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27-Aug-2022

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Manuscript ID JOEPP-07-2022-0178.R2 entitled "Empirical analysis of workplace incivility, Emotional Exhaustion, and Job outcomes." has been submitted to the Journal of Organizational Effectiveness: People and Performance.

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TITLE: Empirical analysis of workplace incivility, Emotional Exhaustion, and Job outcomes.

ABSTRACT:  
The main goal of this research study is to look at the mediating effect of emotional exhaustion in the association between workplace incivility and job outcomes (job stress, job satisfaction, and employee turnover intentions)  
The authors gathered field data from individuals working in the Higher Education Sector of Jammu and Kashmir to test the proposed study paradigm. A total of 550 respondents reported their perceptions of workplace incivility, emotional exhaustion, and job-related outcomes (job stress, job satisfaction, and employee turnover intention) at Time 1 in the Kashmir division and Time 2 in the Jammu division of Jammu and Kashmir via a two-wave data collection design.

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The findings supported the hypothesized relationships, demonstrating that emotional exhaustion acts as a mediator between workplace incivility and employee job outcomes (Job stress, employee job satisfaction, and employee intention to leave).

The findings of this research study will assist organizations and practitioners in comprehending the implications of workplace incivility and emotional exhaustion, as well as how they positively impact job-related outcomes (employee job stress, turnover intention), and negatively on Job satisfaction.

This research study added to the existing Conservation of Resource theory of (Hobfoll, 1989) and Self-Determination Theory model developed by Deci and associates (2017) by incorporating Emotional Exhaustion, and workplace incivility as autonomous intrinsic and workplace context factors respectively into the SDT model to study work behaviors in terms of job outcomes. This study adds to existing knowledge on COR theory by suggesting and testing emotional exhaustion as a defense mechanism for determining the impact of workplace incivility on employee job outcomes.

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**Empirical analysis of workplace incivility, Emotional Exhaustion, and Job outcomes.**

Journal:	<i>Journal of Organizational Effectiveness: People and Performance</i>
Manuscript ID	JOEPP-07-2022-0178
Manuscript Type:	Research Paper
Keywords:	workplace incivility, Emotional Exhaustion, Job Satisfaction, job stress, Turnover (employee)

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## *Empirical analysis of workplace incivility, Emotional Exhaustion, and Job outcomes.*

### **Abstract**

**Purpose of the Study** – The main goal of this research study is to look at the mediating effect of emotional exhaustion in the association between workplace incivility and job outcomes (job stress, job satisfaction, and employee turnover intentions.)

**Research Methodology**–The authors gathered field data from individuals working in the Higher Education Sector of Jammu and Kashmir to test the proposed study paradigm. A total of 550 respondents reported their perceptions of workplace incivility, emotional exhaustion, and job-related outcomes (job stress, job satisfaction, and employee turnover intention) at Time 1 in the Kashmir division and Time 2 in the Jammu division of Jammu and Kashmir via a two-wave data collection design.

**Findings** –The findings supported the hypothesized relationships, demonstrating that emotional exhaustion acts as a mediator between workplace incivility and employee job outcomes ( Job stress, employee job satisfaction, and employee intention to leave.

**Research limitations** –The research was undertaken in Jammu and Kashmir's higher education sector. As a result, the findings may not apply to other sectors because workplace incivility may be regarded differently in different sectors.

**Practical implications** –The findings of this research study will assist organizations and practitioners in comprehending the significance of workplace incivility and emotional exhaustion, as well as how they positively impact job-related outcomes (employee job stress, turnover intention), and negatively on Job satisfaction.

**Originality/value** – **This** research study added to the existing Self-Determination Theory model developed by Deci and associates (2017) by incorporating Emotional Exhaustion, and workplace incivility as autonomous intrinsic and workplace context factors respectively into the SDT model to study work behaviors in terms of job outcomes. This study adds to existing knowledge on STDs by suggesting and testing emotional exhaustion as a mechanism for determining the impact of workplace incivility on employee job outcomes.

**Keywords:** Emotional exhaustion, Workplace incivility, Job stress, Turnover intention, Job satisfaction

## Introduction

Uncivil workplace behavior is often of a minor nature and is generally considered as low-intensity behavior that can be passive or active, nonverbal and verbal, but certainly not physical (Martin & Hine, 2005). Andersson & Pearson (1999) defined workplace incivility as “a low-intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect”. Incivility at the workplace includes disruption, dishonorable terms of address, arrogant tone (Cortina & Magley, 2009), verbal mistreatment, and nonverbal discourteous behaviors like overlooking, glaring at, and eliminating fellow workers (Lim et al., 2008).

Emotional exhaustion is defined by Demerouti et al. (2010) as “a consequence of intense physical, affective and cognitive strain, such as a long-term consequence of prolonged exposure to certain job demands”. Eker and Anbar (2007) describe that “emotional exhaustion refers to the depletion of psychic energy or the draining of emotional resources”. Demerouti et al. (2001) suggested that “Emotional exhaustion refers to feelings of being overextended and exhausted by the emotional demands of one’s work”.

Job stress refers “to a situation wherein job-related factors interact with a worker to change (i.e., disrupt or enhance) his or her psychological and/or physiological condition such that the person (i.e., mind-body) is forced to deviate from normal functioning” (Beehr and Newman, 1978). According to a study done by Jamal (2005), the greater the disparity between demands and an individual's ability, the more job stress they will experience. It has been demonstrated that various factors related to job stress hurt productivity including lack of support from others at work, poor work relationships, and inadequate planning (Mawanza, 2017).

Turnover intention has always been the main worry for every organization in recent years (Long et al., 2012). Turnover intention is defined as an employee's wilfulness of leaving his or her existing work (Ngamkroekjoti et al., 2012). Employee turnover costs an organization a lot of money in terms of sacking, advertising, recruiting, selecting, and hiring new employees (Abbasi & Hollman, 2000). When a person departs an organization, the remaining personnel find it challenging to carry out their responsibilities (Yin-Fah, 2010).

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3 Mount & Muchinsky, (1978) proposed the most basic definition of job satisfaction as “the  
4 extent to which a person derives pleasure from a job”. Heylen (2018) defined job satisfaction  
5 as “the sense of satisfaction that arises from the perceived relationship between what the  
6 employee desires to achieve from work and what the employee believes the work will bring  
7 to one”. Job satisfaction is defined by Locke (1976) as “a pleasurable or positive emotional  
8 state, resulting from the appraisal of one’s job or job experiences”.

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14 The self-determination theory (Deci, 1972) proposes growth and development as the  
15 overriding objectives of human action. An employee decides to participate in activities that  
16 may be advantageous for his/her personality when his or her social environment and the  
17 organizations in which he or she works meet basic psychological needs, offering the  
18 employee with environmental support. According to the self-determination hypothesis,  
19 environmental or organizational support will promote self-development, but a lack of support  
20 may lead to the encouragement of harmful behaviors. Within the workplace, uncivil  
21 workplace behaviors are harmful; thus individuals who experience incivility and whose  
22 needs/demands are not met may decide to leave the organization as they may have high job  
23 stress and lower job satisfaction (Laschinger et al., 2012; Lanzo et al., 2016; Oyeleye et al.,  
24 2013). **This** research study is based on Self-Determination Theory model developed by Deci  
25 and associates (2017) by incorporating Emotional Exhaustion, and workplace incivility as  
26 autonomous intrinsic and workplace context factors respectively into the SDT model to study  
27 work behaviors in terms of job outcomes. This study shall examine emotional exhaustion as  
28 a mechanism for determining the impact of workplace incivility on employee job outcomes.  
29 Deci et al., (2017) SDT model has been shown in fig. 1a.

## 30 31 32 33 34 35 36 37 38 39 40 41 42 43 **Literature Review and Hypothesis Development**

### 44 45 46 47 **Workplace incivility and Emotional Exhaustion**

48 Changes in the workplace, as well as increased expectations and demands, have resulted in  
49 workplace deviant behavior. These unexpected behaviors have been comprehensively  
50 investigated in various forms since the end of the nineteen century (Lee & Allen, 2002).  
51 Research studies were done by Koon & Pun, (2018) and Alola et al. (2021) showed that  
52 workplace incivility is positively related to Emotional Exhaustion. Mostly due to Workplace  
53 incivility, the employee becomes unhappy which in turn gives rise to Emotional Exhaustion  
54 (Hur et al, 2016). Employees who consistently face uncivil behavior often develop emotional  
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3 exhaustion due to the increased work stress they endure(Grandey et al, 2004; Van Jaarsveld et  
4 al, 2010). As a result, the following hypothesis is put forth:

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7 H1: Workplace incivility has a positively significant impact on Emotional Exhaustion.  
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## 10 **Emotional Exhaustion and Job-Related Outcomes**

### 11 **Emotional Exhaustion and Job Stress**

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15 Nearly half of employees working in an organization have a great level of emotional  
16 exhaustion because of excessive workloads, little supportive relations, less amount of staff  
17 associates, professional growth, and fatigue (Khan Faisal et al, 2014). The relationship  
18 between emotional exhaustion and job stress has been found across various educational  
19 contexts and it has been seen that emotionally exhausted employees have high job stress  
20 (Cropanzano, 2003; Byrne, 1994; Richards et al., 2019). Lee & Ashforth, (1996) in their  
21 research found that emotionally exhausted workers have high job stress and high turnover  
22 intention. Khan et al. (2019) recommended that due to increased levels of incivility at the  
23 workplace employees become emotionally exhausted which gives rise to increased job stress  
24 among employees. As a result, the following hypothesis is put forth:  
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33 H2a: Emotional Exhaustion has a positively significant impact on job stress.  
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### 36 **Emotional Exhaustion and Job Satisfaction**

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38 Hur et al.(2015)found that emotional Exhaustion has a significant negative association with  
39 job satisfaction. Employees feel useless at their job when they are emotionally exhausted  
40 (Moore, 2000), show unfavorable attitudes toward their jobs, and have lower job satisfaction  
41 (Lewig& Dollard, 2003; Lee, Kwon & Richards, 2019). A study by Baeriswyl et al. (2016)  
42 suggested that Emotional Exhaustion has a direct negative effect on job satisfaction. Several  
43 studies have witnessed that when employees feel emotionally exhausted at their work, they  
44 feel less satisfied with their job (Koon& Pun, 2018). Grandey, (2003)has also found a  
45 substantial negative relationship between emotional exhaustion and job satisfaction. As a  
46 result, the following hypothesis is put forth:  
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55 H2b: Emotional Exhaustion has a negatively significant impact on job satisfaction.  
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### 58 **Emotional Exhaustion and Turnover Intention**

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3 Emotional exhaustion caused by incivility decreases self-efficacy and self-esteem, reduces  
4 the motivation of workers, and as a result, turnover intention increases (Ducharme et al.,  
5 2007). Emotional exhaustion causes a low or diminished quality of life at work, which is a  
6 key factor in the decision of employees to leave the organization (Rajendran et al., 2020;  
7 Korunka et al., 2008). Emotional exhaustion was strongly and favorably correlated with  
8 turnover intention (Babakus et al., 2008). Several job-related outcomes, including turnover  
9 intentions, and employee voluntary departure have all been found in studies to be highly  
10 connected with emotional exhaustion (Karatepe and Karatepe, 2009). As a result, the  
11 following hypothesis is put forth:  
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19 H2c: Emotional Exhaustion has a positively significant impact on turnover intention.  
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## 22 **Workplace Incivility and Job-Related Outcomes**

### 23 **Workplace Incivility and Job Stress**

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27 There are higher levels of stress among people who are exposed to uncivil working situations,  
28 according to studies examining the link between uncivil behavior and job stress (Penney &  
29 Spector, 2005; Schilpzand et al., 2016; Batista & Reio Jr., 2019). Roberts et al. (2011), who  
30 studied the association between job stress and workplace incivility, showed an increasing  
31 level of workplace incivility produces a greater level of job stress. Employees who have been  
32 subjected to workplace incivility have also reported significant levels of stress, including  
33 workplace stress and psychological discomfort, and worse levels of performance (Reich  
34 & Hershcovis, 2015; Pemberton, 2019). Accordingly, the following hypothesis is put forth:  
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42 H3a: Workplace incivility has a positively significant impact on job Stress.  
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### 45 **Workplace Incivility and Job Satisfaction**

46  
47 Cortina et al. (2001) suggested employees who face workplace incivility could experience  
48 dissatisfaction with their work. Several researchers have suggested that employees who have  
49 faced uncivil behavior at the workplace may also have diminished job satisfaction  
50 (cingöz & kaplan, 2015; Holm et al., 2015; Koon & Pun, 2018; Chen & Wang, 2019), reduced  
51 worker and supervisor satisfaction (Loh and Loi, 2018). Previous research has also  
52 maintained the negative association between workplace incivility and job satisfaction  
53 (Sharma & Singh, 2016; Frisbee et al., 2019). As a result, the following hypothesis is put  
54 forth:  
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H3b: Workforce incivility has a negatively significant impact on job satisfaction.

### **Workplace Incivility and Turnover Intention**

Huang & Lin (2019) found out that the incivility experienced by employees at their workplace is positive associated with turnover intention. Rahim and Cosby (2016) also declared that individuals working in an uncivil work environment may have an increased rate of turnover intention. Incivility at work is positively correlated to the intention to leave, according to certain other studies (Tricahyadinata et al., 2020; Manzoor et al., 2020). Additionally, studies show that incivility at the workplace reduces job satisfaction and increases employees' chances to leave the organization (Tarraf, 2012). Accordingly, the following hypothesis is put forth:

H3c: Workplace Incivility has a positively significant impact on turnover intention

### **Mediating Role of Emotional Exhaustion**

One of the unfavorable effects of workplace rudeness is emotional exhaustion. When employees are confronted with incivility at work and become victims, they experience emotional instability, such as emotional distress, and their energy for performing their tasks declines, along with their motivation, as stress rises, and the intention to leave the job arises (Bunk and Magley, 2013; Giumetti et al., 2013; Lim and Lee, 2011).

Past studies have also shown that emotional exhaustion acts as a mediator of Organizational Justice and Individuals' Withdrawal (Cole et al, 2010), and in the association of mindfulness with employee turnover intentions and job performance (Reb et al, 2017). A study by Koon & Pun, (2018) has also shown that emotional exhaustion acts as a mediator between job demands and instigated workplace incivility. However, the literature has not yet looked at whether or not emotional exhaustion mediates in part or wholly the relationship between workplace incivility and job-related outcomes. Therefore, this study suggests that emotional exhaustion acts as an underlying link between workplace incivility and employee job-related outcomes (job stress, job satisfaction, and turnover intention). As a result, the following hypothesis is put forth:

H4: Emotional Exhaustion acts as a mediator between Workplace incivility and Job-related outcomes (a: job stress, b: job satisfaction, c: turnover intention)

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3 **(Enter Fig 1a)**  
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### 5 **Research Methodology**

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8 We collected data on employees' views of workplace incivility, emotional exhaustion, and  
9 job-related outcomes ( job stress, job satisfaction, and employee turnover intention) to test  
10 the suggested research paradigm. The information was gathered from full-time employees in  
11 Jammu and Kashmir's higher education sector. A two-wave survey questionnaire was sent to  
12 700 personnel in Jammu and Kashmir's higher education sector. Employees in Jammu and  
13 Kashmir's higher education sector were the intended participants. When it comes to sampling  
14 methodologies and the proper sample size for study, opinions range. Roscoe (1975)  
15 recommended that a sample size 10 times or more the number of variables covered by the  
16 theoretical perspective is adequate in social sciences. Similarly, Cochran (1977) claimed that  
17 for research with a small sample size (i.e. < 10,000 people), a 10-30% sample size is very  
18 realistic. With all of these suggestions in mind, a probability sampling method (random  
19 sampling) was applied, with a sample size of 600-700 people. As a result, we issued survey  
20 questionnaires to 700 people in the designated sector. We utilized the questionnaire form to  
21 collect data from workers working in the higher education sector in Kashmir at time 1, and  
22 we used it to collect data from workers working in the higher education sector in Jammu at  
23 time 2. A total of 623 two-wave paired questionnaires were reverted, with a response rate of  
24 89%. Due to extensive missing data, fifty-six questionnaires were discarded. In addition,  
25 twenty-one surveys were removed from the study because respondents gave excessively high  
26 ratings to each topic, indicating strong agreement or strong disagreement. Therefore, we  
27 ended up with a final sample of 550 people, with a response rate of 79%. Respondents were  
28 told of the study's goal and assured of the data's confidentiality before the surveys were  
29 sent. The demographic profiles of these 550 respondents are presented in Table 1.  
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46 **(Enter Table 1)**

### 47 **Research Instruments**

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50 All variables in this research study were assessed using a five-point Likert-type scale. The  
51 original scale of workplace incivility was established by Cortina et al. (2001) and it includes  
52 seven questions. The scale of Emotional Exhaustion was established by Maslach et al. (1986)  
53 and it is a 9-item questionnaire scale. The scale for job stress was developed by Cullen, Link,  
54 Wolfe, and Frank (1985). The scale has 6 items. The job satisfaction scale was given by A. H.  
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3 Bray field and H. F. Rothe (1951), and it has eighteen items. The scale for the turnover  
4 intention was established by Mobley et al. (1978). It is a 3-item questionnaire.  
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8 Out of the 43 items that were originally used, ten were deleted from the analysis. Cronbach's  
9 alpha of workplace incivility scale (6 items) was 0.838 after removing one item whose factor  
10 loading was below 0.5. Similarly, for the emotional exhaustion scale, Cronbach's alpha  
11 reliability for eight items after removing one item was 0.861. Cronbach's alpha of the job  
12 stress scale was 0.814 for four items after removing two items whose factor loading was  
13 below 0.5. Cronbach's alpha of job satisfaction (twelve items) was 0.873 after removing six  
14 items and Cronbach's alpha reliability for turnover intention scale (three items) was 0.836  
15 (see Table 3 for Alpha Value).  
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## 22 **Analysis and results**

### 23 **Measurement model**

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27 The five-factor model of workplace incivility, emotional exhaustion, job satisfaction, job  
28 stress, and turnover intention was confirmed using a CFA. AMOS 19 was used to perform  
29 CFA on our five-factor structure. Fit indices like goodness of fit index (GFI), comparative fit  
30 index (CFI), root mean square error of approximation (RMSEA), normed fit index (NFI), and  
31 standardised root mean square residual (SRMR) were used to assess model fit using Hu and  
32 Bentler's (1999) criteria (i.e. GFI > 0.90, CFI > 0.90, RMSEA < 0.08, NFI > 0.90, and SRMR  
33 < 0.06). The proposed five-factor model fit the data very well ( $\chi^2 = 4882$ ,  $df = 885$ ,  $p <$   
34  $0.001$ , CFI = 0.921, GFI = 0.913, NFI = 0.925, RMSEA = 0.064 and SRMR =  
35 0.083). Furthermore, according to Fornell and Larcker, (1981), one can evaluate discriminant  
36 validity by comparing each variable's square root of AVE to the correlation between the  
37 variable and all other variables. Therefore, if a variable's correlation with any other variable is  
38 less than the square root of each variable's AVE, discriminant validity is proven. Hence, we  
39 estimated the average value of all constructs, which varies from 0.619 to 0.692. As a result,  
40 the square root of each variable's AVE score is greater than the correlations among the  
41 variables, representing discriminant validity. Overall, these findings corroborate the construct  
42 validity of the measures used in this research.  
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56 The composite reliability scores of all the variables in this research were above the lowest  
57 acceptable threshold (CR > 0.70), according to reliability analyses (see Table 2). The item  
58 loadings values are > 0.50, the average variance extracted values of workplace incivility,  
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3 emotional exhaustion, job stress, job satisfaction, and turnover intention were all greater than  
4 0.50, indicating convergent validity (Gerbing and Anderson, 1988).  
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7 **(Enter Table 2)**  
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10 The correlation of variables is shown in Table 3 which displays that, perceived workplace  
11 incivility and emotional exhaustion are positively and significantly correlated with job stress  
12 and intention to leave, as well as with each other. Furthermore, the findings indicate that  
13 workplace incivility and emotional exhaustion are significantly negatively associated with job  
14 satisfaction. As a result, correlations between the variables are pointing in predictable  
15 directions.  
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21 **(Enter Table 3)**  
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### 23 **Mediation analysis and testing of hypothesis**

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25 To evaluate the mediating effect of emotional exhaustion on the link between workplace  
26 incivility and job stress, job satisfaction, and employee turnover intention, we used Baron and  
27 Kenny's (1986) guidelines. The first regression model, denoted by relationship "c" (Table 4),  
28 examines the impact of an independent variable (workplace incivility) on dependent variables  
29 (job stress, job satisfaction, and employee turnover intention). The second regression model,  
30 indicated by relationship "a" in Table 4, examines the effect of workplace incivility on  
31 mediator emotional exhaustion. The third regression model, denoted by relationship "b"  
32 (Table 4), examines the impact of emotional exhaustion on the dependent variables (job stress,  
33 job satisfaction, and employee turnover intention). The fourth regression model, indicated by  
34 relationship "c\*" in Table 4, combined workplace incivility and emotional exhaustion to  
35 predict job stress, job satisfaction, and employee turnover intention. We can corroborate the  
36 outcomes using Sobel tests once mediation is discovered, as recommended by (Delcourt et al,  
37 2013). Emotional exhaustion entirely mediates the association, according to the findings (see  
38 Table 4). All of our mediation results are supported by the Sobel test statistics.  
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51 **(Enter Table 4)**  
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55 Workplace incivility has a positively significant influence on job stress ( $\beta = 0.56, p < 0.01$ ),  
56 turnover intention ( $\beta = 0.48, p < 0.01$ ) and significant negative influence on job satisfaction ( $\beta$   
57 =  $-0.49, p < 0.01$ ) as shown in Table 4. Workplace incivility has a positive and significant  
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effect on emotional exhaustion ( $\beta = 0.49, p < 0.001$ ) as per the findings of this study. Furthermore, emotional exhaustion has positively significant influence on job stress ( $\beta = 0.59, p < 0.001$ ), turnover intention ( $\beta = 0.70, p < 0.001$ ), significant and negative influence on job satisfaction ( $\beta = -0.64, p < 0.001$ ) as per the findings. Finally, we find that the influence of workplace incivility on job stress ( $\beta = 0.04, p > 0.1$ ), job satisfaction ( $\beta = -0.03, p > 0.1$ ), and turnover intention ( $\beta = 0.07, p > 0.1$ ) is not significant anymore when we combine emotional exhaustion and workplace incivility in a regression model to determine employee job stress, job satisfaction, and turnover intention. The results are also shown in the Fig. 2:

The indirect effect of workplace incivility on employee job outcomes (job stress, job satisfaction, and turnover intention) was calculated using bootstrapping (Preacher and Hayes, 2008) to further support this mediation effect. We discovered that indirect effects (IE) of workplace incivility via emotional exhaustion on job stress (IE estimate = 0.285, 95 percent confidence interval [0.21, 0.36]), job satisfaction (IE estimate = -0.225, 95 percent confidence interval [-0.29, -0.16]), and employee turnover intention (IE estimate = 0.413, 95 percent confidence interval [0.33, 0.50]) were significant. As a result, our findings support H4a, H4b, and H4c.

**(Enter Fig 2)**

## Discussion

The goal of this study was to look if there was a relationship between workplace incivility and employee job stress, job satisfaction, and desire to leave. Another goal of this research was to see if emotional exhaustion is totally or partially mediating the link between workplace incivility and the three job-related outcome variables described above. Workplace incivility has a positive significant effect on job stress, and turnover intention, and a negative significant influence on job satisfaction as per the empirical research. However, these effects are mediated by emotional exhaustion.

The findings support the **H1** hypothesis ( $\beta = 0.49, p < 0.001$ ) that a significant positive link exists between workplace incivility and emotional exhaustion. This is consistent with prior

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3 study results that indicated a significant positive link between these two variables (Hur et al,  
4 2016).

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7 The findings also confirm the **H2a** ( $\beta = 0.59, p < 0.001$ ), and **H2c** ( $\beta = 0.70, p <$   
8  $0.001$ ) hypotheses, respectively, indicating a significant positive association between  
9 emotional exhaustion and employee job-related outcomes like employee job stress and  
10 turnover intention. This is consistent with earlier research findings, which found a substantial  
11 positive association between emotional exhaustion and job stress (Lee & Ashforth, 1996), as  
12 well as the fact that emotional exhaustion increases the likelihood of employee intention to  
13 leave (Korunka et al., 2008). The findings also corroborate the **H2b** hypothesis ( $\beta = -0.64, p$   
14  $< 0.001$ ) that emotional exhaustion and job satisfaction have a significant and negative  
15 connection. This is consistent with earlier research findings, which establish a strong negative  
16 link between these two (Skaalvik and Skaalvik, 2011).

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19 The **H3a** hypothesis ( $\beta = 0.56, p < 0.01$ ), **H3c** hypothesis ( $\beta = 0.48, p < 0.01$ ) that workplace  
20 incivility has a substantial positive connection with job stress and turnover intention,  
21 respectively, received good support. These findings are in line with previous findings that  
22 revealed a strong positive association between workplace incivility and job stress (Penney &  
23 Spector, 2005) and a significant positive association between workplace incivility and  
24 employee turnover intention (Spence Laschinger et al, 2009). The findings also supported the  
25 **H3b** hypothesis ( $\beta = -0.49, p < 0.01$ ) that workplace incivility and job satisfaction have a  
26 substantial negative link. The previous research is in agreement that a significant and  
27 negative association between workplace incivility and job satisfaction exists (Holm et al.,  
28 2015).

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31 Finally, the study's key findings substantially support the **H4a**, **H4b**, and **H4c** hypothesis that  
32 emotional exhaustion mediates the association between workplace incivility and job-related  
33 outcomes. These findings are in line with previous findings that emotional exhaustion  
34 mediates the association between workplace incivility and other organizational outcomes  
35 (Hur et al., 2015; Schilpzand, Leavitt, & Lim, 2016), emotional exhaustion acts as a mediator  
36 in the association of mindfulness with employee turnover intentions and job  
37 performance (Reb et al, 2017).

### 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 **Theoretical implications**



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3 The results have a theoretical implication that it adds to the existing body of knowledge of the  
4 SDT model(Deci et al., 2017). Workplace incivility has been introduced in the workplace  
5 context while as emotional exhaustion acts as a counter-motivational factor in the SDT  
6 model. SDT recommends that intrinsically satisfied needs of employees are required for their  
7 better job outcomes (Deci et al., 2001). Workplace incivility and emotional exhaustion stifle  
8 these needs, which lowers intrinsic desire to work, thereby increasing the job stress of  
9 employees, decreasing their job satisfaction, and finally leading them to leave the  
10 organization. Workplace incivility acts an independent workplace context which does have  
11 impact on behavioural outcomes as per this study. Thus, this study adds to existing  
12 knowledge on STDs by suggesting and testing emotional exhaustion as a mechanism for  
13 determining the impact of workplace incivility on employee job outcomes.  
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23 This study has led to an improved understanding of the association between workplace  
24 incivility and employee job-related outcomes. Furthermore, this research investigated  
25 emotional exhaustion as a mediator between workplace incivility and job-related outcomes,  
26 which could be useful in future, research investigations in a related sector. These findings are  
27 consistent with prior study results that indicated emotional exhaustion acts as a mediator  
28 between workplace incivility and other organizational outcomes (Hur et al., 2015;  
29 Schilpzand, Leavitt, & Lim, 2016), and between mindfulness with employee turnover  
30 intentions and job performance (Reb et al, 2017). This research has added to current literature  
31 in Jammu and Kashmir's service sector, allowing for an understanding of the effect of  
32 workplace incivility on job-related outcomes.  
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### 41 **Practical implications**

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43 Based on the findings from the study, the following recommendations are provided:  
44 Regardless of where an organization or business is located in the world, workplace incivility  
45 is an unavoidable hazard. As a result, academics and practitioners should keep in mind the  
46 seriousness of workplace incivility. While it may appear to be subtle and unclear, it is  
47 frequently detrimental to an organization's overall culture and well-being. As a result, it has  
48 become critical to take prompt and appropriate action to prevent incivility from disrupting the  
49 peaceful and productive condition of organizations.  
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56 In various sectors, especially the service sector, workplace incivility is a significant factor  
57 influencing job-related outcomes. Because our results show that workplace incivility has a  
58 strong favourable influence on job stress and employee turnover intention, as well as a  
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considerable negative effect on job satisfaction. Workplace incivility can lead to increased job stress, increased employee turnover, and reduced job satisfaction (Laschinger et al., 2012; Lanzo et al., 2016; Oyeleye et al., 2013). As a result, organizations must devise measures to limit the frequency of incidents of workplace incivility.

### Conclusion/Limitations

The current study looked into mediating role of emotional exhaustion between workplace incivility and employee job stress, job satisfaction, and turnover intention. The main finding of this research study is that emotional exhaustion completely mediates the association between independent and dependent variables. The findings also revealed a link between professional incivility and emotional exhaustion. This research makes important theoretical and practical advances; nonetheless, there are a few limits to this research that should be mentioned. Even though we collected data in two waves, common procedures bias or variation can not be eliminated (Doty and Glick, 1998) as the data came from a single source. Our results imply that emotional exhaustion mediates the association between workplace incivility and employee job-related outcomes, which could also be due to the same source data. As a result, future scholars should exercise caution when interpreting the study's complete mediation effects. Future researchers should collect multisource data on this concept in a variety of cultural settings.

Furthermore, to acquire quantitative data, this study used a simple random sampling method. Future scholars are encouraged to collect larger data samples using alternative sampling approaches to improve the study's generalizability.

Finally, this research was undertaken in Jammu and Kashmir's higher education sector. As a result, the findings may not apply to other sectors because workplace incivility may be regarded differently in other sectors. To test this strategy, more research in other areas is needed.

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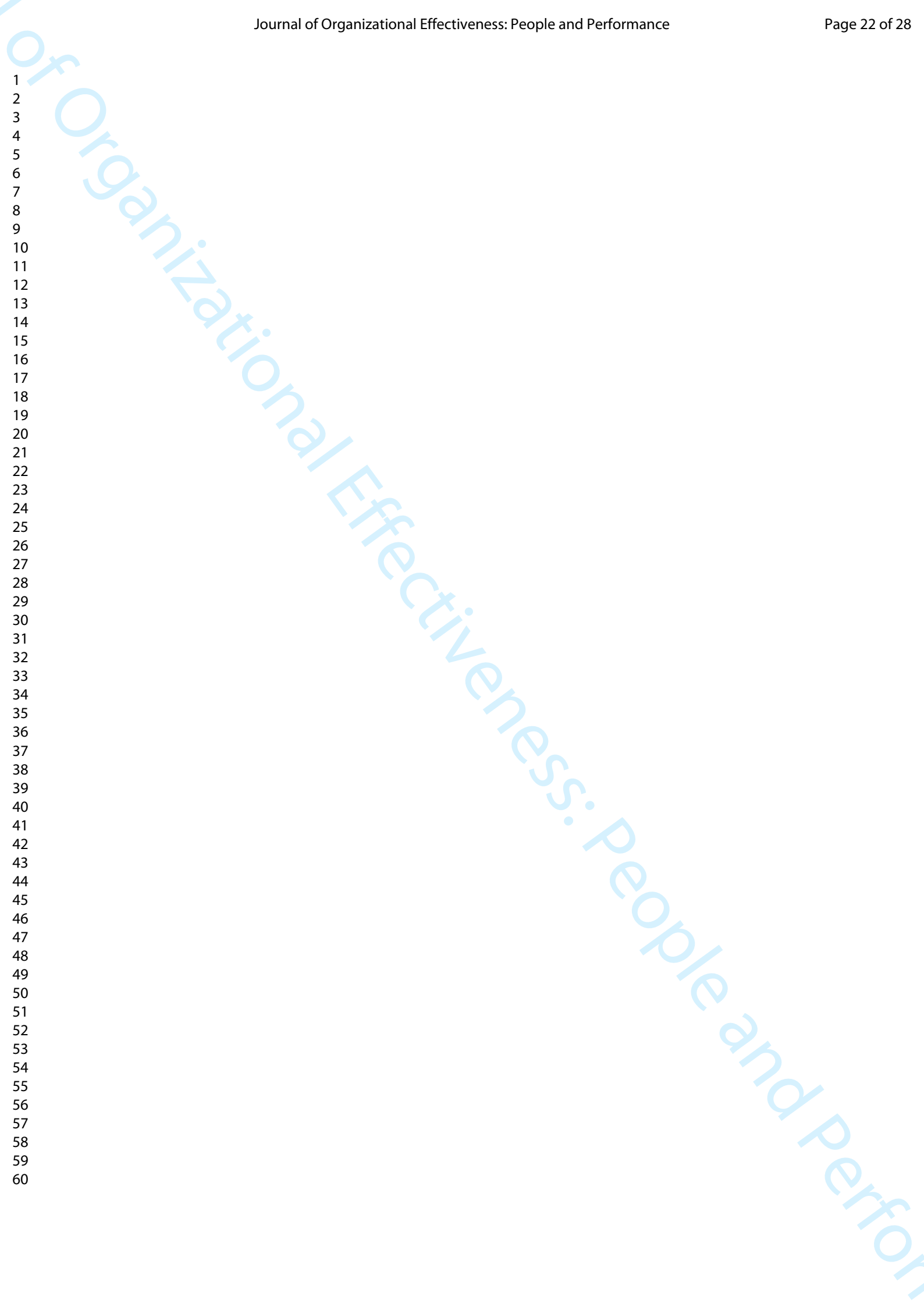
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**Table 1. Demographic Profile of Respondents**

	Frequency	Valid %
<b>Gender</b>		
Male	324	58.9
Female	226	41.1
Total	550	100
<b>Marital status</b>		
Married	320	58.2
Unmarried	230	41.8
Total	550	100
<b>Qualification</b>		
Ph.D.	76	13.8
PG	237	43.1
Graduation	190	34.5
Other	47	8.5
Total	550	100
<b>Age</b>		
21-30	263	47.8
31-40	192	34.9
41-50	79	14.4
Above 50	16	2.9
Total	550	100
<b>Duration of Service</b>		
1-10	355	64.5
11-20	153	27.8
21-30	34	6.2
Above 30 years	8	1.5
Total	550	100

**Table 2. Confirmatory Factor Analysis**

Construct	Item	Factor loading	Critical ration t-value	CR	AVE
Workplace incivility	WPI1	.528		0.920	0.692
	WPI3	.832	12.13		
	WPI4	.738	11.54		
	WPI5	.634	10.63		
	WPI6	.674	11.11		
	WPI7	.676	11.13		
	Job Stress	JST1	.648		
JST2		.804	14.40		
JST5		.798	14.36		
JST6		.654	12.58		
Job Satisfaction	JS2	.544		0.922	0.619
	JS5	.630	11.04		
	JS6	.652	11.30		
	JS7	.555	10.20		
	JS8	.592	10.60		
	JS11	.561	10.23		
	JS12	.599	10.69		
	JS13	.577	10.42		
	JS15	.556	10.15		
	JS16	.728	12.03		
	JS17	.718	11.93		
JS18	.596	10.64			
Turnover intention	TI1	.801		0.903	0.658
	TI2	.798	17.25		
	TI3	.782	17.18		

Emotional Exhaustion	EEX1	.820		0.906	0.670
	EEX2	.738	19.03		
	EEX3	.834	19.68		
	EEX4	.742	19.20		
	EEX5	.537	10.73		
	EEX6	.748	19.32		
	EEX7	.602	11.72		
	EEX8	.761	19.48		

Where WPI- Workplace Incivility, JST- Job Stress, JS- Job Satisfaction

TI- Turnover Intention, EEX- Emotional Exhaustion

**Table 3. Correlation Matrix**

Variables	WPI	JST	JS	TI	EEX	Mean	Std. Deviation	Alpha Value
WPI	1					2.4327	.77649	.838
JST	.561**	1				2.8691	.90165	.814
JS	-.494**	-.638**	1			3.5321	.65978	.873
TI	.481**	.565**	-.535**	1		2.6667	.92840	.836
EEX	.498**	.596**	-.647**	.704**	1	2.7282	.87883	.861

\*\* Correlation is significant at the 0.01 level

WPI- Workplace Incivility, JST- Job Stress, JS- Job Satisfaction

TI- Turnover Intention, EEX- Emotional Exhaustion

**Table-4. Mediation Analysis**

Hypothesis	Dependent variable	Path(a) WPI- EEX	Path(b) EEX- DVs	Path(c) IV- DVs	IV-DVs(c*) Mediator controlled	Sobel's Z-value	Meditation
<i>H4a</i>	JST	.498**	.596**	.561**	0.04 ns	11.13	Full
<i>H4b</i>	JS	.498**	-.647**	-.494**	-0.03 ns	11.01	Full
<i>H4c</i>	TI	.498**	.704**	.481**	0.07 ns	11.50	Full

*WPI- Workplace Incivility, JST- Job Stress, JS- Job Satisfaction*

*TI- Turnover Intention, EEX- Emotional Exhaustion*

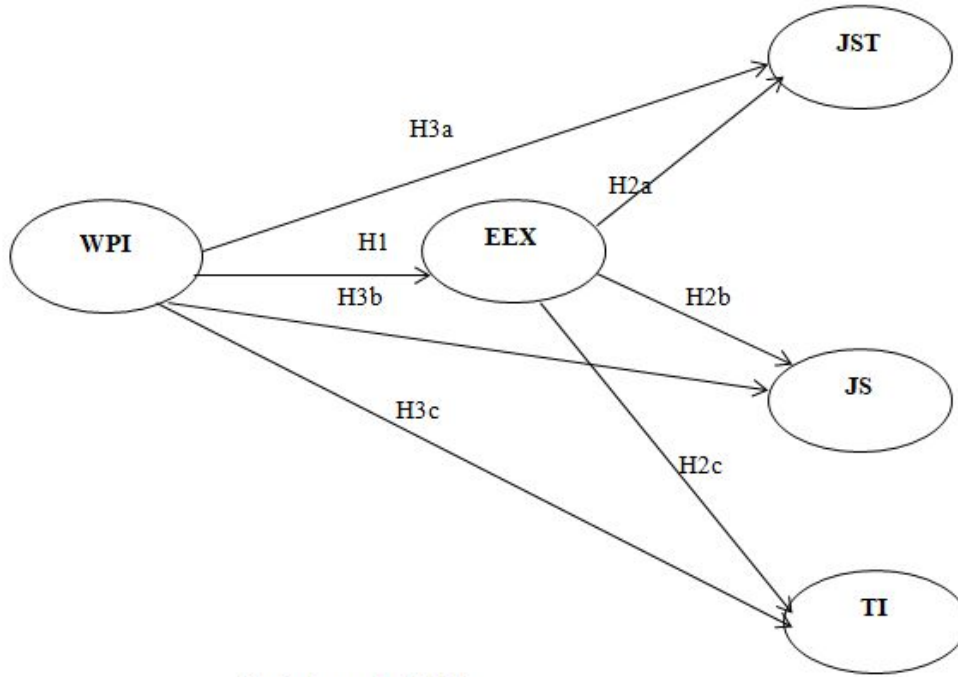


Fig 1: Research Model

WPI: Workplace Incivility, EEX: Emotional Exhaustion, JS: Job Stress

JS: Job Satisfaction, TI: Turnover Intention

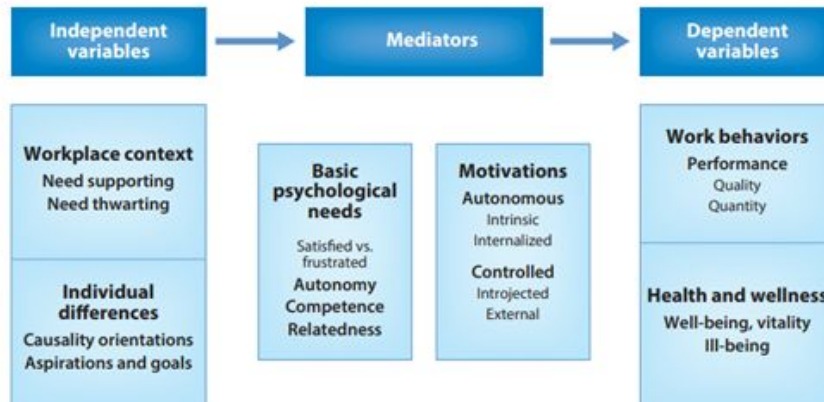


Fig 1a. Self Determination model by Deci and associates (2017)



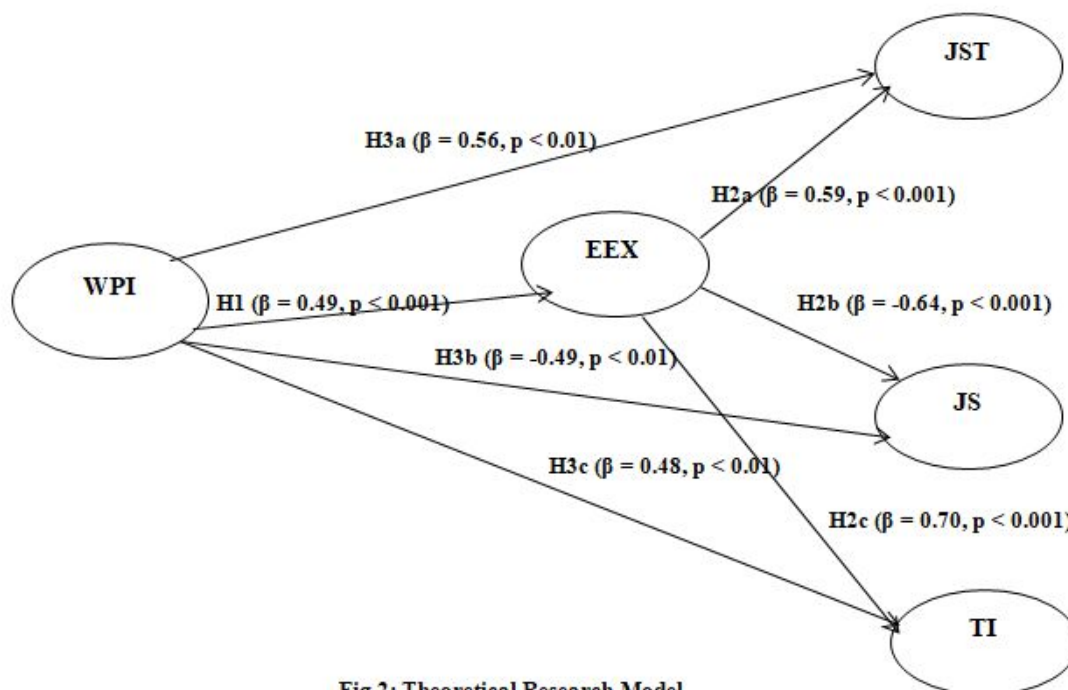


Fig 2: Theoretical Research Model

WPI: Workplace Incivility, EEX: Emotional Exhaustion, JS: Job Stress

JS: Job Satisfaction, TI: Turnover Intention