Does remaining silent help in coping with workplace incivility among hotel employees? Role of personality

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ARTICLE INFO	ABSTRACT
	Purpose: Drawing on the Conservation of Resources theory, the study attempts to examine the relationship between workplace incivility (supervisors and co-workers) and employee silence among the frontline hotel employees. It futher intends to understand the role of the Big five personality as a moderator in strengthening the stated relationship. *Methodology:* The data for the study was collected from the frontline employees of the hotels located in the Northern India at three different time intervals. Statistical tools like SPSS 22 and AMOS 22 were utilized to test the hypothesized relationships. *Findings:* The findings of the study suggested that workplace incivility both for supervisors and co-workers was positively related with silence and its dimensions. Furthermore, Big five personality traits i.e. conscientiousness, extroversion, and neuroticism were found to significantly moderate the association between workplace incivility (supervisors and co-workers) and employee silence behaviour. *Practical implications:* The present study outcomes encourage organizations to recognize the damaging effect of workplace incivility, compelling them to prevent and stop mistreating employees and curtail silence. *Originality/value:* The contribution of the study is immense in developing the awareness of the harmful effect of workplace incivility from supervisors and co-workers and is the novel research to experimentally probe employee silence. Additionally, the study adds to the literature by taking Big five personality dimensions as a moderator between workplace incivility (supervisors and co-workers) and silence behaviour in the hotel sector in the emerging economies like India.

1. Introduction

The hospitality sector, like any other service sector, needs its employees to work directly with their co-workers and customers. They need to ensure their visitors have a quality visit and leave the place with nice memoirs. Subsequently, in a sector like hospitality which is people-oriented, the employee behavior assumes immense significance (Zhuang, Chen, Chang, Guan, & Huan, 2020). Employees in the hotel organizations must always show positive behaviors for effective functioning. Conversely, literature reports that counterproductive or deviant workplace behaviors are the voluntary violation of the rules in organizations that are widespread in the hospitality sector impending the welfare of its members and the organization itself (Haldorai, Kim, Chang, & Li, 2020). Workplace incivility (WI) is a subtle counterproductive behavior, which can disturb the working of an organization

decreasing its efficiency (Schilpzand, De Pater, & Erez, 2016). In hospitality organizations, uncivil environments could turn out to be disastrous for customer satisfaction as they may harmfully affect service quality.

In the hospitality sector, employees are subject to unpredictable working conditions characterized by prolong hours, and massive work strain creating a physical burden impeding their emotive balance gradually (Goh & Lee, 2018). As a way of dealing with these situations, several employees are regularly involved in undesirable behavior of low-intensity to ease their physical burden and destructive emotions. Furthermore, there are some accepted rules among co-workers of different ranks that increases the possibility and ruthlessness of WI in the hospitality sector. However, as the intent behind WI is usually vague and damage to the victim is often slight, managers seldom see it as challenging and are not concerned about it. Subsequently, organizations do

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not devise mediation methods to counter incivility and tend to neglect these behaviors for a prolonged time (Pearson, Andersson, & Wegner, 2001). Previous studies assert that the incivility victims in the hospitality sector reveal "decreased work engagement, job contentment, work accomplishment, creativeness, augmented emotive fatigue and intent to leave" (Chen & Wang, 2019; Wang & Chen, 2020).

Employee Silence (ES) can be described as the deliberate concealment of ideas, information, and thoughts by employees in the context of ameliorations in work and organizations (Knoll & Dick, 2013). In the hospitality sector mostly, employees' silence has critical implications, since employees due to their everyday communications with supervisors, co-workers and customers have the chance to realize difficulties and suggest likely resolutions in this sector (Al-Hawari, Bani-Melhem, & Quratulain, 2020). It becomes imperative for employees in the hospitality sector to partake in the information and voice recommendations and thoughts concerning their service work. Yet, previous studies have advocated numerous reasons comprising individual, organization-related, and societal that employees are likely to engross in silence and hold back their beliefs when they witness defiance or immoral issues or workplace behavior, like intimidation, prejudice, and dishonesty (Knoll & van Dick, 2013). Hence, the management of ES is an essential subject for organizations, policymakers, and researchers in the hotel sector.

Our review of past literature on the hotel sector and employees suggests four major research gaps. First, the present study is pertinent to the hotel organizations, as the sector and organizational culture have been recognized to considerably affect how people understand and react to WI (Jelavic, Aleksic, & Braje, 2021; Schilpzand et al., 2016). Prolonged working hours and frequent harmful rivalry in the private sector organizations may impede employees' capability to attain preferred individual objectives and, consequently, leads to frustration (Miller, 1941). The frustration-aggression hypothesis (Miller, 1941) affirms that employees engage in hostile behaviors in the workplace, hence, expressing this frustration. Employees in the hospitality sector organizations are required to go ahead with their work responsibilities to assist the visitors (Chaudhary, Lata, & Firoz, 2022). Hence, the present study will be noteworthy for hotel organizations, managers, and researchers enabling them to curb incivility which might be because of employee frustration, and reduce ES.

Second, the current study immensely contributes by helping to develop the awareness of the harmful effect of WI from supervisors and co-workers and is the novel research to experimentally probe ES, namely defensive silence (DS), relational silence (RS), and ineffectual silence (IS) in response to WI on hotel employees. ES has damaging repercussions for organizations, particularly in the hospitality sector, wherein the frontline employees due to their regular interactions with customers have a recurrent opportunity to discover problems and recognize possible resolutions (Gkorezis, Panagiotou, & Theodorou, 2016). Since the factors that promote and sustain ES often continue to be hidden and unknown it's a critical issue for all organizations, while organizations presumes that silent employees are merely demoralized or don't have anything to contribute or that they are detached (Ashford, Sutcliffe, & Christianson, 2009; Morrison, 2014). The literature available on the association between workplace mistreatment-silence relationships is insufficient (Whitman, Halbesleben, & Holmes, 2014; Xu, Loi, & Lam, 2015). Khan, Murtaza, Neveu, and Newman (2021) are the only study on the association between WI (from supervisors) and ES i.e. only deviant silence, whereas there are no studies on the relationship between WI from co-workers and ES at all. Besides, within the hospitality and toursim industry there is dearth of research (Choi & Hyun, 2022) on the antecedents of ES in contrast to that of employee voice (Liang, Chang, Ko, & Lin, 2017; Xiong, So, Wu, & King, 2019). Thus, the present study is novel in contribution to the above-mentioned relationship in the Indian and global context.

Third, As previous research on WI and deviant ES (Khan et al., 2021) have used Social Exchange Theory (SET), the current study has utilized

COR theory as a theoretic lens, thereby, adding uniqueness to the study. Based on the COR theory, the current research intends to experimentally probe the effect of WI (from supervisors and co-workers) on the ES dimensions namely, DS, RS, and IS. COR theory states, "people strive to obtain, retain and protect that which they value" (Hobfoll, 1989, p. 55), called "resources," that "are centrally valued in their own right, or act as means to obtain centrally valued ends" (Hobfoll, 2002, pp. 307). Individuals seek for obtain, sustain, defend, and encourage their resources (Hobfoll, 1989) to use when they are required to cope with stressors, as per the COR theory. In the present study, WI from supervisors and co-workers are supposed to be the stressors and to safeguard oneself from more resource depletion or loss in terms of dignity, time, efforts, relationships, progression, rewards, etc. victimized employees opt for DS, RS, and IS as a useful strategy.

Fourth, the present study will fill the gap due to limited studies on the association between WI, ES, and personality in the hotel sector. The present research contributes by inspecting the Big five personality's (BFP) (also recognized as OCEAN model - Goldberg et al., 2006) role as a moderator, on WI and ES. Penney, David, and Witt (2011), also asserted that a vital element of individual behavior in the workplace is personality. Individual differences, like the BFPs, will offer an added understanding as to why employees choose to respond to WI through silence. Past research reveals that certain personality traits that are irritating, uncommon, or troublesome might incite incivility (Milam, Spitzmueller, & Penney, 2009). Furthermore, with regards to silence, we aren't disagreeing that silence hasn't been studied from the personality perspective, however, the previous studies have included psychological variables. For instance, some studies determined voice and silence as a creation of individual personality features (LePine & van Dyne, 2001); the association between voice and self-monitoring personality form (Premeaux & Bedeian, 2003), while Van Dyne, Ang, and Botero (2003, p. 1383) accepted that "personality should be added as a moderator in their study model, though they didn't include it overtly in their ES model". The current research hence enhances by contributing specifically to the role of the BFP namely, openness to experience, conscientiousness, extroversion, agreeableness, and neuroticism that have not been explored in the context of the WI and ES of hotel employees.

The associations between WI (from supervisors and co-workers) and ES dimensions have mostly been unmapped particularly in the hotel sector, in the context of Indian as well as the global employees. Thus, our study uniquely contributes in the following ways: (a) an understanding and investigating the impact of WI from supervisors and co-workers on ES namely, DS, RS, and IS this relationship is still in its infancy, (b) using the COR theory to examine the relationship between the study variables, which haven't been studied before in the perspective of the hotel sector in India and, (c) theorizing the moderation effect of Big five personality (BFP) between the association of WI from supervisors and co-workers and ES i.e. DS, RS and IS in the context hotel sector.

2. Literature review

2.1. Workplace incivility: Meaning and types

WI is defined as a non-compliance of workplace norms for mutual appreciation, accompanied with a low-intensity aberrant behavior with a vague intention to hurt the target. Individual behaviors that are usually impolite, disrespectful and exhibit a lack of concern for others are uncivil (Andersson & Pearson, 1999, p. 457). Morrow, McElroy, and Scheibe (2011) observed that WI entails facets as follows – breach of the rule means offenders disrespectful to the rules of social interaction; ambiguous intention denotes offenders might have or not have a specific purpose to hurt others, and low intensity states that offenders not exhibiting fierce behavior like bodily or vocal assaults.

Classic instances of uncivil behaviors in the workplace comprise creating jokes at somebody, talking mockingly to a co-worker, and talking to somebody improperly or amateurishly. There are three main

initiators of incivility, and the alone exemption of the offender – are internal offenders in case of supervisor and co-worker incivility, and the external offender in case of customer incivility. Supervisor incivility entails discourteous behaviors that are instigated by individual supervisors like "… upsetting comments, irritable correspondences, chatter, and exclusion …" (Reio, 2011, p. 55). Co-worker incivility entails when the offender evades saying "please" or "thank you" to colleagues, speaking loudly, or ignoring colleagues (Pearson et al., 2001). While, when the customer is rude and offensively speaks to the employees it is referred as customer incivility (Van Jaarsveld, Walker, & Skarlicki, 2010). For the present study, we take into consideration only two WI i.e. supervisor-initiated incivility and co-worker-initiated incivility.

Studies done in the past on incivility advocates that supervisor incivility is more damaging than co-worker incivility for targeted employees since supervisors have reward power i.e. formal power to confer or withhold promotions and rewards to employees (Schilpzand et al., 2016) and increases an employees' emotive fatigue (Cho, Bonn, Han, & Lee, 2016). Research asserted that supervisor incivility is positively associated with negative employee behavioural outcomes like work fatigue, non-reciprocity, and annoyance (Cho et al., 2016) and negatively associated with positive employee behavioural outcomes, like job performance, job contentment, job engagement, commitment and perceptions of justice (Jawahar & Schreurs, 2018; Schilpzand et al., 2016). Furthermore, co-worker incivility has destructive outcomes like emotional fatigue (Hur, Moon, & Jun, 2016), increased burnout (Laschinger, Finegan, & Wilk, 2009), incivility toward customers (Torres, van Niekerk, & Orlowski, 2017), disengagement (Lim & Cortina, 2005; Sliter, Sliter, & Jex, 2012), reduced organizational commitment and diminished job contentment levels (Chen & Wang, 2019), reduced work performance (Sliter et al., 2012; Arasli, Namin, & Abubakar, 2018), turnover intention (Chen & Wang, 2019) and poor emotional well-being (Lim & Cortina, 2005), consequently leads to family-work conflicts (Lim & Lee, 2011) and diminished marital contentment (Ferguson, 2012). Hence, it is imperative to examine how uncivil behaviors can be curtailed at workplaces.

Uncivil behaviors instigated by supervisors and co-workers produce job-related stress and destructive outcomes. Im and Cho (2022) established that an uncivil supervisors adversely impacts hotel employees' self-belief and commitment levels, subsequently leading to an inherent process linking supervisor incivility with decreased service delivery. This is disturbing for the hotel sector as employees in direct interaction with customers do emotive work, devote ample time to them, and work in collaboration with their supervisors and co-workers to ensure that customer demands and concerns are managed effectively (Cai & Qu, 2018). Conversely, when they aren't enthused to accomplish their jobs based on customer expectations and organizational values due to slight violent behaviors displayed by supervisors and co-workers, the organization bears destruction in the service delivery process.

2.2. Silence: Meaning and dimensions

Silence in organizations is defined as the concealing of information, opinions, and worries concerning organizational circumstances. ES is defined as an employee's concealment of any form of candid communication about the individual's behavioral, mental or emotional assessments of his or her organizational situations to individuals who are supposed to be proficient of achieving modification or amends (Pinder & Harlos, 2001, p. 334). ES is an employee behavior in which significant information is holds back knowingly and in an attentive manner, where the impetus of such silence is frequently associated with employees' notion that divulging information won't alter their work situation or as the requisite to deal with harmful reactions (Al-Hawari et al., 2020). Scholars have asserted several reasons for silence comprising indifference, self-defense, generous behavior, tactical, and nonconformity (Pinder & Harlos, 2001; Van Dyne et al., 2003). Silence is linked with varied types of damaging employee outcomes such as reduced

creativity, decreased dedication, diminished enthusiasm, job discontent, low creativity, distrust, frustration, cause of stress and has detrimental consequences for an employees' ability to help clients, etc. (Aboramadan, Turkmenoglu, Dahleez, & Cicek, 2021; Al-Hawari et al., 2020; Morrison, 2011).

Several researchers such as Pinder and Harlos (2001), Knoll and Dick (2013), and Van Dyne et al. (2003) have asserted that ES is a multi-faceted concept, and classified it as – "acquiescent silence, quiescent silence, pro-social silence, and opportunistic silence". The present study considers the following kinds of ES: Defensive silence (DS) is described as the thoughtful exclusion of one's voice because of fright of the repercussions linked with voicing out (Brinsfield, 2013; Pinder & Harlos, 2001; Van Dyne et al., 2003). Past research established that many employees are doubtful to express difficulties in the workplace particularly, the sufferers of ill-treatment become silent when the offender has more power and rank due to the fright of harmful consequences linked with voicing (Milliken, Morrison, & Hewlin, 2003; Pinder & Harlos, 2001). Relational silence (RS) refers to being silent to avert damaging relations, or consider common interpersonal worries (Brinsfield, 2013), though, doesn't include selfless and helpful intentions (Van Dyne et al., 2003). Ineffectual silence (IS) denotes a common opinion that voicing up won't be beneficial in causing change for the pivotal matter, condition, or fear not positively influencing the circumstances (Brinsfield, 2013).

3. Theoretical framework and research hypotheses

COR theory's (Hobfoll, 1989, 2001) theoretic lens is used to illustrate the relationship between study variables. The vital principle of COR theory affirms that individuals attempt to achieve, sustain, defend, and increase their resources, which have been called as things, distinct features, circumstances, or drives that are valued by the individual or that serve as a mode for the accomplishment of these things, distinct features, circumstances, or drives (Hobfoll, 1989, p. 516). Established on the philosophies of COR theory, "loss of resource is enormously more noticeable than gain of resource" (Hobfoll, 2001, p. 343).

The relationships that occur among stressors and their influences on various work outcomes can be understood based on COR theory. Sliter et al. (2012) emphasize that incivility is a kind of stressor and resources are vital constituents of COR theory. Resources entails all those belongings, personality traits, conditions, or drives that are assessed by a person or used as a mode for the attainment of these belongings, individualities, or drives (Hobfoll, 1989). Generally, individuals look for avoiding resource loss, as these valued resources are limited most of the time. Based on COR theory, individuals seek for obtaining, sustaining, defending, and encourage their resources (Hobfoll, 1989) to use while coping with stressors. The hotel employees are always confronted with supervisor and co-workers' incivility consequential of the job characteristics. Hence, the individuals try to protect their resources namely dignity, drive, time, and commitment to attain their performance objectives or retain their jobs and rank in a limited though intense environment like the hotel sector in India. The resource availability could be increased through positive social interactions (Hobfoll, 1988) however, being subject to derogatory comments, having a futile transaction, and handling uncivil customers, co-workers, or supervisors are negative interactions with people, considered a resource loss. Espousing the COR theory, the present study elucidates how two main sources of incivility in the workplace (supervisor and co-worker) influence ES namely, DS, RS, and IS among hotel employees and moderation by BFP (see Fig. 1 below).

3.1. WI and ES

Though, the availability of literature on the association between WI and ES is scanty, except for limited literature investigating the workplace mistreatment-silence relationship (Whitman et al., 2014; Xu et al.,
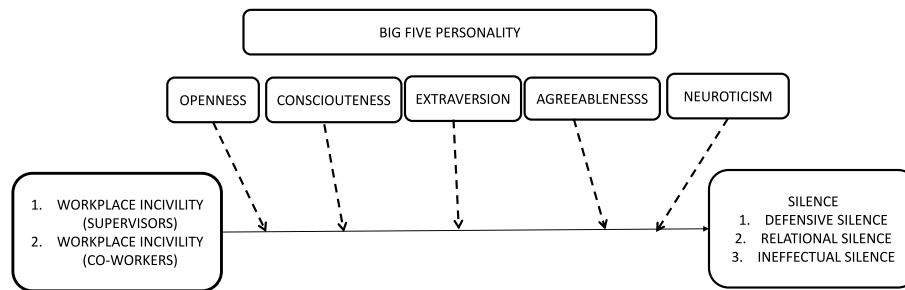
Fig. 1. Conceptual model.

2015). Khan et al. (2021, p. 188) established that the association among employees' perceptions of WI and their DS is reciprocal. This is the only study on the association between WI (from supervisors) and ES i.e. only DS, whereas there are no studies on the association between WI from co-workers and ES at all. With the dearth of studies on these variables, we found it's inescapable to develop a study on the WI-ES relationship. Hence, the present study is unique in its contribution to the extant works by investigating the relationship between WI from supervisors and co-workers and ES namely, DS, RS, and IS.

As per COR theory, voicing up frequently emanates at a personal price and threat since needs more exertion, time, and energy, and those who voice up have a threat of a possible resource loss (Xu et al., 2015). COR theory advocates that subordinates commonly depend on their superiors for resources, engrossing in vengeful behaviors with the likelihood of annoying or terminating the relationship won't be a good strategy, rather than engrossing in behaviors intended to uphold a useful operational association would be a more beneficial approach (Tepper, Moss, Lockhart, & Carr, 2007). Furthermore, when co-workers behave unkindly, feelings of social support and esteem are shattered and the system will be unstable (Andersson & Pearson, 1999) subsequently leading to employee collapse and wellbeing issues. Reinforced by COR theory, it is affirmed that resource depletion is the outcome of co-worker incivility which adversely affects the frontline employees' emotional wellbeing and work performance (Hur, Kim, & Park, 2015).

Research revealed that a lot of employees are reluctant to talk about difficulties at work (Milliken et al., 2003), particularly, victims of mistreatment opt for silence when the offender occupies upper rank due to the fear of harmful consequences linked with voicing up (Pinder & Harlos, 2001). However, there aren't any enormous differences between incivility from supervisors and co-workers as presented by Andersson and Pearson (1999) and defined as "low-intensity deviant workplace behavior with an ambiguous intent to harm" (pg. 457). Based on COR theory victims of WI from supervisors and co-workers use DS as a defense mechanism. Research reveals that victims of mistreatment are expected to counter mistreatment with compromise behaviors created to reinstate the association with their supervisor due to power dependency (Tepper et al., 2007), tend not to voice up and destroy their relationships and opt for RS. COR theory asserts that sufferers of WI may accept IS as a way of guarding their resources like time, energy, and efforts against more exhaustion, which might be an outcome of engrossing in voice behaviors that aren't expected to gain paybacks (Halbesleben, Neveu, Paustian-Underdahl, & Westman, 2014). Hence, the present study hypothesizes that to avoid further resource loss due to WI by supervisors and co-workers employees tend to remain silent and emulate various forms of silence i.e. defensive, relational and ineffectual silence. Therefore, the hypotheses that:

H1. A significant association exists between Workplace incivility from (a) supervisor and (b) co-workers and silence

H1a. A significant association exists between Workplace incivility from (a) supervisor and (b) co-workers and defensive silence

H1b. A significant association exists between Workplace incivility

from (a) supervisor and (b) co-workers and relational silence

H1c. A significant association exists between Workplace incivility from (a) supervisor and (b) co-workers and ineffectual silence

3.2. Big five personality as a moderator

Although researchers have investigated the association between WI and BFP (Mazuritsky, 2018; Sliter, Withow, & Jex, 2015; Naimon, Mullins, & Osatuke, 2013; Taylor & Kluemper, 2012; Milam et al., 2009; Berry, Ones, & Sackett, 2007), none of them utilized personality as a moderator. Agreeableness is found to have a persistent established relationship with incivility (Naimon et al., 2013). Low agreeableness has a positive association with experienced WI, showing that individuals low on agreeableness tend to be easy targets (Milam et al., 2009; Naimon et al., 2013; Taylor & Kluemper, 2012). On the contrary, even in undesirable social situations (Berry et al., 2007) individuals high on agreeableness observe fewer interpersonal workplace deviances. Emotional stability is an individual trait that contains suitable emotional responses and peacefulness, whereas neuroticism comprises anxiety, disturbing, insecurity and hastiness. Numerous researchers (for example Mazuritsky, 2018; Taylor & Kluemper, 2012; Sliter et al., 2015) established that perceived WI has a positive association with high neuroticism (low emotional stability). Neurotic individuals attract the attention of the offenders to become easy targets of incivility, as their behavior might be observed as irksome (Milam et al., 2009).

Openness to experience is described by divergent thinking, progressiveness, broadmindedness, resourcefulness, contemplation, inquisitiveness, uniqueness, and intelligence (Barrick & Mount, 1991). These individuals are usually more accepting of other individuals due to their progressive and broadmindedness. Individuals with an openness to experience tend to ascribe the behavior of others to external factors and not as uncivil, giving favorable judgment in absence of full evidence when encountering subtle forms of violations (Sliter et al., 2015). Nevertheless, research does not substantiate the association between openness to experience and WI universally (Naimon et al., 2013). Extraversion denotes friendliness, liveliness, self-confidence, perseverance, and decisiveness. Milam et al. (2009) suggest that extroverted individuals are less likely to give a negative connotation to uncivil behavior, as they observe optimism more often, even if the presence of these situations is vague. Although, Sliter et al. (2012) and Naimon et al. (2013) did not support that the pertinent antecedent of incivility is extraversion; however, examination of individual traits in the collective model revealed extraversion as one of the critical forecasters of incivility perception (Mazuritsky, 2018, p. 29). Conscientiousness is categorized as organized, alertness, perseverance to achieve jobs and commitments, detail-oriented and meticulousness (Barrick & Mount, 1991). Conscientious people are more likely to notice deviations from acceptable behavioral norms and thus, are more likely to evaluate incivility in vague circumstances. Therefore, conscientiousness is likely to positive association with perceived incivility (Sliter et al., 2015).

LePine and van Dyne (2001) established that conscientious personalities are more likely to engage in voice and cooperative behavior than

to task performance. Hence, it is likely that conscientious employees, who face workplace incivility from supervisors and co-workers, won't falter to voice up about their fears, which implies they won't remain silent. Individuals with neuroticism often have feelings of insecurity about their opinions and easily get embarrassed. Hence, individuals with neuroticism would be unwilling to provide recommendations for progression or momentous modifications to their organization (Nikolaou, Vakola, & Bourantas, 2008). LePine and van Dyne (2001) also confirmed that neuroticism is negatively associated with both voice and cooperative behavior. Crant, Kim, and Wang (2011) asserts that agreeable individuals conform to norms and value cooperation; hence they won't be inclined to make ripples and trouble the interpersonal relationships. Therefore, agreeable individuals tend to go along and maintain the status quo and thus, would opt to remain silent even if they are victims of workplace incivility from supervisors and co-workers. LePine and van Dyne (2001) found that agreeableness was negatively associated to voice behavior. Extravert individuals like being with other people and find it difficult to "keep their mouth shut" even if that's in their interest. Extraverts are likely to feel protected and act assertively at workplace. Avery (2003) and LePine and van Dyne (2001) asserts that extraverts will find a chance to express themselves and influence others through voice behavior. Openness to experience individuals are likely to reflect on diverse options and as LePine and van Dyne (2001) advocate, that such individuals value change, it is expected that openness to experience would be associated with increased voice behavior, as voice behavior primarily has change orientation. Avery (2003) and LePine and van Dyne (2001) did not found association between openness and voice behavior however, they haven't provided a sufficient elucidation of their result. Subsequently, Hough (2003) labelled openness to experience as the most unstructured and diverse aspect of the five factor model, as it includes many different constituents.

While, there is no research on the relationship between ES and BFP, except for a few studies on the relationship between voice behavior (targeted towards supervisors and peers) and BFP (Crant et al., 2011; LePine & van Dyne, 2001; Nikolaou et al., 2008). The present research is novel in examining the BFP's role as a moderator in the association between WI (from supervisors and co-workers) and ES (DS, RS, and IS) in the hotel sector in the Indian context. Hence, based on the above-mentioned literature the hypotheses are:

H2a. The moderating effect of openness to experience between workplace incivility from (a) supervisor and (b) co-workers and silence will be such that the association is weaker for employees high on openness to experience

H2b. The moderating effect of conscientiousness between workplace incivility from (a) supervisor and (b) co-workers and silence will be such that the association is weaker for employees high on conscientiousness

H2c. The moderating effect of extroversion between workplace incivility from (a) supervisor and (b) co-workers and silence will be such that association is weaker for employees high on extroversion

H2d. The moderating effect of agreeableness between workplace incivility from (a) supervisor and (b) co-workers and silence will be such that the association is weaker for employees high on agreeableness

H2e. The moderating effect of neuroticism between workplace incivility from (a) supervisor and (b) co-workers and silence will be such that the association is stronger for employees high in neuroticism

4. Methodology

4.1. Sample and procedure

For data collection, aligning with Senbeto and Hon (2021), convenience sampling approach was used by contacting personal network, taking into consideration the readiness and approachability of

respondents and hotels for data collection. The respondents of the present study were frontline employees of the hotels situated in the domain of the NCR region of India. The researchers contacted the 38 HR managers either through telecon or visited them personally to brief them regarding the academic intent of the study. Of 38 hotels, 27 gave their consent to conduct the survey and gave them a specific slot so that the routine of the hotels is not disturbed. The researchers requested the HR managers to schedule a brief meeting with the employees who are willing to be a part of the survey. Researchers assure the employees about the confidentiality of their responses, which were to be filled through online mode. The data for the study were collected at three different times with a gap of 4 weeks. So as to lessen common method bias (Podsakoff, MacKenzie, & Podsakoff, 2012). Following the recommendation of Podsakoff et al. (2012) that the time lag in the collection should not be too long or too short, as in too short time lag, memory effects may falsely inflate the association among variables. Similarly, if the time lag is too long, factors like training programs might mask the existing association between variables. Hence, a lag of 4 weeks was deemed appropriate for the data collection. A google link consisting of questions about demographic variables and WI (supervisor and co-workers) was shared with 302 employees in the T1 phase. The researcher received 257 completed surveys. A uniform code was created to link the data of the respondents for all three phases. After four weeks, in the T2 phase, 257 respondents who have filled the survey in T1, were sent the questions related to the PFPs. The researchers received 239 filled responses. These 239 respondents were again sent the questions related to silence in the T3 phase of data collection after a gap of four weeks of which 216 complete responses were received. Of 216 sample, 117 (54.2%) were males, 99 (45.8%) were females; 114 (52.8%) were married, 102 (47.2%) were unmarried, the average and median respondents' age was 35 and 30 years respectively. Regarding the educational background, 105 (48.6%) were graduates, 88 (40.7%) were postgraduates, and the remaining 23 (10.7%) had other degrees. Regarding the experience, 96 (44.4%) had an experience between 0 and 5 yrs, 67 (31%) had 6–10 yrs experience, 34 (15.8%) were in the bracket of 11–15 yrs, 14 (6.5%) had 16–20 yrs of experience, and the remaining 5 (2.3%) had the experience above 20 yrs.

4.2. Measures

The study utilized a standardized scale to assess the Hypothesized relationships. All the items were assessed on a five-point Likert scale with 5 depicting as 'strongly agree" and 1 as "strongly disagree". All the scale items are mentioned in Annexure 1 of the study.

4.3. Workplace incivility

It was assessed utilizing 10 item scale by Cortina, Magley, Williams, and Langhout (2001). The items assessed the incivility experience of the employees from supervisors as well as the co-workers, with a small change in the instructions. The incivility experienced by supervisor/co-worker was assessed as "In the last one year, how often have your SUPERVISOR(S),/CO-WORKER(s) … …. (item) like, "paid little attention to your statements or showed little interest in your opinions.

Big five personality: The BFP traits were assessed using Yoo and Gretzel's (2011) 25-item inventory. "I get excited by new ideas" is an example of openness to experience. Agreeableness comprises items like, "I am concerned about others".

4.4. Silence

Silence behavior was assessed using 15 item scale by Brinsfield (2013) with three dimensions. The defensive dimension includes items like, "I wanted to remain silent because I felt it was dangerous to speak up". "I wanted to remain silent because I didn't want to harm my

relationship with another individual." is an example of relational silence. An example of ineffectual silence is "I wanted to remain silent because I did not believe my concerns would be addressed".

5. Control variables

Our study controlled the demographic variables like gender, age, and experience to reduce their impact on silent behavior (Lim, Cortina, & Magley, 2008).

5.1. Common method bias

One of the problems that harm the results is the presence of common method bias (CMB) (Podsakoff et al., 2012). Hence, to overcome the issue, the we utilized two approaches to overcome the CMB issue. Harman's single-factor test was utilized to scrutinize the data for the potential threat of CMB. As the first factor explained 35.2% variance, which is below the threshold of 50% (Kaur, Dhir, Talwar, & Ghuman, 2021; Srivastava and Gupta, 2022) hence, the CMB was ruled out. Secondly, the collection of data using three-wave studies also supported overcoming the CMB issue in the present context. Apart from Harman's test, we also conducted the test of collinearity via variance inflation factor (VIF). The results suggested that our model was free of CMB when it was found that none of the constructs' VIF was equal to or more than 3.3 (Kock, 2015).

5.2. Fit indices

The study utilized SPSS 22 and AMOS 22 to test the hypothesized relationships. The study established the model fit by utilizing the confirmatory factor analysis (CFA). The fit indices of the measurement model were found to align with the recommended values as suggested by Hair, Sarstedt, Hopkins, and Kuppelwieser (2014). The $\chi2/df$ value of 3.12, RMSEA (0.07), GFI (0.91), AGFI (0.88), NFI (0.92), and CFI (0.92) met the desired criteria, thereby, establishing the model fit. Similiarily, the values of all the dimensions were also found to be satisfactory for the Structral model (SEM) ($\chi2/df = 3.14$, RMSEA $= 0.07$, GFI $= 0.92$, AGFI $= 0.89$, NFI $= 0.92$, CFI $= 0.93$).

The constructs with their loadings, reliability, and validity are depicted in Table 1 of the study. The values of all the parameters were found to be above the suggested threshold values (Hair, Black, Babin, and Anderson, 2010; Fornell & Larcker, 1981).

Table 2 of the study depicts the descriptive statistics of the constructs under study. The association between the constructs supports the hypotheses at the initial level.

As can be observed from Table 3 of the study, a significant association is found between incivility and silence both for supervisors ($\beta = 0.42$, $p = .000$) as well as co-workers ($\beta = 0.55$, $p = .000$) thereby, supporting H1 of the study. A significant association between incivility

Table 1
Constructs' reliability, factor loading, and AVE values.

Scales	Cronbach	CR	FL Range	AVE
Workplace Incivility				
Workplace Incivility (Supervisors)	0.941	0.950	0.76–0.85	0.655
Workplace Incivility (Employees)	0.924	0.938	0.76–0.83	0.645
Silence				
Silence	0.920	0.934	0.61–0.85	0.614
Defensive silence	0.726	0.840	0.77–0.82	0.636
Relational silence	0.880	0.926	0.88–0.91	0.806
Ineffectual Silence	0.799	0.882	0.80–0.91	0.714
Big Five Personality				
Openness to experience	0.862	0.900	0.73–0.86	0.644
Conscientiousness	0.928	0.945	0.85–0.91	0.776
Extraversion	0.851	0.898	0.69–0.87	0.689
Agreeableness	0.728	0.847	0.74–0.88	0.650
Neuroticism	0.890	0.924	0.81–0.91	0.753

Table 2
Descriptive statistics and correlation values among the studied variables.

	Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1	Gender	1.47	0.5	1														
2	Age	55.7	13.3	0.03	1													
3	Education	1.51	0.50	−0.01	0.10	1												
4	Experience	3.12	0.44	0.04	0.050	0.02	1											
5	Workplace incivility (Supervisor)	3.73	0.92	0.14	0.030	0.04	0.11	1										
6	Workplace incivility (Co-worker)	3.18	0.44	0.12	−0.04	0.03	0.10	.79**	1									
7	Openness to experience	4.39	0.91	.21**	0.09	0.00	.17**	.61**	.60**	1								
8	Conscientiousness	4.69	0.84	.24**	.27**	0.02	.21**	.57**	.56**	.66**	1							
9	Extraversion	3.93	0.77	.21**	.25**	0.07	.14*	.41**	.42**	49**	.59**	1						
10	Agreeableness	3.72	0.69	0.05	0.03	0.01	−0.04	.46**	.44**	.23**	0.38	−0.30	1					
11	Neuroticism	3.33	0.97	0.02	0.03	0.03	0.04	.48**	.46**	.20**	.21**	0.17	.22**	1				
12	Defensive silence	3.95	0.95	0.17*	0.00	0.02	0.13	.72**	.69**	.54**	.51**	.31**	.29**	.45**	1			
13	Relational silence	3.86	0.92	0.11	0.13	0.07	0.08	.59**	.55**	.46**	.38**	.22**	.22**	.37**	.77**	1		
14	Ineffectual silence	4.15	0.99	0.16*	0.05	0.00	.18**	.58**	.57**	.52**	.54**	.28**	.24**	.37**	.81**	.73**	1	
15	Silence	3.99	0.93	0.14	0.03	0.02	0.11	.65**	.63**	.54**	.51**	.29**	.27**	.43**	.90**	.92**	.91**	1

Notes:**$p < .01$, *$p < .05$.

Table 3
Path analysis.

Hypotheses	Path	Supervisor				Co-workers			
		β	t	p-value	Result	β	t	p-value	Result
H1	Incivility→Silence	.42**	5.19	0.000	supported	.55**	8.41	0.000	supported
H1a	Incivility→DS	.75**	20.12	0.000	supported	.73**	19.39	0.000	supported
H1b	Incivility→RS	.59**	10.52	0.000	supported	.58**	10.19	0.000	supported
H1c	Incivility→IS	.58**	9.99	0.000	supported	.59**	10.28	0.000	supported

Notes: **p < .05, DS-defensive silence, RS-relational silence, IS-ineffectual silence.

and defensive silence both for supervisors ($\beta = 0.75$, $p = .000$) as well as co-workers ($\beta = 0.73$, $p = .000$) supports H1a of the study. Similarly, a significant association is found between incivility and relational silence both for supervisors ($\beta = 0.59$, $p = .000$) as well as co-workers ($\beta = 0.58$, $p = .000$) and between incivility and ineffectual silence both for supervisors ($\beta = 0.58$, $p = .000$) as well as co-workers ($\beta = 0.59$, $p = .000$) supports H1b and H1c of the study respectively.

Table 4 of the study depicts the moderating effects of the big five dimensions on the incivility -silence behavior relationship for both supervisors and co-workers. PROCESS (Hayes, 2013) (Model 1) was used to test the moderation effect. The moderating effect of openness to experience was found to be significant for co-workers ($\beta = -0.106$, $p = .060$), but insignificant for supervisors ($\beta = -0.077$, $p = .303$), partially supporting the H2a of the study. The incivility -silence behavior relationship witnessed a significant moderating effect of conscientiousness for both supervisor ($\beta = 0.250$, $p = .007$) as well as the co-workers ($\beta = 0.244$, $p = .000$), thereby, supporting H2b of the study. The extroversion dimension of the BFP also served as a significant moderator for both supervisors ($\beta = 0.234$, $p = .006$) as well as co-workers ($\beta = 0.153$, $p = .013$), incivility -silence behavior relationship, thus, supporting H2c of the study.

The incivility-silence behavior relationship witnessed an insignificant moderating effect of agreeableness for both supervisor ($\beta = 0.053$, $p = .409$) as well as the co-workers ($\beta = 0.008$, $p = .874$), thereby, rejecting H2d of the study. The moderating impact of neuroticism was also found to be significant both for supervisors ($\beta = -0.084$, $p = .001$) as well as co-workers ($\beta = -0.058$, $p = .061$) for incivility -silence behavior relationship, thus, supporting H2e of the study.

6. Discussion

The current research uses the scheme of COR theory to bring out the significance of BFP as a moderator in the association between WI and ES among hotel sector employees in India. H1 examined the association between WI from supervisors and co-workers and silence, which was affirmed to be significant and positive. The results are novel on the association between WI from supervisors and co-workers with ES, though there are few pieces of research on the association between workplace mistreatment and silence. However, the study findings are in agreement with Huang, Guo, Tang, Liu, and Tan (2019) that stated that employees choose to remain silent when they experience negative relationships with detached or impolite supervisors. The COR theory asserts that targets of incivility from supervisors and co-workers have to pay a personal price in terms of resource loss means increased exertion, time, and energy (Xu et al., 2015). The employees who voice up are considered agitators and thus are at risk of losing personal and professional resources and opportunities (Tepper et al., 2007; Xu et al., 2015). As victimized employees cannot escape from their supervisors due to reward and coercive powers they tend to opt for silence rather than retaliation. Furthermore, based on the COR theory, when co-workers behave impolitely, the victimized employees feel a lack of social support, and their dignity is shattered (Andersson & Pearson, 1999), subsequently to save themselves from further resource depletion the employees tend to remain silent against co-workers incivility.

H1a hypothesized that WI from supervisors and co-workers will

relate positively to DS. The findings of the study suggested that WI from supervisors and co-workers is positively and significantly associated with defensive silence. The results of research on workplace mistreatment can be replicated for the present study, i.e. victims of mistreatment opt for silence when the offender occupies upper rank due to the fear of harmful consequences linked with voicing up (Pinder & Harlos, 2001). Also, employees cannot live aloof; they need social support and dependable co-workers. Hence, based on COR theory the victimized employees to protect their resources from further depletion will opt for defensive silence, which is the deliberate concealing of information due to fear of linked costs of voicing up when faced with incivility from supervisors and co-workers.

H1b examined a positive association between WI from supervisors and co-workers with RS. The study's findings found this hypothesis significant, implying a positive association between WI from supervisors and co-workers with RS. Hence, based on COR theory employees experiencing WI from supervisors and co-workers tend not to voice up and destroy their relationships, and rather will opt for relational silence as a tactic to safeguard further resurce loss. Victimized employees are likely to compromise rather than engage in retaliatory behaviors due to power disparity and dependence on supervisors and co-workers at the workplace. H1c posited a positive association between WI from supervisors and co-workers and IS. The findings of the study suggested that WI from supervisors and co-workers was positively related with IS. When an employee is continuously facing acts of incivility from supervisor and co-workers, they tend to believe that they cannot get rid of this continuous incivility and that their organizations and managers are unwilling to take action to curtail it. Hence, based on COR theory, targets of WI may opt for IS to safeguard their resources (time, energy, dignity, and efforts) from more exhaustion, resulting from engaging in voice behaviors (Halbesleben et al., 2014).

The hypotheses proposed in the study H2b, H2c, and H2e i.e. conscientiousness, extroversion, and neuroticism were found to be significant. For hypothesis, H2b conscientiousness would moderate the association between WI from supervisor and co-workers and ES such that the association is weaker for employees high on conscientiousness. Conscientious individuals are more likely to notice deviations from acceptable behavioral norms and thus, are more likely to evaluate incivility in vague circumstances. The present study results are supported by LePine and van Dyne (2001) and established that conscientious personalities tend to engage in voice behavior. Hence, based on the COR theory, the present results state that conscientious employees who face WI from supervisors and co-workers, won't falter to voice up about their fears, which implies they won't remain silent and be dithered of repercussions attached to speaking up.

For hypothesis H2c, extroversion would moderate the association between WI from supervisor and co-workers and ES such that the association is weaker for employees high on extroversion. Friendliness and networks of extravert individuals make them more acceptable to other employees i.e. supervisors and co-workers, thus enabling them to attract less attention as incivility targets. Extrovert individuals like being with other people and find it difficult to keep quiet even if that's in their interest. Furthermore, they tend to feel protected and behave assertively at work, and hence, tend to express themselves and influence others through voice behavior (Avery, 2003; LePine & van Dyne, 2001).

Table 4
Moderating effects of Big Five dimensions.

Hypotheses	Path	Supervisor					Co-workers				
		β	t	p	R Sq	R Sq change	β	t	p	R Sq	R Sq change
H2a	Incivility*Openness——————Silence	−0.077	−1.036	0.303	0.4893	0.0025	−0.106	1.886	0.060	0.4888	0.0023
H2b	Incivility*Conscientiousness——Silence	0.250	2.722	0.007	0.4820	0.0010	0.244	3.341	0.000	0.4835	0.0009
H2c	Incivility*Extroversion——————Silence	0.234	2.79	0.006	0.4741	0.0165	0.153	2.495	0.013	0.4718	0.0155
H2d	Incivility*Agreeableness——————Silence	0.053	0.826	0.409	0.4595	0.0000	0.008	0.159	0.874	0.4588	0.0008
H2e	Incivility*Neuroticism——————Silence	−0.084	3.417	0.001	0.4771	−0.058	1.879	0.061	0.4796	0.0046

Consequently, as per COR theory results make it is evident that extrovert employees won't opt to remain silent when faced with incivility from supervisors and co-workers and won't be worried about resource depletion or loss as an outcome of speaking up.

For hypothesis H2e, neuroticism would moderate the association between WI from (a) supervisor and (b) co-workers and ES such that the association is stronger for employees high on neuroticism. Neurotic individuals attract the attention of the offenders to become easy targets of incivility, as their behavior might be observed as irksome (Milam et al., 2009). Individuals with neuroticism often have feelings of insecurity about their opinions and easily get embarrassed. Hence, individuals with neuroticism would be unwilling to provide recommendations for progression or momentous modifications to their organization (Nikolaou et al., 2008). Thus, when faced with incivility from supervisors and co-workers employees with neuroticism tend to remain silent.

Whereas, the H2a i.e. openness to experience was found to be a partial moderator, which implies that openness to experience only moderates the association between WI from co-workers and ES such that the association is weaker for employees high on openness to experience. Openness to experience didn't moderate the association between WI from supervisors and silence. These individuals are usually more accepting of other individuals due to their progressive and broad-mindedness. The findings of the present research are unique in propagating that victims of co-workers incivility having an openness to experience personality traits tend to remain silent, on the contrary, the ones who face supervisor incivility won't opt to remain silent. The reason could be that individuals with openness to experience tend to ascribe the behavior of others to external factors and not as uncivil, giving favorable judgment in absence of full evidence when encountered with subtle forms of violations (Sliter et al., 2015). Furthermore, employees depend on their co-workers for resources like support, respect, a sense of trust, bonds, etc., thus from the COR theory perspective, opt to remain silent to protect these resources from depletion, if they opt to speak up.

However, for H2d, i.e., agreeableness moderates the association between WI from supervisor and co-workers and ES such that the association is weaker for employees high on agreeableness wasn't found to be significant, hence agreeableness doesn't moderate the relationship between WI from supervisor and co-workers and ES. Though individuals high on agreeableness have lower chances of being victims of incivility from supervisors and co-workers (Milam et al., 2009; Taylor & Kluemper, 2012; Naimon et al., 2013). However, results of the current research reveal that being an agreeable individual doesn't mean that if you are a target of incivility from supervisors and co-workers you will remain silent, instead, agreeable individuals are not likely to go along and maintain the status quo; instead, they would opt to voice up when they face WI from supervisors and co-workers.

6.1. Theoretical implications

Present study added notably to the information reservoir in the field of the study variables. Thus, our study uniquely contributes in the following ways: First, the relationship between WI (from supervisors and co-workers) and ES have mostly been unmapped particularly in the hotel sector both in India as well as across the globe. Besides, the service characteristics of the hotel sector make it more pertinent for hotel organizations, managers, and researchers enabling them to curb incivility and reducing on ES. Second, its a novel study, concerning its contribution to outspreading the literature to the Asian context, specifically India. Though there are Indian studies on ES studies on WI are scanty, besides no studies on measuring the direct association between the above variables. Third, the theoretic lens of COR theory is used to examine the study variables, which hasn't been studied previously in the framework of the hotel sector in India. Only Khan et al. (2021) examined the association among WI and DS but it uses Social Exchange Theory (SET). Fourth, the present posits the moderation effect of the BFP

between the association of WI from supervisors and co-workers and ES i. e. DS, RS, and IS in the context of the Indian hotel sector, which is a notable contribution to the extant literature.

6.2. Practical implications

The implications of the present study are notable for organizations, researchers, and policymakers in hotel sector. First, our study results suggested that Workplace incivility from supervisor and co-workers and influence employee silence among hotel employees. Therefore, hotel organizations must ensure that supervisors help their in-house customers i.e. employees, enhance psychological resources by providing support and appreciation. Besides, as the culture trickles down from top to bottom co-workers tend to follow their supervisors and leaders. Thus, it's critical to note that providing supervisor and co-worker support organizations not only reduce incivility but also curtails silence. Second, as employees opt for DS, RS, and IS as an outcome of WI from supervisors and co-workers, one of the reasons could be that the way incidences of incivility are handled by organizations is not adequate and satisfying for the victims. Thus, hotel organizations must design and enforce an effective system of reporting the incidences of WI organizations and must have a zero-tolerance policy toward abuse and harassment at work (Srivastava, Pradhan, Singh, & Madan, 2022) followed both in letter and spirit informing the ramifications of uncivil behaviors. A robust and formal system of reporting incivility will not only help organizations to create a consistent attitude towards dealing with it but will also instill faith in victims assuring them of no negative repercussions of voicing up.

Third, a notable finding of the current study also emphasizes that the decision to speak up or to remain silent is perhaps related to personality characteristics as it is with the external organizational structure. The finding of the research reveals that the BFP of conscientiousness, extroversion, and neuroticism moderates the association between WI from supervisors and co-workers and ES. Hence, it becomes vital for hotel organizations to sensitize the employees with neuroticism and openness to experience personality to recognize the incivility and report

the same through formal channels, rather than being silent.

Fourth, the study results encourage organizations to recognize the damaging effect of WI, compelling them to prevent and stop mistreating employees. If uncivil behaviors are aptly managed by managers the spread of incivility at the workplace can be curtailed, however, the critical issue with WI is its low intensity, thus it's challenging to notice it. Moreover, most of the times incivility is simply overlooked due to the inability of organizations in acknowledging its likely rising severity and employees are likely to stay silent due to fear of resource depletion or loss. Thus, hotel organizations and HR managers through orientation sessions must inform employees about uncivil behavior and its severe implications. These orientation training sessions may help managers become more alert to uncivil behaviors by them or other co-workers and can mediate more promptly to these behaviors in the workplace.

6.3. Study limitations and scope for further research

First, the respondents are restricted to hotels in Northern India. Therefore, the extent and generalizability of the results should be considered carefully. Second, the future research shall delve into other services areas like restaurants, tourism companies, and aviation which ascertain the current results, as the present research only considered the hotel sector. Third, the present study focuses on one nation however the authors motivate other scholars to carry out comparable research in other countries. Fourth, examining the more behavioral results of incivility will be prolific as it can offer a new understanding for the hotel organizations to discover various means to curtail deviant behaviors in the workplace, although incivility cannot be fully eliminated. For example, determining the association between incivility, BFP, and ostracism will meaningfully contribute to the extant literature.

Declarations of competing interest

None.

Appendix 1. Scale Detail

S#	Items
	Workplace Incivility
	During the PAST YEAR, were you ever in a situation in which any of your supervisors or co-workers … ?
WPC1	Paid little attention to your statements or showed little interest in your opinions.
WPC2	Doubted your judgment on a matter over which you had responsibility.
WPC3	Gave you hostile looks, stares, or sneers.
WPC4	Addressed you in unprofessional terms, either publicly or privately.
WPC5	Interrupted or "spoke over" you.
WPC6	Rated you lower than you deserved on an evaluation. Yelled, shouted, or swore at you.
WPC7	Made insulting or disrespectful remarks about you.
WPC8	Ignored you or failed to speak to you (e.g., gave you "the silent treatment").
WPC9	Accused you of incompetence.
WPC10	Targeted you with anger outbursts or "temper tantrums." Made jokes at your expense.
	SILENCE
	Defensive silence
DS1	I wanted to remain silent because I felt it was dangerous to speak up.
DS2	I wanted to remain silent because I felt it was risky to speak up.
DS3	I wanted to remain silent because I believed that speaking up may negatively impact my career.
DS4	I wanted to remain silent because I was afraid of adverse consequences
DS5	I wanted to remain silent due to fear of retaliation.
	Relational silence
RS1	I wanted to remain silent because I didn't want to harm my relationship with another individual.
RS2	I wanted to remain silent because I did not want to create tension with co-worker.
RS3	I wanted to remain silent to avoid conflict with another individual.
RS4	I wanted to remain silent to protect my relationship with another individual.
RS5	I wanted to remain silent to avoid hurting someone's feelings.
	Ineffectual silence
IS1	I wanted to remain silent because I did not believe my concerns would be addressed.
IS2	I wanted to remain silent because management did not appear interested in hearing about these types of issues.
IS3	I wanted to remain silent because no one was interested in taking appropriate action.

(*continued*)

S#	Items
IS4	I wanted to remain silent because I did not feel that I would be taken seriously.
IS5	I wanted to remain silent because I did not think it would do any good to speak up.
	Big Five Personality
	Openness to experience
O1	I get excited by new ideas
O2	I enjoy thinking about things
O3	I enjoy hearing new ideas
O4	I enjoy looking for a deeper meaning
O5	I have a vivid imagination
	Conscientiousness
C1	I carry out my plans
C2	I pay attention to detail
C3	I am always prepared
C4	I make plans and stick to them
C5	I am exact in my work
	Extraversion
E1	I talk to a lot of different people at parties
E2	I feel comfortable around people
E3	I start conversations
E4	I make friends easily
E5	I do not mind being the center of attention
	Agreeableness
A1	I sympathise with others' feelings
A2	I am concerned about others
A3	I respect others
A4	I believe that others have good intentions
A5	I trust what people say to me
	Neuroticism
N1	I get stressed out easily
N2	I worry about things
N3	I fear the worst
N4	I am filled with doubts
N5	I panic easily

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