

BULLYING AND INCIVILITY AT WORK

An evidence review

Scientific summary
March 2022

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Acknowledgements

This report was originally funded by the ACT Health Directorate, which oversees the public health system in Canberra, Australia. It was written by Eric Barends, Denise Rousseau and Emilia Wietrak of the Center for Evidence-Based Management (CEBMa) and Alessandra Capezio of Australian National University.

Please cite this report as: Barends, E., Capezio, A., Rousseau, D. and Wietrak, E. (2022) *Bullying and incivility at work: an evidence review*. Scientific summary. London: Chartered Institute of Personnel and Development.



1 Background

While 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 et al 2014). In fact, it is estimated that between 3 and 4% of workers experience serious bullying, between 9 and 15% of workers experience occasional bullying, and at least 10–20% experience negative social behaviour at work (Zapf et al 2011). Indeed, the British Workplace Behaviour Survey found that a third of a nationally representative sample experiences some form of workplace incivility (Fevre et al 2012). Similarly, over a third of Australian workers report being sworn or yelled at while at work, and almost a quarter report having been humiliated in front of others (Dollard et al 2012). These numbers suggest that workplace incivility is remarkably common. This review presents an overview of a rapid evidence assessment (REA) on the scientific evidence of the impact and antecedents of workplace incivility and bullying in teams and organisations.

2 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 are 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.

3 Main question: What does the review 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?

4 Methods

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 1.

Selection process: How were 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 (such as 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 2.

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 3.

5 Main findings

Question 1: What is workplace incivility?

The research literature examining workplace incivility indicates that many terms are 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 (Hershcovis 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 and Beehr 2006). Indeed, a meta-analysis 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 (Hershcovis 2011).

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

Although the overall impact of these constructs on organisational outcomes is 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. An overview is provided below (Table 1) of the most widely researched constructs (adapted from Hershcovis 2011).

Table 1: Most widely researched constructs (adapted from Hershcovis 2011)

Workplace incivility	Low-intensity deviant acts, such as rude and discourteous verbal and non-verbal behaviours enacted towards another organisational member with ambiguous intent to harm. Often used as 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 (that is, constant abuse, offensive remarks or teasing, ridicule or social exclusion) on the part of co-workers, supervisors or subordinates.
Harassment	Defined by the UK Equality Act 2010 as including 'unwanted conduct' that violates <i>'an individual's dignity or [creates] an intimidating, hostile, degrading, humiliating or offensive environment'</i> .
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 in Table 1 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.

Question 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 and Jex 1998), the Negative Acts Questionnaire-Revised (NAQ-R; Einarsen et al 2019), and the Abusive Supervision Scale (Tepper 2000).

Question 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 and Beehr 2006; Demir et al 2014; Escartin 2016; Hershcovis and Barling 2010; Hodgins et al 2014; Reio and Ghosh 2009; Verkuil et al 2015)
- reduced self-esteem, life satisfaction, job satisfaction, job performance, organisational commitment, perceived organisational justice (Bowling and Beehr 2006; Demir et al 2014; Fiset et al 2019; Hershcovis and Barling 2010)
- increased absenteeism, presenteeism, turnover, early retirement, and other economic costs (Bowling and Beehr 2006; Escartin 2016; Hoel et al 2011; McTernan et al 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, whereas there was no relevant difference between supervisor and co-worker incivility for health-related outcomes (Hershcovis and Barling 2010).

It should be noted that workplace incivility does not only (directly) affect victims, but its consequences also extend 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 and Rousseau 2014; Mawritz et al 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 wellbeing of an organisation, its members, or both'* (Park et al 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.

Question 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 2 provides an overview of these antecedents. The effect sizes indicate that the factors are strong predictors of workplace incivility in teams and/or organisations.

Table 2: Antecedents of workplace incivility

Antecedent	Type of incivility	Effect size	Level	Studies
Conflict management style: integrative	Workplace incivility	$\beta = -.27$	D	Trudel and Reio 2011
Conflict management style: dominating		$\beta = .20$		
Conflict management style: integrative	Target of workplace incivility	$\beta = -.29$		
Conflict management style: dominating		$\beta = .11$		
Co-worker conflict	Bullying	OR=1.5	C	Ågotnes et al 2018

	Interpersonal aggression	r=.50	C	Hershcovis et al 2007
	Organisational aggression	r=.41		
Job autonomy	Being a target of bullying	r=-.20; -.25	C C	Baillien et al 2011; Bowling and Beehr 2006
Job demands (high)	Bullying	OR=3.7	D	Salin 2015
Job dissatisfaction	Organisational aggression	r=.37	C	Hershcovis et al 2007
Job stress	Aggressive behaviours	r=.36	D	Glomb 2010
Lack of social skills	Bullying	OR=1.5/2	B	Moayed et al 2006
Leadership, authoritarian	Abusive supervision	r=.49	B	Zhang and Bednall 2016
Leadership, autocratic	Bullying	r=.39	D	Hoel 2010
Leadership, constructive		OR=-0.5	D	Salin 2015
Leadership, ethical/unethical	Abusive supervision	r=-.57/.58	B	Zhang and Bednall 2016
Leadership, fair/supportive	Workplace bullying	r=-.57; β =-.46	D	Hauge et al 2011
Leadership, laissez-faire	Bullying	r=.31	D	Hoel 2010; Ågotnes et al 2018
Leadership, participative		r=-.26		
Leadership, supportive	Abusive supervision	r=-.53	B	Zhang and Bednall 2016
Leadership, transformational		r=-.45		
Negative affect – employee	Workplace harassment	r=.25	C	Bowling and Beehr 2006
	Organisational incivility	r=.34	D	Reio and Ghosh 2009; Demir et al. 2014
	Interpersonal incivility	r=.28		
	Abusive supervision	r=.32	B	Zhang and Bednall 2016
Non-contingent punishment	Bullying	r=.46	D	Hoel 2010
Organisational injustice	Aggressive behaviors	r=.25; r=.36	D C	Glomb 2010; Zhang et al 2019
	Organisational aggression	r=.18	C	Hershcovis et al 2007
Performance-based pay	Bullying	OR=-0.6	D	Salin 2015
Role ambiguity	Workplace harassment	r=.44	C	Bowling and Beehr 2006
	Bullying	r=.29; OR=1.6	C C	Hauge et al 2011b; Reknes et al 2014
Role conflict	Workplace harassment	r=.44	C	Bowling and Beehr 2006
	Bullying	r=.49; OR=1.9	C	Hauge et al 2011b; Reknes et al 2014
Role overload	Workplace harassment	r=.28	C	Bowling and Beehr 2006
	Bullying	r=.37	C	Hauge et al 2011b
Supervisors' emotional intelligence	Abusive supervision	r=-.43	B	Zhang and Bednall 2016
Supervisor frustration	Abusive supervision	r=.52	D	Eissa and Lester 2017
Supervisors' negative experiences	Abusive supervision	r=.28; r=-.43	B D	Zhang and Bednall 2016; Courtright et al 2016
Trait anger (employees)	Aggressive behaviours	r=.56; r=.43	D C	Glomb 2010; Hershcovis et al 2007
Victim of aggression	Aggressive behaviours	r=.70	D	Glomb 2010
Work constraints	Workplace harassment	r=.53	C	Bowling and Beehr 2006

	Organisational aggression	r=.36	c	Hershcovis et al 2007
Work environment (poor)	Bullying	OR=1.6	D	Salin 2015
Workload	Being a target of bullying	r=.11	C	Baillien et al 2011
Workplace dominance by opposite sex	Bullying	OR=1.3	D	Salin 2015
Workplace relationships	Uncivil behaviour	r=-.12; r=-.28	D	Reio and Ghosh 2009

Leadership-related antecedents

Leadership style

A substantial part of managers' and leaders' jobs concern '*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 2006). 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 and Travaglia 2017; Hoel et al 2010; Zhang and Bednall 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 et al 2011a; Salin 2015; Zhang and Bednall 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 and Travaglia 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 subordinates (Zhang and Bednall 2016), suggesting a 'trickle down' effect. Indeed, it was found that stressors such as negative experiences with higher management, conflicts with colleagues, or lack of organisational justice produce a negative affective state, which in turn may lead to mistreatment of subordinates. On the contrary, supervisors with a more positive affective state will less likely display abusive behaviours due to their relatively lower 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 and Lester 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 (Courtright et al 2016).

Demographic characteristics and personality traits

Several studies included in this review found no evidence that demographic characteristics of supervisors (such as 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 (for example, Eissa and Lester 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 et al 2007; Bowling and Beehr 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 and Beehr 2006; Reio and Ghosh 2009; Van den Brande et al 2016; Zhang and Bednall 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 themselves and a co-worker about interests and resources, beliefs, values, or practices that matter to them (De Dreu 2008). Several studies have demonstrated that co-worker conflict is a strong predictor of interpersonal aggression (Ågotnes et al 2018; Baillien et al. 2011; Hauge et al 2007; Hershcovis et al 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: (1) integrating (collaborating), (2) dominating (competing or forcing), (3) accommodating (obliging), (4) avoiding, and (5) compromising. A cross-sectional study found that an integrated style of conflict management, 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 and Reio 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 least 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. More generally, 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 et al 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 and Beehr 2006; Hauge et al 2011b; Reknes et al 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% of the variance in workplace harassment (Bowling and Beehr 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 and Beehr 2006; Hershcovis et al

2007). Not surprisingly, job autonomy was found to have a moderating effect on workplace incivility (Baillien et al 2011; Bowling and Beehr 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 and Knardahl 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 (Hershcovis 2011). The same counts for demographic characteristics (such as 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 with male junior doctors (Samsudin et al 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 et al 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 affecting employees (Hershcovis et al 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 et al 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 et al 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 (Chadwick and Travaglia 2017).

Question 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. An overview is provided below of the main findings from systematic reviews of high-quality (controlled before–after) studies:

- 1 The development, implementation, and evaluation of a programme addressing workplace incivility should be consistent. This consistency could be achieved through implementation of a single-method programme (Stagg and Sheridan 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 et al 2014).
- 3 Multi-component, organisation-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 et al 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; Escartín 2016; Stagg and Sheridan 2010). It is recommended to use the programme designed by Griffin (2004; Griffin and Clark 2014) as a template.

6 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.

7 Limitations

This REA aims to provide a balanced assessment of what is known in the scientific literature about the impact and attributes of psychological safety 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 2 are based on cross-sectional research, which makes the nature or direction of the effect uncertain. This means that some of these antecedents may be a result rather than a driver of workplace incivility.

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

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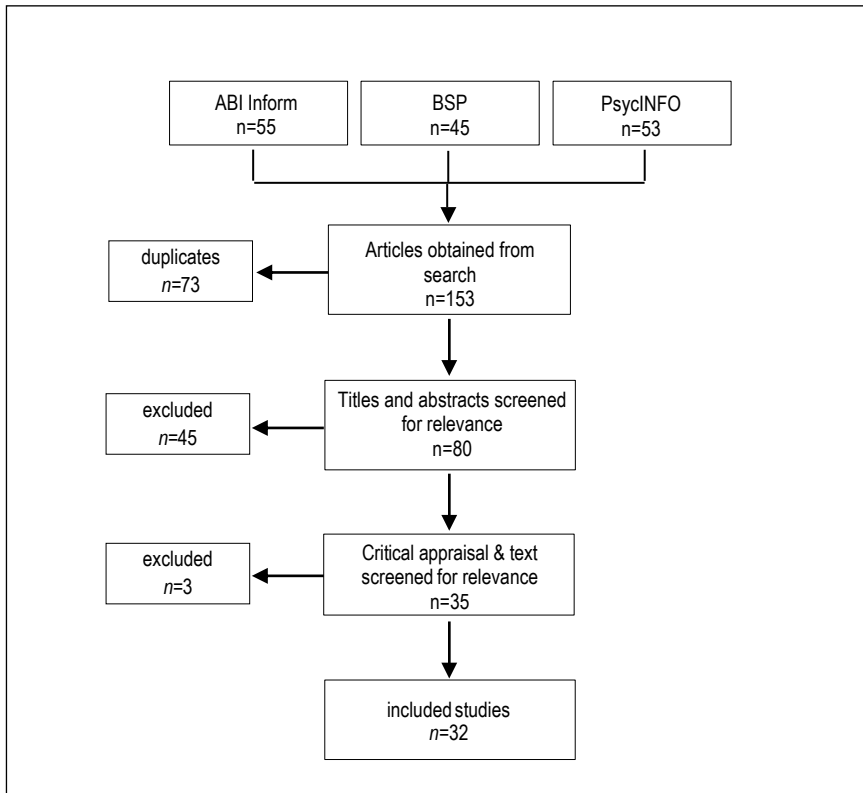
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Appendices

Appendix 1: Search terms and hits

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	1,045
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 2: Study selection



Appendix 3: Critical appraisal

Effect sizes: Cohen's rule of thumb

To determine the magnitude of an effect, we applied Cohen's rules of thumb (Cohen 1988). According to Cohen, a 'small' effect is an effect only visible through careful examination. A 'medium' effect is 'visible to the naked eye of the careful observer'. Finally, a 'large' effect is one that anybody can easily see because it is substantial.

Effect size	Small	Medium	Large
Standardized mean difference: d, Δ , g	$\leq .20$.50	$\geq .80$
ANOVA: η^2 , ω^2	$\leq .01$.06	$\geq .14$
Chi-square: ω^2	$\leq .10$.30	$\geq .50$
Correlation: r, ρ	$\leq .10$.30	$\geq .50$
Correlation: r^2	$\leq .01$.09	$\geq .25$
Simple regression: β	$\leq .10$.30	$\geq .50$
Multiple regression: β	$\leq .20$.50	$\geq .80$
Multiple regression: R^2	$\leq .02$.13	$\geq .26$

Data extraction table

1st author & year	Design & sample size	Sector /population	Main findings	Effect sizes	Limitations	Level
1. Ågotnes, 2018	Longitudinal study (uncontrolled study with a pre-test) n=1,772	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
2. 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 practise 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

3. Baillien, 2011	Longitudinal study (uncontrolled study with a pre-test) n=320	Employees of two large organisatio ns with headquarte rs in Belgium (textile industry and financial services). White- collar employees: 52%, managers: 38%.	<p>F1: There is a positive association between Time 1 workload and being a target of workplace bullying at Time 2 (H1a).</p> <p>F2: A relation between Time 1 workload and being a perpetrator of workplace bullying at Time 2 WAS NOT FOUND (H1b).</p> <p>F3: There is a negative association between Time 1 job autonomy and being a target of workplace bullying at Time 2 (H2a).</p> <p>F4: An association between Time 1 job autonomy and being a perpetrator of workplace bullying at Time 2 WAS NOT FOUND (H2b).</p> <p>F5: A significant Time 1 workload–job autonomy interaction in relation to being a target of workplace bullying at Time 2 (the relationship between workload and being a target of workplace bullying particularly strong under the condition of lower compared with higher job autonomy) WAS NOT FOUND (H3a).</p> <p>F6: There is a significant interaction between Time 1 workload and job autonomy in relation to being a perpetrator of workplace bullying at Time 2; the relationship between workload and being a perpetrator of workplace bullying is particularly strong under the condition of lower compared with higher job autonomy (Hypothesis 3b).</p>	<p>F1: $r=.11$</p> <p>F3: $r=-.20$</p> <p>F6: $\beta=-.09$</p>	No serious limitation	C
4. Bowling, 2006	meta- analysis k=90	various	<p><u>Antecedents</u></p> <p>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.</p> <p>Victim's negative affect (6) appears to play some role in workplace harassment. In contrast, victim's positive affect (7) was only weakly related to harassment</p> <p>Note: Role ambiguity and role conflict together predicted 21% of the variance in workplace harassment.</p> <p><u>Impact</u></p> <p>Workplace harassment was associated with victims' wellbeing. 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.</p> <p>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.</p> <p>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.</p>	<p>1. $\rho=.44$</p> <p>2. $\rho=.30$</p> <p>3. $\rho=.28$</p> <p>4. $\rho=.53$</p> <p>5. $\rho=-.25$</p> <p>6. $\rho=.25$</p> <p>7. $\rho<.1$</p> <p>8. $\rho=.35$</p> <p>9. $\rho=.31$</p> <p>10. $\rho=.34$</p> <p>11. $\rho=.39$</p> <p>12. $\rho=.40$</p> <p>13. $\rho=.46$</p> <p>14. $\rho=.31$</p> <p>15. $\rho=-.25$</p> <p>16. $\rho=-.21$</p> <p>17. $\rho=-.21$</p> <p>18. $\rho=-.39$</p> <p>19. $\rho=-.36$</p> <p>20. $\rho=-.35$</p> <p>21. $\rho=-.37$</p> <p>22. $\rho=-.35$</p> <p>23. $\rho=-.08$</p> <p>24. $\rho=-.03$</p> <p>25. $\rho=-.06$</p>	<p>Limited search (only PsyclINFO)</p> <p>Study design and quality not assessed</p>	C

<p>4. Chadwick, 2017</p>	<p>Systematic review, design of included studies unclear k=62</p>	<p>healthcare, Australia</p>	<p>Study reviews a range of international and Australian literature regarding workplace bullying behaviours in a health context from a management perspective.</p> <p>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.</p> <p><u>Contributing factors to workplace bullying:</u></p> <p>1) Lack of management leadership</p> <p>a. Leadership at all levels of the organisation (ie board, CEO, or executive) needs to be motivated and engaged to prevent workplace bullying using a proactive and systemic approach as opposed to a reactive approach</p> <p>b. Lack of effective management skills is viewed as a significant factor contributing to workplace bullying in addition to unrealistic expectations, authoritarian management, personality and even failure to address workplace bullying when it occurs</p> <p>c. Managers in some organisations are promoted due mainly to their demonstrated task skills and competencies and some lack the relational and interpersonal skills required at more senior levels. Others are promoted or in positions which are outside their skillset and both of these can lead to a culture of bullying behaviours</p> <p>d. Management culture may 'normalise' workplace bullying if behaviours have been ignored or tolerated by senior management for periods of time. This can lead to those engaging in workplace bullying to believe their behaviour is acceptable if there are no perceived consequences.</p> <p>e. Supportive work environments contribute to coping strategies for individuals and may act as a buffer from the negative and damaging effects of bullying</p> <p>2) Hierarchical structures</p> <p>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</p> <p>b. Workplace bullying can be seen in organisations where hierarchical systems and structures are the norm and where the organisation is resistant to change</p> <p>c. The hierarchical structure of organisations is seen to create an imbalance of power and can lead to the misuse of this power among managers. Individuals within these professions can be seen as 'inheriting' power and prestige due to their occupations</p> <p>d. Factors such as competitiveness, autocratic managers, hierarchical organisations and environments with poor communication practices without formal policies encourage workplace bullying behaviours</p> <p>e. Organisations with hierarchical management structures, high pressure and few policies are more likely to experience greater levels of workplace bullying</p> <p>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</p>	<p>not reported</p>	<p>merely descriptive review</p> <p>magnitude of the effects unclear</p> <p>some constructs and findings lack clarity</p>	<p>C</p>
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		<p>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'</p> <p>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</p> <p><u>Factors that effectively address workplace bullying:</u> 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.</p>				
5. Courtright, 2016	<p>Study 1: Cross-lagged study n=714 (134 supervisors and 580 subordinates)</p> <p>Study 2: Cross-lagged study n=92</p>	<p>Study 1: Supervisors (mid-level managers in a variety of functions) and subordinates at a Fortune 500 financial services organisation (North America).</p> <p>Study 2: Supervisors from 22 different industries (for example, health care, financial services, construction, manufacturing), most (73%) were classified as mid-level or senior-level managers.</p>	<p>F1: Supervisor FWC (family-work conflict) is positively associated with abusive supervision (H1a).</p> <p>F2: Ego depletion mediates the positive relationship between supervisor FWC and abusive supervision (H1b).</p> <p>F3: Gender moderates the positive relationship between supervisor FWC and abusive supervision such that the relationship is stronger for female supervisors (H2a).</p> <p>F4: Gender DOES NOT moderate the indirect positive effects of supervisor FWC on abusive supervision through ego depletion (H2b).</p> <p>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).</p> <p>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).</p>	Unclear, unstandardised co-efficients are reported	No serious limitation	D

6. Demir, 2012	Cross-sectional study n=207	Nurses and midwives working across wards within a large Australian hospital	<p>Antecedents of workplace aggression:</p> <p>F1: Bullying was linked to (a) high negative affectivity (NA), as well as (b) low supervisor support and (c) co-worker support.</p> <p>F2: Internal emotional abuse was associated with (a) low levels of these support variables, as well as (b) high outside work support and (c) low job control.</p> <p>F3: External threat of assault was related to (a) high job demands and (b) NA.</p> <p>Consequences of workplace aggression:</p> <p>F4: Bullying (a) and verbal sexual harassment (b) were linked to increased psychological distress levels.</p> <p>F5: Bullying (a) and internal emotional abuse (b) were related to lowered organisational commitment.</p> <p>F6: Changes in job satisfaction were not found for any of the workplace aggression types.</p>	Unclear	Low response rate (26.9%)	D
7. Demir, 2014	Cross-sectional study n=134	Allied health professionals working for an Australian health care organisation	<p>Relationship between the DCS variables (that is, demand, control, and social support) and workplace aggression:</p> <p>F1: Low levels of co-worker support were associated with bullying.</p> <p>F2: Low job control (a), high negative affect (b), and high job demands (c) were associated with external emotional abuse.</p> <p>F3: Low co-worker support (a) and high outside work support (b) were associated with internal emotional abuse.</p> <p>F4: No significant results for external threat of assault.</p> <p>Relationships between workplace aggression and consequences (that is, job satisfaction, psychological distress, and organisational commitment):</p> <p>ORGANISATIONAL COMMITMENT</p> <p>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 with 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 organisational commitment).</p> <p>F6: Those who reported external emotional abuse reported less commitment to the organisation.</p> <p>F7: There were no significant main or interaction effects regarding external threat of assault or internal emotional abuse.</p> <p>JOB SATISFACTION</p> <p>F8: Those reporting emotional abuse reported less job satisfaction.</p> <p>F9: No main nor interaction effects for bullying, external threat of assault, or internal emotional abuse.</p> <p>DISTRESS</p> <p>F10: Those who reported bullying also reported greater distress.</p>	<p>F1–F4: Unclear, unstandardised co-efficients are reported</p> <p>F5: a: $\eta^2=.06$ b: $\eta^2=.04$</p> <p>F6: $\eta^2=.04$</p> <p>F8: $\eta^2=.06$ (including age) $\eta^2=.04$ (including gender)</p> <p>F10: $\eta^2=.04$</p> <p>F11: $\eta^2=.05$ (including age) $\eta^2=.04$ (including gender)</p>	No serious limitation	D

			<p>F11: Those reporting internal emotional abuse reported a greater level of distress.</p> <p>F12: There were no significant main or interaction effects regarding external threat of assault or internal emotional abuse.</p>			
8. Einarsen, 2019	Cross-sectional study n=216	Human resource managers or the main health and safety representatives in 216 Norwegian municipalities	<p>F1: The level of high-quality HRM practices predict having a well-developed ethical infrastructure, here defined as having policies 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: $\beta=0.16$ Training: $\beta=0.22$</p> <p>Recurrent communication: $\beta=0.45$ CMC: $\beta=0.59$</p> <p>F2 Policies: $\beta=.18$ Training: $\beta=0.17$</p>	The results for each municipality were obtained from only one respondent	D
9. Eissa, 2017	Cross-sectional study n=190 employee-supervisor dyads	Employees and their immediate supervisors in organisations located in the midwestern United States; various industries including human services, education, health care, finance, public safety, and information technology	<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 co-efficients are reported</p>	No serious limitation	D

<p>10. Escartin, 2016</p>	<p>Systematic review of 7 quasi-experimental longitudinal studies and 1 RCT k=8</p>	<p>various</p>	<p>Study on effectiveness of workplace bullying interventions.</p> <p>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.</p> <p><u>Recommendations:</u></p> <ul style="list-style-type: none"> - 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 anti-bullying interventions (eg zero-tolerance policies with clear procedures), and a positive climate has to be developed. <p><u>The following 'best practices' were identified:</u></p> <p>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 programmes (also included in the contract for newcomers), continuous opportunities for networking and internal communication, and strategies to improve assertive communication.</p> <p>b) Mentoring, coaching, and mediation; creation of a formal committee to handle future bullying cases; clarity on the anti-bullying policies regarding what it is and what it is not; and processes to detect, manage, and prevent bullying situations.</p> <p>Note: Primary interventions focus on preventing occurrence of bullying in the workplace through contextual changes or employee 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 programmes focus on reducing negative consequences after bullying has occurred, through victims' support and assistance.</p>	<p>not reported</p>	<p>merely descriptive review</p> <p>findings are reported in very general and broad terms</p>	<p>A</p>
<p>11. Fiset, 2019</p>	<p>Study 1: RCT n=179</p> <p>Study 2: RCT n=294</p>	<p>Study 1 & Study 2 Adults recruited via Amazon Mechanical Turk</p>	<p>F1: In Study 1, scores on ONLY ONE OUT OF three performance outcomes – practicality (H1) – was lower in the high abusive supervision condition, versus the low abusive supervision condition. Such effect was not found for quantity of performance (H1a, main effect not significant), and creativity of ideas (H1c, opposite direction). In Study 2, scores on all three performance outcomes were lower in the high abusive supervision condition, versus the low abusive supervision condition.</p> <p>F2: Participants report less affective commitment in the high abusive supervision condition, as compared with the low abusive supervision condition (H2).</p> <p>F3: Vision moderates the effects of abusive supervision on performance quantity (H3a) and creativity of ideas (H3c, confirmed only in Study 1), such that the effects of abusive supervision will be less negative when vision is high than when vision is low. Such effect was not found for practicality of ideas (H3b).</p> <p>F4: Vision DOES NOT moderate the effects of abusive supervision on affective commitment (H4).</p>	<p>Unclear, unstandardised co-efficients are reported</p>	<p>No serious limitation</p>	<p>A</p>

12. Glomb, 2010	Cross-sectional study n=366	Employees from a large, machinery manufacturing corporation ; employees from a sporting equipment manufacturing company; employees from a large midwestern university	<p>F1: Organisational injustice (distributive, procedural, and interpersonal forms) is positively related to employee reports of engaging in aggressive behaviours (H1).</p> <p>F2: Organisation, job, and work group stress is positively related to employee reports of engaging in aggressive behaviours (H2).</p> <p>F3: Type A behaviour pattern* is positively related to employee reports of engaging in aggressive behaviours (H3).</p> <p>F4: Trait anger is positively related to employee reports of engaging in aggressive behaviours (H4a).</p> <p>F5: Reaction to anger is positively related to employee reports of engaging in aggressive behaviours (H4b).</p> <p>F6: Being the target of aggression is positively related to engaging in aggression (H5).</p> <p>* Type A behaviour pattern – an action-emotion complex that can be observed in any person who is aggressively involved in a chronic, incessant struggle to achieve more and more in less and less time, and if required to do so, against the opposing efforts of other things or persons. The major components of the Type A behaviour pattern are extremes of aggressiveness, easily aroused hostility, time urgency, and competitive achievement striving.</p>	<p>F1 Procedural: r=.25 Distributive: r=.18 Interpersonal: r=.20</p> <p>F2 Organisational: r=.36 Job: r=.36 Work group: r=.31</p> <p>F3 r=.28</p> <p>F4 r=.56</p> <p>F5 Anger suppressed: r=.36 Anger expressed: r=.59</p> <p>F6 r=.70</p> <p>[NOTE: some of these effects don't persist in a regression model]</p>	No serious limitation	D
13. Hauge, 2011a	Cross-sectional study n=10,652 k=685 departments	Norwegian employees from public and private organisations, representing health institutions, educational institutions, public administration, and manufacturing companies, among others	Shared perceptions of the environmental factors (fair and supportive leadership and role conflict) predicted the incidence of workplace bullying within departments. Such effect was not found for role ambiguity; however, role ambiguity and workplace bullying are positively associated.	<p>Fair and supportive leadership: r=-.57 β=-.46</p> <p>Role conflict: r=.49 β=.29</p> <p>Role ambiguity: r=.24 β=.07 ns</p>	No serious limitation	D
14. Hauge, 2011b	Longitudinal study n=1,207	Norwegian employees	<p>F1: Individual role stress (role ambiguity, role conflict, and role overload) is NOT an antecedent condition of exposure to workplace bullying.</p> <p>F2: Individual role stress (role ambiguity, role conflict, and role overload) is a consequence of exposure to workplace bullying.</p> <p>NOTE: This finding is refuted by Reknes et al 2014!</p>	Unclear	No serious limitation	C

15. Hershco vis, 2007	Meta- analysis k=57	various	<p>Study examines whether the strength of predictor–aggression relationships depends on the targets (interpersonal vs organisation) of the aggression.</p> <p>1. Trait anger (a) and interpersonal conflict (b) were the strongest predictors of interpersonal aggression.</p> <p>2. The strongest predictors of organisational aggression were (a) interpersonal conflict, (b) situational constraints, and (c) job dissatisfaction.</p> <p>3. Other predictors such as (a) distributive and (b) procedural justice showed only small correlations.</p> <p>Note: Situational constraints = workplace stressors that interfere with an individual's task performance or goals at work (for example, availability of resources).</p>	<p>1a. $r=.43$ (.29, .57) 1b. $r=.50$ (.37, .62)</p> <p>2a. $r=.41$ (.21, .61) 2b. $r=.36$ (.31, .40) 2c. $r=.37$ (.28, .46)</p> <p>3a. $r=.12$ (.12, .17) 3b. $r=.18$ (.07, .35)</p>	design and quality of the studies not reported	C
Hershco vis, 2010	Meta- analysis k=66	various	<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>	<p>SUA versus COA (ρ)</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>limited search</p> <p>design of the studies included unclear</p> <p>quality of the studies included not assessed</p>	D
16. Hodgins , 2014	Systematic review, includes (4) controlled before–after studies k=31	various	<p>Study addresses the question, 'What interventions designed to reduce workplace bullying or incivility are effective and what can be learned 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: multi-component = 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>	not reported	no serious limitations	B

17. Hoel, 2010	Cross-sectional study n=5,288	Employees from 70 organisations within the private, public and voluntary sectors across Great Britain	<p>F1: Self-reported bullying is positively associated with autocratic leadership (H1).</p> <p>F2: Self-reported bullying is negatively associated with participative leadership (H2).</p> <p>F3: Witnessed or observed bullying is positively associated with autocratic leadership (H3).</p> <p>F4: Witnessed or observing bullying is negatively associated with participatory leadership (H4).</p> <p>F5: Self-reported bullying is positively associated with a leadership style applying non-contingent punishment (NCP) leadership (H5).</p> <p>F6: Witnessed or observed bullying is positively associated with a leadership style applying non-contingent punishment (NCP) leadership (H6).</p> <p>F7: Self-reported bullying is positively associated with a laissez-faire style of leadership (H7).</p> <p>F8: Witnessed or observed bullying is positively associated with a laissez-faire style of leadership (H8).</p>	<p>F1: r=.39</p> <p>F2: r=-.26</p> <p>F3: r=.41</p> <p>F4: r=-.28</p> <p>F5: r=.46</p> <p>F6: r=.39</p> <p>F7: r=.31</p> <p>F8: r=.30</p>	No serious limitation	D
18. Lam, 2017	<p>Study 1 Time-lagged design n=219 supervisor-subordinate dyads (44 supervisors)</p> <p>Study 2 Time-lagged design 416 supervisor-subordinate dyads (50 supervisors)</p>	<p>Study 1 Manufacturing workers (subordinates) and their direct supervisors in a large telecommunications company in southern China.</p> <p>Study 2 Customer service providers (subordinates) and their direct supervisors in a call centre of a state-owned telecommunication services company in south-eastern China.</p>	<p>F1: Perceived subordinate performance DOES NOT moderate the positive relationship between supervisors' emotional exhaustion and abusive supervision (H1).</p> <p>F2: There is a three-way interactive relationship between supervisors' emotional exhaustion, perceived subordinate performance, and self-monitoring, on the one hand, and abusive supervision, on the other. The positive relationship between supervisors' emotional exhaustion and abusive supervision is strongest when both supervisors' perceptions of a subordinate's performance and supervisors' self-monitoring are relatively low (H2).</p>	Unclear	No serious limitation	D

19. Moayed, 2006	Systematic review of case-control and cohort studies k=7	various	<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> <p>1. People with high level of unassertiveness and avoiding style are 1.26 times more likely to be victims.</p> <p>2. Victims are 1.16 times more likely to believe that organisational problems were the reason for bullying than others.</p> <p>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.</p>	small (ORs from 1.3 to 2)	most findings based on only 1 study	B
20. Nielsen, 2015	Time-lagged designed n=3,066	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>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>	Unclear	No serious limitation	D
21. Notelaers, 2019	Cross- sectional study n=5,727	19 Belgian organisations	Employees reporting a higher degree of imbalance between efforts and rewards (that is, who are under-rewarded in comparison with their efforts) have a higher likelihood to be a target of bullying.	Unclear (only unstandardised co-efficients are reported)	No serious limitation	D

22. Park, 2017	meta- analysis k=79	various	<p>Study examines the influence of unethical leader behaviours in the form of abusive supervision on subordinates' retaliatory responses.</p> <p>H1. Abusive supervision is negatively related to (a) supervisory-focused justice and (b) organisationally focused justice.</p> <p>H3. Abusive supervision is positively related to subordinate deviance towards (a) the supervisor and (b) the organisation. Note: The results indicate that the percentages of employees who engage in deviance towards 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.</p> <p>H4. Supervisory-focused justice partially mediates the relationship between abusive supervision and deviance towards supervisor.</p> <p>H5. Supervisory-focused justice partially mediates the relationship between abusive supervision and deviance towards supervisor.</p> <p>H6. The negative relationship between abusive supervision and (a) supervisory-focused justice is stronger in (a) lower power distance cultures as compared with (b) higher power distance cultures.</p> <p>Practical implication: The negative implications of abusive supervision appear to be more significant for justice perceptions in reference to the supervisor and deviance towards the supervisor, compared with justice perceptions in reference to the organisation and deviance towards 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 programmes, coaching, and the like designed to stem abusive supervision.</p> <p>Note: supervisory focused 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.</p>	<p>H1a: $r = -.54$ 95% CI = $-.61, -.47$</p> <p>H1b: $r = -.36$, 95% CI = $-.41, -.31$</p> <p>H3a: $r = .54$ 95% CI = $.47, .60$</p> <p>H3b: $r = .41$ 95% CI = $.37, .46$</p> <p>H6a: $r = -.60$ H6b: $r = -.43$</p>	design of the studies unclear no appraisal of study quality	C
23. Reio, 2009	Cross- sectional study n=402	Workers in retail, manufacturing, schooling, government, non-profit service, college or university, hospital or medical, for-profit service, self-employed, and other; US	<p>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.]</p> <p>F2: After controlling for the antecedent variables, organisational incivility predicts physical health and job satisfaction (H2).</p>	<p>F1 INTERPERSONAL: Establishing relationships: $\beta = -.13$ Negative affect: $\beta = .24$</p> <p>ORGANISATIONAL: Acculturation: $\beta = -.15$ Negative affect: $\beta = .27$</p> <p>F2 ORGANISATIONAL: Physical health: $\beta = -.23$ Job satisfaction:</p>	No serious limitation	D

				$\beta = -.17$		
24. Reknes, 2014	Longitudinal study n=2,835	Employees from 20 Norwegian organisations in the private and public sectors	<p>F1: Role ambiguity at T1 predicts new incidents of self-reported workplace bullying at T2 (H1).</p> <p>F2: Role conflict at T1 predicts new incidents of self-reported workplace bullying at T2 (H2).</p> <p>F3: Workplace bullying at T1 predicts increased levels of role ambiguities at T2 (H3).</p> <p>F4: Workplace bullying at T1 predicts increased levels of role conflicts at T2 (H4).</p>	<p>F1: OR=1.58, CI=1.18–2.13</p> <p>F2: OR=1.92, CI=1.43–2.57</p> <p>F3: $\beta=0.04$,</p> <p>F4: $\beta=0.04$</p>	No serious limitation	C
25. Salin, 2015	Cross- sectional study n=4,392	Finnish employees	<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>	No serious limitation	D
26. Samsudin, 2018	Systematic review of cross- sectional studies k=18	young doctors	<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 with male junior doctors, which is in keeping with the current literature. 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>	low	merely descriptive review	C

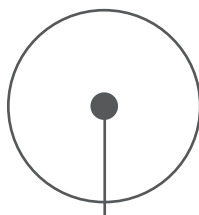
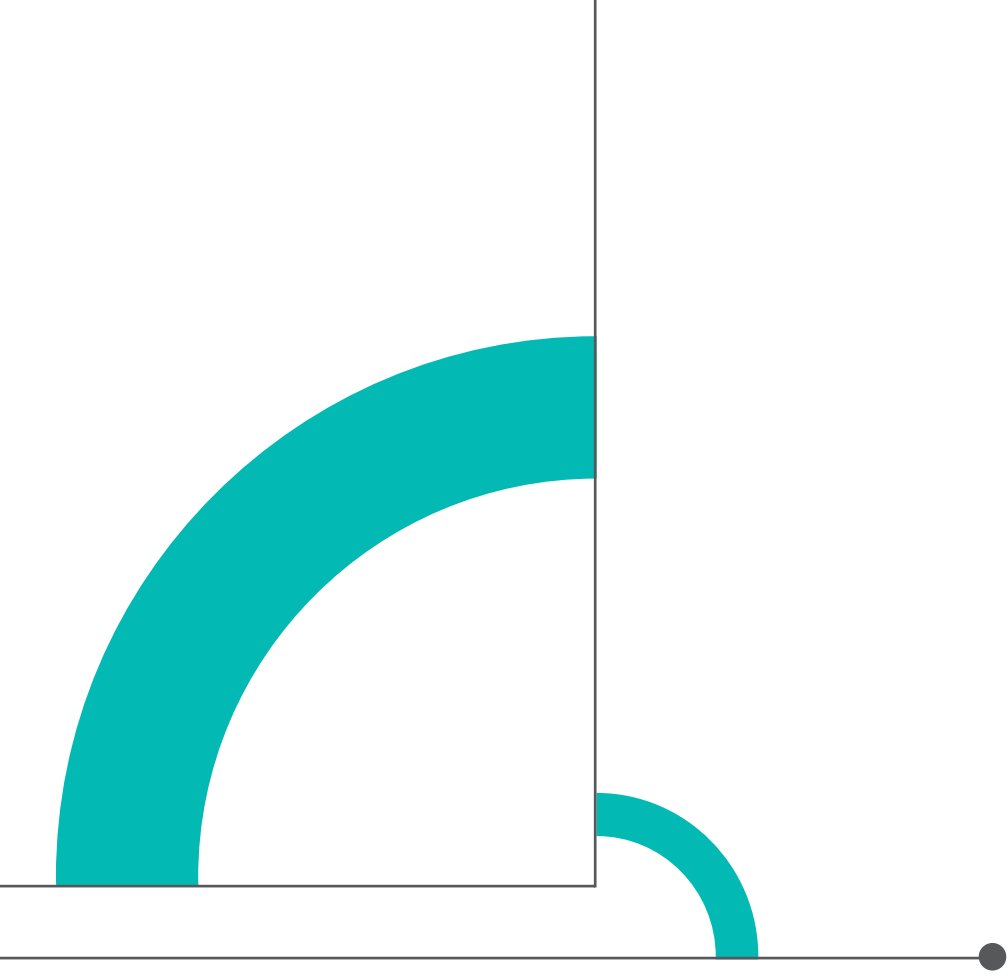
27. Stagg, 2010	Systematic review, includes RCTs k=18	staff nurses	<p>Study aims to identify best practices for preventing and managing workplace bullying among staff nurses.</p> <p>1. Bullying and violence prevention programme standards do not exist, leading to numerous programmes that are difficult to compare and that produce negligible outcomes.</p> <p>2. The development, implementation, and evaluation of a workplace bullying programme must be consistent. This consistency could be achieved through implementation of a single-method programme 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 practise responses towards bullying behaviours through co-operative 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 programme tailored specifically to their organisation, using the programme designed by Griffin (2004) as a template. The aims of the 3-hour workplace bullying management programme are to (a) present the theoretical foundation for understanding the origins and expression of workplace bullying in nursing; (b) recognise 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>	not reported	no serious limitations	AA
28. Tepper, 2011	Cross-sectional study n=183 independent supervisor-subordinate dyads	Seven health care organisations, including hospitals, long-term care facilities, and outpatient facilities, located in the south- eastern 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 towards 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 towards 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>	Unclear	No serious limitation	D

29. Trudel, 2011	Cross-sectional study n=289	Employees of three private midwestern (US) companies: a company providing health care and two manufacturing companies	<p>F1: Conflict management styles relate to the instigation of workplace incivility (H1). More specifically: a. Those with an integrating conflict style will be less likely to instigate workplace incivility. b. Those with a dominating conflict style will be more likely to instigate workplace incivility. Compromising (c), avoiding (d) and accommodating (e) conflict style WERE NOT FOUND to predict instigating workplace incivility. However, compromising conflict style was associated to workplace incivility as instigator.</p> <p>F2: Conflict management style is related to being targets of workplace incivility (H2); specifically: a. Those with an integrating conflict management style will be less likely to be targets of workplace incivility. b. Those with a dominating conflict management style will be more likely to be targets of workplace incivility. Compromising (c), avoiding (d) and accommodating (e) conflict style WERE NOT FOUND to predict being targets of workplace incivility. However, compromising conflict style was associated to workplace incivility as target.</p> <p>F3: Workplace incivility as target and instigator relate positively (H3).</p>	<p>F1 a: $\beta = -.27$ b: $\beta = .20$ c: $r = -.24$</p> <p>F2 a: $\beta = -.29$ b: $\beta = .11$ c: $r = -.20$</p> <p>F3: $r = .56$</p>	No serious limitation	D
30. Van den Brande, 2016	Systematic review of mostly cross-sectional and some longitudinal studies k=42	various	<p>Examines the role of work stressors, coping strategies and coping resources in the process of workplace bullying</p> <p>1. Role conflict, workload, role ambiguity, job insecurity and cognitive demands were found to be the most relevant stressors with respect to workplace bullying, based on their total weight of relevance.</p> <p>2. Reappraisal coping, confrontive coping, practical coping, direct coping, active coping, social support (that is, problem-focused coping strategies) and selfcare (that is, emotion-focused coping strategy) decrease (that is, buffer effect) the relationship between work stressors and workplace bullying, while wishful thinking, emotional coping, avoidance, recreation, social support and suppression (that is, emotion-focused coping) increase this relationship.</p> <p>3. Locus of control, self-efficacy, optimism (as opposed to pessimism), co-worker support, supervisor support, low task complexity, participation in decision-making, autonomy and continuance commitment as coping resources that may influence coping strategies. Specifically, we might expect that coping resources are positively associated with problem-focused coping strategies, and negatively associated with emotion-focused coping strategies.</p>	only the effect sizes from individual studies are reported (no pooled ES are provided)	quality of the included studies was not assessed uses vote counting	B/C
31. Zhang, 2016	Meta-analysis, includes some longitudinal studies k=74 n=30,063	various	<p>Study examines antecedents of abusive supervision.</p> <p>H1a. Abusive supervision is positively related to stressors that produce a negative affective state (a. supervisors' negative experiences, b. supervisors' negative affect, c. supervisor stress, and d. lack of interactional and procedural justice).</p> <p>H1b. Abusive supervision is positively related to destructive leadership (a. authoritarian leadership style and b. unethical leadership) but negatively related to constructive leadership (c. ethical leadership, d. supportive leadership and e. transformational leadership).</p> <p>H1c. Abusive supervision is related to (a) emotional intelligence, but NOT to (b) supervisors' power and (c) Machiavellianism.</p> <p>H2. Abusive supervision will be positively related to a negative (a) organisational climate (aggressive norm), but</p>	<p>H1a-a. $r = .28$ H1a-b. $r = .33$ H1a-c. $r = .16$ H1a-d. $r = -.43$ H1a-e. $r = -.21$</p> <p>H1b-a. $r = .49$ H1b-b. $r = .58$ H1b-c. $r = -.57$ H1b-d. $r = -.53$ H1b-e. $r = -.45$</p> <p>H1c-a. $r = -.43$ H1c-b. $r = ns$ H1c-c. $r = ns$</p> <p>H2a. $r = .38$ H2b. $r = -.32$</p>	large number of associations tested design of the included studies unclear quality of the included studies not assessed	B

			<p>negatively related to a (b) positive organisation climate (organisational sanctions against aggression).</p> <p>H3. Abusive supervision is related to subordinates' traits (a. stability, b. cynical attribution, c. negative affectivity, d. power distance, e. supervisor-directed attribution, f. traditionalism, g. political skill, h. narcissism, i. neuroticism, j. conscientiousness, k. extraversion and l. agreeableness).</p> <p>H4. Demographic characteristics of supervisors and subordinates (a. supervisors' age, b. subordinates' age, c. subordinates' organisational tenure, d. working time with supervisors and e. gender dissimilarity between subordinates and supervisors) are related to abusive supervision.</p>	<p>H3a. $r=-.08$ H3b. $r=.13$ H3c. $r=.32$ H3d. $r=.26$ H3e. $r=.39$ H3f. $r=-.14$ H3g. $r=.21$ H3h. $r=.32$ H3i. $r=.10$ H3j. $r=-.06$ H3k. $r=-.01$ H3l. $r=-.16$</p> <p>H4a. $r=ns$ H4b. $r=-.04$ H4c. $r=ns$ H4d. $r=ns$ H4e. $r=ns$</p>		
32. Zhang, 2019	Meta-analysis k=427 n=336,236	various	<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 co-efficients are reported</p> <p>Zero order correlations: AS=Abusive Superv. DJ= Distributive Justice PJ=Procedural Justice IJ=Interactive Justice WS=Work Stress</p> <p>AS – OCB: $r=-.17$ CI 95%=-.24, -.09</p> <p>AS – CWB: $r=-.37$ CI 95%=.30, .42</p> <p>AS – DJ: $r=-.31$ CI 95%=-.40, -.33</p> <p>AS – PJ: $r=-.34$ CI 95%=-.44, -.33</p> <p>AS – IJ: $r=-.51$ CI 95%=-.60, -.42</p> <p>AS – WS: $r=.37$ CI 95%=.19, .53</p>	design and quality of included studies not reported	C

Excluded studies

1st author & year	Reason for exclusion
1. Arab, 2013	Only the abstract is available in English, the rest of text is in Persian.
2. Dhanani, 2009	Traditional literature review, focuses on vicarious mistreatment rather than mistreatment as such.
3. Waldman, 2018	Neurological study, findings are not relevant (especially F2–F4) as it's hard to translate the findings into applicable recommendations.



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Issued: March 2022 Reference: 8220 © CEBMa 2022, published by CIPD