

Predicting antisocial workplace behaviors: Examining the interaction between social exclusion and personality

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Research into the consequences of being socially ostracized indicates that one reaction to being ostracized is for targets' to become angry and engage in antisocial and withdrawal types of behaviors (Williams, Cheung, & Choi, 2001a; Twenge, Baumeister, Tice, & Struke, 2001). Moreover, research on employee aggression and antisocial behavior has found that individual differences play a role in both targets reactions to ostracism (Kelly, 2001) and the expression of antisocial workplace behaviors (Douglas & Martinko, 2001). Currently, however, little research has examined how the perception of being excluded from work-related activities interacts with an employee's personality in producing antisocial workplace behaviors. The current research further explored the role of personality in moderating the effects of workplace exclusion on antisocial workplace behaviors. One-hundred working students completed a computer-based workplace experiences survey. The survey included measures assessing how frequently employee's perceived of themselves as being excluded from work-related activities (Hitlan, 2003) and the NEO personality inventory (Costa & McCrae, 1992, 1995). Results of a series of moderated multiple regression analyses using antisocial behavior as the dependent variable indicated significant interactions between each of the 5 NEO personality factors and exclusion. At higher levels of exclusion, those reporting **higher** levels of neuroticism and openness to experience reported more antisocial behavior. In contrast, at higher levels of exclusion, those reporting **lower** levels of extraversion and conscientiousness reported the most antisocial behavior. The current research begins to fill the gap in how workplace exclusion interacts with personality in predicting workplace behaviors.