

## The Impact of Workplace Incivility on the Psychological Wellbeing of Employees through Emotional Exhaustion

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Received for publication: 15 May 2017.

Accepted for publication: 17 August 2017.

### Abstract

Workplace environment has received a lot attention from many authors for research purpose. The present study extends the scope of the workplace incivility literature by adding the dependent variable like psychological wellbeing, prohibitive voice behaviour, intention to leave. I have selected these research variables because of its importance however, the association of these variables with the workplace incivility as independent variable is the unique contribution of the study to the existing body of knowledge. All the dependent variables are also helpful in the career development of employees and make contribution to achieve organization goals. This research will help organizations to study how workplace incivility effects the behaviour of the employees, besides it helps organizations to consider the workplace incivility effects on the employees while making decisions in achieving organization goals. Another significant achievement of the study is the use of emotional exhaustion as a mediator. The mediation role of emotional Exhaustion between workplace incivility and dependent variables like psychological wellbeing, prohibitive voice behaviour and intention to leave reveals much truth through mediation analysis. The use of prohibitive voice behaviour as an independent variable is also uniqueness of this study, it will reveal a lot of facts how prohibitive voice behaviour effects the employees in the organization. This study also uses the mechanism of the Conservation of resource theory to explain and justify the impact of workplace incivility on prohibitive voice behaviour, psychological wellbeing of employees and intention to leave. Although various researchers use the COR theory this study the theory describes how employees have the negative feelings and out of their resources (Knowledge, skills, ability) when dealing with workplace incivility.

**Key words:** workplace incivility, employees, psychological wellbeing.

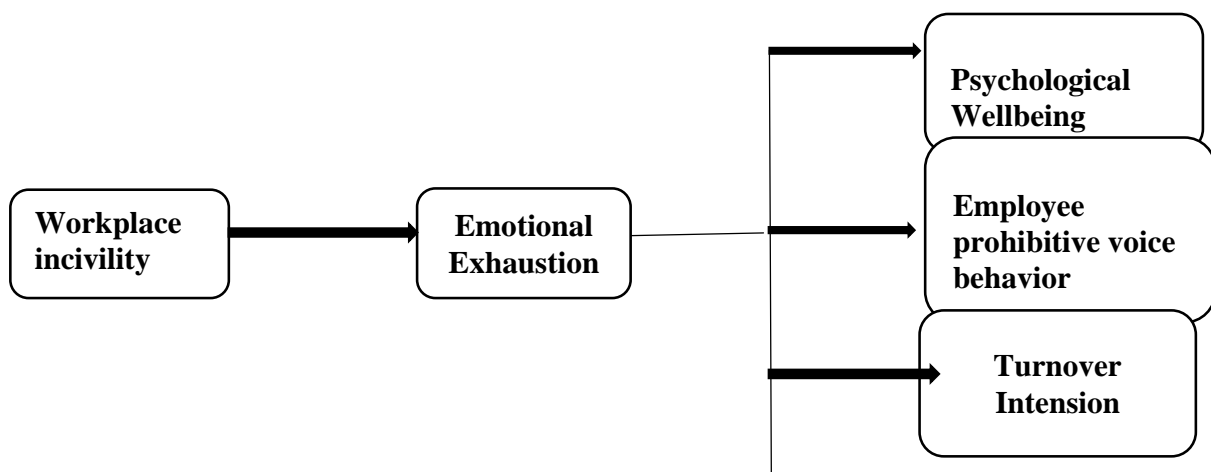
### Introduction

Workplace environment has received a lot attention from many authors for research purpose. The treatment of employees at workplace is another aspect related to this, here we will discuss Workplace incivility. Workplace Incivility is the mistreatment of employees at workplace in the form of Bullying, abusive supervision and mobbing. Workplace incivility is a low intensity behavior in violation of workplace values, uncivil behavior and showing lack of respect for others (Hur, kim & Woo, 2014). Emotional Exhaustion is the state of emotional reduction which is caused by the workplace incivility. Emotional exhaustion leads to the different states of worker mind e.g. intention to leave, psychological wellbeing and prohibitive voice behavior (Cortina, Magley, Williams & Langhout, 2001).

Psychological wellbeing is the worker state of mind, one of the dimension of the psychological well-being is the relationship with others and will behave in a positive way in the work environment (Holm, 2014). Employee voice behavior is another aspect that managers needs to study because employee can show positive or negative voice behavior. If employees do not feel well or are not treated in a way they perceive in the workplace they will show prohibitive voice behavior (Knoll & Dick, 2013). Prohibitive voice is an expression of individuals, practices and incidents or behaviors that may harm organization. (Liang, Farh, & Farh, 2012). Intention to leave is the costly factor for human resource department because it effects the turnover rate of the organization. Turnover intension may be unavoidable or unpreventable. When employees are stressed out of excess work, negative co- worker behavior they feel emotionally exhausted and show intention to leave the work (Weisberg,1994).

This study draws on research based on Conservation resource theory COR (Hobfoll, 1989, 2001) and effective event AET theory. The main objective of the study is here, we will examine the mediating role of emotional exhaustion with workplace incivility and how it relates to the psychological well-being, employee prohibitive voice behavior and intention to leave (Zurbrügg, & Miner, 2016).). A strong indication related to emotional exhaustion was raised by (Zurbrügg, & Miner, 2016). that the extent to which incivility worker became less satisfied, thought about quitting the job, having less trust in the organization. And the important question needs to answer is there must be some other mechanism like emotional exhaustion that are used to explain the relationship between incivility and wellbeing of worker (Frazier and Bowler, 2015). The present study extends the scope of the workplace incivility literature by adding the dependent variable like psychological wellbeing, prohibitive voice behavior, intention to leave. the association of these variables with the workplace incivility as independent variable is the unique contribution of the study to the existing body of knowledge. All the dependent variables are also helpful in the career development of employees and make contribution to achieve organization goals.

### Research Model



### Relationship of Variables

***Relationship of Workplace Incivility and psychological wellbeing, employee prohibitive voice behavior, and Turnover Intension:***

Maybe the most harming result of incivility for organization is employee's intension to leave (Cortina et al., 2001; Lim, Cortina, and Magley, 2008; Pearson, Andersson, and Porath, 2000). In reality, in confronting uncivil practices, casualties of incivility could encounter significant misery

and choose to leave the organization (Cortina et al., 2001; Lim et al., 2008; Cortina, Kabat-Farr, Leskinen, Huerta, and Magley, 2013; Laschinger, Leiter, Day, and Gilin, 2009; Oyeleye, Hanson, O'Connor, and Dunn, 2013). For instance, in Pearson et al. (2000) talked about, almost 50% of the workers who experienced uncivil practices and incivility thinking of leaving their occupations. As per (Cascio, 2000), the normal cost for organization is about \$50,000 per leaving workers over all employments and businesses in the United States.

Therefore, we begin with the supposition that working environment incivility can't be totally wiped out, however its impacts on turnover expectations can be comprehended, and in the long run hosed, by considering people's responses to abuse (Buchanan and Boswell's, 2008).

According to Conservation of resource theory (COR) theory (Hobfoll, 1989) people managing high natural requests (e.g., abuse) distribute significant resources (e.g., vitality, psychological concentration, enthusiastic soundness), yet they can depend on different resources to secure themselves (e.g., social support) and cushion the negative results of the stressor. Notwithstanding, at the point when people confront different requests in the meantime (e.g., both incivility and role ambiguity) they may likewise trigger their aim to leave from their job.

In today's dynamic and hypercompetitive business environment, workers' assessments and recommendations planned to enhance authoritative working and prosperity are basic to the survival and improvement of an organization where employee voice has great importance. However, numerous people are not willing to give considerations and thoughts without restraint in Civilian workplace setting. Amassing proof recommends that leadership assumes a critical part in workers' voice behavior (Li and Zhu, 2016).

COR theory (Hobfoll, 1989) posits that when employees have resources but in critical situations personal resources wasted. Employees remain calm and do not their voices to express their ideas and withhold important information. Which ultimately make them remain silent. They focused and have more supervisor trust and confidence to perform well and again their energies to get back. Workplace Incivility infuses not only culture settings but also effect employee's performance and their behavior. belittling employees on work using weird voice tone and threats negatively impacted employees (Pearson, Andersson & Wegner, 2001)

According to Conservation of Resource theory stress occurs whenever resources are consumed (Hobfoll, 1988). Relationship of workplace incivility and employee prohibitive voice behavior can be explained well from conservation of resource theory perspective. This situation is not only alarming as well as embarrassing for the organizations as highlighting a problem can disconcert others or cast them in a negative light (Morrison, 2011).

The relation between workplace Incivility and prohibitive voice behavior can also be fortified by various explanations as well. Researchers previously found positive relationship between ethical leadership and promotive voice behavior because ethical leaders have high moral ethics that encourage their followers to give positive as well as innovative ideas (Walumbwa & Schaubroeck, 2009; Chen & Hou, 2016). While negative behavior of leaders in contrast have low ethical standards therefore it, increases the prohibitive voice behavior that comprises of defensive suggestions against the problems (Zhang, Hu & Qiu, 2014).

The impact of workplace incivility on employee psychological wellbeing created through stressful situations and adverse emotional responses which hit their psychological state badly (Bunk & Magley, 2013; Lim, Cortina, & Magley, 2008). Workload and hostile behavior on work also connected with negative effect on psychological wellbeing of employees (Ilies, Schwind, Wagner, and colleagues 2007)

*Hypothesis 1a: Workplace Incivility has significant positive relationship with psychological wellbeing.*

*Hypothesis 1b: Workplace incivility has significant positive relationship with employee prohibitive voice behavior.*

*Hypothesis 1c: Workplace incivility has significant negative relationship with turnover intension.*

***Relationship of workplace incivility and Emotional Exhaustion:***

Previous research has demonstrated that workplace incivility, for example, impolite, rude, or ill-bred practices at work might be the most unavoidable type of workplace abuse (Cortina, 2008). Workplace incivility is characterized as a specific type of low-force abnormality at work which is recognized from workplace bitterness by its questionable plan to damage targets or employees (Andersson and Pearson, 1999). Workplace incivility affects employees and employers and in result critical costs faces by the workers, their associates, and the organization everywhere (Cortina and Magley, 2009; Cortina et al., 2001; Lim et al., 2008; Sakurai and Jex, 2012; Sliter et al., 2012). Past research has shown the negative impacts of coworker incivility on the mental prosperity and stress levels of employees, on work environment fulfillment (Cortina et al., 2001), and on turnover intension and psychological wellbeing (Lim et al., 2008). workplace incivility lessens employees passionate resource and consequently prompts to resource depletion (Sliter et al., 2011; Sliter et al., 2012).

The Conservation of resource theory of emotional exhaustion and burn out explains that employees tried to protect, sustain, and preserved their important resources (Hobfoll, 1988; 1989). Hobfoll (2001, p. 339) whereas resources are known as personal qualities, conditions and vitality that are important in their own and that are being valued. Emotional Exhaustion basically depleted individual's emotional resources (Hobfoll, 2001) which makes an employee other resources scarce and need to use carefully (Siegall and McDonald, 2004).

*Hypothesis 2: Workplace incivility has significant positive relationship with emotional exhaustion.*

***Relationship of Emotional Exhaustion and psychological wellbeing, employee prohibitive voice behavior, turnover intension:***

COR hypothesis has been created to clarify the anxiety procedure by concentrating on the basic part of assets in stress responses and burnout (Halbesleben, 2006; Hobfoll, 2011; Holahan, Moos, Holahan, and Cronkite, 1999). Hobfoll (2002, p. 307) characterized resources as "those substances that either are midway esteemed in their own particular right (e.g., self-regard, close connections, wellbeing, and inward peace) or go about as a way to acquire midway esteemed closures (e.g., cash, social support, and credit)." Without a doubt, individuals encountering passionate fatigue, emotionally unstable and stress are probably going to adapt to the hardship of resources at work through pulling back from their environment (Maslach et al., 2001) to evade additionally put their wellbeing in risk (Cole and Bedeian, 2007; Hobfoll, 1989; Swider and Zimmerman, 2010; Wright and Cropanzano, 1998) emotional distress and depletion relates emphatically to worker turnover (Lee and Ashforth, 1996; Swider and Zimmerman, 2010).

That is, candidly depleted individuals tend to leave their association in light of the fact that staying would bring about additional mental harm and psychological wellbeing and resources misfortune (Cole and Bedeian, 2007; Maslach et al., 2001; Swider and Zimmerman, 2010). Individuals who see their workplace in negative terms and emotionally exhausted are more disposed to leave their organization (Maertz and Griffeth, 2004; Zimmerman, 2008).

According to Conservation of resource theory (Hobfoll, 1988) this perspective about emotional exhaustion will be clearly understood. Whenever resources are depleted employees feel stress and this stress leads towards retaliatory behaviors. Emotional exhaustion is a negative emotional state creates feeling of estrangement from work environment due to unjust behaviors,

emotional instability, as a result, employees show more retaliatory behaviors like prohibitive voice behavior, psychological wellbeing and intension to leave.

*Hypothesis 3a: Emotional Exhaustion has significant positive relationship with psychological wellbeing.*

*Hypothesis 3b: Emotional Exhaustion has significant positive relationship with employee prohibitive voice behavior.*

*Hypothesis 3c: Emotional Exhaustion has significant negative relationship with turnover intension.*

***Mediation: Role of Emotional Exhaustion between workplace incivility and psychological wellbeing, employee prohibitive voice behavior and turnover intension:***

Conceptually, the influence of workplace incivility on employee well-being is thought to occur via a stress-response mechanism by eliciting negative emotional reactions, which in turn affect both psychological and physical aspects of well-being (Bunk & Magley, 2013; Lim, Cortina, & Magley, 2008). In this paper, we extend this theory by proposing a dynamic model of displaced responses to workplace incivility that considers employees' emotional responses to day-to-day fluctuation in experiences of incivility and the consequences for employees' behavior at home.

Impact of mistreatments in work place environment by leaders or colleagues on the behavior of employees are mediated by attitudes because the climatic perceptions are firstly adopted a cognitive and then affective (Wilkerson, Evans & Davis, 2008; Evans, Davis & Frink, 2011). In other words, according to these findings an employee who is mistreated as well as manipulated by the leader for his personal stakes, may emotionally exhausted which is a negative attitude against dogmatic treatment and it leads to deviant work behaviors, restrained voice behavior and low psychological wellbeing. (Dimotakis & Koopman, 2011).

Conservation of resource theory (Hobfoll, 2001) framework better enlightens this relationship, as the employee who agonize resource loss due to supervisor or negative behavior of colleagues suffers negative and pessimistic attitude i.e. workplace incivility against authoritative, hostile and manipulative environment; this leads towards increased turnover intension, prohibitive voice behavior and decreased psychological wellbeing.

Numerous studies disclosed the fact that employees who face workplace incivility experienced more critical effects such as lower job satisfaction, low psychological wellbeing and intension to quit from organization (e.g., Cortina et al., 2001; Lim et al., 2008). According to social exchange theory (Blau, 1964) whenever employees feel mistreated by their leader as a result negative attitudes emerges as an exchange process which leads towards negative behaviors. This theory supports the fact that negative leadership styles create feelings of emotional exhaustion and as a result employees show more prohibitive voice behaviors and turnover intension.

*Hypothesis 4a: Emotional Exhaustion mediates between the relationship between workplace incivility and psychological wellbeing.*

*Hypothesis 4b: Emotional Exhaustion mediates between the relationship between workplace incivility and employee prohibitive voice behavior.*

*Hypothesis 4c: Emotional Exhaustion mediates between the relationship between workplace incivility and turnover intension.*

## **Methodology**

### ***Research Design & Sampling Technique***

The researcher practices post positivist prerogatives for emerging data and hypothesis testing of proposed associations between variables will be done through survey method (Creswell, 2013). Therefore, to extend the research findings of previous researchers it will be advantageous to include



different public and private organizations to gather data with more variation. In the current research study, cross sectional research will be conducted consequently the sample is 160. Convenient non-probability sampling technique would be used to distribute questionnaire.

#### ***Data Collection Methods***

Statistical data collection will be done with the help of personally administered questionnaires. Questionnaires was in English language, as English is used as a medium of teaching from primary level and is easily understandable by the employees of organizations. To reduce method prejudices predictor and criterion data will be collected from independent sources where all the information regarding variables is self-reported.

#### ***Measures***

All variables were measured using five point Likert scale representing (1=strongly disagree to 5=strongly agree).

#### ***Workplace incivility***

Workplace incivility was measured by Martin & Hine (2005) consists of 20 items. Sample items are i) raised their voice while speaking to you ii) Used an inappropriate tone when speaking to you. Internal consistency was .86.

#### ***Emotional Exhaustion***

Emotional Exhaustion will be measured through scale developed by Maslach and Jackson (1981) consists of 9 items with  $\alpha > .82$ . Sample question included i) working with people is really a strain on me ii) I feel frustrated on my job.

#### ***Psychological wellbeing***

Psychological wellbeing was measured by scale developed by Ryff's 1995, which is consist of 18 items. Sample items are i) I feel I am in charge of the situation in which I live ii) I think it is important to have new experiences that challenge how you think about yourself and the world. Internal consistency was .92.

#### ***Employee prohibitive voice behavior***

Prohibitive voice will be measured by using the five-item scale developed by Liang et al. (2012). Example items are "Speak up honestly with problems that might cause serious loss to the work unit, even when/though dissenting opinions exist" and "Proactively report coordination problems in the workplace to the management". Responses will be measured with a 7-point Likert scale with anchors of 1 = Strongly Disagree and 7 = Strongly Agree The scale had an internal consistency reliability of .86.

#### ***Turnover Intension***

Turnover intentions were measured using the three item Turnover Intension Scale developed by Colarelli (1984) and scale reliability was .88. Sample items are i) I frequently think of quitting my job ii) I am planning to search for a new job during the next 12 months

## **Results**

### ***Sample Characteristics***

Gender wise rate of recurrence breakdown reports that standard of the respondents was female. Add up to number of females comprises of 114 out of 160 that work out to be approximately 72% of the sample. Then again add up to number of male respondents is moderately low (i.e. 46 in number and 28%). As incivility generally exhibits in females so try to collect maximum data from females. The above table expresses that greater part of the respondents are expressed from the age gathering of 20 years to 30 years i.e. 52 of the aggregate sample of 160 respondents (32.5%) where this rate is marginally higher than the other age sections. While 50 respondents have reported under 41 to 50 years aggregate and 31.3% have reported under more noteworthy than 40 years' class.

**Table 1: Respondents' demographic characteristics**

	Frequency	Percent		Frequency	Percent
<b>Gender</b>			<b>Experience</b>		
Male	46	28	0-5	51	31.9
Female	114	72	6-10	39	24.4
<b>Education</b>			11-15	49	30.6
Matric	0	0	16-20	21	13.4
Intermediate	0	0	21 and above	0	
Graduates	43	26.9	<b>Organizations</b>		
Masters	63	39.4	Banks	43	26.9
MS/MPhil	54	33.1	Telecoms	30	26.9
<b>Age</b>			Health	23	18.8
20-30	52	32.5	Others	21	13.1
31-40	39	24.4			
41-50	50	31.3			
51-60	19	11.9			
61 and above	0	0			

**Reliability**

Computed dependability scores for every variable information gathered were as per the following.

**Table 2: Scale Reliabilities**

Variable	Cronbach's Alpha	Items
Workplace Incivility	.899	08 items
Emotional Exhaustion	.757	05 items
Turnover Intention	.770	06 items
Psychological Wellbeing	.742	05 items
Prohibited voice behavior	.731	08 items

Table 2 gives points of interest of Cronbach's Alpha coefficient used to gather information for this research. Through this table internal consistency of scales utilized are noticeable. The most elevated Alpha esteem has been seen for the scale used to quantify Workplace Incivility 0.899, for Emotional Exhaustion it is 0.757, Turnover Intention is .770 and for Psychological Wellbeing is .742 and 0.72 is for Prohibited Voice Behavior. It alludes to the high reliability of the scale utilized. All the scale utilized for overview demonstrates a high reliability values.

**Descriptive Statistics**

The most relevant information has been collected under this descriptive statistic which are introduced in the table as beneath.

**Table 3: Descriptive Statistics (Minimum, Maximum, Mean and Standard Deviation)**

Variable	Sample	Min	Max	Mean	St. deviation
WP Mean	160	1.20	4.90	4.1647	.48641
EMEAN	160	2.67	4.89	4.0479	.41455
PWBING	160	2.35	4.71	3.9967	.37593
TURNOVER INT	160	1.00	5.00	4.2042	.60047
EPVP	160	1.00	5.00	4.2090	.62888

The mean values for working environment Incivility is 4.1647 with standard deviation of 0.48641. From the EPVB in this exploration examination shows that EPVP has mean estimation of 4.2090 and standard deviation of 0.62888. Turnover intension is seen to have mean estimation of 4.2042 with standard deviation of 0.60047. Whereas, or Psychological Wellbeing has mean estimation of 3.9967 having standard deviation of 0.37593.

### Correlation

**Table 4: Correlation Analysis**

Predictors	1	2	3	4	5	6	7	8	9	10
GENDER	1									
EDUCATION	.067	1								
AGE	-.029	-.101	1							
EXPERIENCE	-.084	-.037	.560**	1						
ORGANIZATION	-.243**	.092	-.103	-.109	1					
WORKPLACE INCVILTY	-.073	.050	.033	.074	.038	1				
EMOTIONAL EXHASUTION	-.043	.102	.025	-.003	.045	.795**	1			
PYSCOLGICAL WELLBEING	-.042	.139*	.012	-.050	.042	.597**	.885**	1		
TURNOVER INTENTION	-.034	.115*	.019	-.006	.044	.756**	.983**	.870**	1	
EPVB	-.059	.033	.096	.102	-.017	.434**	.560**	.650**	.581**	1

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\*. Correlation is significant at the 0.01 level (2-tailed).

The results as indicated by table 4 shows the correlation among the different variables under study. Incivility has weak and insignificant correlation with demographic variables such as gender ( $r=-.073$ ), education ( $r=.050$ ), Age ( $r=.033$ ), Experience ( $r=.074$ ) and with organization ( $r=.038$ ). The study has one independent variable that is Workplace incivility is significantly correlated with the dependent variable (Phycological wellbeing) of the study where  $r$  is equal to .597 with  $p$  value of 0.01 and with other dependent variable Turnover intention which is having value of  $r=.756$  with  $p$  value of 0.01. The table also shows the significant relationship of mediator sets and Workplace Incivility. The mediation such as Emotional Exhaustion with independent variable is having  $r=.434$  with  $p < 0.01$  which is showing the positive significant relationship.

### Regression Analysis

**Table 5: Regression Analysis (Control Variables)**

Variables	WELBEING	TUROVER INTENTION
	B	B
Education	.078	.114
Experience	-.086	-.136
Gender	.012	-.016
Workplace Incivility	.757***	.597***



The multiple regression (as in above table) demonstrates the quality, test and direction of relationship of the demographic constructs with autonomous and dependent variables. Regression analysis demonstrates inconsequential relationship of gender, education and experience with Employee Wellbeing; gender ( $\beta = .012$ , insignificant), education ( $\beta = .078$ , insignificant), experience ( $\beta = -.086$ , insignificant) and same as with Employee psychological wellbeing, Regression analysis shows insignificant relationship of gender, education and experience; gender ( $\beta = -.016$ , insignificant), education ( $\beta = .114$ , insignificant), experience ( $\beta = -.136$ , insignificant). The outcomes demonstrate all the association with control variable as inconsequential and it demonstrates that the people indicate lesser resilience to Turnover intention aim and psychological wellbeing through incivility. This likewise demonstrates wellbeing and turnover intention differs as a consequence of components other than employee demographics for the population under review.

**Mediation Analysis**

**Table 6: Mediation**

Predictors	Emotional Exhaustion			Psychological WEBEING			TURNOVER			EMP PROH VOICE		
	B	R <sup>2</sup>	$\Delta R^2$	B	R <sup>2</sup>	$\Delta R^2$	$\beta$	R <sup>2</sup>	$\Delta R^2$	$\beta$	R <sup>2</sup>	$\Delta R^2$
<u>Step I:</u>				1.04* **	0.337	.337* **	.181* **	0.141	.141 ***	.181 ***	0.14	.141** *
EOMOTIONAL EXHA												
WP INC	.164* **	0.183	.183* **	.551* **	0.637	.637* **	2.49* **	0.449	.449 ***	5.49 ***	0.75	.749** *
*** $p \leq 0.001$ , ** $p \leq 0.01$ , * $p \leq 0.05$												

**Table7: Mediation**

Predictors	Emotional Exhaustion			Psychological WEBEING			TURNOVER			EMP PROH VOICE		
	B	R <sup>2</sup>	$\Delta R^2$	B	R <sup>2</sup>	$\Delta R^2$	$\beta$	R <sup>2</sup>	$\Delta R^2$	$\beta$	R <sup>2</sup>	$\Delta R^2$
<u>Step I:</u>												
EOMOTIONAL EXHA	.523* **	0.336	0.337 ***	.526* **	0.337	.337* **	0.01			0.016		
WP INC	.462* **	0.67	.372* **	.465* **	0.707	.371* **	.150* **	0.679	.539* **	.165* **	0.07	.639** **
*** $p \leq 0.001$ , ** $p \leq 0.01$ , * $p \leq 0.05$												

Regression analysis result values shows that work incivility has strong and positive association with psychological wellbeing Beta value as .527 with significant level of  $P \leq 0.005$ . According to the results, which are supporting the hypothesis that Workplace incivility is significantly related to employee psychological wellbeing. Thus, this hypothesis is accepted.

**H2: Workplace incivility has significant positive relationship with emotional exhaustion.**

Table 7 also indicates the association between Workplace incivility and emotional exhaustion. The results predict that  $\beta = .462$  at .000 significance level. This connection between

variables are considered to be significantly related to Workplace Incivility. Thus, the hypothesis is accepted. constant with the results of previous research (Cortina et al., 2001; Lim & Cortina, 2005)

***Hypothesis 3a: Emotional Exhaustion has significant positive relationship with psychological wellbeing.***

Table 7 represents the connection between emotional exhaustion and Psychological wellbeing. The results indicate that  $\beta = 1.04^{***}$  at .000 significance level. The significant level has been proven by the sig. value as .000 having p value  $< 0.001$ . Thus, hypothesis is accepted.

***Hypothesis 3b: Emotional Exhaustion has significant positive relationship with employee prohibitive voice behavior.***

Same as the case with H3a that value in tables shows that there is positive significant relationship with the Employee prohibitive voice behavior consistent with results of these studies (Halbesleben, Neveu, Paustian-Underdahl, and Westman, 2014; Hobfoll, 2001).

***Hypothesis 3c: Emotional Exhaustion has significant negative relationship with turnover intension.***

The results of table 7 are showing that Emotional Exhaustion has partially mediate the relationship with psychological wellbeing. However, the table shows that values of the mediator with employee prohibited voice behavior as well as with turnover intension partially mediate with emotional exhaustion. Thus, the above stated hypothesis is accepted.

***Hypothesis 4a: Emotional Exhaustion mediates the relationship between workplace incivility and psychological wellbeing.***

The table results show that's the value of Psychological wellbeing in mediation tables shows .150,  $^{***}p \leq 0.001$ ,  $^{**}p \leq 0.01$ ,  $^{*}p \leq 0.05$  fully mediates with emotional exhaustion that's why the hypothesis is accepted.

***Hypothesis 4b: Emotional Exhaustion mediates the relationship between workplace incivility and employee prohibitive voice behavior.***

Same as the case with H4a where result values suggest that the value of the mediator with the Workplace incivility and psychological prohibitive voice behavior fully mediate with emotional exhaustion.

***Hypothesis 4c: Emotional Exhaustion mediates the relationship between workplace incivility and Turnover intension.***

The results show that emotional exhaustion fully mediate the relationship between Workplace incivility and turnover intension has strong negative relationship, therefore proposed hypothesis is accepted.

## **Discussion**

According to our above-mentioned results, workplace incivility has a strong association with emotional exhaustion (H2), constant with the results of previous research (Cortina et al., 2001; Lim & Cortina, 2005). In addition, emotional exhaustion has a strong effect on turnover intention (H:3d and 1c). Emotional exhaustion acts as an intervening construct between workplace incivility and three outcomes. COR Theory also expresses and provide support as an absence of assets prompts to cautious endeavors to ration remaining resources (Halbesleben, Neveu, Paustian-Underdahl, and Westman, 2014; Hobfoll, 2001).

We found that (H: 1a) workplace incivility atmosphere had an immediate negative association with employee wellbeing consistent with the previous research findings (Ogunbamilia, Ogunbamilia, & Adetula, 2010). The contrary relationship between emotional exhaustion and employee psychological wellbeing (H:3a) has strong associations and also supported by previous research results (Glomb and Hulin, 1997; Duffayet al., (2006) and Griffin (2010). Emotional

exhaustion also having strong association with prohibitive voice behavior (H: 3b) supported by the study (Sliter et al., 2010). The above findings have imperative ramifications for how COR as an anxiety administration theory truly acts. Explore on COR theory recommended as mental resources, either individual or social (Hobfoll, 2002; Hobfoll and Lilly, 1993; Morelli and Cunningham, 2012), would help people to adapt to distressing occupation conditions and get extra assets to finish work obligations.

Our review's discoveries additionally report that both director and colleague incivilities essentially add to an expansion in worker's emotional exhaustion. This backing earlier examine discoveries displayed in other administration businesses by Hershcovis (2011) reporting that uncivil behavior by administrators towards representatives might be more unsafe than incivility got by employees aligned and supported this study hypothesis (4a, 4b, 4c). Spence Laschinger et al. (2009) illustrate that the impacts of manager and workplace incivility can differ agreeing to work positions as well as certain work environment situations and in result emotional exhaustion plays a mediating role between workplace incivility, prohibitive voice behavior, psychological wellbeing and turnover intension. We extend research on incivility and turnover (Rhoades & Eisenberger, 2002; Stinglhamber & Vandenberghe, 2003) by exploring the possibility that facing incivility at workplace employees drained valuable resources being utilized for task completion more efficiently, thereby it increases the risk of emotional exhaustion (where individual resources considered to be drained) (Halbesleben, 2006).

### **Managerial Implications**

Negative outcomes of workplace incivility are same for employees and their managers. Organizations should need to focus towards formulating anti-incivility policies. HR Managers should need to arrange such training programs based upon awareness about incivility behaviors and how and where to report. Comprehensive policies should be introduced in the organizations including the workplace supporting environment and culture, which will increase their voice behavior, loyalty and commitment with the employing unit.

### **Limitations and Future Research Direction**

This was a cross sectional study but in future experimental and longitudinal research can be conduct. Sample size was small but in future same variables can be assessed with larger sample size and in future same relationships on different hierarchal levels or different types of organizations can be assessed. Other emotions can be introduced as potential mediators except emotional exhaustion such as emotional dissonance

### **Conclusion**

This study directly identifies and addresses the challenge of workplace incivility in relation with psychological wellbeing, prohibitive voice behavior and turnover intension. This exploration demonstrates the significance of adopting a dynamic strategy to the estimation of these connections, as concentrate day by day interindividual uncertainties can clarify the psychological wellbeing in charge of the presence of such impacts. Emotional Exhaustion created due to the harmful and negative behavior of managers towards workforce. In a broader sense, our review reacts to calls to consider the part of discrete feelings in clarifying the conduct of people both inside and outside of workplace.

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