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Personality factors linked to workplace aggression as measured by the Myers-Briggs Type Indicator (MBTI)

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Personality Factors Linked To Workplace Aggression

as Measured by the Myers-Briggs Type Indicator (MBTI)

by

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Abstract

The present study examined the relationship between the personality dimensions assessed by the Myers-Briggs Type Indicator (MBTI) and perceptions of workplace behaviors and the readiness to exhibit various forms of workplace aggression. College students with at least part-time work experience 129 (75 females and 54 males) completed the MBTI and a survey which asked participants to provide ratings of; (1) the extent to which they would label various forms of workplace behavior as aggressive, and (2) the extent to which they have personally witnessed and exhibited various forms of workplace aggression. The results indicated that Men were less likely to label "indirect" workplace behaviors as aggressive, and more likely to exhibit the entire range of various aggressive behavior than females. The analyses of MBTI personality dimensions suggested that extroverts were less likely than introverts to label "active" forms of workplace behavior as aggressive and more likely than introverts to exhibit "passive-verbal" types of aggression than introverts. In addition, intuitives were more likely than sensers to rate "passive-indirect" styles of workplace behaviors as aggressive. Finally, perceptive individuals were more likely than judgers to label "passive, indirect, physical" forms of workplace behavior as aggressive.

Personality Factors Linked To Workplace Aggression as

Measured by the Myers-Briggs Type Indicator (MBTI)

A U.S. Air agent and father of seven children, smuggled a handgun aboard a U.S. Air flight after he was fired from his job. Following the plane's departure, he shot his supervisor, the pilot, and the co-pilot. The plane crashed, killing the gunman and 43 other passengers and coworkers. The gunman left a note which read, ..."I asked for some leniency for my family...Well I got none. And you'll get none" (Bensimon, 1994, p. 28).

A disgruntled employee of the United States Post Office in Edmond, Oklahoma killed 14 of his coworkers, wounded six others, and then killed himself in 1986 after a series of confrontations with supervisors and coworkers in the workplace (Stuart, 1992).

In 1991, a male merchant marine who had been recently laid-off, drove his truck through a plate glass window into Luby's Cafeteria in Killeen, Texas and opened fire on the customers inside the restaurant. 23 customers and the gunman were killed in the assault (Stuart, 1992).

In Los Angeles, California in 1991, 1 employee was killed and another wounded when a fellow coworker opened fire with a semi-automatic pistol at the Tokyo Kaikan Restaurant. After the assault, it was learned that the attacker had told relatives that he had been mistreated on

the job by his supervisor and coworkers (Stuart, 1992).

Stories such as these are a stark reminder that violence does occur in today's workplaces. The Bureau of Labor and Statistics in 1992 reported that 1004 employees were murdered on the job - a rate more than a third higher than the annual average in the 1980's (Rigdon, 1994; as cited in Folger & Baron, 1996). The National Institute for Occupational Safety and Health (NIOSH) reported that an average of 20 people are murdered on the job each week (Grimsley, 1996). Additionally, an estimated 10% of U.S. workers are victimized by workplace violence in any given year (Aamodt, 1996). Furthermore, Dawn Anfuso (1994) reportedthat even more workers are attacked or threatened. According to a Northwestern National Life Insurance Company study, 2.2 million workers were physically attacked and 6.3 million workers were threatened between July of 1992 and July of 1993 alone. Given these startling statistics, it would appear that violence is rampant in today's workplaces. But are the statistics misleading or overstating the true levels of violence in the workplace? To get a better understanding of the representativeness of these statistics, it is important to examine how typical workplace violence statistics are calculated.

The Measurement of Workplace Violence

Workplace violence can be best understood if researchers and the public appreciate the three measurement

categories used by labor statistics agencies to classify and measure incidents of workplace violence. The first category of workplace violence includes any incidents of violence committed upon an employee during a crime at the employees' organization. For example, robbing or wounding a cashier or bank teller during a robbery would be classified into this first measurement category.

The second category of workplace violence includes incidents of violence against law enforcement officers while they are on duty. Recent statistics have revealed that 9.3 per 100,000 law enforcement officers are killed and another 3.6 per 100,000 security guards are killed while doing their job annually in the U.S. (Aamodt, 1996).   The typical average for all U.S. employees is .7 deaths annually per 100,000 workers.

The third and final category of workplace violence includes incidents of disgruntled employees, customers, supervisors or lovers exhibiting violence against employees and supervisors as an act of revenge or anger. 54% of this type of violence is committed by employees against other employees (Aamodt, 1996).   Furthermore, an average of 31 murders and 13,000 violent acts are perpetrated by husbands and lovers against women in workplaces each year (Miller, 1995).

Having examined the types of measurement categories used to classify and measure workplace violence, the

important issue for organizations becomes one of how incidents of workplace violence can be prevented. To accomplish this goal, it is important for organizations to know the typical characteristics or "profile" of the individual likely to commit workplace violence and to examine why these individuals engage in this violent behavior.

Profile of a Violent Employee

Dr. Martin Blinder (1997), a practicing psychiatrist, noted that the dramatic increase in workplace violence has prompted psychiatrists to identify psychological profiles of employees likely to commit violence. Among the several characteristics he cited were personality markers. Employees prone to aggressive tendencies exhibit "sour" personalities, narcissistic attitudes and demanding, controlling behaviors (Blinder, 1997). They also exhibit characteristics such as being fond of violent programs, are fascinated by guns, and are often described as "loners" by coworkers (Aamodt, 1996). Research has further revealed that the typical perpetrator of workplace violence tends to be male (80%), has their self-esteem tied heavily to their job and is typically between the ages of 20 and 50. Trenn (1993) has also revealed that 10% of violent employees suffer from substance-abuse problems while another 15% are suffering from severe stress resulting from problems within their families.

While researchers have begun to identify a "profile" of the violent employee, the research in this area has suffered from a serious methodological problem. The problem has been a lack of consistent definitions of workplace "violence" being used across studies and statistics. In fact, a large portion of the research fails to distinguish between the concepts of workplace "violence" and workplace "aggression". In order to conduct research in this area that can generalize to other research investigations and to be a more informed consumer of workplace violence statistics, it is important to clearly distinguish the differences between these concepts.

Workplace Aggression Defined

Incidents of workplace violence grab our attention. Media coverage often attends to extraordinary human behavior. But are public perceptions of workplace violence misleading?   Researchers presently studying workplace violence say, "Yes" (Folger & Baron 1996; Neuman & Baron, 1996; Anfuso, 1994). Shocking stories of violence in the workplace only tell part of the story.   In actuality, incidents of workplace violence constitute only a small portion of a much larger issue in U.S. organizations: workplace aggression.   Neuman and Baron (1996) presently define workplace aggression as any type of directed behavior by individuals to express malevolence toward current or previous co-workers, or their organization.

Vandenbos and Bulatao (1996) have started to examine the concept of workplace aggression as a multi-faceted phenomenon containing 4 distinct levels of aggressive behavior. In order of perceived frequency of occurance (i.e., low frequency to high frequency), Vandenbos and Bulatao's (1996) model contains the concepts of "workplace violence", "work-related violence", "workplace crime" and "workplace aggression" (See Figure 1). Workplace violence is defined in their model as ..."crimes of violence in the workplace or while the victim is at work or on duty (e.g., homicide, rape, robbery, simple and aggravated assault)" while work-related violence is defined as ..."crimes of violence with a definable relationship to work activities" (Vandenbos & Bulatao, 1996, p. 4). The concepts of "workplace crime" and "workplace aggression" are defined as ..."nonviolent crimes (e.g., theft, "household-type" and victimless crime") and ..."noncriminal attempts to harm workers or their organization" (Vandenbos & Bulatao, 1996, p. 4).

In an investigation of the types of violent and aggressive behavior occurring in U.S. organizations, the National Institute for Occupational Safety and Health revealed that worker to worker violence is a rare event, accounting for only 4% of all workplace homicides. "We have seen a lot of attention to unfortunate episodes of postal worker violence, which leads to perceptions", said Linda

Rosenstock, NIOSH director (Grimsley, 1996, p. A8).

Given that the statistical frequency of workplace "violence" (according to the Vandenbos & Bulatao model definitions) is extremely low (despite public perceptions and media coverage) in comparison to the frequency of workplace crime and workplace aggression, the present investigation will focus on the larger issue of workplace aggression.

Neuman and Baron (1996) purport that there are several ways for employees to express their aggression. Focusing only on the extreme forms of violence, such as homicide, is not the answer to thwarting workplace aggression. They suggest that researchers adopt Buss'(1961) three dimensional categorization of aggression (i.e., physical vs verbal, active vs passive; indirect vs direct) when conducting workplace aggression research in order to attend to both subtle and pronounced expressions of workplace aggression (See Figure 2).

According to Buss (1961), physical forms of aggression would include unwanted touching, such as attacking a manager with a Louisville slugger or pushing a peer to the floor. Individuals who wield verbal types of aggression hurt their target through words, such as belittling a peer's opinion or spreading rumors. Active forms of aggression would involve action whereas passive forms of aggression typically involve the withholding of effort. Accordingly, stealing company resources is an active form of aggression, whereas a passive

form of aggression might involve excessive absenteeism. Harming an intended target directly involves overt, direct aggression whereas indirect types of aggression inflict harm through an intermediary or through something the target esteems.   For example, punching a coworker is an example of a physical, direct form of aggression, and spreading nasty gossip about a manager is a type of verbal, indirect aggression.   If researchers want to begin to truly understand workplace aggression, then there needs to be a willingness to appreciate all of the manners in which workplace aggression are expressed by employees and supervisors. Neuman and Baron (1996) speculate on the basis of their ongoing research that subtle and covert forms of workplace aggression are more common. For example, aggression can be manifested into forms such as failing to arrive at staff meetings, withdrawing effort that could benefit an organization, failing to return important phone calls and stealing corporate resources.   Reports of workplace violence are only the "tip of the iceberg" known as workplace aggression.

Aggression is a complex behavior, and as such, it is important for researchers to adopt a multi-dimensional approach. According to Folger and Baron (1996), aggression stems from the interrelationship between several factors: biological, cognitive, individual, social situational, and environmental. A thorough delineation of each factor is

beyond the scope of the present discussion, however, the present investigation will focus on one important factor: individual personality characteristics that may predispose an employee to exhibit malevolence toward others or exhibit various forms of workplace aggression.

Personality Roots of Workplace Aggression

Previous research has attempted to examine the relationship between personality characteristics and aggressive behavior. For example, Dodge, Price, Bachorowski, and Newman (1990) found that the tendency to perceive malevolence in the behaviors of others (even when behaviors are ambiguous) correlates with aggressive behavior. This tendency to perceive malevolence in the behavior of others is known as the hostile attribution bias.

As noted earlier, psychological profiles of employees likely to exhibit violence have been identified by psychiatrists. These profiles include personality characteristics such as being a loner and extremely sensitive to criticism. Barling (1996) also noted that poor self-esteem may be another marker that can predict the occurrence of workplace aggression.

Organizations have also begun to examine background and reference checks more closely to screen applicants for violence potential. Such checks are clearly attempts to assess employee personality characteristics and disposition

from those who have worked with or who have direct knowledge of an applicant.   These background and reference checks have indicated that the violent employees are chronically disgruntled, frequently change jobs, and have a documented history of being involved in trouble at work (Tonowski, 1993).   The importance of such checks are illustrated by two recent incidents.   First, an organization in California hired an applicant despite his history of domestic violence and burglary convictions.   Later, the applicant set fire to a bookkeeper at the company when she failed to give him his paycheck.   Second, a company which was attempting to initiate a program of hiring ex-cons rehired an employee who had previously killed a coworker.   The organization was later sued when the employee killed another coworker (Dietz, 1994).

Perceptions of fairness and justice also appear to be good avenues for studying the relationship between personality and workplace aggression. A substantial amount of research suggests that employees are cognizant of unfair treatment exhibited by peers, supervisors and organizations (Vandenbos & Bulatao, 1996; Folger & Baron, 1996).   In addition, research indicates that the civility and compassion shown to an employee, especially after being given bad news, plays a key role in perceptions of fairness and justice. Studies of managers have indicated a tendency on the part of managers to act cold and distant

during   times   of   economic   difficulty,   downsizing,   and conflict   in   organizations   in   order to   cope   with   other person's (i.e.,   employees)   pain and   suffering   (Folger   & Baron,   1996).   Managers   may not intend   to be insensitive, nevertheless, actions that reflect little concern for employees   may translate   into perceptions of   injustice and   frustration.   Furthermore,   Lind   and   Tyler   (1988) revealed   that   employees   will   develop   perceptions   of injustice when policy decisions are not consistently applied to   all employees and when policies are not based on factual information.

Organizational activities such   as lay-offs,   pay-cuts, and disciplinary   action do   not, however,   provoke   violence and aggression in and of themselves.   Employee perception is the   key.   If   employees   perceive   that   they   have   been exploited or   are dissatisfied   with an outcome,   then these thoughts may translate into   resentment and frustration.   In support   of   this   notion,   Bensimon   (1994)   stated   that, ..."time and time again, disgruntled workers who have become violent have said that   what impelled them was not   the fact that   they   were demoted   or   fired   or   laid-off,   but   the dehumanizing way the action was carried out (Bensimon, 1994, p.   24).   Folger and Baron (1996) purport that resentment is the "launching   pad" for aggression and   if employees become frustrated   as a result of being treated unfairly, then they are more likely to use   aggression to correct perceptions of

injustice. Given that employee personality characteristics are potentially a strong determinant of whether perceptions of work-related factors will result in satisfaction or frustration, organizations have begun to assess employee personality through the use of standardized instruments and integrity tests in addition to traditional background and reference checks.

Aamodt (1996) reported that companies have used the MMPI and a variety of integrity tests to predict propensity for violence in job applicants. Personality-based integrity tests, ..."tap a variety of personality traits thought to be related to a wide range of counterproductive behavior such as theft, absenteeism, and violence" (Aamodt, 1996, p. 227). More recently, instruments such as the Inwald Survey 8 (IS8) and the Inwald Survey 2 (IS2) have been used to identify individuals who may tend to disregard rules or societal norms. These instruments have also focused on the measurement of antisocial behaviors in job applicants and employees.

The Myers-Briggs Type Indicator (MBTI) is a further example of a personality instrument which has been used in aggression research. Past research has revealed that MBTI scores have been correlated with a "readiness" to exhibit aggression. Although used in aggression research, little research exists which has attempted to examine the relationship between the MBTI and perceptions and use of

various forms of workplace aggression.

The Myers-Briggs Type Indicator (MBTI)

The Myers-Briggs Type Indicator (MBTI) (See Figure 3) summarizes a persons' personality type through a 4 letter code.   The MBTI can be found in both a long form (96 items) and numerous short forms (22 items).   The 4 letter code indicates an persons' preferences for activities which involve either; (1) Perception or Judgement, (2) Feeling or Thinking, (3) Intuition or Sensing, and (4) Introversion or Extroversion (See Appendix A).

The MBTI is a potentially useful instrument to identify individuals with personality traits that are related to the potentiality of exhibiting aggression because prior research has correlated MBTI scores with a "readiness" to exhibit aggression. For example, prior research has linked the MBTI with conflict management.   Percival, Smitheram, and Kelly (1992) reported that when conflict occurs; (a) Thinking individuals are more likely than Feeling individuals to compete or compromise,(b) Feeling individuals are more likely than the Thinking individuals to collaborate or accommodate, and (c) Introverts are more likely
than Extroverts to avoid dealing with the conflict.   In addition, Kilmann and Thomas (1975) have revealed that Feeling individuals tend to be less assertive and more cooperative than Thinking individuals which may suggest that Thinking individuals may be more likely to utilize

aggression instead of compromising efforts. However, since Feeling individuals have a preference for organizing and structuring information to make a decision in a personal, value-oriented way, they may be more inclined to feel justified in exhibiting aggression if their values are consistent with ideals like "an eye for an eye".

Additional research on the MBTI has indicated that while Sensing individuals are likely to take in information and notice what is real, Intuitive individuals are more likely to use a "sixth sense" and interpret what might be. This tendency may result in Intuitive individuals perceiving ambiguous situations as threatening in the workplace more readily than Sensing individuals which may result in higher incidents of expressing workplace aggression. Although supported by theory and prior research in aggression and conflict management, many of the above contentions have yet to be verified in studies specifically examining workplace aggression. The present investigation will seek to examine the relationship between the MBTI and perceptions of workplace behavior and the readiness to exhibit various forms of workplace aggression.

The Present Investigation

The objective of the present investigation was to begin to appreciate the relationship between the MBTI, a personality construct assessment, and perceptions of workplace behavior and readiness to exhibit various forms of

workplace aggression.   The exploratory investigation of male and female college students with at least part-time work experience examined;   (1) how each of the MBTI personality dimensions (i.e., Perception vs Judgement,   Feeling vs Thinking,   Intuition vs Sensing, and   Introversion vs Extroversion) related to perceptions of workplace behavior as aggressive or non-aggressive and the extent to which individuals exhibited various forms of workplace aggression and (2) the extent to which subject gender influenced perceptions of workplace behavior as aggressive or non-aggressive and the extent to which various forms of workplace aggression were exhibited.

Method

Participants

129 (54 male and 75 female) participants voluntered from a subject pool of Introductory Psychology students at a southeastern University with an enrollment of 13,000. 108 of the participants were between the ages of 19 and 24, 13 of the participants were between the ages of 25 and 34, and 8 of the participants were between the ages of 35 and 44. Approximately 91% of participants were caucasian, 3.1% were African American, 3.1% were Asian, and 1.6% were Native American. All of the participants were required to have had at least part-time work experience. 64% of the participants reported being employed in staff and laborer positions while

the remaining 36% reported being employed in business or managerial positions. 30% of the participants reported having worked in a supervisory position and only 11% of the participants reported being employed in a union environment. Participants received experimental course credit in exchange for their participation.

Procedures

Participants were asked to fill out an informed consent sheet upon entering the experimental lab indicating willingness to participate in the study. Participants were then asked to complete a 3 part survey. Participants were first asked to complete the 22 item short form of the MBTI. The MBTI (see Figure 3) presented pairs of adjectives from which subjects selected the adjective in each pair which was most descriptive of their personality. There were 4 groupings of adjectives which assessed whether a participant was; (1) a thinking or feeling individual, (2) an introvert or extrovert, (3) a sensing or intuitive individual and (4) a judgmental or perceptive individual. For each of the 4 adjective groupings, a subject's personality dimension score was based on the number of adjectives circled by the subject (e.g., if a subject circles 4 adjectives that are characteristics of an Introvert and only 2 adjectives that are characteristic of an Extrovert, the subject was classified as an Introvert (I)). Based upon the pattern of circled adjectives across

the 4 personality dimension groupings, each subject received

a final personality type in the form of a 4 letter

personality code (e.g., ISTJ). The short form of the

MBTI has been shown to be at least 75% as reliable as the

long form and was used in the experiment due to the

exploratory nature of the investigation.

Part 2 of the survey asked subjects to provide ratings

of; (1) the extent to which they would label various forms

of workplace behavior as workplace aggression and (2) the

extent to which they have personally witnessed and

personally exhibited various forms of workplace aggression.

Participants were asked to evaluate 41 examples of workplace

behavior (See Appendix B) drawn from the Work Environment

Questionnaire (Baron, 1996) and Buss's (1961) workplace

aggression classification system. For each of the 41

behaviors, subjects were asked to rate; (1) the extent to

which they believed the behavior was an example of

aggressive behavior using a 5 point Likert scale (1 = non-

aggressive behavior; 5 =aggressive behavior), (2) the extent

to which they have personally witnessed each of the 41

workplace behaviors using a 5 point Likert scale (1 = never;

2 = rarely; 3 = occasionally; 4 = often; 5 = very often),

and (3) the extent to which they personally have exhibited

each of the 41 workplace behaviors using a 5 point Likert

scale (1 = never; 2 = rarely; 3 = occasionally; 4 = often; 5

= very often).

Part 3 of the survey asked subjects to provide both demographic and work experience information (See Appendix B). The demographic items consisted of gender, age, and race. The work experience items assessed subject's place of occupation, supervisory experience, union affiliation, location, company size, length of employment, etc. The demographic and experience items were all drawn from the Work Environment Questionnaire (Baron, 1996).

Results

Aggressiveness Ratings

Five separate MANOVA analyses were conducted to analyze the aggressiveness ratings assigned by subjects to the 41 target workplace behaviors. The first MANOVA used subject gender as the independent variable and the aggressiveness ratings assigned to the 41 workplace behaviors as the dependent variables. The remaining 4 MANOVA analyses used 1 of the 4 MBTI personality type dimensions (i.e., introvert/extrovert, sensing/intuition, thinking/ feeling, and judging/perceiving) as the independent variables and the aggressiveness ratings assigned to the 41 workplace behaviors as the dependent variables. Given the exploratory nature of the study, both multivariate and univariate tests of significance were examined.

Gender. The multivariate test for Gender was nonsignificant ($F(41,85) = 1.046$, $p = .421$). Significant univariate results were found for 11 of the 41 items. The

results indicated that females rated delaying work (p=.032), failing to deny a rumor (p=.033), talking behind a coworkers back (p=.007), a failure to defend a coworkers honor (p=.001), causing delays in work flow (p=.021), belittling a coworkers opinion (p=.001), hiding needed resources (p=.015), failure to supply needed resources (p=.043), insulting a coworker (p=.024), making obscene gestures toward a coworker (p=.047) and removing needed resources from the work environment (p=.001) as being significantly more aggressive behavior than males.

Introvert-Extrovert.   The multivariate test of introvert/ extrovert was nonsignificant ($F_{(41, 84)}$ = 1.041, p = .428). Significant univariate results were found for 7 of the 41 items.   The results indicated that introverts rated talking behind a coworkers back (p=.005), hiding needed resources (p=.022), yelling at a coworker (p=.013), sexually assaulting a coworker (p=.048), making obscene gestures (p=.021), removing needed resources from the work environment (p=.043) and giving non-genuine praise to the work of a coworker (p=.007) as being significantly more aggressive behavior than extroverts.

Sensing-Intuition.   The multivariate test of sensing/ intuition was nonsignificant ($F_{(41, 84)}$ = 1.514, p = .055). Significant univariate results were found for 3 of the 41 items.   The results indicated that intuitive individuals rated withholding information from coworkers (p=.041),

failure to supply needed resources to coworkers (p=.032), and attacking a coworker's protege (p=.040) as being significantly more aggressive behavior than sensing individuals.

Thinking-Feeling. The multivariate test of thinking/feeling was nonsignificant (F(41, 84) = .933, p = .589). Significant univariate results were found for only 1 of the 41 items. The results indicated that thinkers rated withholding information from a coworker (p=.039) as being significantly more aggressive behavior than feeling individuals.

Judging-Perceiving. The multivariate test of judging/ perceiving was nonsignificant (F(41, 84) = 1.217, p = .222). Significant univariate results were found for 3 of the 41 items. The results indicated that perceptive individuals rated giving dirty looks (p.028), preventing a coworker from expressing oneself (p=.029) and making obscene gestures (p=.032) as being significantly more aggressive behavior than judging individuals.

Witnessed Behavior Ratings

As with the aggressiveness ratings, 5 separate MANOVA analyses were conducted to analyze subject ratings of the extent to which they personally had witnessed the 41 target workplace behaviors being examined in the study. The first MANOVA used subject gender as the independent variable while the remaining 4 MANOVA analyses used 1 of the 4 MBTI

personality type dimensions (i.e., introvert/extrovert, sensing/intuition, thinking/feeling, and judging/perceiving) as the independent variables. All 5 of the MANOVA analyses used ratings of the extent to which each of the 41 target workplace behaviors had been personally witnessed as the dependent measures. Due to the exploratory nature of the study, both multivariate and univariate tests of significance were examined.

Gender. The multivariate test of Gender was significant ($\underline{F}$(41, 87) = 1.585, $\underline{p}$ .037). Significant univariate results were found for 11 of the 41 items. The results indicated that males had witnessed stealing ($\underline{p}$=.030), defacing property ($\underline{p}$=.016), consuming needed resources ($\underline{p}$=.001), belittling of coworker's opinions ($\underline{p}$=.007), failure to warn a coworker of danger ($\underline{p}$=.034), killing a coworker ($\underline{p}$=.041), threatening a coworker ($\underline{p}$=.002), assaulting a coworker ($\underline{p}$.020), failure to supply needed resources ($\underline{p}$=.019), removal of needed resources from the work environment ($\underline{p}$=.007), and giving non-genuine praise to the work of a coworker ($\underline{p}$=.044) significantly more frequently than females.

Introvert-Extrovert. The multivariate test of introvert/ extrovert was nonsignificant ($\underline{F}$(41, 86) = 1.050, $\underline{p}$ = .415). In addition, there were no significant differences between ratings of introverts and extroverts on any of the 41 items when examining the results of the

univariate tests of significance.

   Sensing-Intuition.   The multivariate test of sensing/
intuition was nonsignificant ($F(41, 86)$ = .976, p = .523).
Significant univariate results were found for 8 of the 41
items.   The results indicated that sensing individuals had
witnessed whistleblowing (p=.004), belittling a coworker's
opinion (p=.021), yelling at a coworker (p=.047), giving the
silent   treatment (p=.024),   flaunting one's   status over a
coworker (p=.020), interrupting a coworker (p=.004), giving
an unfair performance evaluation (p=.050) and making an
obscene gesture (p=.005) significantly more frequently than
intuitive individuals.

   Thinking-Feeling.   The   multivariate   test   of
thinking/feeling was nonsignificant ($F(41, 86)$ = 1.045, p =
.422). Significant univariate results were found for 3 of
the 41 items. The results indicated that thinkers witnessed
the failure to deny false rumors (p=.037), and sexual
harassment of a coworker (p=.003) significantly   more
frequently than feeling individuals.

   Judging-Perceiving. The   multivariate test of judging/
perceiving was nonsignificant ($F(41, 86)$ = .778, p = .811).
Significant univariate results were found for 1 of the 41
items. The results indicated that perceptive individuals
had witnessed the withholding of needed information from a
coworker (p=.046) significantly more frequently than judging
individuals.

<u>Exhibited Behavior Ratings</u>

As with the aggressiveness and witness ratings, 5 separate MANOVA analyses were conducted to analyze subject ratings of the extent to which they had personally exhibited each of the 41 target workplace behaviors examined in the study. The first MANOVA used subject gender as the independent variable while the remaining 4 Manova analyses used 1 of the 4 MBTI personality dimensions (i.e., introvert/extrovert, sensing/intuition, thinking/feeling, and judging/perceiving) as the independent variables. All 5 of the MANOVA analyses used ratings of the extent to which subjects had personally exhibited each of the 41 target workplace behaviors as the dependent measures. Due to the exploratory nature of the study, both multivariate and univariate tests of significance were examined.

<u>Gender</u>. The multivariate test of Gender was significant ($\underline{F}(41, 86) = 2.257$, $\underline{p} = .001$). Significant univariate results were found for 17 of the 41 items. The results indicated that males reported stealing ($\underline{p}=.014$), withholding information ($\underline{p}=.010$), delaying work ($\underline{p}=.043$), consuming needed resources ($\underline{p}=.025$), belittling coworker's opinions ($\underline{p}=.008$), hiding needed resources ($\underline{p}=.003$), threatening coworkers ($\underline{p}=.004$), not giving coworkers needed resources ($\underline{p}=.007$), yelling at a coworker ($\underline{p}=.012$), insulting a coworker ($\underline{p}=.008$), refusing a coworker's request ($\underline{p}.010$), preventing a coworker from expressing

oneself (p=.001), interrupting a coworker (p=.001), making
obscene gestures (p=.000), sexually harassing a coworker
(p=.042),removing needed resources from the work environment
(p=.007), and giving non-genuine praise to the work of
coworkers (p=.010) significantly   more frequently   than
females.

Introverts-Extroverts.   The   multivariate   test   of
introvert/ extrovert was nonsignificant (F(41, 85) = 1.060,
p = .402). Significant univariate results were found for 6
of the 41 items.   The results indicated that extroverts
reported stealing items from work (p=.029), consuming needed
resources (p=.028), slowing down work (p=.026), not
returning phone calls (p=.033), flaunting their status over
coworkers (p=.005) and interrupting a coworker (p=.010)
significantly more frequently than introverts.

Sensing-Intuition.   The multivariate test of sensing/
intuition was significant (F(41, 85) = 1.559, p = .043).
Significant univariate results were found for 4 of the 41
items.   The results indicated that sensing individuals
reported talking behind a coworker's back (p=.024), giving a
coworker the silent treatment (p=.049), giving a coworker a
dirty look (p=.002), and flaunting their status (p=.005)
significantly more frequently than intuitive individuals.

Thinking-Feeling. The multivariate test of thinking/
feeling was nonsignificant (F(41, 85) = 1.282, p = .168).
Significant univariate results were found for 2 of the 41

items. The results indicated that thinkers consumed needed resources ($\underline{p}$=.044) and hid needed resources ($\underline{p}$=.029) significantly more frequently than feeling individuals.

Judging-Perceiving. The multivariate test of judging/ perceiving was nonsignificant ($\underline{F}$(41, 85) = .965, $\underline{p}$ = .540). Significant univariate results were found for only one of the 41 items. The results indicated that judging individuals reported whistleblowing ($\underline{p}$=.037) significantly more frequently than perceptive individuals.

Analyses of Buss's (1961) Typology

Aggressiveness Ratings. Average aggressiveness ratings were computed for each of the 8 cells in Buss's (1961) typology by averaging the aggressiveness ratings assigned to the various work behaviors contained within each of the 8 cells. For example, in cell 1 (Active-Direct-Physical aggression), an average aggressiveness rating was computed across the 6 items assessing how aggressive subjects rated homicide, assault, sexual assault, dirty looks, interrupting others, and making obscene gestures.

Across the entire subject sample, the results indicated that the behaviors in cell 1 (Active-Direct-Physical; $\underline{M}$ = 4.213) were rated as being the most aggressive followed respectively by the behaviors in cell 5 (Active-Direct- Verbal; $\underline{M}$ = 4.083), cell 2 (Active-Indirect-Physical; $\underline{M}$ = 3.987), cell 6 (Active-Indirect-Verbal; $\underline{M}$ = 3.967), cell 4 (Passive-Indirect-Physical; $\underline{M}$ = 3.740), cell 8 (Passive-

Indirect-Verbal; $\underline{M}$ = 3.590), cell 7 (Passive-Direct-Verbal; $\underline{M}$ = 3.273) and cell 3 (Passive-Direct-Physical; $\underline{M}$ = 3.273).

5 separate MANOVA analyses were then conducted. In the first MANOVA analysis, subject gender served as the independent variable while in the remaining 4 MANOVA analyses, 1 of the 4 Myers-Briggs personality dimensions (i.e., introvert-extrovert, sensing-intuition, thinking-feeling, judging-perceiving) served as the independent variables. The average aggressiveness ratings across the 8 cells in Buss's typology served as dependent variables in all 5 of the MANOVA analyses.

For the MANOVA analysis involving gender, the multivariate test for Gender was nonsignificant ($\underline{F}$(8, 118) = 1.773, $\underline{p}$ = .089). Significant univariate results were found for 6 of the 8 typology cells. The results indicated that females found the work behaviors in cells 2 (Active-Indirect-Physical; $\underline{p}$ = .026), 4 (Passive-Indirect-Physical; $\underline{p}$ .004), 5 (Active-Direct-Verbal; $\underline{p}$ = .043), 6 (Active-Indirect-Verbal; $\underline{p}$ = .016), 7 (Passive-Direct-Verbal; $\underline{p}$ = .033), and 8 (Passive-Indirect-Verbal; $\underline{p}$ = .001) significantly more aggressive than males.

For the 4 MANOVA analyses involving the MBTI personality type dimensions, the multivariate tests of introvert/extrovert ($\underline{F}$(8, 117) = 1.349, $\underline{p}$ = .226), sensing/intuition ($\underline{F}$(8, 117) = 1.148, $\underline{p}$ = .356), thinking/feeling ($\underline{F}$(8,117) = .251, $\underline{p}$ = .980) and

judging/perceiving ($\underline{F}(8, 117) = 1.491$, $\underline{p} = .168$) were all nonsignificant. An examination of the univariate results indicated that introverts rated cells 1 (Active-Direct-Physical; $\underline{p} = .042$), 5 (Active-Direct-Verbal; $\underline{p} = .011$), 6 (Active-Indirect-Verbal; $\underline{p} = .031$), and 7 (Passive-Direct-Verbal; $\underline{p} = .018$) significantly mores aggressive than did extroverts. Intuitive individuals rated cell 4 (Passive-Indirect-Physical; $\underline{p} = .039$) significantly more aggressive than sensing individuals. There were no significant differences in the aggressiveness ratings of the thinking and feeling individuals. Finally, perceptive individuals rated cell 4 (Passive-Indirect-Physical; $\underline{p} = .022$) significantly more aggressive than judging individuals.

Witnessed Behavior Ratings. Average witnessing of behavior ratings were computed for each of the 8 cells in Buss's (1961) typology by averaging the frequency of behavior ratings assigned to various work behaviors contained within each of the 8 cells. For example, in cell 4 (Passive-Indirect-Physical), an average frequency of behavior being witnessed was computed across the 4 items assessing how frequently subjects had witnessed coworkers showing up late for work, delaying the completion of work, failing to protect a coworker's welfare, and causing others to delay their work progress.

Across the entire subject sample, the results indicated that the behaviors in cell 6 (Active-Indirect-Verbal; $\underline{M} =$

2.604) were witnessed most frequently followed respectively by the behaviors in cell 7 (Passive-Direct-Verbal; $\underline{M}$ = 2.494), cell 5 (Active-Direct-Verbal; $\underline{M}$ = 2.415), cell 3 (Passive-Direct-Physical; $\underline{M}$ = 2.349), cell 8 (Passive-Indirect-Verbal; $\underline{M}$ = 2.283), cell 2 (Active-Indirect-Physical; $\underline{M}$ = 2.182), cell 4 (Passive-Indirect-Physical; $\underline{M}$ = 2.140) and cell 1 (Active-Direct-Physical; $\underline{M}$ = 2.059).

5 separate MANOVA analyses were then conducted. In the first MANOVA analysis, subject gender served as the independent variable while in the remaining 4 MANOVA analyses, 1 of the 4 Myers-Briggs personality dimensions (i.e., introvert-extrovert, sensing-intuition, thinking-feeling, judging-perceiving) served as the independent variables. The average witness ratings across the 8 cells in Buss's typology served as the dependent variables in all 5 of the MANOVA analyses.

For the MANOVA analysis involving gender, the multivariate test of Gender was non-significant ($\underline{F}$(8, 120) = 1.980, $\underline{p}$ = .055). Significant univariate results were found for 4 of the 8 typology cells. The results indicated that males reported witnessing the behaviors in cell 1 (Active-Direct-Physical; $\underline{p}$ = .028), cell 2 (Active-Indirect-Physical; $\underline{p}$ = .044), cell 3 (Passive-Direct-Physical; $\underline{p}$ = .012) and cell 5 (Active-Direct-Verbal; $\underline{p}$ = .039) significantly more often than females.

For the 4 MANOVA analyses involving the MBTI

personality type dimensions, the multivariate tests for introvert/extrovert ($F(8, 119) = 1.072$, $p = .387$), sensing/intuition ($F(8, 120) = 2.050$, $p = .054$), thinking/feeling ($F(8, 119) = 1.494$, $p = .166$), and judging/perceiving ($F(8, 119) = .920$, $p = .502$) were all non-significant. An examination of the univariate results indicated that sensing individuals reported witnessing the behaviors in cell 1 (Active-Direct-Physical; $p = .020$), cell 4 (Passive-Indirect-Physical; $p = .006$) and cell 7 (Passive-Direct-Verbal; $p = .012$) significantly more often than intuitive individuals. There were however, no significant differences in the witnessing ratings of introverts vs extroverts, thinkers vs feelers, and judging vs perceiving individuals.

Frequency of Expression Ratings. Average expression ratings were computed for each of the 8 cells in Buss's (1961) typology by averaging the expression ratings assigned to the various work behaviors contained within each of the 8 cells. For example, in cell 7 (Passive-Direct-Verbal), an average frequency of expression rating was computed across the 4 items assessing how frequently subjects expressed aggression by failing to return phone calls, giving the silent treatment, damning with faint praise, and refusing requests.

Across the entire subject sample, the results indicated that the behaviors in cell 7 (Passive-Direct-Verbal; $M =$

1.809) were rated as being used most frequently to express aggression followed respectively by the behaviors in cell 3 (Passive-Direct-Physical; $\underline{M}$ = 1.742), cell 6 (Active-Indirect-Verbal; $\underline{M}$ = 1.685), cell 5 (Active-Direct-Verbal; $\underline{M}$ = 1.619), cell 8 (Passive-Indirect-Verbal; $\underline{M}$ = 1.553), cell 2 (Active-Indirect-Physical; $\underline{M}$ = 1.535), cell 1 (Active-Direct-Physical; $\underline{M}$ = 1.533) and cell 4 (Passive-Indirect-Physical; $\underline{M}$ = 1.477).

5 separate MANOVA analyses were then conducted. In the first MANOVA analysis, subject gender served as the independent variable while in the remaining 4 MANOVA analyses, 1 of the 4 Myers-Briggs personality dimensions (i.e., introvert/extrovert, sensing/intuition, thinking/feeling, judging/perceiving) served as the independent variables. The average frequency of expression ratings across the 8 cells in Buss's (1961) typology served as the dependent variables in each of the 5 MANOVA analyses.

For the MANOVA involving gender, the multivariate test of Gender was significant ($\underline{F}$(8, 119) = 2.361, $\underline{p}$ = .021). An examination of the univariate results indicated that males reported expressing their aggression through the use of behaviors in cell 1 (Active-Direct-Physical; $\underline{p}$ = .013), cell 2 (Active-Indirect-Physical; $\underline{p}$ = .003), cell 3 (Passive-Direct-Physical; $\underline{p}$ = .016), cell 5 (Active-Direct-Verbal; $\underline{p}$ .002), and cell 7 (Passive-Direct-Verbal; $\underline{p}$ = .024)

significantly more frequently than females.

For the 4 MANOVA analyses involving the MBTI personality type dimensions, the multivariate tests of introvert/extrovert ($\underline{F}$(8, 118) = 1.5152, $\underline{p}$ = .334), sensing/intuition ($\underline{F}$(1, 119) = 1.370, $\underline{p}$ = .224), thinking/feeling ($\underline{F}$(8, 118) = 1.156, $\underline{p}$ = .332) and judging/perceiving ($\underline{F}$(8, 118) = .517, $\underline{p}$ = .842) were not significant. An examination of the univariate tests indicated that extroverts used behaviors in cell 3 (Passive-Direct-Physical; $\underline{p}$ = .024), cell 5 (Active-Direct-Verbal; $\underline{p}$ = .033) and cell 7 (Passive-Direct-Verbal; $\underline{p}$ .036) significantly more often than introverts to express their aggression. In addition, no significant differences in frequency of expression ratings were found when examining the ratings of sensing vs intuitive individuals, thinking vs feeling individuals, or judging vs perceptive individuals.

Discussion

Gender

By far, gender produced the most consistent pattern of ratings of all the variables examined in the investigation. When analyzing the aggressiveness ratings assigned to the 41 target workplace behaviors, results indicated that females rated 11 of the 41 behaviors more aggressive than males. Interestingly, 9 of these 11 significant differences were associated with behaviors classified as "indirect aggression" according to Buss's (1961) typology. These

findings suggest that males are more likely to label indirect workplace behaviors (e.g., failure to deny rumors, hiding needed resources, belittling a coworker's opinion) as nonaggressive behavior.

An analysis of the extent to which males and females had personally witnessed the 41 workplace behaviors indicated that males witnessed 11 of the behaviors more frequently than females. 8 of the significant differences were associated with behaviors classified as active aggression (e.g., threat, killing, assault) according to Buss's typology. The 11 significant differences were evenly distributed across both "indirect" and "direct" forms of aggression. These results should be interpreted with caution due to the fact that this effect may be the result of the type of employment settings males are exposed to rather than a difference in observation styles of aggressive behavior in men and women.

An analysis of the extent to which males and females had personally exhibited the 41 workplace behaviors indicated that males reported exhibiting 17 of the behaviors more frequently than females. These 17 behaviors represented the entire range of aggressive characteristics contained in Buss's (1961) typology (i.e., indirect-direct, active-passive, physical-verbal).

When analyzing the average aggressiveness ratings for each of the 8 cells in Buss's (1961) typology, females rated

behaviors in all cells as significantly more aggressive than males with the exceptions of cells 1 and 3. This finding may be explained by the fact that the aggressiveness of the behaviors in cells 1 and 3 is difficult to minimize due to their physical, overt, direct characteristics (e.g., killing, assault). Given that females rated the behaviors in the 4 indirect aggression cells as being significantly more aggressive behavior than males, these findings once again suppport a conclusion that females find indirect forms of aggression (i.e., aggression that inflicts its harm through an intermediary or through something the target esteems) more aggressive than males.

When analyzing the average witnessing ratings for each of the 8 cells in Buss's (1961) typology, males reported having witnessed the behaviors in 4 of the 8 cells significantly more frequently than females. The behaviors in 3 of these 4 cells are characterized as direct and/or physical forms of aggression. As stated previously, these witnessing results may be influenced by the type of employment males are exposed to rather than a gender difference in observation styles.

Finally, when analyzing exhibition ratings, males reported more aggressive expressions than females for behaviors contained in 5 of the 8 typology cells. It is interesting to note that males reported expressing the behaviors contained in all 4 of the cells characterized by

being direct aggression more frequently than females. Again, it may be that males dismiss indirect behaviors as nonaggressive and therefore utilize the more direct forms of aggression toward a target when an aggressive response is deemed necessary.

Introvert/Extrovert

In summarizing the experimental analyses of aggressiveness ratings, witnessing ratings, and exhibition ratings for the MBTI dimension of introversion/extroversion, the results indicated that introverts rated 7 of the 41 workplace behaviors as being significantly more aggressive than extroverts. Six of these 7 significant differences were associated with behaviors classified as active forms of aggression (e.g., yelling, sexual assault). In addition, extroverts reported expressing 6 of the 41 workplace behaviors more frequently than introverts. No pattern in these results could be identified. No significant differences emerged for the witnessing ratings of introverts and extroverts.

An analyses of the behaviors in Buss's (1961) typology revealed that introverts rated the behaviors in cells 1,2,5,6, and 7 as significantly more aggressive than extroverts. Four of the 5 significant differences were associated with cells containing behavior classified as active aggression. As noted earlier, Percival, Smitheram, and Kelly (1992) reported that when conflict occurs,

introverts are more likely than extroverts to avoid dealing with the conflict. These current findings suggest that introvert perceptions of active behavior is consistent with their reluctance to utilize such behaviors.

The results further indicated that extroverts reported expressing more behaviors in cell 7 (Passive-Direct-Verbal) than introverts. This result might be explained by the fact that extroverts, who are characterized as having a preference for social contact, are likely to use passive verbal forms of aggression (e.g., giving the silent treatment, failure to return phone calls) in an attempt to harm a target by withholding valued verbal contact. No significant differences in witnessing ratings were found when comparing introverts and extroverts.

Sensing/Intuition

In summarizing the results of the experimental analyses for the aggressiveness ratings, witnessing ratings, and exhibition ratings for the MBTI dimension of sensing/intuition, the results indicated that intutitive individuals rated 3 of the 41 workplace behaviors as more aggressive than sensing individuals. All 3 of these behaviors were classified as indirect forms of aggression (e.g., failure to supply needed resources). In addition, the results indicated that sensing individuals had witnessed 8 of the 41 workplace behaviors significantly more often than intuitive individuals. 7 of the 8 significant

differences were associated with behaviors classified as active aggression (e.g., yelling, whistleblowing, giving an unfair performance evaluation). Finally, sensing individuals reported expressing 4 of the 41 workplace behaviors more than intuitive individuals. No clear patterns were distinguishable from this analysis of exhibition ratings.

When analyzing the analyses of the behaviors in Buss's typology, the results indicated that intuitive individuals rated the behaviors in cell 4 (Passive-Indirect-Physical) significantly more aggressive. This finding is consistent with the intuitive's reliance on a "sixth sense". Sensing individuals rely more on their physical senses, which may make it difficult for them to attend to or identify passive, indirect behaviors as being aggressive.

Thinkers/Feelers

When analyzing the analyses of aggressiveness, witnessing, and exhibition ratings for the MBTI dimension of thinking/ feeling, the results indicated that thinkers rated withholding information from a coworker as being more aggressive than feelers. In addition, thinking individuals witnessed failing to deny false rumors, assault, and sexual harassment more frequently than feeling individuals. Furthermore, thinkers reported consuming needed resources and hiding needed resources more than feeling individuals. The analyses of Buss's (1961) typology revealed no

significant   differences   in   the   aggressiveness   ratings,
witnessing ratings, or exhibition ratings for thinkers
and   feeling   individuals.   Overall,   this   thinking/feeling
MBTI dimension   generated the fewest   significant results in
the investigation.

Judgers/Perceivers

In summarizing the experimental analyses for   the MBTI
dimension of judging/perceiving,   the results indicated that
perceivers rated 3   of the 41   workplace behaviors as   being
significantly more aggressive than judging individuals.   All
3   of these   behaviors   are classified   as   direct forms   of
aggression.   In   addition, perceptive individuals   witnessed
the withholding of information significantly more frequently
than   judging   individuals.   Finally,   judgers   reported
expressing more whistleblowing than perceptive individuals.

An   analyses   of Buss's   (1961) typology   revealed that
perceptive   individuals   rated   the   behaviors   in   cell   4
(Passive-Indirect-Physical) as significantly more aggressive
than   judgers.   No   significant   results   were   found   for
witnessing, or exhibition ratings for the judging/perceiving
personality dimension.

Entire Subject Sample

Across the entire participant sample, cell means of the
aggressiveness ratings appear consistent with the aggressive
characteristics   of   the   cells.   Cell   1   (Active-Direct-
Physical),   for example,   was rated   most aggressive   with a

mean of 4.213 on a 5 point scale. These behaviors (i.e., homicide, assault) are overt and explicit. The behaviors in the remaining active aggression cells which are Cell 5 (Active-Direct-Verbal; $\underline{M}$ 4.083), cell 2 (Active-Indirect-Physical; $\underline{M}$ =3.987) and cell 6 (Active-Indirect-Verbal; $\underline{M}$ 3.967) were ranked second, third and fourth respectively. Clearly, it is difficult to dismiss active behaviors as nonaggressive. The four cells rated as being least aggressive were the 4 passive cells which were cell 4 (Passive-Indirect-Physical; $\underline{M}$ = 3.740), cell 8 (Passive-Indirect-Verbal; $\underline{M}$ = 3.590), cell 3 (Passive-Direct-Physical; $\underline{M}$ 3.273), and cell 7 (Passive-Direct-Verbal; $\underline{M}$ = 3.23). The behaviors contained in these 4 passive cells are not as overt and explicit which may make it easier to dismiss them as nonaggressive.

Frequency of expression ratings across the entire sample indicated that the means for each of the 8 typology cells were low. The means ranged from ($\underline{M}$ = 1.809) for cell 7 (Passive-Direct-Verbal), which was rated as being used most frequently, to ($\underline{M}$ = 1.477) for cell 4 (Passive-Indirect-Physical), which was rated as being used least frequently. It is important to note that the means are all in the range of "never exhibit behavior" to "rarely exhibit behavior" so significant differences do not indicate elevated levels of aggression but rather significant differences among low levels of expression.

In summarizing the effects of the MBTI personality dimensions on aggressiveness, witnessing, and exhibiting ratings, it is clear that the MBTI can produce some interesting patterns of ratings. The introvert/extrovert dimension seems to be the most powerful influence for differences in perceptions of workplace aggression and the readiness to exhibit various workplace behavior. An analysis of the other dimensions, however, offers little, but arguably tantalizing evidence that the MBTI can help distinguish differences in workplace perceptions, and expressions of workplace aggression. This study is a first step toward understanding how personality factors can play a role in understanding the variability of workplace aggression perception, and exhibition styles.

Limitations of the Investigation

The present study sought to examine the relationship between the MBTI, perceptions of workplace behaviors, and the readiness to exhibit various forms of workplace behaviors. There are concerns that need to be addressed in order to evaluate the results of the study and the direction of future research.

One issue is the demographics of the participants. Most of the subjects were caucasian and between the ages of 19 and 24. This limitation makes it difficult to generalize the findings to employees of different ages and races. In addition, most of the participants were students with

limited (i.e., at least part-time) experience in the workplace.   These findings may be difficult to relate to more experienced and seasoned employees.

Caution should also be given to the significant findings for the exhibition ratings.   Despite the significant differences, the cell and item means were low, and often within the range of "never exhibits behavior" to "rarely exhibits behavior" on the questionnaire.   These results may have been influenced by a social desirability factor, which may make it unlikely that individuals will admit to expressing the more aggressive behaviors examined in the investigation.

The number of participants also presented a problem. The MBTI typically is used to generate a four digit pesonality code, which in turn creates the possibility for an individual who takes the MBTI to be classified as 1 of 16 possible personality types.   The participant sample size was not large enough to adequately represent all 16 pesonality type possibilities.   I suspect that more differences in perceptions of workplace aggression and the readiness to exhibit aggression could be identified if the study could compare perceptions across pesonality types rather than across individual personality dimensions.

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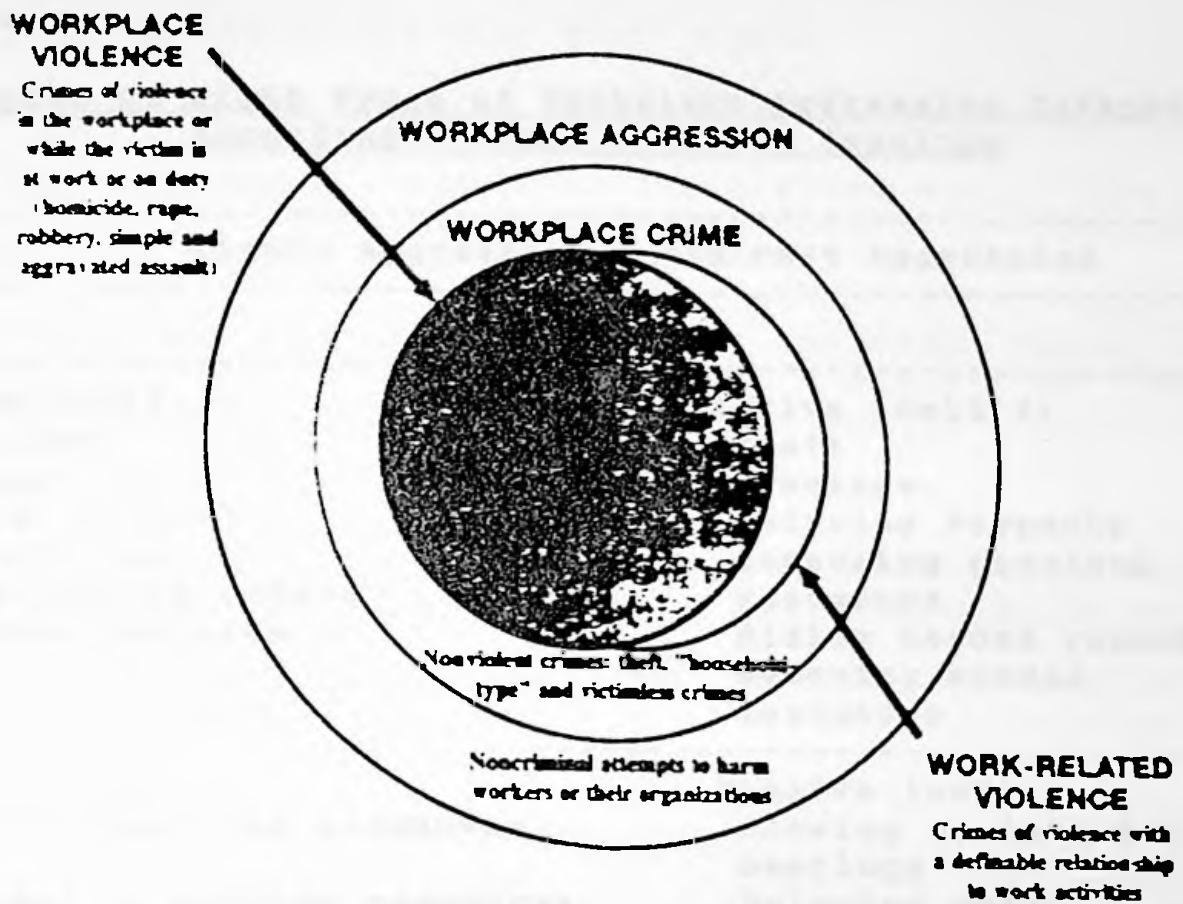Figure 1.   Levels of Workplace Aggression

Figure 2.

<u>Examples of Eight Types of Workplace Aggression Categorized</u>
<u>According to Buss's (1961) Typology</u>

	Direct Aggression	Indirect Aggression

Physical

Active (cell 1)	Active (cell 2)
Homicide	Theft
Assault	Sabotage
Sexual assault	Defacing Property
Dirty looks	Consuming precious
Interrupting others	resources
Obscene gestures	Hiding needed resources
	Removing needed
	resources

Passive (cell 3)	Passive (cell 4)
Intentional work slowdowns	Showing up late for
	meetings
Refusal to provide resources	Delaying work
Leaving area where target is	Failure to protect
	target
Preventing target from talking	Causing others to delay
	work

Verbal

Active (cell 5)	Active (cell 6)
Threats	Spreading rumors
Yelling	Whistle-blowing
Sexual harassment	Talking behind target's
	back
Insults and sarcasm	Belittling opinions
Flaunting status	Attacking protege
Unfair performance evaluation	Transmitting damaging
	information

Passive (cell 7)	Passive (cell 8)
Failure to return phone calls	Failure to give
	information
Giving target the silent treatment	Failure to deny rumors
Damning with faint praise	Failure to defend target
Refusing target's request	Failure to warn

Figure 3.

Description of the Four MBTI Scales

1.) Energizing-How a person is energized:

Extroversion(E)-Preference for drawing energy from the outside world of people, activities or things.

Introversion(I)-Preference for drawing energy from one's internal world of ideas, emotions, or impressions.

2.)Attending- What a person pays attention to:

Sensing(S)-Preference for taking in information through the five senses and noticing what is actual.

Intuition(N)-Preference for taking in information through a "sixth sense" and noticing what might be.

3.) Deciding- How a person decides:

Thinking(T)-Preference for organizing and structuring information to decide in a logical, objective way.

Feeling(F)-Preference for organizing and structuring information to decide in a personal, value oriented way.

4.) Living- Life style a person adopts:

Judgement(J)- Preference for living a planned and organized life.

Perception(P)-Preference for living a spontaneous and flexible life.

MYERS-BRIGGS PERSONALITY TYPE INDICATOR

SUPER-SHORT VERSION

(75% Accurate)

Instructions: Read each pair of descriptions. Choose the
sentence that sounds most like you.

1. Which pattern describes you better, E or I?

E likes action and variety   I likes quiet and time to
                                       consider things

E likes to do mental work by   I likes to do mental work
  talking to people   privately before
                                       talking

E Acts quickly, sometimes   I may be slow to try
something without much reflection   without understanding
                                    it first

E likes to see how other people   I likes to understand the
  do a job, and to see the   idea of a job and to
  work results   along or with just a
                                      few people

E wants to know what other   I wants to set his/her
own people expect of him/her   standards

2. Which pattern describes you better, S or N?

S pays most attention to   N pays most attention to
the experience as it is   meanings of facts and
                                       how they fit together

S likes to use eyes and   N likes to imagination
  ears and other senses   to come up with new
  ways to find out what's   possibilities
  happening

S dislikes new problems unless   N likes to solve new
  there are standard ways to   problems and likes
  solve them   to solve new problems

S enjoys using skills already   N likes using new skills
  learned more than learning   than practicing old
  new ones   ones

S is patient with the details,   N is impatient with
   but impatient when the details   details
   get complicated

3.T and F are two ways of making judgments.
  Which pattern describes you better, T or F?

T likes to decide things   F likes to decide things
  logically   personal feelings and
                           values, even if they
                           aren't logical

T wants to be treated with   F likes praise, and likes
 justice and fair play   to please people, even
                           in unimportant things

T sometimes ignores and hurts   F is aware of other
  other peoples' feelings   peoples' feelings
  without knowing it

T gives more attention to ideas F can predict how others
                           will feel

T doesn't need harmony   F gets upset by arguments
                           conflicts: values

4. The last two patterns have the letters J and P.
   Which pattern describes you better, J or P?

J likes to have a plan, to   P likes to stay flexible
  have things settled and   avoid plans
  decided ahead

J Tries to help make things   P deals easily with the
  to be "the way they ought to   unplanned and
  be"   unexpected happenings

J's mind is usually made up   P would rather understand
                           things than evaluate

J likes to finish one project   P starts too many
before starting another   projects has trouble
one   finishing them

J may decide things too quickly P may decide things too
                           slowly

J wants to be right   P wants to miss nothing

J lives by standards and beliefs   P is likely to put off
   not easily changed   unpleasant jobs

Demographics
1. Gender: _____Male _____Female   Class:__Fr__So__Jr__SR__
                                          __GR

Appendix B.
Thesis Survey

Workplace violence is much in the news these days.   Yet,
relatively little is known about such actions, or about less
dramatic instances of workplace aggression-- instances in
which one individual in an organization attempts to harm one
or more others.   Please answer the questions below to
provide us with information about your experiences with
workplace aggression

Part I:
Instructions:
Below is a list of workplace behaviors. We are interested
in knowing the extent in which you believe these various
forms of workplace behaviors are aggressive.
For example, the first workplace behavior is "Stealing items
at work".   Identify on number one of the answer sheet
whether you believe:
A- the behavior is non-aggressive
B- the behavior is fairly aggressive
C- the behavior is neither aggressive nor non-aggressive
D- the behavior is fairly aggressive
E- the behavior is aggressive.

Please note that your responses will remain confidential and
anonymous.

1. Stealing items at work

2. Purposely showing up late for employee meetings

3. Spreading rumors about co-workers or supervisors

4. Withholding important information from co-workers

5. Sabotaging a co-workers project

6. Delaying work in order to make a co-worker look bad

7. Telling a supervisor about co-worker misconduct

8. Failure to deny false rumors about a co-worker

9. Defacing employer's property

10.Failure to protect another co-workers welfare

11.Talking behind a co-workers back

12.Failure to defend a co-worker's honor

13.Consuming needed resources at work

14. Causing other co-workers to delay their work

15. Belittling other co-worker's opinions

16. Failure to warn co-worker of impending danger

17. Hiding needed resources from co-workers

18. Transmitting damaging information about a co-worker

19. Plan to commit homicide toward a co-worker

20. Intentionally slowdown your work performance

21. Threatening a co-worker or supervisor

22. Failure to return phone calls at work

23. Assaulting a co-worker or supervisor

24. Refuse to provide needed resources to a co-worker

25. Yell at a co-worker or supervisor

26. Give a supervisor or co-worker the "silent" treatment

27. Sexually assault a co-worker or supervisor

28. Leave the area when a particular co-worker appears

29. Insulting or using sarcasm toward a co-worker

30. Refusing co-worker's request

31. Giving a co-worker a dirty look

32. Preventing a co-worker from expressing self

33. Flaunting your status at work

34. Interrupting other co-workers

35. Give an unfair performance evaluation of a co-worker

36. Making obscene gestures toward a co-worker or supervisor

37. Sexually harassing a co-worker or supervisor

38. Removing needed resources

Thesis Survey cont.

39.Attacking a close friend of a co-worker you dislike

40.Calling in a bomb threat

41.Damning a co-worker or supervisor with faint praise

Part II:

     We are also interested in knowing the extent in which
you have witnessed these behaviors in your workplace. For
example, the first workplace behavior is "Stealing items at
work".   Please identify on number forty two of the answer
sheet whether you have:
  A- never witnessed this behavior
  B- rarely witnessed this behavior
  C- occasionally witnessed this behavior
  D- often witnessed this behavior
  E- very often witnessed this behavior.

42. Stealing items at work

43. Purposely showing up late for employee meetings

44. Spreading rumors about co-workers or supervisors

45. Withholding important information from co-workers

46. Sabotaging a co-workers project

47. Delaying work in order to make a co-worker look bad

48. Telling a supervisor about co-worker misconduct

49. Failure to deny false rumors about a co-worker

50. Defacing employer's property

51.Failure to protect another co-workers welfare

52.Talking behind a co-workers back

53.Failure to defend a co-worker's honor

54.Consuming needed resources at work

55.Causing other co-workers to delay their work

56.Belittling other co-worker's opinions

Thesis Survey cont.

57. Failure to warn co-worker of impending danger

58. Hiding needed resources from co-workers

59. Transmitting damaging information about a co-worker

60. Plan to commit homicide toward a co-worker

61. Intentionally slowdown your work performance

62. Threatening a co-worker or supervisor

63. Failure to return phone calls at work

64. Assaulting a co-worker or supervisor

65. Refuse to provide needed resources to a co-worker

66. Yell at a co-worker or supervisor

67. Give a supervisor or co-worker the "silent" treatment

68. Sexually assault a co-worker or supervisor

69. Leave the area when a particular co-worker appears

70. Insulting or using sarcasm toward a co-worker

71. Refusing co-worker's request

72. Giving a co-worker a dirty look

73. Preventing a co-worker from expressing self

74. Flaunting your status at work

75. Interrupting other co-workers

76. Give an unfair performance evaluation of a co-worker

77. Make obscene gestures toward a co-worker or supervisor

78. Sexually harassing a co-worker or supervisor

79. Removing needed resources

80. Attacking a close friend of a co-worker you dislike

81. Calling in a bomb threat

Thesis Survey cont.

82.Damning a co-worker or supervisor with faint praise

Part III:

Finally, we are interested in knowing the extent in which you have exhibited these behaviors. For example, item one is "Stealing items at work". Please identify on number 83 of your answer sheet whether you have:

A- never exhibited this behavior
B- rarely exhibited this behavior
C- occasionally exhibited this behavior
D- often exhibited this behavior
E- very often exhibited this behavior.

Please note that your responses will remain anonymous and confidential. Your participation is greatly appreciated.

83. Stealing items at work

84. Purposely showing up late for employee meetings

85. Spreading rumors about co-workers or supervisors

86. Withholding important information from co-workers

87. Sabotaging a co-workers project

88. Delaying work in order to make a co-worker look bad

89. Telling a supervisor about co-worker misconduct

90. Failure to deny false rumors about a co-worker

91. Defacing employer's property

92. Failure to protect another co-workers welfare

93. Talking behind a co-workers back

94. Failure to defend a co-worker's honor

95. Consuming needed resources at work

96. Causing other co-workers to delay their work

97. Belittling other co-worker's opinions

98. Failure to warn co-worker of impending danger

Thesis Survey cont.

99. Hiding needed resources from co-workers

100.Transmitting damaging information about a co-worker

101.Plan to commit homicide toward a co-worker

102.Intentionally slowdown your work performance

103.Threatening a co-worker or supervisor

104.Failure to return phone calls at work

105.Assaulting a co-worker or supervisor

106.Refuse to provide needed resources to a co-worker

107.Yell at a co-worker or supervisor

108.Give a supervisor or co-worker the "silent" treatment

109.Sexually assault a co-worker or supervisor

110.Leave the area when a particular co-worker appears

111.Insulting or using sarcasm toward a co-worker

112.Refusing co-worker's request

113.Giving a co-worker a dirty look

114.Preventing a co-worker from expressing self

115.Flaunting your status at work

116.Interrupting other co-workers

117.Give an unfair performance evaluation of a co-worker

118.Make obscene gestures toward a co-worker or supervisor

119.Sexually harassing a co-worker or supervisor

120.Removing needed resources

121.Attacking a close friend of a co-worker you dislike

122.Calling in a bomb threat

123.Damning a co-worker or supervisor with faint praise

Part IV: Demographic Information (please identify your answer for each item on answer sheet)

124.) Gender A- Female   B- Male

126.) Your age
      A-(19-24)   B-(25-34) C-(35-44) D-(45-54) E-(54 or older)

127.) Race
      A- Native American   B- White or Caucasian
      C- Black or African American D- Oriental or Asian
                                        American
      E- Hispanic or Latino

128.) Occupation
      A- Manager or professional
      B- Technical, sales, and administrative staff
      C- Craftsmen, operators and laborers
      D- Business and personal services

129.) Do you supervise/manage any other employees?
      A- Yes   B- No

130.) Union Affiliation:
      A- Non-union   B- Union member

131.) Workplace location
      A- Central city or metropolitan area
      B- Suburb
      C- Small Town
      D- Rural Area

132.) Worksite size
      A- Fewer than 50 employees
      B- 50-249 employees
      C- 250-999 employees
      D- 1,000 or more employees

133.) Organization you work for
      A- For-profit business
      B- Non-profit organization
      C- State or local government
      D- Federal government

134.) How long have you been with your present organization?
      A- Less than 6 months
      B- Less than 1 year
      C- 1-5 years
      D- 5 or more years