

A

Age, 409
Aggressive behaviors
 and bounds of incivility, 408
 in groups, 419
 influenced by social norms, 420
 See also Violence
Alge, B., 420
Andersson, L. M., 407–409, 412, 413, 417–420
Anti-social behavior and social norms, 420
Ashford, S. J., 419
Ashforth, B. E., 405
Averill, J. R., 405

B

Baron, R. A., 405
Barsade, S. G., 420
Behaviors
 aggressive, 413, 419
 deviant, 404, 405, 420
 modeling of, 410, 412, 414–416, 419, 420
 of targets, 417
 theories of uncivil, 406
Bellah, R. N., 407
Bennett, R. J., 404
Bies, R. J., 405

C

Carter, S. L., 407, 408
Cascade of harm, 410–412
Casual work environments, 408
 See also corporate culture
Civility, 407–408
Codes of conduct, 415
Colleagues, 403, 404, 407, 410, 412, 414, 417, 419, 420
Community erosion, 407
Corporate culture
 casual work environments, 408
 intense pressure, "lean and mean," 407
 and senior management behavior, 415–417
Cortina, L. M., 406, 412, 417
Costs of incivility
 emotional, 404, 407, 411*t*, 412
 financial, 421–422
Cultures
 challenges faced in new, 421
 expectations vary in, 420–421
Customers affected by incivility, 411*t*, 414, 419

D

Darden, M., 406
Deviant behavior
 norms and reinforcement of, 420
 targets and motivation of, 404
Dietz, J., 405
Discipline, 420
Diversification. *See* Sensitivity training
Domestic incivility, 419, 421
Duffy, M. K., 404, 418
Dutton, J. E., 420

E

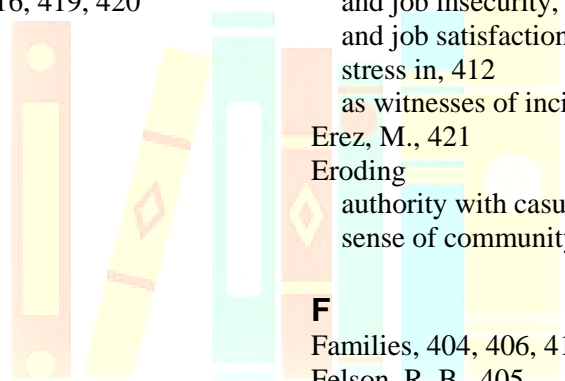
Earley, C., 421
Ehrlich, H. J., 406
Elias, N., 408
Employees
 commitment of, 412
 deviance of, 404
 hiring and dealing with, 416–417
 and job insecurity, 407
 and job satisfaction, 412
 stress in, 412
 as witnesses of incivility, 411*t*
Erez, M., 421
Eroding
 authority with casual work environment, 408
 sense of community, 407

F

Families, 404, 406, 410, 411, 414, 419
Felson, R. B., 405
Financial impacts. *See* Costs of incivility
Fletcher, J. K., 413
Folger, R., 405
Friends
Friends, 410, 411, 414

G

Ganster, D. C., 404
Gender, 409, 410, 413
Gibson, C., 421
Glew, D., 420
Globalization, 420–421
Gonthier, G., 408
Graydon, J., 406
Greenburg, J., 420
Group norms, 420



H

Hiring practices, 416
Hochschild, A. R., 419
"Honeymoon" period, 421
Howard, P. K., 407

I

Incivility
 acceptance of, 415, 417
 actions against, 415
 antecedents to, 406
 causes/effects of, 403–407, 412
 employee deviance and, 404
 examples and forms of, 403–405
 future research on, 417
 globalization and, 420–421
 impact on target and instigator, 412–413
 and interactional injustice, 405
 nature of, 408
 in organizations, 405, 409–410
 physical contact and, 413
 reach of, 410, 411*t*
 relationships and, 405
 responding to, 412–413
 on the rise, 406
 second-order stakeholders and, 413–414
 sorting out workplace "wimps," 422
 third-order stakeholders and, 414
 why accepted by some, 417
Incivility instigators. *See* Instigators of incivility
Incivility targets. *See* Targets of incivility
Individual productivity
 displaces civility, 408
 "lean and mean" mentality, 407
 short-term vs. long-term contributions, 408
Individualism, 407–408
Instigators of incivility
 characteristics of, 409
 escalating behavior of, 413
 losing respect, 412
 perspective of, 418
 protected by talents or connections, 417
Intent to harm, 404, 405
Interactional injustice, 405–406, 408–409
Intimate circle, 411*t*
Isolation
 grows rudeness, 407
 incivility reinforces, 410

J

Jackson, J., 420
Job insecurity and non-standard employees, 407
Job satisfaction, 412–414

K

Kasta, W., 406
Khan, P., 406

L

Langhout, R. D., 406, 417
Larcom, B.E.K., 406
Leadership, 415–417

M

Magley, V. J., 412, 417
Martin, J., 408, 420
Men, 409, 410, 413
Mission statements, 415
Moag, J. S., 405

N

Neuman, J. H., 405
Non-standard employees and job insecurity, 407
Norms
 establishing, 414–416
 group, 420
 organizational, 419–420
 power of, 419
 violated in workplace, 404
Nuclear dyad, 409, 411*t*, 412, 417

O

O'Leary-Kelly, A. M., 404, 418–420
Organizational norms
 influence deviant behaviors, 420
 violated by employee deviance, 404

P

Pagon, M., 404
Pearson, C. M., 404, 406, 407, 408, 409, 410, 412, 413, 417, 418, 419, 420
Petty tyranny, 405
Piderit, S. K., 420
Porath, C. L., 406, 409, 410, 412, 413, 417, 418
Putnam, R. D., 407

R

Reach of incivility, 410, 411*t*, 421
 Reaction, 410
 Reasons for incivility, 407–408
 Recruitment, 416
 Relationships
 target's friends and family, 406, 408, 410, 411*t*, 414, 419
 in the workplace, 407–408
 Remington, R., 406
 Reputations, 412
 Research
 financial costs of incivility, 421–422
 globalization/diversification, 420–421
 instigator's perspective, 417–418
 and the power of norms, 419–420
 stakeholder's perspective, 418–419
 witnesses' perspective, 418
 Responses to incivility
 by senior management, 415
 by targets, 412–413
 Robinson, S. L., 405, 419, 420
 Role models, 410, 412, 414, 415, 420
 Rothbard, N. P., 419
 Rudeness
 acceptable in organizations, 419
 epidemic, 407
 tolerated in "honeymoon" period, 421

S

Schulz, M., 405
 Second-order stakeholders, 411*t*, 413–414, 418–419
 Self-indulgence, 407
 Senior management
 behavior/disagreements between, 415–416
 at fault, 414–415
 setting expectations, 415
 Sensitivity training, 420–421
 Sexual harassment, 408, 409
 Social isolation, 407
 Social norms predict behavior, 420
 Stakeholders
 second- and third-order, 411*t*, 413–414, 418–419
 See also specific order stakeholders
 Stress, 407, 412, 416
 Sullivan, W. M., 407
 Swidler, A., 407

T

Targets of incivility
 behavioral responses of, 417
 family, friends affected, 410, 411*t*
 less time at work, 412
 rate of reporting by, 410
 reputations of, 412
 undermining instigator, 413
 Tedeschi, J. T., 405
 Temporary workers, 407
 Tepper, B., 405, 418
 Third-order stakeholders, 411*t*, 414, 419
 Time pressures, 407–408
 Tipton, S. M., 407

U

Uncivil behavior
 key players in, 408
 theories on, 406

V

Violence, 405, 413
 See also Aggressive behaviors

W

Wegner, J. A., 418
 Williams, J. H., 406, 417
 Wilson, J. Q., 408
 Witnesses of incivility, 411*t*, 418
 Women, 409, 410, 413
 Workplace incivility
 causes/effects of, 403–407, 412
 examples and forms of, 403–405
 globalization and, 420–421
 interactional injustice and, 405
 physical contact and, 413
 reach of, 410, 411*t*
 relationships and, 405
 responding to, 412–413
 on the rise, 406
 sorting out "wimps," 422
 why accepted by some, 417

Z

Zauderer, D. G., 417
 Zellmer-Bruhn, M., 407–408, 421