Observer's congruent response when boss put their colleague's down, A moderated mediation mechanism

Maria Rasheed*¶[1], Dr. Farooq Anwar¶[1], Tayyab Ali¶[2], Ahmed Abdul Hameed¶[1]

Abstract:
Prior research mostly covers the instigator and target perspective of workplace incivility and overlooked the third parties' reaction. The current research aims to examine the congruent social emotion of the observer after witnessing the incivility toward coworkers with the lens of affective event theory. It also examines the behavioral response of the observer due to that social emotion. Through the time-lagged survey conducted in the service industry, the results showed that vicarious workplace incivility was positively associated with empathy towards a coworker, that emotion is further positively associated with helping behavior towards victims. This relationship is moderated by gender, such that females are more sensitive towards incivility. Third parties experience positive social emotions of empathy and try to buffer the situation through helping behavior. Our findings try to examine the interpersonal, target-directed outcomes of vicarious workplace incivility. The results of the study contribute to both theory and practice.

Keywords: vicarious workplace incivility,empathy, helping behavior, gender, affective event theory

Introduction:
Observing incivility has emerged as an important area in the field of Organizational Behavior (OB). Literature has documented a large body of evidence on the destructive effects of incivility at the workplace (Ishak, Ahmad et al. 2018, Harrington 2020). Think about the following scenarios in your workplace that your colleague is ridiculed, intimidate, or excluded intentionally from a meeting by the manager.Observations of these events quickly grasp your attention. Literature has shown that minor incivilities are common in workplace settings (Ferris, Chen et al. 2017, Harrington 2020).

Workplace incivility is associated with unfavorable job attitudes such as poor job performance, weakening employees' ability to work (Ma, Meng et al. 2018), job satisfaction, organizational

[1] Lahore Business School, The University of Lahore, Lahore, Pakistan
[2] Lahore Business School, The University of Lahore, Islamabad Campus, Pakistan
We thank Dr. Inam Ul Haq, Monash University Malaysia for his continuous guidance in this research
*Corresponding author
Email: mariarasheed891@gmail.com

trust (Cingöz and Kaplan 2015), and knowledge hiding (Irum, Ghosh et al. 2020). Existing studies on workplace incivility have focused on the outcomes that are directly experienced by the employees who are victims of workplace incivility. Recent literature suggests that the outcomes of workplace incivility can also be studied with the lens of third parties perspective who are not the direct victims of incivility, but they are aware of how others in the organization are being mistreated (Liu, Li et al. 2020). Limited studies focused on how the observer reacts when they witness incivility in the workplace. Liu, Li et al. (2020) stated that employees unconsciously observe when someone is the victim of workplace incivility. Subsequently, it is important to understand the reactions of the observer when incivility occurs.

Past studies that focused on the reactions of third parties as an observer and find mixed results about workplace mistreatment (Mitchell, Vogel et al. 2015, Reich and Hershcovis 2015, Liu, Li et al. 2020).These studies have provided much insight and understanding about the observer response to workplace incivility, but they have ignored the positive outcomes of workplace incivility. To dress this gap this study, focus on the relationship between vicarious incivility and third parties' empathy. Vicarious incivility causes anger among observers and they display emotional reactions based on anger as they think workplace incivility an immoral act and consider it as unfair conduct (Rozin, Lowery et al. 1999). When observers witness incivility towards their co-workers, they might try to help them as they consider workplace incivility as an immoral act. As a coworker, they understand the victims' situation and they try to aid them and compensate it with their helping behavior (Weisz and Zaki 2018). This study based on affective event theory (Weiss and Cropanzano 1996), suggests that vicarious incivility positively affectsthe helping behavior of the observer. Furthermore, observers' empathy can enhance the relationship, because when employees (observers) have empathy about the victim (target) they may feel themselves in the same shoe and are motivated to help their co-workers (Leliveld, van Dijk et al. 2012).Therefore, this study will also investigate the role of empathy as a mediator between the relationship of vicarious incivility and helping behavior.

Moreover, to advance our understanding of the boundary condition of the relationship between vicarious incivility and empathy, we draw on gender role theory (Ely and Padavic 2007)and propose that the gender of the observer moderates the relationship between vicarious incivility, empathy and helping behavior. Recent researchers suggest that observer's gender should be considered while analyzing vicarious incivility (Miner and Eischeid 2012, Miner and Cortina 2016). Thus, incorporating observers' gender as a boundary condition between vicarious incivility empathy and helping behavior can enhance our understanding of the gender-based differential effects.

Our research makes numerous theoretical contributions. First, our research findings contribute to the observer's perspective within workplace incivility literature. By considering the victim's congruent perspective we offer a victim directed the positive emotional and behavioral outcome of vicarious workplace incivility. We further contribute to the literature of vicarious workplace incivility by examining the moderating role of gender. By introducing affective event theory with

the observer perspective, we contribute to the limited but growing empirical research on the effects and outcomes of vicarious workplace incivility.

Literature review and Hypothesis:
Affective event theory and Vicarious workplace incivility:
To understand the outcomes of vicarious workplace incivility we draw upon affective event theory. Workplace events may bring a different emotional reaction to related parties(Frijda 2017). Affective event theory (AET) drew a connection between work events, emotional reactions, and the related behavioral responses to the event. Events have affective significance such that they drive the emotional reaction.According to AET, emotions can drive behavior through two different routes(Weiss and Cropanzano 1996). One is calledaffect driven route, where emotion can directly affect the individual behavior.Moreover, according to AET these emotions could be affected by social factors.Moreover, the individual difference is another boundary mechanism that may drive different emotional reactions of different individuals(Eissa and Lester 2017). This research investigates the observer's reaction to vicarious workplace incivility with the lens of affective event theory, their consequent social emotion, and victim directed behavior. Moreover, we investigate the individual difference by taking the boundary condition of gender to observe the difference in emotional reaction and related behavior

Vicarious incivility and observer social emotion of empathy
An observer of the mistreatment shares the same workplace with the supervisor who instigates the incivility with a coworker. Thus, witnessing incivility towards coworker evoke different emotions in the observer. Vicarious incivility evokes anger and resented emotional reaction in the observer as they consider incivility as immoral and attribute it as unfair treatment(Rozin, Lowery et al. 1999).However social emotions such as anger towards instigators are not the only emotional paths. An observer may feel social emotions that are congruent with the victim. When employees observe that someone ridicule or behave badly with the coworker, they consider this behavior as a violation of one's basic right to moral treatment at the workplace (Reich and Hershcovis 2015). On witnessing the mistreatment, observes are likely to develop their own moral perception that this treatment is wrong (O'reilly and Aquino 2011). This perception can concurrently evoke the positive affective state (empathy) in the observer (Paolini, Pagliaro et al. 2017). Rather than go for costly restorative behavior by punishing the instigator, observers reduce the effects of mistreatment (incivility) with their positive affective states of empathy towards the victim(Ryan and Wessel 2012, Coyne, Gopaul et al. 2019). According to past research when observers witnessed the mistreatment with the coworker, they believe that the targeted coworker is having a dejected experience and have a damaging effect on victims (Miner and Cortina 2016) thereby invokes the social emotion of empathy in the observer. We can posit that observing the incivilityarouses the positive social emotion of empathy for the observed victim at the workplace.Thus, we can hypothesize that;

Hypothesis 1: Vicarious incivility is positively related to third parties' empathy

Affect driven behavior (empathy and helping behavior)

Human beings are not only the egoistic ones but they have strong intentions of care and close connectedness with others (Mansbridge 1990, Batson, Lishner et al. 2015). Almost 30 experiments have been conducted which tentatively concluded that empathic emotion for others in need evokes related prosocial orientation in human beings(Batson, Lishner et al. 2015). Empathy researchers focused on the specific nature of perspective-taking and stepping into other emotional states(Davis 2015, Wondra and Ellsworth 2015, Davis 2018). Observer's empathy allows them to understand the victim's perspective by considering him in the same shoe as the victim of incivility at the workplace. Likely want to buffer the situation or tries to reduce the pain of the victim(Weisz and Zaki 2018). The research on interpersonal outcomes suggests that the social emotion of empathy towards affected others leads to prosocial orientation by extending help to the victim(Davis 2018). Seemingly research suggests that people who have a high level of empathy had a high motivation to compensate the victim as a way to reduce their pain (Settoon and Mossholder 2002, Graziano, Habashi et al. 2007, Leliveld, van Dijk et al. 2012). Subsequently, we suggest that when observers of incivility at the workplace have congruent social emotion of empathy for the victim, there is more probability that observers engage in pro-social behavior through helping behavior towards the victim..

> *Hypothesis 2:* Observer's empathy is positively related to helping behavior at the workplace

The mediating role of empathy

In the process of cognitive assessment, emotions may affect the subsequent behavior of the individual (Lazarus 2006). According to AET, workplace events (vicarious workplace incivility) have an emotional effect on the concerned parties. Focusing on specifically the affect-driven behavioral route, where workplace events (VWIC) evoke emotionsthat further effects the employee's behavior. Previous research findings have suggested that observes of workplace aggression, who have empathetic emotions, are highly motivated to relieve the victims through their positive gestures and pro-social behavior toward them(Batson, Lishner et al. 2015, Chen, Qin et al. 2020).

An observer's impulse to punish the wrongdoer is not the only way out, but to approach the target and compensate the victim is a more persistent response. That restorative or compensatingbehaviors are a quick and non-conscious response to observing mistreatment (Reich and Hershcovis 2015). Research on the vicarious side of mistreatment has suggested that observing the mistreatment leads towards different emotionsthat were considered to be the retributionist tendencies of observers such as anger towards the instigator(Rozin, Lowery et al. 1999, Liu, Li et al. 2020) or restorative tendency i.e. positive emotions towards victim such as empathy(Chen, Qin et al. 2020). Observer emotions motivate them to punish the perpetrator, these emotions may also motivate them to aid the victim and try to reduce their pain(O'Reilly, Aquino et al. 2016). Seemingly every employee believes that they must be treated with polite and ethical manners. And that observation of overt mistreatment drives their retributive or restorative perspective subsequently they try to restore the situation or reduce their pain(Reich

and Hershcovis 2015). Subsequently, we posit that observer will try to compensate the victims of workplace incivility, and these behaviors will be mediated by the observer's emotional reactions directed towards the target.

Hypothesis 3: Observer's empathy plays a mediating role between vicarious incivility and their helping behavior towards the victim.

Observer's gender as a moderator:

Previous research findings that shows that women are more affected than men when they observe incivility because they are more sensitive (Macaskill, Maltby et al. 2002, Toussaint and Webb 2005, Miner and Cortina 2016). According to gender role theory(Ely and Padavic 2007), societal expectations produce different roles and standards of acceptable behavior from both gender. Women could consider workplace intimidation as a serious threat to a better workplace interaction (Escartin, Salin et al. 2011) and they may feel the same while observing the incivility towards their colleagues.

Generally held stereotypes suggest that women have a greater capacity to consider other thoughts, feelings, and situations as compare to men(Klein and Hodges 2001, Brody and Hall 2008, Christov-Moore, Simpson et al. 2014, Baez, Flichtentrei et al. 2017). Previous research also found the gender difference in empathic concern that mostly indicate that women are at a higher level of empathic emotions as compare to men, such that women are more sensitive to interpersonal mistreatment at the workplace as compare to men(Batson and Shaw 1991, Batson, Sympson et al. 1996, Macaskill, Maltby et al. 2002, Miner and Cortina 2016). Based on the previous research finding we can posit that observer gender may also affect the direct and indirect relationship between vicarious workplace incivility and hypothesized outcomes.

Hypothesis 4: The positive direct relationship between vicarious incivility and empathy is moderated by observer gender such that the relationship will be stronger for women as compared to men

Hypothesis 5: The positive indirect relationship between vicarious incivility and helping behavior via empathy will be moderated by observer gender such that the relationship will be stronger for women as compared to men.
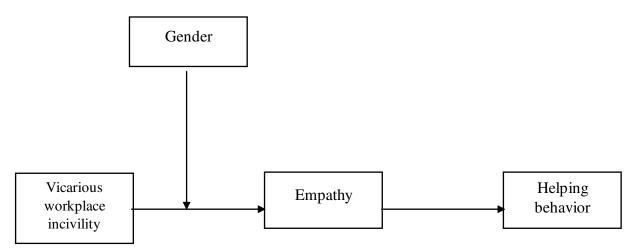
Figure 1   Conceptual framework

The victim-directed outcome of vicarious workplace incivility with the moderation of gender

Research Methodology
Sample and data collection
To test the hypotheses, we collected data from employees ofservice sector (Telecommunication, Banks, Hospitals, Education sector) of Pakistan. A convenient nonprobability sampling technique was used to approach the target sample. This method helps the researchers to get a maximum response in a comparatively quick way with limited resources and help to generalize the research outcomes. These sectors are highly competitive in the developing economy of Pakistan where organization decision-makers promote and foster positive interpersonal relationships among their employees to encourage the supporting environment that helps in achieving organizational goals(Samad, Memon et al. 2020).

The true representation of the company is ensured by contacting the wide range of departments that includes operations, finance, IT, sales, marketing, administration, etc. The survey was set in the English language as it is the official language in Pakistan. Moreover, it was confirmed that no induvial identifying information will be discussed in the research and their complete individual confidentiality will be maintained, only the collective data will be shared in a generalized form.

The data were collected in two waves through a paper and pencil survey with a time lag of three weeks. Three week time periods long enough to reduce the concerns of reverse causality and error of common method biases (Podsakoff, MacKenzie et al. 2012). The unique code was also added in both surveys to match the respondents. In the first survey demographic information (age, gender, education, working-level) of the respondent and their response about vicarious incivility was collected. In the second round the data about empathy and helping behavior. From the 600 distributed surveys in time 1, 497 were received. From which 452 surveys were completed. Time 2 survey was then distributed to only those who have completed and returned the time 1 survey, out of 452 distributed in time 2 only 348 were received. After discarding incomplete data, we get the usable data set of 306 which was then utilized for data analysis

Measures
The focal variables were measured by already developed scales with a five-point likert scale.
Vicarious workplace incivility was measured through a seven-item workplace incivility scale (Cortina, Magley et al. 2001)by adapting the items in a vicarious context. Sample items cover the vicarious stance by asking that how often you observed that your supervisor; "put your colleague down or was condescending to him", "made demeaning or derogatory remarks about him". Responses were measured on a five-point likert scale to measure the frequency of vicarious incivility i.e 1= never, 5= every time. The Cronbach's alpha for this scale was 0.883.
Empathy will be measured through 5 items scale(Batson, Dyck et al. 1988) responses will be measured on a 5-point Likert scale ranging from 1= Not at all 5= extremely. Sample items

include "while observing the incivility towards a colleague, I feel empathy for the employees", "observing the incivility towards a colleague, I feel sorry for the employees". The Cronbach's alpha was 0.888.

Helping Behavior towards the victim will be measured by using a 5-item scale originally developed by Podsakoff, MacKenzie, Moorman, & Fetter (1990). Responses will be assessed on a five-point scale 1= Never, 5= Always. Items were adapted to measure the observer about their helping behavior. Sample items include "Willingly helps coworkers who have work-related problems", "Helps coworker who has been absent". The Cronbach's alpha reliability of the scale was 0.900 that shows a good reliability.

Gender was measured with a dummy variable, where female respondents were coded as 0 and for males 1.

Statistical Analysis:

A confirmatory factor analysis (CFA) was done on AMOS v23. CFA of the three-factor model supported the convergent and discriminant validity of the construct (i.e. Vicarious workplace incivility, Empathy, helping behavior). To test the model adequacy fit indices namely CMIN/Df, Tucker-Lewis index (TLI), confirmatory fit index (CFI), and root means squared error of approximation (RMSEA) were reported (Byrne 2001). For the considered indices the threshold values of the good fit model are CFI and TLI greater than 0.90 and for RMSEA below than 0.08 (HAIR, BLACK et al. 2010, Kline 2015). Model fit statistics through CFA were found appropriate for the three-factor model, where all indices were within the acceptable range. (CMIN/DF, TLI, CFI, and RMSEA). Two alternative models were also analyzed to confirm the appropriateness and good fitness of the hypothesized three-factor model(Bentler and Bonett 1980). The details of the confirmatory factor analysis (CFA) is shown in table 1.

Table 1 Model Fit

Model	$x2$	df	CMI/df	CFI	TLI	RMSEA
Three Factor model (VWIC, EM, HB)	227.32	116	1.96	0.96	0.95	0.056
Two factor Model (merged EM, HB)	983.77	118	8.33	0.69	0.64	0.156
One factor (merged VWIC, EM, HB)	1846.46	119	15.51	0.38	0.29	0.218

n= 306, * VWIC= Vicarious workplace incivility, EM= empathy, HB= helpingbehavior

To test the data statistical tool SPSS version 25 was used. The hypothesized relationships were analyzed through linear regression and process macro v3.5(Preacher and Hayes 2004).

The correlation and descriptive statistics were shown in table 2. Controlled variables are age, education, and experience for this research.Correlation analysis shows that VWIC was

significantly and positively correlated with empathy (r= 0.16, p<0.01). Empathy was correlated with helping behavior and hasa significant and positive correlation (r= 0.25, p< 0.01). Table 3 displays the linear regression and moderation results. Model 1 &2 predicted empathy and model 3predicted helping behavior.

Table 2: Correlation and descriptive statistics

		M	S.D.	1	2	3	4	5	6
1	Age	3.21	0.72						
2	Gender	0.79	0.4	0.05					
3	Education	2.61	0.99	0.08	0.06				
4	Experience	3.00	0.85	0.57**	-0.01	-0.03			
5	VWIC	3.97	0.74	0.09	0.14*	-0.02	0.08		
6	Empathy	3.04	0.97	0.03	-0.16**	0.03	0.02	0.16**	
7	HB	2.82	1.04	0.06	0.02	0.06	0.04	0.18**	0.25**

Note: N=306, *p< 0.05, ** P<0.01

Table 3 Regression Results (Main effects and moderation)

	Empathy			Helping Behavior
	Model 1	Model 2		Model 3
Gender	-0.14	0.49		0.02
VWIC	0.17**	0.39***		0.14*
VWIC * Gender		-0.71*		
Empathy				0.23***
R2	0.04	0.06		0.08
ΔR2		0.05		0.07

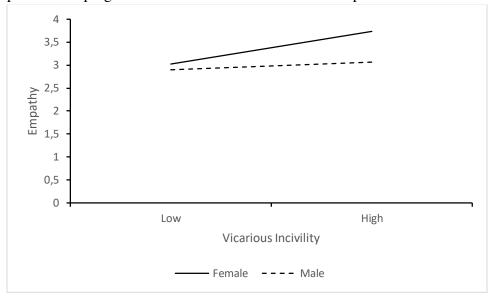Notes: n = 306, VWIC= Vicarious workplace incivility

To test the hypothesis hierarchical linear regression and process macro was used. According to Hypothesis 1, an employee who witnesses workplace incivility (VWIC) towards their colleagues should be more concerned about their colleague. That VWIC promotes the social emotion of empathy in observers. We find support for this hypothesis in the positive relationship between vicarious workplace incivility (VWIC) and empathy in model 1 ((β = 0.17, p < 0.01). Moreover, we also find statistical support for our hypothesis 2, in that the social emotion of empathy promotes helping behavior in observer. The statistical results show the positive relationship between empathy and helping behavior in Model 3 (β = 0.23, p < 0.001).

To test hypothesis 3 we test the mediation through the bootstrapping method suggested by Preacher and Hayes (2004). The results specify that the indirect effect of VWIC on helping behavior through empathy has a positive indirect effect (0.049) with a confidence interval (CI)

thatdoes not include 0 betweenupper- and lower-class intervals [0.0099,0.1024] support the presence of mediation.

To test the moderating effect of gender as predicted in hypothesis 4, we assess the VWIC and gender interaction in model 2. The interaction terms are significant, model 2 (β = -0.71*, $p <$ 0.05). To explicate the interaction we plot the effect of VWIC on empathy for males and female employees with simple slope analysis (Aiken, West et al. 1991). Consistent with hypothesis 4, the relationship between VWIC and empathy is positive and significant for women (β = 0.51, $p <$ 0.001) doesn't include 0 between the CI [0.2472, 0.7769] but not significant for men (β = 0.11, ns) and include 0 [-0.058, 0.2871].

Finally, to test the moderated mediation effect as proposed in hypothesis 5, we use the Preacher and Hayes (2004)method. The result shows that bootstrap 95 % CI for the conditional indirect effect of VWIC does not include 0 for women [0.0406, 0.2230] but includes 0 for men[-0.0196, 0.0824]. Subsequently, the socially congruent emotion of empathy in connecting VWIC to promote helping behavior towards coworkers is more prominent in female employees (H5).

Discussion

The purpose of our research was to examine the observer's reaction to workplace incivility towards their colleague. The workplace is confined to close interpersonal relationships where people interact with each other on a routine basis. As the research on the vicarious side of mistreatment explores the personal and organizational outcomes. However, the research on social emotion, where the observer has an emotional inclination towards others is limited. To bring a positive out of the negative is very important to create a productive workplace environment. In the current study, we draw on affective event theory and focused on observer congruent emotional reaction to workplace incivility and their positive behavioral outcome. Moreover, our study found that the positive relationship between vicarious workplace incivility and social emotion of empathy would moderate by gender. Particularly our results showed that females as compare to males feel more empathy towards the target of incivility and thus have

more inclined towards extending helping behavior towards the victim. Thus, tries to buffer the negativity of incivility initiate by the supervisors.

Theoretical and Practical Implications

Most of the previous studies focused on the target or instigator perspective of workplace incivility and its outcomes and related antecedents were discussed(Loh and Loi 2018, De Clercq, Haq et al. 2020). However, the outcomes of vicarious workplace incivility areunder researched. Our study suggests that when observer witnesses their colleague suffer by intimidation from a supervisor, third parties feel bad for the victim and have congruent social emotion of empathy towards the victimized coworker. These results are consistent with previous research finding that suggest the observer havean emotional response to vicarious workplace incivility(Miner and Eischeid 2012, Miner and Cortina 2016, Liu, Li et al. 2020).

This study grasps the application of AET with an observer perspective (Weiss and Cropanzano 1996). Existing research on workplace incivility is largely focused on deontic justice(Folger 2001, Rupp and Bell 2010) and conservation of resource theory (Hobfoll 2001, De Clercq, Haq et al. 2020). However, an affective response to the event is equally important for all parties involved(Dhanani and LaPalme 2018). Thus, the current study covers the observer's social-emotional reaction with the lens of affective event theory.

This study also extends an affect driven behavioral route of vicarious workplace incivility and extends the behavioral finding for social emotion. The results of our research suggest that observers with congruent social emotion of empathy tried to compensate the target by extending prosocial activities such as extending helping behavior (Berry, Cairo et al. 2018, Weisz and Zaki 2018).Moreover, research has shown that empathy covers the "seeing their side" and "feeling their pain" that directs the individual towards a supportive attitude, intention, and behavior towards the victim (Longmire and Harrison 2018).

Lastly, this study covers the moderating effect of gender in the relationship between VWIC and empathy. Result shown increased empathy in the case of women witnessing incivility. These findings replicate the past researchthat shows that femalesare more sensitive to incivility at the workplace than men. Women were moreaffected by observing aggression that effect their personalwell-being, occupational well-being(Miner and Cortina 2016), and job satisfaction(Miner-Rubino and Cortina 2007)at the personal and organizational level.

Our research model and findings have several practical implications for managers and employees who are working in an interdependent environment. Considering empathy as a potential intervention that creates strong bonds, social support, and a cooperative work environment between the victim and observer employees. Thus, the result strongly favors the training that promotes and encourages such positive social emotion. Employees with more empathic emotions are the assets of the company that act as the neutralizer to the negative workplace aggression through their kind and positive gesture towards the victim.

Our results also alert managers about their intimidating behavior that hasthe worst outcomes as shown in previous researches(Miner and Cortina 2016, Liu, Li et al. 2020). Theycan use those

employees who have high empathic emotions as a rescuer to avoid the negative outcomes of their incivility and thus increased the overall organizational outcomes.

Limitation and future research direction

The research covers numerous implications but still, this study is not without limitations. The findings were based on data collected from the service sector and concern about generalizability may arise. Future research should focus on other sectors of the economy such as manufacturing concernswith employee-level and multilevel data. We include only congruent social emotion (empathy) as a mediator between vicarious workplace incivility and helping behaviors. Future research may cover a holistic view by taking congruent and incongruent emotion (schadenfreude). Another interesting future research on outcomes of vicarious workplace incivility covers observer perception about the job, trust in their organization, personal outcomes, and their job quitting intention. It would be interesting for future research to cover personal, dispositional, and organizational characteristics as moderating variables. Lastly, the data collection method used is a time-lagged survey, future research would use the longitudinal research design. The above mentioned are the exciting future research direction to address.

References:

Aiken, L. S., S. G. West and R. R. Reno (1991). Multiple regression: Testing and interpreting interactions, sage.

Baez, S., D. Flichtentrei, M. Prats, R. Mastandueno, A. M. García, M. Cetkovich and A. Ibáñez (2017). "Men, women… who cares? A population-based study on sex differences and gender roles in empathy and moral cognition." PloS one **12**(6): e0179336.

Batson, C. D., J. L. Dyck, J. R. Brandt, J. G. Batson, A. L. Powell, M. R. McMaster and C. Griffitt (1988). "Five studies testing two new egoistic alternatives to the empathy-altruism hypothesis." Journal of personality and social psychology **55**(1): 52.

Batson, C. D., D. A. Lishner and E. L. Stocks (2015). "13 The Empathy–Altruism Hypothesis." The Oxford handbook of prosocial behavior: 259-268.

Batson, C. D. and L. L. Shaw (1991). "Evidence for altruism: Toward a pluralism of prosocial motives." Psychological inquiry **2**(2): 107-122.

Batson, C. D., S. C. Sympson, J. L. Hindman, P. Decruz, R. M. Todd, J. L. Weeks, G. Jennings and C. T.

Burns (1996). "" I've been there, too": Effect on empathy of prior experience with a need." Personality and social psychology bulletin **22**(5): 474-482.

Bentler, P. M. and D. G. Bonett (1980). "Significance tests and goodness of fit in the analysis of covariance structures." Psychological bulletin **88**(3): 588.

Berry, D. R., A. H. Cairo, R. J. Goodman, J. T. Quaglia, J. D. Green and K. W. Brown (2018). "Mindfulness increases prosocial responses toward ostracized strangers through empathic concern." Journal of Experimental Psychology: General **147**(1): 93.

Brody, L. R. and J. A. Hall (2008). "Gender and emotion in context." Handbook of emotions **3**: 395-408.

Byrne, B. M. (2001). "Structural equation modeling with AMOS, EQS, and LISREL: Comparative approaches to testing for the factorial validity of a measuring instrument." International journal of testing **1**(1): 55-86.

Chen, C., X. Qin, K. C. Yam and H. Wang (2020). "Empathy or schadenfreude? Exploring observers' differential responses to abusive supervision." Journal of Business and Psychology: 1-18.

Christov-Moore, L., E. A. Simpson, G. Coudé, K. Grigaityte, M. Iacoboni and P. F. Ferrari (2014). "Empathy: gender effects in brain and behavior." Neuroscience & Biobehavioral Reviews **46**: 604-627.

Cingöz, A. and A. Kaplan (2015). The effect of workplace incivility on job satisfaction and organizational trust: A study of industrial enterprises in Turkey. WEI International Academic Conference Proceedings, Vienna, Austria.

Cortina, L. M., V. J. Magley, J. H. Williams and R. D. Langhout (2001). "Incivility in the workplace: Incidence and impact." Journal of occupational health psychology **6**(1): 64.

Coyne, I., A.-M. Gopaul, M. Campbell, A. Pankász, R. Garland and F. Cousans (2019). "Bystander responses to bullying at work: The role of mode, type and relationship to target." Journal of Business Ethics **157**(3): 813-827.

Davis, M. H. (2015). "Empathy and prosocial behavior." The Oxford handbook of prosocial behavior: 282-
306.

Davis, M. H. (2018). Empathy: A social psychological approach, Routledge.

De Clercq, D., I. U. Haq and M. U. Azeem (2020). "The relationship between workplace incivility and depersonalization towards co-workers: Roles of job-related anxiety, gender, and education." Journal of Management & Organization **26**(2): 219-240.

Dhanani, L. Y. and M. L. LaPalme (2018). "It's Not Personal: A Review and Theoretical Integration of Research on Vicarious Workplace Mistreatment." Journal of Management: 0149206318816162.

Eissa, G. and S. W. Lester (2017). "Supervisor role overload and frustration as antecedents of abusive supervision: The moderating role of supervisor personality." Journal of Organizational Behavior **38**(3): 307-326.

Ely, R. and I. Padavic (2007). "A feminist analysis of organizational research on sex differences." Academy of management review **32**(4): 1121-1143.

Escartin, J., D. Salin and A. Rodriguez-Caballeira (2011). "Exploring gender differences in conceptualizations of workplace bullying: Defining bullying and rating the severity of different acts." Journal of Personnel Psychology **10**(4): 157-165.

Ferris, D. L., M. Chen and S. Lim (2017). "Comparing and contrasting workplace ostracism and incivility." Annual Review of Organizational Psychology and Organizational Behavior **4**: 315-338.

Folger, R. (2001). "Fairness as deonance." Theoretical and cultural perspectives on organizational justice: 3-33.

Frijda, N. H. (2017). The laws of emotion, Psychology Press.

Graziano, W. G., M. M. Habashi, B. E. Sheese and R. M. Tobin (2007). "Agreeableness, empathy, and helping: A person× situation perspective." Journal of personality and social psychology **93**(4): 583.
HAIR, J., W. BLACK, B. BABIN, R. ANDERSON and R. TATHAM (2010). "Upper Saddle River, NJ: Prentice Hall, 7th edn." Multivariate Data Analysis.

Harrington, N. T. (2020). Rudeness and Recovery: The Effect of Micro-Breaks in Reducing Negative Consequences of Workplace Incivility, The University of North Carolina at Charlotte.

Hobfoll, S. E. (2001). "The influence of culture, community, and the nested-self in the stress process: Advancing conservation of resources theory." Applied psychology **50**(3): 337-421.

Irum, A., K. Ghosh and A. Pandey (2020). "Workplace incivility and knowledge hiding: a research agenda." Benchmarking: An International Journal.

Ishak, W. Z. A., F. Ahmad and K. A. Ishak (2018). "Witnessing Workplace Incivility towards Burnout: a Conceptual Perspective." Journal of Business and Social Review in Emerging Economies **4**(2): 291-296.

Klein, K. J. and S. D. Hodges (2001). "Gender differences, motivation, and empathic accuracy: When it pays to understand." Personality and Social Psychology Bulletin **27**(6): 720-730.

Kline, R. B. (2015). Principles and practice of structural equation modeling, Guilford publications.

Lazarus, R. S. (2006). "Emotions and interpersonal relationships: Toward a person-centered conceptualization of emotions and coping." Journal of personality **74**(1): 9-46.

Leliveld, M. C., E. van Dijk and I. van Beest (2012). "Punishing and compensating others at your own expense: The role of empathic concern on reactions to distributive injustice." European Journal of Social Psychology **42**(2): 135-140.

Liu, P., X. Li, A. Li, X. Wang and G. Xiong (2020). "How third parties respond to workplace incivility: The moderating role of the dark triad and task interdependence." Personality and Individual Differences: 110427.

Loh, J. M. and N. Loi (2018). "Tit for tat: Burnout as a mediator between workplace incivility and instigated workplace incivility." Asia-Pacific Journal of Business Administration.

Longmire, N. H. and D. A. Harrison (2018). "Seeing their side versus feeling their pain: Differential consequences of perspective-taking and empathy at work." Journal of Applied Psychology **103**(8): 894.

Ma, C., D. Meng, Y. Shi, F. Xie, J. Wang, X. Dong, J. Liu, S. Cang and T. Sun (2018). "Impact of workplace incivility in hospitals on the work ability, career expectations and job performance of Chinese nurses: A cross-sectional survey." BMJ open **8**(12).

Macaskill, A., J. Maltby and L. Day (2002). "Forgiveness of self and others and emotional empathy." The Journal of social psychology **142**(5): 663-665.

Miner-Rubino, K. and L. M. Cortina (2007). "Beyond targets: Consequences of vicarious exposure to misogyny at work." Journal of Applied psychology **92**(5): 1254.

Miner, K. N. and L. M. Cortina (2016). "Observed workplace incivility toward women, perceptions of interpersonal injustice, and observer occupational well-being: Differential effects for gender of the observer." Frontiers in psychology **7**: 482.

Miner, K. N. and A. Eischeid (2012). "Observing incivility toward coworkers and negative emotions: Do gender of the target and observer matter?" Sex Roles **66**(7-8): 492-505.

Mitchell, M. S., R. M. Vogel and R. Folger (2015). "Third parties' reactions to the abusive supervision of coworkers." Journal of Applied Psychology **100**(4): 1040.

O'reilly, J. and K. Aquino (2011). "A model of third parties' morally motivated responses to mistreatment in organizations." Academy of Management Review **36**(3): 526-543.
O'Reilly, J., K. Aquino and D. Skarlicki (2016). "The lives of others: Third parties' responses to others' injustice." Journal of Applied Psychology **101**(2): 171.

Paolini, D., S. Pagliaro, F. R. Alparone, F. Marotta and I. van Beest (2017). "On vicarious ostracism. Examining the mediators of observers' reactions towards the target and the sources of ostracism." Social Influence **12**(4): 117-127.

Podsakoff, P. M., S. B. MacKenzie and N. P. Podsakoff (2012). "Sources of method bias in social science research and recommendations on how to control it." Annual review of psychology **63**: 539-569.

Preacher, K. J. and A. F. Hayes (2004). "SPSS and SAS procedures for estimating indirect effects in simple mediation models." Behavior research methods, instruments, & computers **36**(4): 717-731.
Reich, T. C. and M. S. Hershcovis (2015). "Observing workplace incivility." Journal of Applied Psychology **100**(1): 203.

Rozin, P., L. Lowery, S. Imada and J. Haidt (1999). "The CAD triad hypothesis: a mapping between three moral emotions (contempt, anger, disgust) and three moral codes (community, autonomy, divinity)." Journal of personality and social psychology **76**(4): 574.

Rupp, D. E. and C. M. Bell (2010). "Extending the deontic model of justice: Moral self-regulation in third-party responses to injustice." Business Ethics Quarterly: 89-106.

Ryan, A. M. and J. L. Wessel (2012). "Sexual orientation harassment in the workplace: When do observers intervene?" Journal of Organizational Behavior **33**(4): 488-509.

Samad, A., S. B. Memon and M. Kumar (2020). "Job satisfaction among nurses in Pakistan: The impact of incivility and informal climate." Global Business and Organizational Excellence **39**(4): 53-59.

Settoon, R. P. and K. W. Mossholder (2002). "Relationship quality and relationship context as antecedents of person-and task-focused interpersonal citizenship behavior." Journal of applied psychology **87**(2): 255.

Toussaint, L. and J. R. Webb (2005). "Gender differences in the relationship between empathy and forgiveness." The Journal of social psychology **145**(6): 673-685.

Weiss, H. M. and R. Cropanzano (1996). Affective Events Theory: A theoretical discussion of the structure, causes and consequences of affective experiences at work. Research in organizational behavior: An annual series of analytical essays and critical reviews, Vol. 18. US, Elsevier Science/JAI Press**:** 1-74.

Weisz, E. and J. Zaki (2018). "Motivated empathy: A social neuroscience perspective." Current opinion in psychology **24**: 67-71.

Wondra, J. D. and P. C. Ellsworth (2015). "An appraisal theory of empathy and other vicarious emotional experiences." Psychological Review **122**(3): 411.