



THE ROLE OF WORKPLACE HOSTILITY ON EMPLOYEE WELL-BEING & PERFORMANCE

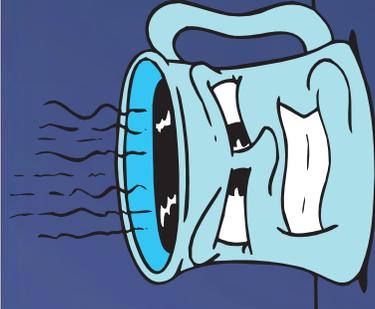
Presented by Shuang-Yueh Pui

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Workplace hostility



- ▣ Workplace Aggression
 - any act of aggressive behavior that causes physical or emotional harm in a work setting
- ▣ Workplace Incivility
 - Low-intensity deviant behavior in which intent to harm is ambiguous
- ▣ Sources
 - Coworker and Customer as sources
 - Bulk of the research focused on coworker as a source

Outcomes & Moderators



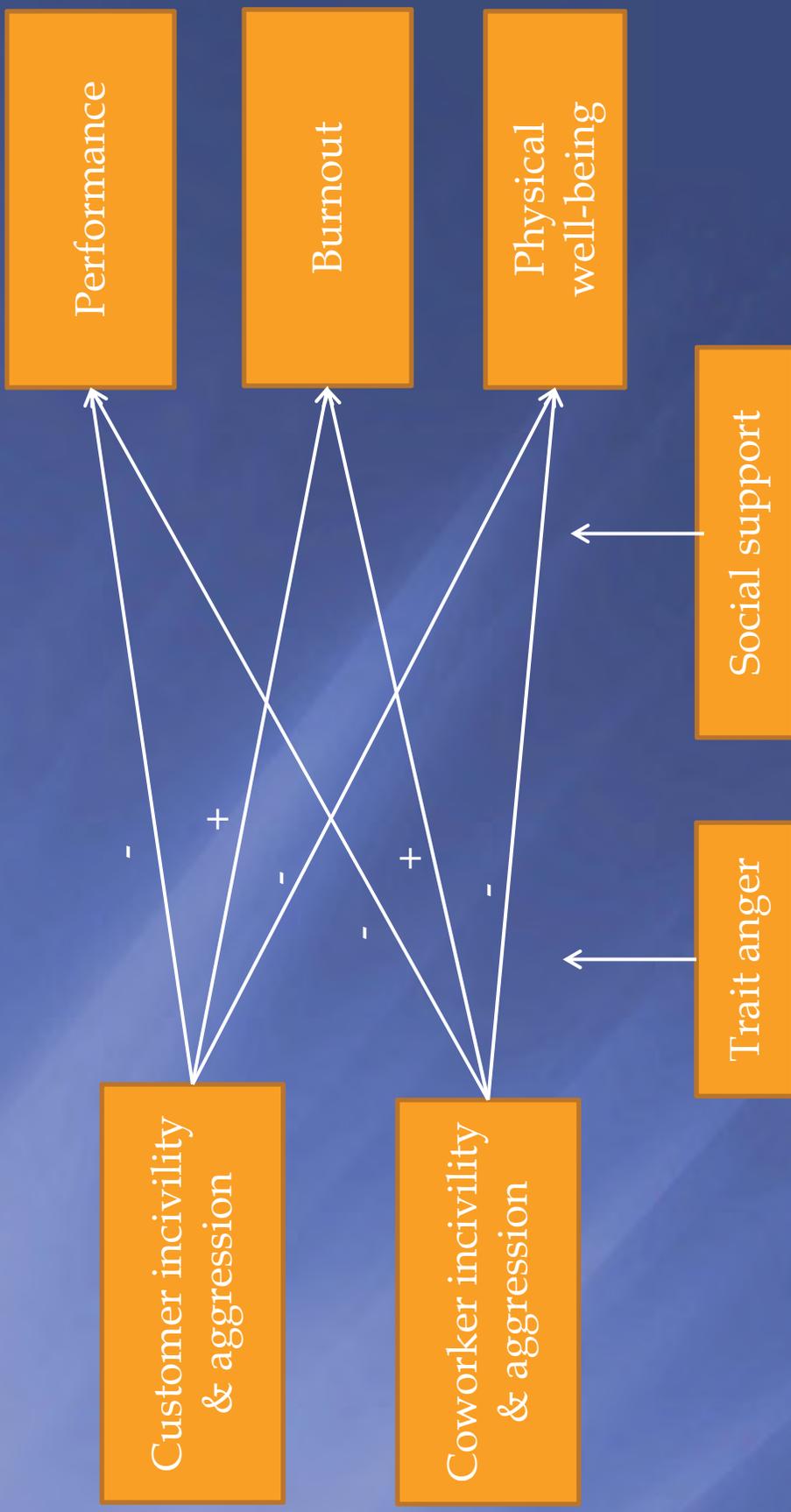
OUTCOMES

- ▣ Burnout
 - Depletion of physical, emotional, and mental resources
- ▣ Physical well-being
- ▣ Performance
 - Customer service quality

MODERATORS

- ▣ Trait anger
 - Individual difference in emotional state varying from irritation to rage
- ▣ Social support
 - From family, friends, and coworkers

Hypotheses



Participants

- ▣ Recruited 100 bank call center employees
 - Time 1: 75 responded (\$25 gift card)
 - Time 2: 75 responded (\$40 gift card)
- ▣ 65% females, 35% males
- ▣ 51% Caucasian, 27% African American, 14% Hispanic American, 5% other designations
- ▣ Age: $M = 34.7$ ($SD = 12.04$)
- ▣ Years employed: $M = 3.96$ ($SD = 2.43$)

Data Collection

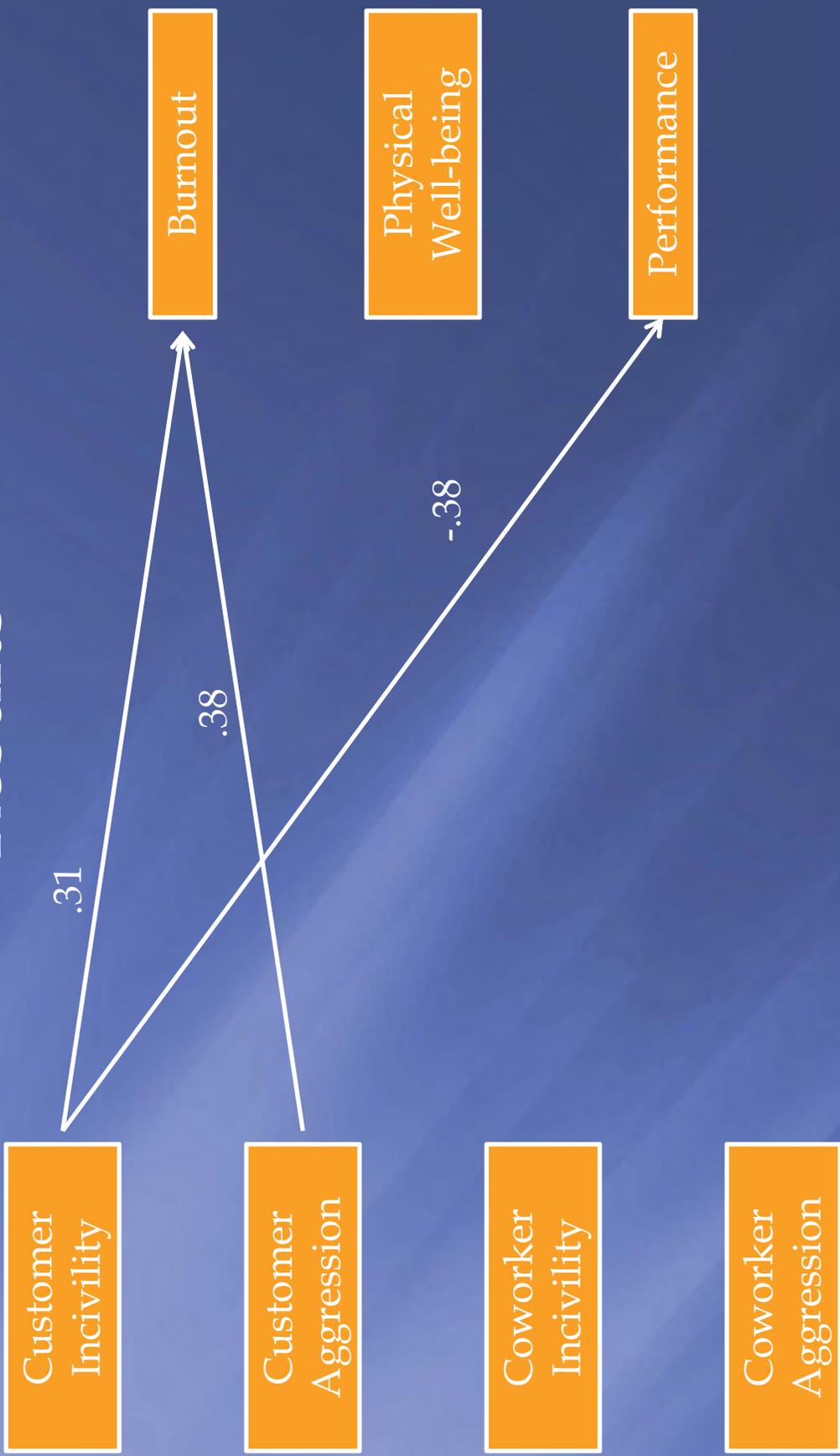
TIME 1

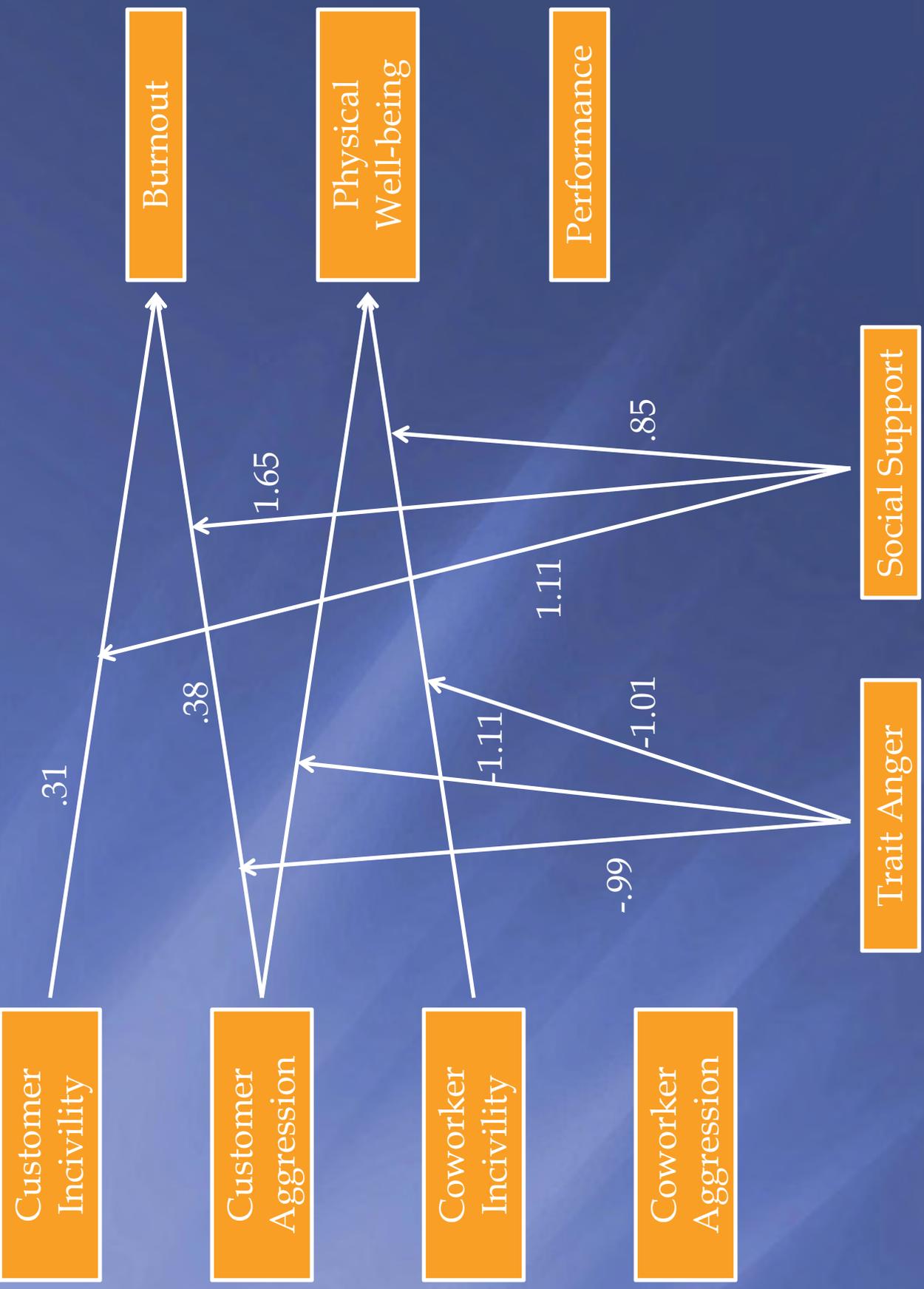
- Customer aggression
- Customer incivility
- Coworker aggression
- Coworker incivility
- Burnout
- Physical well-being
- Trait Anger
- Social Support

TIME 2 (AFTER 3 MONTHS)

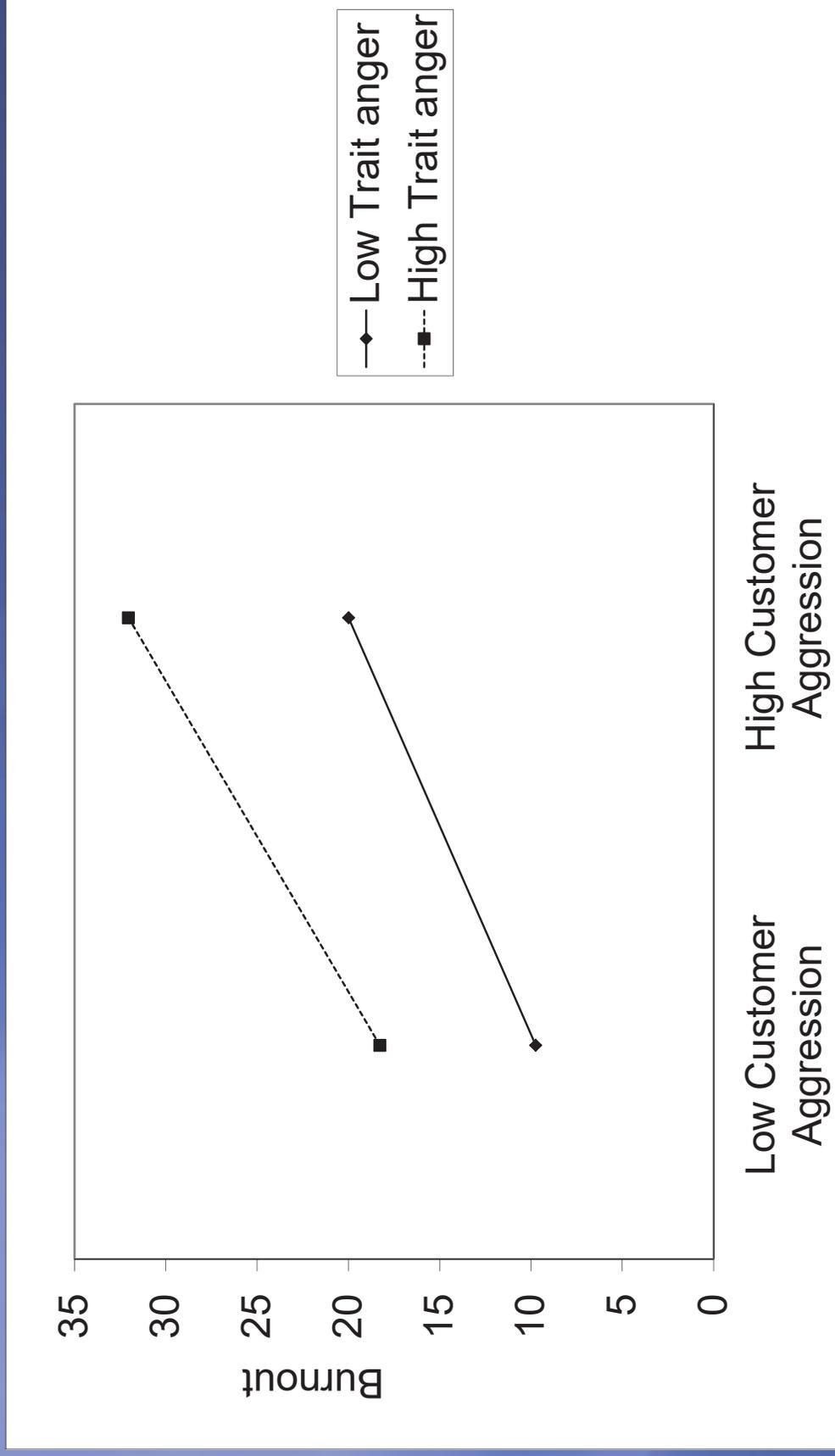
- Customer aggression
- Customer incivility
- Coworker aggression
- Coworker incivility
- Burnout
- Physical well-being
- Performance (provided by the bank)

Results

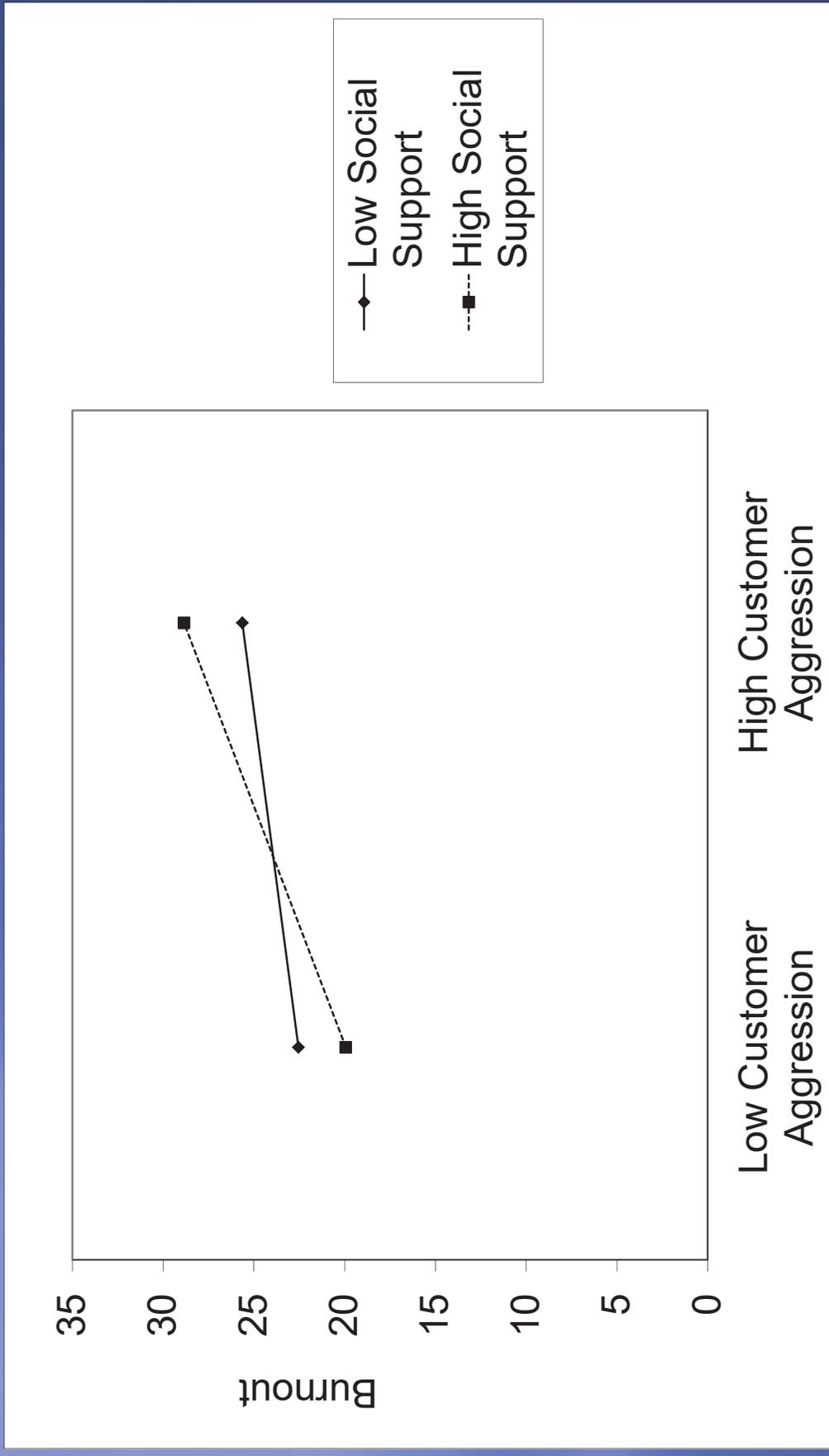




Interaction pattern for Trait Anger



Interaction pattern for Social Support



Conclusions

- ▣ Customer, rather than coworker, is the more detrimental source
- ▣ Both high levels of trait anger and social support lead to stronger relationships
 - Support system may be a source of tension (Lim & Lee, in press)
- ▣ Strengths & contribution:
 - Longitudinal design
 - Performance data from organization

Questions?



**University of Cincinnati
11th Annual
Pilot Research Project
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Main Menu

Hosted by: The University of Cincinnati Education and Research Center Supported by:
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- ◆ **Welcome and Opening Remarks**
- ◆ **Keynote Speakers**
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- ◆ **Video Montage of the 11th Annual PRP Symposium**
- ◆ **Participating Universities**
- ◆ **Steering Committee Members**
- ◆ **Acknowledgements**
- ◆ **Problems Viewing the Videos**

Produced by Kurt Roberts Department of Environmental Health
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