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Walden University
2020

Abstract

Workplace Incivility of Female Managers on Self-Confidence, Self-Awareness, and Self-

Esteem of Female Workers

by

Dwan L. Bryant

MA, Eastern Michigan University, 2006

BS, Ferris State University, 1999

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Psychology

Walden University

January 2020

Abstract

Workplace incivility has been a focus of scholars since 1999 and a rising phenomenon among women within various organizations. Women represent more than half of the workforce in the United States, indicating that it is very likely that a woman will have a woman manager and/or employee at some time during her work experience. Researchers have demonstrated that women workers are very likely to experience workplace incivility during their work life more than men. Researchers have yet been able to establish how workplace incivility impacts the female workers self-confidence, self-esteem and self-awareness when perpetrated by their female manager. The purpose of this study was to increase understanding of female workers' lived experiences of workplace incivility within an organization. Miller's relational-cultural theory and Tajfel's and Turner's social identity theory were used to analyze the phenomenon and the Husserl's 5 step process was used to conceptualize the framework in relation to the study. Using a descriptive phenomenological psychological method, data from semistructured interviews were collected from 12 female participants. The research questions explored the lived experiences of female employees relating to workplace incivility perpetuated by women managers and the impact it had on their self-confidence, self-awareness, and self-esteem. The results of these analyses indicated that mistreatment and rude behavior from female management towards female workers were negatively associated with workplace incivility. Social change may benefit from the results of this study by increasing awareness of workplace incivility among female workers and women management, creating an environment for positive relationships and change to occur.

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Dedication

I would like to dedicate this process to my amazing husband and children who have been completely understanding of the long evenings where I had to stay home and write. I appreciate my family for being my greatest cheerleaders when I did not feel that I could keep going. Thank you for encouraging me and always finding the right words to fuel my motivation. I love you and appreciate your continued support.

Acknowledgments

I would like to first thank God for preparing my mind and increasing my determination to finish this journey. I would also like to appreciate my greatest supporter, my loving husband, Mark, in pushing me to fight through my fatigue, frustration, restless nights, doubt, and brain freezes. I am grateful for my children for understanding the times I had to stay behind during family ice-cream runs, movie nights, or locking myself in my closet for quiet time. I also want to acknowledge my parents, Houston and Isabella Jackson, for providing encouragement, assistance to ensure my kids were taken care of, additional resources, and unconditional love. Thank you to my mother-in-love, Effie Allen, who helped tremendously in deeds, encouraging words, and caring for my children. Thank you to my Chair Dr. James Brown and committee, for assisting me patiently and always being honest and real with me even when I didn't think I could make it to the finish line. A special thanks Dr. Ofri-Dankwa for fitting me into your schedule to ensure I had complete accountability during this process. Thank you to Barbara Littles who coached, mentored, and advised me to drop everything and finish this chapter of my life before starting something new. Lastly, I want to thank all my family and friends who supported me and held me up in prayer so I could enjoy this moment of success as a result of my persistence and discipline to cross the finish line.

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Chapter1: Introduction to the Study

Workplace incivility and its effects on workers and organizations is a silent

epidemic (Porath, 2016). As workplace incivility has continued to rise over the past 2

decades, it has taken over organizations, everyday communication, and professional

relationships (Wang, 2017). Examples of workplace incivility include discourteous and

rude behaviors, such as making derogatory remarks, ignoring coworkers, and using a

condescending tone (Rosen, Gabriel, Koopman, & Johnson, 2016). Porath (2016)

asserted, "The accumulation of thoughtless actions that leave employees feeling

disrespected and belittled by an insensitive manager can create lasting damage that

should concern every organization" (p. 1). Consequently, incivility in the workplace can

be costly to any organization (Porath & Pearson, 2013). Porath and Pearson (2013)

reported an estimated cost of $14,000 per employee in work organizations, which

presents a problem. The Psychology Department at Georgetown University conducted a

survey exploring the phenomenon of workplace incivility in the United States (as cited in

Porath, 2016). Of the 10,000 employees surveyed from varied organizations, polls

revealed 55% of those employees being treated rudely by management at least once a

month (Porath, 2016). By 2016, 62% of employees admitted being treated rudely by

management at least once a month (Porath, 2016).

Recently, the phenomenon of women in seniority or managerial roles exhibiting

rude behavior against other women in the workplace has increased (Gabriel, Butts, Yuan,

Rosen, & Sliter, 2018b). A Harvard Business Review revealed a greater frequency of

workplace incivility with same-sex employees, including women management using

verbal abuse against other female employees (as cited in Gabriel et al., 2018b). The Review also disclosed that women managers oftentimes aimed to undermine or push aside their female employees out of insecurity, competitiveness, or feeling intimidated for various reasons (as cited in Gabriel et al., 2018b). Oftentimes, women managers can and do assert their power over other female workers, resulting in absenteeism, higher levels of anger, fear and sadness, job dissatisfaction, burnout, reduced creativity, and reduced retention (Gabriel, 2018). According to Gabriel (2018), some female employees who have promoted to higher ranked positions admitted to experiencing incivility and rude behavior from women managers. According to a *queen bee syndrome* study, organized by an associate researcher at the University of Arizona, female employees who demonstrated assertive and dominant behavior in their roles were more likely to become targets by women managers, compared to female employees who displayed fewer of those attributes (Gabriel, 2018). A study conducted at the Thunderbird School of Global Management reported that female employees who experienced disrespect from women managers performed poorly (as cited in Porath, 2016). That same study also revealed that 47% of female employees intentionally spent less time at work when experiencing poor treatment by management, and 38% purposely declined their quality of work (as cited in Porath, 2016). Porath (2016) stated, "Eighty percent lost work time worrying about the incident, and 63% lost work time in their effort to avoid the offender" (p. 1).

Workplace incivility can potentially affect female employees in their work roles as well as in their job performance (Porath, 2016). The known effects of workplace incivility of female employees happen within the organization and cause problems (Pilch

& Turska, 2015). Changes in the organizational culture need to address women management and other leaders to help minimize workplace incivility (Doshy & Wang, 2014). In this qualitative phenomenological study, I propose suggestions and contributions to the literature regarding workplace incivility perpetuated by women managers towards female employees. No literature has disclosed recorded lived experiences of female employees who were victims of workplace incivility perpetrated by women management, and the literature has not addressed its impact on female employees' self-confidence, self-awareness, and self-esteem while performing job duties effectively in the organization (Duffey, Haberstroh, Ciepcielinski, & Gonzales, 2016). Overall, it is imperative that the organization is instinctively aware of the existence of workplace incivility. Positive social change can occur in addressing workplace incivility caused by management, recognizing the effects of workplace incivility, and enforcing effective interventions for future victims.

Chapter 1contains the background of the study, the problem statement, the purpose of the study, the research questions, and conceptual framework that identify theories used in the study. In Chapter 1, I also focus on the nature of the research design and definitions involved in the study. Assumptions, scope and delimitations, limitations, and significance of the study are addressed, and I conclude this chapter with a summary.

Background

Workplace incivility is a rising phenomenon that occurs frequently among supervisors and employees in the workplace (Rahim & Cosby, 2016). It is defined as a low intensity behavior with ambiguous intent to harm and violates the norms for mutual

respect that eventually damages work relationships along with the organization (Porath& Pearson, 2012).Porath and Pearson (2010) "reported 96-99% of survey respondents experienced or had witnessed incivility in the workplace" (p. 64). Workplace incivility is known to negatively impact organizational environments along with productivity and well-being (Fritz, 2017). As workplace incivility has been on the rise in the last 2 decades, so has women in management. Women who are in a position to manage other women does not guarantee both parties will get along. Researchers have shown that women managers oftentimes aimed to undermine or push aside their female employees out of insecurity, competitiveness, or feeling intimidated for various reasons (Clay, 2013).

A qualitative study on workplace incivility conducted at Duquesne University also revealed a greater frequency of workplace incivility with same-sex employees, including women management using verbal abuse against other female employees (as cited in Fritz, 2017). While female employees expected a higher degree of emotional understanding and support from a woman manager, this expectation only increased the likelihood of workplace incivility among women (Hurst, Leberman, & Edwards, 2017a).Women are often believed to be the more nurturing sex because women are taught to express compassion more easily than men (Hurst et al., 2017a). However, women managers are perpetrating workplace incivility toward each other more than men are perpetrating workplace incivility toward women (Stephans, 2017). Oftentimes, women managers can and do assert their power over other female employees, resulting in absenteeism, higher levels of anger, fear, sadness (Porath& Pearson, 2012), job

dissatisfaction (Welbourne, Gangadharan, & Sariol, 2015), burnout

(Kim, Kim, & Park,2013), higher levels of (Beattie & Griffen, 2014), reduced creativity

(Porath & Enez, 2009), and reduced retention (Lim, Cortina, & Magley, 2008).

Workplace incivility is expected to be positively associated with burnout (Rahim &

Cosby, 2016). Chan, Fung, & Chien (2013) found that a negative relationship between

workplace incivility and work engagement burnout mediated the relationship between

incivility and turnover intention. Rahim and Cosby (2016) identified a pattern of

organizational factors such as absenteeism, job dissatisfaction, turnover intention, and

burnout positively associated with workplace incivility. There is a gap in the literature

related to lived experiences of female employees inclusive of the psychological and

emotional effects of workplace incivility perpetrated by women managers. Further

research is needed to enhance the understanding of the role workplace incivility in

women managers plays in self-confidence, self-awareness, and self-esteem in female

employees (Duffey et al., 2016).

It is important that relationships between female management and female

employees are healthily built to ensure counterproductive behaviors do not continue in

the workplace. According to Fiske (2011), the lack of a productive relationship between

both female managers and female subordinates can problematically result in low self-

esteem and other conceptual issues that will only increase negative behavior. Self-esteem

is derived from self-awareness and drives self-confidence. Self-esteem impacts the

unconscious messages that people send themselves (Coyne, Seignea, & Randall, 2000),

and it plays an important role in the workplace, especially among women. Some

employees possess a level of awareness, such as understanding who they are, how much they can endure, realistic expectations of themselves, how they communicate, and how to maintain a positive attitude no matter what is happening around them in the workplace (Welbourne & Sariol, 2017). According to McGuire (2017), some woman management provide constant negative feedback or a form of verbal abuse to other female employees even if they were doing a good job, increasing a lack of confidence.

Due to workplace incivility commonly stemming from verbal abuse from female managers to female employees, these targets may be given "unfair, unachievable, and unreasonable tasks, deadlines, and workloads" (Hu & Liu, 2017). Hu and Liu (2017) also reported that 71% of women have reported being mistreated by women in authority. Further research is needed to enhance the understanding of the relationship of women managers' uncivil behavior and their effects on leadership effectiveness (Hu & Liu, 2017). Few researchers have investigated qualities that enable female employees to effectively manage incivility and coping styles in relation to incivility is relatively unexplored (Welbourne, Gangadharan, & Esparza, 2016). One of the shortcomings of the literature on workplace incivility is that many of the "past studies have used self-report measures of incivility and criterion measures such as job satisfaction, turnover intentions, and organizational loyalty" (Rahim & Cosby, 2016). It is crucial to explore woman managers as possible perpetrators to workplace incivility towards female workers and how it may impact the female worker's self-esteem, self-awareness, and self-confidence. There is an understudied area in the literature that focuses on "the expectations women employees have of their women managers and the impact this has on workplace

relationships and careers" (Hurst et al., 2017). This research has heightened awareness of the lack of respect or verbal abuse that female workers may have fallen victim to. It also narrowed the focus of specific expectations that female workers have for women in authority, improving relationships in the workplace for better job productivity. It is equally important to recognize how this problem affects the overall well-being of female workers as well as promoting a productive work environment for everyone.

Problem Statement

Workplace incivility is a significant problem that plagues several organizational employees who suffer numerous negative behavioral and psychological effects (Abdollahzadeh, Asghari, Ebrahimi, Rahmani, Vahidi, 2017). Researchers have reported incivility as a growing workplace problem (Sears & Humiston, 2015). There is a common occurrence in work settings where 86% of employees have been victims of incivility, and 59% of management have admitted to being uncivil (Loi, Loh, & Hine, 2015). Female workers are the most likely targets of workplace mistreatment (Loi et al., 2015). The problem is that supervisor incivility can deplete an employee's mental and psychological energy, creating an unhealthy work environment where employees seem to lose their trust, loyalty, and enthusiasm to perform adequately in their work roles (Abdollahzadeh et al., 2017). Instigators of incivility, such as supervisors, tend to have more social and resource power to what they want without consequences than lower status targets, including subordinates (Loi et al., 2015). Researchers have suggested that compared to male employees, female workers tend to experience more workplace incivility by female managers (Loi et al., 2015).

Workplace incivility caused by management continues to be problematic because their organizational authority to manage work related behaviors may create the perception of losses related to a worker's identity (Torkelson, Holm, Blackstrom, Schad,2016). Women career decisions are also greatly impacted by the quality of managerial relationships between women in the workplace, particularly when the relationship is perceived negative (Hurst et al., 2017). Harold and Holtz (2015) reported that women employees are more likely to replicate incivility in response to experiencing incivility when working under insensitive women managers. Porath, Gerbasi, and Schorch (2015) found that a lack of respect from rude supervisors reduced the job performance of employees. Abdollahzadeh et al., (2017) reported that lack of validation or support from managers in the workplace was related to increased job stress and job performance. Other researchers discovered that employees who were identified as victims of workplace incivility turned to strategies such as avoidance, support-seeking, and asserting oneself to the instigators as a means of dealing with uncivil situations (Welbourne et al., 2016).

Researchers have established that women are most often the targets for workplace incivility (Gallus, Matthews, Bunk, Barnes-Farrell, & Magley, 2014). It is also known that the effects of women subordinates being the target of incivility takes a toll on their psychological well-being (Gallus et al., 2014). Galluset al, (2014) reported that women managers were more likely to perpetuate workplace incivility on female employees in organizational climates that did not enforce policies against incivility. However, women who perpetuated incivility were not inevitably disciplined (Galluset al., 2014). Although

researchers have addressed work withdrawal, lower job satisfaction, and psychological distress as an impact of workplace incivility (Cortina, Kabat-Farr, Magley, & Nelson, 2017), a gap remains in the literature on the impact of workplace incivility perpetuated by women managers and the psychological and emotional effect it has on the female workers' self-confidence, self-awareness, and self-esteem.

Purpose of the Study

The purpose of this qualitative phenomenological study was to explore the lived experiences of female employees relating to workplace incivility perpetuated by women managers and the effects on their self-confidence, self-awareness, and self-esteem. A qualitative phenomenological design was the most sufficient method to explore the lived experiences from female workers of workplace incivility and gaining perspectives of the female employees of the incivility phenomenon. This study can allow researchers and organizational leaders, such as managers, to approach present and future occurrences of workplace incivility as a significant problem within organizational culture.

My intent of the study was to explore the lived experiences of women who have been victims of workplace incivility perpetrated by their female manager. This qualitative phenomenological design further addressed this phenomenon with a sample size of 12 female workers from various organizations within the United States. The phenomenological approach permitted follow-up questions during the interview, which was not applicable in quantitative research (see Willis, Sullivan-Bolyai, Knafl, & Cohen, 2016).

The phenomenon of interest in this study was workplace incivility. Workplace incivility is defined as "low intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect" (Andersson& Pearson, 1999, p.457). Although this phenomenon is closely related to other types of negative organizational behavior, such as bullying, social undermining, and rude treatment, workplace incivility continues to have serious consequences on employees (Hershcovis, 2011). Once workplace incivility becomes a part of the organizational climate and culture (Leiter, 2013), indirect forms of incivility are more difficult to detect (Lim & Lee, 2011).

Research Questions

In this qualitative study, I explored the lived experiences from female workers who have been victims of workplace incivility created by female managers. Through this exploration, I aimed to bring awareness of this behavior that occurs in the workplace towards female employees perpetrated by women managers and to persevere through constant verbal abuse and mistreatment. The research questions developed to guide this study consisted of the following questions:

Research Question (RQ)1: How do female employees describe lived experiences of workplace incivility perpetrated by women management?

RQ2: How do female employees describe the impact workplace incivility has on their self-confidence, self-awareness, and self-esteem?

Conceptual Framework

To further advance the information on workplace incivility, both Miller's (1976) relational cultural theory (RCT) and Tajfel and Turner's (1979) social identity theory

(SIT) were used to lead this qualitative phenomenological study. The RCT highlights the importance of purposely building a connection in the workplace that promotes growth-fostering relationships (Miller, 1976) among colleagues (Hammer, Trepal, & Speedlin, 2014). Workplace incivility violates the mutual respect that causes damage to relationships within the organization (Porath & Pearson, 2013). Miller (1987) proposed that the application of RCT to workplace incivility helps establish a mutual respect that sustains connections that are positive and encourages organizational change among women. Miller (1976) analyzed the significance of how a one-sided relationship between women in the workplace can cause the other woman to lose her voice. Some women in positions of power in an organization perceive a woman's "need for interconnectedness as a sign of weakness" (Miller, 1976, p. 1). According to Miller (1987), workplace incivility is a behavior that attempts to dominate others through independence and achievement that separates self and disconnects the relationship to avoid empathy toward others. Essentially, the disconnection disempowers relationships between women, exposing vulnerability to the woman who desire the relationship, increasing rude behavior that exercises coercive control (Miller, 1987).

The SIT was developed to better understand a person's view of who they are based on their group membership (Tajfel & Turner, 1979). The groups in which people are placed in an organization area determining source for self-esteem and pride (Tajfel & Turner, 1979). The SIT identifies the in-groups and out-groups of where people are intentionally placed based on their positions of the "us" vs. "them" (Tajfel & Turner, 1986). The in-group possesses power that uses discrimination against the out-group to

boost their own self-image (Tajfel & Turner, 1986). A person's group may determine

how others are treated, in which case it can increase workplace incivility (Turner, 2005).

The SIT engages three processes that create the ingroup and outgroup disposition

(Turner, 2005). Those processes consist of social categorization, social identification, and

social comparison, which will be further discussed in Chapter 2.

The conceptual framework was supported by the elements of Miller's (1976)

RCT, corresponding to the issue of workplace incivility and managerial culture (Jordan,

2008). Jordan (2008) concurred that Miller's (1976) RCT underlined growth-fostering

relationships was evident between female managers and female workers and how

incivility impacts the work relationship. Miller and Stiver (1997) noted that workplace

incivility develops over a period of time and affects the growth of relationships, decreases

self-worth, and causes relationship disconnections. Personal relationships between

women in the workplace are highlighted more than a task-oriented focus type of

relationship (Duffey et al., 2016). Women, by nature, are more nurturing, more

understanding, and more forgiving than men (Jordan, 2008). Nevertheless, women who

manage other women are seen in a more masculine leadership role and can be viewed as

more difficult to work with (Jordan, 2008).

Workplace incivility and women managing women has become widely

 used and studied with a focus on relationships (Bibi, Karim, & Din, 2013). RCT is

based on the work-related relationship and organizational factors that contribute to

workplace incivility. Incivility is positively associated with job dissatisfaction, job

withdrawal, and psychological distress associated with experienced uncivilized behavior

(Rahim &Cosby, 2016). Other researchers reported that incivility is associated with absenteeism and higher levels of anger, fear, and sadness in the workplace (Porath & Pearson, 2012). RCT considers the social construction of relationships and organizational factors that lead to workplace incivility. Porath, Gerbasi, & Schorch (2015) reported that employees who identified someone who conducted themselves civilly in the workplace was sought out by others for work advice and that person was viewed as a leader, which reduced the incivility and reduced lack of job performance. RCT provides an analytical approach to reducing workplace incivility among female managers and female workers. RCT helps to identify the "relational consequences of interpersonal disconnection," helping to minimize or rid organizations of workplace incivility (Hurst et al., 2017b, p. 63). The RCT framework provides a full perspective of connectedness and communication created through "mutual empathy and mutual empowerment" (Hall, Barden, & Conley, 2014 p. 72). However, disconnections are inevitable in the workplace and weaken the work relationships between workers and managers (Jordan, 2008).

Berry (2015) found that Tajfel and Turner's SIT was an individual's ability to establish relationships in an organization, which could possibly reduce rude behavior. The theory further highlights how defined roles within an organization minimize workplace incivility. Stets, Carter, and Fletcher (2008) found identity theory to be a strong and sustainable theory stating, "People pay attention not only to how others see them, but also to how they see themselves, and both have an effect on the experience of emotion" (p. 25).Hurst, Leberman and Edwards (2016) suggested that relational gender roles affect the way women interact with each other, including in the workplace. Specific

roles, such as management, that are positioned higher on the individual's role hierarchy, tend to be more self-defining compared to the roles that are lower on the hierarchy (Schilpzand, & Huang, 2018). A more detailed analysis of both RCT and SIT is provided in Chapter 2.

The more logical connection to this study is that the role of a female manager assumes many forms. The woman manager role was identified as having a higher degree of emotional understanding and provided flexibility to accommodate the complexities of life positive feedback (Hurst et al., 2016). Stryker (2007) explained the role perception that women managers were more likely to be transformational, serve as role models, provide guidance to employees, problem solve, show compassion, and motivate employees to be dedicated and creative. Researchers have found that female leaders were expected to focus on interpersonal relations (Ellemers, Rink, Derks, & Ryan, 2012). However, the queen bee syndrome has changed the traditional role of women managers into competitive and rude (Sheppard &Aquino, 2013), failing to advance the cause of women in their workplace (Hurst et al., 2016). The *queen bee syndrome* suggested that women believe they have to become emasculated to achieve success in a male dominated environment, which "alienated themselves from their women employees" (Hurst et al., 2016, p. 65).The role of the queen bee as the manager is seen as the bully, resulting in relationship disconnections (Jordan, 2008). The key elements of the framework are addressed with a more definitive explanation in Chapter 2.

The framework was related to this qualitative phenomenological approach in using the lived experiences of workplace incivility perpetrated by women management.

The approach provided a way for female employees to express the impact of the rude behavior on their self-confidence, self-awareness, and self-esteem in their organization. The key research questions helped me conduct the study in filling the gap in the literature. The researcher-developed instrument was a guide I used to explore the lived experiences of female workers who experienced workplace incivility by their woman manager. The data analysis was appropriate and relied on the purpose of the study and understanding of the problem of workplace incivility in the organization. Data analysis also addressed the data through the lived experiences of female employees through conducting semi-structured interviews.

Nature of the Study

In this qualitative study design, I gathered pertinent information from active participants in the study that provided a description of lived experiences or condition that added value to the study. Giorgi (2012) reiterated that the focus for phenomenological research is to describe the experience of each consenting participant, avoiding any "pre-given framework, but remaining true to the facts" (p. 9). Researchers have confirmed that phenomenological studies are concerned with the investigative stories narrated by the participant accounting for the effects and perception of their own lived experiences (Creswell, 2012). I was intentional about the selection of participants, ensuring their experiences relevant to the study (see Giorgi, 2012). Qualitative research methods are an approach that provides a voice for an individual to express their opinion about a phenomenon and increased understanding (Sackett & Lawson, 2016). This design was chosen so participants would be able to discuss experiences of workplace incivility and

the impact it made on the participants' work lives. The key concept highlighted in this study was workplace incivility. Exploration of this concept allowed me to discover how it impacts female workers at work and provided understanding and solutions for future occurrences.

This research design provided lived experiences from the viewpoint of 12 women participants. The participants' lived experiences were communicated through a semistructured interview with eight questions (see Appendix A) that encouraged their own personal insight, awareness, reflection, and interpretation of incivility. Qualitative research seeks to understand the various perspectives of the female employees who were victims of workplace incivility, particularly from female management. Data were retrieved through interviews. NVivo was the instrument I used to chunk interview transcripts, organize unstructured notes, and transcribe common themes found among participants (see Hilal & Alabri, 2013).

Definitions

Below are the definitions of concepts used in this study that provided clarity of different meanings in the context of which they were used to enable the reader to comprehend the study. The following terms are specific to the subject matter of workplace incivility:

Lived experiences: awareness of one's own experiences (Creswell, 2007, p. 236).

Microaggression theory: Brief, everyday exchanges that send scandalizing messages to certain individuals because of their group membership (Stephans, 2017).

Perpetrators of incivility: Persons who demonstrate rude, condescending, and ostracizing behaviors and who are likely to act uncivilly toward colleagues (Trudel *&* Reio, 2011).

Phenomenology: An approach in which the researcher strives to understand the cognitive subjective perspective of the person experiencing a phenomenon and the subsequent affect the perspective has on the person's lived experience (Englander, 2012).

Queen bee syndrome: Woman managers who actively work against the interests of other women within organizations (Litwin, 2011).

*Relational cultural theory (RCT):*The idea that humans grow by building growth fostering relationships and community rather than internalizing strengths to become more independent to develop a good independent self (Miller, 1976).

Self-awareness: The ability to notice one's own feelings, physical sensations, reactions, habits, behaviors, and thoughts (Cortina, 2008).

Self-confidence: Having faith in oneself (Coffman & Neuenfeldt, 2014).

Self-esteem: Confidence in the ability to think and cope with the basic challenges in life (Berry, 2015).

Social categorization: Places people in categories in order to better understand and identify them (Turner & Tajfel, 1986).

Social comparison: After humans categorize themselves within a group and identify themselves as being members of that group, they tend to compare the group (the ingroup) against another group (an outgroup; Turner & Tajfel, 1986).

Social identification: The identity of the group that one belongs to, and humans act in ways they perceive the members of that group act (Turner & Tajfel, 1986).

Social identity theory: That part of a person's concept of self that comes from the groups to which that person belongs (Tajfel & Turner, 1979).

Subordinate: The employee who reports to a supervisor in a supervisor-employee working relationship (Fritz, 2017).

Workplace incivility: Low-intensity behavior with ambiguous intent to harm one or more persons (Porath & Pearson, 2012), which violates workplace norms of respect (Cortina et al., 2017).

Assumptions

There were several assumptions that were contingent upon the results of this study. The assumptions were necessary in the context of this study to understand that each participant had a different perception of how their lived experiences impacted their response to workplace incivility. This methodology was shaped by my experience in collecting and analyzing the data from each participant (see Creswell, 2014). The first assumption of this study was that the purposive snowballing method was the most effective technique to use in the study. Snowball sampling is also a common method used to recruit small study samples in a short duration of time and to locate participants from hidden populations (Palinkas, Horwitz, Green, Wisdom, Duan, & Hoagwood, 2015).Another assumption of this study was that all participants shared some lived experiences that provided relevant and authentic information as it related to the study. I assumed the identity and confidentiality of the 12 women participants was protected

throughout the study to ensure a safe environment to provide specific details of each personal occurrence regarding workplace incivility. I also assumed each interview question was clear, and the participant addressed and answered specifically to the topic.

The assumptions were necessary for the context of the study because several factors affected how participants responded to workplace incivility. I assumed that each participant experienced a form of workplace incivility within their organization. Duffey et al. (2016) found that women, by nature, were more nurturing, more understanding, and more forgiving than men. However, women who managed other women was seen in a more masculine leadership role and were seen as more difficult to work with (Porath & Pearson, 2012). Several factors affected how participants responded to workplace incivility. I assumed that women who felt personally attacked by management experienced individual factors such as higher levels of anger, depression, fear, resentment, and cultivated organizational factors, such as job dissatisfaction, absenteeism, and job withdrawal (Rahim & Cosby, 2016). Each factor was determined completely by the severity of the incivility.

Scope and Delimitations

The purpose of this qualitative phenomenological study was to explore the lived experiences of women employees related to workplace incivility perpetuated by women managers and the impact on their self-confidence, self-awareness, and self-esteem. As mentioned previously, workplace incivility has increased over the last two decades and has been linked to higher levels of employee burnout, feelings of strain, and decreased psychological well-being (Rosen et al., 2016). A research article relevant to this

qualitative phenomenological study found in a Harvard Business Review also identified an increase of female employees being victimized by workplace incivility managed by woman led organizations (as cited in Gabriel et al., 2018).

This specific focus was chosen to further explore the impact on the self-confidence, self-awareness, and self-esteem of female employees who experienced workplace incivility by women managers. Workplace incivility is a behavior that damages work relationships that will eventually prevent organizational growth and productivity (Andersson & Pearson, 1999). The intent of this study was to understand the lived experiences of workplace incivility from female workers perpetrated by female managers. Female workers who believe they have experienced victimization used their accounts to help me identify similar attributes among individuals who are affected by workplace incivility. Workplace incivility negatively impacts the work relationship between female employees and female managers if not addressed, increasing more negative behavior (Cortina et al., 2017). Women who have more of a masculine leadership style may create work relationship difficulties among female employees expecting more supportive relational behavior from their female managers than from men because they identify as the same gender (Litwin, 2011). The information collected from this study can help with future preventions of workplace incivility. The study also provides awareness for signs of workplace incivility so that it can be addressed professionally and without consequences of emotional distress.

The boundaries of this study included participants living in the surrounding Michigan area. According to Ritchie, Lewis, Nicholls, and Ormston (2013), a small

sample size is required for a qualitative study. The location for the study took place near the area of where I lived. Because this type of research has not been conducted, the study was delimited to the Michigan area. As a requirement to participate in the study, the participants needed to (a) be a woman, (b) be currently or have been employed full-time or part-time in an organization managed by a woman, (c) have experienced workplace incivility, (d) have lived in the Michigan area of the United States, and (e) have been between 35 and 75 years old. The participants understood that their lived experiences of workplace incivility, the conceptual framework, was the focus being investigated. However, the exploration of how workplace incivility impacted the female worker's self-confidence, self-awareness, and self-esteem were areas that had not yet been researched. Nevertheless, the findings of this study are applicable to other populations, settings, situations, and contexts (see Wang, Moss, & Miller, 2006).

It is important to note that I did not necessarily prove that the findings are applicable, but I provide evidence that they could be applicable to different settings and situations. This process is often referred to as transferability, which establishes evidence by providing the research study's findings that could be applicable in other contexts (Wang et al., 2006). For instance, researchers have suggested that individual factors such as anger, depression, fear, and resentment are common experiences from female employees who are victims of workplace incivility from female managers (Rahim & Cosby, 2016). There were commonalities in the lived experiences of each individual that concluded how workplace incivility is currently present within the organization. However, it is those lived experiences of female employees that helped identify when

incivility was being exercised. Because workplace incivility has taken on different forms, it is important to understand that the result of those lived experiences evolves with each individual, resulting in different outcomes or methods in addressing the issue. The results from one study should not be naturally applied to a similar study because both situations share the same problem. Although the research conducted in this study helped identify and modify workplace incivility practices in female management, the results vary from each situation (see Wang et al., 2006).

Limitations

Certain limitations impacted the findings of this qualitative phenomenological study. There were potential limitations in the study such as (a) genuine responses provided by the participants during the time of the interview, (b) enough time to execute the study, and (c) gathering input of 12 participants. Some participants were able to devote a full hour in answering interview questions, not limiting shared information and the amount of data collected during the interview. This limitation did not affect the dependability of securing data from the participant. Qualitative researchers "ensure dependability by having proper documentation of data, methods, and taking proper decisions about research" (Mandal, 2018, p. 592). A strategy used in the study involved the assurance of the participants' confidentiality of responses and a private, comfortable area without distractions that assisted with completing the interview within the required hour if needed. The participant was given additional time to complete the interview when it went beyond the suggested time. Jamshed (2014) stated that semistructured interviews

are conducted only once with an individual, and they normally take anywhere from 30 minutes to more than an hour.

The setting and the context in which the research was conducted mattered and helped transferability in how the findings could be applied to different settings (Wang et al., 2006). The researcher who decides to transfer the findings to a different setting or context is responsible for making the judgment of how realistic the transfer is to that setting or context (Wang et al., 2006). The sample size was another limitation that slightly affected the result of the study. According to Ritchie et al. (2013), small sample sizes range between three and 20 in qualitative studies and must use a reliable instrument to gather data. A concluding limitation resulted in the reliability of the data collection instrument. A solution that helped reduce some limitations or weaknesses was to certify the participants' complete privacy voided of distractions and guaranteed confidentiality by not associating the name of the participant with their organization.

The researcher's bias can greatly impact the outcome of this study as well as the validity and reliability of the data if not addressed. Norris (1997) suggested that researcher bias can be limited by creating open-ended questions, asking indirect questions when interviewing, and avoiding implying that there is a right answer. I limited other biases by not using facial expressions that represented judgment towards the participant such as a frown. Other limitations included my body language, communication style, and tone of voice used during the interview. It was especially important to be aware that these biases could occur but were addressed immediately. Some biases in research are inevitable. However, some of the physical biases were contained by being intentional in

remaining neutral, such as using positive body language, being aware of tone, and avoiding the offer of suggestions during the interview.

Significance

The significance of this study addressed a gap in the organizational literature that examined the effects of workplace incivility on female employees who were managed by women. Woman to woman workplace incivility is subtle and oftentimes go unnoticed (Stephans, 2017). This study was significant because workplace incivility was related to negative outcomes for groups that were often targeted (Cortina et al., 2017). The study contributed to the knowledge to better understand lived experiences from female workers who were affected by workplace incivility (see Creswell, 2007). Recent studies reported women as likely targets for organizational mistreatment among women management (Loi et al., 2015). The results of this study provide insight and awareness to women in management who perpetrated incivility, revealing a lack of respect for others (Abdollahzadeh et al., 2017). Abdollahzadeh et al. (2017) stated that the cause of some incivilities in organizations is mismanagement, leading to negative behaviors and other psychological effects such as low self-esteem. Being supported by management and effective communication are direct factors in preventing incivility (Loi et al., 2015).

Workplace incivility is positively related to job stress as well as satisfaction and burnout, which affects self-esteem in performing ones' job adequately (Laschinger, Leiter, & Gilin, 2009). According to McGuire (2017) and Duffey et al. (2016), the lack of data was identified as a gap in the literature with reference to the impact of workplace incivility perpetrated by women managers on the self-confidence, self-awareness, and

self-esteem of female employees. The results and findings of this study not only advance

practice as a contribution to the literature but further progress the knowledge of

workplace incivility in the Michigan area.

Potential implications in this study for positive social change include authentic

testimonies from women who have been managed by women; the effects of workplace

incivility have helped women to be aware of the rude behavior and gestures that have

greatly impacted their self-esteem, self-confidence, and self-worth as a female employee.

I hope that this research will lead to social change within organizations with regard to

female managers changing their behavior and bring about organizational change that

generates more positive relationships and outcomes among women.

Summary

Chapter 1 began with an introduction to the problem of workplace incivility. In

the background, I briefly summarized research literature related to workplace incivility

and identified a gap in the study. The problem statement revealed workplace incivility as

a significant problem that plagued several workplace organizations, which led to the

development of research questions to help frame this study. The purpose of study

addressed the research paradigm that connected the problem being addressed and the

focus of the study. The research questions were stated in the study as well as the

conceptual framework using the RCT and SIT as these related to workplace incivility. In

the nature of the study, I briefly summarized the methodology, and terms used in the

study were defined to provide understanding. The assumptions, scope, delimitations, and

limitations were addressed in the study. In the significance of the study, I outlined the

benefit of being knowledgeable about workplace incivility.

Chapter 2 includes an introduction that reinstates the problem and purpose

statement. The literature search strategy, conceptual framework, and literature review

provide an extensive analysis of the literature on workplace incivility. The chapter

concludes with a summary and conclusions to summarize major themes in the literature.

Chapter 2:Literature Review

Workplace incivility is a significant problem that exists in several organizations whose employees are both negatively impacted emotionally and psychologically (Abdollahzadehet al., 2017). Researchers have reported incivility as a growing workplace problem (Sears & Humiston, 2015). Supervisor incivility depletes an employee's mental and psychological energy, creating an unhealthy work environment where employees seem to lose their trust, loyalty, and enthusiasm to perform adequately in their work roles (Abdollahzadehet al., 2017).

The purpose of this qualitative, phenomenological study was to explore the lived experiences of female employees relating to workplace incivility perpetrated by women managers and the effects on their self-confidence, self-awareness, and self-esteem. By comprehending a more distinct picture of this organizational problem, women managers have become more consciously aware of the impact of mistreatment towards female employees. The data created awareness of how personal development within the organization is affected by workplace incivility.

In this chapter, I review literature from a conceptual framework that further addresses workplace incivility perpetuated by women managers. Next, I examine literature focused on the concepts of self-confidence, self-awareness, and self-esteem as it related female workers and workplace incivility.

Literature Search Strategy

In this qualitative phenomenological study, I used title searches that included the key words of *workplace incivility, women and victims*, and *organization culture*. I used

the Walden University Library to retrieve information from Psych Info, Business Source Complete, Soc INDEX with Full Text, CINAHL Plus with Full Text, Psyc ARTICLES, Psyc BOOKS, Education Source, ProQuest Dissertations and Theses, Sage Journals, and Academic Search Complete. Additionally, the Google Scholar search engine was used to locate copies of literature from other libraries to review pertinent findings as they related to the study. The background and overview of workplace incivility was provided in the literature. The literature addressed the historical overview and culture of the problem that contained detailed discussions and findings of previous works relevant to workplace incivility and an iterative search process that contained an overview and background of the problem of workplace incivility in the United States, conceptual framework, gap in the literature, targets of workplace incivility, types of workplace incivility behavior, women with children targets for workplace incivility, relational cultural theory, social identity theory, self-confidence, self-awareness, and self-esteem.

In the last 15 years, workplace incivility has not only existed but has negatively evolved in different organizational settings and groups. The empirical studies of the workplace incivility construct was found in journals such as *The Academy of Management Journal, Group and Organizational Management Journal, Journal of Occupational Health Psychology, Journal of Nursing Research, European Journal of Work and Organizational Psychology, Human Resources Development Quarterly,* and *Journal of Business and Psychology* and revealed an extensive study of workplace incivility and organizational factors that affect the work production of women in the workplace. However, the current research lacked any empirical studies on women

managers who were perceived to perpetrate workplace incivility on female employees, affecting individual factors associated with female employees including confidence, self-esteem, and self-awareness. The research primarily addressed organizational variables that were associated with the perpetration of incivility in the workplace found in scholarly books, academic sources, peer-reviewed journals, and doctoral dissertations. Researchers examined how workplace incivility was positively related to poor performance (Cortina et al., 2001), loss of loyalty and work commitment (Pearson Andersson, &Porath,2000), decreased satisfaction with managers (Lim & Lee, 2011), and lower job satisfaction (Laschinger et al., 2009). This process was handled using an extensive literature review with sources later and prior to 2013, including five scholarly books, 29 peer-reviewed journals, two doctoral dissertations, 92 academic journals, and eight business journals on the topic of workplace incivility and women, for a total of 128 research documents to frame this phenomenological qualitative research study.

Conceptual Framework

The RCT was established by Miller in 1976 as a reference that explored the importance of healthy human relationships while examining the dynamics of dominance and subordination centered around the psychology of women relationships. Miller understood that the culture of the 21st Century viewed relationships as an aid to empower and separate self from others by achievement within an organization. The importance of building growth-fostering relationships and community are underemphasized and seen as a sign of weakness for a person who has a need for interconnectedness among women. Miller's RCT delivered a phenomenological focus to the importance of connection and

women moving beyond differences in position in the workplace. The effects of disconnection in the workplace disempower individuals and groups on an organizational level.

Miller's (1987) RCT became a framework for relationships in the workplace and a foundation for other empirical studies that addressed workplace incivility. One empirical study examined by Schilpzand, De Prater, and Erez (2016) showed three types of workplace incivility identified as experienced, witnessed, and instigated incivility, serving as one of the assumptions for relationship disconnections among women. Another empirical study that addressed organizational positions at a university workplace found more women as targets who were employed as staff than faculty and was related to experienced incivility, impacting relationships between women based on position (Cortina et al., 2001). Schilpzand et al. defined experienced incivility as a result in reduced commitments in workplace performance behaviors of employees who are targets. Some female workers become targets to women who are found in authoritative positions viewing themselves as more superior over women in lower positions (Schilpzand et al., 2016). Women of increased ranks were also documented in discriminating against women in lower ranked positions in the workplace, damaging trust and self-esteem (Schilpzand & Huang, 2018). Also, women who possessed more of an authoritative position oftentimes used intimidation to demand respect from women who were of a lower rank in position, causing a disconnection in the relationship (Miller, 1987).

Witnessed incivility provided a lens for employees to observe mistreatment and negative behavior demonstrated towards another coworker (Schilpzand et al., 2016).

Hershcovis et al. (2017) found that those who witnessed confrontation, bystanders,

leading to incivility between a worker and supervisor avoided discussing what they saw.

The same empirical study referred to bystanders as a third-party who avoided the

responsibility of intervening in response to observed incivility to retain good-standing

relationships with the supervisor in the organization (Hershcovis et al., 2017). Lastly,

Schilpzand et al. (2016) stated that instigated incivility was intentionally directed towards

employees who were targets for rude behavior. Holm, Torkelson, and Bäckstrom (2015)

found that employees who were targeted by incivility from a manager reported more job

demands, control, and lower social support as a result of a poor work relationship.

Tajfel and Turner (1979) defined the SIT as a person's sense of belonging to a

particular group membership where pride and self-esteem are important. SIT helps

individuals in an organization to understand that enhancing a position in the group of

which they belong increases self-image (Tajfel & Turner, 1979). Tajfel and Turner also

projected three mental channels of the SIT, social categorization, social identification,

and social comparison, that are associated in others as "us" or "them." Social

organizations are divided into "them" (out-group) and "us" (in-group) through the first

channel called self-categorization where people are placed into social groups at work

(Tajfel & Turner, 1986). Targets of workplace incivility are often found a part of the out-

group, leaving employees vulnerable for discrimination by group members of the in-

group resulting in incivility (Tajfel & Turner, 1986). According to Tajfel and Turner,

individuals are categorized based on the group they belong to as being different from

other group members predicated upon position. McLeod (2008) mentioned that humans

not only discover things about who they are, such as their behavior, by knowing what

categories they belong to, but it also tells them about others. According to Porath and

Pearson (2012), women managers can and do assert their power over female employees

who are considered a part of the out-group, resulting in higher absenteeism, higher levels

of anger, fear, sadness, job dissatisfaction, burnout (Welbourne, Gangadharan,

& Sariol, 2015), higher levels of anxiety (Beattie & Griffen, 2014), reduced creativity

(Porath & Enez, 2009), and reduced retention (Lim, Cortina, & Magley,2008).

Tajfel and Turner (1979) identified the second channel as social identification,

where one consciously chooses the category they think they belong to. Miller's (1976)

RCT discussed how the social relationships people are involved in affect how they see

themselves or allow others to treat them. Tajfel and Turner (1986) suggested that if

people identify with a particular position, they will act in a way they believe the position

requires, and self-esteem will be impacted with that group membership and recognition

of that position. According to Fiske (2011), the lack of recognition from management of

an employee gaining achievement in their position can problematically result in not only

low self-esteem of that employee but other conceptual issues that increase negative

behaviors. Coyne et al. (2000) reported that identity within an organization is connected

to self-esteem, which impacts the unconscious messages that people send themselves and

it plays an important role in the workplace, especially among women. Some employees

possess a level of awareness such as an understanding of who they are, realistic

expectations of themselves, what they can tolerate, how they communicate, and

maintaining a positive attitude no matter what happens around them in the workplace

(Welbourne & Sariol, 2017). According to McGuire (2017), some women management

provide constant negative feedback or a form of negative affirmation to other female

workers even if they were doing a good job, increasing a lack of confidence.

The final stage channel of the SIT is social comparison (Tajfel & Turner, 1979),

which is a critical contributor of workplace incivility. Social comparison is where people

tend to compare the in-group with the out-group and self-esteem is maintained when the

group is seen as being just as worthy as the other group of respect (Tajfel & Turner,

1979). Some women in authority who compare themselves to female employees view the

female employees as inferior or less important (Meyers, 2013). Meyers (2013) found that

female employees often compare themselves as equally productive to women managers

based on whether the female employee can effectively meet the woman manager's

expectations. Clay (2013) also reported that women managers oftentimes aimed to

undermine or push aside female employees out of insecurity, competitiveness, or feeling

intimidated for various reasons. Lastly, Gabriel, Butts, and Sliter (2018) found women

more susceptible to incivility by other women that they compared themselves to,

especially when being assertive at work, taking charge, or expressing opinions in

meetings.

Workplace incivility is a rising phenomenon that occurs frequently among

supervisors and employees in the workplace (Rahim & Cosby, 2016). Workplace

incivility is defined as a "low- intensity behavior with ambiguous intent to harm and

violating the norms for mutual respect that eventually damages work relationships along

with organization" (Andersson & Pearson, 1999, p. 457). Pearson and Porath

(2010),"reported 96-99 percent of survey respondents experienced or had witnessed incivility in the workplace" (p. 64).Workplace incivility is known to negatively impact organizational environments along with productivity and well-being (Fritz, 2017). Although researchers mainly focused on topics such as workplace aggression, deviance, bullying and abusive supervision, numerous studies have investigated different types of negative workplace behaviors that influence organizational and individual outcomes (Schilpzand, DePater, & Erez, 2016).

Workplace incivility is a continual subject of empirical studies (Schilpzand, DePater, & Erez, 2016). Hershcovis (2011) examined different forms of workplace mistreatments that integrated the work on workplace incivility that is relative to target outcomes. Some examples of mistreatment or forms of incivility in the workplace mentioned in the empirical studies were name calling, mean remarks, belittling and profanity (Hershcovis, 2011). Workplace incivility is expected to be positively associated with burnout (Rahim & Cosby, 2016). Chan, Fung, and Chien (2013) found a negative relationship between workplace incivility and work engagement burnout which mediated the relationship between incivility and turnover retention. A qualitative study conducted by Rahim and Cosby (2016) identified a pattern of organizational factors such as absenteeism, job dissatisfaction, turnover retention and burnout positively associated with workplace incivility.

As workplace incivility is on the rise, in the last decade, so are women in management. Hu and Lui (2017) examined that workplace incivility commonly stemmed from verbal mistreatment of women managers to female employees and these targets may

be given "unfair, unachievable, and unreasonable tasks, deadlines, and workloads" (p. 330). Hu and Liu (2017) also reported that 71% of female employees reported being mistreated by women in authoritative positions. A Harvard Business Review reported that women tend to experience more incivility than their male-counterparts at work (Gabriel et al., 2018). An empirical study found in *The International Encyclopedia of Organizational Communication* also reported a greater frequency of workplace incivility with same gender employees including female management using verbal abuse against other female subordinates (Fritz, 2017). Additional research found by Hurst, Leberman, and Edwards (2017) in *The International Journal of Gender in Management,* mentioned while female employees expected or desired to obtain more emotional understanding as well as support from women management, this expectation only increased the likelihood of workplace incivility among women.

Previous research has shown that workplace incivility influenced individual and organizational outcomes (Schilpzand et al., 2016). Some studies conducted by Andersson and Pearson (1999); Cortina et al., (2001); Pearson and Porath (2010); Hershcovis (2011); Rahim and Cosby (2016) and Hu and Liu (2017) established that targets of workplace incivility experienced negative emotions and disconnectedness from management. Estes and Wang (2008) reported managers that projected rude behavior against subordinates became role models for negative behavior in the workplace. Past studies were necessary for identifying the antecedents of incivility to further examine different forms of workplace mistreatments (Torkelson et al., 2016). Various current studies can be combined to advance future research that will provide a new direction

leading scholars to benefit in developing this extensive literature (Cortina et al., 2001).Present research heightened awareness of verbal mistreatment and the lack of respect that female workers become victim to. Lastly, studies narrowed the focus of specific expectations female workers had for other women in authority improving relationships in the workplace for better job productivity and retention.

Literature Review Related to Key Variables and/or Concepts

The qualitative research in this study was very specific about the effects of workplace incivility on its targets. A qualitative study using women and male managers as members of the in-group in organizations and female employees as the out-group conducted a survey between 400 to 600 U.S workers across various service occupations and consistently found that female employees reported experiencing more incivility from other women managers than from their male management (Gabriel, Butts, & Sliter, 2018).This construct is conceptualized as negative behaviors that are meant to conflict with both social and organizational relationships interfering with employee success (Hershcovis, 2011). Birkeland and Nerstad (2016) examined work climates that assert mastery and learning for employees who were obsessed with their work were likely to perpetuate incivility. Research found that employees who were displeased or extremely tired with their jobs had contended with injustice (Blau & Anderssen, 2005) or possessed more of a dominant conflict management style (Trudel & Reio,2011) and tend to exhibit negative behavior toward colleagues. Workplace incivility continues to disrupt both organizational structures and relationships in work environments.

The descriptive phenomenological method allowed victims of workplace incivility to discuss lived experiences of this phenomenon (Englander, 2012). Giorgi (2009) provided a five-step method "to describe the structure of a psychological phenomenon" (p.8), such as workplace incivility, to better comprehend interpretation of objective behavior. The descriptive phenomenological method uses first person to gain a deeper meaning of workplace incivility experiences from the persons being studied (Broomé,2013). This method has been used in several qualitative studies that has allowed researchers to gain a closer connection to the participant (Berger, 2015).

Workplace Incivility

Andersson and Pearson introduced workplace incivility as a new construct in 1999. The research conducted by Andersson and Pearson identified negative workplace behaviors in a theoretical article written in the *Academy of Management review*. Andersson and Pearson (1999) recognized that uncivil workplace behaviors between coworkers would eventually produce severe forms of negativity such as making demeaning remarks and talking down to others. Pearson, Anderssen, and Wagner proposed that the model of incivility is a spiral of negativity that is reciprocated in workplace behaviors that oftentimes goes unaddressed (2001).

Andersson and Pearson (1999) examined that workplace incivility is theorized to contain low to high intensity, deviance, and ambiguous intent to harm others. The first component is a low to high intensity behaviors can range from a manager simply yelling at a worker during a meeting to physical aggression such as hitting. The second component is the deviant nature Andersson and Pearson (1999) described as rude and

discourteous such as intentionally not speaking to another worker who speaks to that person. Studies showed women less likely to engage in deviant workplace behaviors to retain the financial security their jobs provided (Pearson et al., 2000). The third component of incivility is the ambiguous intent of the instigator to purposely harm others with verbal mistreatment using words that are hurtful. Neuman and Baron (2005) mentioned the target's view of mistreatment from the instigator was primarily based on the target's perception of the perceived intent. The exchange of seemingly in sequential words and deeds that "violate conventional norms of workplace conduct can create a tensed environment" (Porath& Pearson, 2010, p.21).

In a qualitative study, Pearson and Porath (2005) reported that workplace incivility is a deeply rooted organizational issue that affects one out of eight employees costing companies over $50,000 per lost employee in terms of work production and the hiring of new employees. According to the U.S Bureau of Labor Statistics, 47% of women with children under the age of 18 were employed in 1975 and by 2008, working mothers outside of the home increased to 71% (2015). Past qualitative research concluded that incivility negatively impacted workplace outcomes including decreased job satisfaction (Pearson, Andersson& Wegner, 2001), increase in job burnout (Miner-Rubino & Cortina, 2004), absenteeism, and job withdrawal (Cortina, Magley, Williams, & Langhout, 2001). Johnson and Indvik (2001) examined that 78% of the targets of workplace incivility tend to minimize work efforts to complete assignments, and 12% of the targets decided to quit as a result of this behavior. Although workplace incivility is considered a low-intensity behavior that requires little effort (Andersson & Pearson,

1999), it has lasting effects on organizational relationships particularly between management and workers involving verbal aggression. Most organizational behaviors are classified as uncivil when it is in opposition to social norms established within the organization.

Incivility was selected for this qualitative study to explore the negative behavior that impacts its employees (Andersson & Pearson, 1999) and it is one of the most studied but overlooked variables in the workplace. Workplace incivility differentiates itself from other constructs on several dimensions. Andersson and Pearson (1999) explicitly argued that minor forms of mistreatment can have a significant impact on employee attitudes toward the organization. In contrast, other mistreatment constructs are not defined in terms of their intensity, though intensity may be inferred by their definition or measurement. For example, bullying can be assumed to be of higher intensity than incivility because of its persistence and frequency (Fox & Stallworth, 2009). A second differentiating feature of incivility is the explicit statement that intent is ambiguous. Researchers in the workplace mistreatment literature have frequently debated the notion of intent. For instance, Neuman and Baron (2005) argued when defining mistreatment from the perspective of the actor, intent is crucial. Otherwise, accidental harmful behaviors such as being hurt by a dentist during a dental procedure may be considered aggressive. On the other hand, from a target's perspective, perceived intent may be all that matters because victims will react based on their perception, whether their perception is accurate (Neuman& Baron, 2005). Organizations often overlook the intent of incivility in the work environment due to different perceptions of various behaviors that create an

unseen and a critical dynamic in the workplace (Maslach& Leiter, 2008). Workplace

incivility is a behavior that causes much organizational damage (Torkelson et al., 2016).

Targets of Workplace Incivility

Workplace incivility has been established, through several studies, as an

organizational problem and to date has focused on targets of incivility in the workplace.

Cortina, Kabat-Farr, Magley, and Nelson (2017), reported at least 15 years of research

has consistently shown that workplace incivility was related to negative outcomes for its

targets. Loi, Loh, and Hine (2015), suggested that female employees tend to experience

and tolerate more rude behavior from management then men. An empirical study found

in *Organizational Dynamics* showed that women were more likely to be victims of rude,

discourteous behavior compared to men in the workplace (Pearson, Andersson & Porath,

2000). According to Berdahl and Moore (2006), female employees were more likely than

men to attend to interpersonal problems such as incivility. Interestingly, female

employees consistently rated potentially uncivil or harassing behaviors at work as more

offensive than men (Montgomery, Kane, and Vance, 2004). This was a concern and a

common occurrence in work settings that included 86% of women who had been

identified as victims of incivility (Loi et al., 2015). Trudel (2009) reiterated incivility

being a prevalent and growing problem for organizations with female employees who

were managed by women. In addition to the growing phenomenon of incivility, there was

a positive association between workplace incivility and work withdrawal (Lim et al.,

2008). Loi et al., (2015) stated that the impact of work withdrawal was strongly related to

female employees when it comes to workplace incivility. The work withdrawal was a

result of psychological stress causing the relationship between the person and environment that is examined by the person as taxing or exceeding his or her resources and endangering the well-being of that individual (Pearson, Anderssen, &Porath, 2005).Workplace incivility weakens an individual psychologically as well as physical also resulting in reduced work effort with little confidence and quality of work (Porath, Gerbasi, & Schorch, 2015).

Women With Children Targets for Workplace Incivility

In recent decades, a rapid increase in the number of mothers has entered the workforce (Miner, Pesonen, Smittick, Seigel, & Clark, 2014). Unfortunately, women entering the workforce have not always been welcomed with "overwhelming approval and support" (Miner et al., 2014, p. 60). According to Anderson, Binder, and Krause (2003), working mothers were at an all-time low of earning 3-5% less than women who did not have children. Research examined that employers pay justification was based on the reliability of female employees without children compared to those working mothers who were absent when projects were due the day they called in (Fisk, 2011). Nonetheless, research examined links that concluded whether being a mother impacted the experience of uncivil treatment (Hammer & Zimmerman, 2010). There were some scenarios in the literature that suggested that motherhood status predicted working mothers being a target of workplace incivility such as excessive absenteeism. One study investigated whether motherhood status moderated the relationship between experiencing incivility at work and negative outcomes among women and found there were positive relationships between incivility and job satisfactions (Miner et al., 2014). The same study

discovered positive relationships between incivility and turnover intentions for women with more children compared with women with fewer children (Miner et al., 2014). Past research examined that women who occupied multiple roles such as a primary caretaker, volunteer, and employee brought more benefit to working women than to men (Reddy, Vranda, Ahmed, Nirmala, & Siddaramu, 2010).Other findings from previous studies acknowledged that a parental role did not reduce any negative effects of workplace incivility for women and men regardless of how many children were in their care (Correll, Benard, & Paik, 2007).

Another study explored that women without children complained about being the target of more incivility compared with men who did not have children (Miner et al., 2014). Pearson et al., (2000) concluded that women are most likely to experience more workplace incivility than men whether being a mother or not. One interesting finding by Letherby (2002) and Parry (2005)found that women are traditionally seen as occupying roles as a mother and childless woman received more mistreatment for violating those traditional roles. Rudman & Glick (2001) mentioned that women without children were competitive, selfish and trying to play the role of a man. Miner et al., (2014) concluded that being a mother did not necessarily put women at risk for workplace incivility but having a large family opened women up for more negative interpersonal treatment.

Relational Cultural Theory

The RCT framework provided a full perspective of connectedness and communication in forming relationships within an organization (Miller, 1976). RCT helped to identify the "relational consequences of interpersonal disconnection helping

minimize or rid organizations of workplace incivility" (Hurst et al., 2017, p. 21). Jordan (2008) suggested that the strength of women in the workplace has been misrepresented and viewed as weaknesses as women grew through and toward connections with other women. Relationships in the workplace were inevitable. It is assumed one builds good connections that achieved a sense of safety and well- being (Jordan, 2008). Relationships between women are characterized by a longing for social and emotional support in the workplace (Jordan, 2008). Women sought for social and emotional support even more so when under a tremendous amount of stress or where the relationship progressed into an unexpected friendship (Mavin, Williams, Bryans,& Patterson, 2013). Interestingly, women did not express or discuss their relationship expectations, increasing the possibility for misunderstanding and conflict (Litwin, 2011).

It was important that relationships between female management and female employees were healthily built to ensure counterproductive behaviors in the workplace. According to Fiske (2011), the lack of productive relationships between both female managers and female workers problematically resulted in low self-esteem and other conceptual issues that increased negative behavior. An empirical study found in *Journal of Work and Organizational Psychology* reported that relationships were connected to self-esteem which impacted the unconscious messages that people sent to themselves (Coyne et al, 2000) and it played an important role in the workplace, especially among women. Some employees possessed a level of awareness such as understanding of whom they were, realistic expectations of themselves, how they communicated, and maintained a positive attitude no matter what happened around them in the workplace (Welbourne &

Sariol, 2017). According to McGuire (2017), some women management provided constant negative feedback or a form of negative affirmation to other female employees even if they were doing a good job, which increased a lack of confidence.

Workplace incivility and women managing women had been the most understudied with a lack of focus on organizational relationships among women (Bibi et al., 2013). RCT was based on the work- related relationship and organizational factors that contributed to workplace incivility (Abubakar, Namn, Harazreh, Arasli, & Tunc, 2017). Incivility was also associated with disconnections in the relationships between women such as mutually empowering one another, expectations, being empathetic, communication and trust (Fletcher, 2012). Stronger relationship connections can occur if disconnections are confronted as soon as it surfaces (Miller, 1987). "If a less powerful person can state the disconnection and bring attention to the pain caused by a more powerful person and the more powerful person listens empathetically and is responsive, the less powerful person learns that she matters" (Jordan, 2008, p. 2). The literature suggested that unproblematic relational interruptions such as misunderstandings and rejections commonly arisen in all relationships as one study found female workers expected a higher degree of emotional understanding and support from a female manager, than would from a male manager (Hurst, Leberman, & Edwards, 2016).

Disconnections occurred when the less powerful person decided to "retain feelings of the disconnection as a result of incivility to protect against humiliation, invalidation or incivility from the more powerful person" (Jordan, 2010b, p.26). In one of the most recent studies on chronic disconnections in workplace relationships, Jordan

listed five results that could happen during this period. One of the most important results was a decline in energy at work, decreased sense of worth, less clarity and more confusion, less productivity, and withdrawal from all relationships connected to the perpetrator of incivility (Jordan, 2008). Although work withdrawal was a behavioral response to certain organizational practices (Laschinger, Leiter, Day, & Gilin, 2009), it was important that the less powerful women avoided shutting down all lines of communication even when a chronic disconnection occurred, so the female employee could be relationally effective in the workplace (Miller, 1987).

Women who demonstrated more of a masculine leadership style created work relationship difficulties among female workers expecting more relational behavior from their women managers than from men because they identified as the same gender (Litwin, 2011). Oftentimes, these relationships did not meet the expectations of female workers. Litwin's research found that good relationships "provided support, validation, mentoring, and empowerment of which have been shown to be essential to women's mental and emotional health in male-dominated work environments" (Litwin, 2011, p. 3). Some female workers rejected mentoring by female managers feeling a sense of inauthenticity in only attempting to control and use them (Ely, Ibarra, & Kolb, 2011). These feelings led to a greater degree of solidarity among other female workers who worked under female authority. Solidarity behavior expected women to act as a collective, and "places expectation on women in high authority to assume the mantle of supporting other women without their organizations" (Mavin, 2006b, p.64).The more

women helped one another, the more other women helped themselves especially realizing acting as a coalition produced positive results (Sandberg, 2015, p. 165).

The queen bee syndrome stated that support from female managers cannot be automatically assumed. In fact, evidence suggested that some female managers purposefully worked against the interests of other female workers within an organization sabotaging relational connections (Hurst et al., 2016). A small body of research identified the aggressive and competitive behavior between female managers and their female workers that created a sequence of workplace incivility that impacted their work career (Sheppard & Aquino, 2013). Unfortunately, some women managers developed an attitude of, "if I did it by myself, you can do it by yourself" making it more difficult for other women to succeed without their assistance (Hurst et al., 2016, p. 65). Most of the "queen bee's" that managed other women in an organization achieved their own personal success in a male-dominated environment and expected other women to do the same without their hand being held (Hurst et al, 2016). A bitter relationship with managers debilitating employees jeopardized an employee's future in the organization creating distance between female managers and their female employees (Abubakar et al., 2017).

Research showed that female relational aggression was nurtured at a tender age and followed women into adulthood as well as into the workplace (Hurst et al., 2016). When considering relationships and work experiences, women were perceived as being nice, cooperative and avoided conflict (Hurst et al., 2016). However, early socialization and childhood experiences shaped females in a way that conditioned her to be harsh and aggressive (Mavin et al., 2013). The result of this behavior led to a silent undercurrent of

competition between women leading to covert forms of aggression such as manipulation, undermining and a struggle for power which shadowed the effects of incivility in the workplace (Johnson & Mathur-Helm, 2011). The aggression of the *queen bee syndrome* has contributed to increased incivility within organizations and significantly impacted the self-esteem of targets (Mavin et al., 2013). The impacts were even more compounded when caused by another woman of power (Mavin et al., 2013), which brought a sense of betrayal in progressing towards promoting in the organization (Ellemers, Rink, Derks, & Ryan, 2012). Not only has the queen bees failed to advance the cause of women in their organizations, they have impacted their career path (Sheppard & Aquino, 2013). Rudeness and aggression damaged relationships between women in the workplace but not openly discussed (Hurst et al., 2016). The RCT was a useful tool for the workplace "to give women a voice as well as stimulate discussion and bring about organizational change among women" (Hurst et al., 2016, p. 66)

Social Identity Theory

Tajfel and Turner (1979) defined SIT as part of a person's concept of "self" that came from the groups to who that person belonged. Tajfel and Turner (1979) used the SIT to reveal that employees aimed to find their identity by categorizing themselves into groups with shared interests and values. Turner (2005) later introduced the concept of power as a component of the SIT indicating power occurring from psychological group membership rather than power occurring from the control of resources valued and needed by others. According to SIT, power was exercised by individuals through common social expectations and norms of intergroups in the workplace (Ye, Ollington, & De Salas,

2016). Those with greater power such as managers were more likely to be the instigators of incivility then those with lesser power such as a subordinate (Berry, 2015). Research stated perpetrators of uncivil behavior became "role models" for others in the workplace leading to organizational climate, which tolerated uncivil behaviors (Bunk, Karabin, & Lear, 2011). The perpetrator models the organizational behavior of incivility demonstrated toward female workers without consequences (Gallus et al., 2014). Onlookers within the organization justified uncivil behavior based on what was witnessed of the leader who perpetrated workplace incivility creating a climate of chaos (Gallus et al., 2014). Females, in this organizational climate, were more likely to adopt a relationship-oriented position and attempted to use problem-solving discussions to overcome their conflicts (Leiter, 2013). Magley, Gallus, & Bunk(2010) examined that females had relatively little organizational power compared with males. The incompatibility of femininity and gender role requirements in the workplace incapacitated the confidence of many women to aggressively deal with conflict in the workplace (Fletcher, 1998; Kolb, 1992).

Tajfel and Turner (1979) examined that social identity theory was divided into three categories of self. The first self -identify was social categorization, which was very important in the workplace. Individuals discovered things about themselves by knowing what categories they belonged to (Tajfel & Turner, 1986). Self-categorization, self-identity and self-comparison was developed by Tajfel and Turner to dispute that employees aimed to find their identity by categorizing themselves into groups with shared interests and values (Tajfel & Turner, 1979). Categories helped individuals to

understand whom they were involved with. For instance, employees placed their

employers in categories of power and authority (Turner, 2005). Self is also categorized

into social identification, which was connected to our self-esteem (Jordan, 2008). Social

identification was the perception of which category was shaped by the people we

encountered (Hogg, Abrams, & Brewer, 2017). Employees oftentimes found their

identity in how managers addressed them looking for validation of self (Abubakar et al.,

2017). Renwick-Monroe (2009) discussed how the deliberate use of specific words

recalled images of negative experiences that impacted how a person may be perceived.

The last "self" determined who we were based on how we compared ourselves to other

individuals or groups (Hogg et al., 2017). As a result, "we are constantly making self and

other evaluations across a variety of domains" such as success or power (Hogg et al.,

2017, p. 571). Some employees in the workplace quietly desired a position of power or

influenced that came out in certain behaviors (Hogg et al., 2017). Hurst, Leberman and

Edwards (2016) found that women who were identified as subordinates were categorized

in a role that was lower in rank. Female workers felt inferior to female managers based

on the quality of the hierarchal relationships in the workplace, particularly when the

relationship was perceived as a negative (Elsesser & Lever, 2011). Brady (2007) stated

the importance of how an individual perceived themselves within their role and how

others perceived them in a role, defined the responsibility of everyone in that role.

Research discussed how roles of women carried a historical foundation. In fact,

socialization prepared women for their current roles in the workplace (Wilson, 2003 p.

99). Wilson also suggested that females were socialized from an early age to know their

"place" in society and to learn to "put up" with more life injustices, even in the workplace (Wilson, 2003 p. 99). However, the ability to function well in one's role was significant as it is reflected in the individuals' sense of self-worth and self-esteem (Hurst et al., 2016).

Self-Confidence

Women often struggled with how they perceived themselves outside the view of others. The realistic belief in one's own ability is defined as self-confidence, which was simply having faith in oneself (Coffman & Neuenfeldt, 2014). In the workplace, women were constantly challenged with negative behaviors that threatened their confidence in being able to perform job functions. Research showed that female targets of workplace incivility were reluctant to report any rude behavior for fear it would disrupt their career advancement (Sakurai & Jex, 2012). Female workers hesitated to confront uncivil behavior from female managers to avoid appearing weak and unable to handle conflict (Abubakar et al., 2017). "Women are often not confident enough to confront their instigator, fear reprisals or damage to their career and tend to disappear themselves after an uncivil encounter" (Pearson &Porath, 2005, p. 12). While organizations looked to retain talented workers, some managers will not admit being a bully (Crothers, Lipinski, & Minutolo, 2009a). Bullying is a form of incivility which was, "repeated direct aggressions and exposure to negative actions" (Stephans, 2017, p. 8). The direct aggression also known as overt behaviors that included open attacks such as verbally abusive language or any behavior that possessed as an open attack on the target (Stephans, 2017).

The relational aggression theory manipulated social relationships that included overt and covert behaviors that reduced the self-confidence of their targets (Stephans, 2017). Relational aggression also tended to lower self-confidence in female workers who expected female managers to maintain harmonious relationships with them (Crothers, Schreiber, Field, &Kolbert, 2009). Other researchers suggested that at least 58% of women in leadership positions were identified as bullies in the workplace and victimized female workers 90% of the time (Crothers et al, 2009a). The relational aggressive behavior practice witnessed in female managers the same learned behavior patterns found in young girls at an early age (Crothers, Schreiber, Field, &Kolbert, 2009b). This behavior was one of the roots to power struggles among women along with other emotionally hurtful behaviors that became routine (Valen, 2010). "Interpersonal injustice and poor leadership are strong predictors of incivility and low self-confidence" (Crothers et al., 2009a, p.102). Interpersonal mistreatment from leaders in an organization produced a workplace climate that also encouraged the same behavior resulting in low self-confidence of that target (Crothers et al., 2009a).

Self-Awareness

Managers were an important component in establishing a quality work environment as well as demonstrating acceptable standards of behavior ensuring "employees have access to what they need to function effectively" (Laschinger, Wong, Cummings, &Grau, 2014, p. 5). It was equally important that managers were self-aware of the effectiveness of their management style. According to the microaggression theory, some perpetrators were not even aware they humiliated the recipient by their behavior

(Stephans, 2017). According to Cortina (2008), some targets were also unaware of whether incivility was "gendered content" (p. 70). Targets of incivility were not always concerned about rudeness and viewed the behavior as a trigger of having a bad day or other pressures from work (Sakurai & Jex, 2012). The more persistent incivility became, targets were more aware of what was happening to them (Krings, Johnston, Binggeli, & Maggiori, 2014). Targets were not always aware when other members of the same group were experiencing incivility that may have been related to gender (Krings et al., 2014. Cortina (2008) stated that specific groups that are disrespected or treated rudely were targets for selective incivility, which intentionally isolated a group for a purpose. Although some female workers were aware of the repeated rude treatment, it was perceived as gender discrimination (Cortina, 2008). Female workers were less likely to confront managers who was rude and uncivil to protect their careers (Stephans, 2017). Women affected by workplace incivility perpetrated by management engaged in job withdrawal or softened their response to avoid further actions against them (Stephans, 2017).

Self-Esteem

Woman to woman workplace incivility behaviors were subtle and often gone unnoticed (Gabriel et al., 2018). Gender microaggressions against women resulted in harmful psychological consequences and created differences along with lowered self-esteem (Sue, 2010). Gender microaggressions was the mean girl in the workplace to the mean girl in the workplace. This type of behavior led to an increase in workplace incivility and lowering of job satisfaction (Laschinger et al., 2009). Gender

microaggressions was positively associated to low self-esteem (Stephans, 2017). Self-esteem was defined as our ability to think and cope with the basic challenges in life with confidence in our own self-worth (Branden, 1992). Self-esteem was important in this study because it demonstrated the self-perception of our worth and competence in a work environment (O'Neal, Vosvick, Catalano, & Logan, 2010). O'Neal et al., (2010) study hypothesized that self-esteem and self- confidence was significant in the perception for the meaning of our life, especially in a work situation.

Organization-based self-esteem (OBSE) was a form of self-esteem that provided a description of what an employee believed who they were within the organization they work (Gardner & Pierce, 2016). Gardner and Pierce identified three determining factors that defined the worth of an employee and first factor was the work environment structure that, included assessments of the competency and trustworthiness of an employee. An additional factor analyzed by Gardner and Pierce was how significant the impact of a manager was on the self-esteem of an employee within the organization. Gardner and Pierce mentioned how the manager determined the value of the employee based on the manager's personal evaluation of the employee's importance within the organization, which affected the self-esteem of that employee especially if it was negative. Gardner and Pierce described the last determinant of OBSE as a direct experience of success with work systems in place for employees to achieve work goals. Gardner and Pierce explained that under different systems, employees developed low levels of self-esteem if not affirmed by management.

Research stated that "value and approval" in the way employees were treated from management increased self-esteem (Gardner & Pierce, 2016 p. 397). Gardner and Pierce also examined the negativity of messages provided by managers within an organization shaped the worthiness of that employee and how they view and approved of themselves. "Social interactions that consistently led people to believe that others viewed them as competent, led to high self-esteem" (Gardner & Pierce, 2016 p. 397). Employees looked to their manager for acceptance as a group member and as a means of inclusion even if the manager was uncivil to that employee (Blackhart, Nelson, Knowles, &Baumeister, 2009). Employee's exclusion adversely affected the self-esteem of that employee especially if the manager allowed the behavior within the context of the organization (Scott, Zagenczyk, Schippers, Purvis, & Cruz, 2014), while other research found that OBSE was greatly affected by supervisors who verbally abuse individual team members (Farh & Chen, 2014).

The previous studies mentioned in this qualitative approach was related to the research questions on how female employees described lived experiences of workplace incivility perpetrated by women management and how female employees described the impact workplace incivility had on their self-confidence, self-awareness, and self-esteem. Each study mentioned thus far was meaningful and necessary for not only identifying supervisor incivility but provided a way for female employees to share accounts of lived experiences of incivility perpetrated by women managers to prevent further organizational damage.

Summary and Conclusions

Chapter 2 begins with an introduction and preview of major themes such as the literature search strategy that provided a list of library databases and search engines used for this study. The conceptual framework identified workplace incivility as the concept and the *relational cultural theory (RCT)* and *social identity theory (SIT)*were theories chosen to frame this qualitative approach. The literature review related to key variables and/or concepts included: *workplace incivility, targets of workplace incivility, woman with children targets for workplace incivility, self-confidence, self-awareness and self-esteem.* The chapter concluded with a summary of current literature related to the workplace incivility phenomenon.

It is known that workplace incivility is a current phenomenon that plagued organizations and relationships among female managers and female employees. What was not known was what impact supervisor incivility had on the self-confidence, self-awareness and self-esteem of female employees work performance. The research aligned with Miller's Relational Cultural Theory (RCT) discussed the importance of purposely building a connection in the workplace that promoted growth-fostering relationships between management and employees. Tajfel and Turner's Social Identity Theory (SIT) was used in this study to reveal that employees aimed to find their self-identity by categorizing themselves into groups and a person's group determined how others viewed and treated them in which case can increase workplace incivility.

The present study filled at least one of the gaps in the literature by recognizing the benefit of understanding the negative outcomes associated with workplace incivility

which helped reduce factors such as job dissatisfaction, absenteeism, job performance and assisted to further advance women within an organization in providing awareness and having policies in place that addressed this type of behavior immediately. Increased knowledge of workplace incivility helped improved various adverse psychological effects such as stress, anxiety, and depression in the discipline that initiated potential solutions such as paying close attention to interactions with others, identifying other individuals emotional state and for the workplace incivility phenomenon.

This qualitative methodology has provided discussions and empirical findings in the literature related to the gap of lived experiences of female employees inclusive of the psychological and emotional effects of workplace incivility perpetrated by women. However, Chapter 3 of this proposal continued to discuss the purpose and an explanation for the qualitative phenomenological design that provided further research needed to enhance our understanding of the role workplace incivility in women managers play in self-confidence, self-awareness, and self-esteem in female employees as well as the research methodology established in the literature review and research questions in chapter 2.

Chapter 3: Research Method

The purpose of this qualitative, phenomenological study was to explore the lived experiences of female employees related to workplace incivility perpetrated by women managers and the effects on their self-confidence, self-awareness, and self-esteem. Chapter 3 of this study addresses the research design and rationale, including a description of the data collection plan and procedure along with clarification for the role of the researcher. In Chapter 3, I also discuss the methodology that includes the participation selection logic, instrumentation, procedures for recruitment, participation, data collection, data analysis plan, issues of trustworthiness, and ethical procedures. This section concludes with a summary of the main points from the chapter.

Research Design and Rationale

The qualitative research design chosen for this study addressed incivility of female managers toward female employees. I also examined whether the perpetrating behavior impacts the self-confidence, self-esteem, and self-awareness of female employees. The research questions in this study were as follows:

RQ1:How do female employees describe lived experiences of workplace incivility perpetrated by women management?

RQ2: How do female employees describe the impact workplace incivility has on their self-confidence, self-awareness, and self-esteem?

Workplace incivility is a rising phenomenon among women within some organizations and is defined as a low-intensity behavior with ambiguous intent to harm one or more persons (Porath & Pearson, 2012), which violates workplace norms of

respect (Cortina et al., 2017). Female workers are also very likely to have a female manager and endure workplace incivility during her work life (Cortina & Magley, 2009). Incivility is identified as a form of discrimination that increases negative relationships between the perpetrator of incivility and work performance (Welbourne et al., 2016). Researchers have found that women are more likely targeted for mistreatment than men (Loi et al., 2015).

The qualitative phenomenological design was preferred for this study in order to further investigate the lived experiences of workplace incivility from female employees in an organization. This method was also perceived as the most appropriate technique because it allowed participants to share more information (see Moustakas, 1994). Moustakas (1994) also stated that the lived experiences recorded from participants allowed better insight of in-depth research for analyzing data and reported results on workplace incivility. Qualitative research permits a greater involvement between both researcher and participant (Broome, 2011). This choice of methodology helped to understand the feelings, values, and perceptions that determined and influenced behavior (Berger, 2015). I used the qualitative phenomenological design as a method to collect the data that specifically addressed the research questions based on the lived experiences of participants (see Moustakas, 1994).

The narrative design was not a good fit for my desired time frame; this type of design requires an extensive amount of interviewing time ranging anywhere from several weeks to years to discover a common theme among the participants (see Creswell, 2012). Grounded theory was also not an option due to the suggested sample sizes between 20

and 60 participants needed to adequately build a theory based on information gathered; it also uses a combination of interviews and other existing documents that provide an explanation of specific occurrences from participants (Creswell, 2012). Ethnography was also not a benefit for this qualitative study. According to Creswell (2012), ethnography demands the researcher to spend a lot of time in the field observing participants in their environment. The ethnography design also challenges the researcher to become a part of the participants' space to better apprehend the different themes that became apparent through the participant's culture, threats, and motivations (Creswell, 2012). Case studies primary focus was on information gathered from several resources, such as interviews, documents, reports, and observations by way of organizations, individuals, or events (Creswell, 2012), which also did not profit this study.

Role of the Researcher

As the role of the observer in this phenomenological study, the question I asked was, "Does the participant have the experience I am looking for?" (Englander, 2012, p.19). After confirming that the participant met the selection criteria, I established a rapport with the participant constituting a safe environment for sharing their lived experiences of workplace incivility. The role of the researcher is to record authentic, quality, and firsthand information of the participant's lived experiences (Fossey, Harvey, Mcdermott, & Davidson, 2002)).Although it was difficult to remain completely unbiased, the role of the researcher required a suspension of judgment and to carefully document interpretations from the participant (Yaniv, & Choshen-Hillel, 2011). I was expected to select participants who were able to recall and furnish specific lived

experiences of the event. Giorgi (2012) stated that the researcher needs to dismiss any preconceived biases that potentially interfere with the research topic and discovery of meaning of the phenomenon. According to Giorgi, "The discoveries made, using the descriptive phenomenological attitude, later in the data analysis, will reveal new nuances that would prove essential for the structure of the phenomenon" (p. 9).

The personal relationship between the researcher and the participant becomes more involved because of the shared experiences provided through the interview (Hesse-Biber & Griffin, 2013).The relationship between the participant and the researcher also became more personal, especially when the participant shares lived experiences while the researcher aspires to understand the data (Karnieli-Miller, Strier, & Pessach, 2009). A nonthreatening environment provides feelings of comfort for the participant, which allows them to openly share without judgment from the observer (Fossey et al., 2002). The participants are the main providers of information being shared while the researcher is the analyzer of the information, causing feelings of conflict if the researcher decides not to share the data analysis with the participant (Mandal, 2018). Another issue that suggests power over the participants was editing parts of the data shared that could compromise the partnership (Karnieli-Miller et al., 2009). Qualitative researchers are careful in fostering a balance of power in the researcher-participant relationship to empathetically understand participant experiences (O'Connor & O'Neill, 2004).

Although it is easy for participants to feel inferior to the observer, I was able to establish an atmosphere of power equality, which reduced any preconceived biases (see Karnieli-Miller et al., 2009). The researcher avoids or minimizes biases if they are

unknowledgeable of the outcome of interest provided by the participant (Pannucci &

Wilkins, 2010). Any existing biases of the researcher include power relationships, which

could be managed by establishing boundaries and guidelines to eliminate an anti-

authoritative or nonhierarchical experience for the participant (Karnieli-Miller et al.,

2009).

Ethical issues occur at any time during research involving questions about how

information is collected and secured (Creswell, 2014). There are also concerns about how

participants are recruited and the authenticity of giving informed consent without feeling

pressured (Karnieli-Miller et al., 2009). I depended on the participant for information

needed for the study of interest. Karnieli-Miller et al. (2009) stated that there is an

understanding that the researcher possesses the information as the participants own the

knowledge and experience needed for the study that often uses" their respective powers

to negotiate the level of information provided about the study" (p.282).

Methodology

Qualitative methodology was appropriate for this study because I asked questions

that prompted participants to tell specific accounts of their lived experiences as it related

to the research topic (see Creswell, 2014). Qualitative research interprets data that were

collected from participants, identified and explored for the use of the study (Denzin &

Lincoln, 2011). Although qualitative research provides five different designs, the

phenomenology approach was the preferred qualitative design for this study.

Phenomenology helps participants to provide accounts of their own lived experiences of a

phenomenon from their perspective (Giorgi, 2009). The benefit of selecting this

qualitative approach helped provide awareness and preventive workplace strategies to eliminate workplace incivility.

Participant Selection Logic

The study population in this case was a small group of individuals who were attained from a larger population who shared a like characteristic such as gender (see Patton, 2015). The population chosen for this study included organizational employees from the Michigan area. The specific study sample of this phenomenological study consisted of female employees (nonsupervisory) who personally experienced workplace by female managers. While it was impossible to sample an entire population, it was important to select a group that benefited the actual research study (see Patton, 2015).

Purposeful sampling and snowballing were used to select female employees for this study. Purposeful sampling allowed me to determine the position of the participants in the study (see MohdIshak & Abu Bakar, 2014). The purposeful sampling technique helps the researcher to identify an exact participant in mind who meets the inclusion criteria (MohdIshak & Abu Bakar, 2014). The purposeful sampling procedure was chosen for this study because of its convenience and cost effectiveness (see Leach, Poyser, & Butterworth, 2016). In addition to the purposeful sampling, the snowball technique helped identify individuals of interest from sampling individuals who know other people that had a similar background who in turn knew more people with a similar background (see Patton, 2015). Snowballing encouraged women participants to ask other women they knew who had experienced workplace incivility by a woman manager to join the study. The purposeful sampling procedure was chosen for this study because of

its convenience and cost effectiveness (see Leach et al., 2016). The snowball sampling

greatly benefited this study, especially when there were not enough participants to

complete the study (see Patton, 2015).

Each participant was required to meet the following criteria: (a) must be between

ages 18-65, (b) currently or previously employed in a professional organization (c) must

be a woman currently or previously managed by a woman, (d) live in the Michigan area,

and (e) experienced workplace incivility by woman manager. The participant did not

have to be a college graduate. The martial status or whether the participant have children

is not important for this study. According to Jessiman (2013), it is critical to select

participants that fit into the research design. MohdIshak and Abu Bakar (2014) suggests

that researchers should be cognitively aware of participants that were able to contribute to

the specific study topic. Participants were known to meet the criteria based on the

inclusion criteria that validated whether they met the basis of the study and the exclusion

criteria ruled out the target population to prevent unfavorable outcomes (Salkind, 2010).

The participants were identified by a sample criterion that allowed participation

for the study (Bryman & Bell, 2015). Sample size is important to consider in attempting

to retain intimate details of the discussion from each participant (Hilal & Alabri, 2013).

This qualitative phenomenological study selected 12 women participants. Historically,

small sample sizes, based on the research, had been encouraged and practiced by

important figures in psychology such as Freud, Piaget, and Skinner (Englander, 2012, p.

21). In a qualitative method such as phenomenology, the ideal sample size ranges

between three and 20 (Englander, 2012, p. 21). Crouch and McKenzie (2006) suggested

qualitative studies that consisted of less than 20 participants encouraged trust, maintained good relationships with participants, improved the exchange of communication between participant and researcher, and gained relative information for the study. Although sample sizing can be difficult to secure, there should be a minimum and maximum number that will be appropriate for a study (Robinson, 2014).

Participants were identified by the inclusion criteria required for the participants. A flyer was posted on social media sites such as Twitter, Facebook and LinkedIn to invite women to participate in the study with researchers preferred contact information via email. Potential participants that responded, were asked through email about meeting required criteria before the consent form was issued. When participation was low, I asked participants to suggest other participants who may qualify. Lastly, I contacted the participants that were referred by other participants who met the criteria. Most researchers referred to this type of sampling technique as a chain referral where after the interview the participants were asked to provide a referral of other potential participants (Siddiqui, Rabidas, Sinha, Verma, Pandey, Singh, &Sahoo, 2016).

Participants were contacted via email to schedule interviews 2 weeks prior to reviewing and signing the required consent form. Each participant was given a 2 -week time frame to review the information provided for the study before deciding to move forward. Before starting the interview with the participant, each participant was asked to confirm whether she met the sample criteria (Siddiqui et al., 2016). After establishing the sample criteria had been met, boundaries were also established. Rosetto (2014) suggests during the interview process to follow protocols that protects each subject from harm to

ensure the integrity of both researcher and participant. According to Cox (2012), the participant-researcher relationship should also involve statues of boundaries to remain ethical in each approach. It is important that a good rapport is established before the interview process begins to provide a comfortable environment for the participant to communicate (Creswell, 2014).

The relationship between data saturation and sample size differ from study to study (Fusch & Ness, 2015). In this phenomenological study, the sample size is not as important as the data saturation. Burmeister and Aitken (2012) suggests that data saturation focus more on the depth of the information provided by the participant rather than the number of participants in the study. A large or small sample size does not nearly indicate whether data saturation has been achieved in a study (Burmeister & Aitken, 2012). Although the rich information produced by participants assists in the process for reaching data saturation, no new data or new themes were indicators that data saturation had possibly been achieved (Fusch & Ness, 2015). Dibley (2011) describes rich data being multi-layered with sufficient information while thick data is an abundance of data but having both will be beneficial to the study.

Instrumentation

In traditional research, instrumentation is a tool used to gather pertinent details of subjects for the purpose of research (Giorgi, 2009). Researchers are likely to utilize semistructured interviews when the there is a lack of knowledge or understanding of the phenomenon (Morse, 2015b). Interviewing is a very common yet powerful tool in gathering evidence in qualitative research (Yin, 2014). The semistructured interview

guide developed for this study reflected the research questions provided in the study (see Appendix A). The questions were used to collect data from participants about lived experiences of workplace incivility perpetrated by their female managers in the organization. The semistructured interview style employed open-ended questions that engaged face-to-face participation with each subject. According to Draper (2014), qualitative researchers use semistructured interviews to gain invaluable information from research participants to comprehend behavioral patterns, the root cause of issues, and a plan to effectively address the problem using open-ended questions. The open-ended questioning is a natural method used in semistructured interviews resulting in rich information from the participants (Doody & Noonan, 2013). Open-ended questions will also help gain greater insight on the unfamiliar topic from the participant (Tourangeau, Sun, Conrad, & Couper, 2016). Asking questions that are relevant to the participant's experience also helps uncover trends in information that enables a deeper understanding of the phenomenon (Tourangeau et al., 2016).

The interview questions followed a guideline aligned with interview protocol to collect data that was pertinent to the study (Castillo-Montoya, 2016).The interview protocol assisted in "enhancing the quality and dependability" of the research (Sarma, 2015). According to Yin (2014), the interview protocol guides the direction of the interview that ensures research participants remain on the topic. Member checking is used to help the researcher listen to the participants with great intent and to be certain that the participant's words are correct (Rosetto, 2014). Building a good rapport is also a key element in proctoring the face-to-face interviews between the researcher and interviewee

to recall personal stories of workplace incivility (Rosetto, 2014). After completing the interview, a summary of the interview was submitted to the participant for member checking. Member checking provided an opportunity for the participant to validate and correct any information gathered in the interview (Houghton, Casey, Shaw, & Murphy, 2013).

Semistructured interviews are a sufficient data collection instrument to help participants define the area of workplace incivility in more detail. Several key questions are used by researchers to guide the interview in a format that allows the participant to explore more indepthly (Creswell, 2014). This approach provides flexibility in discovering pertinent information and elaborating in more detail about the lived experiences of the phenomenon from each participant (Tourangeau et al., 2016). Semistructured interviewing is also an effective tool in asking follow up questions that emerges from probing for interesting responses (Tourangeau et al., 2016). Researchers can establish more probing questions to focus and develop an important detail in the study (Castillo-Montoya, 2016). However, researchers have the capability to adopt a more analytic strategy during the interviews to create themes from the collection of data (Cope, 2014a).

Researcher-Developed Instruments

In this study, conceptualization is one of the first steps in developing an instrument that defines workplace incivility as the construct (Smith, Jaszczak, Graber, Lundeen, Leitsch, Wango, & O'Muircheataigh, 2009). Smith et al., (2016) states that if no existing interview instrument is found, that is suitable for the study, questions can be

developed specifically for the study (p. 21). However, there are always possibilities for weaknesses in the content validity, so the researcher can opt to prescreen participants to test the design of the interview questions. Ferris, Lian, Brown & Morrison (2015) states that prescreening would assist with any potential issues with validity of the interview questions in case there is a need for changes in the interview instrument. The semistructured interview questions will help capture the participant's voice about lived experiences concerning workplace incivility as an aid to produce enough information for the study (Merriam & Tisdell, 2015). Also, by using the semistructured interview design, I was able to use flexibility to acquire more information that could not be obtained from the initial questions.

Procedures for Recruitment, Participation, and Data Collection

Each participant was pre-screened based on criteria required for the study listed on the flyer. After participant was identified for the study, an email was sent to explain the primary purpose of the study and a consent form, that was required to proceed in the process. The participants were prompted to respond via email, with a completed consent form before any face-to-face meetings were scheduled. Interviews were scheduled with participants who returned their consent forms. Recruitment efforts can potentially result in too few participants where the researcher must consider other strategies. I asked participants for referrals, used other social media channels to advertise, and posted the flyer in key locations such as grocery stores and libraries for the study in case the participation was low. Once the 12 participants were secured for the study, the interviews were scheduled and began immediately.

The meetings were held in a secured office space that provided comfort for the participant to openly share lived experiences of workplace incivility. During the interview, the researcher collected the data through notetaking and Live scribe Echo Smart pen to prevent any missed information that would be important to the study. The Live scribe Echo Smartpen is a sufficient tool in recording the notes as it provided the flexibility for the researcher to take notes as it was being electronically recorded on the researcher's laptop (Van Sajjadi, & De, 2015). The researchers' notes also helped to provide insight from the participants while answering the research questions. In case there were issues with the Live scribe Echo Smart pen, the EVISTR digital voice recorder will be used as an emergency backup for gathering information during the interview. Crozier and Cassell (2015) states that audio diaries were becoming more popular and useful in interviewing as it allows for "accessing sense-making in periods of change and flux while allowing the researcher to capture phenomena as it unfolds" (p. 396).

The frequency of data collection events occurred during each individual interview per respondent. Each interview was recorded of the time period of how long the interview lasted and each target behavior occurrence of workplace incivility that impacted their self-confidence, self-awareness and self-esteem. The duration of the interview was expected to last at least an hour, however, according to Jamshed (2014), semistructured interviews are conducted only once with an individual and it normally covers anywhere from 30 minutes to more than an hour. An opportunity was provided for the respondent to take as much time needed to answer each question and to complete the interview. As

previously mentioned, the Live scribe Echo Smart pen assisted in recording the interview to prevent any missed information that would have been important to the study.

The participants exited the study after each participant had completed the in-depth interview. Each participant were debriefed after the study was completed with an opportunity to examine the information provided during the interview and review the purpose of the study. According to APA (2018), the researcher provides the participant an immediate opportunity to acquire any information that pertains to the conclusion of the study. During the time of the debriefing, I addressed and corrected any misinterpretations the participants had of which I was knowledgeable of (APA, 2018). In addition to the debriefing, the follow-up procedures were also an important element of research. Lastly, the follow-up conducted afterward was used as a method to increase the effectiveness of the research effort (Salkind, 2012). Although follow-up can be used for multiple purposes, I used the follow-up to thank the participants again for their time via email, two weeks after their debriefing.

Data Analysis Plan

The data collected in this study made a connection specifically addressing the research questions during the semistructured interviews. The researcher used the open-ended interview questions as a guide to explore and gain understanding of female employees' lived experiences of workplace incivility perpetrated by their female managers. Each participant were asked the same questions in order using identical wording. Some probing was used for participants who provided little detail to the question being asked. The researcher reworded questions and slightly changed the order

of the interview questions to fit the current situation of the participant (Harrell & Bradley, 2009). When necessary, probes are used during the interview to explore deeper into the issue (Harrell & Bradley, 2009).

This study used Microsoft Word as a data storage unit for the study and utilized the coding process called *NVivo,* which accessed information directly from the statements of the participants (Saldana, 2013) while capturing their realities of the phenomenon. According to Saldana (2013), *NVivo coding* is often used in qualitative studies for phenomenological research designs that are exploratory. Saldana (2013), stated that *NVivo coding* goes through two cycles that are very efficient in this process. The first cycle of coding goes through a process of sorting and organizing information (Hedlund-deWitt, 2013).The second cycle of coding is where information is placed in categories based on relationships found between the codes, the frequency of specific codes assigned to parts of the data and identifying meanings among the codes (Hedlund-de-Witt, 2013). After each cycle is completed, the researcher is able to present findings of emerging themes, the meaning of the theme and quotes from the participants as evidence from the data that supported the themes (Saldana, 2013).

NVivo is an electronic software used in this study to assist with transcribing codes while sorting information into categories and themes. According to Cooper (2009), NVivo is a qualitative data analysis software developed by QSR (Qualitative Research Software) International designed to help with coding, data analysis, organizing emerging themes along with patterns in a transcript. NVivo is also considered an efficient tool in

electronically organizing codes, running code frequencies, and exploring relationships between codes (Saldana, 2013).

I was fully aware of discrepancies that occurred during the data analysis process. According to Cope (2014b), coding can be a laborious and long drawn out process particularly, if it is done manually. However, this study chose to utilize electronic coding, using the NVivo software to reduce the possibility of errors. Hilal and Alabri (2013) mentioned that the use of qualitative data software expedites the work of the researcher to achieve credible results. Ultimately, the use of qualitative data software reduces the tedious repetition of organizing, interpreting data, and errors manually (Abu Baker & Ishak, 2012).

Issues of Trustworthiness

Credibility

Bryman and Bell (2015), explained that credibility, in qualitative research, is the accuracy and consistency of data collected and used for the interpretation of the study. The researcher builds credibility by apprehending and comprehending the lived experiences from the participants' point of view because they control the credibility of the results. According to Houghton et al., (2013), credibility establishes procedures that includes continuous engagement, member checking, interviewing, consistent observing, and data triangulation of sources, theories, and methods. More time was given to the participant to help increase credibility of data collected. Lewis (2015) suggested that managing prolonged contact with the participant, helps with understanding the experience of the individual as well as gaining rich data that is cohesive and consistent.

After research was collected and transcribed, member checking was used, allowing participants to provide any additional explanation to their responses, assuring accurate information was being received. The data triangulation was a part of in-depth interviews, personal information provided by participants and peer reviewed literature that ensured the integrity of the data (Anney, 2014). Data triangulation uses different sources of information to increase validity of a study (Creswell, 2014). The information was triangulated from the semistructured interview questions along with the researcher's notes that was also recorded when necessary. Data triangulation was employed as a tool to expand understanding of lived experiences regarding workplace incivility among female workers perpetrated by female managers. The participant's lived experiences were the predominate focus as well as validating and interpreting the data (Bryman & Bell, 2015).

Transferability

Lincoln and Guba (2013) defined transferability as the establishment of research study's findings that could possibly be applied to other populations, contexts, situations or times. Lincoln and Guba (2013) also suggested that transferability helps other researchers to judge the relevancy of data in different backgrounds. Yin (2015) stated an effective study is only reliable and dependable when it can be replicated by another researcher using the same methods. This particular qualitative phenomenological study was consistent and easily replicable by using a comparable group of female employees in various parts of the state. In fact, the dominant researchers did not conclude the data (Bryman & Bell, 2015). This study was able to provide validity, data, and interpretations

to other researchers (Lincoln & Guba, 2013). The researcher will implement enough information regarding data for other researchers to effectively judge whether the data is applicable to the framework (Lincoln & Guba, 2013). Thick descriptions of findings were referenced by qualitative researchers as specific descriptions of processes used within the study for reliability (Bryman & Bell, 2015).Yin (2015) suggested that researchers can achieve reliability when the results from the study were consistent in consecutive testing. The semistructured interview questions were used to help increase reliability by producing consistent data in consecutive testing. The researchers notes also assisted with consistency to help yield comparable results in the study (Lincoln & Guba, 2013), which benefited in clarifying the lived experiences of workplace incivility of female workers.

Dependability

Dependability is very important to trustworthiness because it seeks to establish whether research findings are consistent and repeatable (Lincoln & Guba, 2013). Dependability is also necessary in comparing the consistency of the data collected and research findings. This is important in qualitative studies so that the research maintains constancy over identical conditions using the same data where another researcher could replicate a similar study as each stage of the research progresses (Polit & Beck, 2012). The researcher ensures careful interpretation of the findings to negate any biases that will potentially change the reporting results. The more consistency maintained by the researcher in the research process, the more trustworthy and dependable the results (Cope, 2014).

Conformability

Conformability was the degree to which other researchers were able to prove or confirm results of a study (Silver & Lewins, 2014). For this study, the researcher had an opportunity to demonstrate conformability by "describing how conclusions and interpretations were established and exemplifying that the findings were derived directly from the data" (Cope, 2014, p. 89). Conformability will happen when the results of the study can be proven by others. Conformability and dependability are used interchangeably because the study relies upon total accuracy and consistency of both. During the data collection process, conformability attributes to the researcher's capacity to evidence that the data collected authentically represents the responses of the participants without influence from the researcher (Polit & Beck, 2012). Each participant's interview and recording of researcher's notes were transcribed using Microsoft and NVivo, that helped set up dependability and developed an evident audit trail for conformability. In building an audit trail, the collection and usage of data remains consistent (Silver & Lewins, 2014). The raw data is used for data analysis and determines how themes and categories are created so other researchers can follow the same pattern. The researcher will improve confirmability by recording each step in the study as a map for other researchers to follow when conducting a similar study (Silver & Lewins, 2014).

Intra- and Inter-Coder Reliability

Intra- and intercoder reliability are two processes that researchers use to assist in coding, conducting and reporting qualitative analysis. Intra- coding reliability is when the researcher codes alone and then later repeat the coding to test for reliability (Lomard,

Snyder-Dutch, & Bracken, 2007). In the intra- coding process, it is important to choose category names that are applicable to similar instances of workplace incivility. The intra-coding were applicable to this study because coding was conducted by one researcher. According to Lombard et al., (2007), intercoder reliability involves two or more coders to collaborate and discuss the results of their independent coding reducing errors due to inconsistencies. Intercoder reliability is about the other coder's ability to reproduce the original coding, resulting in the main definition of reliability. Intercoding reliability was not applicable to this study because only one researcher conducted coding.

Ethical Procedures

The Walden University Institutional Review Board establishes ethical guidelines to gain access to research subjects (Walden University, 2018). The ethical guidelines are set in place by a team of appointed ethical committee members to reinforce the protection of research participants (Bryman & Bell, 2015).The Walden's Institution Review Board (IRB) approves doctoral proposals presented by doctoral candidates (Walden University, 2018). Before proceeding, an informed consent form is distributed to all participants who meet the criteria for the study. The informed consent forms were used to alert the participants of the study, as well as highlight the participants right to withdraw from the study without consequences. In addition, the informed consent is used to further protect participants from any unethical issues or concerns. According to Hadidi, Linquist, Treat-Jacobson, and Swanson (2013), the input of the participants greatly benefits the research study; the participants have the right to discontinue at any time. The informed consent form offered a $5.00 gift card as an incentive and thank you for participating in the study.

The researcher used the consent form to communicate to the participants that the study is voluntary, so respondents did not feel obligated to participate. The data was collected through an interview process with each participant and all potential risks in the consent form was reviewed with participants. Moustakas states that informed consent is necessary to protect the rights of the participant (1994). The participant confirmed participation via email by returning the consent form to move forward in the study (Moustakas, 1994).

The IRB must approve of any plans of recruitment for human subjects before taking part in a research project (Walden University, 2018). The IRB stated that all human subjects are living individuals and have the right to know what they are agreeing (2018). When any changes happen during the recruitment process, the researcher need to receive approval prior to implementation from the IRB (Bryman & Bell, 2015). The researcher is responsible in highlighting ethical concerns that are consistent with guidelines for recruiting participants (Walden University, 2018). One of the ethical concerns for this study was ensuring respect for privacy and that the person remained anonymous. Anonymity protects the identity of the participant (Moustakas, 1994). Another ethical concern that the researcher addressed was making certain the information about the study was accurate and clear and the participant was competent in what is required to participate. The researcher planned to address any concerns about recruitment by remaining available to answer questions for clarification.

Additional ethical concerns occurred as it related to data collection and intervention activities. Participants may refuse participation in the study after receiving all the information associated with the study. The respondents were not concerned with

the design of the survey but the time it took to complete it (Moustakas, 1994). The

participants were satisfied with the value exchange of the reward and preferred choices.

Participants also were aware that they had the right to withdraw from the study without

explanation at any time (Bryman & Bell, 2015) but no one withdrew. Researchers will

seek relevant information from research subjects to increase the validity of the study

(Hadidi et al, 2013). The researcher addressed early withdrawal from the study in the IRB

application and consent forms as well as a list of possible consequences as a safety

measure to both researcher and participant.

For further protection of all participants, the researcher kept the data anonymous

where participants will be distinguished by a code system during and after the interviews

conducted by the researcher. The participants names were not disclosed during the

reporting and findings of the data because it was not necessary for the study. Researchers

were required by the IRB to provide the purpose of the study and establish any

advantages and disadvantages for participants are called ethical protocol (Rajib & Mou,

2014). The confidentiality of participants were protected in maintaining the records and

identity of each participant. The requirements enforced in the informed consent document

is used throughout the research reiterating the safeguarded privacy (Bryman & Bell,

2015).

The informed consent form offered a $5.00 gift card as an incentive and thank

you for participating in the study. According to the APA (2018), the researcher may

barter for services if it does not result in exploitation. The informed consent form was

advised as voluntary, so participants did not feel obligated to agree to be a part of the

study. It was clear that any consenting participant had the right to withdraw from the study at any time while in progressed, followed by a written statement that stated participants no longer wanted to participate. Hadidi, Linquist, Treat-Jacobson, and Swanson (2013), states that the input of the participants will greatly benefit the research study; the participants have the right to discontinue at any time.

A coding system was used to identify participants. To ensure the confidentiality of the study, the coded data was secured with a password protected on a flash drive as well as hard copies were locked in a file cabinet that is highly secured in the privacy of my home office. The researcher was the only individual that had access to the participants files. The stored data will be deleted from the flash drive after 5 years and paperwork will be destroyed in a paper shredder. According to the U.S. Department of Health and Human Services (2018), the required length of time to maintain important information for a study on a password protected device.

Other ethical issues that was applicable to this study were considered a conflict of interest. A professional role during the study was maintained with the participant to avoid any issues. According to APA (2018), personal relationships with participants would impair the researcher's objectivity during the interview process in effectively fulfilling the function as a researcher. One last ethical concern was if the researcher experienced personal problems and conflict that would impact the results of the study. Researchers should refrain from conducting a study if they are aware of any personal issues that may inhibit judgement in performing their research duties effectively (APA, 2018).

Summary

Chapter 3 reinstated the purpose of this qualitative phenomenological study used to explore the lived experiences of female employees relating to workplace incivility perpetuated by women managers and the effects on their self-confidence, self-awareness, and self-esteem. The chapter identified the research design, rationale and tradition defining the phenomenon of this study. In Chapter 3, the role of the researcher was defined and revealed researcher-participant relationship, research biases and ethical concerns. The chapter contained the methodology that included participant selection logic that disclosed the study population, sample and location for this study. Chapter 3 discussed instrumentation used to collect the data, procedures for recruitment, and data collection. The plan for data analysis also explained coding and identified software used to protect the data. In closing, the Issues of Trustworthiness and Ethical Procedures for this study was established in applying determined and furthered discussed under credibility, transferability, dependability, and conformability to the study.

Chapter 4 will review the setting, demographics, data collection and data analysis process. The chapter will discuss codes, categories and themes that emerged from the data. Evidence of trustworthiness will be identified, and the results supported by research findings will be revealed.

Chapter 4: Results

Introduction

The purpose of this qualitative phenomenological study was to explore the lived experiences of female employees relating to workplace incivility perpetuated by women managers and the effects on their self-confidence, self-awareness, and self-esteem. The following research questions were developed to guide this study: (a) How do female employees describe lived experiences of workplace incivility perpetrated by women management? (b) How do female employees describe the impact workplace incivility has on their self-confidence, self-awareness, and self-esteem? In Chapter 4, I provide an outline of the qualitative research methodology and an understanding into the qualitative data collection development purposed to examine the research questions. I describe the setting that impacted the participants' experiences and the demographic of each participant. Chapter 4 also reveals findings generated in a system of coded themes from analyzing the personal accounts and viewpoints of each participant. Lastly, I conclude the study with a brief examination of the data introduced in the chapter.

Settings

The research location for this study was in Saginaw, MI. Ten of the interviews were administered face-to-face, and the other two interviews were secured over the telephone due to schedule conflicts from both parties. All the interviews were conducted and recorded during the month of February 2019. Each participant was given a scheduled date and time that was mutually agreed upon after responding to the flier. The interviews were administered at the public library in a quiet room with only the participant and me

without interruptions. One of the participants was released from their position and another participant quit, which may have potentially influenced the interpretation of their experience during the time of the study.

Demographics

The demographics of this research study included 12 participants, one was Trinidadian, and the remaining were African American women who worked in Saginaw, Michigan and were supervised, at some point in their work career, by a female manager. The demographics included participants who represented different occupations, providing diverse experience in the study. The women who participated met the inclusion criteria of the study and gave permission to participate in signing an informed consent. Each participant was assigned an alphabet to conceal their identity. Table 1 provides a more detailed summary of relevant characteristics of the participants, including their current age, ethnicity, occupation, and years of experience on the job.

Table 1

Participant Demographic Characteristics

Participant	Age	Ethnicity	Occupation	Experience
Lady A	37	African American	Administrative assistant	10 yrs.
Lady B	73	African American	Administrative assistant	24 yrs.
Lady C	44	African American	Nurse	13 yrs.
Lady D	34	African American	Nurse manager	10 yrs.
Lady E	64	Trinidadian	Underwriter	25 yrs.
Lady F	35	African American	Customer service	9 yrs.
Lady G	44	African American	Social worker	12 yrs.
Lady H	49	African American	Teacher assistant	22 yrs.
Lady I	54	African American	Staff attorney	25 yrs.
Lady J	37	African American	Bank manager	8 yrs.
Lady K	35	African American	Family advocate	10 yrs.
Lady L	36	African American	Case manager	8 yrs.

Table 1 displays a demographic classification of the 12 participants in this study with an age scale between 35 and 73. Most women were identified as African American, except for one woman who was Trinidadian. These women reported having experienced at least one occurrence of workplace incivility by a female manager during their work career. In the interest of confidentiality, I assigned each participant with a letter from the alphabet and honoring them in placing "Lady" before the letter as a sign of respect. Each

participant was asked a question regarding lived experiences of workplace incivility by their female manager. See Appendix A for the data collection instrument that contains the questions used in the interviews.

Data Collection

Walden University's IRB approved the data collection process on February 8, 2019.For this study, the data collections process included interviews with 11 African American women and one Trinidadian woman who have experienced workplace incivility from a female manager at some point during their work career. Six of the participants responded to the flier posted on social media, and the other six participants were referred from other women in the study. Creswell (2009) referred to this technique as snowballing, which involves participants referring other potential participants to be interviewed. This design allowed each participant to openly share their lived experiences and tell their story from their own perspective. All the women were over 35 years of age and possessed at least eight years of experience on their jobs where the incivility occurred.

The interviews were conducted at the local public library in a quiet space with only me and the participant present. The data collection instrument, containing eight questions, provided at least one hour for each participant to describe in depth their lived experiences of workplace incivility by their female manager. The frequency of the scheduled interviews was conducted with four participants for the first three weeks during the month of February. The duration of each interview ranged between the time frame of 30 to 50 minutes. The EVISTR digital voice recorder was used to capture the

accounts of the lived experiences from each participant during the face-to-face interview. Although there was one variation from the original plan reported in Chapter 3 to complete face-to-face interviews for every participant, the EVISTR digital voice recorder successfully documented the telephone interviews as well. NVivo was used to help identify emerging themes and classify commonalities from the participants responses to the eight interview questions I proctored. During the interview process, there were no unusual circumstances encountered in data collection.

Table 2

Table Showing Depth of Participant Interviews

Participants	Length of interview	Pages of transcript recorded
Lady A	31 mins. 10 secs.	3.5 pgs.
Lady B	43 mins. 23 secs.	4.5 pgs.
Lady C	44 mins. 15 secs.	4.5 pgs.
Lady D	45 mins.53 secs.	4.5 pgs.
Lady E	54 mins.19 secs.	6.5 pgs.
Lady F	40 mins.42 secs.	4.0 pgs.
Lady G	56 mins.12 secs.	7.5 pgs.
Lady H	42 mins.46 secs.	5.0 pgs.
Lady I	51 mins.57 secs.	6.0 pgs.
Lady J	55 mins.51 secs.	7.5 pgs.
Lady K	38 mins.21 secs.	4.5 pgs.
Lady L	39 mins.18 secs.	4.0 pgs.

Data Analysis

NVivo was used after each participant's interview was transcribed from the EVISTR digital voice recorder and placed into a Word document. NVivo is an electronic software that was used as an instrument to chunk interview transcripts, organize unstructured notes, and transcribe common themes found among participants (Hilal & Alabri, 2013). NVivo is most commonly used in qualitative research to explore relationships between codes (Saldana, 2013). There was an issue with the Live scribe Echo Smart pen, so the EVISTR digital voice recorder was used as an emergency backup for recording important parts of the interview from the participants (see Crozier & Cassell, 2015). Recorded interviews are a beneficial research method used in qualitative data in capturing and reviewing participants' behaviors and experiences during the interview (Crozier & Cassell, 2015).

Moustaka's (1994) phenomenology process was used to move inductively from coded units to larger representations that included categories and themes in this study. The results section provides a more in-depth description of the incivility phenomenon using a phenomenological approach. Moustakas discussed the importance of retaining journal notes to record personal experiences of the researcher during the interview process to eliminate judgments, biases, attitudes, beliefs, and perceptions of the participant. Journal notes were a key element in the process of self-reflection on any possible biases that could potentially interfere with the study. This journaling process is

known as bracketing, which is an important step used in a phenomenological qualitative study (Moustakas, 1994).

As the data analysis continued, the interview data were reviewed and read several times to gain a better understanding of how to separate the data into codes, categories, and themes. First, the transcripts were coded for relevant and meaningful details found in word phrases and statements as they related to the phenomenon. The statements and meaningful units were reduced until the categories were no longer repetitive or overlapping. The initial codes identified in the text were reduced into secondary codes that were combined into categories. There were over 100 initial codes, where themes emerged, grouped into five categories, such as challenges of workplace incivility, challenges of rude female management, confronting the issue with management, being aware of the impact of incivility, and understanding the behaviors of female management. There were eight themes that emerged from the categories, but the two main themes were (a) the lived experiences of workplace incivility and (b) the impact of workplace incivility answered the research questions in the study. See Appendix B on how initial codes rolled into secondary codes and then eventually emerged into themes.

Moustakas's (1994) phenomenological method includes structural and textual descriptions a thorough narration of an individual's experience. Moustakas was very clear about the importance of structural descriptions being used to describe how the participant experienced the phenomenon and the textual descriptions described what the participant experiences were with the phenomenon. The structural description included how the participants interpreted and perceived their experiences with the phenomenon. The

textual description included more of what the participant's experience was with a female manager who perpetrated incivility onto their female worker, such as what were the experiences involving their behavior, thoughts, and feelings. How participants experienced incivility by their female manager depended on the context and factors such as level of confidence, self-esteem, and self-awareness. I used the textural structural description to specify and support the significance of experiences that emerged into themes through the duration of the data analysis process. It was also important to recognize the context in understanding how being treated rudely as a female worker by a female manager was experienced. Lack of respect was one of the codes shared among some of the participants were treated by female management. Lady J stated, "I never experienced the level of disregard that I did in this position. She didn't have respect for me, so I didn't respect her." Lady G expressed, "She would always tell me that your just an aide. I was like wow, well there was a time when you were just an aide."

Discrepant Cases

Lincoln and Guba (1985) examined that discrepant case analysis is a strategy used to seek parts of data that lack support or oppose patterns that emerge from data. This method was necessary in securing accuracy of the data by comparing categories to subcategories, to themes and refuting evidence that would negatively impact the study. When participant's stories that did not conform or share any commonalities with the stories of other participants, I strategically compared those stories that confirmed the accuracy reflected in the experience of the participants.

The journal notes were very helpful in thinking a bit deeper in any additional data that participants could possibly offer while telling their stories. Meaningful engagement such as looking at the participant and using positive body language created a safe environment for the participant to share detailed accounts of their lived experience with incivility by their female manager. Member checking was a key element in establishing the accuracy of the participant's information. The participant was able to gain access to the transcribed interview notes to review, provide feedback or clarify any discrepancies found in the notes.

Dibley (2011) described rich data as being multi-layered with detailed information while thick data was an abundance of data but having both would be beneficial to the study. As mentioned, the use of journal notes increased understanding of the context of interpretations, thoughts, perceptions and meanings around incivility. Again, the rich and thick description of data afforded the reader the opportunity to fully comprehend and translate the concept and meaning of how and what female workers experience were like when being treated rudely by their female manager.

Evidence of Trustworthiness

Credibility

Bryman and Bell (2015) explained that credibility, in qualitative research, is the accuracy and consistency of data collected and used for the interpretation of the study. There were some strategies used to secure that the trustworthiness in this study was supported by the quality of data retrieved. Data triangulation was used in this process because using different sources of information to increase validity of a study (Creswell,

2014) is necessary for the trustworthiness of the study. The data triangulation is a part of in-depth interviews, personal information provided by participants and peer reviewed literature that ensures the integrity of the data (Anney, 2014). The data was triangulated from the interview questions, the researchers notes and transcriptions from voice recording. This process was used to expand the understanding of lived experiences of workplace incivility among female workers perpetrated by female managers using the interviews, my notes and transcribed recordings.

Member Checking

Member checking provided participants an opportunity to authenticate their responses to the questions proctored during the interview (Houghton et al., 2013). After completing the interviews, a summary of the interview was submitted to each participant via email to receive feedback about their responses. Participants were all in agreeance and pleased with their contribution statements to the study. Member checking allowed the participants to decide if the written information was accurate and if anything needed to be changed. All initial information collected during the interview remained the same.

Transferability

There were no changes and implementation of transferability needed. The focus, of this study, is to understand the lived experiences of workplace incivility among female workers perpetrated by female managers and its effect on their self-awareness, self-esteem and self-confidence. The data is not generalized to anyone who have not experienced workplace incivility by a female manager. Lincoln and Guba (2013) defined

transferability as the establishment of research study's findings that could possibly be applied to other populations, contexts, situations or times.

Dependability

Dependability was implemented as a result of comparing the consistency of the data collected and research findings. Each participant was sent a copy of their transcribed interviews to check for accuracy. I requested for each participant to confirm the reliability of the responses. At this time, the participants were invited to change, omit or add any information to the transcript. All the participants were satisfied with the original transcript. The more consistency maintained by the researcher in the research process, the more trustworthy and dependable the results (Cope, 2014).

Confirmability

During the data process, conformability was implemented to ensure that the data collected authentically represented the responses of the participants without influence from the researcher (Polit & Beck, 2012). The researcher did not know the participants personally which helped in reducing any biases that could potentially compromise the credibility of this study. I am confident that the participants provided genuine details of their lived experiences of workplace incivility among female workers perpetrated by female managers and its effect on their self-awareness, self-esteem and self-confidence. I did not have any biases that obstructed the credibility of the study.

Results

There were 12 interviews conducted included women who experienced incivility by their female manager. Their ages ranged from 34 to 73 years old. There were no

participants that shared ages 34, 36, 49, 54, 64 and 73. Two of the participants shared the age of 35, 37, and 44. The results revealed that all 12 participants had lived experiences of workplace incivility. The research questions will explore the lived experiences of female employees relating to workplace incivility perpetuated by women managers and the effects on their self-confidence, self-awareness, and self-esteem. The participants directly impacted by workplace incivility cited the following themes:

Theme 1: Establishing roles between female worker and female managers;

Theme 2: Insecurities found in female management;

Theme 3: Psychological distress caused by incivility;

Theme 4: Impact of workplace incivility on female workers;

Theme 5: Fear factor found in female workers;

Theme 6: Reflecting on how to survive incivility;

Theme 7: Speaking up for yourself;

Theme 8: Finding resolutions to minimize incivility.

These themes directly and indirectly impacted their work relationships with other women and their ability to perform their job effectively. The themes that emerged from the interviews indicated that participants had various perspectives on this phenomenon but also shared similar emotions. The themes that shared the most common experiences among participants provided awareness into their viewpoint about incivility. There were two themes that emerged to help answer the two research questions below in this study:

RQ1: How do female employee's describe lived experiences of workplace

incivility perpetrated by women management.

RQ2: How do female employees describe the impact workplace incivility has on

their self-confidence, self-awareness and self-esteem?

The following themes used to answer the two research questions were Themes 3 and 4.

Theme 3 summarized the most detailed accounts provided by the participants in

addressing the rude behavior of women management towards the participants. Theme4

summarized the description of the effect of incivility on the participants self-confidence,

self-awareness and self-esteem. See Appendix D for the remaining initial codes and

secondary codes.

Lived Experiences of Workplace Incivility Perpetrated by Women Management

The first aim of this study was to understand how female employees who

experienced workplace incivility described their experiences. Theme 3 answered research

question one. According to Lady I, workplace incivility perpetrated by female managers

towards female employees happened more frequently than what's being reported. Lady I

reported,

Women are afraid to speak out about the incivility in reference to what they have

experienced with women managers because they don't feel like anyone will

believe them because they are thinking the manager is another woman so why she

would do that to you because she is another woman. She also felt that the

likelihood of someone believing the female employee who was being mistreated,

unless they have experienced it, was highly unlikely.

Lady I also mentioned, "If my female boss was getting results for that company, reporting mistreatment was less likely to happen." Lady I proceeded to say, "If the company recognized that female boss getting results, then they needed to get on board with her and learn whatever she was doing because she's getting results." So female employees found themselves tolerating or enduring whatever mistreatment they were receiving because what was perceived as mistreatment was no longer relevant and justified. However, there were others who were emotionally impacted as well as psychologically distressed by the rude behavior of their female managers and each participant shared a common experience of being isolated on their jobs such as being left out of meetings, not copied on emails for important deadlines, and being singled out during meetings as being clueless or incompetent.

Theme 3, psychological distress caused by incivility, was identified by participants as an emotion that impacted their ability to fully function in their position. The most common emotion described by the participants was stress, which was the onset of the mistreatment perpetrated by their female manager. References towards words such as fear, angry, upset, intimidated and anxiety were descriptive emotions that appeared into categories, which also emerged 67 times in the interview transcripts (See Table 2).

Table 3

Most Common Emotions Demonstrated by Participants Experiencing Incivility

Emerging themes	Number of times
Stress	17
Fear	15

Upset	11
Angry	10
Worry	6
Intimidated	5
Anxiety	3

Participant Lady E placed emphasis on stress when explaining her direct experience with psychological distress. "It just really became stressful and I already suffered from migraines. My headaches really picked up quite a bit and I really became stressed out going to this job everyday knowing that I need it." Lady F shared, "It just made me really angry because we're all there to do a job and whether your friends or not with a certain person, you are a supervisor and we all should be treated equally." Participant Lady C indirectly emphasized stress when stating the following experience. "I felt like I could not go on with working in that environment under those circumstances, being uncomfortable and being singled out. When I'm working somewhere, I want to feel comfortable. There were days I wanted to scream." It occurs that Lady C was unaware that she was feeling stressed out about going to work under the conditions she was enduring even though she never fully admitted being stressed. This statement shares the same fundamental theme of stress and how at the beginning not fully aware that it is provoking relevant emotions that disrupts your effectiveness in doing your job. Lady D stated,

I would complete the task, go to her office and she would be gone and not just gone for lunch, she was gone for the day. There would be no conversations of I'm leaving now. Nothing. Just up and gone. That was difficult for me because I went there to work. I went there excited about a new job. I went there hoping to be able to grow in that position and she just wasn't pleasant. When it was time for my review, I never received such a review in all my working career and by that time I had been working in the industry for 25, 27 years. The way she reviewed me it just flattened me. It caused me to think fast and decide if I was going to retire from this company. I'm going to have to find somewhere else to go. She just didn't treat me as an equal.

Based on the participants responses, stress was the fundamental theme experienced by participants. Female employee participants are challenged with maintaining a sense of professionalism while keeping their emotions intact of what's happening to them. Most of the participants are very careful not to disturb the work environment or provoke their female manager to perpetrating more mistreatment. Lady B added, "I knew when to approach her because she only approachable at certain times…things that irritated her, I did not do those things." Lady H and Lady L said, "it was like walking on eggshells around her" which provoked emotions such as intimidation and fear of causing more mistreatment toward them. Fear, upset, angry, intimidated, and anxiety are secondary emotions experienced by participants during encounters with their female managers. What's interesting is that psychological distress is an emotion that is

immediately identified in each participant in its beginning stages whether they are aware or not.

Lastly, fear factor was prevalent among 6 out of 12 participants. Each participant was faced with the fear of losing their job or increased mistreatment if they reported the accounts of incivility to the authority over their manager. The other participants understood the possibility of losing their job or increased mistreatment but chose to go over their female manager's authority when they felt they did not receive an adequate response.

Participant Lady K outlined specific steps taken to report the mistreatment from her female manager when she asked to meet with her:

I asked for a meeting with her, so I sent an email and asked her could I have a meeting. She ignored my email for the first week. In a team meeting we had the following week she addressed my email openly and said sarcastically that if you guys have an issue with the way I handle anything, you need to talk to HR. I sent another request for a meeting and carbon copied HR and she still didn't respond after another week went by. I did file a complaint with HR as far as how she was treating me and ignoring me when I wanted to meet with her.

The research showed that female managers purposely ignored requests for meetings to address acquisitions of rude behavior, causing increased stress, frustration, and depression in female workers. Participant J eluded that incivility combined with a lack of respect was depressing as well as oppressive towards female employees. Lady J added, "I will be honest with you, not something I'm super proud of but I went through a state of

depression afterwards because it was just an extreme case." Previous research showed that women who felt personally attacked by management experienced individual factors such as depression (Rahim & Cosby, 2016). Depression was a common factor found among the female participants in the study describing how female management did not acknowledge or take ownership of their mistreatment or rude behavior towards female workers. Depression was positively associated with workplace incivility. Findings also suggested a decrease in job satisfaction and work performance was positively related to depression in female workers that experienced workplace incivility by female management.

One finding frequently documented among female workers was experiencing increased incivility when attempting to address the mistreatment and/or lack of respect with female management causing more stress. Stress was positively related to workplace incivility when female worker's felt mistreated and disrespected by female management. The research suggested that female management perpetrated mistreatment towards female workers in the workplace, using non-verbal cues such as avoiding eye contact as a way of ignoring, negative facial expressions to intimidate, and/or standing with arms folded showing disapproval of that worker. The research showed that this incivility was treated nonchalantly by the perpetrator, which was the female manager, when it was brought to their attention by the female worker. According to the research, female management increased incivility after being approached by female workers about being rude. The research also suggested that female workers felt an increased feeling of frustration when they expressed personal concerns about the negative treatment

experienced by female management and concerns not being addressed or resolved. The findings suggested that the female workers were more likely to suffer psychological distress from incivility perpetrated by female management.

The Impact Workplace Incivility Has on Self-Confidence, Self-Awareness, and Self-Esteem

The second aim of this research was to comprehend how female employee's defined and viewed incivility, and the impact it had on their self-confidence, self-awareness, and self-esteem. Theme 4 answered the second research question and was one of the emerging themes that occurred when research question 2 was addressed. Practically all the participants who experienced workplace incivility learned to deal with rudeness over a period. Participants Lady B and Lady I were two of the three most experienced female workers who had been in the workforce for over 20 plus years. Interestingly, both participants did not address their female manager about the mistreatment they received on their job. Although their female manager wanted to establish roles early on during their work career in who was boss and who held the power, they learned to cope with the incivility and do their job quietly. Lady I stated, "I understood that she was the first female in her department before she was hired and her boss and wanted me to understand that I would never replace her no matter how good I was." Lady I also discovered that she knew her role, what she needed from her as a boss to succeed. "I understood that my boss' insecurity came from competing with the men in her department and finally being treated as an equal." They both dealt with the internal effects of incivility such as not feeling good enough or incompetent at times but did not

seek to report the behaviors of their boss because they felt they were strong enough to endure.

Theme 4, impact of incivility on female workers, highlighted the aspect of "self" that was negatively impacted by the incivility perpetrated by female managers and its effects it imposed on the participants self-confidence, self-awareness and self-esteem. The participants believed that the incivility caused by female management made them feel incompetent, judged and inferior while performing in their position. The lack of self-confidence carried over into their quality of work which created more errors because they didn't feel comfortable going to their boss for assistance. Lady I stated,

> I saw how it affected other people's confidence because they didn't understand what they were dealing with. For me, usually, when I put something in a category of what I'm dealing with, I know how to deal with it appropriately. Now, I think where it did affect my confidence was in always questioning whether I was doing the right thing, so it made me go to her more than I normally would to get her approval. And there were times when she would purposely say no this isn't any good and why did you do that. I realized and I couldn't tell whether it was because it really needed to be improved or whether she was just saying that. So, I think it affected my confidence in the sense that the person that maybe more dependent on them than I normally would have been.

It is also conceptualized among some of the participants that the impact of incivility left lasting effects on their self-confidence beyond the workplace where they didn't believe in themselves to accomplish personal goals. Lady A illustrated an example in her response:

Me internalizing her negative behavior bled over into my business outside of work. It made me start to second guess my business and my quality in my products. It made me feel like if I wasn't performing where I should be at work then maybe my business wasn't, or I wasn't giving my all with my business either. And it made me shut down for a little while. It made me stop doing my business because I felt like I wasn't doing what I was supposed to be doing work wise then maybe I should stop business wise. And I just kind of pulled back on everything.

Lady I also shared a similar account with taking initiative outside of work in conducting personal business and when working for a female manager. Lady I demonstrated this theme in her statement:

I was always very careful…. I was always very careful where I would normally be the person to step out, take initiative to do certain things, I was always checking with that person first. I was always checking to see how they felt. I was always checking to make sure it didn't offend them. And so, I do think in terms of my growth because by nature if you look at this scale, by nature I'm dominant. So, put me in that situation and it's a very uncomfortable situation. I think I did pull back over the years taking initiative in doing things wondering how someone else would respond to it. Particularly if I had a female boss. And I found myself being more take more initiative with men as oppose to females.

Other participants shared that their self-awareness of the incivility really helped them to learn what they could endure in the workplace and not to make their boss feel threatened

by abilities that their boss may not have possessed. Lady I shared, "Number one, when you go in don't do anything that make them think that you are smarter. You almost in a way learn that you have to dumb down yourself a little bit to prevent backlash." The participants learned that self-awareness was a powerful tool to have so that they were able to adjust to the work environment at that time and was careful to not do anything that would cause their boss to single them out. The finding suggested that once participants became self-aware of an identified weakness triggered from the mistreatment of female management, it negatively impacted the participants self-confidence. The participants used their perceived weakness as a reminder that they weren't good enough or were overly critical of themselves which was a result of how the participants were treated by their boss. Lastly, Lady L attributed not being her best on the job to being stressed at work and carrying it home or vice-versa. She shared that home was supposed to be a place to regroup from the job and work was a way to regroup from home but instead she found herself taking the stress of work out on her family. Lady L illustrated this point in her statement:

> I learned that I don't handle stress well on the job. Work is like your break away from home, especially when you have kids. It's peaceful a little bit. That's your break so when you must leave from home when getting the kids together, rushing out in the morning and then you must go to work to another stressful environment, it's draining. I don't want to work in a stress environment because it's not going to be good for my health and it's not going to be good for my children at home. When you leave a stressful environment, you don't leave that at

work, you tend to come home and take it out on your family. Then I can't be my

best on my job or at home.

Low self-esteem was mentioned as a result of the incivility and not feeling worthy to be

in their work assignment or in the presence of their female manager. The participants felt

that their female manager used critical words that was observed by the participant to tear

them professional or personally down as an employee and as a woman. Lady G illustrated

this in her statement, "When she did personal things like you just mad because I'm

married, you can't get a man. You need a man. At first it didn't bother me, but she would

say it often. And it did bother me."

Self-esteem impacts the unconscious messages that people send themselves from

others (Coyne et al., 2000) and in this case, it played a significant role in the workplace

among some of the women. Fiske (2011) confirmed that the lack of productive

relationship between both female managers and female subordinates can problematically

result in low self-esteem and other conceptual issues that will only increase negative

behavior. Lady A stated, "I didn't feel like I had enough education, even though I had

what was required in the listing for it, you know, the position. But it has made me feel

like I wasn't qualified enough…it made me feel like I wasn't educated enough."

However, the research suggested that low self-esteem was not an issue for workers with

at least 30 years of experience because they discovered their self-worth in being

appreciated by others in the workplace despite the mistreatment from their boss. Lady B

stated, "There wasn't any low self-esteem because I felt good at the end of the day when

someone can tell me you know what, I really appreciate you. And that was more

important to me than any degree I could ever achieve." Nonetheless, other findings described how some participants felt trapped and at times defeated in their position as a woman to defend herself against the rude behavior. Lady H believed constructive criticism was necessary for growth but not when it was meant to belittle someone else. Lady H illustrated her point in this statement:

> Yeah, my self-esteem was definitely shot down just because I was having doubts about myself as a person and that's something that no one want to go through. At the same time, I'm learning, with wisdom, it's okay for me to take criticism from others, that's the only way I will learn from it. But when I see that you are doing it viciously, I do have a problem with that.

The participants all agreed that no one would be able to fully comprehend the experience of being mistreated by their female manager until they have experienced it for themselves. The findings suggested the participants self-esteem was negatively impacted when there was a question of whether the participants were doing a good job or meeting the expectations of their boss. The findings also suggested that female workers who maintained a structured home life felt the need to use that same confidence and strategy at work. When a female worker felt her performance at work was not being appreciated or highly criticized, her home life was negatively impacted. Lastly, the research findings suggested that participants shared a lack of confidence in believing whether they had the skill set for their position or faith in their own ability to excel in their work roles and beyond when negative criticism was frequently received from female management. A

lack of confidence and doubt was positively related to incivility caused by female management.

Theme 1: Establishing Roles Between Worker and Manager

Female managers felt that they needed to establish the role of being the manager, the head of the operation and the female worker being beneath them. With the constant reminder of who was boss, it oftentimes caused division and intimidation in the participants. Each participant Lady A, Lady B, Lady C, Lady E, Lady G, Lady H, Lady I, Lady J and Lady K had identical responses of being reminded of their position. According to Lady B, Lady G, Lady I and Lady J responses, each participant agreed that their female manager wanted to establish being the queen bee. Lady G stated, "She kept saying that I am the teacher and you are the associate and it was like an elephant in the room with the teacher and the associate." Lady I established, "If I did my job well without threatening this person's position or thought that I am the queen bee here, I would survive, and I'd be okay."

Another participant, Lady F, experienced female management establishing authority over her in not affording the ability to control her own work schedule as a mid-level manager. Lady F shared, "I would request days off for the following month and I wouldn't get them but another young lady, who she was cool with, would request a few days off and get it approved." The other participants Lady D and Lady E were confronted with indirect messages about who was boss. The managers would throw work on their desk with little direction and oftentimes it would be work that belonged to the manager. Lady D stated, "So, she would come and dump on my desk work that she wanted me to

review and it was her work actually." Lady E projected, "My supervisor started to take on more responsibilities in the department and she started dumping more and more of her responsibilities on me and she said that this is how it was going to be."

Theme 2: Insecurities Identified in Female Managers

The participants defined the insecurities of their managers as overwhelming and stressful. All the participants felt their boss looked down on them at some point in their work career with contempt. Lady A, Lady B, Lady C and Lady G responses contained commonalities that identified how their managers reminded them of their lack of education for their position. Lady A stated, "I have an associate degree and she thought I should be a master's level and so I was treated differently because I didn't have this education." Lady B mentioned, "I felt as though that I was getting a little back lash from not having a degree because maybe I wasn't as qualified as she is with her degree, but I had other skills." Lady C stated, "I felt like she thought she was better than me because she had a master's and I had an associate." Finally, Lady G explained, "She was an aide just like me. She got her teacher certification and forgot where she came from or think she reached the status quo and can look down on other people."

The other participants Lady C, Lady F, Lady I and Lady L agreed in their responses that their managers carried personal insecurities from previous experiences with their own bosses or personal issues resulting in inner power struggles. As a result of those insecurities, it caused the female managers to lead with bitterness and retribution. Lady C stated, "She wasn't happy with herself, so she tried to use her power to down others because she wasn't happy what her status or whatever she had going on." Lady F

shared, "The higher ups were looking at the work I was doing, and they were complimenting my work and I think she felt threatened I may take her job." Lady I shared, "I don't know how much they like you and if they are trying to replace me, I want you to know that you're not going to be my replacement. I understood that it was an insecurity issue." Lady L agreed with the other participants in stating, "I think women supervisors show a lot of emotion and try to be hard. Whatever she was going through at home, she took it out on the staff."

Lady C, Lady E and Lady H reported sharing the same experiences of envy and jealousy from their female managers. Those behaviors displayed by their female managers impacted their relationship with these women negatively. Lady C established, "I feel almost like she was judging me or stereotyping my looks and because I was a youth." Lady E declared, "I was young and vibrant. I came into the organization with women twice my age and they are looking at me like who are you to come in here and we been doing this for 50 plus years." Lady H added, "I just think this young lady was very envious of me, she probably didn't like the way I looked. She had a lot of insecurity issues with herself being overweight and threatened by the way I looked." Lady B, Lady H and Lady L agreed in feeling like they were "walking on eggshells around their manager" especially when they seemed angry or agitated. Lady B stated, "You couldn't come to her at certain times and you had to kind of pick your times to address things with her." Lady H explained, "Once I got to work, it was like walking on eggshells around her because I didn't want to make a mistake." Lady L shared, "At times, I felt like I was

walking on eggshells. I tried to hold random conversations with her to get a feel of why I was being treated this way, where she was coming from."

Lady D was the only participant that discussed that both she and her female manager were both immigrants. Lady D concluded that her female manager felt insecure because she had a degree where her manager did not. "She had a negative view of female immigrants. I went on and got my degree because as immigrants that what we do, and she did not have a degree."

Theme 3: Psychological Distress Caused by Incivility

Psychological distress is associated with experienced uncivilized behavior (Rahim & Cosby, 2016). According to Cortina et al., (2017), psychological distress is an impact of workplace incivility. The women in this study were negatively impacted by the uncivil behaviors demonstrated by their female managers. Five out of the 12 participants experienced psychological distress as a result of incivility. Participants Lady E, Lady H, Lady J, Lady K and Lady L all described very similar feelings of distress at work. Lady E shared, "My migraine headaches really increased quite a bit and stress levels went up going to this job." Both Lady H and Lady L reported "I dreaded going into work, I was always stressing out about going, and I felt anxious a lot time going there." I cried a lot in my car. I will be honest with you, not something I'm super proud of but I went through a state of depression afterwards because it was just an extreme case. It broke me in a way that I never thought was possible."

Other participants, Lady F and Lady G, shared similar feelings of anger and disgust with the behaviors being displayed towards them. Lady F stated, "I did do my job,

but I always felt like why I am doing this. I was just very angry." Lady G shared, "What she really did to me I felt was immature for one and very low. I was disgusted in her behavior especially when she said that I make more money than you, I can do more things." Another participant Lady K was the only woman who expressed feelings of sadness around her female manager. "I felt sad and helpless around her. When she came around, I would hold my head down instead of looking her in her face." Lady A, Lady B and Lady I did not report or mention any psychological distress symptoms while working under their female manager during the interview.

Theme 4: Impact of Incivility on Female Workers

The participants described the impact of incivility having negative lasting results on their life beyond the workplace. In the workplace, incivility effects aspects of "self" such as confidence, awareness, and self-esteem which influence how female workers perceived themselves as well as their quality of work. Nine out of the 12 participants stated that their self-confidence was compromised while being mistreated. Participants including Lady A, Lady C, Lady D, Lady E, Lady H, Lady I, Lady J, and Lady K all shared similar views on how their self-confidence was lowered. Lady K stated, "I felt like I didn't have the confidence to speak to her. Like days would go by that I wouldn't say anything to her. I felt like it impacted my quality of work because I didn't want to ask her opinion for fear of backlash." Lady C declared, "I can say that my confidence was shot down for a second because again, like I said, she was very rude and that did keep me from performing well on the job." Lady B, Lady F, and Lady G reported that their confidence was not impacted by the incivility of their female manager.

Each participant approached self-awareness from a point of learning more about their weaknesses and triggers. The findings suggested that some of the participants believed that the incivility from female management magnified their weaknesses and triggered negative emotions when they were being mistreated. Lady B, Lady C, Lady D, Lady E, Lady F, Lady G, and Lady I shared views of self-awareness as an opportunity to learn more of what they could handle in adverse situations such as incivility. Lady B mentioned, "Well, I'll tell you, I always felt even though I didn't have the college degree I brought a lot to the job." Lady C shared, "I was bigger than those insults. I didn't have to take it. I made a choice to not let her words negatively impact me any longer." Both Lady E and F shared a common statement, "I would take so much and then when I get tired, I'm not going to take it anymore." Participants Lady A, Lady H, Lady J, Lady K and Lady L shared a belief that their female manager was attempting to identify their weaknesses with the rude behavior and use it against them. Lady L shared, "I learned that I don't handle stress well on the job. Work is like your break away from home, especially when you have kids." Lady J stated, "I felt like I couldn't be a leader in my own place where I was supposed to be a leader. It had really torn down my confidence a lot as a leader to the point where I started second guessing myself a lot as a leader, even in my home."

The findings suggested that some women struggled with self-esteem and attempting to find their own self-worth in the jobs they performed. Eight out of the 12 participants shared that their self-esteem was lowered by the incivility caused by their female manager. Lady K illustrated, "Well I felt like my self-esteem was impacted

greatly because I would catch myself when she came around, I would hold my head down instead of looking her in her face." Lady H shared, "Yeah, my self-esteem was definitely shot down just because I was having doubt about myself as a person and that's something that no one want to go through."

Participants Lady B, Lady F, Lady I and Lady L reported that their self-esteem was not lowered as a result of the incivility perpetrated by their female manager.

Theme 5: Fear Factors Found in Female Workers

Women workers are afraid to report workplace incivility for fear it may impact the trajectory of their work career or being promoted. The participants described the fear factor as a barrier in reporting behavior demonstrated by female management that negatively impact them personally and professionally. Women managers can and do assert their power over other female workers resulting in fear (Gabriel, 2018).Participants Lady D, Lady E, Lady G, Lady H, Lady J, Lady K and Lady L projected similar responses regarding fear of reporting the negative behavior of female management. Lady D stated, "Job security…. you definitely have the fear that you are going to lose your job. The fear of being black balled or an outcast." Lady E shared, "I have seen that happen in my organization where someone try to speak up and having questions about why certain things were happening and we didn't see them anymore." Lady G declared, "A lot of women fear losing their stability. They don't want to lose their job, their income and like me, trying to survive out there." Another participant Lady I had a different perspective of women fear of reporting incivility. "I think that women are afraid to speak out in

reference to what they have experienced with other women because will anyone believe you."

Lady F provided a more personal view of how the fear of reporting the incivility would impact her job. "I need a job, so I didn't want to do anything to have them try to get rid of me and it was like okay just keep being patient, maybe it's going to change." Another participant, Lady B, projected a feeling of gratefulness for having a job and found another way to cope with negative behaviors from female management. "Pray about things that is not comfortable for you because He will give you the strength to go through." Lady A and Lady B did not comment about women being afraid of reporting rude behavior from female management.

Theme 6: Reflecting on How to Survive Incivility

The ability to reflect on past lived experience and occurrences is very important for psychological health. All the participants expressed that they learned about their own strengths and weaknesses that they don't believe would have surfaced until they faced the incivility being perpetrated towards them by their female manager. There were only 2 out of the 12 participants that shared a similar reflection. Participants Lady G and Lady H expressed that taking action is necessary. Lady G shared, "I learned that I would take so much and then when I am tired, I'm not going to take it anymore." Lady H believed, "I've learned that it is not good to hold it in as long as I did and I also I have learned that I don't think you should let things slide." The other three participants Lady B, Lady F and Lady I also shared a common view about just putting up with the rudeness until things change. Lady B stated, "You know as far as having faith and don't worry about certain

things, you have to give it to God." Lady F explained, "I learned that I have more patience than I thought, and I was willing to wait for my change to come." Lady I shared, "So, I felt in my mind if I have to put up with this to learn litigation, then that's what I will do. I had to look at the big picture of what I wanted." Lady J and Lady K described how reminiscing about who they have helped was significant in understanding what was important to them. Lady J stated, "My husband showed me a video of myself as a little girl leading, I had my ah-ha moment that I was meant to be a leader from a little girl." "I had to remember that I was a strong, bold woman because I felt that I could always conquer anything."

Some participants shared feelings of uncertainty even when they knew what to do. Lady A and Lady B shared they lacked the degree requirements for their jobs but possessed other qualities a college degree could not teach them. Lady A stated, "I might not have had a college education, but I had good communication skills and remained sensitive to my client's needs."

Theme 7: Speaking Up for Yourself

Women workers want to feel that they have a voice in the workplace. Recognizing when something is negatively impacting you and finding the courage to speak up are good character traits for workers to possess. Ten out of the 12 participants attempted to speak to or set up meetings to discuss an issue they may have identified in their leadership. Lady B and Lady I chose not to set up a meeting with their managers. Both participants shared the same views on how to handle female managers who were rude towards them. Lady B shared, "I got to know her better over the years. Her behavior,

her attitude, her demeanor and I learned there were certain things about her you couldn't take personally." Lady I stated, "I knew coming into that environment what I wanted to learn. She was rude but I also knew that she was brilliant, and a very smart attorney. At her core she had a good heart."

The other participants Lady A, Lady C, and Lady H shared similar experiences and responses from their female manager when confronted with having a one-on-one meeting. The participants expressed that management didn't see where there was a true issue between them. Lady A shared, "I explained to her how her actions and her words made me feel and I gave her specific examples and I was told it was basically in my head." Lady C explained, "I asked her do you have a problem with me because I noticed that you single me out from everyone else and she responded as I don't have anything against you." Lady H stated, "I can say after I confronted her, she was okay for a little while then she started all over with the rude behavior."

Lady D, Lady F, and Lady L went over their managers authority after not seeing any real change in their direct supervisor's behavior. All participants discussed a resolve from upper management that either helped or nothing was accomplished to address the problem. Lady D explained, "I went to upper management because I wanted the job to work out. I want to go to work and not be treated as a clerk when I am a professional." Lady F stated, "I climbed the ladder. My manager and her boss all had a meeting and I still feel like nothing really got accomplished. I felt like I shouldn't of went to her because I guess they all stick together." Lady L shared, "I tried to talk to her myself. She

didn't see anything wrong with what she was doing, and she kept repeating her behaviors, so I talked to her program manager. She moved me out her unit."

Only participant Lady K sent an email to her direct manager requesting a meeting and her request was ignored. The participant took the next step in contacting human resources for further assistance when her female manager refused to respond and fabricated that the participant's email did not exist. "I did file a complaint against her with human resources as far as how she was treating me and the lack of honesty when I asked to have a meeting and she totally ignored me." Lady K later quit that job to accept a position with another company.

Only participant Lady J took journal notes to keep record of negative behaviors exhibited by her female manager. The notes were later discussed with human resources to make them aware of what was happening to her. She did not request a one-on-one meeting with her immediate supervisor but met with human resources instead to receive some type of support. Lady J stated, "I just wanted to make sure that human resources were aware of the situation or even to come in and mediate so that I could do everything on my end possible to fix the situation."

The participant Lady E was the only participant who quit her job to start a business. "I decided that I wanted to go out and do my own thing, so I quit and started my own business. Before I left, I still had a meeting with my manager and stuck with my decision to leave."

Theme 8: Finding Resolutions to Minimize Incivility

It is important to find solutions for issues that surface in the workplace. The participants believed a resolution for incivility was necessary for change in female leadership that was rude. Each participant provided what they thought would assist in minimizing incivility shown in female managers towards female workers. Three out of the 12 participants agreed on more ethics training and coaching for managers as one possible resolution. Lady A, Lady D, and Lady J provided examples in their responses. Lady A shared, "I think there needs to be more ethics training for managers to be taught how to reach female employees who are coming from different backgrounds and walks of life." Lady J stated, "So corporate training is treated like a luxury or an add on when it should be a necessity in every corporate organization period." Lady A shared, "I think the managers should have continuous training on how to work with their staff." Lady D explained, "Reintroduce them to the company's culture and provide a bit of training but not corrective actions that are punitive."

The participants Lady A, Lady D and Lady K shared similar responses for more accountability for female managers and worker evaluations on how management was performing. Lady D shared, "You should make the right people aware that it has happened or happening so those in authority can do something about it if they choose." Lady K stated, "If you have more than one person on that same level, someone else can hold her accountable for her actions. She doesn't have anyone equal to her position, so it makes her feel like she is more superior than us." Lady E, Lady F and Lady H agreed with identical responses that female workers or managers should not bring personal

issues to work to ensure a more peaceful environment. Lady B and Lady G described

open communication and affirmations as key elements for minimizing incivility. Lady G

declared, "Always keep communication, never argue even if they are doing things to try

to make you look bad or feel some kind of way." Lady B explained, "Make them feel

welcomed. I think once you let a person know they are valuable to that office it will help

them feel more comfortable." Participants Lady C and Lady J felt it was necessary to

provide opportunities for women to speak out about rude behavior by management

without penalty. Lady C agreed, "I think really voicing your opinion and let people know

what you think and to just speak up for yourself." Lady J replied, "Actions that can be

taken is empowering women to use their voice and know that they can."

Lady I was the only participant that emphasized support among women in the

workplace. She illustrated her point in this statement:

> I think an environment that has a culture that we are here to collaborate and not
>
> compete makes a huge difference. I think an environment with women coming in
>
> and knowing that there are women coming behind them and they need to support
>
> those women. There is a connection with other people. I find myself connecting
>
> very well with women now especially who have lived through that and we have
>
> the discussion how do you help women in the workplace.

No discrepant cases were found in the data analysis. All the participants fully

engaged, and no one acted contrary to the requirements of the study to thoroughly

participate. Each participant in the study was willing to offer information about the

research topic. All the data acquired was constant with the cooperation of every

participant. The codes and themes were generated by a coding system, NVivo. The codes contributed to the data analysis in forming themes that emerged from the transcribed interviews.

Summary

This chapter provided results of this study that examined the effects workplace incivility had on female worker's self-confidence, self-awareness and self-esteem. RQ1 findings suggested that mistreatment and rude behavior from female management towards female workers was negatively associated with workplace incivility. Female workers described feelings of depression, stress and frustration as a result of rude behavior especially when participants felt they were being ignored. The female workers that attempted to address the mistreatment and/or lack of respect with female management experienced an increase of incivility causing more feelings of depression, stress and frustration. The findings suggested that depression, stress and frustration was positively associated with workplace incivility.

RQ 2 findings suggested that after enduring incivility from female management, female workers tended to experience negative emotions such as sadness, anger and defeat that led to low self-esteem and self-confidence. Most of the female workers had a decreased satisfaction with female management or other females in the workplace that exhibited similar behaviors as management. There was also an increase in low self-confidence that led to feelings of inadequacy when female management purposely did not acknowledge when female workers met or exceeded company goals. Low self-esteem in female workers was positively associated with negative criticism given by female

management about their work performance. The research findings suggested that participants shared a lack of confidence in believing whether they had the skill set for their position or faith in their own ability to excel in their work roles or gain promotions when negative criticism was frequently received from female management. Additionally, self-awareness of female workers was negatively impacted by workplace incivility in how female workers became aware of weaknesses identified by female management and used for malicious intent. A lack of confidence and self-esteem were positively related to incivility caused by female management.

Chapter 5 provides an interpretation of the findings, limitation of the study, recommendations, implications, and conclusions.

Chapter 5: Discussion, Conclusions, and Recommendations

Introduction

The purpose of this qualitative phenomenological study was to explore the lived experiences of female employees relating to workplace incivility perpetuated by women managers and the effects on their self-confidence, self-awareness, and self-esteem. This research design provided the lived experiences from the viewpoint of 12 women participants. Each participant's story that was communicated through a semistructured interview, where data were retrieved, contained eight questions (see Appendix A) that encouraged their own personal insight, awareness, reflection, and interpretation of the incivility they experienced. This study was conducted to examine the experience of workplace incivility and to gain a greater perspective of how it not only impacted them as a female employee but their self-confidence, self-awareness, and self-esteem to effectively operate in their work role as a result of the incivility phenomenon.

One of the key findings identified was a lack of self-confidence in female workers being positively associated with incivility caused by female management, which led to feelings of incompetency and inadequacy. Most of the female workers had a decreased satisfaction with female management or other females in the workplace who exhibited similar negative behaviors as management. Female workers viewed the rude behavior of female management towards them as a barrier in moving forward in their careers. Female workers experienced a lack of belief in self to excel in their position without the positive reinforcement from their female manager. Therefore, low self-esteem was positively associated with negative criticism given by female management regarding female

workers' job performance. A lack of self-confidence and low self-esteem were positively associated with workplace incivility.

Interpretation of the Findings

Participants in this study shared their experiences reflected in the themes of psychological distress and impact of incivility that were significant in understanding the psychological triggers that resulted from incivility. The application of the relational cultural theory and social identity theory were congruent in the study. Female employees who have experienced workplace incivility are an overlooked population who need more examination. Previous studies confirmed similar findings that were also found in this study, such as women experiencing more incivility from women management rather than men and not being addressed. Although the study included a limited sample of 12 participants, the study was able to provide helpful insight and establish a foundation for further research that could potentially create suggestions for social change in the workplace as well as organizational leadership.

The interpretation of findings was analyzed in the design of two research questions. According to the findings, the research questions confirmed the psychological distress and impact of incivility experienced by female employees. It was important that incivility was acknowledged and addressed. While workplace incivility is a subtle yet destructive behavior, overtime it negatively impacts relationships between female management and female workers. Schilpzand et al. (2016) stated that some female employees become targets to women who are found in authoritative positions, viewing themselves as more superior over women in lower positions. Some findings in the data

analysis confirmed that most of the participants who experienced incivility were in lowered ranked positions. However, there were three of the participants who were in mid management positions who were treated just as rudely as women who were in non-managerial positions. Schilpzand and Huang (2018), suggested that women of increased ranks were also documented in discriminating against women in lower ranked positions in the workplace, damaging trust and self-esteem. Also, women who possessed more of an authoritative position oftentimes used intimidation to demand respect from women who were of a lower rank in position, causing a disconnection in the relationship (Miller, 1987).

Incivility has been established as a vicious phenomenon that occurs over time. Although each participant shared personal accounts of incivility, previous literature disconfirmed some findings in this study. There were some experiences that others would not regard as incivility while others may view it differently. There were some who experienced incivility but did not view it as an issue, especially if they experienced rude behavior in other areas of their personal life or in relationships with other women. The incivility was viewed as something that was common for a person who was used to mistreatment and never addressed it. Hurst et al. (2016) showed that female relational aggression was nurtured at a tender age and followed women into adulthood as well as into the workplace. However, the findings suggested that relational aggression, as it related to rude behavior found in female management, was adapted from prior experience of incivility from upper management. Those experiences developed negative patterns of behavior in female management that justified mistreatment of female workers because it

was done to them. According to Hurst et al., women are naturally perceived as being nice, cooperative, and avoiding conflict in work relationships. The findings disconfirmed that work relationships with female management were not always pleasant, and some female workers felt that some female management was aggressive and rude even when they were kind and considerate. Mavin et al. (2013) argued that early socialization and childhood experiences may have shaped females in a way that conditioned them to be harsh and aggressive toward other women. Additionally, Johnson and Mathur-Helm (2011) also argued that the result of this behavior has led to a silent undercurrent of competition between women leading to covert forms of aggression, such as manipulation, undermining, and a struggle for power that shadows the effects of incivility in the workplace. Lastly, Mavin et al. argued that the impacts were even more compounded when caused by another woman of power, which brought a sense of betrayal in progressing towards promoting in the organization (Ellemers et al., 2012).

The findings extended knowledge regarding female workers that stated their relationship was different when managed by a male supervisor. The participants admitted that they have not received any mistreatment from the male managers they have worked for in the past. Some of the female workers explained that female managers who worked in male dominated industries appeared to rule with more of an iron fist to prove that they were just as strong, just as smart, and just as powerful as their male colleagues. Litwin (2011) highlighted that women who had more of a masculine leadership style created work relationship difficulties among female workers, expecting more relational behavior from their women managers than from men because they identified as the same gender.

The findings suggested that female workers desired to have a good relationship with their female manager and were disappointed by the negative behavior demonstrated towards them. Nevertheless, Pearson, Andersson, and Porath (2000) found that women were more likely to become victims of rude, discourteous behavior compared to men in the workplace. Past researchers noted that female workers were more likely than men to address interpersonal issues such as incivility and consistently rate potential uncivil or harassing behaviors at work as more offensive than men (Montgomery et al., 2004). Contrarily, findings suggested that female workers did not readily address the rude behavior from female management until the work conditions became stressful or overwhelming. However, female workers desired to have a healthy, productive work relationship with their female manager. Litwin found that good relationships "provided support, validation, mentoring, and empowerment of which have been shown to be essential to women's mental and emotional health in male-dominated work environments" (p. 3).

Female employees who experienced rude behavior from their female manager ranged from eventually confronting the issue, remaining silent under their leadership, or leaving the organization altogether. Neither of the female employee participants suffered a nervous breakdown or experienced suicidal thoughts from being mistreated by their female manager. In this study, I concentrated on female employees who were being mistreated by female managers and their willingness to share their stories, lived experiences in a phenomenological qualitative study. Over the course of time, each female participant experienced this mistreatment, rude behavior by their female manager.

Some of the accounts shared by a select number of participants were described as extreme. The psychological distress experienced by each participant was a deep emotion that consumed their ability to work effectively in their work position.

As the participants provided descriptive details about their story, they also discussed a timidity of approaching their female manager regarding the perceived rude behavior targeted towards the participant. The participants also revealed how the female's manager's position and authority to promote prevented the participants from immediately addressing the issue of the mistreatment. In this study, the participants validated that incivility between female worker and female management was a growing issue in the workplace (Loi et al., 2015). Abdollahzadeh et al. (2017) pinpointed that supervisor incivility can deplete an employee's mental and psychological energy, creating an unhealthy work environment where employees seem to lose their trust, loyalty, and enthusiasm to perform adequately in their work roles. The findings in this study revealed that female managers may have also faced some of the same experiences as the female employees from their upper management. The extending knowledge suggested that incivility has become a cycle of retribution because of what was done to the female manager; it was readily perpetrated onto the female employee t they managed. This negative behavior was positively related to the queen bee syndrome where female managers purposely sabotaged opportunities to not support their female workers. Hurst et al. (2016) suggested that some women managers worked against the interests of other women subordinates with their organization. Most of the queen bees who managed other women in an organization had achieved their own personal success in a male-dominated

environment and expected other women to do the same without their hand being held (Hurst et al, 2016). The participants in the study recognized that they would be okay if they did not attempt to promote above their female manager who behaved with queen bee tendencies.

The findings suggested that incivility was not something female management wanted to openly address, especially if they were identified as the perpetrator. Hurst et al. (2016) suggested that rudeness and aggression damaged relationships between women in the workplace but were not openly discussed. Some participants in the study shared that female managers avoided discussing accusations of rude behavior. Findings suggested that incivility was not completely addressed by management until three participants took additional steps such as reporting the behavior to Human Resources in hopes to resolve what they felt was an ongoing issue. The remaining participants who addressed the issue with their female managers did not pursue additional actions for fear their job would be negatively impacted as well as any future promotions. Researchers have shown that female targets of workplace incivility were reluctant to report any rude behavior for fear it would disrupt their career advancement (Sakurai & Jex, 2012). Female subordinates also hesitated to confront uncivil behavior from female managers to avoid appearing weak and unable to handle conflict (Abubakar et al., 2017). Pearson and Porath (2005) claimed, "Women are often not confident enough to confront their instigator, fear reprisals or damage to their career and tend to disappear themselves after an uncivil encounter" (p. 12).While organizations look to retain talented workers, some managers will not admit being a bully (Crothers et al., 2009).

Lastly, the findings suggested that gender microaggressions were present when participants discussed psychological consequences of rude behavior caused by female management which is a unique contribution to knowledge available on incivility. Gender microaggressions occur when groups isolate others based on differences (Sue, 2010). Gender microaggression were present when a difference was made in position status. Gender microaggressions is defined as the mean girl in the workplace who is rude to everyone, creating a hostile work climate. This type of behavior led to increased workplace incivility and lowering of job satisfaction (Laschinger et al., 2009). The findings suggested that speaking up about how incivility impacted the self-confidence, self-esteem and self-awareness in the female employee's work roles caused an even greater target for gender microaggressions. However, some female managers perceived that female workers were too sensitive. Lashinger et al., (2009) stated that women in management also believed that their role was to lead and not nurture other women workers. Nonetheless, previous research (Leberman et al., 2017), stated that most women were often believed to be the more nurturing sex because women were taught to express compassion more easily than men. In this study, some participants admitted their initial experiences with incivility made them feel ashamed as a woman and felt like they could not stand up for themselves for fear of losing their job or making the experience worst. Female workers looked for emotional support and understanding during the times where they experienced mistreatment or needed guidance. Past research suggested that female workers expected a higher degree of emotional understanding and support from a female manager, but this expectation only increased the likelihood of workplace incivility among

women (Hurst, Leberman, & Edwards, 2017). Participants experienced emotions such as not feeling good enough to operate in their role but that did not change the behavior of their female manager. Nevertheless, initial experiences of incivility such as being treated rudely by female management towards female employees was not seen as incivility even when it negatively affected the person being mistreated.

Findings and Conceptual Framework

Findings from the qualitative study discovered several important findings using the experience of workplace incivility disclosed by participants in semistructured interviews. Participants viewed workplace incivility as rude behavior from female management that negatively impacted self-confidence, self-esteem and self-awareness. RCT explained the importance of women being connected and having healthy communication while building relationships within an organization. RCT also helped to identify the relational consequences of interpersonal disconnectedness that assisted in minimizing or eliminating workplace incivility in organizations (Hurst et al., 2017). Findings suggested that Theme 3, Psychological distress caused by incivility, and RCT addressed how interpersonal disconnectedness increased the stress levels of female workers who desired nurturing behaviors and positive affirmations from female management when they did a good job.

In the conceptual framework, the RCT challenged the relationship culture of female managers in helping female workers advance in their positions within that organization and being supportive based on their relationships. In most work cultures where women are leaders in male dominated industries, women are held to higher

standards and often reap smaller rewards than men, causing women leaders to create

unrealistic expectations for other women (Catalyst, 2007). This mindset developed a

disconnect as well as an invisible barrier for female management to have productive

relationships with female workers, especially when management was perceived by

workers as rude and disrespectful. Theme 1, Establishing roles, was relative to the RCT

regarding the boundaries that female management set for relationships with female

workers. Female management was competent or likeable, but rarely both (Catalyst,

2007). Findings suggested that positive work relationships with female managers were

positively associated with increased work performance and happiness in female workers.

Female managers who exhibited *queen bee* behavior created fear and frustration in

female workers who desired to be treated with respect especially by another woman

(Mavin et al., 2013). Findings also suggested that the RCT completely supported Theme

2 regarding female management whose personal insecurities influenced the relationship

with other female workers who were just as educated or competent as their manager. This

was a unique contribution to knowledge available on incivility.

Many workplace incivility incidents were repeatedly defined by participants as

intimidating and unnecessary rude behavior perpetrated by female manager.

The experiences of incivility, revealed through qualitative interviews, included several

social work elements that provided insight on the impact of incivility as well as the abuse

of power toward female workers. Turner (2005), introduced the concept of power as a

component of the SIT indicating power occurring from psychological group membership

rather than power occurring from the control of resources valued and needed by others.

Theme 5, Fear factors, aligned with SIT that addressed female management asserting power that used rude language or gestures, being singled out, embarrassed or exposed weaknesses in female workers for their gain. Asserting power was also relative with provoking fear in female workers to work hard which caused a decrease in confidence to do their job effectively. Findings suggested that asserting power was negatively associated with workplace incivility.

Tajfel and Turner (1979), SIT focused on how individuals were placed in groups based on their statuses, shared interests and values. The SIT identified the in-groups and out-groups of where people were intentionally placed based on their positions of the "us" vs. "them" (Tajfel & Turner, 1986). Female managers were considered the in-group while female workers were the out-group. Findings found in Theme 4 suggested that the impact of incivility had negative lasting effects on the self-esteem and self-confidence of female workers, particularly when they were considered the out-group. The in-group possessed power that used discrimination against the out-group to boost their own self-image (Tajfel & Turner, 1986). A person's group determined how others were treated in which case can increase workplace incivility (Turner, 2005).

Limitations of the Study

The limitations of this study were impacted by transferability. Everyone that participated in this study was from the state of Michigan. Different cultures of women such as African American female workers may respond to workplace incivility differently than women of other ethnicities which was a limitation to take into consideration. During the interview, all the participants willingly disclosed whether their

female manager was either the same ethnicity as they were or indicated another ethnicity which could have affected the way participants answered some of the questions especially if they wanted to appear strong. Nonetheless, there was some diversity in the study to take into consideration such as age and occupations among the female participants that helped to provide a greater depth of transferability if this study were extended to various regions of the United States. However, these findings may not be applicable to the population of female workers who has experienced workplace incivility by female managers in the United States due to other limitations of the study.

The researcher was only able to recruit women of color for this study through the purposive and snowballing sampling method. Purposive and snowball sampling was used to help identify female workers who were willing to share their stories about the lived experiences of workplace incivility. This study observed the concerns of certain limitations in using a qualitative approach as well as the sampling methods that was used to recruit participants. The goal was to understand how female workers described, defined, and projected their experiences with workplace incivility. In spite of the limitations and recruitment methods of the study mentioned in both chapters one and three, the trustworthiness of the study primarily relied on the genuine responses provided by the participants during the interview, entrusting specific details which help to increase the credibility of the research study's findings. Additionally, data triangulation was used to collect data which involved interview questions, the participants recorded responses and researcher notes to help increase validity of the study (Creswell, 2014).

Lastly, the researcher's bias could have greatly impacted the outcome of this study as well as the validity and reliability of the data if it were not addressed. Norris (1997) suggested that researcher's bias can be limited by creating open-ended questions, asking indirect questions when interviewing, and avoid implying that there is a right answer. It was important for the researcher to suspend judgment about their own assumptions and remain focused on the participants experience which was referred to as bracketing (Chan, Fung, & Chien, 2013).Based on the researcher's familiarity and personal experience with the phenomenon, the researcher reframed from using body language or facial expressions that appeared subjective or making the participant feel uncomfortable.

Recommendations

There are three recommendations offered as a result of this study to extend further research in this area. The focus of this study provided understanding for the lived experiences of workplace incivility among female workers perpetuated by female managers. Workplace incivility was found more prevalent in the workplace and problematic between female management and workers relationships (Mavin et al., 2013). Female workers who were victims of incivility experienced psychological distress and study findings suggested other themes such as the impact of incivility, fear factors, management insecurities, and behaviors that contributed to female workers not to speak up for themselves. Porath and Pearson (2013) stated that incivility in the workplace had destructive effects to company morale and work relationships. Additionally, incivility

caused increased stress levels, poor performance, less effort, decreased engagement, burn out, and even anger (Gabriel et al., 2018).

Female workers who were negatively impacted by incivility perpetrated by female management should be addressed and given strategic interventions to help reduce the rude behavior. The study's first recommendation to reduce and/or eliminate incivility is awareness. According to De Graffenreid (2018), self-awareness is one of the most undervalued leadership traits in organizations. Berenbaum (2010) stated that the first initial step in minimizing incivility is identifying that incivility is an issue that can damage an individual as well as an organization. The cost of not being educated on the damaging effects of incivility are expensive to an organization. Pearson and Porath (2005) reported that workplace incivility is a deeply rooted organizational issue that affects 1 out of 8 employees costing companies over $50,000 per lost employee in terms of work production and the hiring of new employees. Learning the signs and behaviors of incivility will increase both individual and organizational awareness.

The findings also suggest a second recommendation that provides internal training and coaching directly addressing incivility. Some workers or managers may accept harsh behaviors or rude language as normal interpersonal communication in their organization (Porath, 2016). Berenbaum (2010) stated that training management and employees together, on the impact of rude behavior will "help create an open, friendly and accepting environment" (p.1). The training would include videos of realistic scenarios that will provide employees a perspective of what incivility look, and sound like from someone being rude (Berenbaum, 2010). Stryker (2007) stated the role

perception of women managers were more likely to be transformational, serve as role models, provide guidance to employees, problem solve, show compassion and motivate employees to be dedicated and creative. Research also found that female leaders were expected to focus on interpersonal relations (Ellemers et al., 2012). Therefore, Porath (2016) suggested that safe behaviors will increase a positive experience at work. Ideally, the internal trainings will provide an opportunity for employees to practice positive modeled behaviors with role playing and group discussions (Berenbaum, 2010). Management should model the behavior they want to see in their organization (De Graffenreid, 2018). Future studies may consider the relevance of the programs to female workers and to identify how impactful it is to invest in female work relationships in the workplace especially after experiencing rude behavior.

The third recommendation is to encourage an open-door policy and feedback. Findings suggested that female workers felt intimidated in speaking with female management about rude behavior which increased more stress and frustration. Findings also proposed that openly addressing the issue with management would impact future promotions or increase more rude behavior. According to McGuire (2017), woman management oftentimes provided constant negative feedback that women workers were afraid to approach management with any issues. Berenbaum (2010) mentioned that putting policies in place will open lines of communication between female management and female workers so that it becomes the norm and improve work environments. Heathfield (2019) stated that an open-door policy helps build a culture of trust, open communication and that everyone is a valuable team member in the organization.

Heathfield (2019) also suggested that an open-door policy should be used so employees can approach management about a concern they may have with them or the organization.

Implications

The path for positive social change within an organization can be quite challenging. The authentic testimonies from the women who have experienced mistreatment by female management in the workplace created a greater awareness about the impact of incivility. The findings can help other women to become more aware of the rude behavior and gestures towards them from female managers. In this qualitative study, the findings can positively impact social change within an organization where female managers are challenged to change their rude behavior toward their female workers to help improve the quality of work relationships, environment and bottom line. Although the sample posed limitations in representing different ethnic cultures for each female participant, a commonality of how incivility negatively impacted each one was established in the study. The findings can play a major role in social change within an organization by using internal trainings to educate management and employees to increase awareness of how incivility can damage an organization. In addition, social change can improve the role of female management building positive work relationships with female workers in implementing an open-door policy for open communication. These changes could also come through female management learning to model the behavior they want to see in their organization. The findings can also bring social change in breaking the cycle of rude behavior and creating a more pleasant work environment.

Methodological Implications

This current study findings contributed to gaining knowledge suggesting there are methodological implications. The recruitment of 12 females using the snowball sampling method provided a small window of how this group perceived their own experiences and the impact of workplace incivility. Future qualitative studies should consider a greater sample size of female participants, sample participants from different cultures, various locations and include female participants who are actively experiencing rude behavior from female management. For example, using a larger sample size that include women who are currently experiencing incivility from female management should be conducted to discover if the same results will occur. The increase of sample size may provide greater insight on how incivility impacts their self-esteem, self-confidence and self-awareness. The study should also expand the geographical location beyond Saginaw, Michigan and include larger areas that have female dominated organizations. Future research can potentially unveil unique strategies, interventions, or resources that may serve as a great benefit in establishing trainings for female management to improve organizational culture. The findings can extend knowledge to the current research in developing as well as implementing policies and trainings that will specifically address women who experience incivility and using their stories as a key to unlock awareness for future incidents.

Conclusion

The purpose of this study was to analyze the lived experiences of female workers who experienced workplace incivility by their female manager. A qualitative,

phenomenological approach was used to conduct this study. There are some researchers (Gabriel et al., 2017; Hurley et al., 2016; Porath, 2016, Porath & Pearson, 2013; Wang, 2017) that have provided different definitions and perspectives on incivility. It was crucial to explore female managers as possible perpetrators to workplace incivility towards female workers and how incivility impacted the female. Although literature currently exists regarding the phenomenon, very little is known on how incivility impacted self-confidence, self-esteem, and self-awareness. The phenomenon of women in seniority or managerial roles exhibiting rude behavior against other women in the workplace have increased (Gabriel, Butts, Yuan, Rosen, & Sliter, 2017).

Findings in this study suggested that incivility was positively associated with increased stress and frustration. The findings also suggested that it was difficult for women to ban together in organizations due to female management asserting their power over female workers. Female managers could take female workers under their wing and model success or learn how to be great in their position. However, findings of this study indicate that insecurities found in female management such as not having a degree negatively impacted how they treated female workers who had a degree. Therefore, female management established roles to ensure that female workers knew their place and didn't attempt to move ahead of them. Unfortunately, this disposition decreased job satisfaction and weakened work relationships. The findings from this study will help advance to more research and provide a greater platform for this demographic to speak out about their experiences with incivility. Results found in this research will hopefully be used to administer intervention strategies for female workers who experience

psychological distress linked to workplace incivility and improve behavior of female

managers towards female workers.

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Appendix A: Semistructured Interview Questions

1. Can you describe how you first became aware that you were experiencing workplace incivility by your female manager?

2. Would you describe the effect of how it impacted you and the relationship with your female manager?

3. What specific actions did you take after you experienced workplace incivility? Why?

4. How did the incivility impact your self-awareness as a professional?

5. How would you define your level of confidence in your position after experience workplace incivility?

6. How was your self-esteem impacted in your experience with workplace incivility by your female manager?

7. Please describe your beliefs about female management after experiencing incivility.

8. What specific actions could be taken in your workplace to minimize incivility?

Appendix B: Sample Recruitment Flyer

ATTENTION:

Participants are needed in a RESEARCH STUDY:

WOMEN WHO HAVE EXPERIENCED WORKPLACE INCIVILITY

FROM WOMEN MANAGERS

If you or someone you know is:

- between the ages 18-65

- currently or previously employed in a professional organization

- or have been managed by a woman

- or have experienced incivility by a woman manager

this study is looking for you. I am a Doctoral Industrial Organizational Psychology student at Walden University conducting a study to explore lived experiences of women who are or have been victims of workplace incivility and willing to tell their story. Participants will receive a $5 gift card as an incentive for participating and completing a face-to-face interview that may take about an hour. Please contact Dwan Bryant at XXX for more information or emailXXX@waldenu.edu.

Appendix C: NVivo Data Analysis Results

Initial codes	Secondary codes	Final themes
Display of power	Constant reminder of position	
Territorial	Boundaries set in work relationship	
Relationship with manager	Personal reasons	
Specific tasks	Personal insecurities	
Feeling inferior	Minimizing job workers role	Theme 1: Establishing roles between manager and workers
Being disrespectful	Create change	
Being stereotyped	Internal issues	
Being very critical	Personal experience	
Negative energy	Encourage success	
Power struggles	Maintaining balance	
	Minority women in authority	
	Constantly competing	
	Cultural stereotype	Theme 2: Insecurities identified in female managers
Stressed out	Micromanaging	
Depression	Going through the motions	
Mentally drained	Feeling overwhelmed	
Feelings of anxiety	Feeling betrayed	
Personal attacks		
Loss of enthusiasm/focus		Theme 3: Psychological stress caused by incivility
Lack of education	Motivation to earn higher degree	
Feeling stuck	Broken confidence	
Loss of identity	Negative feelings towards management	
Intimidation	Avoidance	
Rejection	Creating negative environment	
Personal life impacted	Family impacted	

Table C1 Continues

Initial codes	Secondary codes	Final themes
Poor communication	Gossiping	
Being undermined	Second guessing skill set	
Not being acknowledged	Walking on eggshells	
Lack of training	Learning pace	
Lack of respect		Theme 4: Impact of Incivility on female workers
Fear of consequences	Being isolated	
Pretending issue is non-existent		
Job security	Manager getting results	
Taking sides	No being treated equal	
Failed resolutions	Not being taken seriously	
Betrayal		Theme 5: Fear factors found in female workers
Knowing limitations	Learning patience	
Discovering strengths	Strong faith	
Understanding management behavior	Believing for change	
Improved self-esteem	Enduring hostile environment	
Feelings of uncertainty		Theme 6; Reflecting on how to survive incivility
Confronting manager	Address personal attacks	
Creating a support system	Advocating for change	
Facing fears	Confidence improved	
Level of confidence	Self-awareness improved	
Level of awareness	High self-esteem	
Organizational contributions	Low self-esteem	
Level of self-esteem	Self-esteem improved	
Finding your voice	Persevering through negative behavior	
Gaining respect	Self-assured	Theme 7: Speaking up for yourself
Management accountability	Respect job roles	

(continues)

Table C1 Continues

Initial codes	Secondary codes	Final themes
Reintroduce company's culture	Ethics training	
Improve communication	Diversity training	
Appreciate workers	Job coaching	
Not remaining silent	Incentives	
Model respect	Management evaluations	Theme 8: Finding resolutions to minimize incivility