such that the targets of rude work behaviours experience higher levels of work–family conflict and suffer lower quality relationships with their family members (Demsky, Ellis, & Fritz, 2014; Ferguson, 2012). Yet another challenge associated with workplace incivility is that it operates somewhat under the radar and thus is difficult to detect and remedy (Cortina et al., 2001; Porath & Pearson, 2010).

Despite the salience of and costs associated with workplace incivility, limited attention has centred on how this facet of workplace adversity might steer employees to exhibit depersonalization toward co-workers or on the factors that might explain the conversion of workplace incivility into such depersonalization. This study seeks to address this gap and thus add to extant research in three main ways. First, we apply conservation of resources (COR) theory (Hobfoll, 1989, 2001) to propose and demonstrate that resource-draining workplace incivility may lead to more depersonalization toward co-workers, due to the anxiety that employees experience during the execution of their job tasks (Xie & Johns, 1995). When employees' resource bases become depleted through their exposure to adverse work situations, such as incivility, they may avoid positive behaviours and instead allocate all their energy

resources to dealing with their preoccupations with their organizational functioning (Hobfoll, 1989; McCarthy, Trougakos, & Cheng, 2016). Second, following calls for research that applies contingency approaches to the outcomes of workplace incivility (Fida, Spence Laschinger, & Leiter, 2018; Miner & Cortina, 2016; Schilpzand et al., 2016a; Sguera, Bagozzi, Huy, Boss, & Boss, 2016; Welbourne, Gangadharan, & Esparza, 2016), we offer novel insights into why the development of dehumanized perceptions of co-workers, in the presence of workplace incivility, might be stronger among certain employees. In particular, we apply the notion of negative resource spirals (Hobfoll, 2001) to propose that employees' gender and education *exacerbate* their experience of resource loss, in the form of dignity threats and associated anxiety, in response to uncivil treatment. This effect then enhances the likelihood that employees engage in depersonalization toward co-workers. Third, our study focuses on an understudied, non-Western context, Pakistan, that should be highly relevant for the tested theoretical framework. Because this country is marked by high levels of risk avoidance (Hofstede, 2001), people with a strong cultural link to their country might feel particularly upset by work conditions that add uncertainty to their organizational functioning, as in the case of workplace incivility, which reflects a persistent challenge in many Pakistani organizations (Bibi, Karim, & Din, 2013).

Theoretical background and hypotheses

The challenge of workplace incivility

Workplace incivility can come in various forms, such as when co-workers make demeaning and derogatory remarks or address the focal employee in unprofessional ways (Cortina, Magley, Williams, & Langhout, 2001; Lim, Cortina, & Magley, 2008). The salience of this unacceptable type of workplace adversity identifies it as an on-going, important challenge for organizations (Cortina, Kabat-Farr, Magley, & Nelson, 2017). Being the victim of work

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incivility is embarrassing for employees (Hershcovis, Ogunfowora, Reich, & Christie, 2017) and poses a significant threat to their sense of dignity (Taylor et al., 2017), to the extent that it even may prevent them from completing their job tasks (Porath & Pearson, 2013; Sliter, Sliter, & Jex, 2012). Previous research affirms a plethora of negative outcomes of exposure to workplace incivility, such as diminished task performance (Chen et al., 2013), creativity (Sharifirad, 2016), self-efficacy (Ali, Ryan, Lyons, Ehrhart, & Wessel, 2016), and self-control (Rosen, Koopman, Gabriel, & Johnson, 2016), as well as enhanced interpersonal deviance (Wu, Zhang, Chiu, Kwan, & He, 2014), absenteeism, or tardiness (Sliter et al., 2012). Further substantiation of this point comes from Greenblatt's (2017) quantitative account of the negative outcomes of exposure to workplace incivility, based on a study among 800 managers across multiple industries (Porath, 2016; Porath & Pearson, 2010). Specifically, the findings indicate that "48% intentionally decreased work effort; 47% intentionally decreased time at work; 38% intentionally decreased work quality; 80% lost work time worrying about the incident; 63% lost time avoiding the offender; 66% said their performance declined; 78% said their commitment to the organization declined; [and] 12% said they exited the organization as a result of their uncivil treatment" (Greenblatt, 2017, p. 13).

Workplace incivility also might spur job burnout (Loh & Loi, 2018; Rahim & Cosby, 2016), though limited research has considered its potential influence on the depersonalization dimension of burnout specifically—with one exception. Beattie and Griffin (2014) find a positive relationship between employees' perceptions of the severity of an uncivil event and their ignorance or avoidance of the instigator of the event. In this study, we explicate (1) *why* employees' exposure to workplace incivility might escalate into depersonalization toward co-workers and (2) *when* this process is more likely to unfold. Our focus on predicting the

likelihood that employees develop dehumanized perceptions of their co-workers underscores the negative consequences that exposure to workplace civility might have for the quality of interpersonal relationships, over and beyond a general sense of burnout (Boles et al., 2000; Grunberg et al., 2006). Moreover, previous research has shown that feelings of anxiety might function as causal mechanisms that link adverse work circumstances, such as role conflict (Mohr & Puck, 2007) or group conflict (Hon & Chan, 2013), with negative work outcomes. We similarly propose that the influence of exposure to workplace incivility on depersonalization toward co-workers moves through concerns that employees develop about their own job situation (Baba & Jamal, 1991).

In addition, despite a general sense that workplace incivility undermines the quality of employees' organizational functioning, previous research offers only equivocal support for its detrimental effects on work outcomes (Estes & Wang, 2008; Loi, Loh, & Hine, 2015; Schilpzand et al., 2016a). This ambiguity might arise because employees exhibit varied responses to rude co-workers, depending on their surrounding work context (e.g., whether colleagues receive uncivil treatments too; Schilpzand, Leavitt, & Lim, 2016b) but also personal factors (e.g., coping styles; Welbourne et al., 2016). We investigate how employees' *gender* and *education* level might stimulate the transformation of their exposure to workplace incivility into job-related anxiety and then depersonalization toward co-workers. In so doing, we focus on two critical contingencies of the process that links workplace incivility to enhanced withdrawal, in response to calls for studies of how *individual* differences might explain negative consequences of workplace incivility (Abubakar, Namin, Harazneh, Arasli, & Tunç, 2017; Welbourne et al., 2016; Wu et al., 2014).

Theoretical lens: COR theory

To substantiate our theoretical predictions, we draw from conservation of resources (COR) theory. This theory postulates that employees' exposure to adverse work conditions links to negative work attitudes or behaviours through experiences of resource depletion, then prompts a subsequent motivation to *conserve* resources in work-related efforts (Hobfoll, 1989, 2001; McCarthy et al., 2016). For example, COR theory helps explain how employees' exposure to dysfunctional organizational politics (Abbas, Raja, Darr, & Bouckenooghe, 2014) or family-to-work conflict (De Clercq, Rahman, & Haq, 2017) steers them away from positive work behaviours. Similarly, we argue that employees' exposure to workplace incivility may generate resource losses, in the form of affronts to their dignity and associated preoccupations about their organizational functioning (Andersson & Pearson, 1999; Hershcovis et al., 2017), such that they seek to undo that loss by conserving energy and not caring any more about the well-being of their co-workers (Hobfoll & Shirom, 2000).

Formally, we propose that an important reason workplace incivility enhances depersonalization toward co-workers resides in employees' resource loss, as manifest in their job-related feelings of anxiety (Hobfoll, 2001). Such anxiety captures the strain that employees experience during the execution of their job tasks, emerging as worries about their organizational functioning and ability to fulfil their job duties (Parker & DeCotiis, 1983; Xie, 1996). To the extent that employees believe their co-workers treat them with disrespect, their resulting concerns about their job situation (Schilpzand et al., 2016b; Sliter & Boyd, 2015) may lead them to dehumanize other organizational members and stop caring for their well-being. Previous research acknowledges that exposure to workplace incivility depletes employees' positive energy reservoirs (Abubakar, 2018; Geldart et al., 2018; Lim et al., 2008), but it has not explicitly

examined how such energy depletion, in the form of job-related anxiety, might drive employees

to exhibit depersonalization toward co-workers (Maslach, 1982).

Moreover, COR theory and its underlying notion of negative resource spirals (Hobfoll,

2001, 2011) suggests that the harmful effect of employees' perceptions of workplace adversity is

invigorated to the extent that they possess personal characteristics or operate in work conditions

that exacerbate their experience of resource loss after such exposures. For example, employees'

exposure to unfair information provision diminishes their job performance to a greater extent in

the presence of political organizational climates (De Clercq, Haq, & Azeem, 2018). Similarly,

we propose that the indirect effect of workplace incivility on depersonalization toward co-

workers through job-related anxiety should be particularly strong among male employees,

compared with their female counterparts, and among employees with higher education levels.

That is, we predict male and higher-educated employees may be more likely to experience losses

in personal dignity when they are treated with disrespect—particularly in the empirical context

of this study, Pakistan, with its male-dominated culture (Ali & Syed, 2017; Strachan, Adikaram,

& Kailasapathy, 2015) and strict educational stratification (Ali, 2014; Memon, 2006). Therefore,

the escalation of workplace incivility into enhanced job-related anxiety and subsequent

depersonalization toward co-workers might be higher among these employees.

The proposed invigorating role of gender (i.e., being male) is particularly notable in light

of previous ambiguous findings about how this personal characteristic influences the outcomes

of workplace civility. For example, female employees, compared with their male counterparts,

are more frequent victims of workplace incivility (Cortina, Kabat-Farr, Leskinen, Huerta, &

Magley, 2013) and experience greater psychological distress in its presence (Abubakar, 2018).

But they also might exhibit less withdrawal behaviour due to a greater tolerance for uncivil

behaviours (Loi et al., 2015). In contrast, male employees often respond to incivility in more overt ways, by withdrawing from their immediate work environment or confronting instigators, rather than in covert ways, such as gossiping in their social network (Pearson, Andersson, & Wegner, 2001). Male employees also tend to perceive greater injustice, compared with their female counterparts, when they observe uncivil treatment of women at work (Miner & Cortina, 2016). Yet the two genders engage in similar levels of organizational withdrawal when their employer is lax with respect to hostile co-worker behaviours (Miner-Rubino & Cortina, 2007).

In a male-dominated context such as Pakistan (Jalal, 1991; Strachan et al., 2015), COR theory suggests that male employees may experience particularly strong resource losses in the form of reduced dignity when they are the victims of rude or discourteous behaviours, so they may be more likely to respond negatively to this situation with depersonalized interactions with colleagues (Hobfoll, 2001; Porath, Overbeck, & Pearson, 2008). Similarly, the status and privileges that come with education in Pakistani society make it likely that employees with education-related status sense greater affront when they are treated in ways that do not align with their credentials (Ali, 2014; Buchmann & Hannum, 2001). Thus the core research issues—the role of job-related anxiety in connecting resource-draining workplace incivility with depersonalization toward co-workers, and the invigorating roles of being male and more educated in this process—are highly pertinent for the empirical context of this study, and they also should have great relevance for other countries with cultural profiles that align with Pakistan's.

Figure 1 summarizes the proposed theoretical framework, and its constitutive hypotheses are detailed in the next section.

[Insert Figure 1 about here]

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Hypotheses

Mediating role of job-related anxiety

We predict a positive relationship between employees' exposure to workplace incivility and their job-related anxiety. When employees are treated with disrespect, they experience resource losses in the form of threats to their dignity (Cortina et al., 2017; Taylor et al., 2017). According to COR theory, such resource depletion caused by rude co-worker treatment may become so distracting that it adds stress about their ability to meet their job obligations (Hobfoll, 1989; Ng & Feldman, 2012; Sliter et al., 2012). Employees tend to feel more energized and in control of their work tasks if they believe their colleagues treat them with respect and provide encouraging instead of derogatory remarks (Rosen et al., 2016). Conversely, if employees sense that their colleagues are condescending and show limited respect for their dignity, the associated energy depletion may prevent them from meeting job expectations (Cho, Bonn, Han, & Lee, 2016), which fuels anxiety about their organizational functioning (McCarthy et al., 2016).

In addition to increasing concerns about their ability to perform adequately, the perceived threats to their dignity caused by workplace incivility may generate negative *emotions* about their job. Employees who are treated in a condescending manner by other members likely experience frustration or anger, which undermines their satisfaction with their career situation in general (Lim et al., 2008). Employees' anxiety about their jobs thus should be higher when they are overcome by negative emotions because others fail to show respect for their dignity or feelings (Hon & Chan, 2013). Exposure to workplace incivility similarly might generate doubts among employees about whether their daily work efforts are appreciated, to the extent that they interpret the incivility as a signal of limited confidence in their ability to contribute (Pearson & Porath, 2005). This misattribution may generate further negative emotions about their job

situation and worries about whether there is a future for them in the organization. Taken together, these arguments suggest that employees' job-related anxiety should increase in response to increasing levels of workplace incivility.

> **Hypothesis 1:** There is a positive relationship between employees' exposure to workplace incivility and their job-related anxiety.

In turn, we posit that employees' feelings of job-related anxiety increase their depersonalization toward co-workers. As noted, such anxiety implies that employees are preoccupied with their organizational functioning and worry about their ability to meet the employer's expectations (McCarthy et al., 2016; Xie & Johns, 1995). According to COR theory, employees' job-related anxiety should spur passiveness toward co-workers because they feel motivated to *conserve* valuable energy resources when experiencing stress at work (Hobfoll & Shirom, 2000). Similarly, the presence of job-related anxiety tends to steer employees' energy resources toward negative activities, such as ruminating or complaining, leaving less room for positive behaviours, such as caring for other organizational members (Netemeyer, Maxham, & Pullig, 2005). The energy-draining effect of job-related anxiety thus implies that employees are less likely to dedicate energy to positive activities, such that they exhibit more indifference to co-workers.

Employees who experience significant anxiety about their organizational functioning also tend to identify less strongly with their organization and be less actively involved in their work (Masihabadi, Rajaei, Koloukhi, & Parsian, 2015; Quinn et al., 2012), which may spur them to withdraw from their immediate work environment. Conversely, employees who experience low job-related anxiety likely are motivated to engage in positive activities, from which their co-workers and organization can benefit, rather than closing themselves off from others. That is, when employees experience lower job-related anxiety, they should feel more energized and

excited by the prospect of attending to their co-workers' needs (Eatough, Chang, Miloslavic, & Johnson, 2011; Netemeyer et al., 2005). Thus we hypothesize:

Hypothesis 2: Employees' job-related anxiety relates positively to their depersonalization toward co-workers.

Combining the preceding arguments, we predict a mediating role of job-related anxiety, such that employees' resource depletion, associated with their exposure to workplace incivility, enhances their depersonalization toward co-workers *because* of their enhanced job-related anxiety. Employees who sense threats to their personal resource of dignity, because co-workers treat them discourteously, are more likely to withdraw from their immediate work environment, because they worry excessively about their ability to function in a context marked by such treatment (Estes & Wang, 2008; Schilpzand et al., 2016b). An important explanatory mechanism that may underpin the relationship between workplace incivility and enhanced depersonalization toward co-workers thus is the level of anxiety that employees experience when performing their work. Previous research similarly proposes a mediating role of job-related anxiety between other workplace stressors, such as unethical work climates (Jaramillo, Mulki, & Solomon, 2006) or work–family conflict (Netemeyer et al., 2005), and diminished positive work outcomes. We extend such claims by predicting:

Hypothesis 3: Employees' job-related anxiety mediates the relationship between their exposure to workplace incivility and their depersonalization toward co-workers.

Moderating role of gender

Consistent with the notion of negative resource spirals (Hobfoll, 2001, 2011), we anticipate that the escalation of employees' exposure to workplace incivility into enhanced job-related anxiety depends on the extent to which their personal characteristics make the associated loss in personal dignity more prominent. Previous research indicates that men are more offended

when they suffer dysfunctional workplace dynamics, such as when they receive demeaning or unprofessional comments (Kaukiainen et al., 2001; Porath et al., 2008), an issue that may be exacerbated in male-dominated cultures in which men tend to have more status than women (Ali & Syed, 2017; Syed, Ali, & Winstanley, 2005). According to COR theory, the escalation of resource-draining workplace incivility into enhanced job-related anxiety might be more likely among male employees, because they experience greater affront and dignity loss in the presence of disrespectful treatments (Hobfoll, 2011; Hobfoll & Shirom, 2000). Men also tend to have a strong desire to be in control of their job situation (Hochwarter, Perrewé, & Dawkins, 1995), but that desire may be compromised if they perceive that others show little interest in their opinions or treat them derogatorily (Rosen et al., 2016). This negative situation then should intensify their feelings of job-related anxiety in response to workplace incivility.

The invigorating role of being male also aligns with the premises of social role theory. According to this theory, the ways that employees experience adverse work conditions are regulated by social norms and expectations (Eagly & Crowley, 1986), including the normative, gender-based expectations they might have about how people should treat one another (Mesch, Brown, Moore, & Hayat, 2011; Schminke, Ambrose, & Miles, 2003). The role status that comes with being male in a male-dominated culture such as Pakistan implies that male employees have higher expectations of the respect that "should" be accorded to them in the workplace (Ali & Syed, 2017), which may intensify their interpretation of uncivil treatments as embarrassing attacks, thereby enhancing their job-related feelings of anxiety (Andersson & Pearson, 1999; Hershcovis et al, 2017). Finally, the proposed triggering effect of being male echoes the more general argument that men tend to exhibit more ego involvement than women (Domangue & Solmon, 2010; Kaukiainen et al., 2001), such that their sense of dignity may be undermined to a

greater extent when they are the victims of incivility. Accordingly, they might feel particularly distressed by this source of workplace adversity.

>**Hypothesis 4:** The positive relationship between employees' exposure to workplace incivility and their job-related anxiety is moderated by their gender, such that this positive relationship is stronger among male than among female employees.

Moderating role of education level

We similarly predict an invigorating effect of employees' education level on the positive relationship between their exposure to workplace incivility and job-related anxiety. The contrast between being treated disrespectfully in the workplace and the prestige that tends to come with higher educational levels may be perceived as an affront to their personal resource of dignity (Cortina et al., 2017; Kane & Montgomery, 1998)—an issue that is highly pertinent in a class-driven society such as Pakistan (Buchmann & Hannum, 2001; Memon, 2006)—such that higher-educated employees become particularly preoccupied with their job situation and how they fit with their organization when others treat them in a condescending manner (Estes & Wang, 2008). Following COR theory (Hobfoll, 2001), to the extent that employees believe that their educational credentials deserve consideration and respect, the resource-draining effect of their exposure to workplace incivility, as manifest in their sense of dignity loss, should be stronger among employees who hold higher educational credentials, such that they become particularly distressed in the presence of disrespectful treatments (Schilpzand et al., 2016b).

Moreover, previous research indicates that education can increase people's awareness of dysfunctional or unethical practices, so highly educated employees may be more sensitive to a lack of professionalism in intra-organizational exchanges (Miller, 2009; Rest, 1986). Employees with more education also may exhibit greater commitment to the well-being of their organization (Mottaz, 1986; Pooja et al., 2016), including a greater sensitivity to violations of implicit rules about how colleagues should treat one another to meet organizational goals. Conversely, less

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educated employees may experience disrespectful and rude treatments as less threatening to their personal dignity or to organizational well-being, so their exposure to workplace incivility may be less likely to translate into enhanced job-related anxiety.

> **Hypothesis 5:** The positive relationship between employees' exposure to workplace incivility and their job-related anxiety is moderated by their education level, such that this positive relationship is stronger among more highly educated employees.

These arguments also suggest the presence of moderated mediation effects (Preacher et al., 2007), such that gender and education may function as critical contingencies of the *indirect* effect of employees' exposure to workplace incivility on their depersonalization toward co-workers through their job-related anxiety. Such moderated mediation implies that for male and more educated employees, the role of job-related anxiety as a causal mechanism that explains the positive relationship of workplace incivility and depersonalization toward co-workers should be stronger. In particular, being male and having more education intensifies the experience of dignity loss due to being treated in disrespectful ways (Kane & Montgomery, 1998; Porath et al., 2008), and this experience increases employees' propensity to conserve energy resources and engage in depersonalization toward co-workers, due to preoccupations about their organizational functioning. In short, to the extent that individual characteristics, such as being male and more educated, intensify a sense of affront associated with resource-draining disrespectful treatments, employees' job-related anxiety may offer a more pertinent explanation of why such treatments contribute to enhanced depersonalization toward co-workers (Hobfoll & Shirom, 2000).

> **Hypothesis 6:** The indirect relationship between employees' exposure to workplace incivility and their depersonalization toward co-workers through their enhanced job-related anxiety is moderated by their (a) gender and (b) education, such that this indirect relationship is stronger among male and more educated employees.

Research method

Sample and data collection

To test the hypotheses, we collected survey data from employees in six Pakistani-based organizations that operate in the telecommunications sector. This sector is highly competitive in this country, and organizational decision makers must promote and nurture positive interpersonal relationships among their employee bases and encourage them to support one another if they are to meet organizational goals (Imran, Majeed, & Ayub, 2015; Malik, Saleem, & Naeem, 2016). In turn, employees in this sector tend to encounter high levels of job stress, due to internal and external pressures, which may generate negative feelings about their organizational functioning or undermine their ability to meet pre-set performance targets (Mansoor, Fida, Nasir, & Ahmad, 2011). An investigation of how the experience of adverse work situations may prompt employees to grow indifferent to the well-being of their co-workers, and the critical role of their job-related feelings of anxiety in the process, thus is a pertinent issue in this empirical context.

One of the authors relied on existing professional contacts to identify targeted organizations; after receiving organizational approval, this author conducted personal visits to their sites to distribute surveys to possible participants. Among the six participating organizations, five were private telecom companies, and one organization was a public telecom operator. The size of the organizations ranged between 3,300 and 4,500 employees. To ensure representativeness, the targeted participants belonged to a wide range of departments, including operations, IT, sales, marketing, and administration, and they operated at different hierarchical levels (i.e., lower, middle, and upper management). The surveys were in English, which is the official language of higher education and business practice in Pakistan. Participation was completely voluntary, and participants were guaranteed that their organization would not know who participated in the research. After completing the surveys, the participants placed them in sealed envelopes and returned them to the same author. Although they learned that the insights

generated from the findings would benefit their organization, the respondents did not receive any monetary or other incentive to participate.

The data collection process itself entailed three rounds of paper-and-pencil surveys, with a three-week time lag between each round. These time lags were long enough to minimize concerns about reverse causality but short enough to avoid the possibility that significant organizational events might occur during the study. The three-week time lag also reduced the likelihood of expectancy bias or the risk that participants might answer the questions in ways consistent with their predictions of the research hypotheses—that is, that rude behaviours by other organizational members "inevitably" add stress to their organizational functioning or that job-related anxiety gives employees the "right" to dehumanize co-workers. The first survey asked employees about their exposure to workplace incivility, gender, and education level; the second survey assessed their job-related anxiety; and the third survey captured their depersonalization toward co-workers. For each survey round, the research goal was clearly explained, with special care taken to guarantee participants' complete confidentiality. In particular, we emphasized that the responses would be accessible only to the research team, no individual information would ever be communicated, and only aggregate data would be available beyond the research team. The survey also mentioned that there were no correct or incorrect answers, with explicit requests that participants answer the questions as honestly as possible, to diminish the likelihood of acquiescence and social desirability biases (Spector, 2006).

A total of 1,820 surveys were randomly distributed to possible participants in the six organizations.[1] The targeted participants were selected by randomly choosing names from

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[1] To identify small effect sizes (Cohen's f^2 of .05) with an alpha error of .05 and power of .95 in a multiple regression equation with five variables (four focal variables and an interaction term), we would need a total sample size of 260 (Faul, Erdfelder, Lang, & Buchner, 2007). Assuming a very conservative response rate of 15%, we thus

employee lists provided by the human resource departments of the participating organizations.

Of the 1,820 originally administered surveys, 1,003 were returned in the first round, for a

response rate of 55%. In the second round, 711 respondents completed the survey, representing a

response rate of 71%. In the third round, we received 523 surveys, for a response rate of 74%.

After removing surveys with missing data, we retained 507 completed sets of surveys for the

analyses. Among these respondents, 63% were men, their average age was 30 years, and 74%

worked in middle or upper management.[2]

Measures

The measures of the focal constructs used items from previous research, with five-point

Likert scales ranging from 1 ("strongly disagree") to 5 ("strongly agree"). Table 1 provides a

summary of the measurement items.

[Insert Table 1about here]

Depersonalization toward co-workers. To measure employees' depersonalization in

relation to their colleagues, we used a five-item scale based on previous research (Boles et al.,

2000; Jawahar et al., 2012). Three sample items were "I treat some co-workers as if they were

impersonal objects," "I have become more callous toward people since I took this job," and "I

don't really care what happens to some co-workers" (Cronbach's alpha = .80).

Workplace incivility. We measured workplace incivility with a seven-item scale used in

previous research (e.g., Cortina et al., 2001; Lim et al., 2008; Taylor, Bedeian, & Kluemper,

2012). Sample items included "My co-workers put me down or are condescending to me," "My

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would require a sampling frame of at least 1,700 targets, which prompted us to target 1,820 participants (i.e., about 300 employees per company).

[2] We did not find any differences in employees' depersonalization toward co-workers according to their age or hierarchical level (low, middle, or top management); following Becker's (2005) recommendation for treating "irrelevant" control variables, we therefore did not include these variables as controls in the regression models.

co-workers address me in unprofessional terms, either publicly or privately," and "My co-workers make demeaning or derogatory remarks about me" (Cronbach's alpha = .90).

Job-related anxiety. To measure employees' job-related anxiety, we relied on the five items of the job-related feelings of anxiety scale, developed by Parker and DeCotiis (1983) and applied in subsequent studies (e.g., Baba & Jamal, 1991; Xie, 1996). The respondents indicated, for example, whether "I have felt fidgety or nervous as a result of my job," "Sometimes when I think about my job I get a tight feeling in my chest," and "There are lots of times when my job drives me right up the wall" (Cronbach's alpha = .77).

Gender. Employees' gender was measured with a dummy variable, using female as the base category (0 = female; 1 = male).

Education. We assessed employees' educational levels with a five-point scale, with the following categories: secondary school, non-university post-secondary, bachelor, master, and doctoral degrees.

A confirmatory factor analysis that applied a three-factor model supported the convergent and discriminant validity of the three multi-item constructs (i.e., depersonalization toward co-workers, workplace incivility, and job-related anxiety). The fit of this model was good: $\chi^2_{(116)} =$ 319.69, normed fit index (NFI) = .91, Tucker-Lewis index (TLI) = .93, confirmatory fit index (CFI) = .94, and root mean squared error of approximation (RMSEA) = .06. The factor loadings in Table 1 provide evidence of convergent validity, in that they are strongly significant for each item ($p < .001$; Gerbing & Anderson, 1988).[3] Moreover, in support of the discriminant validity of

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[3] The average variance extracted (AVE) values equaled .45 for depersonalization toward co-workers, .57 for workplace incivility, and .41 for job-related anxiety. Although two values are lower than the generally recommended cut-off of .50, AVE values higher than .40 tend to be acceptable when the corresponding composite reliabilities exceed a minimum value of .70 (Huang, Wang, Wu, & Wang, 2013), as was the case in our study (.80 for depersonalization toward co-workers, .90 for workplace incivility, .77 for job-related anxiety). Moreover, AVE values tend to be somewhat lower in newer research contexts, such as Pakistan (Adil, 2016; Kashif, Braganca,

the three constructs, for each construct pair, the fit of the constrained model, in which the correlation between two constructs is set to 1, is significantly worse than the fit of the corresponding unconstrained model, in which the correlation between the constructs could vary freely ($\Delta\chi^2_{(1)} > .3.84$; Anderson & Gerbing, 1988). As further evidence of discriminant validity, the inter-construct correlations are smaller than the square roots of the corresponding average variance extracted (AVE), and the values of the average shared variance and maximum shared variance are smaller than the AVEs (Hair, Black, Babin, & Anderson, 2009).

We also undertook two tests to check for common method bias. First, Harman's single-factor test (Podsakoff & Organ, 1986), based on an exploratory factor analysis with all items of the focal constructs, shows that the first factor accounted for only 28% of the total variance. Second, the fit of a one-factor model, based on a confirmatory factor analysis, is very poor ($\chi^2_{(119)} = 1,595.70$, NFI = .55, TLI = .50, CFI = .56, RMSEA = .16), significantly worse ($\Delta\chi^2_{(3)} = 1,276.01$, $p < .001$) than the fit of the aforementioned three-factor model, which alleviates concerns about common method bias.

Results

We provide the correlations and descriptive statistics in Table 2; the regression results are in Table 3. Models 1–3 predicted job-related anxiety, and Models 4–5 predicted depersonalization toward co-workers. For each model, the variance inflation factor values were lower than 10, so multicollinearity was not a concern (Aiken & West, 1991).

[Insert Tables 2 and 3 about here]

According to Hypothesis 1, employees who perceive they are treated with disrespect or rudeness should be more likely to worry about their work situation. We find support for this

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Awang, & De Run, 2017), and each of the measurement items indicated significant correlations with its respective constructs (Gerbing & Anderson, 1988), so we find sufficient evidence of convergent validity.

hypothesis in the positive relationship between exposure to workplace incivility and job-related anxiety in Model 1 ($\beta = .166$, $p < .001$). We also find support for Hypothesis 2, in that the experience of anxiety prompts employees to exhibit less care for the well-being of their colleagues, according to the positive relationship between their job-related anxiety and depersonalization toward co-workers in Model 5 ($\beta = .438$, $p < .001$).

To test Hypothesis 3, which argues for the presence of mediation by perceptions of job-related anxiety, we follow the three-step approach suggested by Baron and Kenny (1986). First, the initial results indicate a significant, positive relationship between the independent and mediator variables, as well as between the mediator and dependent variables. Second, when accounting for the effect of perceptions of job-related anxiety, the negative relationship between workplace incivility and depersonalization toward co-workers in Model 4 ($\beta = .179$, $p < .05$) becomes insignificant in Model 5 ($\beta = .106$, ns). Thus, perceptions of job-related anxiety fully mediate the relationship between workplace incivility and depersonalization toward co-workers. To confirm the mediation by job-related anxiety, we use the bootstrapping method suggested by Preacher and Hayes (2004), which provides confidence intervals for the indirect effects to avoid potential statistical power problems that might be caused by asymmetric and other non-normal sampling distributions of these effects (MacKinnon, Lockwood, & Williams 2004). The results indicate that the confidence interval (CI) for the indirect effect of workplace incivility on depersonalization toward co-workers through job-related anxiety does *not* include 0 [.038, .126], in further support of the presence of mediation.

Third, to test the individual moderating effects postulated in Hypotheses 4 and 5, we assess the workplace incivility $\times$ gender and workplace incivility $\times$ education interaction terms in Models 2 and 3, respectively. Both interaction terms are significant ($\beta = .356$, $p < .001$ and $\beta =$

.136, $p < .05$). To clarify these interactions, in Figure 2 we plot the effects of workplace incivility on job-related anxiety for male and female employees (Panel a) and at high and low education levels (Panel b), together with simple slope analyses (Aiken & West, 1991). Consistent with Hypothesis 4, the relationship between workplace incivility and job-related anxiety is positive and significant for men ($\beta = .468$, $p < .001$) but not significant for women ($\beta = -.244$, *ns*). Similarly, the positive relationship between workplace incivility and job-related anxiety is significant at high education levels ($\beta = .302$, $p < .001$) but not at low levels ($\beta = .030$, *ns*), as predicted by Hypothesis 5.

[Insert Figure 2 about here]

Finally, to test for the moderated mediation effect proposed in Hypothesis 6, we applied Preacher et al.'s (2007) procedure. The logic of moderated mediation implies that the indirect effect of workplace incivility on depersonalization toward co-workers through job-related anxiety differs at different levels of the moderator.[4] Similar to the bootstrapping procedure we used to test for mediation, this procedure produces CIs rather than point estimates for the conditional indirect effects (MacKinnon et al., 2004). Consistent with expectations, we find that the bootstrap 95% CI for the indirect effect of workplace incivility does not include 0 for men [.060, .165] but does include 0 for women [-.132, .021]. Similarly, the bootstrap 95% CI of the conditional effect of workplace incivility does not include 0 at high education levels [.060, .182] but does at low levels [-.024, .079], so the role of job-related anxiety in connecting workplace incivility to enhanced depersonalization toward co-workers is more prominent among male employees (Hypothesis 6a) and more educated employees (Hypothesis 6b).

Discussion

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[4] Consistent with our theoretical framework, the model specifies moderating effects of gender and education on the relationship between workplace incivility and job-related anxiety but *not* the relationship between job-related anxiety and depersonalization toward co-workers.

Discussion of findings

  With this study, we have drawn from COR theory (Hobfoll, 1989) to propose that (1) depersonalization toward co-workers, as a response to workplace incivility, occurs because employees grow anxious about their job situation, and (2) their gender (i.e., being male) and education can activate this process, because these individual characteristics intensify the loss in dignity that employees experience in this negative work situation. Our results confirm these theoretical predictions.

  First, the findings offer support for the proposed mediating effect of job-related anxiety: Employees' exposure to disrespectful treatments influences their use of depersonalization, due to their feelings of job-related anxiety. That is, exposure to workplace incivility spurs depersonalization because employees feel stressed by their job situation. This mediating effect, explicated in Hypothesis 3, reflects the logic of COR theory and captures two critical constitutive relationships: between work incivility and job-related anxiety (Hypothesis 1) and between job-related anxiety and depersonalization (Hypothesis 2). To the extent that employees' resource reservoirs are depleted because of disrespectful co-worker treatment, they doubt their ability to meet their job obligations (Hobfoll, 2001; Sliter et al., 2012; Taylor et al., 2017), which fuels their anxiety levels, as manifest in worries about the quality of their organizational functioning and fit with their organization (Schilpzand et al., 2016b). Furthermore, feelings of job-related anxiety lead employees to conserve their energy resources, such that they become less likely to go out of their way to contribute to the well-being of other members (Hobfoll & Shirom, 2000; Netemeyer et al., 2005). A key insight of this study is that job-related anxiety is a critical mechanism by which workplace incivility causes employees to withdraw from their immediate work environment and dehumanize co-workers.

Second, the results indicate that the positive relationship between exposure to workplace incivility and job-related anxiety is stronger among employees who are male or possess higher educational levels (Hypotheses 4 and 5). In specifying these moderating effects, we apply the previously theorized but rarely examined logic of negative resource spirals (Hobfoll, 2001, 2011). The loss in personal dignity caused by exposure to workplace incivility combines with two personal factors that make employees particularly sensitive to such loss, such that the escalation of disrespectful treatments into enhanced job-related anxiety becomes more salient among male and higher-educated employees. This finding of negative resource spirals aligns with previous research that indicates a reinforcing, harmful effect of different resource-draining work context conditions (e.g., informational unfairness and organizational politics) on the generation of positive work outcomes (De Clercq et al., 2018); it also extends such research by revealing the interplay of a contextual factor (workplace incivility) with two *personal* characteristics.

Third, the invigorating effects of gender and education likely might be especially relevant in the cultural context of this study. Pakistani society is marked by expectations of a dominant role for men (Ali & Syed, 2017; Strachan et al., 2015), so male employees might perceive disrespectful treatments as particularly offensive (Mesch et al., 2011; Taylor et al., 2017) and react more negatively, in the form of greater job-related anxiety. Similarly, in a stratified country such as Pakistan, the status derived from education credentials suggests that well-educated employees might experience uncivil treatments as particularly stressful and contrary to their expectations (Buchmann & Hannum, 2001; Memon, 2006), so they become particularly distressed when they suffer such treatment (Porath et al., 2008). Notably, these moderating roles of gender and education are particularly insightful in combination with the mediating role of job-

related feelings of anxiety. That is, the moderated mediation results (Hypothesis 6a–b) support the prediction that job-related anxiety links workplace incivility more powerfully to enhanced depersonalization toward co-workers among employees who are male and more educated.

Theoretical and practical contributions

Overall, this study is insightful for management scholarship, in that it provides a more thorough understanding of why and when exposure to workplace incivility can escalate into the development of dehumanized perceptions of other organizational members. It extends previous research that specifies direct relationships of workplace incivility with psychological distress (e.g., Abubakar, 2018) or job burnout in general (e.g., Rahim & Cosby, 2016), by revealing how employees' worries about their organizational functioning (i.e., job-related anxiety) function to *connect* this source of workplace adversity to an enhanced development of dehumanized perceptions toward co-workers. Furthermore, we complement previous research on the mitigating effects of adequate skills (e.g., self-efficacy; Fida et al., 2018) or support mechanisms (e.g., co-worker support; Geldart et al., 2018) on employees' negative reactions to workplace incivility, by showing how employees' gender and education can *invigorate* this process. Employees' anxiety about their job situation offers an important and underexplored explanation for why exposure to uncivil behaviours prompts employees to dehumanize co-workers, but the *strength* of this explanatory mechanism increases with personal characteristics that exacerbate the affront or dignity loss that arises from this exposure.

This study also offers practical insights for organizations. The negative feelings that come with workplace incivility can be detrimental and lead to unnecessary stress and depersonalization toward co-workers, so organizations should identify strategies to diminish its occurrence. For example, they could allocate resources to initiatives that show employees how to

identify mistreatments of themselves or other organizational members (Ackroyd & Thompson, 1999). Such efforts might enhance awareness of the harmful outcomes of workplace incivility for individual employees and the organization in general, such as when this source of adversity generates destructive retaliation in the form of even more aggressive behaviours by the victims of the incivility (Beattie & Griffin, 2014). Moreover, organizations should acknowledge that certain employees, due to their personal characteristics, might be more easily offended than others by uncivil treatments.

Notably, the finding that male and well-educated employees in Pakistan are more likely to exhibit depersonalization toward co-workers in response to workplace incivility—and the associated argument that they do so because these employees are more likely to be offended by rude treatments—has important implications that go beyond the specific study context. For example, male-dominated cultures mark many countries (Hofstede, 2001) and also might manifest forcefully at lower levels of analysis, such as in certain industries (e.g., finance), professions (e.g., engineers), or work areas (e.g., manufacturing). Furthermore, the theoretical logic underpinning this study, even if not empirically tested, suggests that in female-oriented cultures, female employees might experience greater affront, compared with their male counterparts, when they are victims of workplace incivility (Cortina et al., 2013) and react in particularly negative ways. More generally, any organizational measure to reduce workplace incivility seemingly should have particularly great value when that effort aligns with gender-related expectations about how people should be treated, which permeate countries, industries, professions, and work domains. Ultimately, such alignment may diminish the chances that employees avoid maintaining dedicated interpersonal relationships and exhibit depersonalization toward their colleagues.

In a related vein, the invigorating effect of education on the relationship between workplace incivility and depersonalization, through job-related anxiety, might be particularly relevant in cultures that associate high prestige with educational credentials. Yet it also is helpful for understanding the different ways employees within countries might respond to rude or offensive treatment. On the one hand, increasing educational levels suggest that employees are more aware of their rights and regard rude or disrespectful behaviours as unacceptable (Welzel, 2013). On the other hand, as in the case of gender, industries or professions that rely on highly educated employees (e.g., universities, hospitals) might be particularly prone to the risk that their employees are offended by incivility in the workplace (e.g., Koon & Pun, 2018; Reiger & Lane, 2009). Notably, higher education institutions themselves can have an instrumental role in this regard, to the extent that they provide students and potential future victims of workplace incivility with appropriate tools to identify, report, and avoid rude behaviours in the workplace, as well as help them establish effective coping strategies so that they can build immunity to these behaviours (Welbourne et al., 2016).

The finding that certain groups in society (i.e., women and less-educated employees) are affected to a *lesser* extent by workplace incivility also has important implications. These groups—in certain countries, industries, or professions—might find workplace incivility more acceptable and believe that they do not have the "right" to use their frustration as a reason to become anxious about their job situation or dehumanize other organizational members (Loi et al., 2015). This tempered approach might have negative consequences in the long term though, to the extent that their frustration keeps growing under the surface and then eventually erupts in the form of overtly aggressive responses. If employees do not appear negatively affected by workplace incivility but actually hide their frustration, it is of paramount importance that

organizational leaders establish internal cultures that name rude and demeaning behaviours for what they are and search for organization-level solutions to eradicate the offensive behaviours (Pearson & Porath, 2005).

Finally, female and less-educated employees might be less likely to react to exposures to workplace incivility with enhanced job-related anxiety and subsequent depersonalization because the negative treatment that they receive is more subtle than can be captured by the generic scale of workplace incivility, as used herein and in other studies (Cortina et al., 2001; Taylor et al., 2012). For example, instigators of the incivility might purposefully exploit the specific vulnerabilities of certain employees or manipulate the situation, such that their rudeness or discrimination is covert, masked by appearances of appropriate conduct, to the extent that it even might go unnoticed by the victims. Organizational decision makers and scholars therefore should clarify and recognize the different interpretations that various employees might develop in response to treatments they receive in the workplace, and then use targeted approaches to diminish the likelihood that truly offensive, rude behaviours affect different groups of employees negatively. Such targeted efforts might involve formal training programs organized outside the workplace, formal on-the-job training initiatives, or informal learning, all of which represent valuable sources of employee development that also can diminish the negative consequences of incivility in the workplace (Enos, Kehrhahn, & Bell, 2003; Jacobs, 2003).

Limitations and future research

This study has some limitations, whose consideration offers opportunities for further research. First, we did not directly capture the theorized mechanisms that we use to link employees' suffering from workplace incivility with job-related anxiety and their subsequent depersonalization toward co-workers, namely, their sense of dignity loss and associated

diminished ability and motivation to care for the well-being of others. In a similar vein, we argued that the invigorating roles of being male and more educated for translating workplace incivility into depersonalization, through job-related anxiety, could be explained by the enhanced affront or offense that these employees experience when they are victims of disrespectful treatments. Follow-up studies could measure these mechanisms explicitly. Second, continued research could investigate other contingency factors that invigorate the indirect relationship between workplace incivility and depersonalization toward co-workers, through job-related anxiety, such as employees' neuroticism (Gunthert, Cohen, & Armeli, 1999), risk aversion (Vandenberghe, Panaccio, & Ayed, 2011), or limited confidence in their work-related abilities (Bandura, 1997). Third, our empirical focus is on one country, Pakistan, which might limit the generalizability of the findings. Cross-national comparisons could provide deeper insights into the relative importance of job-related anxiety as a mediator of the link between workplace incivility and depersonalization toward co-workers, as well as reveal how various moderators work differently in settings marked by distinct cultural and institutional characteristics (Hofstede, 2001). Moreover, it would be useful to determine how personal characteristics inform the extent to which exposure to workplace incivility escalates into enhanced job-related anxiety and subsequent depersonalization across different industries, professions, and work domains.

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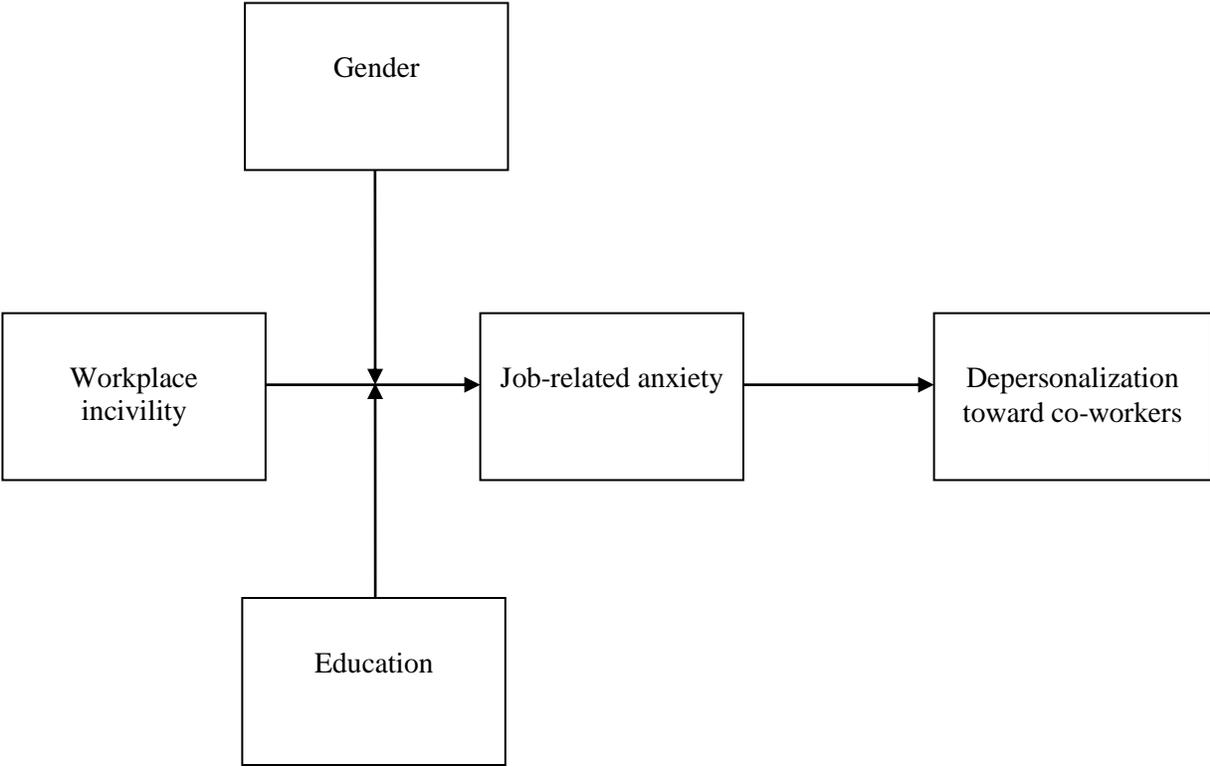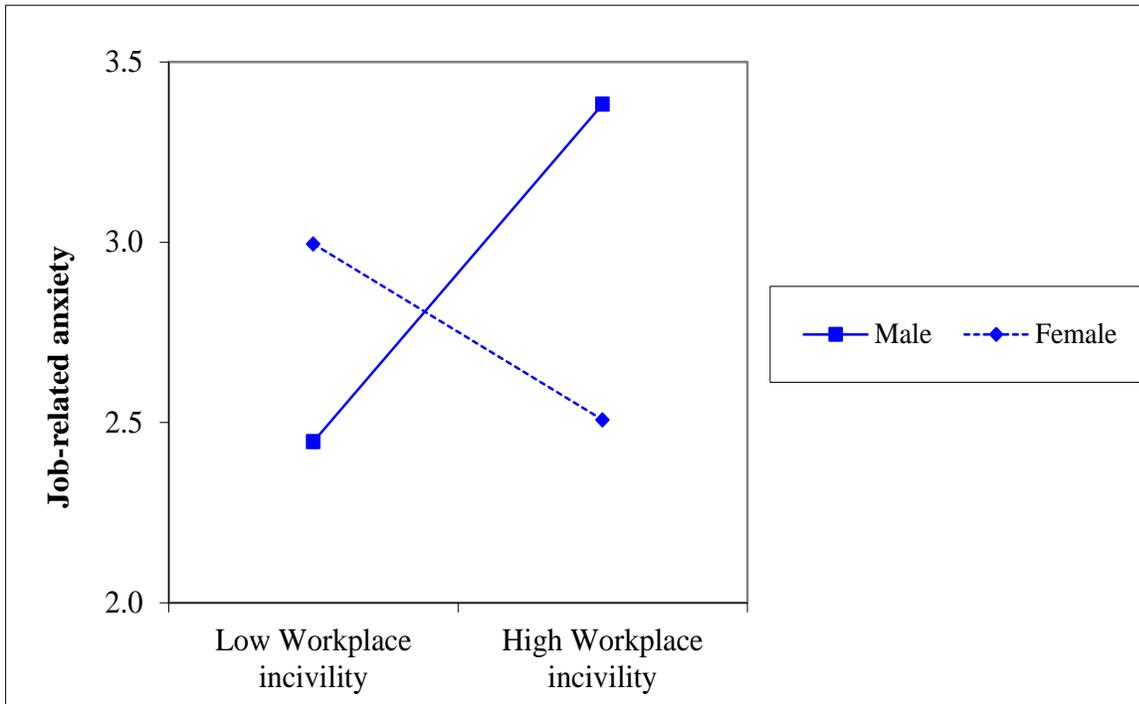
Figure 1. Conceptual model

Figure 2. Moderating effects on the relationship between workplace incivility and job-related anxiety
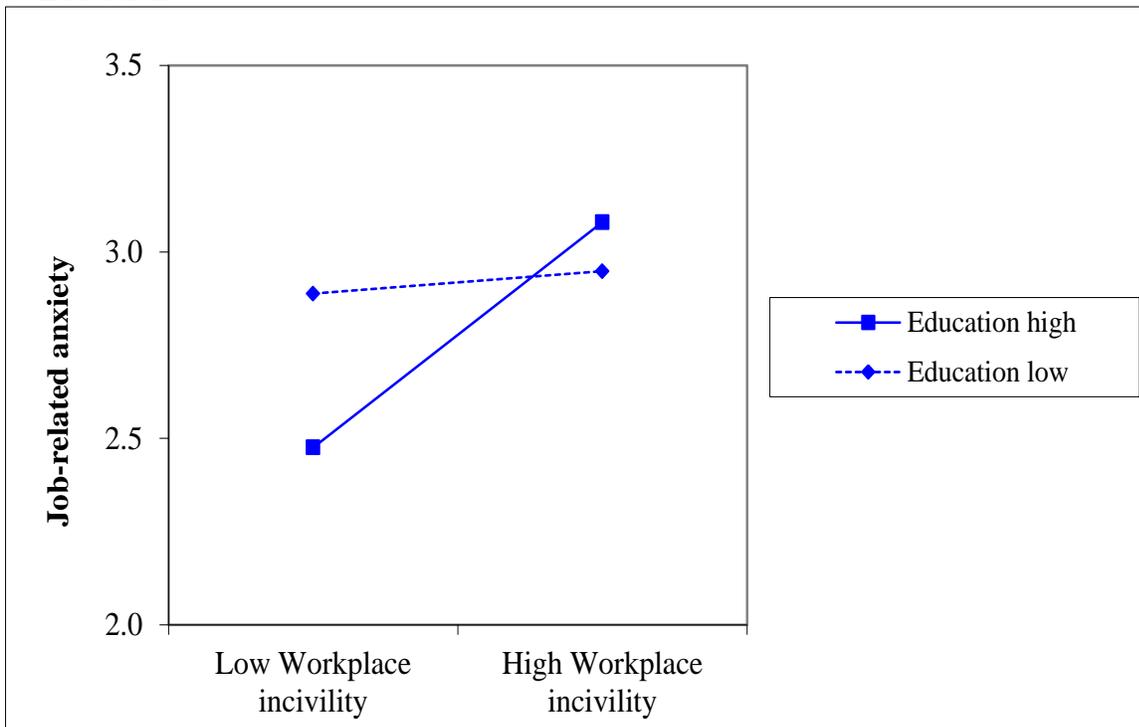
a. Gender

b. Education

Table 1: Constructs and measurement items

	Factor Loading	t-Value
Depersonalization toward co-workers (α = .80; CR = .80; AVE = .45; ASV = .07; MSV = .12)		
I feel I treat some co-workers as if they were impersonal objects.	.518 [a]	--
I have become more callous toward people since I took this job.	.658	10.069***
I don't really care what happens to some co-workers.	.841	11.092***
I feel co-workers blame me for some of their problems.	.712	10.478***
I worry that this job is hardening me emotionally.	.594	9.503***
Workplace incivility (α = .90; CR = .90; AVE = .57; ASV = .03; MSV = .04)		
My co-workers put me down or are condescending to me.	.739	17.248***
My co-workers show little interest in my opinions.	.686	15.824***
My co-workers make demeaning or derogatory remarks about me.	.816	19.394***
My co-workers address me in unprofessional terms, either publicly or privately.	.831	19.817***
My co-workers ignore or exclude me from professional camaraderie.	.775 [a]	--
My co-workers doubt my judgment on matters over which I have responsibility.	.696	16.091***
My co-workers make unwanted attempts to draw me into a discussion of personal matters.	.719	16.701***
Job-related anxiety (α = .77; CR = .77; AVE = .41; ASV = .08; MSV = .12)		
I have felt fidgety or nervous as a result of my job.	.606	9.492***
My job gets to me more than it should.	.679	10.094***
There are lots of times when my job drives me right up the wall.	.675	10.067***
Sometimes when I think about my job, I get a tight feeling in my chest.	.677	10.083***
I feel guilty when I take time off from my job.	.544 [a]	--

Notes: **α** = Cronbach's alpha; CR = construct reliability; AVE = average variance extracted; ASV = average shared variance; MSV = maximum shared variance.

[a] Initial loading was fixed to 1 to set the construct scale.

Table 2. Correlations and descriptive statistics

	Mean	SD	1	2	3	4
1. Depersonalization toward co-workers	3.735	1.217				
2. Job-related anxiety	1.557	.751	.113*			
3. Workplace incivility	2.840	.788	.295**	.162**		
4. Gender (1 = male)	.628	.484	.013	.057	.046	
5. Education	3.355	.703	-.039	-.101*	-.051	.087

Notes: n = 507.
$* p < .05; ** p < .01.$

Table 3. Regression results

		Job-Related Anxiety			Depersonalization Toward Co-workers	
		Model 1	Model 2	Model 3	Model 4	Model 5
Workplace incivility		.166***	.112*	.166***	.179*	.106
Gender (1 = Male)		.066	.082	.071	.024	-.005
Education		-.044	-.048	-.070	-.049	-.030
Workplace incivility × Gender			.356***			
Workplace incivility × Education				.136*		
Job-related anxiety						.438***
	R^2	.029	.049	.041	.014	.092
	ΔR^2		.020***	.012*		.078***

Notes: n = 507.
* $p < .05$; ** $p < .01$; *** $p < .001$.