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Left on "Read" and All Alone: Instigated Cyber Incivility, Shame, and Experienced Ostracism at Work

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Experienced Ostracism at Work.

by

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Abstract

The mistreatment literature focused on workplace incivility has grown significantly over the past two decades, as it has been recognized as an omnipresent issue in the workplace. Workplace incivility presents itself as low-intensity rudeness in which at least one individual takes counter normative negative actions against another individual (Andersson & Pearson, 1999; Cortina & Magley, 2003), and may take place in both office and remote work settings as well as through a cyber modality (e.g., email, Zoom, Teams, Slack). These actions often occur in a spiral where the target of incivility becomes likely to perpetuate incivility later down the line (Andersson & Pearson, 1999). However, much of the incivility literature lacks a comprehensive understanding of the perpetrator's perspective. Based on theory and empirical evidence, this study extends the spiral by reframing it to operate from the perspective of the perpetrator of cyber incivility, relative to that of the target. In this study I evaluate the affective processes underlying the relations between instigated cyber incivility and experienced workplace ostracism through the negative self-conscious affect of shame. The model also considers the boundary condition of sleep quality as a means of self-regulation capacity, acting as a second stage buffer of the relationship between shame and experienced workplace ostracism. Participants included 354 employed individuals across various industries in the United States. Results showed that although there was a direct relationship between instigated cyber incivility and experienced workplace ostracism, the relationship was not found to be fully mediated by shame. Sleep was seen as a buffer between shame

and experienced workplace ostracism, but only with the time matched data.

Implications, limitations, and future research directions will be discussed.

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Chapter 1: Introduction

Whether in the office or over a computer screen, workplace mistreatment presents a variety of behaviors that are offensive or go against social norms. Workplace mistreatment can be defined as interpersonal situations under which at least one member initiates counter normative negative actions or stops normative positive actions toward another member of the workplace (Yang et al., 2014). These actions can range from low-intensity rudeness such as incivility (Andersson & Pearson, 1999) to more extreme acts such as physical violence (Baron & Neuman,1996), and may be enacted by among customers/clients, coworkers, and leaders alike. Workplace mistreatment can also occur in forms that specifically target gender and/or ethnicity (e.g., sexual harassment, discrimination; Berdahl & Raver, 2011; Hebl et al., 2020; Yang et al., 2023). The prevalence of workplace mistreatment is considerably high. In a meta-analysis conducted by Dhanani and colleagues (2021), there is evidence that an average of 34% of employees reported having *experienced* mistreatment and 44% of employees reported having *witnessed* mistreatment within their workplace. These estimates ranged from 16% to 75% for experienced specific forms of mistreatment (e.g., sexual harassment or discrimination) and 20% to 79% for witnessed specific forms of mistreatment. The common exposure to mistreatment subsequently results in both short- and long-term outcomes that harm both individuals and organizations.

Employee Mistreatment Outcomes

Employee mistreatment in organizations may have a variety of long-term effects and outcomes at both the organizational and employee levels. At the

organization level, one major effect of employee mistreatment is the financial

burden. An estimated cost of \$109.81–\$313.75 billion annually is due to sickness

absence and \$903.60 billion to \$2.57 trillion annually due to lost productivity; a

total cost of \$1.01–\$2.89 trillion annually for organizations (Dhanani et al., 2021).

For employees, there is consistent evidence for worsened performance, along with

worsened interpersonal and well-being outcomes for the target, witness, and

perpetrator of workplace mistreatment (Beattie & Griffin, 2014; Cortina &

Magley, 2003). Moreover, while the literature has established outcomes and

antecedents of mistreatment for target's and witness's perspectives the literature

displays significantly *fewer* empirical studies and findings from the perpetrator's

perspective (Yang et al., 2023). An important consensus from the literature

suggests that employees' instigation of mistreatment has been linked to prior

workplace mistreatment exposure as the target (Howard et al., 2020; Yang et al.,

2023). This phenomenon has been proposed by Anderson and Pearson (1999) as

the "negative spiral" effect of incivility (and broader mistreatment).

Workplace Incivility

Workplace incivility is a form of workplace mistreatment that is

characterized by low-intensity social interactions with an ambiguous intent to

harm that violate workplace norms of respect (e.g., ignoring a greeting from a

coworker or scoffing when a coworker speaks in a meeting; Andersson &

Pearson, 1999). One of the most significant differentiations between incivility and

other forms of mistreatment is that the intentionality of incivility is difficult to

discern. For example, an employee who fails to say "hello" to a coworker might

have ignored the coworker intentionally, *or* they may have been engrossed in their own thoughts and not noticed the presence of their coworker. The nature of that interaction may have been appraised as uncivil, as the attribution is dependent on the manner of the social exchange and the perceptions of the social interaction. The perpetrator's ignorance or oversight of an encounter may sometimes unintentionally signal uncivil behavior. Thus, the perception of incivility may be more prominent in comparison to intentional acts of social aggression.

Although incivility is one of the less intense forms of workplace mistreatment, it is also one of the most prevalent. Pearson and Porath (2013) found that 98% of workers surveyed within the past two decades had reported experiencing uncivil behavior in a workplace; 50% of their sample stated they were treated rudely at least once a week in the workplace. This sample also varied in occupations and included employees, managers, HR executives, presidents, and CEOs, as to display that incivility occurs at various levels of employment. Although an overwhelming majority of individuals report experiencing workplace incivility, it is important to further understand the individuals that act uncivilly (i.e., the perpetrators).

Perpetrator Perspective of Incivility

As previously mentioned, workplace mistreatment from the *perpetrator* perspective is significantly understudied and still in its nascent stage, relative to that of the target's perspective. However, there are *some* established predictors for incivility perpetration in workplace contexts, such as characteristics of the instigator and situational factors (Park et al.,2022). One noteworthy antecedent of

instigated incivility is experienced incivility, a process known as the "incivility spiral". As noted by Andersson and Pearson (1999), the incivility spiral states that an individual who experiences incivility is likely to later perpetuate it themselves (Beattie & Griffin, 2014; Cortina & Magley, 2003). Although this spiral is supported within much of the literature, it has not been previously considered from the lens of the perpetrator.

Investigating the incivility spiral from the perpetrator's perspective may be especially important given the increased forms through which incivility can occur in the workplace. For example, the increase reliance on technology at work emphasizes the importance of exploring the instigation of cyber incivility, a form of workplace mistreatment that has become increasingly relevant in the contemporary workplaces where hybrid work is more commonplace (Symons et al., 2021). Through studying the incivility spiral from the perpetrator's perspective, the present study addresses a significant yet understudied perspective in workplace mistreatment literature. Given one of the major directions that modern work is moving towards (i.e., heightened levels of cyber communication), there is a shift which brings about a novel set of social norms and e-etiquettes that have not been established by many organizations. With individuals not knowing how to act online, perpetration of cyber incivility is likely to occur more often. With a better understanding of the underlying processes that occur among perpetrators after they instigate cyber incivility, organizations can better implement practices to mitigate and even prevent such occurrences.

My primary inquiry in this proposed study is as follows: by investigating workplace incivility through the lens of the source of mistreatment (i.e., the perpetrator), could researchers better prevent its occurrence or better intervene if it has occurred? My understanding is that once the field has a better comprehension of the affective processes that occur after perpetration, preventative measures and interventions may be designed and tailored to help mitigate potential negative downstream consequences. I seek to assess this by extending the existing research of Andersson and Pearson (1999), shifting the scope of the incivility spiral from a target-focused perspective to a perpetrator-focused perspective. Specifically, my study will examine the progression from instigated cyber incivility towards a coworker to the perpetrator later experiencing workplace ostracism (an alternate form of incivility) as the target. I argue that this occurs through the emotional processing of their own counter-norm behavior, namely experiencing the negative self-conscious affect of shame. However, to further understand emotions' role in workplace mistreatment, it is important to better understand the affective processes, especially when it comes to emotion that is consciously manifested by the individual.

Negative Self-Conscious Affect

Self-conscious affect occurs when an individual reflects upon their stable self-representations (i.e., the mental representations of one's identity) and evaluates how the emotion-eliciting event (e.g., sending out a rude email) is relevant to those representations (Tracy & Robins, 2004). In other words, the emotional experience results from an individuals' consciousness of the "self"

(e.g., strengths, weaknesses) in the moment, considering their current social situation, whereas non-self-conscious affect stem from emotions (i.e., fear, anger, sadness) that occur without necessarily experiencing this appraisal of oneself.

Specific negative self-conscious affect, such as the emotion of shame, often arise when an individuals' evaluations of their actions or thoughts conflict with their moral values and standards (Spruit et al., 2016). More specifically, shame occurs when an individual feels badly about themselves after enacting a behavior with a negative connotation or deviates from social norms (e.g., Goffman, 1967). Perpetrators of mistreatment such as cyber incivility are likely to distance themselves from the individuals involved or the situation that induced the feeling of shame (Haidt, 2003; Lutwak et al., 2003; Tangney et al., 2007), which could contribute to subsequent negative social interactions, withdrawal behaviors and perceptions of experiencing workplace ostracism.

Shame is influential yet understudied in the organizational literature (e.g., Xing & Sun, 2021), and has yet to be empirically studied in the context of incivility. Thus, it became an important focal point to the study when deciding which lingering affective experience to assess as a mediator of the spiral. The shame-focused regulation process may be particularly relevant to mistreatment toward and from coworkers, given the common workplace norms emphasizing respect between colleagues. It is important to note that shame may continue its effect as lingering mood which can influence the process of shaping the instigator's behaviors. The current study considers how an individual experiencing shame after perpetrating mistreatment can influence their subsequent behaviors.

The Present Study

In the present study, I focus on instigated cyber incivility towards a coworker along with both *how* and *when* it triggers the negative spiral effect of workplace incivility from the perpetrator's perspective. Within the past twenty years, certain societal demands have caused a need for more answers in the hybrid-work-mistreatment arena and thus instigated cyber incivility warrants more research in the contemporary workplaces.

I chose to investigate *cyber* incivility specifically for two important reasons. First, there are numerous negative outcomes among targets of cyber incivility, such as immediate and lingering psychological distress (Kabat-Farr et al., 2020; Park et al., 2018) and increased organizational deviance and turnover intentions (Lim & Teo, 2009), yet much less is known about the consequences for the perpetrators that are instigating cyber incivility (Yang et al., 2023). A better understanding of perpetuation of cyber incivility will allow organizations to implement best managerial practices to prevent and manage this type of mistreatment. Second, based on theory and past empirical evidence (Cortina et al., 2017; Giumetti et al., 2012; Heischman et al., 2019), cyber incivility is influential in terms of propelling the incivility spiral, as it provides the perpetrator with a digital curtain of depersonalization when acting out. Examining the perpetrator perspective of cyber incivility will complement the existing literature on the incivility spiral, and further the understanding on *why* and *how* perpetration of incivility in a cyber modality can have unintended downstream consequences for the perpetrator's experience as a mistreatment target. To align research with

organizational and societal changes (e.g., increased hybrid roles, increased cyber

communication; Radonić et al., 2021) that continue to occur since the onset of

COVID-19, it is imperative to further examine the processes underlying the cyber

mistreatment phenomenon.

      Past research has found that employees who were previously perpetrators

of mistreatment subsequently experienced a diminished sense of self-worth from

harming others (e.g., Priesemuth & Bigelow, 2019). That is, they felt shame after

they mistreated coworkers, which led them to view themselves in a more negative

light. Shame has been linked to overly excessive focus and rumination on the self

along with decreased feelings of empathy for others (Heaven et al., 2009;

Hoffman, 1984), and is associated with the perpetrator believing that others have

viewed them in a negative light (Heaven et al., 2009; Clore et al., 1988), and

behaved in ways that contributed to subsequent negative social interactions

(Bennett et al., 2016). These experiences may lead to the perpetrator feeling as if

they are being intentionally left out by the group or (i.e., experiencing ostracism).

In this study I focus on the perpetrator's perceived exposure to ostracism as the

outcome of this model. From a daily work context, experiencing workplace

ostracism may appear as an individual not being invited to an after work social

event or being left off the list of a corporate memo.

      The current study draws from the affective events theory (AET; Weiss &

Cropanzano, 1996) framework. According to AET, the features of the work

environment (i.e., social interactions and job designs) will influence attitudes and

behaviors indirectly through an affective process. I argue that when an individual

instigates incivility *towards* coworkers (e.g., cyber incivility), it is through the

feeling of shame that they will then experience workplace ostracism *from*

coworkers. Environmental events like workplace incivility trigger negative

emotions, which lead to affectively driven behaviors and work attitudes (Vie et

al., 2011). For example, an individual might enact a form of incivility, whether

intentional or not, at the time, to which they may feel shameful about themselves,

and their feeling of shame may lead them to perceive potential negative

repercussions of their wrong doings, such as being left out of the group, or

actively engaging in withdrawal or avoidance behaviors (Murphy & Kiffin-

Peterson, 2012). These behaviors may even result in further ostracism from the

group. However, much of this process (esp. shame-experienced workplace

ostracism link) may be influenced by the perpetrators' capability (or lack thereof)

to regulate their emotions, as suggested by self-regulation theory (SRT; Bandura,

1991).

SRT is focused on the self's capacity of regulating one's behaviors,

enabling individuals to adjust their actions to fit with the range of social and/or

situational demands (Baumeister & Vohs., 2007). Drawing from the SRT

framework, I argue that sleep quality will moderate the shame-experienced

workplace ostracism relation. More specifically, the magnitude of the relation

between shame and experienced workplace ostracism will be influenced by the

individual's level (i.e., higher, or lower) of sleep quality, acting as a gauge of their

self-regulation capacity. Past research has shown that poor nightly sleep (i.e.,

lower levels of quality) has been associated with problems such as heighted

negative affect–an indicator of lower affect regulation capacity (Sonnentag et al., 2008), which can influence how an individual perceives or contributes to their social interactions (i.e., how well they are self-regulating). Although, some of the literature considers self-regulation *allocation* to be more influential on subsequent behaviors than availability. For example, Evans and colleagues (2016) note that engaging in self-regulation on a task likely reduces the ability to exert self-regulation on a subsequent task and would likely increase motivations to act on impulse or jump to conclusions. However, similar studies have shown that self-regulation failures may occur due to an exhaustion of the inner energy that modulates unwanted responses (Vohs et al., 2011). I argue that, for individuals with lower quality of sleep, this "exhaustion of the inner energy" will be exacerbated. More specifically, if an individual attempts to regulate their emotions after sending a rude email, the likelihood of a second regulation attempt (e.g., the shame-experienced workplace ostracism relationship) will have a greater likelihood of failing, but this effect will be weaker for individuals who are experiencing higher levels of sleep quality, as they will have more capacity to regulate their emotions and subsequent behaviors.

Anticipated Contributions

The present study offers two important contributions to the literature on workplace mistreatment. The first major contribution of my study is extending the body of knowledge regarding the perpetrator perspective within the mistreatment literature. This will be done by extending the incivility spiral by Anderson and Pearson (1999) to include the perpetrator perspective of cyber incivility. This

research direction is important to both examine and ground in theory, as most of

the work on instigated incivility in the past literature began without a theoretical

framework or theoretical guidance (Schilpzand et al., 2016). This study aims to

add new understandings on how and why instigated cyber incivility contributes to

perpetrator's subsequent experiences to other forms of incivility, such as

workplace ostracism.

The second contribution lies in examining sleep quality as an indicator of

self-regulation capacity (i.e., if sleep quality levels are higher, the self-regulation

capacity will be higher). By examining sleep's moderating role in the relation

between shame and experienced workplace ostracism, I hope to add new

understanding on the *emotional processes* underlying the incivility spiral effect,

more specifically, on self-regulation of shame and its downstream consequences.

The current study predicts that when an individual experiences higher sleep

quality, the positive effect between shame and experienced workplace ostracism

will be weakened. Although sleep quality has been heavily studied in the work

performance literature (Litwiller et al., 2017), we know much less about the role

of sleep quality as a capacity for regulating affective processes, especially those

underlying the relations between perpetration of mistreatment and downstream

behavioral outcomes in the workplace. Previous research has demonstrated some

limitations and vague findings when it comes to affect and sleep (e.g., Barnes,

2012). Building on past research that shows sleep quality (being more subjective)

is more likely to reflect self-regulatory resources (Dewald et al., 2010). I consider

an individual's sleep quality to act as a gauge of their self-regulation capacity. I

measure this capacity using a subjective measure of sleep quality by assessing an

individual's reported level of sleep disturbance throughout the past week (i.e.,

higher sleep disturbance equals lower sleep quality; Buysse et al, 2010; Cella et

al., 2010; Yu et al., 2012). Considering the role of subjective sleep quality

expands our understanding of how the self-regulatory capacity of individuals may

lead to greater perceptions of ostracism.

Chapter 2: Theoretical Framework and Hypothesis

Development

To help explain the hypothesized relationship between instigated incivility

towards coworkers, shame, and experienced incivility from coworkers, I draw

from Weiss and Cropanzano's (1996) affective events theory (AET). This theory

focuses on the structure, causes and consequences of affective experiences at

work in consideration with judgment processes (e.g., "How does this work

experience or interaction make me feel?"; Weiss & Cropanzano, 1996). AET also

holds strong emphasis on the processes of affective reactions. For example, how

do employees react after sending a rude email? How are employees responding if

the affective experience of shame sets in?

Cyber Communications and Mistreatment

In 2020, the COVID-19 global pandemic turned many historically office-

based positions into remote work roles. Information and communication

technologies such as email and virtual meeting rooms became the new normal of

communication in organizations; this has led to some cyber trends in the

mistreatment literature. In a pre-pandemic article published by Pearson and Porath

(2005), authors propose that individuals believe that they do not have the time to

be nice, arguing that these high-tech impersonal modes of contact do not require

the same courtesy that would be considered for a face-to-face interaction. Once

again, these findings were prior to the abundance of roles transitioning to remote

work during the onset of COVID-19. Cyber incivility can be operationalized as a

rude email, failing to respond to any form of cyber communication or even

canceling a virtual meeting with little-to-no notice.

The complexity of fast paced, high-tech, global interactions, paired with

miscommunication due to lack of social cues and body language fuels the issue of

workplace cyber incivility. *Experienced* cyber incivility has been linked to several

negative outcomes, such as higher levels of turnover intention, workplace

mistreatment behaviors as well as lower levels of job satisfaction and

organizational commitment (Lim & Teo, 2009), making for a particularly stressful

work experience. Although the literature within the arena of cyber incivility has

grown within the past decade, there are still areas within the construct that are

understudied (e.g., perpetration). Hence why the current study focuses on the

instigation of cyber incivility as a focal predictor variable.

Experienced workplace ostracism is the extent to which an individual

perceives that they are being excluded by coworkers (Ferris et al., 2008) and is a

form of incivility. Experiencing workplace ostracism is quite subjective, as it

relies more on the individual's perception of the exclusion behaviors that they

endure, resulting in the individual feeling that they are being more or less

ostracized (Ferris et al., 2008). In the everyday workplace this may operationalize

as an individual observing that nobody is sitting next to them, or feeling as if they

are being excluded from a watercooler chat.

Experienced workplace ostracism is one of the most consequential forms

of mistreatment for worker outcomes, mainly because when an individual

experiences workplace ostracism, they are more likely to instigate another form of

incivility themselves (e.g., Hitlan & Noel, 2009; Howard et al., 2019; Renn et al.,

2013; Robinson et al., 2013). Feeling of exclusion caused by an individual

experiencing ostracism can lead to increased levels of aggression (Ren, 2018),

viewed in the scope that "hurt people, hurt people" (i.e., the incivility spiral).

Thus, without studying the perpetration perspective of incivility, we would be

overlooking relevant information related to the process of incivility.

The enaction of cyber incivility may influence a perpetrator's level of

perceived workplace ostracism. There is a clear linkage between uncivil behaviors

and negative interpersonal outcomes, perpetrators may even coherently presume

that their mistreatment behaviors toward others will lead others to dislike or

ostracize them (Lian et al., 2014). Overall, workplace mistreatment from the

perpetrator perspective has been found to be very strongly related to experienced

workplace ostracism (Howard et al., 2019). These findings may be due to an

individual's likelihood to experience exclusion from the group in response to any

level of norm violation, such that people experience workplace ostracism as

potential punishment or retaliation for their norm-violating behaviors (Hitlan &

Noel, 2009; Howard et al.,2019; Renn et al., 2013; Robinson et al., 2013), a

process known as retaliatory ostracism. Retaliatory ostracism may occur to spur a

behavioral change as a response to deviant norm violations (i.e., keep people in line), but retaliatory ostracism may also be in response to non-deviant (i.e., non-intentional) norm violations (Howard et al, 2020), such as unintentional incivility or passive cyber incivility. Similarly, employees who displayed workplace incivility were found to lose trust from their coworkers and were more likely to be targets of workplace ostracism (Scott et al, 2013). These findings suggest that instigated cyber incivility of coworkers will have a direct positive effect on experienced workplace ostracism by coworkers.

H1: *Instigated cyber incivility at work will have a direct positive relationship with experienced workplace ostracism.*

Drawing from the AET framework (Weiss & Crompanzano, 1996), it may be that affective experiences, such as shame, explain how specific work events, like instigating cyber incivility, may lead to specific work attitudes and affect driven behaviors, such as perceived workplace ostracism. When an individual experiences shame, they may reflect on thoughts like "considering the situation, I feel that I am a bad person which is why people are rejecting me." I propose that shame will influence judgment and self-regulatory related behaviors by supporting the connection between intrapersonal factors and lingering affective experiences of workers along with their downstream perceptions and behaviors in the workplace (i.e., how these emotions are leading to individuals experiencing workplace ostracism). This may occur by shame as an affective experience contributing to an individual's general mood, influencing their downstream behaviors.

When developing this hypothesis regarding a focal mediator of shame, it was important to differentiate lingering affective experiences that may appear to be quite similar at surface level, or are sometimes used interchangeably (e.g., guilt and shame). There are significant conceptual differences between guilt and shame. The focus of shame is an intrapersonal reflection of the self, whereas guilt has a focus on the individual's action or behavior (Heaven et al., 2009). When an individual acts against social norms the attribution of blame will likely lead to an experience of either guilt or shame (i.e., are they blaming themselves or their action). When an individual experiences shame they reflect negatively on themselves and their capabilities, whereas the individual experiencing guilt will reflect on their behavior and action (Shen et al., 2023), which has been shown to lead to more positive outcomes (Baumeister et al., 1994), relative to shame. Shame has been found to be elicited more frequently by personal events, such as a failure of meeting an interpersonal workplace expectation, like being polite to one's coworkers (e.g., Tracy & Robbins, 2006). Additionally, lingering affective experiences such as shame may shape behavioral intention, ultimately influencing, stemming from the individual's self-blame in conjunction with a negative internalized mode of coping (e.g., a maladaptive form of emotion-focused coping, Felbinger, 2008; Prakash & Coplan, 2003).

The behavioral outcomes of shame might include attacking the self and others along with withdrawal and avoidance behaviors (Murphy & Kiffin-Peterson, 2012). These outcomes have important implications for understanding perpetrators' downstream behavioral experiences following perpetuation of

mistreatment. When an individual experiences shame after sending a rude email

to colleagues, the lingering affect plays a significant part in monitoring,

sensemaking, and regulating their behavior (Creed et al., 2014; Scheff, 2000), and

can also influence how they feel *others* perceive them (e.g., experiencing

exclusionary actions or behaviors).

There is empirical evidence in the literature showing that lingering self-

conscious affective experiences such as shame may arise following perceived

violations of both social and personal standards (e.g., Keltner, 1996; Tangney et

al., 1996), such as sending a rude e-mail or contributing to other forms of cyber

incivility. Furthermore, past research has found that individuals behave in ways

that would elicit a negative social response when experiencing shame (Gilbert,

1997; Parker, 1998; Tangney, 1991). This negative social response might include

exclusion behaviors from the group exhibited towards the perpetrator.

The current study predicts that the individual may be more likely to report

higher levels of experienced workplace ostracism due to a negative reflection on

themselves and their capabilities, and a decreased trust for others resulting from

such a lingering affective experience that have shaped their behavioral intentions

(Heaven et al., 2009; Hoffman, 1984). Since shame is self-focused (e.g.,

pertaining to how one would be seen negatively by others in response to a

transgression), shame may motivate an individual to actively withdraw from

social interactions, which may lead to feelings of ostracism and exclusion from

the group (Frijda,1987; Hynie et al, 2006). By withdrawing from social

interactions, the individual may be more likely to perceive neutral social

interactions as intentional acts of exclusion. Based on this, I argue that shame will

mediate the relation of perpetrated cyber incivility and experienced workplace

ostracism.

H2: The effects of perpetration of cyber incivility at work on experienced

workplace ostracism will be mediated by shame.

Sleep and Mistreatment

Sleep has been found to play a robust role within the organizational and

mistreatment literature. Traditionally, sleep has typically been viewed as either a

predictor or outcome. Past research shows that low sleep quality has been

associated with low social support at work, bad atmosphere at work, role

conflicts, effort-reward imbalance, job dissatisfaction, low levels of interest in job

(Niedhammer et al., 2009), and has even been identified as a primary motivational

mechanism of deviant behavior (Christian & Ellis, 2011). However, what we do

not know is how individuals with lower sleep quality differ in their self-regulatory

processes, relative to those with higher sleep quality. The prevalence of poor sleep

is largely evident within the body of literature. In a previous study assessing sleep

problems of a white-collar worker sample, results displayed that 35.8% of

individuals between the ages of 18-29 reported a high global score (i.e., higher

scores indicating worse sleep quality) on the Pittsburgh Sleep Quality Index

(PSQI). Furthermore, when an individual worked 50 hours of overtime in the

month, they had higher odds ratios of high global scores (i.e., reported worse

sleep scores in that month; Nakashima et al., 2011). With such prevalence of

disturbed sleep, further research on sleep as a boundary condition is necessary.

Sleep quality refers to how well an individual sleeps. This may include an individual's experience of the difficulty of falling and staying asleep as well as awakening throughout the night (Barnes, 2012; Harvey et al., 2008; Scott & Judge, 2006). An individual may spend many hours sleeping, but this does not guarantee the sleep quality will be adequate. Lower sleep quality has not only been found to lower emotional intelligence (Killgore et al. 2008), but also impair emotional regulation through increased irritability (Kahn-Greene et al., 2006), emotional lability (Horne, 1985) and worsened mood (Dinges et al., 1997; Lingenfelser et al., 1994; Rose et al., 2008).

According to SRT, adequate self-regulation occurs through several meta-cognitive and meta-emotional functions such as self-monitoring, judgment, self-appraisal, and affective self-reaction (Bandura, 1991). Lack of sleep has been shown to significantly influence the meta-emotional function of emotional reactivity (Tempesta et al., 2017). Neurophysiological research has found that that such functions within SRT can be influenced by the activities of the amygdala and prefrontal cortex regions of the brain (e.g., Banks et al., 2007; Barnes, 2012; Beauregard et al., 2001; Chuah et al., 2010; Nilsson et al., 2005; Ochsner et al., 2004), which are significantly influenced by lower sleep quality. The amygdala is the emotion control center, and the prefrontal cortex is the center of judgment, reasoning and decision making. The close inter-connectedness between sleep and self-regulatory processes indicates how significantly sleep and self-regulation may influence the magnitude of emotional experiences for an individual along with their downstream behavioral outcomes. According to SRT, negative

perceptions (e.g., perceiving workplace ostracism), may stem from failure of self-regulation which can manifest from either under regulation (i.e., unable or unwilling to exert the requisite control over themselves) or mis-regulation (i.e., the use to which the efforts are directed; Baumeister & Heatherton, 1996). My theoretical model considers how lower sleep quality may influence these relationships.

Although findings suggest that sleep may directly influence behaviors, it is rarely examined as a moderator within SRT models. Drawing from SRT, when an individual is experiencing higher sleep quality there will be a heightened capacity for self-regulation, including capacity for monitoring and controlling their emotions. Relative to when an individual is not sleeping well, it may decrease their self-control capacity, and an individual may experience increasing levels of hostility, resulting in increased workplace interpersonal conflict (Christian & Ellis, 2011). In this model, the heightened capacity will buffer the relation of emotion and mistreatment, positively influencing their ability to regulate emotions (Finan et al., 2017).

Past research has also found that social stressors and several parameters of sleep have been highly related to each other (Pereira & Elfering, 2014) and that sleep disturbances (i.e., lower sleep quality) may heighten normal reactions to an aversive social encounter, such as social exclusion initiated by one's coworkers (Liu et al., 2014). Additionally, when individuals are experiencing low sleep quality, they are more likely to exhibit less trust towards others (Anderson & Dickinson, 2010), as well as a greater tendency to assign blame to others, less

likely to accept blame or to offer restitution, and more likely to direct aggression

towards others (Liu et al., 2014). I propose that when an individual's sleep quality

is higher, it will positively influence their capacity to regulate their emotions and

subsequent behavioral outcomes. Specifically, their downstream behavioral

responses to lingering feelings of shame may lead to perceive greater social

exclusion from the group, especially when they have lower sleep quality. It is

natural for an employee to attempt to regulate themselves after feeling shame,

however, it may subsequently backfire, for those who are tired.

H3: Sleep quality will moderate the shame-experienced workplace ostracism

relation, such that for employees with higher (lower) sleep quality, the relation

between the mood of shame and experienced workplace ostracism will be weaker

(stronger).

Chapter 3: Methods

Participants

The participants were recruited through the snowballing method in a team

effort—a collaboration between Dr. Katharine McMahon (the lead) and myself

(supported by Dr. Liu-Qin Yang) utilizing all of our personal and professional

networks. Recruiting from a largely assorted participant pool allowed for potential

increase of the generalizability of the results. The inclusion criteria consisted of

anyone 18 or older who spoke English, was employed as either a part- or full-time

job employee and had been with their current employer for at least 3 months prior

to beginning the survey. My team initially aimed for a sample of 500-600, as

previous literature suggests that, in order to achieve good statistical power on a

mediational model, approximately 462-588 participants should allow for an empirical power estimate of .8 (Fritz & MacKinnon, 2007) and roughly a sample of 158 would be needed for indirect relationships (Aguinis, 2005).

T1 included 354 participants from the ages of 18-72 (*M*=34.42, *SD*=13.64). A total of 64.4% of participants identified as female and 71.7% were white. Regarding employment, 71.2% of participants reported that they worked full time (at least 30 hours per week) and 40.2% stated that they worked hybrid roles (i.e., partially remote). The most common industries surveyed included those in the service, education, and medical/social service sectors with organizational tenure ranging from 3 months to 35 years (*M*= 5.43 years, *SD*= 7.31).

Procedure

The survey is a 2-wave design where participants completed two online surveys taken one month apart from each other via the Qualtrics survey platform. Participants automatically qualified for a raffle after completing the first-wave survey as an incentive for survey completion. Winners were able to donate $25 to a pre-approved charity of their choice. Participants who completed both surveys received additional entries, which incentivized them to complete both surveys. The first survey (T1) included measures for instigated cyber incivility, shame, experienced workplace ostracism, and sleep quality. The second survey (T2) included shame, experienced workplace ostracism, and sleep quality. The primary analysis focuses on testing all of my hypotheses with data only from T1.

Measures

The present study includes previously validated and well-established scales to assess all focal variables which include instigated cyber incivility, shame, experienced workplace ostracism and sleep quality.

Instigated Cyber Incivility

I assessed levels of instigated cyber incivility using an 11-item scale, originally created as a 14-item measure, by Lim and Teo (2009). The shortened version that I used had been adapted by Park and Haun (2018) to include 11 of the original 14 items that were found to display the highest internal reliability. The 11 items on this Likert-type frequency scale have anchors from 1 (not at all) to 5 (all of the time) and assess how often the participant has instigated email incivility at work to a coworker. The measure included subscales of both active and passive email incivility. A sample of instigated email incivility incidents might include "I said something hurtful to my coworker(s) through email" and "I used emails to say negative things about my coworker(s) that I would not say to their face". This measure was found to be adequately reliable (Shrout, 1998), $\alpha = .60$ for T1.

Shame

To assess shame, I used the shame subscale in the PANAS-X Manual for the Positive and Negative Affect Schedule (extended form) by Watson and Clark (1999) to measure specific components of shame as a discrete self-conscious affective experience within the NA domain. This scale consisted of 4 words and phrases that described feelings and emotions on Likert-type anchors from 1 (not at all) to 5 (extremely). Such items included "angry at self", "dissatisfied with self", and "disgusted with self". The instructions were: "please indicate to what extent

you feel this way right now". The PANAS-X measure has been repeatedly

validated. The shame subscale was found to be reliable α = .75 for T1.

Experienced Workplace Ostracism

I assessed experienced workplace ostracism using the Workplace

Ostracism Scale (WOS) by Ferris and colleagues (2008). This scale is a 13-item

measure of experienced workplace ostracism and is measured on a 7-point Likert-

type scale from 1 (never) to 7 (always). Sample items from this scale would

include "My coworker(s) left the area when I entered" or "I noticed my coworkers

would not look at me at work". The WOS has been often cited in past literature

and is considered a reliable measure but was found to have good reliability with α

= .69 for T1.

Sleep Quality

I assessed sleep quality using three items from the Patient-Reported

Outcomes Measurement Information System (PROMIS) Sleep Disturbance 8b

short form (Yu et al., 2012). Sample items would include "I got enough sleep" or

"I had trouble staying asleep." The item "I got enough sleep" was reverse scored,

with overall higher scores on this scale representing higher sleep disturbance (i.e.,

worse sleep quality). As a whole, the PROMIS Sleep Disturbance short form has

been established as a reliable measure α =.85-.95. However, this three-item scale

was found to have a relatively low reliability with α= .58 for T1.

Control Variables

Control variables consisted of the individual's job tenure as well as their

time spent working remotely, both measured at baseline T1. Job tenure represents

how long the individual has worked for the organization. Remote work is measured by the percentage in which the individual spends working remotely. There has been evidence to suggest that there is a negative relationship between incivility and sleep quality which is attenuated by a longer tenure (Park et al.,2022). Such that the more time an individual spends working at the job, they may be more familiar with the organizational communication styles, leading to less perceived incivility. Similarly, remote work has been linked to certain negative interpersonal outcomes, such as loneliness and ineffective communication (Yang et al., 2023).

Analytical Strategy

Preliminary Analysis

Prior to assessing all hypotheses, I conducted preliminary analyses to check the quality of the data. First, I inspected the Cronbach's alphas of all scales to ensure that they provided sufficient reliability. The survey for T1 received 356 responses and the T2 survey received 104 responses. However, after comparing personal identification codes created by the participants, I found that only 83 responses had matched data from both surveys (T1-T2). To further assess any patterns for the missing data, I compared two groups, those who had completed both T1 and T2 surveys (G1) and those who completed only the T1 survey (G2) using independent t-tests for the focal variables of instigated cyber incivility, shame, experienced workplace ostracism and sleep quality.

First, I proceeded with the independent-sample t-tests for the variables to examine any significant differences between G1 and G2. There was not a

significant difference for instigated cyber incivility between G1 (*M*=1.5, *SD*= .25)

and G2 (*M*= 1.6, *SD*= .38), with *t*(354)= -1.8, *p* =.07, *d*=.35, CI[-.17, .01], or for

levels of shame between G1 (*M*=1.7 and *SD*=.56) and G2 (*M*=1.9, *SD*=.79), with

t(355)=-1.3, *p* =.20, *d*=.75, CI[-.30, .06]. Additionally there was not a significant

difference for levels of ostracism between G1 (*M*=2.1 and *SD*=.28) and G2

(*M*=2.2, *SD*=.48), with *t*(355)=-1.9, *p* =.06, d=.44, CI[-.211, .004], and this

pattern was also replicated for sleep quality, with G1 (*M*=2.3, *SD*=1.1) and G2

(*M*=2.4, SD=1.2), *t*(355)= -.586 *p* =.56, *d*=1.2, 95% CI[-.37,.20]. This finding

indicates that there were no significant differences in responses for G1 and G2,

lessening the likelihood of self-selection effects (Whitman et al., 2014).

The data cleaning process consisted of reverse coding the relevant items

and further assessing for any missing values and errors. Research questions and

subsequent hypotheses were analyzed using IBM SPSS version 28. I assessed the

normality of all focal variables by examining their descriptive statistics,

histograms, and p-p plots.

Within T1variables, only instigated cyber incivility and experienced

workplace ostracism were found to be significantly and positively correlated with

each other. All assumptions were tested for T1 and the data displayed

homoscedasticity, normality and linearity with six identified outliers, none of

which were removed to protect the integrity of the data.

Hypothesis Testing

Hypothesis 1 was tested by computing a simple linear regression in SPSS

to assess the direct effect of instigated cyber incivility to subsequent experienced

ostracism. Hypothesis 2 was tested by performing a partial mediation analysis

using bootstrapping in SPSS Haye's PROCESS Macro, (Model 4; Hayes, 2013)

to evaluate the indirect relationship between instigated cyber incivility and

experienced ostracism through shame. To test Hypotheses 3, the interaction terms

of sleep quality were entered and changes in R^2 were examined (Model 14).

Significant interactions were further examined via simple slopes analysis, which

was computed using the Hayes PROCESS macro (Hayes, 2013) in SPSS version

28. Simple slopes were examined at one standard deviation below the mean, as

well as one standard deviation above the mean to demonstrate low and high levels

of sleep disturbance (Hayes, 2013; Hayes & Rockwood, 2017).

Results

In the primary analysis I used all data from T1. For hypothesis 1, a simple

regression analysis was conducted to examine the direct relationship between

instigated cyber incivility and experienced workplace ostracism with all variables

measured in T1 while controlling for job tenure and time spent working remotely.

Results indicated that instigated cyber incivility did significantly predict

experienced workplace ostracism when controlling for job tenure and time spent

working remotely (Table 3, Model 1) = .44, $p <$.001, 95%. Instigated cyber

incivility accounted for approximately 20% of the variance in the level of reported

experienced workplace ostracism, $R^2 = .198$ when control variables were

included.

For hypothesis 2, a regression analysis was used to investigate if the

negative mood of shame mediates the effect of instigated cyber incivility at work

on experienced ostracism at work. Results indicated that instigated cyber

incivility at work was a significant predictor of shame, when controlling for job

tenure and time spent working remotely (Table 3, Model 2), $\beta = .15$, $p < .001$,

95%. However, shame was not a significant predictor of experienced workplace

ostracism when controlling for job tenure and time spent working remotely (Table

2, Model 3), $\beta = -.26$, $p = .26$. These results do not support the full mediational

hypothesis.

Instigated cyber incivility at work remained a significant predictor of

experienced ostracism at work after controlling for the mediator of shame as well

as job tenure and time spent working remotely (Table 3, Model 3), $\beta = .57$, SE

$= .06$, $p < .001$. The indirect effect was tested using a percentile bootstrap

estimation approach with 10000 samples (Shrout & Bolger, 2002), implemented

with the PROCESS macro Version 4.2 beta (Hayes, 2017). Although there was

evidence of a partial mediation, these results indicated the indirect effect of shame

was not significant for the full moderated mediation, $\beta = .02$.

To assess hypothesis 3, a multiple regression model was tested to

investigate whether the association between shame and experienced workplace

ostracism depends on the individual's reported level of sleep quality (Table 4).

After centering shame and experiencing workplace ostracism and computing the

shame-by-sleep quality interaction term (Aiken & West, 1991), the two predictors

and the interaction were entered into a simultaneous regression model. While

controlling for job tenure and time spent working remotely, results indicated

higher levels of shame $\beta = -.11$, $p = .26$) and sleep quality $\beta = -.07$, $p = .27$ were both

not associated with experienced workplace ostracism (Table 4, Model 1). The

interaction between shame and sleep quality was also nonsignificant (Table 4,

Model 2) $\beta=-.07$, $p=.07$, suggesting that the effect of shame on experienced

workplace ostracism does not depend on the level of sleep quality when assessed

cross-sectionally. The interaction accounted for approximately 1% of the variance

in experienced ostracism, $R^2=.01$, $F (1,76)=1.74$, $p=.46$.

Chapter 4: Discussion

The purpose of this study was to further assess the process in which

instigated cyber incivility may contribute to employees' subsequent experienced

ostracism along with the underlying emotional processes that may occur after an

individual perpetrates cyber incivility. Results in the primary analysis found that

cyber incivility was independently a predictor of shame and ostracism, but shame

was not found to be a significant predictor of experienced ostracism when

mediated by shame.

Theoretical Implications

There is a growing need to establish social norms within cyber

communication in modern work settings, as more roles transition to hybrid work

arrangements (Delany, 2022). The underlying mechanisms of mistreatment that

are assessed in this study expand on the cyber incivility literature by better

understanding the incivility perpetration-victim relationship, as well as potential

pathways and boundary conditions that influence this relationship.

This study offers two important theoretical implications. First, results can

extend Andersson and Pearson's (1999) proposition of an incivility spiral. More

specifically, by reframing the incivility spiral to operate from the perspective of the perpetrator relative to that of the target. This study is not challenging the spiral, but rather adds a new lens (i.e., perpetrated-experienced incivility). In T1, there was a positive direct relationship between instigated cyber incivility and experienced ostracism, suggesting that the spiral holds true when viewed from the scope of the perpetrator.

Second, this study helps to extend the SRT framework within organizational literature to include sleep quality as an indicator of self-regulation capacity and to examine its moderating roles in the relation between shame and experienced incivility (e.g., ostracism), which will add new understanding of the emotional processes (esp. regulation) underlying the incivility spiral from either perpetration or target perspective.

The results of the mediational effect of shame on instigated cyber incivility and experienced ostracism was found to be non-significant. There are several reasons why this might have occurred. First, the size of my T1 sample was modest, which could have accounted for a lower-than-ideal statistical power; indeed, my sample size (354) was lower than the approximate 462-588 participants recommended by the past literature to achieve good statistical power (.80) on a mediational model (Fritz & MacKinnon, 2007). Second, it is difficult to measure cyber-incivility. Considering incivility's ambiguous intent with the integration of a non-humanistic component such as cyber communication, shame responses upon instigating cyber incivility might have a lower magnitude or last for a shorter period relative to if the mistreatment had occurred face to face in the

office. In past research there have been conflicting results as to whether cyber

incivility has greater impact on victims, relative to face-to-face incivility.

Heischman and colleagues (2019) found that face-to-face incivility was more

strongly correlated with negative outcomes than cyber incivility. However, there

is also evidence showing that exposure to cyber incivility will likely decrease

performance on a subsequent task (McCarthy et al., 2020).

It is important to note that there is little guidance in the literature regarding

the ideal time intervals for psychosocial processes to unfold (i.e., how long does it

take for instigated incivility to impact mood and downstream consequences;

Mitchell & James, 2001). The mediational effect of shame may be stronger if

measured within one to two weeks' time after measuring instigated cyber

incivility. It may take time for increased shame to occur upon reflection (e.g.,

during the weekend), or increase in magnitude after multiple events of instigated

cyber incivility that might occur within a 1-to-2-weeks' timespan. By allowing

one to two weeks for the affective events to unfold, future research might account

for a significant mediational effect.

Cyber Mistreatment in the Context of COVID-19

It was during the height of the global pandemic that many traditionally

office-based roles transitioned to hybrid roles or increased their levels of cyber

based communications (e.g., email, Zoom, Microsoft Teams). A quick literature

search on both instigated *and* experienced cyber incivility will display many

publications prior to the COVID-19 pandemic. In a recent study assessing the

prevalence of cyber incivility in a healthcare setting *during* the early stages of

COVID-19, nurses reported an increase in experienced cyber-incivility that they attributed to the increased use of virtual platforms and cyber communications (Ghaziri et al., 2022). This societal transition not only heightened the amount of time that employees spent using cyber technology to communicate but has also influenced the social norms and expectations of communication (or lack thereof), leaving ample opportunity for both instigation and experience of cyber incivility.

Outside of the healthcare industry, a lack of physical privilege in the office has completely changed the trajectory of modern work. Although hybrid work can be beneficial to many workers as it breaks down certain barriers that are positioned within conventional work settings, there are also some negative implications that come along with the transition. What the field is seeing now includes organizations that equate remote work with work distancing rather than physically distant working, which has resulted in some employees experiencing social isolation (Sinclair et al., 2020). This aligns with the results of my study showing the direct links of both instigated cyber incivility to shame as well experienced ostracism, respectively.

Another component that adds to these negative experiences is the lack of e-etiquette provided to employees communicating in a cyber work world. For instance, is it appropriate for emojis to be included in an email to your previous desk-mate? What about in an email to your boss? Does it matter if you have not seen them in-person for several months. This study offers several practical implications. First, organizations still have much to learn about navigating the technological ground rules when it comes to social expectations and etiquette of

remote and hybrid work, especially for organizations and roles of which were historically in office settings. This uncharted territory of cyber social norms leaves employees without roadmaps of how to communicate with each other civilly and professionally. Organizations can help their employees to maneuver through the modern work waters by instilling social expectations of cyber etiquette and civility as well as a positive social climate for their remote workers. The results of this study show that organizations would benefit from teaching cyber etiquette and civility to their remote and hybrid workers. This can be done by offering training and promoting positive social interactions via applications such as Microsoft Teams or Slack.

Second, aside from promoting positive social behaviors at work, organizations can also address incivility when it occurs. This can be done by heeding warning signals (e.g., picking up on individuals sending emails with aggressive tones) and coaching the perpetrator in the moment that the action occurs. As incivility should be dealt with swiftly before it has time to spiral or cascade (Pearson & Porath, 2005).

Finally, by encouraging workers to pay attention to their potential of sleep disturbance and promoting quality sleep, organizations may benefit from best interpersonal results at work.

Limitations

The current study has two main limitations. The first limitation lies within the methodology and research design. In the study I use only a subjective measure of sleep quality. An objective measure of sleep quality using actigraphy devices in

combination with my subjective measures would provide higher validity than using only self-reported sleep data. Although it would be preferred to address this study's research questions with multi-source data of sleep, objective measures of sleep are costly. Similarly, within the design we aggregated the data to a month and assessed the matched data. Since there is such little guidance for time intervals of my focal variables' manifestation, only looking at this aggregated data either at T1 respectively or after a month's time was limiting to the study's design. Additionally, using aggregate data may also contribute to common method variance (Spector& Brannick, 2009).

Second, there is some conceptual limitation to this model regarding only including an intrapersonal variable as a moderator (e.g., self-reported sleep quality). Including a contextual moderator (e.g., mistreatment climate) in the shame-experienced ostracism relation would have answered multiple calls for contextual moderators in mistreatment literature (Cooper-Thomas et al., 2013; Howard et al., 2020; Kernan et al., 2016; Tuckey et al., 2009), and additionally contributed to the significantly limited empirical literature on mistreatment climate from the perpetrator perspective (Yang et al.,2014). Incorporating the contextual moderators within this model would have presented greater theoretical contributions by including additional contextual moderators to the perpetrated-experienced incivility processes.

Future Research Directions

Future research would benefit from incorporating contextual boundary conditions specifically for the relationship between mood and experienced

ostracism. For instance, assessing AET through the lens of remote work roles and

how these events might lead to more judgment and behaviors when we are not in

the same physical environment as our coworker. This might also depend on the

mistreatment or support climate of the organization.

Additionally, future research should consider the context of COVID-19

and how this has changed the context of work. This would consider that

individuals have been more isolated and certain negative self-conscious affective

experiences can feed our thoughts that everyone is an enemy, especially

depending on the contextual factors of their job (e.g., Van Zooen et al., 2022;

Beland et al., 2020). This study provided evidence that instigating cyber incivility

was significantly related to the perpetrator experiencing shame, meaning that

there is a negative emotional process the perpetrator experiences after they act

out. There are more pieces of the spiral's puzzle to discover, specifically what

behaviors manifest from shame. Future research would benefit from utilizing

longitudinal or experimental research designs to further explore potential

outcomes of the instigated cyber incivility to shame relationship. Utilizing

longitudinal research designs will also allow researchers to further explore

temporal mechanisms and time intervals of the perpetration of mistreatment to

affect to experienced mistreatment relationship.

Finally, this study's findings indicate that shame was not significantly

related to ostracism. Future research might benefit from assessing guilt as a

mediator with a positive criterion such as organizational citizen behavior. This

could allow us to better understand how an individual reflecting on their action

may lead to paradoxical outcomes such as organizational citizenship behaviors.

Findings with these positive outcomes when using the scope of the perpetrator can

help the field to better understand the underlying processes of deviance and how

mitigate its occurrence with prosocial behaviors. It would also be beneficial for

future research to further assess the time intervals. This may inform better designs

for interventions and trainings that may assist organizations to mitigate and

perhaps even prevent future occurrences of cyber mistreatment and its

downstream outcomes.

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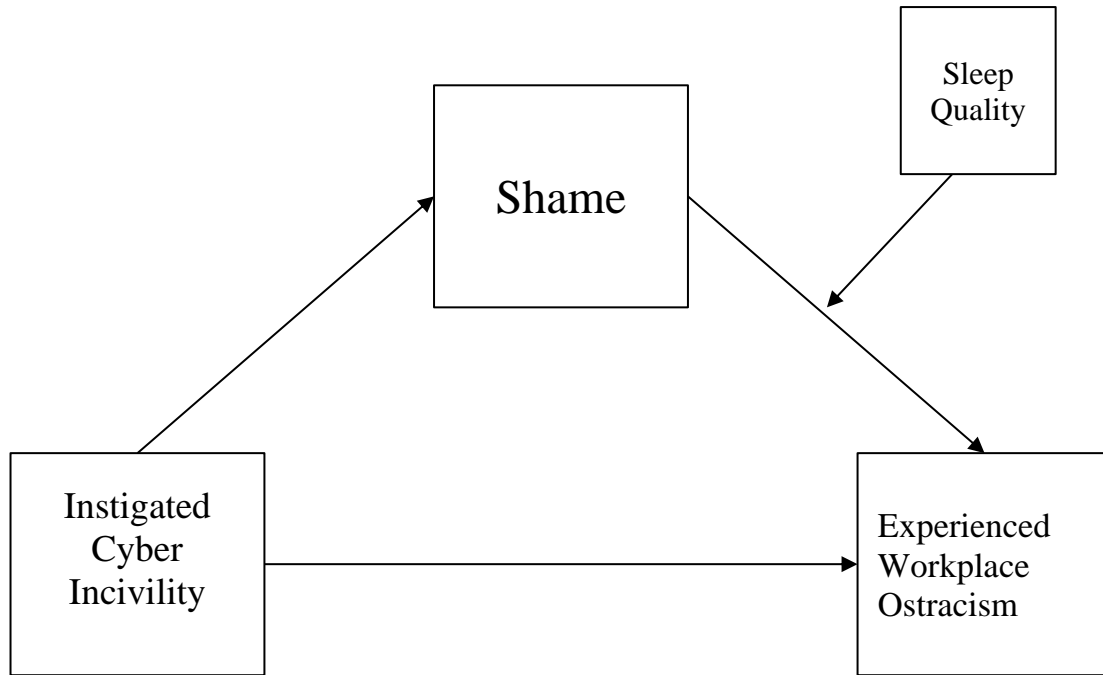   bullying at work. *International Journal of Manpower,* 20(1/2), 70–85.

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Figure 1. Conceptual Model

Variables	Mean	SD	α	1	2	3	4
1.Instigated Cyber Incivility T1	1.24	.235	.60				
2. Shame T1	1.81	.717	.75	.067			
3. Experienced Ostracism T1	2.33	.221	.69	.244*	.146		
4. Sleep Disturbance T1	2.91	.993	.58	-.043	.164	.958	

Table 1. T1 Correlation Matrix

Variables	Mean	SD	α	1	2	3	4
1.Instigated Cyber Incivility T1	1.24	.235	.60				
2. Shame T2	2.73	.681	.75	-.097			
3. Experienced Ostracism T2	3.85	.381	.52	-.011	-.095		
4. Sleep Disturbance T2	2.88	.981	.50	-.065	.076	.063	

Table 2. T1-T2 Correlation Matrix

Table 3

Mediation Effect for all T1 Variables

Variable	Exp Ost	Shame	Exp Ost
	Model 1	Model 2	Model 3
Control Variable			
Time Spent Working Remote	-.084	.01	-.00
Job Tenure	-.037	.01	.00
Predictors			
Instigated Cyber Incivility	.44**	.15**	.57**
Shame			-.26
ΔF	0.23	7.8	15
ΔR^2	.20	.06	.21

Note. N = 356. Standardized coefficients are reported.
* $p < .05$ ** $p < .01$ (two-tailed tests)

Table 3. Mediation Effect for T1 Variables

Table 4. Moderation Effect of T1 Sleep Quality

Table 5

Mediation Effect for all T1-T2 Variables

Variable	Exp Ost	Shame	Exp Ost
	Model 1	Model 2	Model 3
Control Variable			
Time Spent Working Remote	-.08	-.00	-.00
Job Tenure	-.04	-.00	-.00
Predictors			
Instigated Cyber Incivility	-.01	-.11	-.02
Shame			-.28*
ΔF	.23	.88	1.7
ΔR^2	.01	.03	.12

Note. N = 356. Standardized coefficients are reported.
* $p < .05$ ** $p < .01$ (two-tailed tests)

Table 5. Mediation Effect for T1-T2 Variables

Table 6

Moderation Effect of T1-T2 Sleep Quality

Variable	Exp Ost Model 1	Exp Ost Model 2
Control Variable		
Time Spent Working Remot	-.00	-.00
Job Tenure	-.00	-.00
Predictors		
Instigated Cyber Incivility		
Shame	-.09	
Sleep Quality	.01	
Shame x Sleep Quality		.34*
Mod Med Index	**Boot SE**	**95% CI**
-.08	0.09	-.33, .05
ΔF	1.7	.88
ΔR^2	.12	.09

Note. N = 83. Standardized coefficients are reported.
* $p < .05$ ** $p < .01$ (two-tailed tests)

Table 6. Moderation Effect of T1-T2 Sleep Quality

Appendix A: All Scales

Cyber Incivility (Park & Haun, 2018).
Please indicate the extent to which you have done the following things toward your coworkers at work during the past month.
1= Not at all to 5= All the time
1. I said something hurtful to my coworker(s) through email.
2. I used emails to say negative things about my coworker(s) that I would not say to their face-to-face.
3. I made demeaning or derogatory remarks about my coworker(s) through email.
4. I inserted sarcastic or mean comments between paragraphs in emails to my coworker(s).
5. I put my coworker(s) down or was condescending to them in some way through email.
6. I sent my coworker(s) emails using a rude and discourteous tone.
7. I used CAPS to shout at my coworker(s) through email.
8. I ignored a request (e.g., schedule a meeting) that my coworker(s) made through email.
9. I used emails for time-sensitive messages (e.g., canceling or scheduling a meeting on short notice) to my coworker(s).
10. I paid little attention to a statement made by my coworker(s) through email or showed little interest in their opinion.
11. I did not acknowledge that I had received my coworker's (') email(s) even when they sent a "request receipt" function.

PANAS-X (Watson & Clark, 1994).
This scale consists of a number of words and phrases that describe feelings and emotions. Please indicate to what extent you have felt this way in the past month.
1= Not at all to 5= Extremely
Inspired
Alert
Active
Attentive
Determined
Hostile
Upset
Nervous
Ashamed
Afraid
Guilty
Disgusted with self
Angry at self
Dissatisfied with self
Scornful
Loathing
Strong
Bold

Fearless
Concentrating

Workplace Ostracism Scale (WOS; Ferris et al., 2018).
In the past month how often has the following happened to you?
1= *Never to* 7= *Always*
1. Others ignored you at work.
2. Others left the area when you entered.
3. Your greetings have gone unanswered at work.
4. You involuntarily sat alone in a crowded lunchroom at work.
5. Others avoided you at work.
6. Others at work treated you as if you weren't there.
7. Others at work shut you out of the conversation.
8. Others refused to talk to you at work.
9. Others at work treated you as if you weren't there.
10. Others at work did not invite you or ask you if you wanted anything when they went for a coffee break.
11. You have been included in conversation at work.*
12. Others at work stopped talking to you.*
13. You had to be the one to start a conversion in order to be social at work.*
    *=reverse scoring

PROMIS Sleep Disturbance Short Form (Yu et al., 2012).
Please respond to each item by marking one box per row.
1= Never to 5=Always
In the past 7 days…
I had trouble staying asleep
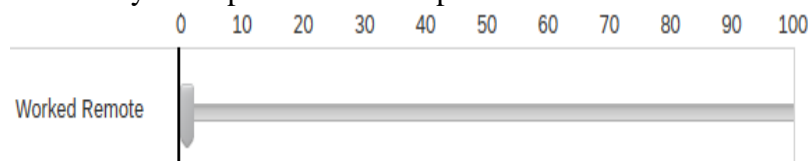I had trouble sleeping
I got enough sleep*

*= *reverse coded*

Job Tenure
Approximately, how long have you worked in your current position, in years (e.g., 0.5, 7, etc.)? Please write only the digit(s).

_____

Time Spent Working Remotely
Approximately what percentage of your time was spent working remotely (vs. in person) based on your experiences in the past month?

Appendix B: Supplemental Analysis and Results

My supplementary analysis uses matched T1-T2 data as a time lagged design with

instigated incivility from T1 along with shame, experienced ostracism and sleep quality

data from T2. The range of reliability for my focal variables was between *.5* and *.7.* I

suspect that the lower-than-T1 reliability for some scales might be due to the small

sample size that was used in the T1-T2 matched data. The matched sample included

participants from the ages of 18-68 (*M*=33.98, *SD*= 12.41). Of the sample, 63.1%

identified as female and 75% were White. Regarding employment 77.7% of individuals

reported working full-time jobs, 49% reported working remotely more than 50% of the

time (i.e., hybrid workers), and 25% worked remotely 100% of the time (i.e., remote

workers). The most common industries surveyed included those in the service, education,

and technology sectors, with organizational tenure ranging from 3 months to 28 years

(*M*= 5.15 years, *SD*= 6.38). In the T1-T2 matched dataset, all control variables, and focal

variables (e.g., instigated cyber incivility) were correlated with each other to a non-

significant extent. All assumptions were tested, and the data displayed homoscedasticity,

normality and linearity with no identified outliers (Aguinis et al., 2013).

I used the instigated cyber incivility data from T1 and experienced ostracism data

from T2 (Table 5) in assessing hypothesis 1, I conducted a simple regression analysis to

examine the relationship between instigated cyber incivility and experienced workplace

ostracism while controlling for job tenure and time spent working remotely. My results

indicated that instigated cyber incivility from T1 did not predict experienced workplace

ostracism for T2 (Table 5, Model 1), β= -.01, *p*=.91. Instigated cyber incivility from T1

accounted for 1% of the variance in the level of reported experienced workplace

ostracism in T2, $R^2 = .01$ when controlling for job tenure and time spent working

remotely.

To assess hypothesis 2, I used a regression analysis to investigate if shame

mediates the effect of instigated cyber incivility at work on experienced ostracism at

work (Table 5, Model 2). Results indicated that instigated cyber incivility was not a

significant predictor of shame, $\beta= -.11$, $p=.31$., but that shame at T2 was a significant

predictor of experienced workplace ostracism at T2, $\beta=-.28$, $p=.003$ when controlling for

job tenure and time spent working remotely (Table 5, Model 3). These results do not

support the mediational hypothesis. Instigated cyber incivility at T1 was not a significant

predictor of experienced ostracism at T2 after controlling for the mediator of shame as

well as job tenure and time spent working remotely (Table 5, Model 3), $\beta=-.02$, $p=.74$.

12% of the variance in experienced ostracism was accounted for by the predictors R^2

$=.12$.

I also tested the indirect effect using a percentile bootstrap estimation approach

with 10,000 samples (Shrout & Bolger, 2002), implemented with the PROCESS macro

Version 4.2 (Hayes, 2017). These results indicated the indirect coefficient of shame was

not significant in the relation between instigated incivility and experienced ostracism, $\beta=$

$-.076$.

A multiple regression model was tested to investigate whether the association

between T2 shame and T2 experienced workplace ostracism depends on the individual's

reported level of sleep quality in T2 (Table 6). After centering shame and sleep quality

and computing the shame-by-sleep quality interaction term (Aiken & West, 1991), I

entered the two centered predictors and the interaction into a regression model while

controlling for job tenure and time spent working remotely. Results showed that neither

levels of shame (β = -.09, p=.29) nor sleep quality (β = .01, p= .92) were associated with

experienced workplace ostracism (Table 6, Model 1). However, the interaction between

shame and sleep quality was positive and significant (β = .34, p=.005; Table 6, Model 2).

This result indicates that the relation between shame and experienced workplace

ostracism may depend on the level of sleep disturbance. The interaction accounted for

approximately 9.5% of the variance in experienced ostracism, R^2 = .09, F (1,76) =1.74,

p=.01.

A simple slopes analysis was conducted to further assess the patten of the

significant interaction between shame and sleep quality in predicting experienced

ostracism. Results showed that only at higher levels of sleep quality (i.e., lower reported

levels of sleep disturbance) was there a significant negative relation between shame and

ostracism (β=-.12, p=.004) relative to those with lower levels of sleep quality (i.e., higher

levels of sleep disturbance) β =.04, p=.19, as displayed in Figure 2.

I believe it was important to assess the matched T1-T2 data given that behavioral

and interpersonal outcomes may become apparent in time after repeated experiences of

mistreatment (Sarwar et al., 2021), In other words, it is appropriate to allow for some

time lag to observe the interpersonal outcome of instigated cyber incivility, namely

perceptions of experienced workplace ostracism , specifically one month after the initial

incivility instigation, in the case of my study. The challenge for researchers is finding the

appropriate length of time lag (Mitchell & James, 2001). For instance, in T1, there was a

positive direct relationship between instigated cyber incivility and experienced ostracism,

suggesting that the spiral holds true when viewed from the scope of the perpetrator and

for incivility instigation and ostracism exposure that possibly occurred during the same

time window (i.e., in the past month, as specified in my survey instructions). However,

this relationship was not significant for the T1 instigated cyber incivility and the

experienced ostracism T2 matched data, which was measured a month later. More future

research is needed to further examine the potential timeframe of manifestation for

behaviors. Perhaps a month is too long a time lag when measuring how an individuals'

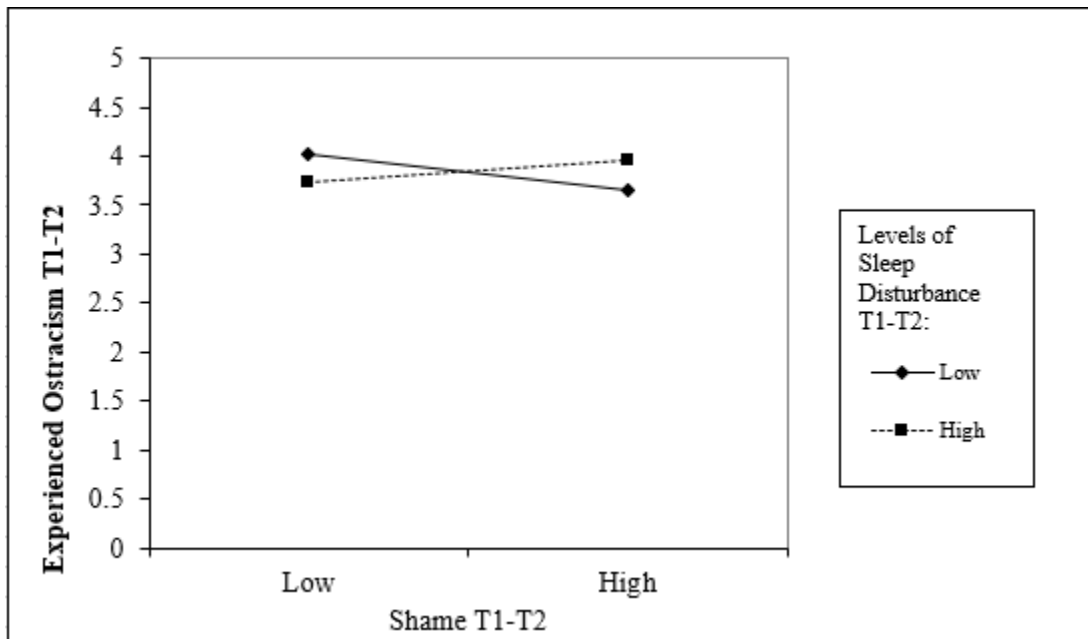perpetration of incivility may manifest into a subsequent behavior or interpersonal

experience like ostracism.

Figure 2. Two-way Interaction Graph