

Incivility and Dysfunction in the Library Workplace: A Five-Year Comparison

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Abstract:

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Article:

*****Note: Full text of article below**

Incivility and Dysfunction in the Library Workplace: A Five-Year Comparison

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ABSTRACT

The purpose of this study was to explore the internal library workplace incivility, conflict, and dysfunction which currently exists and identify five-year trends as compared to results of the study conducted by Henry et al. (2018). Areas of bullying, cyber bullying, mobbing, cyberloafing, and emotional intelligence were explored in addition to the impact of COVID-19 on incivility. The data represents both quantitative and qualitative feedback from 643 library employees through a self-reporting survey distributed by the authors through listservs. Findings indicate since 2017 library workplace dysfunction, cyberloafing, and bullying behaviors have increased while mobbing and emotional intelligence have declined.

Keywords: civility, bullying, mobbing, cyberloafing, cyberbullying, emotional intelligence, workplace culture, conflict, conflict management, counterproductive work behaviors, library jobs, communication, COVID-19

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INTRODUCTION

While libraries are often characterized as quiet, contemplative or, in more recent years, collaborative places where collegiality reigns supreme and lifelong learning occurs on a daily basis, for librarians and library staff libraries are, in a most basic sense, a workplace. Civility in the library, as in any workplace, is a much sought-after goal for obvious reasons. This can be defined in a variety of ways, but a place where employees are consistently treated with respect and understanding and are able to bring their true, authentic self to the workplace come to mind as more specific goals related to civility. That said, all workplaces are made up of imperfect human beings and organizations that are to a greater or lesser or extent functional and effective. This survey is a more recent iteration of the Henry et al. (2018) survey and seeks to explore the relative nature and challenges in the library workplace with regard to a wide variety of aspects related to civility, both small and large.

Libraries are unique workplaces in a variety of ways and exist to provide equal access to knowledge. They typically do so, unlike many other workplaces, without a focus on profit. Because of this, modern libraries have pertinent differences from a “typical workplace” such as a fairly consistent need on the behalf of staff and administration to explain and market the role of the library and, often, to do more with less. As in the Henry, et al. (2018) study of which this is a comparison, there were both yes and no answers to the question, “Is there something specific about library work environments that create or foster incivility?” This study examines and revisits these issues not just as a different point in time, but also one both during and following library staff experiences with COVID-19.

Focused on the internal dynamics and relationships existent in all types of libraries the survey results reported below are combined with a deeper understanding of various aspects and

key contributors to civility and incivility. One critical aspect of this is self-reflection and self-understanding. Other aspects examined include such elements or issues as bullying, cyberbullying, mobbing, nepotism, poor leadership, and poor communication.

It should be noted that the results of the survey shared here are not only intended to inform and raise awareness, but also to point towards possible solutions. Critical to this end is an ongoing discussion within our field asking important questions such as: What problems do we face in our library as a workplace? How can we improve our library work environment? How do we make sure that library staff are able to reach their full potential in a trusting and nurturing environment where civility and respect are the norm?

LITERATURE REVIEW

Workplace incivility is described by Pearson, Andersson, and Porath (2000) as “rudeness and disregard toward others” which leads to a breakdown of “cooperation and motivation” in the organization (p. 125). The 2019 Civility in America survey of 1,230 adults provides evidence of continued workplace incivility finding 23% of American workers experience it currently or dealt with incivility in their previous job. Numerous other studies (Blau & Andersson 2005; Cogenli & Barli, 2013; Holm, Torkelson, & Backström, 2015; Johnson & Indvik 2001; Kendrick, 2017; Kendrick, 2020; Linden, Salo, & Jansson, 2018; Moniz, Henry, Eshleman, Moniz, and Slutzky, 2016; Pearson, Andersson, & Porath 2000) point to potential causes of incivility such as workplace exhaustion, stress, social work climate, workplace norms, poor management, and workload. Additionally, incivility can have a direct impact on physical health of workers (Kivmäki, et. al., 2002; Starke, et. al., 2020; Viotti, Essenmacher, Hamblin, and Arnetz, 2018). While these issues are not the focus of the authors’ study, they lay the foundation for the need to

explore incivility in the workplace. Studies (Jordan, 2014; Kendrick, 2020; Kim, Gear, & Bielefield, 2107; Lim & Lee, 2011) of workplace interactions have pointed towards leaders or supervisors as instigators of problems and stress. Similarly, Henry et al. (2018) also found supervisors play a role in library incivility through weak leadership. Other studies (Holm, Torkelson, & Backström, 2015; Kim et al., 2017; Reio & Sanders-Reio, 2011; Torkelson, Holm, Backstrom, & Schad, 2016) point to the impact of co-workers on workplace incivility. Henry et al. (2018) also provided evidence of this as co-workers ranked second to supervisors as instigators of bullying. With limited exploration into library workplace incivility since 2017, the authors explore these challenges to determine the state of internal incivility in libraries and identify significant changes in a comparative study.

Frequency of incivility in the workplace has been broadly researched (Cortina, Magley, Williams, & Langhout, 2001; Holm, Torkelson, & Backstrom, 2015; Pearson et al., 2000; Reio & Sanders-Reio, 2011; Sakurai, 2021; Torkelson, 2016). Leading researchers in the area of workplace incivility, Porath and Pearson (2013) surveyed 14,000 American and Canadian workers and found 98% of employees experience uncivil behavior at work at some point in time. Library-specific research comes from Freedman and Vreven (2017) which revealed 63% of respondents experienced negative acts including withholding information and having opinions ignored while 47% were overloaded with work. Henry et al. (2018) indicated 91% of participants experienced incivility in the library workplace with 31% dealing with at least one uncivil act weekly. Additionally, they found workplace conflict occurring weekly 24% of the time and monthly 25% of the time (Henry et al., 2018). More recently, Glusker, Emmelhainz, Estrada, and Dyess (2022) found uncivil behavior was a contributor to low morale in the library workplace

amongst 38% of study participants. Frequency of incivility was examined by the authors to determine both present levels and the five-year trend in the library workplace.

Library operations and library workspaces were much impacted during the COVID-19 pandemic. Two surveys distributed by Public Library Association (2020) and the American Library Association (2020) explored the impact of COVID-19 on libraries. While not specifically focused on incivility, both identified potential contributors to incivility. Results pointed to employee burnout as well as stress from changing job requirements, health concerns, financial pressures, and a removal of interpersonal support systems (Goeke, 2021). In an informal study on the impact of COVID-19 conducted by Kendrick (2020), results indicated 72% of participants experienced increased negligence and 60% system abuse. Another study by Glusker, Emmelhainz, Estrada, and Dyess (2022), found COVID-19 related stress from increased workload, fear of layoffs, and fear for health safety contributed to library staff's low morale. These findings indicate COVID-19 may have impacted uncivil occurrences in the library workplace, and this aspect was included in this study to provide a statistical baseline for future library specific research.

Workplace bullying is one form of incivility which is described by Crumpton (2014) as "persistent feeling of mistreatment or discomfort" instigated by one or more individuals which is frequent and can be "invisible" as it typically falls within organizational policy (p. 17). Freedman and Vreven's study (2017) was the first library specific research to focus on bullying which found 43% of academic librarians and 28% of academic library administrators experiencing it. Also specific to library workplaces, Kendrick's study (2017) of public library staff found 55% of participants listed bullying as a contributor to their low morale experiences. The nationwide Henry et al. (2018) study indicated 40% of library staff from all types of libraries (academic,

public, school, and special) had been bullied. Additional evidence was provided by Kim, Geary, and Benefield's study (2018) of all library types in six Northeastern states which found the workplace bullying rate at 46%. While bullying was measured differently in all of these studies, these figures indicate a significant presence in the library workplace and support continued research in this area.

Along with targeted, bullied workers, witnesses to bullying can also be impacted. Recent studies (Holm, Torkelson, & Backstrom, 2019; Holm, Torkelson, & Backstrom, 2021; Loh & Saleh, 2022; Thompson & Barry, 2011) indicate witnesses of incivility increase the likelihood of future incivility pointing to the impact such actions have on the broader work dynamic. Henry et al. (2018) found 59% of library staff witnessed bullying. Because of the potential impact on the work environment, frequency of witnesses to bullying was included in the current, comparative research.

Cyberbullying is a type of workplace bullying which, while similar to in-person bullying, contains unique attributes. Generally, cyberbullying involves the "use [of] electronic devices and media to attack someone in almost any location, and at any time ..." (Corcoran, McGuckin, & Prentice, 2015, p. 246). Muhonen, Jonsson, & Backstrom (2017) go further in their definition to include aspects of repetition (including multiple views of digital content), harassment outside of work hours, and the inability of a victim to defend themselves. Numerous studies point to the presence of cyberbullying in the workplace (Forsell, 2016; Kowalski, Toth, & Morgan, 2018; Privitera & Campbell, 2009). Additionally, a 2012 study by Giumetti, McKibben, Hatfield, Schroeder & Kowalski found 26% of participants experienced cyberbullying by supervisors. Yet another study (Park, Fritz, and Jex, 2015) found 34% of participants received "one to three rude e-mails on average" per day at work (p. 2546). In their merging of three separate studies, Coyne

et al. (2016) found “80-88% of participants experienced at least one form of cyber negative act in the previous six months . . .” at work (p. 969). Library-specific research in this area is limited. While discussed as an aspect of bullying in a 2016 *Reference and User Services* article, the sole study found was by Henry et al. (2018) which determined workplace cyberbullying was experienced by 15% of library staff. Overall, these works support the presence of cyberbullying in the workplace and the continued need for analysis of this aspect of incivility in the library work environment.

Mobbing is another type of toxic incivility which can occur in the workplace. Although Brodsky (1976) first described mobbing in the workplace, it was not until Leymann (1990) that the term was used to define actions where a “victim is subjected to systematic stigmatizing” by “workmates or management” (p. 119.). Mobbing “begins with an unresolved conflict and then spins wildly out of control to the detriment of an individual at the mercy of a group” (Hecker, 2007, p. 440). Duffy and Sperry (2012) include frequency of “both overt and covert” acts that “erodes workers’ confidence in themselves and in their workplaces” when describing mobbing (p. 1-2). The concept of mobbing in the library has been discussed relative to the library workplace (Hecker, 2007; Motin, 2009; Leiding, 2010). While Freedman and Vreven (2016) discussed mobbing in their study of academic librarians, it was combined with bullying behaviors. Henry et al. (2018) were the first to separate mobbing in a library specific study and found mobbing occurring 17% of the time. After extensive searches of Google Scholar, Library Literature & Information Science Index, and Library, Information Science, and Technology Abstracts, no research has subsequently been done on the impact or trend of library workplace mobbing, and the authors included it in this study.

Cyberloafing, or abuse of time with internet use, is another form of deviant behavior the authors studied in the library workplace. Lim (2002) first coined the term cyberloafing in his description of voluntary work behavior where “employees’ using their companies’ internet access . . . surf non-job related Websites” as well as personal email resulting in “unproductive use of time” (p. 677). In addition to non-work emails, cyberloafing activities include exploring online social engagement, news, sports, shopping, and financials (Blau, Yang, & Ward-Cook; 2006; Chen, Ross, & Yang, 2011; Lim, 2002; Lim & Chen, 2012). Blanchard and Henle (2008) further divided cyberloafing into minor and major categories and found 90% of study participants engaging in minor forms such as non-work email, browsing online news or financial websites and 10% in serious forms such as online gambling or adult-only websites. Other studies (Elrehail, Rehman, Chaudhry, & Alzghoul, 2021; Henle & Blanchard, 2008) have also determined cyberloafing is a counterproductive work behavior related to organizational stress, work engagement, task variety, and task importance. Lim and Chen’s (2012) research participants indicated cyberloafing contributed to work distraction, less work completed, and extended deadlines. In regards to the frequency, Blanchard and Henle (2008) studied workers across a number of fields and found 40-50% engaged in some form of cyberloafing. Other studies found cyberloafing occurring 2-3.2 hours per day among workers (Lim & Chen, 2012; Restubog, Toledano, Amarnani, Tolentino, & Tang, 2011). Lim and Chen (2012) noted 97% of males and 85% of females surveyed found cyberloafing at work acceptable. The Henry et al. (2018) study appears to be the only current library workplace related cyberloafing research and found 19% of respondents engaged in this activity. Cyberloafing was included in the current study to determine if the frequency of this behavior has changed amongst library workers since 2017.

Emotional Intelligence (EI) was defined by Salovey and Mayer (1990) as “the ability to monitor one’s own and others’ feelings and emotions . . . to guide one’s thinking and actions” and involves the appraising and expression, regulation, and utilization of emotion (pp. 189-190). Goleman (1995) with his book *Emotional Intelligence* brought attention to this field of study and focused on a number of EI areas relating to workplace leadership such as empathy, caustic criticism, cultural bias, and team consensus building. A number of studies have shown EI can have a mitigating effect on workplace incivility (Karim, Rehman, & Khan, 2015; Kirk, Schutte, & Hine, 2009; Sloan & Geldenhuys, 2021; Zia, Saeed & Khan, 2018). While studies specific to libraries are limited, Henry et al. (2018) found participants perceived EI strengths as empathy followed by self-awareness, self-motivation, self-management, and social skills. In a 2021 study of 163 Nigerian librarians, interpersonal conflict was the most frequent type of conflict, and EI contributed a 33% influence in conflict management (Williams-Llembola, Adetayo, Asiru, & Ajayi, 2021). As part of their study, Villagran and Martin (2022) conducted a thematic analysis of academic library staff EI and happiness and found the most frequent comments involved situational interactions. High EI of respondent behaviors had a “positive impact on self/others, culture” in the workplace, including examples of conflict resolution (Villagran and Martin, 2022). Additionally, the Gola and Martin study (2020) showed how communities of practice centered around EI can have profound positive impacts on the library work environment. As EI has been shown to influence workplace incivility, it was included again in this study.

An exploration of conflict management was another area explored in this study. The Henry et al. (2018) study found conflict management training was provided in 42% of the library workplaces. One more recent study by Joshua and Suleiman (2019) identified the importance of good communication and swift action in addressing conflict in the library workplace. Another

study of private university library leadership by Ogbuiyi (2019) acknowledges the prevalence of conflict in the library workplace and demonstrated the importance of leadership style in relation to conflict management. With limited library specific research available in this area, inclusion in this study adds to the research data.

Lastly, specific causes of dysfunction in the library workplace were explored in this study through open ended comments by participants. Pettigrew (1979) first drew attention to not just concepts of organizational culture (symbol, language, ideology, belief, ritual, and myth) but also the degree of leader influences in the areas of “energy, purpose, and commitment” to the organization (p. 580). Schein further defined organizational culture in terms of “accumulated shared learning” that defined the norms of the organizational culture and a means to teach “new members . . . [to] behave . . .” (p. 17). In an examination of library culture, Walker (2011) points to several areas which may impact library function which include flexibility of job duties, support from external boards, rank, funding, technological support, and external stressors (pp. 114-117). Martin (2013) acknowledges library cultures involve values, rituals, and sagas, and he notes that “culture can both help and hinder the change process . . .” (p. 462). While both identity and certainty are positive attributes, library cultures can also thwart positive change which “may be seen as a threat . . . and met with strong and immediate resistance” (Martin p. 462).

Additionally, Glusker et al. (2022) found several contributing factors negatively impacting library organizational culture which included unsupportive managers, librarian-staff divide, lack of autonomy, and poor communication. Other studies on low morale point to a variety of contributing factors to library organization dysfunction including attributes of leadership, organizational structure, poor policy implementation, workload, and turnover intention

(Kendrick, 2017; Kenrick, 2020; and Kennedy & Garewal, 2020). This study contributes to understanding potential causes of library dysfunction and incivility in the library workplace.

METHOD

Instrumentation, Data Collection, & Analysis

To compare findings and trends between the Henry et al. (2018) study and the present study, a 32 question online survey that included 27 quantitative items and 5 open-ended items was created in alignment with the original instrument with a few minor updates; questions are included in Appendix A. The survey was broken into sections relating to demographics, incivility, bullying, cyberbullying and mobbing, cyberloafing, incivility and dysfunction, emotional intelligence, and workplace conflict. There were six new questions added to the present survey to gather information related to primary work location during the height of the COVID-19 pandemic and currently, the frequency of uncivil behavior experienced pre-pandemic, during the pandemic, and presently, and a new ranking question relating to EI attributes.

Invitations to complete the survey were disseminated via email through various professional channels including American Library Association and the Association of College & Research Libraries member listservs through ALA Connect, (2) regional and state library associations in the authors' home states, and (3) other known colleagues. The survey was run and closed in a 16-day window in February 2022. In all, 643 survey responses were received.

The researchers ran descriptive and inferential statistics on the quantitative item responses, including Welch's adjusted analysis of variance (ANOVA) on the items with Likert-type scale ratings to assess whether significant differences exist between and within different groups. The Welch's one-way ANOVA test was used in place of the traditional ANOVA *F* test,

as it is a more robust test that is particularly useful when there are unequal sample sizes, as was indicated after running Levene's test for homogeneity of variance across a number of groups and variables. For all significant ANOVAs that included more than two categories for a demographic variable, Games-Howell post hoc analyses were conducted to allow the researchers to identify which particular differences between pairs of means were significant. Significance thresholds were limited to $p < .05$. The researchers collaborated to interpret the qualitative responses received. The qualitative findings were used to help interpret the quantitative findings as discussed in the Discussion of this manuscript.

Participants

Overall, 643 individuals completed at least a portion of the 2022 survey (4,168 responses to the authors' 2017 survey). Participant demographics for the present study largely mirrored those from the 2017 survey, with a few minor variations. The largest portion of participants in the 2022 survey were between the ages of 35-51 (46.1%) and 52-70 (33.0%), followed by 21-34 (19.3%), and 71+ (1.5%). There was a near reversal of the percentages in the middle age ranges compared to the 2017 study in which 37.0% were between 35 - 51 years and 43.5% 52 - 72 years of age.

Participants' race and ethnicity in the 2022 survey closely mirrored the 2017 study with the largest percent difference between survey years at 4.4% for Non-Hispanic White (Caucasian) individuals, who represented an overwhelming majority of participants in both surveys (2022 83.7%; 2017 88.1%). These percentages are largely representative of the current norm, with ALA reporting that 87% of librarians are White/Caucasian (Rosa & Henks, 2017). The remaining participants in the 2022 survey identified their race as Black or African American

(7.6%), Multi-Race or Multi-Ethnic (5.2%), Hispanic or Latino (1.3%), Asian or Pacific Islander (0.9%), American Indian or Alaskan Native (0.4%), or Other (0.9%).

Females made up 82.8% of the respondents in the 2022 survey, while males represented 14.0% of participants. Non-binary or gender-fluid participants comprised 2.8% of 2022 participants, while 0.3% identified as transgender. These percentages are in close alignment with the 2017 respondent pool (females 88.8%; males 11.1%; other/option not listed 0.1%).

With respect to library type, there was a noticeably higher percentage of participants who worked in academic libraries in the 2022 survey (48.2%) compared to 2017 (23.2%) and a much lower representation from public libraries (2022 46.1%; 2017 survey 60.2%). Overall, the representation of participants who reported working in school libraries (2.0%), special libraries (2.2%), and other (1.5%) in 2022 was lower than in the 2017 survey (school 10.0%; special 3.0%; other 2.6%).

Like the 2017 survey, the most prevalent role among the 2022 respondents was librarian (55.0%) which is only slightly higher than in 2017 (47.7%). The remaining 2022 participants classified their roles as administration/management (28.5%), library assistant/paraprofessional (12.0%), media specialist (1.0%), and other (3.5%). These figures are in close alignment with the 2017 survey (administration/management 28.0%; library assistant/paraprofessional 14.0%; media specialist 4.0%, other 6.3%).

In the present survey, participants were also asked to share their work location both currently and during the height of COVID. The majority of respondents (81.3%) noted that they currently work in the library, while 13.0% work in a hybrid arrangement, 5.2% remotely, and 0.5% other. Conversely, during the height of COVID-19 only 24.1% of respondents worked in the library, 40.6% worked remotely, 29.5% were hybrid, and 5.7% other.

RESULTS

Incivility in the Workplace

Survey participants were asked whether they had experienced incivility at work and, if so, how often they experienced at least one uncivil act at its most frequent point. Incivility was defined in the survey as "rude and discourteous behavior." In the 2022 survey, 87.6% (n=516) of the respondents indicated that they had indeed experienced incivility at work compared to 91.1% (n=3,690) in 2017. In 2022, 77.5% of respondents indicated they experienced uncivil acts at their most frequent point at least monthly (weekly 44.4%; monthly 33.1%) which is slightly higher than in 2017 when 72.7% of the respondents reported that they experienced uncivil acts at least least monthly (daily or weekly 46.7%; monthly 26.0%). Frequencies and percent totals are outlined in Table 1.

Table 1. Frequency of Experiencing at Least One Uncivil at Most Frequent Point

	2017 Survey		2022 Survey	
	Frequency (n=3,633)	% of Total	Frequency (n=450)	% of Total
Weekly*	1,698	46.7%	200	44.4%
Monthly	943	26.0%	149	33.1%
Yearly	601	16.5%	53	11.8%
Within the past 5 years	391	10.8%	48	10.7%

**2017 survey categories included "Daily" which was not a category in the 2022 survey. Responses from 2017 that indicated "daily" and "weekly" were combined for the present study.

Participants were also asked to rate the frequency they experienced incivility pre-pandemic, during the height of the pandemic, and presently on a 5-point Likert-type scale (1=never; 2=rarely, 3=sometimes, 4=frequently, 5=very frequently). Frequency ratings were converted into quantitative measures so that mean ratings could be calculated. Mean ratings across all participants, type of library, and library role are outlined in Table 2 and illustrated in

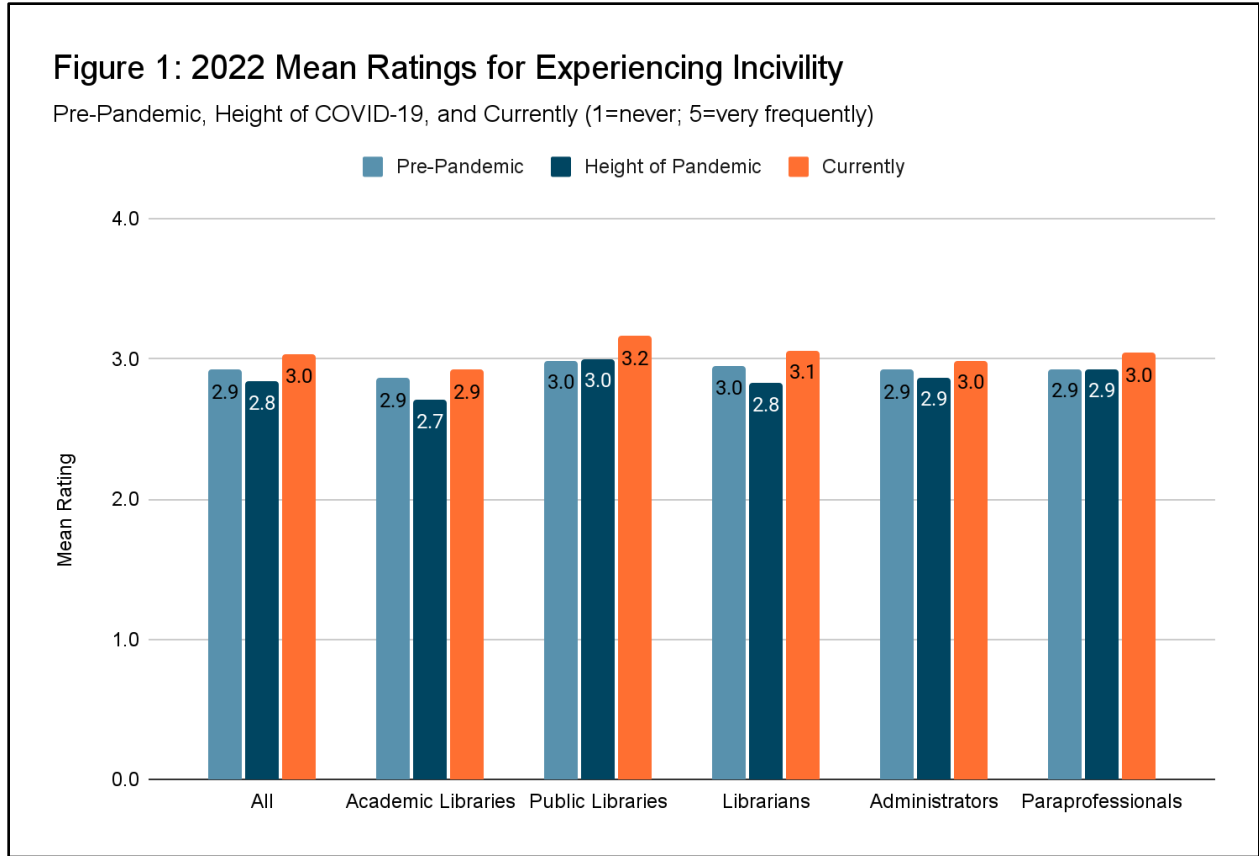
Figure 1. Overall, the mean ratings are in fairly close alignment across the different points in time, all hovering very closely to 3, which equates to "sometimes," on the frequency scale. However, comparisons over time do indicate a slight decrease in incivility during the height of the pandemic compared to pre-pandemic and a slight uptick in incivility mean ratings currently compared to pre-pandemic and during the height of the pandemic for all groups analyzed.

Table 2. Frequency of Experiencing Incivility (1=never; 5=very frequently)

	Pre-Pandemic		Height of Pandemic		Currently	
	n	Mean (SD)	n	Mean (SD)	n	Mean (SD)
All	445	2.92 (0.87)	444	2.84 (1.11)	449	3.03 (1.05)
Library Type*						
Academic Library	207	2.86 (0.84)	207	2.71 (1.05)	207	2.92 (1.05)
Public Library	210	2.99 (0.88)	209	3.00 (1.15)	214	3.16 (1.05)
Library Role**						
Librarian	244	2.95 (0.83)	244	2.83 (1.13)	246	3.06 (1.08)
Administrator/Manager	137	2.92 (0.88)	136	2.87 (1.08)	137	2.99 (1.03)
Paraprofessional	45	2.93 (1.01)	46	2.93 (1.08)	47	3.04 (0.96)

*Library Types: School, Special, and Other not assessed due to small sample sizes

**Library Role: Media specialists and Other not includes due to small sample size



To assess whether there were significant differences related to the frequency of experiencing incivility in the workplace, witnessing bullying, and experiencing conflict in the workplace, the items for the corresponding survey questions were first transformed into Likert-type scale items. For Incivility and Witnessed Bullying, the scale items were transformed so that 1 = within the past five years, 2 = yearly, 3 = monthly, and 4 = weekly. For Conflict in the Workplace, scale measures were transformed to 1= very infrequently if at all, 2 = monthly, 3 = weekly, and 4 = daily. Descriptive statistics related to these transformed variables are outlined in Table 1. One-way ANOVAs were conducted for all demographic factors collected for this study (age, race/ethnicity, gender, library type, and library role). These same analyses were conducted for the authors' 2017 study (see Henry et al., p. 136).

Table 3. 2022 Incivility, bullying, and conflict ratings (means & standard deviations)

Category	Incivility (Scale 1-4)*		Witnessed Bullying (Scale 1-4)*		Conflict in Workplace (Scale 1-4)**	
	n	Mean (SD)	n	Mean (SD)	n	Mean (SD)
All Participants						
2017	3,633	3.09 ((1.03)	2,284	3.17 (1.06)	3,557	1.96 (0.99)
2022	450	3.11 (0.99)	331	3.00 (1.06)	443	2.01 (0.97)
2022 Participants						
Age	83	3.45 (0.67)	59	3.37 (0.79)	77	2.39 (0.93)
21-34	199	3.17 (0.98)	144	3.06 (1.02)	199	2.01 (0.98)
35-51	149	2.93 (1.04)	117	2.75 (1.15)	148	1.86 (0.92)
52-70	7	1.71 (1.11)	4	3.25 (1.50)	9	1.67 (1.12)
71+						
Ethnicity						
Am Ind. or Alas. Nat.	2	2.50 (0.71)	1	3.00 (0.00)	2	1.50 (0.71)
Asian or Pac. Isl.	4	3.00 (1.41)	4	2.00 (1.16)	4	2.25 (0.96)
Black or Afr. Amer.	27	3.04 (1.09)	23	3.04 (1.02)	29	1.66 (0.90)
Hispanic or Latino	6	3.00 (1.09)	5	3.00 (1.23)	5	1.60 (1.34)
Non-Hisp White/Cauc.	394	3.13 (0.96)	256	3.02 (1.05)	350	2.03 (0.96)
Multi-race/Multi-ethnic	26	3.50 (1.02)	19	3.42 (0.77)	22	2.32 (0.95)
Other	3	3.67 (0.58)	2	3.50 (0.71)	3	3.00 (1.00)
Gender						
Female	361	3.13 (0.99)	265	3.03 (1.05)	352	2.01 (.95)
Male	61	3.02 (1.01)	43	2.86 (1.06)	66	1.94 (1.07)
Non-binary or Ge-fluid	12	3.33 (0.78)	10	3.40 (0.97)	11	2.27 (0.65)
Transgender	2	4.00 (0.00)	2	4.00 (.000)	2	3.00 (0.00)
Type of Library	207	2.95 (1.04)	163	2.96 (1.08)	222	1.88 (0.91)
Academic	215	3.31 (0.87)	150	3.08 (1.00)	191	2.21 (0.99)
Public	11	3.09 (1.14)	5	2.60 (1.34)	10	2.00 (1.16)
School	8	2.00 (1.07)	7	2.14 (1.46)	10	1.20 (0.42)
Special	8	3.00 (1.07)	5	3.40 (0.55)	8	2.00 (1.20)
Other						
Type of Position						
Librarian	246	3.15 (.97)	189	3.06 (1.01)	244	2.02 (0.98)
Administrator/Mngr	137	3.02 (1.02)	105	2.98 (1.07)	129	2.05 (0.92)
Library Asst/Paraprof.	48	3.25 (0.93)	28	2.82 (1.28)	47	1.89 (1.03)
Media Specialist	5	2.60 (1.34)	1	2.00 (0.00)	4	2.00 (1.16)
Other	13	3.23 (1.09)	8	2.50 (1.07)	17	2.00 (1.00)

*Scale 1-4: 1=within past 5 years, 2=yearly, 3=monthly, 4=weekly

**Scale 1-4: 1=very infrequently if at all, 2=monthly, 3=weekly, 4=daily

One-way Welch's ANOVAs and Games-Howell post hoc comparisons (when applicable) were calculated for samples meeting a minimum size threshold, as calculated using G*Power 3 using an a priori power analysis (Faul, Erdfelder, Buchner, & Lang, 2009).

In the aggregate, the mean rating for frequency of incivility, based upon the newly transformed 4-point scale was 3.11 (SD = 0.99), suggesting that participants, on average, experienced incivility slightly more often than once a month. When the mean frequencies of experiencing incivility were compared between the 2017 (M = 3.09; SD = 1.03) and 2022 (M = 3.11, SD = 0.99) surveys, no significant difference was noted (Welch's $F_{(1,575.84)} = .288$, $p = .592$). However, in the 2022 survey, group differences for incivility were indicated based upon age (Welch's $F_{(2,248.66)} = 10.557$, $p < .001$, $\eta p^2 = .038$) and type of library (Welch's $F_{(1,401.4)} = 14.780$, $p < .001$, $\eta p^2 = .034$), though with small effect sizes.

Games-Howell post hoc comparisons for age in the 2022 study indicated that 21-34 year olds experienced incivility significantly more often than the 35-51 and 52-70 age groups. In the 2017 study, a significant difference between 21-34 year olds and 52-70 year olds was not indicated, whereas a significant difference was revealed between the 35-51 and 52-70 age groups in 2017. With respect to library type, post hoc comparisons in the 2022 study indicated that public library workers experienced incivility significantly more often than academic library workers, a finding that was also noted in the 2017 study.

No significant differences in the 2022 study were noted with respect to library role and gender. ANOVA tests were not conducted for race/ethnicity in the present study due to small sample sizes (based on G*Power thresholds) for all groups besides Non-Hispanic White/Caucasian. Overall, the 2022 findings related to incivility are on par with those reported in the authors' 2017 study, though in the 2017 study there were significant differences noted for the library worker's role, though with low effect.

Bullying in the Workplace

Survey participants were asked to respond to questions relating to being bullied and witnessing bullying in the workplace. Bullying was defined in the survey as "persistent negative attacks which can be personal and/or work related." In the 2022 survey, 51.8% of participants indicated that they had been bullied, a noticeably higher percentage than in 2017 (40.1%). When frequencies of being bullied in the 2022 survey were examined based on demographic factors, a significant difference was noted with respect to age, though with low effect (Welch's $F_{(2,240.87)} = 6.337$, $p < .01$, $\eta p^2 = .025$). Games-Howell post hoc analyses revealed that participants aged 52-70 years ($M = .62$ or 62%, $SD = .49$) reported being bullied significantly more often than those aged 21-34 years ($M = .43$ or 43%, $SD = .50$) and 35-51 years ($M = .46$ or 46%, $SD = .500$). These results are consistent with 2017 findings. Though ANOVAs were not conducted for gender due to small sample sizes in all categories except female, a noteworthy difference was noted with 52.9% of females reported being bullied compared to 41.7% of males; once again trends are consistent with the 2017 study. With respect to other forms of uncivil behavior, including witnessing bullying, cyberbullying, mobbing, and cyberloafing, gender differences were minimal. No other statistically significant or noteworthy findings were indicated when the 2022 bullying data were analyzed based on library type and library role.

When asked whether they had witnessed bullying, 64.6% of the respondents to the 2022 survey indicated yes, compared to 59.0% in the 2017 survey. If an individual had been bullied in the workplace, they were asked to indicate who bullied them from a given list. Frequency ratings for this item are outlined in Table 4. Overall, more than half of the individuals who responded to this question cited a higher ranking coworker as the bully (56.7%), followed by peers/equally ranked co-workers (24.1%), and lower ranking coworkers (19.2%).

Table 4. Individuals cited as bullies

Category	2017 Survey		2022 Survey	
	n	% of Total	n	% of total
Higher ranking coworker*	698	44.1%	148	56.7%
Peer/equal coworker	325	20.6%	63	24.1%
Lower ranking coworker	194	12.3%	50	19.2%
Other**	364	23.0%	--	--

*2017 survey included the category "supervisor." For the present analysis, these responses were included under "Higher ranking coworker."

**"Other" was not a response choice in the 2022 survey.

If an individual witnessed bullying behavior in the library workplace, they were asked to note how often they witnessed it at its most frequent point. Overall, 40.2% of the 2022 survey participants indicated weekly and 35.0% monthly. The remaining participants indicated that they witnessed bullying either yearly (9.4%) or within the past five years (15.4%). These findings are fairly consistent with the 2017 survey findings, though in that survey there was a higher frequency of individuals who reported that they witnessed bullying weekly (52.9%) and a lower frequency for monthly (23.9%) compared to 2022.

Similar to the analysis for incivility, the frequency measure for witnessing bullying in the workplace was transformed into a Likert-type scale in which 1 = within the past five years, 2 = yearly, 3 = monthly, and 4 = weekly. In the aggregate the mean rating for witnessing bullying in the workplace for the 2022 survey was 3.00 (SD = 1.06), suggesting that participants, on average, witnessed bullying on a monthly basis. Descriptive statistics related to "witnessing bullying" are outlined in Table 1.

When the mean frequencies for witnessing bullying were compared between the 2017 (M = 3.17, SD = 1.06) and 2022 (M = 3.00, SD = 1.06) surveys, a significant difference was noted (Welch's $F_{(1,431.8)} = 7.285$, $p < .01$, $\eta p^2 = .007$), indicating that 2017 participants reported

witnessing bullying significantly more often than 2022 participants, though the effect size was negligible. When ANOVAs were conducted for witnessing bullying across demographic groups for the 2022 survey, the only significant finding noted related to age, with participants ages 35 - 51 ($M = 3.06$, $SD = 1.02$) witnessing bullying significantly more often than participants ages 52 - 70 ($M = 2.75$, $SD = 1.15$), though with a low effect size (Welch's $F_{(1,234.27)} = 4.951$, $p < .05$, $\eta p^2 = .019$). In the 2017 survey, similar findings were noted in relation to age.

Cyberbullying and Mobbing

Survey participants were also asked to indicate whether they had been cyberbullied or mobbed at work, if they had witnessed mobbing at work, and whether they had instigated bullying or mobbing actions. Cyberbullying was defined in the survey as "bullying that is carried out through use of e-mail and the Internet," mobbing was defined as "hostile and unethical actions targeted to one individual by multiple coworkers." Overall, 12.8% of the 2022 participants indicated that they had experienced cyberbullying in the workplace, compared to 14.8% in the 2017 survey. Similar findings were noted for mobbing, with 11.8% of participants in the 2022 survey who reported that they had experienced workplace mobbing and 16.8% in 2017.

When asked whether they had witnessed mobbing in the workplace, 17.0% of 2022 participants indicated that they had, compared to 20.1% of the 2017 participants. Finally, 2.0% of 2022 participants indicated that they had instigated bullying or mobbing at work compared to 1.4% in 2017. For this question in particular, there is a noteworthy risk of self-report bias in the findings.

Cyberloafing

Survey participants were asked to respond to questions related to cyberloafing.

Cyberloafing is defined in the study as "the use of the Internet at work for purposes that are not work related). Overall, 67.6% of 2022 survey respondents responded "yes" that they had engaged in cyberloafing, which is noticeably higher than the 18.6% who said "yes" in the 2017 survey. For this survey item, as with the one above, there is notable risk of self-report bias in the responses. If an individual engaged in cyberloafing at work, they were then asked to indicate the type of cyberloafing they most typically engaged in from a given list. Of the 327 participants who responded to this question in 2022, 46.8% selected news/hobbies, followed by 23.2% personal communication (emails to friends/family), 14.1% music/videos/entertainment, 4.6% e-Commerce, and 11.3% other. Because the format and response choices in the 2017 survey differed, comparisons between the two surveys for specific activities are not included.

Dysfunction and Conflict

Survey participants were asked to indicate if their workplace had a culture that might seem dysfunctional at times. Of the 454 participants who responded to this question in the 2022 survey, more than two-thirds (69.6%) said "yes," which is a noticeably higher percentage than for the 2017 survey in which just over half (53.2%) of participants indicated "yes." Participants were also asked to respond to two separate open-ended questions in which they were prompted to "describe incivility in their workplace" and "describe why they considered their workplace dysfunctional." The results of these comments are addressed within the Discussion section below.

Participants were also asked to indicate the frequency they experienced conflict at work. Of the 443 participants who responded in the 2022 survey, just over half (54.1%) indicated either weekly (27.5%) or monthly (26.6%). More than a third (39.3%) selected "very frequently if at

all", while the remaining 6.5% selected daily. These findings are consistent with the 2017 survey findings. Individuals who experienced workplace conflict were also asked to indicate with whom the conflict most often occurred. Of the 386 individuals who responded to this question in 2022, just over a third (34.5%) selected peers, followed by patrons (29.0%), supervisors (16.3%) and others (20.2%). When 2022 conflict sources were compared based on library type, academic library workers most frequently reported peers (28.6%), followed by other (14.6%), supervisors (12.2%), and patrons (9.1%). Conversely, public library workers' most frequently selected source of conflict was patrons (28.1%), followed by peers (16.8%), others (10.6%), and supervisors (9.1%). Again, these findings mirrored the 2017 survey findings. Finally, participants were asked whether their workplace provided access to conflict management training. Overall, 54.5% of the 2022 respondents indicated "yes," which is noticeably higher than was reported in 2017 at which time 42.1% of participants responded yes.

Similar to the analyses for incivility and witnessing of bullying, the frequency measure for experiencing workplace conflict was transformed into a Likert-type scale in which 1 = very infrequently, if at all, 2 = monthly, 3 = weekly, and 4 = daily. In the aggregate for 2022, the mean frequency of experiencing workplace conflict was 2.01 (SD = 0.97), equating to monthly. Descriptive statistics related to this newly transferred variable, "workplace conflict" are outlined in Table 3.

When ANOVAs were conducted for experiencing workplace conflict between survey years and across the demographic groups for 2022, the only significant findings related to library type, with public library workers ($M = 2.21$, $SD = 0.99$) experiencing conflict significantly more often than academic library workers ($M = 1.88$, $SD = 0.91$), though with a small effect (Welch's $F_{(1,234.27)} = 4.951$, $p < .05$, $\eta p^2 = .019$). The mean for public library workers ($M = 2.21$) equates

to slightly more often than monthly, whereas the mean for academic library workers ($M = 1.88$) equates to slightly less often than monthly. Similar findings were also revealed in the 2017 study, though in 2017 significant differences were also noted between age groups, with participants 21 - 34 and 35 - 51 years experiencing workplace conflict significantly more often than 52 - 70 year olds. Significant findings for experiencing workplace conflict with respect to age in the 2022 survey were not indicated.

Emotional Intelligence

The final section of both the 2022 and 2017 surveys related to emotional intelligence. Participants were first asked to select their personal strengths and weaknesses from a list that included self-awareness, self-management, self-motivation, empathy, and social skills and could select all that applied. Findings are outlined in Table 5. Overall, frequencies of individuals who reported any area as a strength in 2022 were noticeably lower than those reported in 2017. In 2022, self-awareness and empathy were selected as strengths by just over half of the participants (empathy 55.2%; self-awareness 54.0%), followed by self-motivation (44.3%), self-management (43.9%) and social skills (37.3%). Conversely, far fewer individuals in the 2022 survey cited these same emotional intelligence factors as weaknesses, with findings consistent with the 2017 survey findings. In the 2022 survey, 22.9% of participants cited social skills as a weakness, followed by self-motivation (20.4%), self-management (16.6%), self-awareness (9.0%) and empathy (8.4%).

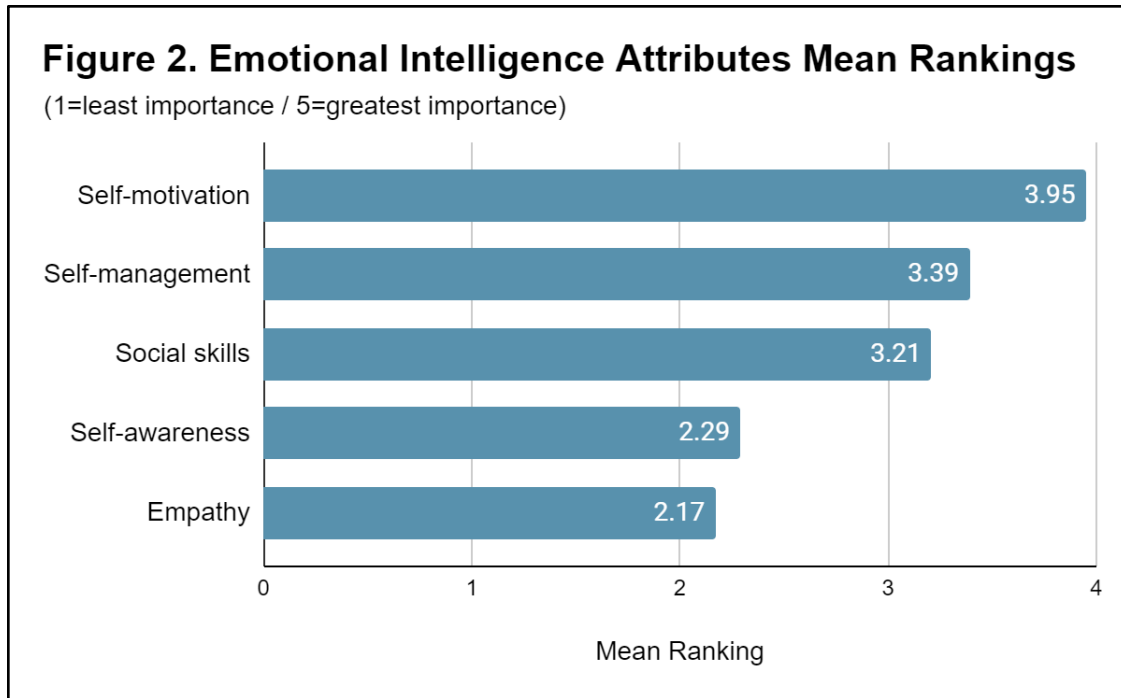
A new question was added to the 2022 survey which asked participants to rank the emotional intelligence attributes from 1=greatest in importance to 5 = least in importance. Ranking scores were transposed and means calculated with higher means indicating greater importance and lower means indicating less importance. In order, self-motivation was ranked as

the most important ($M = 3.95$), followed by self-management ($M=3.39$), social skills (3.21), self-awareness (2.29) and empathy. Mean rankings for these survey items are outlined in Table 5 and illustrated in Figure 2. It is interesting to note that while self-motivation received the highest mean ranking for importance, only 44.3% of 2022 participants noted this attribute as a personal strength. Conversely, while self-awareness (54.0%) and empathy (55.2%) were the most frequently selected strengths, they fell to the bottom when ranked in order of importance (self-awareness, ranked 4th with a mean of 2.29; empathy ranked last with a mean of 2.17).

Table 5. Emotional Intelligence Strengths, Weaknesses, and Rank of Importance

	Strengths		Weaknesses		Mean Ranking of Importance* (n=419) Mean (SD)
	2017 Survey (n=2,621) % Total	2022 Survey (n=347) % of Total	2017 Survey (n=2,621) % Total	2022 Survey (n=347) % Total	
Self-motivation	62.9%	44.3%	21.4%	20.4%	3.95 (1.17)
Self-management	60.6%	43.9%	22.0%	16.6%	3.39 (1.16)
Social Skills	54.6%	37.3%	27.8%	22.9%	3.21 (1.26)
Self-Awareness	62.9%	54.0%	17.1%	9.0%	2.29 (1.19)
Empathy	70.4%	55.2%	13.6%	8.4%	2.17 (1.26)

*Rank 1=lowest in importance; Rank 5=greatest in importance



DISCUSSION

Overall, the 2022 study findings are largely consistent with those indicated in the Henry et al. 2017 study, with 87.6% of library workers in the present study who reported that they experienced workplace incivility compared to 91.1% in 2017. More than 40% of the 2022 participants reported that they experienced incivility on a weekly basis, with another third reporting uncivil behavior monthly. When the frequency of experiencing uncivil behavior was compared pre-pandemic, during the height of the pandemic, and currently, a slight dip was noted during the height of COVID-19 when much of library work was taking place remotely. However, with the return to more normal, in-person, operations, the current levels of uncivil behavior have risen and are currently, on average, slightly higher than they were pre-pandemic. New findings in the present study also indicate that younger library workers (age 21-34) reported experiencing incivility significantly more often than participants in the 35 - 51 and 52 - 70 age ranges. This leads one to question whether the incivility younger workers experience may be associated with

their more junior roles in the library due to limited seniority, or if there is a generational difference in which younger populations are more sensitive to or have greater awareness about issues related to incivility, bullying, and other forms of conflict than their older colleagues. Similar to findings in the 2017 survey, public library workers reported experiencing uncivil behavior significantly more often than academic library workers. Open-ended survey responses which described incivility revealed that disrespectful communication was more often expressed by public library workers compared to academic workplaces (48 of 118 public compared to 16 of 72 academic responses). Responses indicate co-workers were rude, belittling, condescending, dismissive, disrespectful, and insulting as well as “domineering” and “policing” in actions. Participant comments from both public and academic libraries also indicated the presence of supervisor-related incivility. Among the comments received, the third most frequent cause of incivility was patron related issues for public library staff and bullying for academic library staff. These findings indicate the core of many public library incivility issues is related to communication.

COVID-19-related comments also stood out in the open-ended questioning in this study. One comment which captured the essence of dozens of others was as follows: “Most incivility in our work environment right now is related to the mask mandate in place for our buildings. People do not want to wear masks and keep them on while they are there and are sometimes rude when asked to comply with the rule.” This seemed to be common in both public as well as academic library settings and extended to other COVID-related protocols. COVID-19 did also lead to internal challenges as well. Some resented having to work on site while others worked from home as indicated in the following comment: “Staff un-happy at having to work in-person. Resentful of librarians who were working remotely.” Lastly, there was also an indication of some

tension on both a peer to peer level as well as between managerial and other staff or librarians as to whether or not COVID protocols were either too strict or too loose. Combined, issues and stress related to the pandemic may account for the uptick in incivility (January 2021-present) when employees returned to in-person work environments.

As found in the Henry et al. (2018) study, 2022 statistics indicate bullying in the library workplace not only continues to be prevalent but has increased by 11% in the five-year span. Along with this increase, those witnessing bullying saw an increase of 6%. Supervisors still dominate as instigators of bullying followed by peers or equals and then lower ranking co-workers. The prevalence of this problem was noted in participant comments as causes of both workplace incivility and dysfunction. Numerous comments noted the leader's role in bullying by either instigating or ignoring uncivil actions. Leaders use bullying to intimidate, isolate, retaliate, and/or silence employees or use bullying to achieve self-serving goals. Supervisors also cause intentional divisions among staff as one comment noted by "playing favorites and pit[ting] peers against each other." Lower ranking workers as bullies also increased (from 12.3% in 2017 to 19.2% in 2022) indicating bottom-up bullying is also a continuing problem in library workplaces. For example, one survey comment noted that while documented and reported, the lower ranked bullying behavior continued for years and even extended into personal, social media without consequence. While in-person bullying is on the rise, cyberbullying saw a slight decrease. However, 83% of those experiencing cyberbullying also indicated they were bullied in-person suggesting much of the cyberbullying is being used as an additional tactic by workplace bullies. Overall, bullying in the library workplace was one of the most significant, toxic issues dominating the workplace environment indicating library organizations need to intercede with long term, anti-bullying initiatives.

In the present study, slightly fewer participants (11.8%) reported that they experienced workplace mobbing than in 2017 (14.8%), though the difference is not particularly striking. However, with findings that indicate a rise in bullying behavior overall in 2022 compared to 2017, this calls into question whether mobbing, a group form of bullying, is being replaced by one-on-one forms of bullying. There was an interesting, though nominal, increase in reports of instituting bullying or mobbing behavior in 2022 (2.0%) compared to 2017 (1.4%). For this survey item in particular, risk of self-report bias is high.

Cyberloafing noticeably increased in the five years from 2017 (67.6% v. 18.6%) in the library workplace. While this was a large statistical jump, Henry et al. (2018) indicated it was surprisingly low at that time. The current findings are closer in line with prior research of cyberloafing occurring in other work environments. The most prevalent forms of cyberloafing in libraries were personal communications followed by news/hobbies, music/videos/entertainment, and e-commerce. While one participant commented that cyberloafing contributed to their library dysfunction, survey statistics point to the majority of survey respondents engaging in minor forms of this work behavior.

Potential causes of library dysfunction were also obtained through participant comments. When asked to describe dysfunction, a leading issue was poor communication. An absence of communication as well as unclear communication was found in 30% (28 of 93) of the comments reviewed. One participant noted information was “not shared widely” and another pointed to “secrecy” at the administrative level. Similarly, a number of participants commented on information silos negatively impacting the workplace. Additionally, inappropriate communication style (e.g. disrespectful, sniping, belittling exchanges) combined with gossip was

conveyed in 32% (30 of 93) of the communication comments contributing to a negative workplace.

The second most commented cause of dysfunction was related to issues between departments/divisions or hierarchy. Staff are experiencing a disconnect between administrators and lower rank personnel. Survey comments report administration as dismissive, insulated, numbers-driven, and physically removed as well as lacking in “regard to concerns, health and safety, [and] professional ability” of library staff. Along similar lines, participants noted infighting between both individuals and departments contributing to dysfunction. A number of survey participants described divisions “turf wars,” “cliques,” “us versus them,” or the “in crowd.” Other issues causing in-fighting included differing views, self-promotion, person to person dislike, and work disengagement. As noted above, the ability for some staff to work from home during the height of COVID-19 while other staff were required to come to work on site added to existing tensions in some instances.

Comments attributed specifically to supervisors or leaders in both incivility and dysfunction were also reviewed. While weak leadership was the leading problem of supervisors in 2017, the current study found an equal number of comments regarding abusive supervisor actions along with weak or non-responsive leaders. This suggests a perceived increase of abusive leadership behaviors over the past five years. Survey participants conveyed verbal abuse from supervisors as “belittling,” “berating,” “shouting,” “demeaning,” and “yelling” as well as the use of sarcasm and condescending comments. Participants also wrote of other actions of supervisors such as back-stabbing, gaslighting, microaggressions, bullying, micromanagement, revenge, showing favoritism, and creating a climate of fear and distrust.

Beyond issues of communication, disconnect, and leadership, survey participants also pointed to other causes of library workplace dysfunction such as inadequate staffing, heavy workload, trust issues, and differing political or DEI views. It is worth noting several participants mentioned the failure of their human resources department to recognize problems or resolve issues which points to the need for an examination of the impact human resources has on the library worker and library workplace. This finding is not new and has come up in numerous workshops that the authors have facilitated surrounding their work. That said, the percentage of respondents indicating they had received training in conflict management, presumably with help, support, or encouragement from their HR departments, rose from 42.1% (2017) to 54.5% (2022). Unfortunately, training has not seemingly resulted in less conflict or dysfunction. One avenue for further research might be to explore the training in conflict management that has occurred in order to determine approaches have been more effective and lasting in relation to improving civility and decreasing organizational dysfunction

One element of this study explored emotional intelligence. Somewhat unexpectedly, respondents rated themselves significantly less competent in every area as compared to the 2017 survey. In 2017, 62.9% respondents claimed self-motivation as a strength, 60.6% claimed self-management as a strength, 54.6% claimed social skills as a strength, 62.9% claimed self-awareness as a strength, and 70.4% claimed empathy as a strength. While the self-rated rankings of these remained relatively the same, self-motivation fell to 44.3%, self-management fell to 43.9%, social skills fell all the way to 37.3%, self-awareness dropped to 54% and empathy fell to 55.2%. These are not just small drops but seemingly a dramatic reduction in self-reported emotional intelligence. One has to wonder what impact COVID-19 may have had here. The current study also asked respondents to rank the importance of each element of emotional

intelligence. This was not done in the prior study. Respondents ranked self-motivation as the most important and empathy as least important of the skills associated with EI (2.17 of 5). This was a surprise as well to the authors who expected empathy to be considered more important because of its being considered the greatest self-reported strength and also due to the nature of our profession. Self-motivation received the highest rating (3.95 of 5) perhaps indicating that a strong internal locus of control is seen as critical in library work.

Lastly, two additional areas of future inquiry were suggested by results of this study. While this research has focused on the internal civility and dynamics of libraries, the results from the 2022 survey indicate that how one experiences incivility is much more a product of the *total* environment. Despite our questions being tailored towards issues with co-workers, respondents insisted on sharing their negative experiences and interactions with patrons. This seemed especially poignant as it related to operating under COVID-19 protocols. Another interesting finding was that older library employees (aged 52-70) experienced bullying at a much higher rate than the youngest cohort (aged 21-34), but the youngest cohort reported experiencing the most incivility. This suggests that other methods such as focus groups might be employed to further explore generational differences in both how library employees perceive incivility or what constitutes incivility as well as how bullying is experienced and framed across generations.

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APPENDIX A

Civility in the Library Workplace Survey Questions

Demographic/Background

1. What is your age?
 - a. 21-34 years old
 - b. 35-51 years old
 - c. 52-70 years old
 - d. 71+ years old

2. What is your ethnicity?
 - a. Asian
 - b. Black or African American
 - c. Non-Hispanic white
 - d. Multi-ethnic
 - e. Prefer not to say

3. Gender: How do you identify?
 - a. Man
 - b. Non-Binary
 - c. Transgender
 - d. Woman
 - e. Prefer Not to Answer
 - f. Self-describe: _____

4. What type of library do you work at?
 - a. Academic
 - b. Public
 - c. School
 - d. Special
 - e. Other

5. What type of position do you hold?
 - a. Librarian
 - b. Administration/Management
 - c. Library Assistant/Paraprofessional
 - d. Media Specialist
 - e. Other: _____

6. Where do you currently complete the majority of your work? (*New in 2022 Survey*)
 - a. Remotely
 - b. In the library
 - c. Hybrid (combination of remote and in the library)
 - d. Other: _____

7. During the height of COVID-19 pandemic (e.g., March - December 2020), where did you conduct the majority of your work? (*New in 2022 Survey*)
 - a. Remotely
 - b. In the library
 - c. Hybrid (combination of remote and in the library)
 - d. Other: _____

Incivility

Incivility is rude and discourteous behavior.

8. Have you ever experienced incivility at work? (Incivility is rude and discourteous behavior.)
 - a. Yes
 - b. No

SKIP Logic: If no, then skip to question 13

9. If yes, at its most frequent point how often did you experience at least one uncivil act?
 - a. Weekly
 - b. Monthly
 - c. Yearly
 - d. Within the past 5 years
10. On a scale of 1-5 (1 being never and 5 being very frequently), rate the level of uncivil behavior at work during the three years pre-pandemic from January 2017-February 2020. (*New in 2022 Survey*)
 - 1-Never
 - 2-Rarely
 - 3-Sometimes
 - 4-Frequently
 - 5-Very Frequently
11. On a scale of 1-5 (1 being never and 5 being very frequently), rate the level of uncivil behavior at work during the pandemic (March 2020-December 2020). (*New in 2022 Survey*)
 - 1-Never
 - 2-Rarely
 - 3-Sometimes
 - 4-Frequently
 - 5-Very Frequently
12. On a scale of 1-5 (1 being never and 5 being very frequently), rate the level of uncivil behavior at work from January 2021-present. (*New in 2022 Survey*)

- 1-Never
- 2-Rarely
- 3-Sometimes
- 4-Frequently
- 5-Very Frequently

Bullying

Bullying is defined as persistent negative attacks which can be personal and/or work related.

- 13. Have you ever been bullied at work?
 - a. Yes
 - b. No

- 14. If yes, who bullied you?
 - a. Higher ranking coworker
 - b. Peer/equal coworker
 - c. Lower ranking coworker
 - d. Not applicable

- 15. Have you ever witnessed bullying?
 - a. Yes
 - b. No

- 16. If yes, how often did you witness bullying behavior at its most frequent point?
 - a. Weekly
 - b. Monthly
 - c. Yearly
 - d. Within the past 5 years
 - e. Not applicable

Cyberbullying & Mobbing

Cyberbullying is bullying that is carried out through use of e-mail and the Internet Mobbing is hostile and unethical actions targeted to one individual by multiple coworkers.

- 17. Have you ever experienced cyberbullying in the work environment?
 - a. Yes
 - b. No

- 18. Have you ever experienced mobbing at work?
 - a. Yes
 - b. No

- 19. Have you ever witnessed mobbing at work?
 - a. Yes
 - b. No

20. Have you ever instigated bullying or mobbing actions?

- a. Yes
- b. No

Cyberloafing

Cyberloafing is defined as use of the Internet at work for purposes that are not work related.

21. Do you personally engage in cyberloafing at work?

- a. Yes
- b. No

22. If yes, what kind of cyberloafing do you do?

- a. Music/videos/entertainment
- b. News/hobbies
- c. e-Commerce
- d. Personal communication (e-mails to friends, social media, dating sites, etc.)
- e. Not applicable
- f. Other (specify)

Incivility & Dysfunction

23. If incivility exists in your work environment, please describe it briefly.

24. Does your workplace have a culture that you might deem dysfunctional at times?

- a. Yes
- b. No

25. If yes, why would you consider it dysfunctional?

Workplace Conflict

26. How often do you experience conflict at work?

- a. daily
- b. weekly
- c. monthly
- d. very infrequently if at all

27. If you do experience conflict, who is it most often with?

- a. supervisor
- b. peer
- c. patrons
- d. Not applicable
- e. other (please specify)

28. Does your workplace provide you with access to any conflict management training?

29. Which of the following would you consider personal strengths (please select all that apply):

- a. Self-awareness
- b. Self-management
- c. Self-motivation
- d. Empathy
- e. Social skills

30. Which of the following would you consider personal weaknesses or areas that you could use help with (please select all that apply):

- a. Self-awareness
- b. Self-management
- c. Self-motivation
- d. Empathy
- e. Social skills

31. Rank from greatest in importance to least in importance the following emotional intelligent attributes. (*New in 2022 Survey*)

CLICK AND DRAG each item to rearrange the order. (1=Greatest in importance, 5=Least in importance)

- Self-awareness
- Self-management
- Self-motivation
- Empathy
- Social skills

32. Additional Comments

APPENDIX B

Table B.1. 2017 and 2022 Incivility Frequencies & Percent Totals

	2017 Survey		2022 Survey	
	Frequency (n=4,168)	% of Total	Frequency (n=643)	% of Total
Experienced incivility at work				
Yes	3,690	91.1%	516	87.6%
No	360	8.9%	73	12.4%
How often experienced at least one uncivil act at most frequent point*				
Weekly*	1,698	46.7%	200	44.4%
Monthly	943	26.0%	149	33.1%
Yearly	601	16.5%	53	11.8%
Within the past 5 years	391	10.8%	48	10.7%
During 3 years Pre-COVID (Jan 2017 - Feb 2020) Level of Uncivil Behavior				
1 - Never	--	--	11	2.5%
2 - Rarely	--	--	132	29.7%
3 - Sometimes	--	--	204	45.8%
4 - Frequently	--	--	77	17.3%
5 - Very Frequently	--	--	21	4.7%
Height of COVID (Mar 2020- Dec 2020) Level of Uncivil Behavior				
1 - Never	--	--	49	11.0%
2 - Rarely	--	--	131	29.5%
3 - Sometimes	--	--	140	31.5%
4 - Frequently	--	--	90	20.3%
5 - Very Frequently	--	--	34	7.7%
Present (Jan 2021 - present) Level of Uncivil Behavior at Work				
1 - Never	--	--	30	6.7%
2 - Rarely	--	--	107	23.8%
3 - Sometimes	--	--	171	38.1%
4 - Frequently	--	--	100	22.3%
5 - Very Frequently	--	--	41	9.1%

*2017 survey categories included "Daily" which was not a category in the 2022 survey. Responses from 2017 that indicated "daily" and "weekly" were combined for the present study.