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Adverse Work Experiences and the Impact on Psychological Well Being, Psychological Distress, Engagement, Turnover, Creativity and State Conscientiousness

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Adverse Work Experiences and the Impact on

Psychological Well Being, Psychological Distress,

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Dedication Page

This dissertation is dedicated to my family and friends whom with their support, I could have never finished this program. Specifically, my husband Andrew, my son Scout, my parents Jeff, Lilly, and Claudette, my in-laws Kathy and Fred, and my support system which includes Alifiya Khericha, Phi Nguyen, Emily Pelosi, Lauren Piroutek. Aparna Rae, Amy Dunn, Paul Yost, Joey Collins, and Jacob Bentley,

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Abstract

Workplaces work to reduce severe safety issues and highly stressful events, yet limited focus has been put on the chronic traumatic experiences and everyday psychological stressors that people experience in workplaces. This dissertation will add to existing work design literature by studying how the presence of Adverse Work Experiences, both acute and chronic, at a variety of workplaces, impact mental health both in terms of Workplace Psychological Distress and Workplace Psychological Wellbeing which in turn can affect turnover, engagement, and work conscientiousness. Results indicated adverse work experiences were significantly related to higher psychological distress, lower psychological wellbeing, higher turnover intention, lower engagement, and lower levels of work conscientiousness. Additionally, the relationship between adverse experiences and the outcomes is partially mediated by psychological wellbeing. Finally, the relationship between adverse experiences and turnover is partially mediated by psychological distress and the relationship between adverse experiences and employee engagement and work conscientiousness is fully mediated by psychological distress. The research introduces several valuable new tools for researcher and practitioners to us to assess traumatic work experiences, psychological distress at work, and psychological well-being at work. Ways that organizations can use this information to detect, prevent and address workplace trauma and distress are discussed.

Adverse Work Experiences and the Impact on Psychological Well Being, Psychological Distress,

Engagement, Turnover, Creativity and State Conscientiousness

Literature Review

Introduction

Full-time employees spend most of their waking hours in their workplace (Barua, 2019). Consequently, the environment that people experience during these hours can impact their emotional and physical wellbeing. Research suggests that work environments are related to employee satisfaction, commitment, and several other outcomes connected to performance (Morgeson et al., 2012). Similarly, a stressful work environment is associated with poor results such as burnout, lower engagement, and poor safety outcomes (Nahrgang et al., 2010). This suggests that a person's work environment can impact their affect both positively and negatively.

Previously, research on work environments and design has focused on task characteristics, facilities, safety, ergonomics, and social aspects (Morgeson et al, 2012; Parker et al., 2017). Although significant theoretical development has occurred on a wide range of work characteristics, limited research exists on the pervasiveness of adverse experiences in workplaces and how those experiences impact an individual's distress, wellbeing, engagement, or other performance outcomes. While posttraumatic stress disorder (PTSD), and more recently complex-post-traumatic stress disorder (CPTSD), is a heavily researched topic in clinical journals (Anke et al., 2006; Bradley et al., 2005; Lambert et al., 2014; Rolfsnes & Idsoe, 2011; van der Kolk, 2014), research on the impact of work-related traumatic experiences has received less attention (DeFraia, 2015). Leading healthcare providers and psychological clinicians have pointed to trauma as the number one unaddressed health crisis facing the U.S. today (van der Kolk, 2014), yet reducing traumatic experiences in workplaces has not been suggested as a systemic way to help mitigate this crisis.

Traumatic experiences are defined as stressful situations that cause a strong negative emotional reaction (SAMHSA, n.d.). In the workplace this can translate into chronic bullying, unsafe work conditions, unpredictable bosses, or financial instability, to name a few. Additionally, these experiences may be more common than the research on organizations suggest since organizational literature tends to be skewed

towards positive psychology (Grant, 2021). In other words, businesses tend to focus on the presence of positive emotions and experiences rather than quantifying the negative ones

Investigating how researchers have quantified and measured adverse experiences and applying that to the workplace can provide insight into the specific mechanisms in which adverse work environments impact people personally and psychologically. Adding to the work design literature, this study expands the current framework (Morgeson et al., 2012) by capturing Adverse Work Experiences (e.g., negative work design factors) and the potential mediating role that the critical psychological states of Psychological Distress and Psychological Wellbeing play in work outcomes (e.g., employee engagement, turnover intention, work conscientiousness).

Figure 1

Proposed Research Model
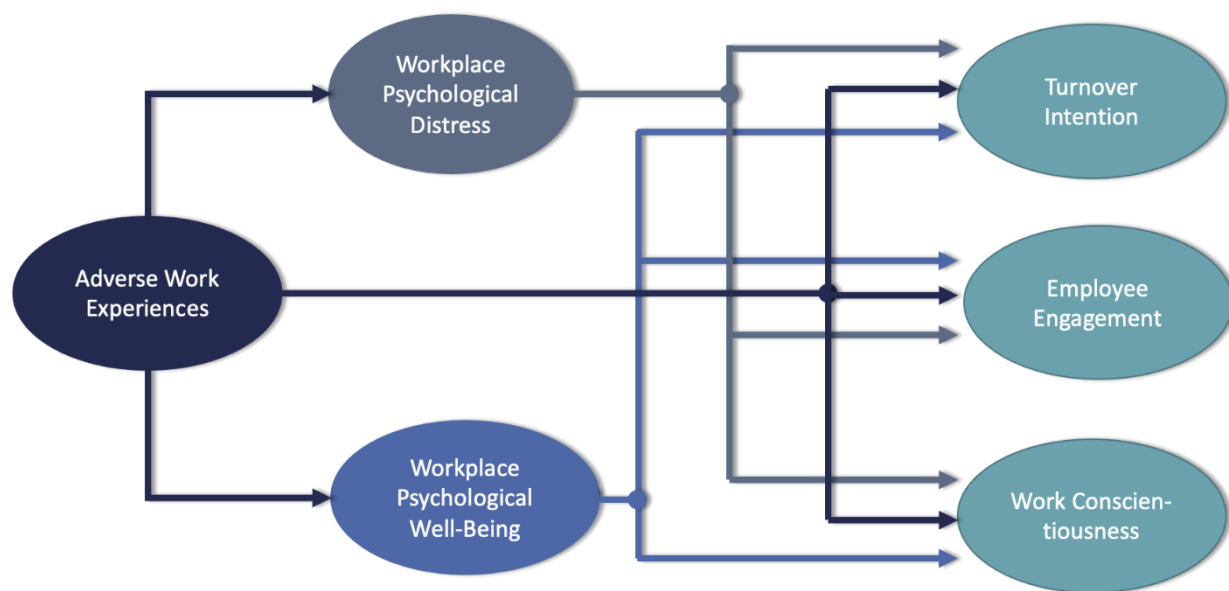
Theoretical Framing: Work Design

Work characteristics that define a motivating and productive workplace is a well-researched topic in Industrial-Organizational (I-O) Psychology (Morgeson et al., 2012). Work design's cornerstone theoretical basis lies in motivation and job analysis and is summarized in the work design model. The model includes four higher level factors: task characteristics, knowledge characteristics, social characteristics, and contextual characteristics, with each including a set of sub-dimensions underlying

each construct (Morgeson & Humphrey, 2006). Morgeson and his colleagues (2012) note that it is a fundamentally integrative theory "because work design theory draws heavily from motivational theories in organizational psychology and incorporates such central industrial psychology topics as the analysis of jobs and their requirements" (p. 525). Truly, work design research has merged into a comprehensive model to examine how jobs should be designed (Parker et al., 2017). However, while work design and behavioral outcomes have been heavily researched, two elements have limited research: (a) negative workplace experiences, and (b) the mediating impact of the "critical psychological states" between work design factors and employee and organizational outcomes. In Morgesen's (2012) model, only three psychological states are identified (see Figure 2 for an illustration of these two gaps in the current model). Researchers have an opportunity to understand more deeply how negative experiences and emotions impact people at work.

This dissertation will add to the current literature by expanding the work design features to include *Adverse Work Experiences* and its relationship to Workplace Psychological Distress, Workplace Psychological Well Being, turnover intentions, employee engagement, and Work State Conscientiousness. It provides additional insights into how Adverse Work Experiences mediate the relationship of the critical psychological states of *Workplace Psychological Distress* and *Workplace Psychological Wellbeing* in relationship to employee engagement, turnover intentions, and Work State Conscientiousness.

Figure 2

Theoretical Additions to Work Design Literature

Work Design Features

Work Design Characteristics
Autonomy
1. Work Scheduling
2. Work Methods
3. Decision Making
Skill Variety
Task Variety
Task Significance
Task Identity
Feedback from the Job
Information Processing
Job Complexity
Specialization
Problem solving
Social Characteristics
Interaction Outside the
Organization
Physical Demands
Work Conditions
Ergonomics

Adverse Work Experiences

Adverse Physical Environment
Adverse Emotional Environment
Covert Adverse Experiences
Neglect
Discrimination

Critical Psychological States

Job Characteristics Model

Meaningfulness
Experienced Responsibility
Knowledge of Results

Workplace Psychological Distress

Avoidance
Negative Shifts in Cognition/Mood
Hyperarousal
Intrusion

Workplace Well-Being

Work Autonomy
Work Self-Acceptance
Work Growth
Work Relationships
Work Competence
Work Purpose

Work Outcomes

Behavior Outcomes
Turnover Intentions
Objective Performance
Subjective Performance
Absenteeism

Attitudinal Outcomes
Organizational Commitment
Engagement
Satisfaction (Job, Supervisor,
Coworker, Compensation,
Growth, Promotion)
Job Involvement
Internal Work Motivation
Work State Conscientiousness

Role Perception Outcomes
Role Ambiguity
Role Conflict

Well-being Outcomes
Anxiety
Stress
Burnout/Exhaustion
Overload

*this outcome is a new addition to
the model

Traumatic or Adverse Experiences and Stress Responses

Stressful events have the potential to trigger stress responses and psychopathology that may

have otherwise been dormant in seemingly healthy individuals, often referred to as the stress-diathesis

(Rees, 1976). Understanding the specific qualities of life events that bring about distress or illness may

shed light into the complex processes by which stress reaction are activated in some while not in others

when faced with the same event(s) (Brown & Harris, 1986). While trauma is often thought of as a specific,

cataclysmic event, it comes in many forms (Mate, 2003; van der Kolk, 2014).

Advances in the understanding of traumatic experiences have broadened the construct to include a range of hurtful experiences that include overt physical and sexual abuse, as well as more covert forms of traumatic mental or emotional experiences (Whitfield, 1998). While a single overt traumatic event (big "T" trauma) is commonly associated with a traditional PTSD diagnosis and the word "trauma," complex PTSD (CPTSD; chronic little "t" traumas) has severe adverse impacts on health and wellbeing as well (Hudspeth, 2015; van der Kolk, 2014). For acute, or major adverse events, there is a clear understanding of the activation of the diathesis that results in a potential disorder (Simons & Lei, 2013). However, daily hassles which occur more regularly when compared to major life events, may be a better predictor of vulnerability to stress responses or psychopathology than major life events (Lazarus, 1990). In fact, research has consistently shown that chronic emotional abuse and neglect compares in terms of consequences to those of physical and sexual abuse (van der Kolk, 2014; Claussen & Crittenden 1991). Specifically, CPTSD is considered a more severe form of PTSD by some researchers because it includes additional disordered symptomology above and beyond the symptoms that follow a single traumatic event (van der Kolk, 2009; van der Kolk, 2014; Walker, 2014). Additionally, CPTSD includes longer-term symptoms like depression, interpersonal conflict, and behavioral and emotional difficulties (Herman, 1992). When considering that depression costs workplaces in the United States alone $238.8 billion each year (Greenberg et al., 2021), it may benefit organizations to reduce experiences that can induce stress reactions.

The potential for a stressful work environment to impact a person negatively is particularly relevant when considering Lazarus & Folkman's(1984) transactional theory of stress. They suggest that "psychological stress is a particular relationship between the person and the environment that is appraised by the person as taxing or exceeding his or her resources and endangering his or her wellbeing" (Lazarus and Folkman, 1984, p. 19). Because people's jobs are an avenue for individuals to survive and pay bills, exposure to stressful environments may be unavoidable for people. This can result in people adapting negative coping mechanisms, which often occur when a person considers the stressor uncontrollable and available resources won't support problem focused coping (Dewe & Cooper, 2007).

Adverse experiences such as bullying, neglect, pay below the poverty line, chronic criticism, sexual harassment, sexism, racism, and other forms of emotional abuse occur in the workplace

(Chamberlain & Hodson, 2010). Since work is where adults spend most of their time, if they are on a team characterized by chronic interpersonal conflict or unsafe work conditions, those work environments have the potential to negatively impact the health and wellness of employees.

Relevance of Traumatic Events to the Workplace

Adverse experiences such as chronic stress (e.g., daily interactions with a verbally abusive boss, overly demanding and unrealistic expectations), discrimination (e.g., differential treatment based on gender, age, race, or disability status), or safety hazards (e.g., unsafe work environments, hazardous job sites) are relatively common (Carr et al., 2011; Roscigno et al., 2012; Balanay et al, 2014) and can impact the way people behave (Fowler & Wholeben, 2020). While several studies have focused on employee stress in the workplace (Stanley et al., 2019; Tye-Williams & Krone, 2015) and the impact of inherently traumatic workplaces (de Boer et al., 2011; Staggs, 2015), there is limited research that investigates the proliferation and impact of those events in everyday work situations (DeFraia, 2015; Vastardis, 2019).

Trauma has the potential to impact important cognitive processes that are relevant to the workplace. Bessel van der Kolk (2014) outlines the predictable outcomes for adults who have experienced trauma in their lifetime: They are less able to think rationally and filter relevant information from irrelevant information; lose the capacity to engage in creative thinking and innovation; engage in higher levels of risk-taking behavior that increases mortality such as alcohol and drug abuse, unsafe sex practices; experience an increase in chronic pain and autoimmune disorders; and have difficulty concentrating and reduced mental capacity. Many of these issues both directly and indirectly impact the people working in organizations and are often related to outcomes promoted as elements of a healthy organization. Specifically, rational thought is important for ethical decision making (Baron et al., 2015), creative thinking helps business grow (Florida, 2002), and difficulty concentrating can impact performance (Pashler et al., 2001). This indicates traumatic experiences have the potential to impact workplace outcomes negatively.

Even though adverse experiences, especially chronic ones, can impact organizations and employees, research on traumatic experiences in the workplace is almost exclusively limited to workplaces that are inherently traumatic or serving traumatized communities (e.g., psychiatric facilities, hospital ER rooms, police officers, firefighters; Maitlis, 2020; Vivian & Hormann, 2013). The possibility that

chronic negative experiences could be more widespread and present in corporate jobs has not yet been explored in depth. Instead, there is significant stigma around employees reporting these experiences (Brouwers et al, 2020) and using organizational resources like sick leave to deal with stress (Fielding, 2019). This can further decrease an employee's effectiveness because "if the reality of the traumatic experience is denied or invalidated by the victim, or by close or important others...then the person may not be able to heal completely from the adverse effects of the trauma" (Whitfield, 1998, p.361). For workplaces to holistically develop employees, it is important that they recognize that these experiences that may traumatize employees are happening in the workplace.

Adverse Work Experiences

Traumatic experiences are defined as "an event, series of events, or set of circumstances that is experienced by an individual as physically or emotionally harmful or life threatening and that has lasting adverse effects on the individual's functioning and mental, physical, social, emotional, or spiritual wellbeing" (Substance Abuse and Mental Health Services Administration, n.d., para 1). In line with this definition, *Adverse Work Experiences* are defined as a distressing event or series of events occurring in the workplace that result in high levels of individual stress that has lasting adverse effects on a person's functioning. Stressful experiences have been studied several ways. However, for this study, the identification of potential traumatic experiences that are experienced at work will draw from three sources: (a) Adverse childhood experiences, which covers a broad range of stressful events directly tied to health consequences; (b) Covert traumatic experiences, which are particularly important to the workplace since overt forms of harassment or abuse are less likely to be considered acceptable at work; and (c) Discriminatory traumatic experiences, which are tied to traumatic responses (Pieterse, 2010) and are relevant to today's workplace in light of the recent social movements increasing the demands for accountability for racial justice in organizations (Roberts & Grayson, 2021).

Adverse Childhood Experiences

Adverse childhood experiences (ACEs) which include both highly traumatic events as well as chronic stressors, continue to impact the adults who experienced them well into adulthood (Felitti, 1998; Finklehor, 2018). By some estimates, 57.8% of individuals in the US experience at least one ACE (Giano et al., 2020) meaning that the majority of people have some form of early adversity and potentially a

trauma response associated with it. As adults, when faced with similar experiences, people may unknowingly react with a heighted sense of stress when reminded of similar traumas at work. Understanding how similar experiences faced in the workplace may play a role in the wellbeing or distress of employees can have implications for workplace outcomes.

Bessel van der Kolk (2009) focuses on the importance of research on childhood experiences because of their prevalence and the consequences directly tied to them for adults. The Adverse Childhood Experiences questionnaire (ACEs; Felitti, 1998), is the most common measure to assess this and provides a strong foundation to be adapted and revised to identify similar experiences in the workplace. The original work included 10 experience categories: emotional abuse, physical abuse, sexual assault, emotional neglect, physical neglect, mother treated violently, household substance abuse, household mental illness, parental separation or divorce, and incarcerated family member (Felitti et al. 1998). It was later criticized for not including certain environmental and socioeconomic experiences and a proposed expansion includes low socioeconomic status, peer victimization, peer isolation and rejection, and exposure to community violence (Finkelhor et al., 2015). Applying this theory to the workplace can provide understanding of the prevalence of similar experiences in a different context.

Covert Traumatic Experiences

Covert trauma deals with psychosocial experiences, which are usually interpersonal in nature and highly distressing (van der Kolk, 2009). While they are not a necessary element for informing diagnosis of PTSD, they threaten healthy mental and social functioning (van der Kolk, 2014). Repeated exposure to covert forms of trauma can be more psychologically distressful than a single major traumatic event (Spinazzola, 2017). This indicates it is possible that as adults, exposure to covert and chronic trauma may impact people's mental health negatively. Also rooted in childhood experiences, Vastardis (2019) recently proposed that covert traumatic experiences include neglect, parentification, unwanted early sexual exposure, verbal abuse, threats of harm, minimalization, scapegoating, gaslighting, discrimination, secret keeping, alienation, ostracism, bullying, household instability or disfunction, childhood residential mobility, and exposure to double binds. Covert forms of trauma are particularly relevant when considering a work context as more overt forms of trauma are often illegal or against company policies.

Discrimination

While discrimination is included in the covert trauma definition, recent events have shed insight into the prevalence of discrimination in the workplace and its relationship to traumatic stress symptoms. Discrimination is persistently associated with lowered mental health and several studies also indicate a relationship between harassment and traumatic stress symptoms: racism is experienced as traumatic (Williams, 2012), there is a strong relationship between sexism and PTSD symptoms (Berg, 2006), and people experiencing religious discrimination had more severe PTSD symptoms (Lowe, 2019). Because of its importance in future research, chronic discrimination events will also be included in traumatic work experiences drawing on Williams' (2012) chronic work discrimination and harassment study.

Conceptualizing Adverse Work Experiences

ACEs, covert traumatic experiences, and experiences of discrimination have the potential to impact a person's efficiency in the workplace. Looking for convergence and uniqueness across the three measures can help develop an understanding of the adverse experiences a person may face while in the workplace. When taken together, the above three sources suggest the following 5 factors with 13 sub-dimensions for Adverse Work Experiences (Finkelhor et al., 2015; Vastardis, 2019; Williams, 2012):

Adverse Physical Work Environment.

An adverse physical work environment consists of elements that related to feelings of physical safety and wellbeing. This will be measured to include two sub-dimensions: (a) *Workplace bullying:* The intentional use of force or aggression by coworkers, subordinates, or leaders for the purpose of coercion or intimidation (e.g., yelling, throwing objects, hitting walls or people with fists); (b) *Work safety:* Close exposure to stressful or unsafe work environments (e.g., witnessing assault, exposure to shootings, fearing for safety on the job, aggression by coworkers).

Adverse Emotional Work Environment.

An adverse emotional work environment consists of the emotional elements relate to feelings of emotional safety and mental wellbeing that are interpersonal in nature. This will be measured by including four sub-dimensions: (a) *Workplace emotional abuse*: Words or actions that belittle one's self-esteem or psychological wellbeing; (b) *Workplace minimization:* When a worker's concerns or opinions are ignored or mocked by others in their team or group; (c) *Workplace isolation:* Actions and behavior that contribute

to a sense of exclusion or singling out or includes overt ignoring of the person; (d) *Work group disfunction:* Chaotic work environments characterized by impairment in workgroup interactions.

Covert Adverse Work Experiences.

A covert adverse work experience consists of psychosocial experiences that are often hidden from other observers and gradually and relentlessly bring a person's reputation into question. It consists of three sub-dimensions: (a) *Workplace gaslighting:* Psychological abuse intended to manipulate a person into believing they cannot trust their own memories, sanity, or understanding of reality; (b) *Workplace scapegoating:* The shifting of focus in conflict from on member to another, and most often is characterized by a person in a position of authority transferring blame to a subordinate; (c) *Workplace double binds:* Discrepant messages in an interpersonal dynamic with a person in power where no matter which course of action is taken, negative consequences will occur.

Workplace Neglect.

Workplace neglect includes experiences that result in either deprivation of essential resources (emotionally or physically) or provide a prolonged absence of supervision. It consists of three sub-dimensions: (a) *Workplace physical neglect*: A failure for work to meet the basic physical needs of employees and their families or those close to them including a lack of housing, food, education, and/or medical care; (b) *Workplace emotional neglect:* A failure for work to meet the basic emotional needs of employees in ways that impact the individual, their families, or those close to them; (c) *Managerification:* The dynamic within a team where a lower-level team member is forced to take on the emotional responsibility for the wellbeing of their team.

Workplace Discrimination.

Workplace discrimination is related to situations where a person is "othered" based on their physical or biological characteristics. It consists of two sub-dimensions: (a) *Workplace sexual harassment:* The intentional pressure or use of force to coerce a person engage in sexual activity (e.g., fondling, penetration, or exposure to sexual acts) or exposure to offensive or different treatment based in gender (e.g., comments about appearance); (b) *Work group discrimination:* Behavior or treatment rooted in a negative belief, attitude, or judgment about members of a group (e.g., gender, race, ethnicity, religion).

Critical Psychological States.

The psychological states that play a role in a person's workplace will be expanded upon by looking at both psychological distress and psychological wellbeing. Psychological distress provides insight into the symptoms of stress a person experiences in relationship to work, while psychological wellbeing gives information on the facets that promote a person reaching their full potential. Both are important to understanding overall emotional wellbeing in the workplace.

Psychological Distress

Psychological distress, or posttraumatic stress, is the emotional responses to a single or series of adverse event(s) a person finds highly stressful (Weathers et al., 2013). It can cause a wide variety of physical and physiological symptoms that manifest in different ways including unpredictable emotional swings, emotional and visual flashbacks, difficulty in relationships, and physical discomfort such as headaches, nausea, back pain (Eth, 2020). These symptoms have been measured in a variety of ways and the Post-Traumatic Stress Disorder (PTSD) Checklist for DSM-5 (PCL-5) is the most commonly used symptom checker for PTSD (Weathers et al., 2018). Categories include: (a) intrusions, (b) avoidance, (c) negative alterations in cognition and mood, and (d) alteration in arousal and reactivity (Bovin et al., 2016; Weathers et al., 1993). Psychological distress has been connected to adverse experiences in both adults and children (Van der Kolk, 2014). Symptoms of distress have been heavily studied outside of the work context, yet inside the workplace, research is primarily focused on the presence of positive emotions like wellbeing (Page & Vella-Brodrick, 2009) or non-contextualized psychological distress (Dagenais-Desmarais & Savoie, 2012). Therefore, there is an opportunity to advance the research on psychological distress contextualized to the workplace.

Workplace Psychological Distress

Workplace Psychological Distress is the emotional response to a single or series of adverse events(s) a person finds highly stressful in the workplace. Symptoms Workplace Psychological Distress will include an adapted framework from the PTSD symptom checker contextualized to the workplace (Weathers, 1993): (a) intrusions of work in personal life, (b) avoidance of reminders of work, (c) work related negative alterations in cognition and mood, and (d) work related alterations in arousal and reactivity.

*Intrusion*s *of work in personal life* symptoms include involuntary or distressing remembrances, distressing dreams, dissociative reactions, intense distress, or physical response after the exposure to either internal or external cues related to the workplace. *Avoidance of reminders of work* symptoms consist of a person avoiding internal reminders of the workplace such as memories, thoughts, or reflection of feelings or avoidance of external reminders of work such as people, places, conversations with others, events, or objects in relationship to a stressful work event. *Work-related n*egative alteration in *cognition and mood* symptoms consist of forgetfulness of stressful events, negative beliefs about oneself, others, or the world, persistent beliefs about their job that are distorted leading the person to blame themselves or others for bad experiences, a persistent negative state of thinking about their job (e.g., fear, anger, guilt, blame, shame, etc.), a feeling of detachment from coworkers, and/or a persistent inability to experience positive affect in relationship to their work. *Work-related arousal and reactivity* symptoms are marked by irritability, angry outbursts, verbal or physical aggression towards people or objects, self-destructive behavior, an exaggerated startle response, concentration issues, and/or sleep disturbances (e.g., insomnia, restless sleep, difficulty staying asleep) related to workplace distress. Taken together, it is proposed that these symptoms when contextualized to the workplace, when faced Adverse Work Experiences results in the following hypothesis:

Hypothesis 1: Adverse Work Experiences will be positively related to symptoms of Workplace Psychological Distress.

Wellbeing

While psychological distress is one critical psychological state that has implications for the workplace, wellbeing also plays a role in the health of an employee. Wellbeing is defined as a human need that is conducive to human growth and is often operationalized in two ways: *hedonic* and *eudemonic* (Ryan & Deci, 2001). Kahneman and colleagues (1999) define hedonic psychology as the study of "what make experiences and life pleasant and unpleasant" (p. ix). In other words, hedonic wellbeing is the maximization of pleasure and avoidance of pain. Subjective Well Being (SWB) measures commonly used in work settings are based on hedonic psychology and rooted in positive psychology and consists of three components: (a) life satisfaction, (b) presence of positive affect, and (c) happiness or the

absence of negative mood (Diener, 1984; Ryan & Deci, 2001). Much of the workplace literature has focused on this form of wellbeing (Grant, 2020).

By comparison, eudemonic wellbeing relates to meaning and self-realization, focusing on the degree to which the person is fully functioning and reaching their potential (Ryan & Deci, 2001; Ryff, 2014; Waterman, 1993). Several theories of human need include aspects of eudemonic wellbeing throughout the history of psychology such as Jung's (1933) individuation, Buhler's (1935) basic life tendencies for fulfillment, Jahoda's (1958) positive criteria of mental health, Erickson's (1959) stages of psychosocial development, Roger's (1961) fully functioning person, Frankl's logos theory, Maslow's (1968) self-actualization, Alderfer's (1969) human theory of needs, Frankl's (1970) Logos theory, Deci and Ryan's (1985) self-determination theory, and McClelland's (1987) theory of needs, Seligman's theory of wellbeing. While there has been a robust history of eudemonic conceptualizations of employee wellbeing, workplace research has historically focused on hedonic wellbeing studying constructs as job satisfaction (Page & Vellabrodrick, 2009; Rice et al., 1980; Rode, 2004). Expanding the research to study PWB at work adds an important new perspective by expanding the understanding of eudemonic wellbeing at work (Page & Vellabrodrick, 2009).

Psychological Wellbeing

Traumatic work experiences are likely to have an impact on the dimensions of a person's psychological wellbeing (PWB) which over time, are likely to play a critical role in their ongoing functioning at work (Ryan & Deci, 2001). In fact, psychological wellbeing has been tied directly to performance, yet limited research has expanded on how it plays out in the workplace (Page & Vellabrodrick, 2009; Ryff, 2014; Wright & Cropanzano, 2000). For the purpose of this study, psychological wellbeing construct is focused on for its distinction from happiness in that focuses on realizing one's true potential. In order to expand our understanding of wellbeing at work, it "needs to encompass the meaning making, self-realizing, striving aspects of being human" (Ryff, 2014, p. 12). A focus on the eudemonic perspective within this paper will further research in this area.

Workplace Psychological Wellbeing

A measure of psychological wellbeing at work has been proposed (Degenais-Desmarais & Savoie, 2012), however, their approach combines both the hedonic and eudemonic components of

wellbeing. To expand the literature on how eudemonic wellbeing is related to the workplace, Workplace Psychological Wellbeing is defined as the realization of one's true potential at work. It is operationalized by taking six factors of psychological wellbeing that converge across eudemonic perspective factors and theories. Specifically, (a) work autonomy, (b) work self-acceptance, (c) work growth, (d) work relationships, (e) work competence, and (f) work purpose.

Work Autonomy

Work autonomy has been theorized as an important aspect of wellbeing by several researchers. For example, Rogers (1961) suggested that a fully functioning person has the freedom of choice, Maslow's (1968) self-actualized person has both autonomy and solitude which includes the need for personal freedom, and Deci & Ryan (1985) suggests autonomy is a key component of self-determination and consists of control over one's behavior and the ability to act within ones principles. It has been operationalized and measured in several wellbeing surveys such as Ryff's Psychological Well-Being Scale (1989), and Su's Comprehensive Inventory of Thriving. Pulling from these theories and measurement tools, Work Autonomy is defined as the level of perceived independence for an individual to complete tasks in alignment with their preferences at work.

Work Self-Acceptance

Self-acceptance has been considered a key component for human functioning in several theories of wellbeing. One of its earliest operationalized came as unconditional self-regard by Rogers (1961). Maslow's (1968) self-actualization theory suggests that a person needs both acceptance and realism, where a person accepts what they are capable of and has realistic perceptions about themselves. In measures of wellbeing, it has been included in Ryff's (1989) Psychological Well Being Scale as self-acceptance, Dieners's (2009) Flourishing Scale as self-esteem/self-acceptance, and Su and colleague's (2014) Comprehensive Inventory of Thriving as self-worth, a subset of mastery. Combining these theories and measures, Work Self-Acceptance is defined as a person's awareness and acceptance of themselves in the context of their work role.

Work Growth

Growth and learning are included in most theories of eudemonic wellbeing. Rogers' (1961) fully functioning person includes creativity and the ability to change through experience. Maslow (1968)

suggests that the continued freshness of appreciation, or the ability to see things in new ways is key to a self-actualized individual. Alderfer's (1969) existence, relatedness, and growth (ERG), theory includes growth which is defined as "all the needs which involve a person making creative or productive effects on himself and the environment" (p.146). Frankl (1970) suggests a man's ability to "rise above himself… grow beyond himself… and by doing so change himself" (p146) is key to finding meaning in life. He also suggests it is key to developing problem solving strategies and fostering creativity. Ryan and Deci's (1985) Self-Determination Theory suggests that the ability to learn new skills is a key component of competence. It has also been measured in many wellbeing measures. Degenais-Desmarais & Savoie (2012) include the desire for involvement in work in ways that contribute to good functioning, Ryff (1989) suggests personal growth is key to wellbeing, and Su and colleagues (2014) suggest that mastery includes the opportunity to learn. These operationalizations lead to the definition of Work Growth as the perception that a person's work provides an opportunity to grow their skills and talents.

Work Relationships

Positive relationships are a key component of almost every theory of wellbeing. Jahoda (1958) suggests social contact as a primary component of ideal mental health. Rogers' fulling functioning person lives in harmony with others. Frankl's (1970) logos theory includes "experiencing something or encountering someone" (p.146) as a key feature of a meaningful life. Alderfer (1969) includes relatedness as a key component of his ERG theory which includes "all the needs which involve relationships with significant people" (p.146). Ryan and Deci (1985) also suggest relatedness, which includes meaningful connections with others as part of their self-determination theory. McClelland's (1987) theory of needs suggests affiliation is a critical need, specifically the approval of others. Finally, Seligman's (2011) PERMA theory (and measure) includes relationships which means being valued, supported, or cared for by others. Likewise, it is included in several measures of wellbeing. Dagenais-Desmarais & Savoie (2012) include interpersonal fit at work or "perception of experiencing positive relationships with individuals interacting with oneself within the work context" (p.670). Additionally, Ryff (1989) includes positive relationships in her Psychological Well-Being scale, Diener (2009) includes supportive and rewarding relationships in the Flourishing Scale, Su et al (2014), includes relationships that involve support, community, trust, respect, loneliness, and belonging, and VanderWeele's (2019) Human Flourishing

index includes close social relationships. Considering these theories and measures, Work Relationships is defined as perception of connection, interpersonal support, and positive interactions with others at work.

Work Competence

Competence, often called mastery, has been suggested as a key element of human thriving. Frankl (1970) suggests "creating work or doing a deed" (p.146) is a key component of a meaningful life. Maslow (1968) includes problem centering as key to self-actualizing. In other words, people thrive when they are solving problems that impact others in order to improve their external environment. Deci and Ryan (1985) suggest competence in their self-determination theory which includes holding sufficient skills or abilities to perform a task. Achievement is included in McClelland's (1987) theory which is a desire for accomplishment, gaining skills, holding oneself to high standards. Seligman (2011) includes accomplishment in his PERMA theory and measure which involve a sense of mastery or achievement. It has also been included in most of the measures of wellbeing. Ryff (1989) includes environmental mastery, Degenais-Desmarais and Savoie (2012) include feeling of competency as a component of psychological wellbeing at work, Diener (2009) suggests competency is key to flourishing, and Su et al (2014) includes mastery as an element of thriving. These theories suggest a definition for work competence as the extent to which an individual perceives themselves as possessing the required skills to navigate their work environment skillfully.

Work Purpose

Purpose or meaning has a long theoretical history in the wellbeing literature. Joahoda (1958) includes collective effort or purpose as a component of ideal mental health. Frankl's (1970) will to meaning, or that each person has a unique calling is a component of his logos theory. Malsow (1968) includes peak experiences which have three characteristic of significance, fulfillment and spirituality. Seligman (2011) also includes meaning, which includes having a sense or purpose in life, in his PERMA theory and measure. In the measures of wellbeing Ryff (1989) includes purpose in life, or whether or not people's lives have meaning, Diener (2009) suggests meaning and purpose as an element of thriving, Dagenais-Desmarais and Savoie (2012) includes the desire for involvement at work in ways that contribute to an organizations good functioning, Su and colleagues (2014) include meaning as a

component in their comprehensive inventory of thriving, and VanderWeele (2019) suggests meaning and purpose as a component of flourishing. Looking at these theories and measures, suggests the following definition for Work Purpose as the level of meaning and purpose a person finds in their work.

Research has found that people who have experienced ACEs as a child have significantly lower levels of psychological wellbeing (Mosley-Johnson et al., 2019). Consequently, it may follow the people experiencing adverse experiences at work may also have lower psychological wellbeing. Additionally, lower levels of wellbeing have been tied to higher levels of psychological distress and vice versa (Winefield et al., 2012). These findings combined result in the following hypotheses:

Hypothesis 2: Adverse Work Experiences will be *negatively related to Workplace Psychological Wellbeing.*

Hypothesis 3:   Workplace Psychological Distress will be *negatively related to Workplace Psychological Wellbeing.*

Outcomes

Both adverse and experiences and wellness are related to a number of positive workplace outcomes. In the following section, employee engagement, turnover intention, and Work State Conscientiousness will be explored in more detail in relationship to adverse experiences, Workplace Psychological Wellbeing, and Workplace Psychological Distress.

Employee Engagement

Employee engagement has become a popular theory in organizational research for over two decades. It is considered by many a critical factor for organizational performance and competitive advantage (Macey et al., 2009). Engaged employees are attached to their work and company and are willing and motivated to go above and beyond their job description to succeed (MacLeod & Clarke, 2011). Evidence suggests that engagement predicts job satisfaction, intention to leave, and organizational citizenship behaviors (Saks, 2006) and it has been tied to higher shareholder value, profitability, productivity, and satisfaction (Crawford et al., 2010, Macey et al., 2009). Engagement is not an attitude, instead it is the level of involvement a person has in the performance and occupation of their job which is different than organizational commitment or employee satisfaction (Christian et al., 2011; Shaufeli et al., 2002).

At the same time, there is a lack of agreement on the definition of the construct and several measures have been created to operationalize it (Saks & Gruman, 2014). Originally, employee engagement was defined by Kahn (1990) as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances" (p. 694). Next it was defined as the opposite of burnout. Specifically, that it is characterized by energy, involvement, and efficacy which is the opposite of exhaustion, cynicism and inadequacy (Maslach et al., 2001). The most common measure of engagement argues that it is consists of vigor, dedication, and absorption in one's work (Shaufeli et al., 2002). More recently engaged employees have been defined as those who "bring their full selves into their work roles— they are cognitively attentive, emotionally vested, and physically energetic in their work environment" (Shuck et al., 2014, p.954).While engagement is an important construct because of its positive relationship to organizational outcomes, an adverse work environment and its impact on psychological distress and wellbeing have the potential to impact employee engagement. Specifically, lower levels of engagement are linked to traumatizing work environments (Mason et al., 2014). Additionally, in the medical profession, psychological distress and work engagement have been shown to be inversely related such that those with high psychological distress also experienced lower employee engagement (Gómez-Salgado et al., 2021). Furthermore, engaged employees have been shown to have higher levels of wellbeing (Shuck & Reio, 2014). This evidence combined results in the following hypotheses:

Hypothesis 4: Adverse Work Experiences will be *negatively related to employee engagement.*

Hypothesis 5: The relationship between Adverse Work Experiences and employee engagement will be *mediated by both Workplace Psychological Distress and Workplace Psychological Wellbeing.*

5a) *Adverse Work Experiences will be positively related to Workplace Psychological Distress which in turn will be negatively related to employee engagement.*

5b) *Adverse Work Experiences will be negatively related to Workplace Psychological Wellbeing which in turn will be positively related to employee engagement.*

Turnover Intention

Turnover has been defined as the movement of an individual from the boundaries within one organization to another (Price, 1997). More simply, turnover occurs when a person ceases to work for a company. While turnover is a behavioral construct, turnover intentions is a more sensitive measure and a strong predictor of later turnover (Hom et al., 1992). Turnover intention includes thoughts about quitting one's job, an aim to find a new job, and the plans to quit (Mobley, 1977; Rahman & Nas, 2013). Turnover is costly for organizations as it can result in a drain of physical and mental resources for a company in terms of both financial and social capital (Bodla & Hameed, 2008; Winterton, 2004). It can also impact the morale of employees, as it can disrupt teamwork and lead to delays in projects (Winterton, 2004; Zahra et al., 2013).

Adverse work environments have the potential to increase turnover in organizations. In fact, work conditions are directly related to turnover (Cottini et al., 2009). Additionally, affective wellbeing has been tied to turnover intentions which suggests Workplace Psychological Wellbeing may also share a relationship (Wright & Bonnet, 2007). Additionally, a recent study found that the relationship between bullying, one of the elements of Adverse Work Experiences, mediated the relationship between psychological distress and intention to quit. This evidence together suggests the following hypotheses:

Hypothesis 6: Adverse Work Experiences will be *positively related to turnover intentions.*

Hypothesis 7: The relationship between Adverse Work Experiences and turnover intention will be *mediated by both Workplace Psychological Distress and Workplace Psychological Wellbeing.*

7a) *Adverse Work Experiences will be positively related to Workplace Psychological Distress which in turn will be positively related to employee turnover intention.*

7b) Adverse Work Experiences *will be* negatively related to Workplace Psychological Wellbeing which in turn *will be* negatively related to employee turnover intention.

Work State Conscientiousness

Conscientiousness is tied to higher emphasis on organization and accomplishment, as well as persistence, deliberation, and carefulness (Costa & McCrae, 1988; McCrae et al., 2000). With respect to cognition, it has also been operationalized as executive functioning which is important for decision making (Kern et al., 2009). Personality traits, such as conscientiousness, have traditionally been considered stable over time, however deviations from a person's average, referred to as a personality state are also important for understanding personality (Debusscher et al., 2016). A personality state is considered, "the same affective, behavioral, and cognitive content as their corresponding traits" (Fleeson, 2012, p. 52). Research suggests that conscientiousness is a consistent predictor of performance (Barrick et al., 2001; Dudley et al., 2006; Meyer et al., 2009), and with a more recent focus on research that looks at the within-person variability of personality, promising relationships with state conscientiousness have been found in relationship to business outcomes. For example, Debusscher and his colleagues (2016) found that state conscientiousness positively predicted task performance. Since both trait and state conscientiousness levels are a strong predictor of performance (Judge et al., 2013), potential changes in state levels of conscientiousness can make significant impact in the workplace.

Conscientiousness levels have been tied to adverse experiences. In fact, significantly lower conscientiousness levels were observed in adults whose needs were neglected as children (Fletcher & Schurer, 2017). Additionally, support was found for a decrease in conscientiousness as an increase in ACEs was observed. By extrapolation, adult traumatic experiences, specifically Adverse Work Experiences could likewise decrease conscientiousness. Because at least 50% of personality can be explained by personal experiences (Turkheimer, 2000), it is possible that negative work experiences can

help shape a person's trait-like conscientiousness levels. Research that investigates whether workplace negative experiences have a relationship with a person's Work State Conscientiousness is a valuable extension of previous research resulting in the following hypothesis:

Hypothesis 8: An increase in Adverse Work Experiences will be negatively related to in State Conscientiousness.

Hypothesis 9: The relationship between Adverse Work Experiences and state conscientiousness will be mediated by both Workplace Psychological Distress and Workplace Psychological Wellbeing.

9a) Adverse Work Experiences will be positively related to Workplace Psychological Distress which in turn will be negatively related to Work State Conscientiousness.

9b) Adverse Work Experiences will be negatively related to Workplace Psychological Wellbeing which in turn will be positively related to Work State Conscientiousness.

Figure 3

Model of Correlation Analyses
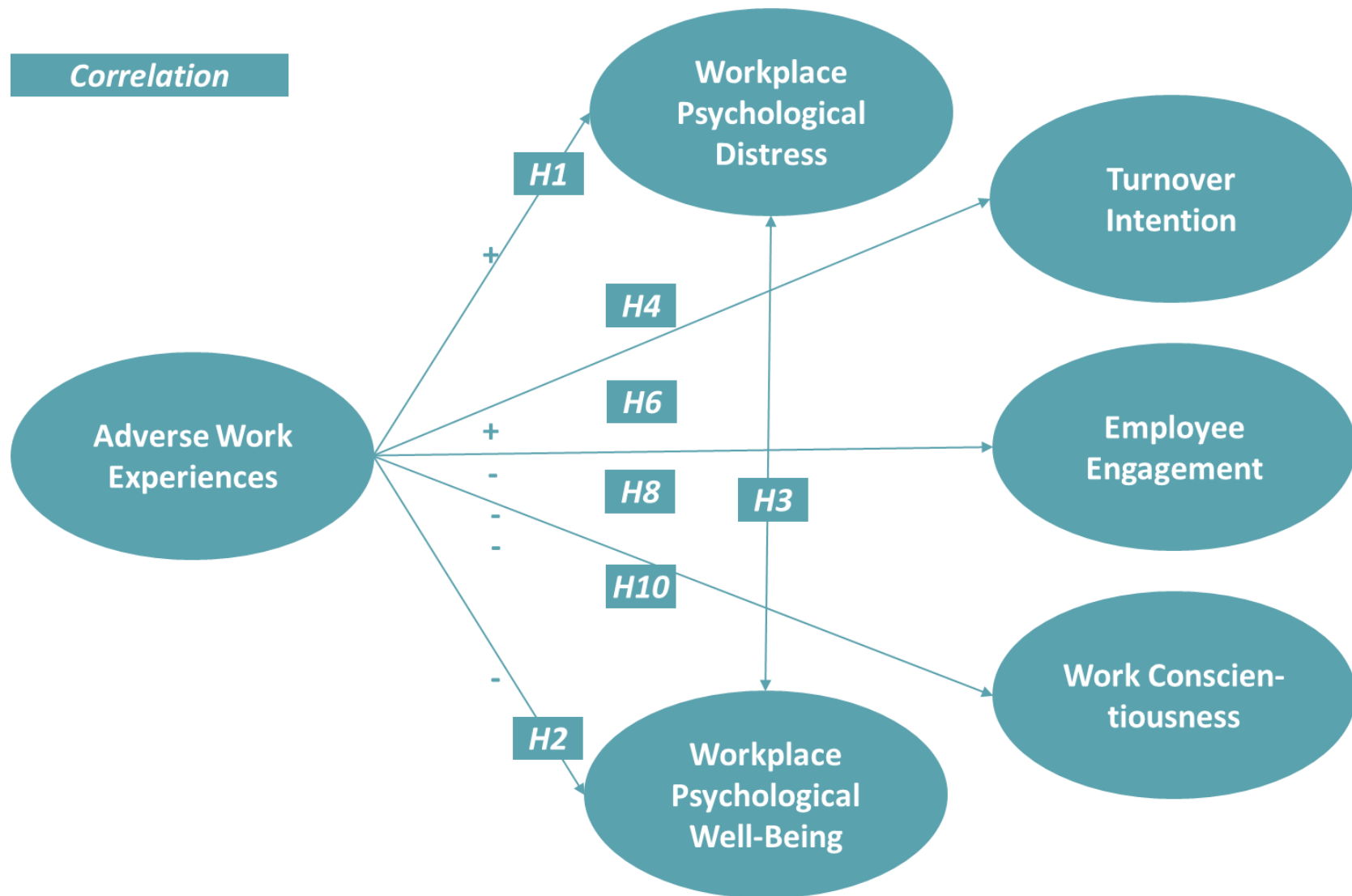
Figure 4

Model of Mediation Analyses
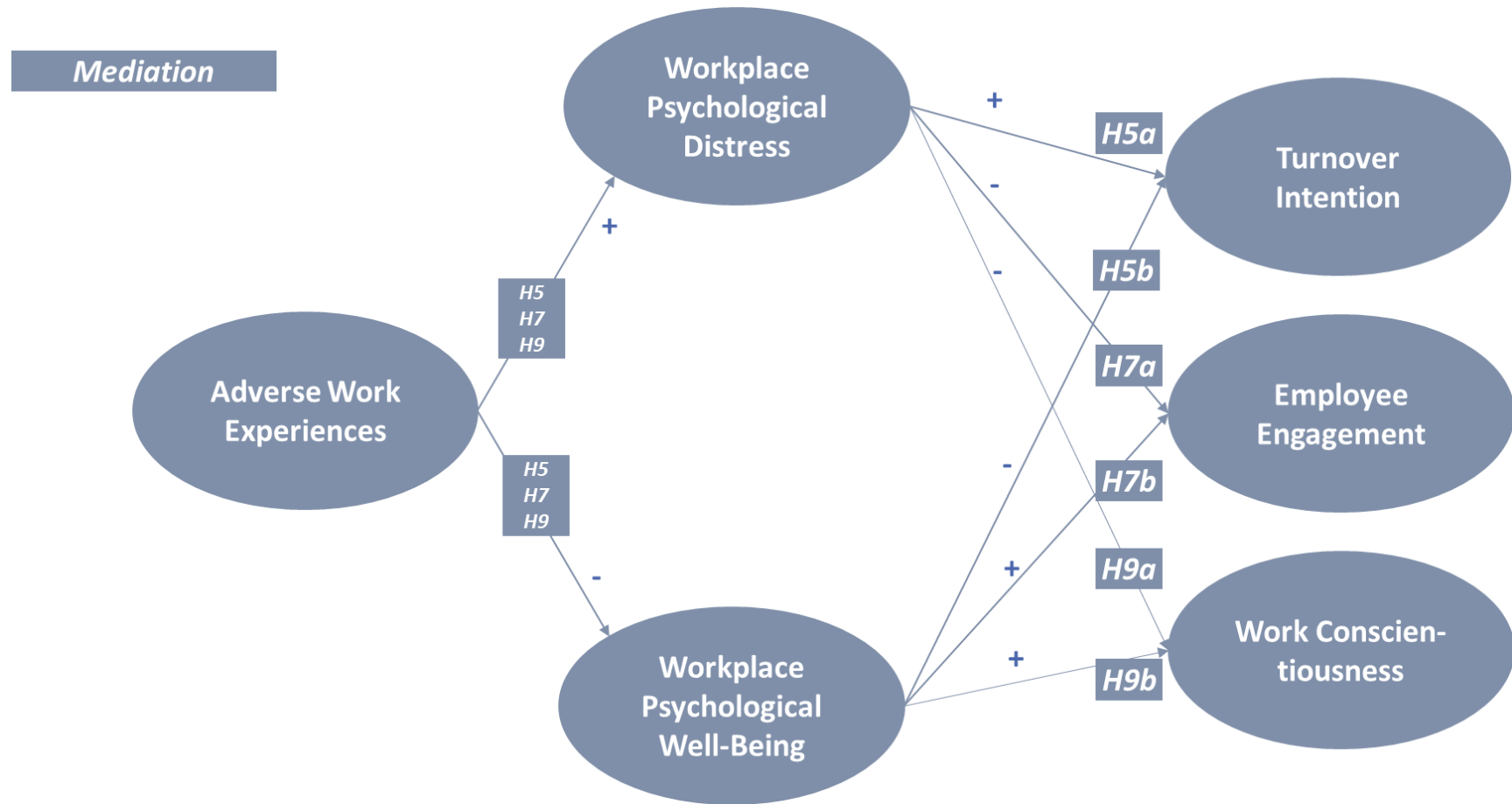
Method

Participants and Sampling

A minimum of 200 people is recommended to conduct Structural Equation Modeling (SEM; Kline, 2012). To ensure adequate sampling, a total sample of 388 participants completed on the survey on the Academic Prolific a crowdsourced internet platform used to recruit participants in research studies. A total of 56 participants failed to pass the 3 attention checks included throughout the survey. Attention checks included the following three items: "How well are you paying attention? If you're paying attention, select Never," "Reading through every question? Select A little," and "I have been paying attention to this survey and will select agree to show it." Next, outliers were assessed. No additional participants were removed as none appeared to be unengaged responses (e.g., users whose answers are the same across all cells including reverse coded items). After cleaning the data, a total of 345 participants were retained for analysis.

Previous studies have established that crowdsourcing tools provide an adequate sampling pool for psychological testing and that quality of data on Prolific Academic is comparable or even better than other methods (Behrend et al., 2011, Palan & Schitter, 2018; Peer et al., 2017). Traumatic experiences are a global issue (Schnyder, 2013) and there has been substantial evidence found to support the cross-cultural validity of PTSD as defined by the DSM-IV (Hinton & Lewis-Fernandez, 2011). Thus, the sample was not limited to the United States. Inclusion criteria included participants that (a) were over the age of 22, (b) work part time or full time at an organization, (c) have a ≥ 98% Prolific Academic approval rate, (d) are fluent in English, and (e) have at least 5 years of work experience. Participants were offered $2.50 for their participation, which was paid in full when they completed the questionnaire. It has been suggested that the average time it takes to answer an online survey question is 7.5 seconds (Versta Research, 2011). The average time it took for participants to take the survey was 16 minutes and 32 seconds, so participants were paid approximately $9.08/hour.

Measures and Operationalization

Adverse Work Experiences Scale

An Adverse Work Experiences are a single distressing event or series of events occurring in the workplace that result in high levels of individual stress (SAHMSA, n.d.). To assess events in a work setting, factors from the revised Adverse Childhood Experiences questionnaire (Finkelhor et al., 2015), the Everyday Discrimination Scale and Major Discrimination Events Scale (Williams, 2012), and the Covert Traumatic Experiences Scale (CoTES; Vastardis, 2019) were adapted to capture the types of adverse experiences that will most likely be faced in a work setting and combined to create the Adverse Work Experiences Scale (AWEs) which consists of 57 items.

Items for each of these categories were modified to apply to a workplace context, for example, the ACE's question:

"Did you often or very often feel that … No one in your family loved you or thought you were important or special? or Your family didn't look out for each other, feel close to each other, or support each other?

Was modified to become the Adverse Work Experiences' questions:

"I feel like no one at work cares for me or thinks I'm important" and

"I feel like my coworkers do not look out for each other, feel close to each other, or support each other"

Five dimensions of Adverse Work Experiences were measured including a) *adverse workplace physical environment* which includes *workplace bullying* (e.g. "Someone I work with acts in a way that makes me feel afraid I might be physically hurt") and *work environment violence* (e.g. "I have been or I have witnessed a coworker who has been attacked [e.g., kicked, bitten, pushed, hit with a fist or another object], in a way that caused injury at work"), b) *adverse workplace emotional environment* which includes *emotional abuse* (e.g., "I have been sworn at, insulted, put down, or humiliated by someone at work"), *workplace minimization* (e.g., "At work, I feel small, insignificant, and ignored"), *workplace isolation* (e.g., "I often feel lonely, rejected, or that nobody likes me"), and *work group disfunction* (e.g., "Someone I work with has come to work drunk or high"), c*) covert adverse work experiences* which includes *workplace gaslighting* (e.g., "Someone does or says things that make me or others in my workplace question my

sanity, memories, and/or perceptions of reality"), *workplace scapegoating* (e.g., "I have been blamed and/or punished at work for things that I did not do"), and *workplace double binds* (e.g. "I have been punished whether or not I follow the rules or instructions of my supervisor"), d) *workplace neglect* which includes *workplace physical neglect* (e.g., "The wages I get from my primary job do not provide enough for me and/or my family to eat"), *workplace emotional neglect* (e.g., "I feel like no one at work cares for me or thinks I'm important"), and *managerification* (e.g. "I feel like I am responsible for the success of myself, my coworkers, and my manager"), and e) *workplace discrimination* which includes *workplace sexual harassment* (e. g. "A person at my company made unwanted sexual comments directed towards me") and *workplace group discrimination* (e.g., "Someone at work has directed racial, ethnic, gender, religious, or other types of slurs me"). Respondents will rate the extent to which they agree with each statement on a 5-point scale that ranges from *Strongly Disagree* (1) to *Strongly Agree* (5) or that ranges from *Never* (1) to *5 or more times (5)*

To assess face validity and ensure the questions were adapted appropriately for use in the workplace, a small panel of two professionals will review the items (a clinical psychologist who practices industrial-organizational [I-O] psychology and an I-O psychology practitioner with expertise in questionnaire construction). Additionally, a trauma expert will also review the questions to ensure the questions are ethical to ask individuals in an online survey platform without supervision. Items and support text were removed or modified accordingly

Workplace Psychological Distress

Workplace Psychological Distress (WPD) is the emotional response to a single or series of adverse event(s) a person finds highly stressful that occurred during working hours. The PCL-5 is the most used symptom checker for Post-Traumatic Stress Disorder (PTSD; Weathers, 2018). Symptoms of WPD were adapted and contextualized for the workplace using variations of the PCL-5 questions. Specifically, 20 items in the same four clusters contextualized to work: a) *intrusions of work* (e.g., "Repeated, disturbing dreams about work"), b*) avoidance of reminders of work* (e.g., "Avoiding memories, thoughts, or feelings about a stressful experience or experiences at work"), c) *negative alterations in cognition and mood related to work* (e.g., "Feeling distant or cut off from your others at work"), and d) *alterations in arousal and reactivity at work* (e.g., "Taking risks at work that could cause you harm").

Raters will rate the extent to which they experience the symptoms on a 5-point scale ranging from *Never* (1) to *To a Great Extent* (5). To address face validity, a panel of two IO psychology professionals reviewed the items and to determine whether each item is a relevant item to ask in the workplace. Additional screening of the questionnaire by a trauma expert was consulted to determine whether the question is ethical to ask individuals each item in an online survey platform without supervision. Items were removed or revised per expert recommendation.

Workplace Psychological Well Being

The Workplace Psychological Wellbeing Scale was developed utilizing the definitions outlined in this dissertation. Ten questions per factor were created based and a sample of 263 participants from prolific academic was gathered with 100% completion rates. Ten participants were disqualified for not answering the attention check correctly resulting in a sample size of 253 participants. Question reduction was undertaken using confirmatory factor analysis with the Lavaan package in R (v. 0.6-9). Questions were reduced based on low factor loading (<0.5) and then based on redundancy to create a short version of the instrument with three questions per factor. An alpha level of .91 was achieved and model fit indices suggest adequate fit (CFI=0.929, RMSEA=0.069, SRMR=0.062). Psychological Well Being consists of six sub-dimension with three items for a total of 18 items: (a) Work Autonomy (e.g., "At work, I am free to decide how I go about completing a task"), (b) Work Self-Acceptance (e.g., "I like who I am when I'm at work"), (c) Work Growth (e.g., "I have an opportunity to grow many of my skills and talents at work"), (d) Work Relationships (e.g., "I feel supported by the people I work with"), (e) Work Competence (e.g., "I have the skills needed to succeed at work"), and (f) Work Purpose (e.g., "My work seems important in the grand scheme of things"). A five-point scale was used ranging from *Strongly Disagree* (1) *to Strongly Agree* (5) to assess the degree to which a person agreed with each statement.

Employee Engagement

Employee engagement was measured using Shuck and his colleagues (2014) Employee Engagement Scale (EES) which consists of three sub-dimensions with four items per dimension for a total of 12 items: (a) cognitive engagement (e.g., "I am really focused when I am working"), (b) emotional engagement (e.g., "I feel a strong sense of belonging to my job") and (c) behavioral engagement (e.g., "I really push myself to work beyond what is expected of me"). A five-point scale was used ranging from

Strongly Disagree (1) *to Strongly Agree* (5) to assess the degree to which a person agreed with each statement.

Employee Turnover Intentions

Turnover intentions was measured using Roodt's (2004) Turnover Intention Scale (TIS-6) which consists of 6 items. Sample items include, "How often have you considered leaving your job," "To what extent is your current job satisfying your personal needs," and "How likely are you to accept another job at the same compensation level should it be offered to you?" A five-point scale was used by participants ranging from *Never* (1), *To no extent* to *Always* (5), or *Highly unlikely* (1) to *To a great extent, Highly likely* (5).

Work State Conscientiousness

Work State Conscientiousness was measured using portions of the 44 item Big Five Inventory that have been contextualized for use in the workplace (John & Srivastava, 1999). Conscientiousness is a person's tendency towards being hardworking and achievement oriented. It has been defined as "the tendency to be thorough, responsible, organized, hardworking, achievement oriented, and persevering" in relationship to work (Barrick & Mount, 1991). For this study, the nine items measuring conscientiousness was used. A five-point scale was used ranging from *Strongly Disagree* (1) to *Strongly Agree* (5). Sample items include "I do a thorough job at work," and "I am a good hard worker."

Results

Data Preparation

Patterns of data missingness were assessed with the R packages mice (v. 3.13.0), Amelia (v. 1.8.0), and nanier (0.6.1). Little's MCAR test was conducted using the nanier package, which diagnoses whether or not the missing observations are missing completely at random, indicated that the data is MCAR and no patterns exists in the missing data $\chi2(5778)=5500.3$, $p = .995$ and therefore is considered unbiased (Little, 1988). Cases were checked using the amelia package to assess 90% or more missingness. No cases had more than 90% missingness so all data was retained. Missing values represented .002% of the total; 15% of the cases had missing data. When running the mice package on

the remaining cases, no data was deleted, as the mice package indicated all results were observed as they contained less than 90% missingness.

Because of the large sample size, general central limit theory was followed per Field and colleague's (2013) guidance. Specifically, as sample size increases, the assumption of normality becomes less important since the chance of a significant normality test increases which often results in unnecessary corrections in the data.

The data was checked for skewness and kurtosis at the item level and a value of +/-3 was considered within acceptable parameters (Kline, 2012). All items in the two factors Workplace Safety and Workplace Sexual Harassment as well as the item, "Someone I work with has committed suicide" in Work Group Disfunction, were positively skewed outside of acceptable parameters. While these instances are rarer in frequency, data was retained due to their theoretical significance.

Homoscedasticity is the distribution of error along the best fitting line and was assessed through plotting the unstandardized residuals on the y axis and the predictor variables on the x axis. When examined visually, there was insufficient reason to suspect a problematic level of heteroscedasticity. Internal consistency reliability estimates were calculated with Cronbach's alpha for each variable using the ltm R package (v. 1.2.0).

Factor Analyses

Because the Adverse Work Experiences and Workplace Psychological Wellbeing scales were built for this study, the psychometric properties were assessed.

Adverse Work Experiences is a combination of three of adverse experiences measures (Finkelhor et al, 2015; Williams, 2002; Vastardis, 2019). A confirmatory factor analysis (CFA) was conducted to confirm the structure of the survey. Model fit indices were tested showing a CFI=.80, RMSEA=.06, and SRMR=.08 indicating moderate fit (Hu & Bentler, 1999). The Alpha obtained was .95 suggesting desirable reliability levels (Lance et al., 2006).

Workplace Psychological Wellbeing converges multiple theories of wellbeing and human thriving to develop a theory of wellbeing in the workplace. A confirmatory factor analysis was conducted to confirm the structure of the survey. Model fit indices were tested and suggest adequate fit and reliability. Specifically, CFI=.93, RMSEA=.07, SRMR=.06, and alpha = .92 (Hu & Bentler, 1999; Lance et al., 2006).

Demographics

The demographics of the sample skew younger than the general population with the majority of participants fallings between 20-39 years old (80.7%). The sample is primarily Caucasian (48.5%) followed by Hispanic (27.4%) and black or African American (16.3%). The sample has a higher percent of female (58.4%) than male participants. The sample contained participants from 24 countries, mainly from North America and Europe with the largest populations from the United Kingdom (28.0%) and Mexico (25.3%).

Table 1

Demographics

Age	n	% total
20-29	163	47.2%
30-39	118	34.2%
40-49	36	10.4%
50-59	24	7.0%
60-69	1	0.3%
Unknown	3	0.9%
Race	**n**	**% total**
Asian or Asian American	13	3.8%
Biracial or multiracial	10	2.9%
Black or African American	58	16.8%
Hispanic or Latino	96	27.8%
Prefer to self-describe	1	0.3%
White or Caucasian (non-Hispanic or Latino)	167	48.4%
Gender	**n**	**% total**
Female	199	57.7%
Gender non-conforming	4	1.2%
Male	142	41.2%
Sexual Orientation	**n**	**% total**
Bisexual or pansexual	32	9.3%
Gay or lesbian	5	1.4%
Heterosexual or straight	303	87.8%
Other/Not Listed	5	1.4%
Current Country of Residence	**n**	**% total**
Australia	6	1.7%
Canada	23	6.7%
Chile	5	1.4%
Czech Republic	1	0.3%
Estonia	1	0.3%

Finland	1	0.3%
France	1	0.3%
Germany	2	0.6%
Greece	1	0.3%
Hungary	2	0.6%
Ireland	7	2.0%
Israel	1	0.3%
Italy	3	0.9%
Japan	2	0.6%
Mexico	88	25.5%
Netherlands	1	0.3%
New Zealand	5	1.4%
Norway	1	0.3%
Poland	9	2.6%
Portugal	20	5.8%
South Africa	53	15.4%
Spain	1	0.3%
United Kingdom	94	27.2%
United States	11	3.2%
Unknown	6	1.7%
Industry	**n**	**% total**
Aerospace	2	0.6%
Banking/Finance/Accounting	26	7.5%
Business Services/Consultant	14	4.1%
Construction/Architecture/Engineering	21	6.1%
Education	35	10.1%
Federal Government (including military)	3	0.9%
Information Technology/Software	30	8.7%
Insurance/Real Estate/Legal	17	4.9%
Manufacturing/Process Industries	29	8.4%
Marketing/Advertising/Entertainment	13	3.8%
Medical/Dental/Healthcare	30	8.7%
Not Working	1	0.3%
Online Retailer	4	1.2%
Other/Not Listed	59	17.1%
Research/Development Lab	7	2.0%
State/Local Government	3	0.9%
Transportation/Utilities	11	3.2%
Wholesale/Retail/Distribution	40	11.6%
Traumatic Experience	**n**	**% total**
No	187	54.2%
Yes	158	45.8%

Adverse Childhood Experience	n	% total
To a very large extent	11	3.2%
To a large extent	34	9.9%
To a moderate extent	75	21.7%
To a small extent	64	18.6%
To a very small extent	78	22.6%
No / to no extent	83	24.1%

Descriptives, Correlations and Reliability

To determine the noteworthy relationships and test the correlation hypotheses, bivariate correlations were assessed. Alpha levels for the scales ranged from .82-.95 suggesting acceptable to desirable reliability. The average score of adverse work experiences was low suggesting a floor effect which could suppress correlations. Adverse work experiences were positively related to negative outcomes and negatively related to positive outcomes. Correlations were highest for Adverse Work Experiences and Workplace Psychological Distress. Additionally, Workplace Psychological Wellbeing was most closely associated with turnover intention and employee engagement. Of the sample, 95.6% (330 of 345) of participants had at least one adverse experience at work within the last 6 months. Additionally, 44.6% (154 of 345) experienced frequent adverse experiences (participants either strongly agreed with a statement or had an instance with 4 or more experiences in the past 6 months). Furthermore, 24.6% of the sample met the preliminary criteria for work related psychological distress or PTSD (meaning they scored either the minimum threshold across all 4 symptom clusters or had a total score greater than 31). Work group disfunction was the most common with 72.4% of individuals experiencing it occasionally (participants either agree with the statement or had 1-3 instances in the last 6 months) and 29.5% experiencing it frequently. The next most common was emotional abuse with 54.2% experiencing it occasionally and 13.0% experiencing it frequently. Next was workplace physical neglect with 29.5% of people experiencing it occasionally and 13.3% experiencing it frequently.

Table 2

Means, standard deviations, alphas, and correlations

Variable	α	M	SD	Adverse Work Experiences	Workplace Psychological Distress	Workplace Psychological Wellbeing	Turnover Intention	Employee Engagement
1. Adverse Work Experiences	.946	1.69	0.50					
2. Workplace Psychological Distress	.946	1.98	0.83	.70**				
3. Workplace Psychological Wellbeing	.917	3.76	0.67	-.50**	-.54**			
4. Turnover Intention	.820	2.96	0.81	.52**	.56**	-.71**		
5. Employee Engagement	.915	3.98	0.80	-.20**	-.36**	.69**	-.58**	
6. Work Conscientiousness	.825	3.94	0.58	-.17**	-.32**	.50**	-.30**	.60**

Note. α, M, and *SD* are used to represent Cronbach alpha reliability, mean, and standard deviation, respectively.
* indicates $p < .05$. ** indicates $p < .01$.

Adverse Work Experiences and Workplace Psychological Distress (H1)

Hypothesis 1, Adverse Work Experiences will be positively related to symptoms of Workplace Psychological Distress, was supported [$F(1, 342) = 333.7$ $b = 1.17$, $p < .01$, $R^2 = .495$ (See Table 4) indicating that people who experienced adverse experiences in the workplace are more likely to report psychological distress. Since this questionnaire adapted the PTSD symptoms checklist to relate to work, it suggests negative experiences in the workplace are associated with PTSD like symptoms.

Table 3

Adverse Work Experiences Regression results using Workplace Psychological Distress as the criterion

Predictor	b	b 95% CI [LL, UL]	beta	beta 95% CI [LL, UL]	sr^2	sr^2 95% CI [LL, UL]	r	Fit
(Intercept)	-0.00	[-0.22, 0.22]						
Adverse Work Experiences	1.17**	[1.04, 1.30]	0.70	[0.63, 0.78]	.49	[.42, .55]	.70**	
								R^2 = .494** 95% CI[.42,.56]

Note. A significant *b*-weight indicates the beta-weight and semi-partial correlation are also significant. *b* represents unstandardized regression weights. *beta* indicates the standardized regression weights. sr^2 represents the semi-partial correlation squared. *r* represents the zero-order correlation. *LL* and *UL* indicate the lower and upper limits of a confidence interval, respectively.
* indicates $p < .05$. ** indicates $p < .01$.

Post-hoc analyses were conducted to assess which dimensions of Adverse Work Experiences were most predictive of Workplace Psychological Distress and the sub-dimensions of Workplace Psychological Distress (see Table 4). The results indicate that all adverse work experience subfactors relate to increases in Workplace Psychological Distress. In particular, adverse emotional environments (workplace emotional abuse, workplace isolation, workplace minimization) and covert adverse experiences (workplace double binds, workplace gaslighting, workplace scapegoating) are particularly strongly related to Workplace Psychological Distress. Less powerful, but still significant experiences include work group disfunction, work safety, and workplace sexual harassment. The strength of the correlations is noteworthy given the range restriction in reporting of abuse which could potentially suppress the correlational coefficients.

Furthermore, the results suggest that Adverse Work Experiences have their greatest impact on work related negative alterations in cognition and mood, with slightly lower impact on work related alteration in arousal and reactivity, intrusions of work into personal life, and avoidance of reminders at work.

Table 4

Means, standard deviations, and correlations for sub dimensions of Adverse Work Experiences and Workplace Psychological Distress

Variable	M	SD	Workplace Psychological Distress	Avoidance of Reminders at Work	Intrusions of Work into Personal Life	Work Related Alteration in Arousal and Reactivity	Work Related Negative Alterations in Cognition and Mood
Adverse Work Experiences	1.69	0.49	.70**	.56**	.58**	.69**	.63**
Adverse Emotional Environment	1.78	0.63	.70**	.56**	.58**	.71**	.61**
Work Group Disfunction	1.53	0.48	.29**	.24**	.24**	.25**	.31**
Workplace Emotional Abuse	1.68	0.83	.56**	.44**	.48**	.55**	.48**
Workplace Isolation	1.96	0.96	.70**	.57**	.58**	.70**	.60**
Workplace Minimization	2.03	0.96	.64**	.50**	.50**	.69**	.54**
Adverse Physical Environment	1.23	0.39	.31**	.24**	.26**	.26**	.33**
Work Safety	1.30	0.51	.22**	.16**	.17**	.19**	.26**
Workplace Bullying	1.15	0.36	.35**	.28**	.33**	.31**	.35**
Covert Adverse Experiences	1.69	0.76	.61**	.48**	.52**	.60**	.53**
Workplace Double Binds	1.62	0.86	.55**	.44**	.47**	.54**	.48**
Workplace Gaslighting	1.69	0.88	.55**	.42**	.47**	.55**	.48**
Workplace Scapegoating	1.74	0.84	.53**	.43**	.46**	.51**	.47**
Discrimination	1.34	0.43	.38**	.30**	.31**	.35**	.39**
Work Group Discrimination	1.56	0.73	.37**	.30**	.32**	.35**	.35**
Workplace Sexual Harassment	1.12	0.31	.19**	.13*	.12*	.17**	.26**
Neglect	2.03	0.63	.56**	.46**	.46**	.55**	.51**
Managerification	2.46	0.91	.23**	.18**	.23**	.18**	.23**
Workplace Emotional Neglect	1.74	0.75	.63**	.49**	.50**	.65**	.54**
Workplace Physical Neglect	2.05	0.99	.33**	.29**	.26**	.31**	.30**

Note. M and *SD* are used to represent mean and standard deviation, respectively.
* Indicates $p < .05$. ** indicates $p < .01$.

Adverse Work Experiences and Workplace Psychological Wellbeing (H2)

Hypothesis 2, Adverse Work Experiences will be negatively related to symptoms of Workplace Psychological Wellbeing was supported [$F(1, 341) = 114.4$, $b = -.67$, $p < .01$, $R^2 = .250$ (See Table 6) indicating that adverse experiences in the workplace are associated with lowered Workplace Psychological Wellbeing. Thus, people who reported negative experiences experienced lower levels of thriving in the workplace.

Table 5

Adverse Work Experiences Regression results using Workplace Psychological Wellbeing as the Criterion

Predictor	b	b 95% CI [LL, UL]	beta	beta 95% CI [LL, UL]	sr^2	sr^2 95% CI [LL, UL]	r	Fit
(Intercept)	4.90**	[4.68, 5.13]						
Adverse Work Experiences	-0.67**	[-0.80, -0.55]	-0.50	[-0.59, -0.41]	.25	[.18, .32]	-.50**	
								R^2 = .251** 95% CI[.17,.32]

Note. A significant *b*-weight indicates the beta-weight and semi-partial correlation are also significant. *b* represents unstandardized regression weights. *beta* indicates the standardized regression weights. sr^2 represents the semi-partial correlation squared. *r* represents the zero-order correlation. *LL* and *UL* indicate the lower and upper limits of a confidence interval, respectively.
* indicates $p < .05$. ** indicates $p < .01$.

Post-hoc analyses were conducted to assess which dimensions of Adverse Work Experiences

are most predictive of overall Workplace Psychological Wellbeing and its sub-dimensions (see Table 7).

The results indicate that workplace minimization, isolation, and emotional neglect were particularly

strongly related to Workplace Psychological Wellbeing. Workplace safety, sexual harassment, and

managerification were less strongly related.

Furthermore, the results suggest that Adverse Work Experiences have their strongest relationship

with work relationships and work self-acceptance; and relatively less impact, but still significant impact on

work purpose and work autonomy.

Table 6

Means, standard deviations, and correlations for Adverse Work Experiences and Workplace

Psychological Wellbeing

Variable	M	SD	Workplace Psychological Wellbeing	Work Autonomy	Work Competence	Work Growth	Work Purpose	Work Relationships	Work Self-Acceptance
Adverse Work Experiences	1.69	0.49	-.50**	-.30**	-.31**	-.39**	-.27**	-.47**	-.48**
Adverse Emotional Environment	1.78	0.63	-.58**	-.34**	-.38**	-.44**	-.36**	-.52**	-.55**
Work Group Disfunction	1.53	0.48	-.25**	-.18**	-.12*	-.22**	-.22**	-.13*	-.21**
Workplace Emotional Abuse	1.68	0.83	-.36**	-.16**	-.24**	-.32**	-.19**	-.36**	-.34**
Workplace Isolation	1.96	0.96	-.56**	-.31**	-.41**	-.40**	-.33**	-.52**	-.55**
Workplace Minimization	2.03	0.96	-.60**	-.38**	-.37**	-.44**	-.37**	-.55**	-.58**
Adverse Physical Environment	1.23	0.39	-.14**	-.08	-.11*	-.11*	-.01	-.18**	-.16**
Work Safety	1.30	0.51	-.10	-.06	-.07	-.08	.03	-.14*	-.13*
Workplace Bullying	1.15	0.36	-.17**	-.08	-.13*	-.13*	-.07	-.19**	-.16**
Covert Adverse Experiences	1.69	0.76	-.42**	-.27**	-.25**	-.34**	-.20**	-.40**	-.39**
Workplace Double Binds	1.62	0.86	-.46**	-.34**	-.25**	-.37**	-.26**	-.39**	-.42**
Workplace Gaslighting	1.69	0.88	-.32**	-.18**	-.22**	-.27**	-.13*	-.36**	-.30**
Workplace Scapegoating	1.74	0.84	-.35**	-.21**	-.21**	-.29**	-.17**	-.34**	-.34**
Discrimination	1.34	0.43	-.25**	-.16**	-.15**	-.15**	-.14**	-.29**	-.22**
Work Group Discrimination	1.56	0.73	-.27**	-.18**	-.12*	-.17**	-.17**	-.30**	-.24**
Workplace Sexual Harassment	1.12	0.31	-.06	-.01	-.13*	-.03	.01	-.09	-.06
Neglect	2.03	0.63	-.33**	-.19**	-.19**	-.28**	-.17**	-.31**	-.33**
Managerification	2.46	0.91	.10	.12*	.11*	.01	.07	.08	.07
Workplace Emotional Neglect	1.74	0.75	-.50**	-.32**	-.31**	-.37**	-.25**	-.52**	-.47**
Workplace Physical Neglect	2.05	0.99	-.23**	-.15**	-.14*	-.19**	-.12*	-.16**	-.23**

Note. M and *SD* are used to represent mean and standard deviation, respectively.
* indicates $p < .05$. ** indicates $p < .01$.

Workplace Psychological Distress and Workplace Psychological Wellbeing (H3)

Hypothesis 3, Workplace Psychological Distress will be negatively related to Workplace

Psychological Wellbeing, was also supported [$F(1, 341) = 135.6$, $b = -.43$, $p < .01$, $R^2 = .285$] (See Table

8) indicating that Workplace Psychological Distress is associated with lowered Workplace Psychological

Wellbeing. Specifically, PTSD like symptoms related to work correlate with a lower Workplace

Psychological Wellbeing for a healthy, functioning person.

Table 7

Workplace Psychological Distress Regression Results using Workplace Psychological Wellbeing as the

Criterion

Predictor	b	b 95% CI [LL, UL]	beta	beta 95% CI [LL, UL]	sr^2	sr^2 95% CI [LL, UL]	r	Fit
(Intercept)	4.61**	[4.45, 4.77]						
Workplace Psych Distress	-0.43**	[-0.50, -0.36]	-0.53	[-0.62, -0.44]	.28	[.21, .36]	-.53**	
								R2 = .285** 95% CI[.21,.36]

Note. A significant *b*-weight indicates the beta-weight and semi-partial correlation are also significant. *b* represents unstandardized regression weights. *beta* indicates the standardized regression weights. *sr^2* represents the semi-partial correlation squared. *r* represents the zero-order correlation. *LL* and *UL* indicate the lower and upper limits of a confidence interval, respectively.
* indicates $p < .05$. ** indicates $p < .01$.

Adverse Work Experiences and Employee Outcomes (H4, H6, H8).

The relationship between Adverse Work Experiences and Employee Engagement (H4), Turnover

Intentions (H6), and Work State Conscientiousness (H8) were also supported. The strongest relationship

between Adverse Work Experiences and the outcome variables was with Turnover Intentions [$F(1, 342) =$

127.8, $b = 0.87$, $p < .01$, $R^2 = .226$] (See Table 10), followed by Employee Engagement [$F(1, 342) =$

14.93, $b = -.33$, $p < .01$, $R^2 = .042$] (See Table 9), and Work State Conscientiousness [$F(1, 342) = 10.4$, b

$=-.19$, $p < .01$, $R^2 = .028$] (See Table 11). This pattern indicates that negative experiences in the

workplace are closely associated with the intention to find a new job. Employee engagement, an internal

motivation state, and Work State Conscientiousness, a personality variable, appear to be less impacted

by adversity at work.

Table 8

Adverse Work Experiences Regression Results using Employee Engagement as the Criterion

Predictor	b	B 95% CI [LL, UL]	$beta$	$beta$ 95% CI [LL, UL]	sr^2	sr^2 95% CI [LL, UL]	r	Fit
(Intercept)	4.54**	[4.24, 4.83]						
Adverse Work Experiences	-0.33**	[-0.50, -0.16]	-0.21	[-0.31, -0.10]	.04	[.01, .09]	-.20**	
								R^2 = .042** 95% CI[.01,.09]

Note. A significant *b*-weight indicates the beta-weight and semi-partial correlation are also significant. *b* represents unstandardized regression weights. *beta* indicates the standardized regression weights. sr^2 represents the semi-partial correlation squared. *r* represents the zero-order correlation. *LL* and *UL* indicate the lower and upper limits of a confidence interval, respectively.
* indicates $p < .05$. ** indicates $p < .01$.

Table 9

Adverse Work Experiences Regression Results using Turnover Intent as the Criterion

Predictor	b	b 95% CI [LL, UL]	$beta$	$beta$ 95% CI [LL, UL]	sr^2	sr^2 95% CI [LL, UL]	r	Fit
(Intercept)	1.51**	[1.21, 1.75]						
Adverse Work Experiences	0.85**	[0.72, 1.02]	0.52	[0.44, 0.62]	.27	[.20, .35]	.52**	
								R^2 = .272** 95% CI[.20,.34]

Note. A significant *b*-weight indicates the beta-weight and semi-partial correlation are also significant. *b* represents unstandardized regression weights. *beta* indicates the standardized regression weights. sr^2 represents the semi-partial correlation squared. *r* represents the zero-order correlation. *LL* and *UL* indicate the lower and upper limits of a confidence interval, respectively.
* indicates $p < .05$. ** indicates $p < .01$.

Table 10

Adverse Work Experiences Regression Results using Work State Conscientiousness as the Criterion

Predictor	b	b 95% CI [LL, UL]	$beta$	$beta$ 95% CI [LL, UL]	sr^2	sr^2 95% CI [LL, UL]	r	Fit
(Intercept)	4.28**	[4.07, 4.50]						
Adverse Work Experiences	-0.20**	[-0.32, -0.07]	-0.17	[-0.28, -0.06]	.03	[.00, .07]	-.17**	
								R^2 = .030** 95% CI[.00,.07]

Post-hoc analyses were conducted to assess which dimensions of Adverse Work Experiences are most predictive of workplace outcomes (see Table 12). The results indicate that workplace isolation, minimization, and double binds are particularly strongly related to negative workplace outcomes. Less powerful experiences include work safety, workplace bullying, and physical neglect.

Table 11

Means, standard deviations, and correlations for Adverse Work Experiences and Outcomes

Variable	*M*	*SD*	Employee Engagement	Turnover Intention	Conscientiousness
Adverse Work Experiences	1.69	0.49	-.21**	.53**	-.17**
Adverse Emotional Environment	1.78	0.63	-.28**	.58**	-.22**
Work Group Disfunction	1.53	0.48	-.14**	.32**	-.03
Workplace Emotional Abuse	1.68	0.83	-.14*	.38**	-.12*
Workplace Isolation	1.96	0.96	-.30**	.55**	-.26**
Workplace Minimization	2.03	0.96	-.29**	.56**	-.26**
Adverse Physical Environment	1.23	0.39	.02	.23**	.03
Work Safety	1.30	0.51	.05	.19**	.07
Workplace Bullying	1.15	0.36	-.04	.22**	-.06
Covert Adverse Experiences	1.69	0.76	-.18**	.39**	-.17**
Workplace Double Binds	1.62	0.86	-.25**	.39**	-.18**
Workplace Gaslighting	1.69	0.88	-.11*	.30**	-.14*
Workplace Scapegoating	1.74	0.84	-.13*	.35**	-.13*
Discrimination	1.34	0.43	-.10	.29**	-.09
Work Group Discrimination	1.56	0.73	-.12*	.29**	-.09
Workplace Sexual Harassment	1.12	0.31	.00	.14*	-.06
Neglect	2.03	0.63	-.09	.42**	-.07
Managerification	2.46	0.91	.21**	-0.01	.19**
Workplace Emotional Neglect	1.74	0.75	-.22**	.46**	-.15**
Workplace Physical Neglect	2.05	0.99	-.09	.34**	-.10

Note. M and *SD* are used to represent mean and standard deviation, respectively.
* indicates *p* < .05. ** indicates *p* < .01.

Adverse Work Experiences and Organizational Outcomes as Mediated by Workplace

Psychological Distress and Workplace Psychological Wellbeing (H5 & H7)

Mediation Analyses

The mediation analyses were conducted using structural equation modeling (SEM) in the R package Lavaan (v. 0.6-9) using maximum likelihood estimation. Structural equation modeling is a powerful multivariate test that were used to analyze the mediating relationships between predictors and outcomes. SEM provides a more appropriate inference model for mediation analyses than multiple regression and is intended for more complex models as it can detect inference in a single test rather than the multiple tests that would be required using a regression analysis (Baron & Kenny, 1986; Gunzler et al., 2013). Direct and indirect effects and significance levels were reported to for each variable under study to understand the relationships among variables. Total effects were inferred by the direct and indirect effects rather than computed as advised by Kenny (2021) when using SEM with latent variable analysis. A common guideline for determining if mediation is complete is that the indirect effect ÷ the direct effect is greater than .80 (Kenny, 2021). An effect size for the direct effect is considered small at .1, medium at .3 and large at .5 (Cohen, 1988). The indirect effect is a product of two effects and therefore the squared values for the effect size were used, specifically .01 were considered small, .09 medium and .25 large (Kenny, 2021). A series of simple mediation models examined the degree to which Workplace Psychological Distress and Workplace Psychological Wellbeing mediated the relation of Adverse Work Experiences on workplace outcomes (Employee Engagement, Turnover Intention, and Work State Conscientiousness). Using the lavaan package (v. 0.6-9) in R, coefficients for each path, the indirect effect, and total effects were calculated. These values are presented in Table 3. The effect sizes for the indirect effects of the mediations were large, ranging from |.32| to |.65|.

Table 12

Mediation Analyses Direct and Indirect Effects, Estimate, Standard Error, and Significance Level.

Mediation	Effect of Adverse Work Experiences on Mediator (a)			Unique Effect of Mediator (b)			Indirect Effect (ab)		
	Est	SE	*p*	Est	SE	p	Est	SE	*p*
Hypothesis 5a: AWE→ PD → EE	1.18	0.07	0.00	-0.40	0.08	0.00	-0.47	0.10	0.00
Hypothesis 5b: AWE→ PW → EE	-0.68	0.09	0.00	0.95	0.05	0.00	-0.64	0.10	0.00
Hypothesis 7a: AWE → PD → TI	1.18	0.07	0.00	0.38	0.06	0.00	0.45	0.08	0.00
Hypothesis 7b: AWE → PW → TI	-0.68	0.09	0.00	-0.73	0.05	0.00	0.49	0.08	0.00
Hypothesis 9a: AWE → PD → SC	1.18	0.07	0.00	-0.27	0.06	0.00	-0.32	0.07	0.00
Hypothesis 9b: AWE → PW→ SC	-0.68	0.09	0.00	0.47	0.06	0.00	-0.32	0.06	0.00

Given the established relationships between Adverse Work Experiences and the organizational outcomes, analyses were conducted to assess the extent to which Workplace Psychological Distress (H5) and Workplace Psychological Wellbeing (H7) mediated the relationships. The mediational analyses are summarized in Tables 11 to 13 and illustrated in Figures 5 to 7.

Overall, the results support the hypotheses that the work outcomes were partially and sometimes fully (e.g., adverse work experiences and employee engagement as mediated by Workplace Psychological Distress; adverse work experiences and Work State Conscientiousness as mediated by Workplace Psychological Distress) mediated by the psychological states. In almost all cases, the psychological mediational paths were as strong or stronger than the direct paths, especially in the cases of *Adverse Work Experiences Employee Engagement* as mediated by Workplace Psychological Wellbeing and Distress as well as Adverse Work Experiences and Work State Conscientiousness. Workplace Psychological Wellbeing partially mediated the relationship between Adverse Work Experiences and the outcome variables. This indicates that Workplace Psychological Wellbeing is partially responsible for the relationship between adverse work experiences and the outcome variables. This suggests that Workplace Psychological Wellbeing plays a role in explaining why a person experiencing adverse work experiences would be engaged, turnover, or have higher levels of conscientiousness and suggests other psychological processes are also at play. If Workplace Psychological Wellbeing was not present, the relationship would not be as strong, but would still exist. In contrast, Workplace Psychological Distress fully mediated the relationship between Adverse Work

Experiences and Employee Engagement and Work State Conscientiousness indicating that if you

removed Workplace Psychological Distress, the relationship between the variables would disappear.

Workplace Psychological Distress appears to play a significant role in the relationship between adverse

experiences and both Employee Engagement and Work State Conscientiousness.

Table 13

Mediation Hypothesis 5a: Bootstrapped, Direct, Indirect Effects (Adverse Work Experiences→ Workplace Psychological Wellbeing→ Employee Engagement)

Mediator	Effect of Adverse Work Experiences on Mediator (a)			Unique Effect of Mediator (b)			Indirect Effect (ab)		
	Estimate	SE	p	Estimate	SE	p	Estimate	SE	p
Workplace Psychological Distress	1.18	0.07	0.00	-0.40	0.08	0.00	-0.47	0.10	0.00

Figure 5

Hypothesis 5a Mediation Effects

Note. * $p < .05$, ** $p < .01$

Table 14

Mediation Hypothesis 5b: Bootstrapped, Direct, Indirect Effects (Adverse Work Experiences→ Workplace Psychological Wellbeing→ Employee Engagement)

Mediator	Effect of Adverse Work Experiences on Mediator (a)			Unique Effect of Mediator (b)			Indirect Effect (ab)		
	Estimate	SE	p	Estimate	SE	p	Estimate	SE	p
Workplace Psychological Wellbeing	-0.68	0.09	0.00	0.95	0.05	0.00	-0.64	0.10	0.00

Figure 6

Hypothesis 5b Mediation Effects

Note. * $p < .05$, ** $p < .01$

Table 15

Mediation Hypothesis 7a: Bootstrapped, Direct, Indirect Effects (Adverse Work Experiences → Workplace Psychological Distress → State Turnover Intention)

Mediator	Effect of Adverse Work Experiences on Mediator (a)			Unique Effect of Mediator (b)			Indirect Effect (ab)		
	Estimate	SE	p	Estimate	SE	p	Estimate	SE	p
Workplace Psychological Distress	1.18	0.07	0.00	0.38	0.06	0.00	0.45	0.08	0.00

Figure 7

Hypothesis 7a Mediation Effects
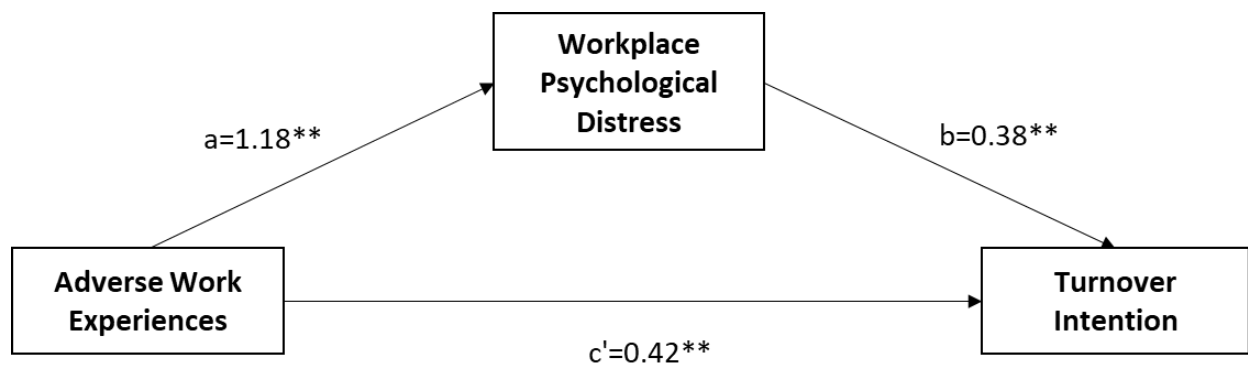
Note. * $p < .05$, ** $p < .01$

Table 16

Mediation Hypothesis 7b: Bootstrapped, Direct, Indirect Effects (Adverse Work Experiences → Workplace Psychological Wellbeing → State Turnover Intention)

Mediator	Effect of Adverse Work Experiences on Mediator (a)			Unique Effect of Mediator (b)			Indirect Effect (ab)		
	Estimate	SE	*p*	Estimate	SE	*p*	Estimate	SE	*p*
Workplace Psychological Wellbeing	-0.68	0.09	0.00	-0.73	0.05	0.00	0.49	0.08	0.00

Figure 8

Hypothesis 7b Mediation Effects
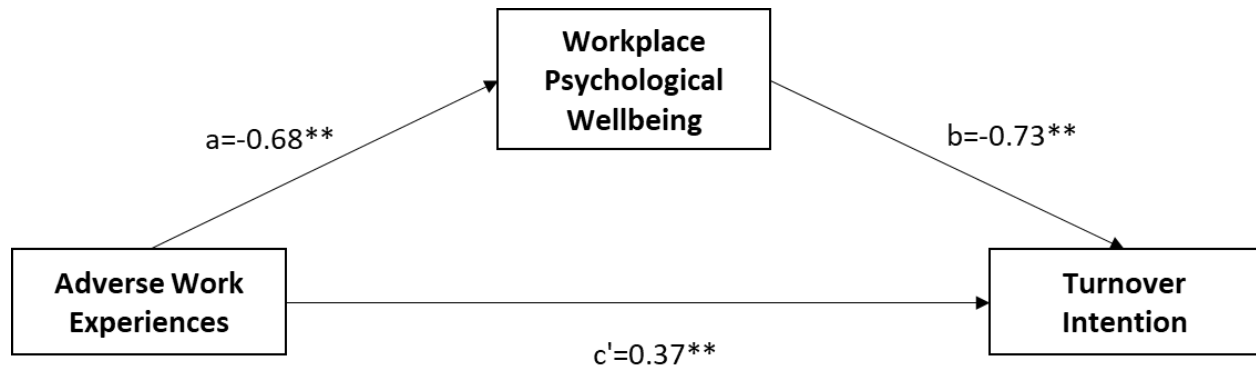
Note. * *p* < .05, ** *p* < .01

Table 17

Mediation Hypothesis 9a: Bootstrapped, Direct, Indirect Effects (Adverse Work Experiences → Workplace Psychological Distress → Work State Conscientiousness)

Mediator	Effect of Adverse Work Experiences on Mediator (a)			Unique Effect of Mediator (b)			Indirect Effect (ab)		
	Estimate	SE	*p*	Estimate	SE	*p*	Estimate	SE	*p*
Workplace Psychological Distress	1.18	0.07	0.00	-0.27	0.06	0.00	-0.32	0.07	0.00

Figure 9

Hypothesis 9a Mediation Effects
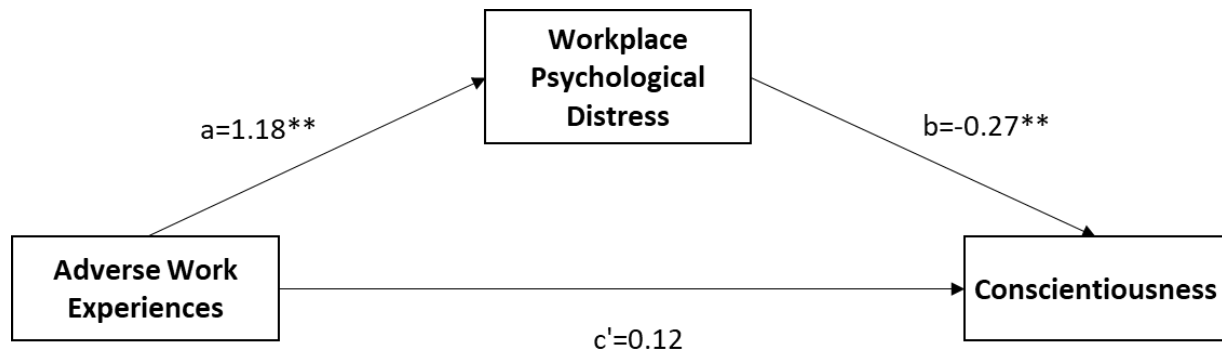
Hypothesis 9b) Adverse Work Experiences, Workplace Psychological Wellbeing, and Work State
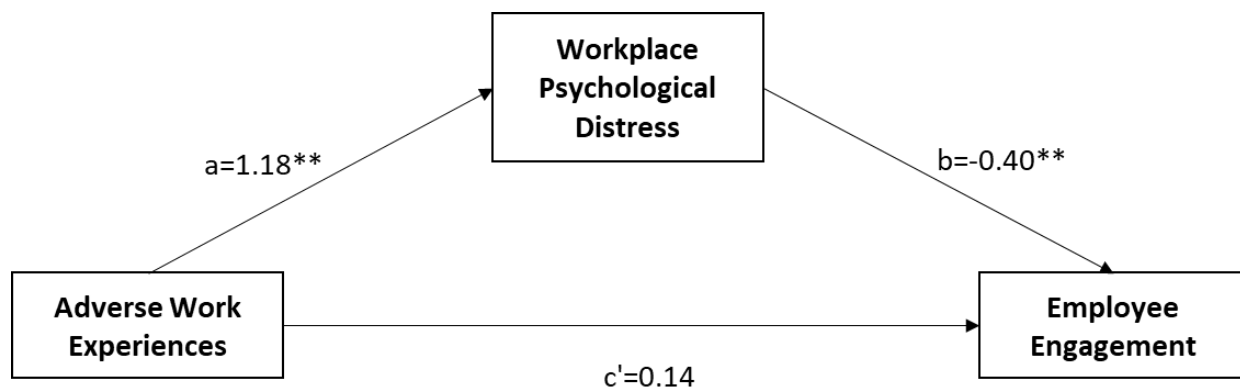
Conscientiousness.

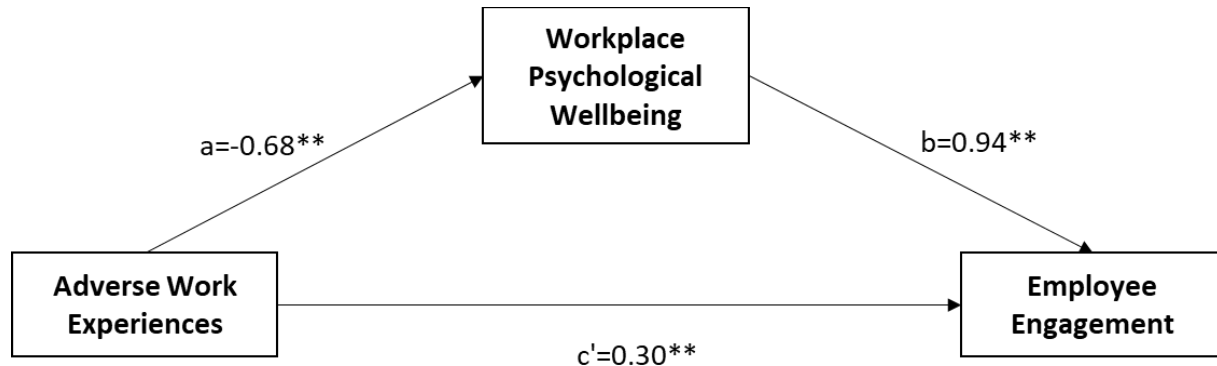**Table 18**

Mediation Hypothesis 9b: Bootstrapped, Direct, Indirect Effects (Adverse Work Experiences→ Workplace Psychological Wellbeing→ Work State Conscientiousness)

Mediator	Effect of Adverse Work Experiences on Mediator (a)			Unique Effect of Mediator (b)			Indirect Effect (ab)		
	Estimate	SE	p	Estimate	SE	p	Estimate	SE	p
Workplace Psychological Wellbeing	-0.68	0.09	0.00	0.47	0.06	0.00	-0.32	0.06	0.00

Figure 10

Hypothesis 9b Mediation Effects
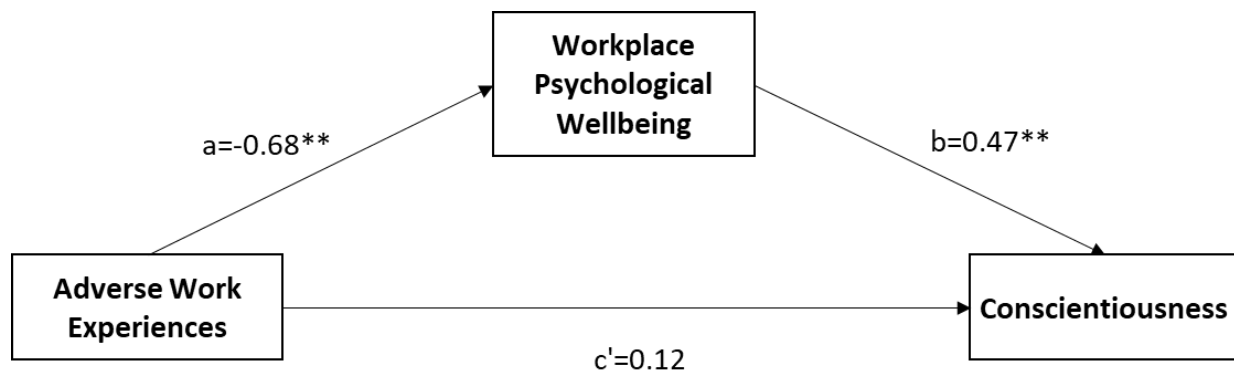
Summary

The results of all hypotheses are summarized in Table 19. Overall, this provides strong support

for the proposed relationships and model.

Table 19

Summary of Hypotheses and Significance Testing

Hypothesis	Finding
Hypothesis 1: Adverse Work Experiences will be positively related to symptoms of Workplace Psychological Distress	Supported: Significant at $p < .001$
Hypothesis 2: Adverse Work Experiences will be negatively related to Workplace Psychological Wellbeing.	Supported: Significant at $p < .001$
Hypothesis 3: Workplace Psychological Distress will be negatively related to Workplace Psychological Wellbeing.	Supported: Significant at $p < .001$
Hypothesis 4: Adverse Work Experiences will be negatively related to employee engagement.	Supported: Significant at $p < .001$
Hypothesis 5: The relationship between Adverse Work Experiences and employee engagement will be mediated by both Workplace Psychological Distress and Workplace Psychological Wellbeing.	
5a) Adverse Work Experiences will be positively related to Workplace Psychological Distress which in turn will be negatively related to employee engagement.	Supported: Significant at $p <.001$
5b) Adverse Work Experiences will be negatively related to Workplace Psychological Wellbeing which in turn will be positively related to employee engagement.	Supported: Significant at $p <.001$
Hypothesis 6: Adverse Work Experiences will be positively related to turnover intentions.	Supported: Significant at $p < .001$
Hypothesis 7: The relationship between Adverse Work Experiences and turnover intention will be mediated by both Workplace Psychological Distress and Workplace Psychological Wellbeing.	
7a) Adverse Work Experiences will be positively related to Workplace Psychological Distress which in turn will be positively related to employee turnover intention.	Supported: Significant at $p <.001$
7b) Adverse Work Experiences will be negatively related to Workplace Psychological Wellbeing which in turn will be negatively related to employee turnover intention.	Supported: Significant at $p <.001$
Hypothesis 8: An increase in Adverse Work Experiences will be negatively related to in Work State Conscientiousness.	Supported: Significant at $p < .001$
Hypothesis 9: The relationship between Adverse Work Experiences and Work State Conscientiousness will be mediated by both Workplace Psychological Distress and Workplace Psychological Wellbeing.	
9a) Adverse Work Experiences will be positively related to Workplace Psychological Distress which in turn will be negatively related to Work State Conscientiousness.	Supported: Significant at $p <.001$
9b) Adverse Work Experiences will be negatively related to Workplace Psychological Wellbeing which in turn will be positively related to Work State Conscientiousness.	Supported: Significant at $p <.001$

Discussion

Overall, adverse work experiences have a negative relationship with wellbeing and organizational outcomes. Work experiences that are emotionally traumatizing have a strong relationship to Workplace Psychological Wellbeing and Distress as well as the organizational outcomes turnover intention, employee engagement, and Work State Conscientiousness. Furthermore, a large percentage of the sample (95.6%) reported experiencing at least 1 adverse experience and 44.6% experienced frequent or strong adverse experiences within the last 6 months. Of those people, 24.6% of the sample met the preliminary criteria for wok related psychological distress or PTSD. The strong relationship between these experiences and the emotional experience of work (distress and wellbeing) suggests that adverse experiences have a relationship with adverse consequences for the employees who experience them and on the organizations where they work. Research has suggested that adverse experiences impact people negatively and the current study indicates that this to translates to the workplace as well. This is consistent with and expand previous literature tying adverse childhood experiences to reduced mental health into adults in the workplace (Merrick et al., 2017). Almost all forms of adverse work experiences showed a significant relationship to critical psychological states and outcomes, specifically a reduction in Workplace Psychological Wellbeing, employee engagement, and Work State Conscientiousness, and an increase in Workplace Psychological Distress (or work related PTSD symptoms) and turnover intention. Despite the range restriction in traumatic experiences, the relationships between adverse workplace experiences and the outcomes was still strong.

This study suggests that the largest impact to a person's Workplace Psychological Distress, Workplace Psychological Wellbeing, intent to turnover, employee engagement, and Work State Conscientiousness levels are emotional in nature. This is consistent with literature that finds that people experiencing emotional abuse had a one and a half times higher chance of depressive disorders than physical abuse (Norman et al., 2012). In particular, this study indicates that minimization, isolation, and emotional neglect have particularly high impact across critical psychological states and employee outcomes.

Additionally, this study adds several potentially valuable new tools to assess critical elements of employees' workplace experiences. Specifically, a comprehensive measure of adverse work experiences,

a eudemonic measurement of Workplace Psychological Wellbeing, and a contextualized Workplace Psychological Distress (or PTSD symptoms) checklist.

Workplace Psychological Distress

Adverse work experiences were related to higher levels of Workplace Psychological Distress. Since the Workplace Psychological Distress Questionnaire is adapted from the DSM-5 PTSD checklist, this indicates that people who experience adverse work experiences also experience higher levels of PTSD like symptoms. This holds true across all four clusters of symptoms including intrusions of work in personal life, avoidance of reminders of work, work related negative alterations in cognition and mood, and work-related arousal and reactivity. This finding is consistent with other findings that suggest general adverse experiences relates to Workplace Psychological Distress (van der Kolk, 2014). Furthermore, it adds to our current understanding of chronic interpersonal stressors in the workplace and its relationship to negative psychological consequences.

Workplace Psychological Wellbeing

People who have adverse work experiences also showed a related lower level of Workplace Psychological Wellbeing. The measure of Workplace Psychological Wellbeing in this study focuses on the eudemonic definition of psychological wellbeing which is associated with a person being able to bring their full potential to the workplace (Ryan & Deci, 2001). As a proxy for human thriving, this study's findings suggest that as adverse experiences increase, there is a related decrease in Workplace Psychological Wellbeing. In line with research on ACEs showing a lower psychological wellbeing is associated with negative outcomes (Mosley-Johnson et al., 2019), this study adds to our understanding of adverse experiences on psychological wellbeing in the workplace.

Outcomes

While there have been individual studies that look at individual facets of adverse work experiences (e.g., bullying, toxic bosses, unsafe work environments; Carr et al., 2011; Roscigno et al., 2012; Balanay et al, 2014) this study provides a comprehensive look at negative work experiences and its impact to workplace outcomes. In line with those studies, this study's results support the idea that adversity at work relates to negative organizational outcomes.

Turnover Intention

The relationship between adverse work experiences and turnover intention was the strongest of the three workplace outcomes reviewed in this study. This finding suggests that an adverse work environment is closely tied to a person's desire to find a new job. Additionally, the relationship is fully mediated by Workplace Psychological Distress suggesting that adverse work experiences may no longer impact turnover intention once Workplace Psychological Distress has been controlled for. In other words, traumatic experiences at work trigger psychological distress which in turn is related to turnover. The relationship is also partially mediated by both Workplace Psychological Distress and Workplace Psychological Wellbeing suggesting that wellbeing reduces the absolute size of the relationship.

Employee Engagement

The relationship between adverse work experiences and employee engagement was also strongly negative. This finding suggests that an adverse work environment has the potential to negatively impact the relationship between person's engagement in the workplace. Additionally, the relationship is fully mediated by Workplace Psychological Distress suggesting that adverse work experiences may no longer impact engagement once psychological distress has been controlled for. In other words, traumatic experiences at work trigger Workplace Psychological Distress which in turn is related to employee engagement. The relationship is also partially mediated by Workplace Psychological Wellbeing suggesting that wellbeing reduces the absolute size of the relationship.

Work State Conscientiousness

Adverse experiences are related to a lower level of Work State Conscientiousness at work. This supports research that suggests that conscientiousness levels can be related to levels of traumatic experiences and adds to the current literature in relationship to the workplace. Additionally, the relationship is fully mediated by Workplace Psychological Distress suggesting that adverse work experiences may no longer impact conscientiousness once Workplace Psychological Distress has been controlled for. In other words, traumatic experiences at work trigger Workplace Psychological Distress which in turn is related to conscientiousness. The relationship is also partially mediated by Workplace Psychological Wellbeing suggesting that wellbeing reduces the absolute size of the relationship.

Theoretical Implications

Negative events at work have a significant relationship with both critical psychological states – Workplace Psychological Distress and Workplace Psychological Wellbeing – and workplace outcomes – turnover intention, employee engagement, and Work State Conscientiousness. This research expands upon Morgeson and his colleague's (2012) model of job design. Specifically, it develops the mediating relationship of two new critical psychological states on employee outcomes. Then it adds an additional outcome, Work State Conscientiousness, to the model.

Furthermore, previous research has established that emotionally abusive experiences can be just as damaging (if not more) than physical ones (Van der Kolk, 2016, Merrick et al., 2017). However, physically dangerous workplaces have been studied more commonly than the everyday interpersonal conflicts that are reviewed in this study. This adds to the stress diathesis research, suggesting that daily hassles showed larger relationships with Workplace Psychological Distress when compared to categories that could be categorized as acute traumatic events (e.g., emotional abuse vs. workplace safety events). It is possible that these chronic, interpersonal, work stressors have the potential to activate stress responses in individuals more strongly than physically abusive environments. Additionally, since this study provides a contextualized work-related PTSD symptoms questionnaire through the Workplace Psychological Distress Checklist, it provides researchers with a way to operationalize the specific ways that trauma responses occur in relationship to the workplace.

In relationship to adverse experiences, Workplace Psychological Distress plays a bigger role on both engagement and Work State Conscientiousness as indicated by the full mediation of the two. These two constructs are both considered internal motivation states. The results of this study suggest that adverse experiences may have a bigger impact in internal motivation states than external states like turnover. At the same time, turnover can be considered a form of avoidance tactic, one of the four symptom clusters in the PTSD symptoms checklist and consequently the Workplace Psychological Distress Checklist. In line with research that suggests that avoidance predicts complex trauma diagnosis and severity (Dorahy et al., 2009), this research suggests that the severity of adverse experiences and the mediating impact of increasing levels Workplace Psychological Distress also have a relationship with turnover intention.

A eudemonic theory of wellbeing has not been comprehensively contextualized to measure psychological wellbeing in the workplace. In order for workplaces to holistically develop employees, the goal of a eudemonic wellbeing outcome, this study suggests that it is important to understand how people are impacted by experiences that people may find very stressful or traumatizing.

Practical Implications

The current study suggests that adverse work experiences are common, and their prevalence suggests that workplaces can be places of harm for people in ways that can reduce overall wellbeing. Work group disfunction (e.g. A team member of mine has quit or changed jobs in the last 6 months), workplace emotional abuse (e.g. My coworkers have made life difficult for me at work), and workplace physical neglect (e.g. Because of my work situation, I don't have enough time or money to do laundry) were the most reported forms of adverse experiences. The items most correlated with negative outcomes from these categories often deal with resourcing constraints. Managers should work to make sure that employee have adequate resources in their work.

Furthermore, workplace isolation (e.g. I feel like I don't belong or have a place at my workplace), workplace minimization (e.g. At work, I feel small, insignificant, and ignored), and workplace emotional neglect (e.g. I feel like no one at work cares for me or thinks I'm important) were most highly correlated with negative psychological states (lower Workplace Psychological Wellbeing and higher Workplace Psychological Distress) and negative outcomes (higher turnover intention, and lower employee engagement, and lower Work State Conscientiousness). This suggests that it is important for organizations and managers to identify and prevent emotional isolation and neglect in the workplace. In particular, focusing on increasing belonging and emotional support amongst team members may be a way to reduce adversity experienced in the workplace.

Adverse work experiences may be costly to organizations. Adverse experiences at work likely have a negative impact on performance. Both conscientiousness and employee engagement are key predictors of performance in the workplace (Judge et al., 2013; Borst et al., 2020). With higher levels of adverse experience there was a subsequent lower of both Work State Conscientiousness and engagement. Organizations may see negative impacts to their organization's productivity if their environment includes stressful and adverse experiences. Additionally, higher levels of turnover intention

were related to higher levels of adverse experiences. Negative work experiences may explain turnover behavior which is costly for organizations (Joinson, 2000).

This study provides three new assessments that were not previously available that can assess a broad range of adverse experiences in the workplace, Workplace Psychological Distress (or posttraumatic stress) symptoms, and a eudemonic measure of Workplace Psychological Wellbeing that may benefit organizations and teams which work to reduce the impact of adverse experiences on employees. There are tactics that can be used to manage psychological distress and help regulate emotions such as teaching individuals to accept help when offered or seek help when needed can help individuals regulate emotions (Maitlis, 2020). Organizations can establish processes that allow employees who are experiencing adversity to access professional help. Additionally, they can build a culture that encourages employees and leaders to support and make time for people who are suffering (by promoting and endorsing individuals who spend time listening and helping distressed individuals for example; Maitlis, 2020). Physical health has also been shown to have a negative correlation with both stress and the experienced severity of adversity (Halliday, 2018). It follows that if an organization promotes healthy physical habits may help reduce the perceived negative impact of adversity at work.

Resilience can be considered an avoidance response from a trauma-informed perspective since some research that suggests that higher levels of resilience correlates with higher levels of adverse physical and health consequences for people experiencing adversity (Anderson, 2019). While this understanding of resilience is in line with the research that suggests trauma is stored in the body as a physiological response regardless of its mental impacts, tactics that foster reliance have also been found to buffer against the negative cognitive impact adverse experiences may have on individuals (Halliday, 2018). Nonetheless, these tactics to deal with to traumatic workplaces are a reactive and it would benefit organizations to find ways to proactively prevent adverse experiences from happening in the first place.

Based on an analyses of the impact that each question had on the outcomes (See Appendix C) there are several practical actions that managers can implement in order to reduce adverse experiences in the workplace. Table 20 shows the question with a correlation greater than or equal to |.5| associated with any one of the negative workplace outcomes from this study (see Table 21 in Appendix C for all items and correlations). The most common theme amongst questions have to do with isolation,

minimization, and emotional neglect – or more specifically feeling like they don't belong, aren't cared for, or are belittled. Many of the items relate to issues of belonging. Managers have several tactics they can use to increase levels of perceived belonging on their teams. One example, used in executive coaching, is the OARS model which comes from motivational interviewing. The acronym describes a process used in coaching to express empathy towards others. OARS stands for Open Ended, Affirmations, Reflective Listening, and Summarizing (Auerbach, n.d., Rubak et al., 2005). Open ended questions are intended to draw out a person's perspectives and ideas. Affirmations help build a person's confidence. Reflective listening shows a person they are being listened to, understood, and heard. It involves repeating, rephrasing, and offering an interpretation of what a person is trying to express. Summarizing helps reiterate a shared understanding and solidifies the key points that were heard. These tactics can help employees feel heard, understood, and valued. Another tactic that can be used is making time for personal check-ins. One study found that when coworkers and managers check-in with one another both personally and professionally, it has the greatest impact on feelings of belonging (Twaronite, 2019). Making time for employees to have personal connection may help improve the employee experience.

Table 20

Items Most Associated with Negative Outcomes: r ≥ |.5|

Question	Factor	Subfactor
I feel like I don't belong or have a place at my workplace	Adverse Emotional Environment	Workplace Isolation
I often feel lonely, rejected, or that nobody likes me	Adverse Emotional Environment	Workplace Isolation
At work, I feel small, insignificant, and ignored	Adverse Emotional Environment	Workplace Minimization
At work, people make me feel like my fears, worries, and/or concerns don't matter	Adverse Emotional Environment	Workplace Minimization
I feel like no one at work cares for me or thinks I'm important	Neglect	Workplace Emotional Neglect
My coworkers have made life difficult for me at work	Adverse Emotional Environment	Workplace Emotional Abuse
At work, when I bring up my concerns, the people around me act like I'm exaggerating or making things up	Adverse Emotional Environment	Workplace Minimization
My feelings have been invalidated by the people I work with	Neglect	Workplace Emotional Neglect
I am often faced with situations at work where no matter what I do, I will be chastised, punished, or told it was wrong	Covert Adverse Experiences	Workplace Double Binds
When things go wrong at work, it unfairly seems like the blame is often directed at me	Covert Adverse Experiences	Workplace Scapegoating

Organizations can also work to reduce adverse work experiences by introducing organization wide practices that promote justice. When a person feels their organization is fair, employee commitment increases as does support for organizational policies, while feelings of injustice can lead to counterproductive behaviors (Gilliland et al., 1998). Additionally, a perceived act of injustice can lead to negative feelings that can last for decades (Gilliland & Chan, 2001). Specifically, stress occurs most often when organizations lack of procedural and interpersonal justice (Judge and Colquitt, 2004). Procedural justice is concerned with policies, processes, or systems that are in place to create a just workplace. Interpersonal justice deals with respect and decency in personal interactions. Training programs for leaders teaching how to act in a just manner can improve the perceptions of justice in a workplace (e.g. Cole & Latham, 1997; Skarlicki & Latham, 2005). Another way would be to formally include practices that reduce feelings of isolation as part of the organizational climate. For example, implementing a code of ethics that employees are required to sign and publicly commit to (Davidson & Stevens, 2013) once a year that includes tactics meant to reduce workplace adversity. This could be something like a commitment that employees show care and compassion for each other personally and professionally or that all contributions are valued.

Limitations and Future Research

This study has several limitations. First, the new measures, although aligned with existing assessments of the targeted constructs, require additional validation testing. Future research is needed to validate the factor structure, assess the convergent/divergent validity with other operationalizations, and assess the predictive validity with other workplace outcomes that are likely to be impacted. The Workplace Psychological Wellbeing measure was based on constructs identified as core to flourishing human functioning (Rogers, 1961; Maslow, 1968; Deci & Ryan, 1985; Ryff, 1989; Seligman, 2011; Dagenais-Desmarais & Savoie, 2012), the items to assess them are tailored to the workplace. While psychometric evaluation and question reduction was completed for the Workplace Psychological Wellbeing measure prior to use showing high levels of reliability, reliability is a necessary but insufficient level of evidence for a valid instrument. Additionally, the Workplace Psychological Distress Checklist was closely based on the DSM-5 PTSD Checklist but contextualized to the workplace. While it is possible this instrument will show similar psychometric properties to the original questionnaire, this has not been tested

statistically. Finally, the Adverse Work Experiences Questionnaire showed lower than desirable reliability estimates. An initial exploratory factor analysis suggested that certain factors were more related than the proposed factor structure suggests (e.g., emotional abuse and neglect). Future research into the validity of these instruments for assessment inside of organizations is warranted.

Next this study relies heavily on a single method of data collection (self-report survey research). Correlations are often higher when a single methodological source of data collection is utilized (ref). Additionally, the methodology used doesn't allow for causal inferences. There is ambiguity about the direction of the relationships, for example it's possible that less distressed individuals with higher Workplace Psychological Wellbeing are less likely to recall adverse experiences or that people who are highly distressed may attract more adverse experiences. Future research should use different measures of the construct that are not in survey form and allow for causal conclusions. For example, testing cortisol levels to measure the physiological symptoms of distress for individuals facing high levels of adversity at work.

Additionally, the sample may not be representative of the world population. While a strength of the study is that the sample was gathered from an international source, the people who responded do not represent the same proportions of the world population. For example, very few individuals of Asian descent and no individuals from China or India, two of the world's most populated countries, are included in the sample. Furthermore, the sample is heavily weighted with a Hispanic population, the dataset skews young, there is a high prevalence of bisexual or pansexual participants, and the method requires a person has access to a computer. Future research should focus on testing these hypotheses with additional populations to assess its generalizability.

Future research may also address how adversity in the workplace spills over into homes and creates adverse childhood experiences. Spillover theory suggests that there is a crossover between work microsystems and family microsystems (Hill et al., 2003). Time, energy, and behavior can be impacted by work which in turn may spill over to impact family life. Since adverse childhood experiences are related to highly negative health outcomes and have been called the biggest unaddressed health crisis (Finkelhor et al, 2015; Van der kolk, 2014), future research should assess the extent to which workplaces create adversity in the home.

While this study establishes a relationship between adverse work experiences and a variety of variables, it does not provide interventions that could help reduce negative workplace experiences. Future research should investigate what sorts of interventions exist that could help mitigate the impact of adverse experiences on people in the workplace.

Future research may also assess the ways in which posttraumatic growth may occur in relationship to adversity in the workplace. Difficult struggles may also lead to positive changes in a person. Post-traumatic growth is a positive change that can result as a part of a highly challenging life crisis or struggle (Tedeschi & Calhoun, 2004). The process includes making meaning after the event, coping with distress, and other activities such as acceptance (Linley & Joseph, 2004). It has also shown convergence with psychological wellbeing (Mangelsdorf et al., 2019). Psychological distress (i.e., post-traumatic stress) is an orthogonal construct to post traumatic growth, or it is a prerequisite for growth. In other words, post traumatic growth does not occur instead of stress, but is an added phenomenon (Tedeschi & Calhoun, 1995). Other studies have shown that increases in psychological distress predicts increases in post-traumatic growth (Dekel et al., 2012). While research on posttraumatic growth has grown significantly in the past twenty years, the literature on post traumatic growth in "ordinary" work has remained small (Maitlis, 2020). A future area of study would be how both Workplace Psychological Wellbeing and Distress can lead to post-traumatic growth.

Overall, this dissertation provides evidence that supports that adverse experiences in the workplace can have detrimental effects on employees who experience them. It adds to the current understanding of adversity and trauma by contextualizing a broad range of experiences to the workplace. Additionally, it provides several instruments that can be used to measure these impacts. It follows that understanding how to identify, prevent, and mitigate the negative impacts to individuals is something that can benefit organizations and individuals in the long term to prevent traumatization in the workplace.

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Appendixes

Appendix A: Measures

Adverse Work Experiences

Please rate how closely the following statements match your experiences in the workplace.

	Scale					Sub Factor
Adverse Emotional Environment						
Someone at work belittles my accomplishments (e.g. says my achievements are undeserved, or takes credit for them)	Never	1 time	2-3 times	4-5 times	5 or more times	Workplace Emotional Abuse
I have been sworn at, insulted, put down, or humiliated by someone at work	Never	1 time	2-3 times	4-5 times	5 or more times	
I have been humiliated or embarrassed publicly or in front of others at work	Never	1 time	2-3 times	4-5 times	5 or more times	
My co-workers have made life difficult for me at work	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
I often feel lonely, rejected, or that nobody likes me	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Workplace Isolation
I feel like I don't belong or have a place at my workplace	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
I'm unfairly given jobs that no one else wants to do	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
I'm watched more closely than others at work	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
At work, people make me feel like my fears, worries, and/or concerns don't matter	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Workplace Minimization
At work, when I bring up my concerns, the people around me act like I'm exaggerating or making things up	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
At work, I feel small, insignificant, and ignored	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	

I've had to work twice as hard as others for the same recognition	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
At work, when different opinions would be helpful, my opinion isn't asked for	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
Someone I work with has gone to prison	Never	1 time	2-3 times	4-5 times	5 or more times	Work Group Disfunction
Someone I work with has committed suicide	Never	1 time	2-3 times	4-5 times	5 or more times	
Someone I work with has come to work drunk or high	Never	1 time	2-3 times	4-5 times	5 or more times	
A team member of mine has quit or changed jobs	Never	1 time	2-3 times	4-5 times	5 or more times	
My manager has quit or changed jobs	Never	1 time	2-3 times	4-5 times	5 or more times	
At my current job, someone I work with has passed away for reasons related to their job	Never	1 time	2-3 times	4-5 times	5 or more times	
Adverse Physical Environment						
I have been or I have witnessed a coworker who has been attacked (e.g., kicked, bitten, pushed, hit with a fist or another object), in a way that caused injury at work	Never	1 time	2-3 times	4-5 times	5 or more times	Work Safety
My workplace is in a neighborhood that I consider dangerous	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
I witnessed illegal and/or criminal activity take place while at work	Never	1 time	2-3 times	4-5 times	5 or more times	
I fear for my safety and/or the safety of my coworkers while I'm at work	Never	1 time	2-3 times	4-5 times	5 or more times	
Someone I work with acts in a way that makes me feel afraid I might be physically hurt	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Workplace Bullying
I've been pushed or grabbed aggressively by someone I work with	Never	1 time	2-3 times	4-5 times	5 or more times	

Someone I work with has thrown something at me or a colleague	Never	1 time	2-3 times	4-5 times	5 or more times	
Covert Adverse Experiences						
I am often faced with situations at work where no matter what I do, I will be chastised, punished, or told it was wrong	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Workplace Double Binds
I have been punished whether or not I follow the rules or instructions of my supervisor	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
My supervisor openly does things that go against the rules I am supposed to follow	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
Someone does or says things that make me or others in my workplace question my sanity, memories, and/or perceptions of reality	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Workplace Gaslighting
I work with someone who tells me that I'm being dramatic, oversensitive, emotional, or defensive when I bring up behavior or actions that made me uncomfortable	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
Someone at work has made me feel like what I experienced didn't happen when I've brought it up	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
I have been blamed and/or punished at work for things that I did not do	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Workplace Scapegoating
I have taken responsibility for things that I didn't do to make things easier for my team members	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
I have been told that I am a disgrace, don't deserve employment at my company, or something along similar lines	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
When things go wrong at work, it unfairly seems like the blame is often directed at me	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
Discrimination						

I have experienced problems due to differences in culture between me and other members of my work group	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Work Group Discrimination
Someone at work has directed racial, ethnic, gender, religious, or other types of slurs me	Never	1 time	2-3 times	4-5 times	5 or more times	
I have been unfairly denied opportunities at my current company based on ethnicity, gender, age, religion, sexual orientation, phsycial appearance (height, weight, etc), or social status	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
I have been unfairly discouraged by a manager from pursuing experiences that would further my career based on ethnicity, gender, age, religion, sexual orientation, phsycial appearance (height, weight, etc), or social status	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
Someone at work has initiated unwanted sexual contact (touching, fondling) with me	Never	1 time	2-3 times	4-5 times	5 or more times	Workplace Sexual Harassment
A person at my company made unwanted sexual comments directed towards me	Never	1 time	2-3 times	4-5 times	5 or more times	
I've been told that if I exchange sexual favors, it will help my career advance	Never	1 time	2-3 times	4-5 times	5 or more times	
I've been sent unwanted messages or pictures of a sexual nature by someone at work	Never	1 time	2-3 times	4-5 times	5 or more times	
Neglect						
After a stressful day at work, I've gotten so drunk or high that if a family member or close friend needed me, I wouldn't have been able to help	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Workplace Emotional Neglect

I have to leave my children alone for extended periods of time without supervision due to my work situation	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
My feelings have been invalidated by the people I work with	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
I feel like no one at work cares for me or thinks I'm important	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
I feel like my coworkers do not look out for each other, feel close to each other, or support each other	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
I feel like I am responsible for the success of myself, my coworkers, and my manager	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Managerification
My manager relies on me to solve problems and conflict within the team	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
I feel responsible for my manager's emotional needs	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
The wages I get from my primary job do not provide enough for me and/or my family to eat	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Workplace Physical Neglect
Because of my work situation, I don't have enough time or money to do laundry	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
Based on my current pay, I am very poor or in need public assistance	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
With my current pay, I struggle to provide for myself and/or my family	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
I can't afford rent in the city I work in on my income	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	

Workplace Psychological Distress Scale

Below is a list of problems that people sometimes have in response to a very stressful experience. Please read each problem carefully and then select how much you have been bothered by that problem in the past 6 months.

	Not at all	A little	Moderately	Quite a bit	Extremely
Intrusions of Work in Personal Life					
Repeated, disturbing, and unwanted memories of a stressful experience or experiences at work?	Not at all	A little	Moderately	Quite a bit	Extremely
Repeated, disturbing dreams about work?	Not at all	A little	Moderately	Quite a bit	Extremely
Suddenly feeling or acting as if the stressful experience at work were happening again (as if you were back at work reliving it)?	Not at all	A little	Moderately	Quite a bit	Extremely
Feeling upset when something reminded you of work?	Not at all	A little	Moderately	Quite a bit	Extremely
Having a physical reaction when something reminds you of work (for example, heart pounding, sweating, trouble breathing)	Not at all	A little	Moderately	Quite a bit	Extremely
Avoidance of Reminders at Work					
Avoiding memories, thoughts, or feelings about a stressful experience or experiences at work?	Not at all	A little	Moderately	Quite a bit	Extremely
Avoiding external reminders of work (for example, people, places, conversations, activities, objects or situations)?	Not at all	A little	Moderately	Quite a bit	Extremely
Work Related Negative Alterations in Cognition and Mood					
Trouble remembering the details of stressful experiences at work?	Not at all	A little	Moderately	Quite a bit	Extremely
Having strong negative beliefs about yourself, other coworkers, or the company (for example, having thoughts such as: I am bad, there is something seriously wrong with me, no one can be trusted on my team, this workplace is dangerous)?	Not at all	A little	Moderately	Quite a bit	Extremely
Blaming yourself or someone else for the stressful experience at work or what happened after it?	Not at all	A little	Moderately	Quite a bit	Extremely
Having strong negative feelings such as fear, anxiety, anger, guilt, or shame about work?	Not at all	A little	Moderately	Quite a bit	Extremely
Loss of interest in work you used to enjoy?	Not at all	A little	Moderately	Quite a bit	Extremely

Feeling distant or cut off from others at work?	Not at all	A little	Moderately	Quite a bit	Extremely
Trouble experiencing positive feelings while at work (for example, not being able to feel happiness for yourself or coworkers)	Not at all	A little	Moderately	Quite a bit	Extremely
Work related alterations in arousal and reactivity					
Irritable behavior, angry outbursts, or acting out aggressively while at work?	Not at all	A little	Moderately	Quite a bit	Extremely
Taking risks at work that could cause you harm?	Not at all	A little	Moderately	Quite a bit	Extremely
Being "superalert" or on guard while at work?	Not at all	A little	Moderately	Quite a bit	Extremely
Feeling jumpy or easily startled while at work?	Not at all	A little	Moderately	Quite a bit	Extremely
Having difficulty concentrating while at work?	Not at all	A little	Moderately	Quite a bit	Extremely
Trouble falling or staying asleep because of problems at work?	Not at all	A little	Moderately	Quite a bit	Extremely

Workplace Psychological Well Being

Work Autonomy					
At work, I am free to decide how I go about completing a task	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I can decide how I accomplish my work	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I have the freedom to make decisions about the things that impact my work	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Work Self-Acceptance					
I like who I am when I'm at work	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I am still a valued member of my workplace even if I have an off day	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I rarely question my worth at work	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Work Growth					
I have an opportunity to grow many of my skills and talents at work	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
My work provides me with the opportunity to learn constantly	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
My work challenges me to learn and grow	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Work Relationships					
I feel comfortable with the people I interact with at work	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I feel supported by the people I work with	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I get along with people at work	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Work Competence					
I feel capable and effective at work	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I feel confident in my ability to achieve my goals at work	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I have the skills needed to succeed at work	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

Work Purpose					
My work seems important in the grand scheme of things	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
My work will likely positively impact the lives of others	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I have a purposeful and meaningful job	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

Employee Engagement

Please rate to what extent you agree with the following statements:

I am really focused when I am working.	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I concentrate on my job when I am at work.	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I give my job responsibility a lot of attention	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
At work, I am focused on my job.	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Working at <my current organization> has a great deal of personal meaning to me.	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I feel a strong sense of belonging to my job.	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I believe in the mission and purpose of <my company>.	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I care about the future of <my company>.	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I really push myself to work beyond what is expected of me.	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I am willing to put in extra effort without being asked.	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I often go above what is expected of me to help my team be successful.	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I work harder than expected to help <my company> be successful.	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

Turnover Intention Scale (TIS)

The following section aims to ascertain the extent to which you intend to stay at the organisation. Please read each question and indicate your response using the scale provided for each question:

DURING THE PAST 9 MONTHS…..

How often have you considered leaving your job?	Never	Rarely	Sometimes	Often	Always
How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	Never	Rarely	Sometimes	Often	Always
How often do you dream about getting another job that would better suit your personal needs?	Never	Rarely	Sometimes	Often	Always
How often do you look forward to another day at work? (R)	Never	Rarely	Sometimes	Often	Always
To what extent is your current job satisfying your personal needs? (R)	Totally Disatisfying	Disatisfying	Neither Satisfying or Disatisfying	Satisfyign	Very Satisfying
How likely are you to accept another job at the same compensation level should it be offered to you?	Highly unlikely	Unlikely	Neutral	Likely	Highly Likely

State Conscientiousness

Adapted from 1991, O. John
Here are a number of characteristics that may or may not apply to you. For example, do you agree that you are someone who likes to spend time with others? Please write a number next to each statement to indicate the extent to which you agree or disagree with that statement.

I do things carefully and completely at work	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I can be kind of careless at work (R)	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I am a good hard worker	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I tend to be lazy at work (R)	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I keep working until things get done	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I do things quickly and carefully at work	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I make plans and stick to them at work	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I am not very organized at work (R)	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I have trouble paying attention at work (R)	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

Appendix B:

Table 20

Adverse Work Experiences and Employee Engagement Factors

Variable	M	SD	Emotional Engagement	Behavioral Engagement	Cognitive Engagement
Adverse Work Experiences	1.69	0.5	-.26**	-0.1	-.15**
Adverse Emotional Environment	1.78	0.63	-.33**	-.16**	-.22**
Work Group Disfunction	1.53	0.48	-.20**	-0.1	-0.03
Workplace Emotional Abuse	1.68	0.83	-.16**	-0.06	-.12*
Workplace Isolation	1.96	0.96	-.31**	-.17**	-.26**
Workplace Minimization	2.03	0.96	-.34**	-.16**	-.24**
Adverse Physical Environment	1.23	0.39	-0.02	0.04	0.03
Work Safety	1.3	0.51	-0.01	0.05	0.07
Workplace Bullying	1.15	0.36	-0.03	-0.01	-0.06
Covert Adverse Experiences	1.69	0.76	-.21**	-.12*	-.11*
Workplace Double Binds	1.62	0.86	-.27**	-.19**	-.15**
Workplace Gaslighting	1.69	0.88	-.13*	-0.07	-0.1
Workplace Scapegoating	1.73	0.84	-.17**	-0.08	-0.05
Discrimination	1.33	0.44	-.14**	-0.04	-0.08
Work Group Discrimination	1.54	0.73	-.16**	-0.07	-0.08
Workplace Sexual Harassment	1.12	0.31	-0.02	0.06	-0.03
Neglect	2.03	0.63	-.15**	0.02	-0.09
Managerification	2.46	0.91	.13*	.30**	0.1
Workplace Emotional Neglect	1.75	0.75	-.26**	-0.1	-.19**
Workplace Physical Neglect	2.05	0.99	-.13*	-0.06	-0.05

Note. M and *SD* are used to represent mean and standard deviation, respectively.
* indicates *p* < .05. ** indicates *p* < .01.

Appendix C:

Table 20

Adverse Work Experiences Item Level Correlations

Question	Factor	Subfactor	M	SD	Psychological Distress	Psychological Wellbeing	Turnover Intention	Employee Engagement	Conscientiousness
Someone I work with has gone to prison	Adverse Emotional Environment	Work Group Disfunction	1.07	0.32	0.07	0.01	0.05	0.07	.11*
Someone I work with has committed suicide	Adverse Emotional Environment	Work Group Disfunction	1.06	0.25	.16**	-0.04	0.07	0.02	-0.02
Someone I work with has come to work drunk or high	Adverse Emotional Environment	Work Group Disfunction	1.72	1.19	.17**	-.18**	.19**	-0.07	-0.06
A team member of mine has quit or changed jobs	Adverse Emotional Environment	Work Group Disfunction	2.66	1.32	.26**	-.25**	.32**	-.18**	-0.04
My manager has quit or changed jobs	Adverse Emotional Environment	Work Group Disfunction	1.55	0.9	.13*	-.18**	.26**	-0.1	0
At my current job, someone I work with has passed away for reasons related to their job	Adverse Emotional Environment	Work Group Disfunction	1.13	0.54	.19**	-0.03	0.04	-0.01	-0.03
Someone at work belittles my accomplishments (e.g. says my achievements are undeserved, or takes credit for them)	Adverse Emotional Environment	Workplace Emotional Abuse	1.73	1.04	.39**	-.22**	.23**	-0.07	-0.09
I have been sworn at, insulted, put down, or humiliated by someone at work	Adverse Emotional Environment	Workplace Emotional Abuse	1.63	1.09	.42**	-.23**	.26**	-0.06	-0.06

I have been humiliated or embarrassed publicly or in front of others at work	Adverse Emotional Environment	Workplace Emotional Abuse	1.48	0.9	.44**	-.29**	.30**	-0.1	-0.03
My coworkers have made life difficult for me at work	Adverse Emotional Environment	Workplace Emotional Abuse	1.9	1.15	.53**	-.41**	.39**	-.19**	-.19**
I often feel lonely, rejected, or that nobody likes me	Adverse Emotional Environment	Workplace Isolation	1.97	1.22	.63**	-.50**	.46**	-.28**	-.28**
I feel like I don't belong or have a place at my workplace	Adverse Emotional Environment	Workplace Isolation	2.08	1.26	.67**	-.60**	.56**	-.39**	-.33**
I'm unfairly given jobs that no one else wants to do	Adverse Emotional Environment	Workplace Isolation	1.94	1.16	.47**	-.37**	.37**	-.14**	-.13*
I'm watched more closely than others at work	Adverse Emotional Environment	Workplace Isolation	1.86	1.12	.47**	-.34**	.37**	-.14**	-0.1
At work, people make me feel like my fears, worries, and/or concerns don't matter	Adverse Emotional Environment	Workplace Minimization	1.9	1.12	.58**	-.50**	.45**	-.24**	-.22**
At work, when I bring up my concerns, the people around me act like I'm exaggerating or making things up	Adverse Emotional Environment	Workplace Minimization	1.98	1.08	.53**	-.43**	.42**	-.23**	-.20**
At work, I feel small, insignificant, and ignored	Adverse Emotional Environment	Workplace Minimization	2.02	1.22	.59**	-.63**	.54**	-.39**	-.31**
I've had to work twice as hard as others for the same recognition	Adverse Emotional Environment	Workplace Minimization	2.13	1.26	.49**	-.40**	.39**	-0.07	-0.08
At work, when different opinions would be helpful, my opinion isn't asked for	Adverse Emotional Environment	Workplace Minimization	2.11	1.15	.46**	-.53**	.49**	-.31**	-.25**

Item	Category	Subcategory							
I have been or I have witnessed a coworker who has been attacked (e.g., kicked, bitten, pushed, hit with a fist or another object), in a way that caused injury at work	Adverse Physical Environment	Work Safety	1.14	0.54	0.07	0.1	0	.15**	.13*
I witnessed illegal and/or criminal activity take place while at work	Adverse Physical Environment	Work Safety	1.28	0.82	.18**	-.14**	.19**	-0.05	-0.01
I fear for my safety and/or the safety of my coworkers while I'm at work	Adverse Physical Environment	Work Safety	1.25	0.68	.17**	-.13*	.19**	0.05	0.08
My workplace is in a neighborhood that I consider dangerous	Adverse Physical Environment	Work Safety	1.51	0.93	.16**	-0.05	.11*	0.02	0
I've been pushed or grabbed aggressively by someone I work with	Adverse Physical Environment	Workplace Bullying	1.07	0.38	.20**	0	0.1	0.07	0.08
Someone I work with has thrown something at me or a colleague	Adverse Physical Environment	Workplace Bullying	1.12	0.5	.32**	-.14*	.21**	-0.06	-0.04
Someone I work with acts in a way that makes me feel afraid I might be physically hurt	Adverse Physical Environment	Workplace Bullying	1.24	0.58	.24**	-.18**	.16**	-0.06	-.13*
I am often faced with situations at work where no matter what I do, I will be chastised, punished, or told it was wrong	Covert Adverse Experiences	Workplace Double Binds	1.55	0.97	.50**	-.37**	.34**	-.18**	-.12*
I have been punished whether or not I follow the rules or instructions of my supervisor	Covert Adverse Experiences	Workplace Double Binds	1.56	0.92	.48**	-.35**	.28**	-.16**	-.18**
My supervisor openly does things that go against the rules I am supposed to follow	Covert Adverse Experiences	Workplace Double Binds	1.75	1.12	.44**	-.44**	.35**	-.27**	-.16**

Someone does or says things that make me or others in my workplace question my sanity, memories, and/or perceptions of reality	Covert Adverse Experiences	Workplace Gaslighting	1.55	0.96	.45**	-.25**	.22**	-0.05	-0.1
I work with someone who tells me that I'm being dramatic, oversensitive, emotional, or defensive when I bring up concerns	Covert Adverse Experiences	Workplace Gaslighting	1.81	1.13	.48**	-.25**	.24**	-.11*	-.15**
Someone at work has made me feel like what I experienced didn't happen when I've brought it up	Covert Adverse Experiences	Workplace Gaslighting	1.72	1.06	.45**	-.31**	.26**	-.13*	-0.09
I have been blamed and/or punished at work for things that I did not do	Covert Adverse Experiences	Workplace Scapegoating	1.83	1.19	.45**	-.35**	.32**	-0.1	-.14**
I have taken responsibility for things that I didn't do to make things easier for my team members	Covert Adverse Experiences	Workplace Scapegoating	2.19	1.31	.31**	-.14**	.16**	0.01	0.03
I have been told that I am a disgrace, don't deserve employment at my company, or something along similar lines	Covert Adverse Experiences	Workplace Scapegoating	1.37	0.86	.45**	-.30**	.27**	-.20**	-.18**
When things go wrong at work, it unfairly seems like the blame is often directed at me	Covert Adverse Experiences	Workplace Scapegoating	1.55	0.93	.50**	-.34**	.34**	-.13*	-.14*
I have experienced problems due to differences in culture between me and other members of my work group	Discrimination	Work Group Discrimination	1.77	1.11	.29**	-.18**	.18**	-0.07	-0.05

I have been unfairly denied opportunities at my current company based on ethnicity, gender, age, religion, sexual orientation, physical appearance (height, weight, etc), or social status	Discrimination	Work Group Discrimination	1.61	1	.29**	-.22**	.22**	-0.07	-0.08
I have been unfairly discouraged by a manager from pursuing experiences that would further my career based on ethnicity, gender, age, religion, sexual orientation, physical appearance (height, weight, etc), or social status	Discrimination	Work Group Discrimination	1.52	0.93	.39**	-.30**	.32**	-.16**	-0.1
Someone at work has directed racial, ethnic, gender, religious, or other types of slurs me	Discrimination	Work Group Discrimination	1.26	0.64	.18**	-.13*	.16**	-0.08	-0.04
Someone at work has initiated unwanted sexual contact (touching, fondling) with me	Discrimination	Workplace Sexual Harassment	1.1	0.38	.18**	-0.07	.12*	0.02	-0.09
A person at my company made unwanted sexual comments directed towards me	Discrimination	Workplace Sexual Harassment	1.25	0.66	.17**	-0.08	.14**	-0.04	-0.07
I've been told that if I exchange sexual favors, it will help my career advance	Discrimination	Workplace Sexual Harassment	1.05	0.32	0.04	0.03	0.01	0.08	0.08
I've been sent unwanted messages or pictures of a sexual nature by someone at work	Discrimination	Workplace Sexual Harassment	1.08	0.37	.13*	-0.01	0.08	0.02	-0.04
I feel like I am responsible for the success of myself, my coworkers, and my manager	Neglect	Managerification	2.55	1.29	.20**	0.07	0.01	.21**	.16**

My manager relies on me to solve problems and conflict within the team	Neglect	Managerification	2.95	1.22	0.05	.20**	-0.07	.23**	.24**
I feel responsible for my manager's emotional needs	Neglect	Managerification	1.88	1.06	.29**	-0.07	0.06	0.04	0.02
After a stressful day at work, I've gotten so drunk or high that if a family member or close friend needed me, I wouldn't have been able to help	Neglect	Workplace Emotional Neglect	1.58	1.06	.36**	-.17**	.18**	-0.05	-.11*
I have to leave my children alone for extended periods of time without supervision due to my work situation	Neglect	Workplace Emotional Neglect	1.33	0.75	.24**	-.12*	.11*	0.03	-0.02
My feelings have been invalidated by the people I work with	Neglect	Workplace Emotional Neglect	1.76	1.1	.52**	-.41**	.39**	-.19**	-.14*
I feel like no one at work cares for me or thinks I'm important	Neglect	Workplace Emotional Neglect	1.9	1.16	.56**	-.53**	.47**	-.25**	-.14**
I feel like my coworkers do not look out for each other, feel close to each other, or support each other	Neglect	Workplace Emotional Neglect	2.16	1.23	.46**	-.44**	.38**	-.23**	-.14**
The wages I get from my primary job do not provide enough for me and/or my family to eat	Neglect	Workplace Physical Neglect	2.27	1.23	.22**	-.18**	.29**	-0.1	-0.08
Because of my work situation, I don't have enough time or money to do laundry	Neglect	Workplace Physical Neglect	1.96	1.12	.32**	-.17**	.24**	-0.04	-0.09
Based on my current pay, I am very poor or in need public assistance	Neglect	Workplace Physical Neglect	1.81	1.03	.27**	-.20**	.28**	-0.05	-0.08

With my current pay, I struggle to provide for myself and/or my family	Neglect	Workplace Physical Neglect	2.12	1.2	.24**	-.20**	.27**	-0.09	-0.06
I can't afford rent in the city I work in on my income	Neglect	Workplace Physical Neglect	2.08	1.3	.31**	-.20**	.30**	-.12*	-.11*

Note. *M* and *SD* are used to represent mean and standard deviation, respectively.
* indicates *p* < .05. ** indicates *p* < .01.

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