

**Workplace Incivility, Supportive Supervision, Occupational Stress and Emotional  
Exhaustion among Workers in Centenary Bank Kampala Uganda**

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University**

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## Declaration

I, Amito Olga, hereby declare that this dissertation is my original work and has never been submitted to any Institution of learning for any academic award and where work of others has been used acknowledgement has been made

Signature: \_\_\_\_\_ u/s 9

Date: \_\_\_\_\_ 16<sup>th</sup> / Jan / 2023

Amito Olga (Student)

## Approval

This is to certify that this dissertation has been compiled under my supervision and is being submitted to School of Psychology as a partial requirement for the award of masters of Organisational Psychology of Makerere University.

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Date: 16-01-2023

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(Supervisor)

## **Dedication**

This dissertation is dedicated to my daughter Eyalama Atarah lia-marie and my sister Akumu Bridget Pamela.

## Acknowledgments

Once have you spoken twice have I heard that all glory and honor is ascribed unto you.  
ABBA father thank you .... (Psalms 62:11)

Utmost gratitude to my daughter Eyalama Atarah Lia- Marie for walking this journey with me with so much grace and patience. Thank you for allowing me to be a mother that can still achieve against all odds.

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## Abstract

Many organizations are concerned with ensuring that the workplace is free of violence and other conspicuous unethical behaviour which are easily identified as detrimental to growth and progress. However, some organisations are at the same time overlooking the seemingly lesser forms of interpersonal mistreatment that have transformed into an epidemic of bad and uncivil behaviours such as ill-mannered treatment, mockery, and nery relationships. The relationship between workplace incivility, occupational stress, and emotional exhaustion among workers in Centenary Bank and the moderating effect of supportive supervision between workplace incivility and emotional exhaustion was the focus of this study. The study was conducted among employees of Centenary Bank Uganda. The study used a cross-sectional design. Data was collected using standardized questionnaires and was analyzed using a Pearson Product Moment Correlation Coefficient for hypotheses 1, 2 and 3 and moderated mediation model in PROCESS Macro in SPSS for hypotheses 4 and 5. The results of the study revealed a significant positive relationship between workplace incivility and emotional exhaustion, significant relationship between workplace incivility and occupational stress and a significant positive relationship between occupational stress and emotional exhaustion. In addition, concerning the mediation effects, the index of moderated mediation was not significant for emotional exhaustion hence concluding that occupational stress has no effect on workplace incivility and emotional exhaustion. Lastly, supportive supervision does not moderate the direct and indirect effects of workplace incivility on emotional exhaustion. Therefore, the study recommends that organizations pay attention to the behaviors that are unethical in a workplace such us rude bankers as this has an effect on emotional exhaustion which affects performance of employees and may lead to increased turnover rates.

## **Chapter One**

### **Introduction**

Occupational stress is a widespread issue in modern employment, especially among firms in the service industry (Hannif, et al., 2006) such as banks (Khalid, et al., 2020). Occupational stress stems from 'toxic' work environments that are characterised with high work demands (Mustafa, et al., 2015), extreme pressure, (Colligan & Higgins, 2006) and deviant behaviours such as workplace incivility (Shabir, et al., 2014). Workplace incivility involves activities like; disrespectful and snobbish remarks, silent treatment, abusive supervision, mobbing and antagonistic stares (Liu, Zhou & Che, 2019). Porath & Pearson (2013) reported that workplace incivility is prevalent in almost all workplaces and 98% of the workers experience it in various forms and levels.

Research shows that experiencing incivility in the workplace can be very stressful and affect an individual's well-being, thus jeopardizing both their physical and psychological health thus may experience psychological disorders such as depression, anxiety, and stress (Cortina, et al., 2001; Lim, Cortina & Magley, 2008; Sakurai, Jex, & Gillespie, 2011). Studies have further indicated that work environments characterised with workplace incivility may not only cause occupational stress (Taylor & Dorn, 2006) but are also closely linked emotional exhaustion (Iacovides, et al., 2003). Emotional exhaustion among employees has been described as the persistent interminable state of feeling emotionally worn-out resulting from a highly demanding job, unmet personal obligations and/or accumulated occupational stress (Donahue et al., 2012).

Numerous studies have indicated that incivility in organizations usually thrives in work environments or atmospheres that are autocratic in nature, have difficult working conditions, and are anxiety ridden (Gardner & Johnson, 2001; Indvik, 2001; Rau-Foster, 2004). It can thus be

deduced that work incivility and its antecedents can be buffered through effective supportive supervision. Mor Barak, Nissly, & Levin, (2011) contend that supervisory support indirectly influences worker emotional exhaustion through its effect on occupational stress. Several authors argue that when an individual is experiencing a high level of occupational stress, supervisory support is an important coping resource (Bakker, Demerouti, and Euwema, 2005; Kickul & Posig, 2001).

The supervisory process permits supervisors and supervisees the opportunity to work as a team to meet common goals and objectives. Kuper and Marmot (2003) explain that poor supervision of conflicts at work and job insecurity in the long run causes physical wear and tear to the employee hence leading to emotional exhaustion. Cortina, Magley, Williams and Langhout (2001) add that emotional exhaustion leads to different states of worker mind like intention to leave, psychological wellbeing and prohibitive voice behaviour. Despite the significant contribution of many studies, however, few have examined the different effects of supportive supervision on workplace incivility, occupational stress, and emotional exhaustion among bank workers in particular

### **Statement of the Problem**

It is every employee's desire to work in an environment where they are respected and treated with fairness. Due to the high work demands, employees get emotionally exhausted since often times they invest too much of their emotions in dealing with supervisors and colleagues at work. Many organizations are therefore much concerned with ensuring that the workplace is free of violence and other conspicuous unethical behaviour which are easily identified as detrimental to growth and progress. However, some organisations are at the same time overlooking the seemingly lesser forms of interpersonal mistreatment that have transformed into an epidemic of

bad and uncivil behaviours such as ill-mannered treatment, mockery, and neryv relationships. These behaviours have consequently led to devastating impacts on employees (increased stress levels, declining productivity, performance, becoming de-motivated, apathetic, and even angry) as well as the organizations. As such, inculcating civility through supportive supervision has been proposed for implementation. Despite the suggestion of emerging empirical evidence, studies on emotional exhaustion among Uganda's banking industry remain limited hence need for the study to be carried out.

### **Purpose**

The study seeks to access the relationship between workplace incivility, supportive supervision, occupational stress, and emotional exhaustion among workers in Centenary Bank Kampala Uganda.

### **Objectives**

- 1) To examine the relationship between workplace incivility and Emotional exhaustion.
- 2) To examine the relationship between workplace incivility and occupational stress.
- 3) To examine the relationship between occupational stress and emotional exhaustion.
- 4) To examine whether occupational stress mediates the relationship between work place incivility and emotional exhaustion.
- 5) To examine whether supportive supervision moderates the direct and indirect effects of work place incivility on emotional exhaustion.

## **Scope**

### **Geographical Scope**

The study was conducted from Centenary bank, a commercial bank in Uganda licensed by the Bank of Uganda, the central bank and national banking. Centenary bank shall be used as case study since its Uganda's biggest and fastest growing indigenous bank currently reaching out to its 2.4 million customers through 80 branches countrywide. The study will however focus on branches in Kampala City.

### **Content Scope**

The study focused on examining workplace incivility, supportive supervision, occupational stress, and emotional exhaustion among worker the banking sector. The independent variable of the study was workplace incivility. On the other hand, the study dependent variables were occupational stress and emotional exhaustion. Supportive supervision will be examined as an intervening variable.

Workplace incivility is the low-intensity antisocial behaviours with ambiguous intent to harm the target. It will entail looking for the presence of deviant workplace behaviours such as being rude, discourteous, impolite, or violating workplace norms of behaviour (Andersson & Pearson, 1999).

Occupational stress is the harmful physical and emotional responses that occur when the demands of the job exceed the capabilities, needs or resources of the worker. the study variable shall be looked at through examining management of areas such as work demands, control, support, relationships, role and change that are key in influencing work-related stress. (Beehr et al, 1995).

Emotional exhaustion is as a chronic state of depleted emotional resources that results from demanding jobs. It will entail looking at the rate at which study participants feel fatigued and unable to face the demands of their job or engage with people (Barling, Rogers and Kelloway, 2001).

Supportive supervision is a process of guiding, monitoring, and coaching workers to promote compliance with standards of practice and to ensure the delivery of quality banking services. Supportive supervision is perceived as an intervention that strengthens the health system, enables health workers to offer quality services and improves performance Bailey, Blake, Schriver et al., 2016).

### **Significance**

The study recommendations will contribute to policy formulation where an organization/s may pick a leaf from the study report, accept, and implement the recommendations. In addition to that, the report will provide a real picture about workplace incivility, occupational stress, and emotional exhaustion in Uganda's Banking sector.

The study will be of significance to employers and human resource managers for developing or improving supervision as key strategy for preventing occupational stress and emotional exhaustion in the workplace.

The study will be helpful to the academia by providing more literature and knowledge on what is already in existence for future researchers by identifying some knowledge gaps as regards to workplace incivility, occupational stress, emotional exhaustion, and supportive supervision.

## Conceptual Framework

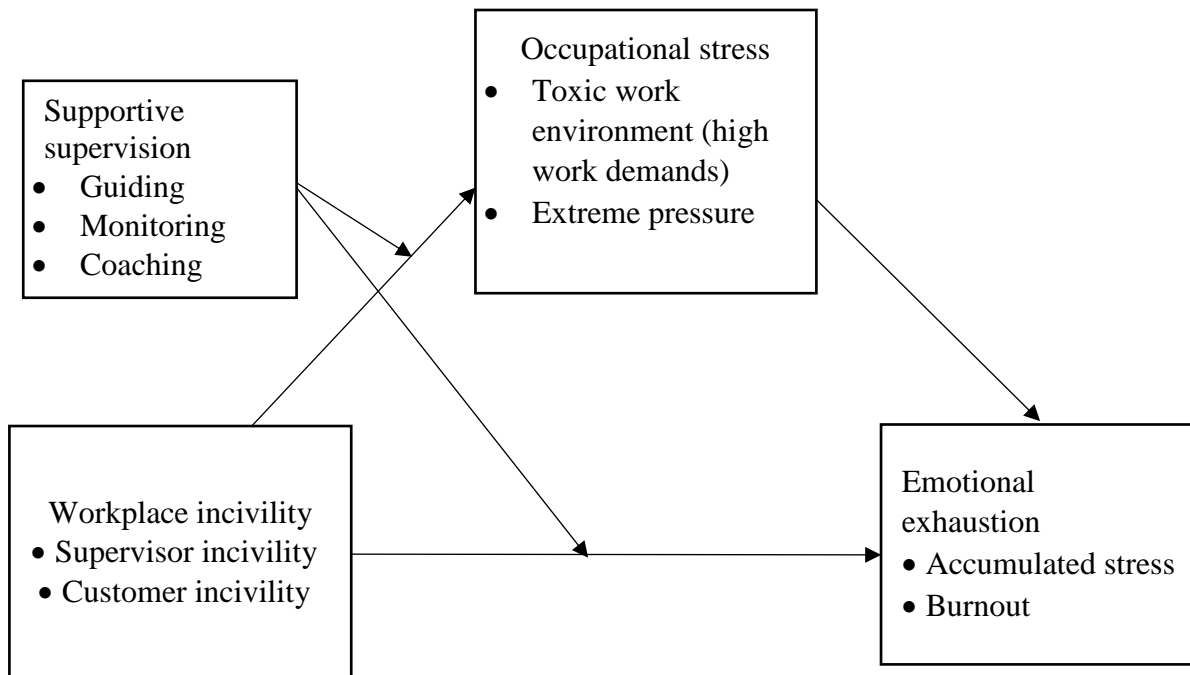


Figure 1: Conceptual framework of workplace incivility, occupational stress, emotional exhaustion, and the moderating effect of supportive supervision.

The conceptual framework was derived basing on the Conservation resource theory. Therefore, in line with the theory, workplace incivility can lead to emotional exhaustion. In the study, supportive supervision acts as a moderating factor for occupational stress and work incivility; emotional exhaustion and work incivility; emotional exhaustion and occupation stress as indicated in the figure above.

## **Chapter Two**

### **Literature Review**

The chapter presents literature written by other scholars who have conducted similar studies relating to workplace incivility, occupational stress, emotional exhaustion, and supportive supervision. Review was done according to study objectives and the work of other scholars whose work has been used referenced.

### **Theoretical Framework**

The study will be based on the conservation of resources (COR) theory (Hobfoll, 1989). The COR theory posits that individuals strive to obtain, retain, and protect resources that support their social connections and relationships (Hobfoll, 1989). However, when these resources are threatened, lost, or not sufficiently refilled, people will experience stress reactions such as emotion exhaustion (Halbesleben, Neveu, Paustian-Underdahl, & Westman, 2014). The COR theory identifies four types of resources, including objects (e.g., cars and houses), conditions (e.g., job security), personal characteristics (e.g., mastery of skills and self-esteem), and energies (e.g., time, money, and knowledge). Additionally, the COR theory posits that social relations are a type of unique resource that can either provide or deplete the available resources (Hobfoll, 1989). Workplace incivility is a social stressor (Kern & Grandey, 2009) that threatens healthy work relationships (Andersson & Pearson, 1999) and may threaten employees' social relations in the organization and potentially depletes other types of resources.

With COR theory, when work demands increase, people may expend resources to cope with such demands which might lead to strain reactions such as emotional exhaustion. At the same time, when a loss or a potential loss of resources happen; people may conserve what is left to protect themselves from future resource loss (Hobfoll, 1989). Therefore, disengagement may be a



self-protective mechanism that prevents people from depleting further resources (Demerouti et al., 2001). Not only resource loss, but incivility targets are also less likely to engage in after-work recovery activities to replenish their resources (Nicholson & Griffin, 2015), leading to an imbalance between resource loss and gain. Therefore, workplace incivility may deplete employee's physical, emotional, and cognitive resources which cause occupational stress and emotional exhaustion in the long run.

### **Work Place Incivility**

Work incivility consists of three dimensions that include: violation of workplace norms and respect; ambiguous intent and low intensity (Andersson & Pearson, 1999). With violation of workplace norms, organizations have their own norms and expectations for what is considered to be acceptable conduct among employees. When there is a common understanding of the organization targets and goals, it allows for cooperation within the organization. But the presence of incivility within the organization limits understanding of the organization targets; disrupts the wellbeing of the organization and the employees (Lim, Cortina and Magley, 2008).

Ambiguity on the other hand can cause stress to the victim because he / she might fail to make sense of the situation and would not know how to respond to the work the behaviors of work incivility. Lastly even if incivility is of lower intensity, it can still lead to aggression and escalating conflicts (Lim et al., 2008). That means that experiencing incivility can lead to a spiral so that one person's perception of incivility may cause him or her to retaliate with another uncivil behavior which leads to more aggressive and intense forms of mistreatment (Pearson et al., 2000).

Exposure to uncivil behaviors can have a negative influence on employees in terms of mood, cognitive distraction, fear, perceived injustice, damaged social identity and anger (Barling,

Rogers and Kelloway, 2001). Incivility behaviors like being ignored by a coworker, patients at the hospital, excluded or not invited in an important meeting and rude or harsh words by others in a disrespectful manner (Pearson, Andersson & Wegner, 2001). In another study conducted by Danish (2019) about the impact of workplace incivility in public organizations on customer satisfaction, he found out that there existed a significant positive relationship between emotional exhaustion and workplace incivility.

The outcomes of workplace incivility can be costly for the victim, the organization, any bystanders, or even the instigator (i.e., via incivility spirals or retaliations) Tarraf, R. C. (2012). As regards to individual outcomes, research has shown workplace incivility to be related to various attitudinal and behavioral outcomes. In their study of federal court system employees, Cortina, Magley, Williams, and Langhout (2001) found that experiences of incivility were associated with many negative outcomes for the individual, including increased psychological distress, increased job withdrawal, and decreased job satisfaction (Penny and Spector, 2005; Lim et al., 2008; Miner, Settles, Pratt-Hyatt, and Brady, 2012).

Additionally, work incivility outcomes extend beyond the victim because having an unpleasant work environment can cause employee distraction and discontentment which may lead to an increase in employee absence or contribute to escalating conflict between employees. In turn, there could be a decrease in work effort; a decline in work productivity; retaliation against the organization; increased turnover intentions, increased absenteeism from work; reduced performance at work and withdraw from work (Pearson et al, 2000; Johnson and Indvik, 2001; Lim at al, 2008; Sliter, Sliter, and Jex, 2012).

Recent research on incivility shows that the sources of work incivility include; supervisors, coworkers, and customers (Cortina et al., 2001). Hershcovis and Barling (2010) explain that supervisory incivility is more harmful than co-worker incivility because employees depend on their supervisors for evaluations and rewards. Additionally, co-worker incivility may be more harmful than customer incivility because employees may encounter an uncivil customer over and over again hence exposing the employee to bullying, mobbing, social undermining, aggression, victimization, interpersonal conflict and tyranny. Lastly Tarraf (2012) explains that there are three types of incivility which include; experienced, witnessed and instigated Tarraf, (2012). However regardless of the type, work incivility behaviors cause the same effects to the individual and organization.

Workplace incivility can be witnessed by employees working in different professions such as federal court employees, property management company employees, bank tellers, manufacturing employees, health care workers, university employees, call centre employees, grocery store chain employees, retail employees, military employees, government and law enforcement employees, engineering firm employees, financial services employees, customer service employees as well as pharmaceutical plant employees (Schilpzand et al., 2016). Workplace incivility can be caused by the supervisor, co-worker or a customer. It is not a must that it is someone superior who causes work incivility, even someone at a low position or similar position can cause workplace incivility (Schilpzand et al., 2016). Review of literature reveals that workplace incivility can be subdivided into experienced, witnessed or even instigated as detailed below.

Experienced incivility is a situation in which a victim of incivility also becomes a perpetrator of incivility. The studied antecedents to experienced incivility include dispositional, behavioural and contextual aspects. Factors associated with workplace incivility include being a

racial minority, age ( being young), gender, a dispose, disagreeable and neurotic (Cortina et al., 2013; Lim & Lee, 2011; Leiter et al., 2010; Sliter et al., 2012;(Milam et al., 2009). In light of this, in a study conducted by Lim & Lee (2011) and Cortina et al. (2013) found a significant association between gender and work incivility. In a study conducted by Lim & Lee (2011) results showed that men reported experiencing incivility as compared to their female counter parts while in another study conducted by Cortina et al. (2013) they found that women reported experiencing uncivil encounters than men. Usually one becomes susceptible to work incivility when he or she possesses target's organizational and interpersonal counterproductive behaviour; and when he or she has a high dominating or low integrating conflict management style (Meier & Spector, 2013; Trudel & Reio, 2011). However experienced work incivility can be reduced through engaging in higher workgroup norms for incivility and experiencing low role stressors (Walsh et al., 2012; (Taylor & Kluemper, 2012).

On a sad note, experienced incivility is reported to result into affective, attitudinal, cognitive and behavioural outcomes (Schilpzand et al., 2016). The latter usually result into; heightened emotionality ( increased anger, fear, sadness and reduced optimism), emotional labor, emotional exhaustion, depression, negative emotions, negative effect, lower positive effect, lower affective trust, increased levels of stress and lower levels of energy (Schilpzand et al., 2016; Bunk & Magley, 2013; Adams & Webster, 2013). When an employee is exposed to experienced incivility, there is reported performance, creativity, citizenship behaviour, withdrawal from work, decreased work engagement, decreased career salience, heightened levels of absenteeism, turnover intentions and at times organizational exit (Schilpzand et al., 2016; Chen et al., 2013; Giumetti et al., 2013; Sliter et al., 2012; Wilson & Holmvall, 2013; Porath & Pearson, 2012).

Witness incivility is another form of incivility that affects the performance of an employee. Witness incivility usually results into; reduction in task performance, reduced creative performance, reduced performance and increased dysfunctional ideation (Porath & Erez, 2009). Totterdell, et al (2012) adds that witnessing incivility predicts emotional exhaustion especially when the witness directly observes the situation of torture rather than just hearing about it. Usually female employees who witness incivility report lower levels of health satisfaction and usually withdraw from work (Schilpzand et al., 2016). This brings losses to the organization and company who have to spend resources in order to recruit new employees who have to replace those who have left.

### **Occupational Stress**

The meaning of occupational stress has been explained by the stressors and strain approach. The stressors and strain approach is based on a relatively simplistic theory that views stress as occurring due to poor working conditions that contribute to psychological or physical health (Beehr et al, 1995). The approach defines stressors as work – related characteristics, events or situations that give rise to stress and strain is defined as an employee’s physiological or psychological response to stress (Hurrell, Nelson, & Simmons, 1998). Additionally, Cox (1978) has likened this approach to an engineering model in which environmental demands may put people under pressure, and the strain created by this pressure may place people at risk of experiencing physiological and psychological harm. Motowidlo, Packard and Manning (1986) explain that organizational sources of stress that are related to various indices of strain (e.g., job dissatisfaction, psychological distress, burnout, and sickness absence) and, in some instances, has focused on identifying the individual (e.g, perceived control) and organizational (e.g., decision-latitude) factors that moderate the stressor–strain relationship (Motowidlo, Packard and Manning,

1986). Occupational stress can also refer to the process in which sources of stress in the work environment (stressors) can lead to psychological, behavioural, or physiologic manifestations of stress (strain), and longer-term health effects (Landsbergis, et al., 2017). Occupational stress can also be defined as the harmful physical and emotional responses that occur when job requirements do not match or exceed a worker's capabilities, resources, or needs (National Institute for Occupational Safety and Health, 1999). Literature reveals that occupational stress can lead to ill health of employees by causing issues like; acute traumatic injuries, psychological disorders, musculoskeletal disorders, gastrointestinal illnesses, and cardiovascular disease (CVD).1,2,3,4,5,6,7 (Landsbergis, et al., 2017).

Various scholars around the world have used different models to explain occupational stress. Occupational stress models have been subdivided into two groups; early physiologic stress response models and Integrated Occupational Stressor Models (Landsbergis, et al., 2017). Early physiologic stress response models focuses mainly focus on the adrenal medullary response, involving epinephrine (adrenalin), norepinephrine and the hypothalamic–pituitary–adrenal (HPA) axis (Schnall, et al., 2017). The HPA axis is usually activated when people face events (fear, defeat and withdrawal) over which they have little control. The integrated occupation stressor models focus on human behavior in complex environments, rather than solely on psychological processes or physiologic brain functions (Landsbergis, et al., 2017). The integrated occupation stressor models are sub divided into Job Demand–Control Model which is also known as the job strain model.

In this model, stress is attributed to working conditions rather than subjective perceptions of workers. The model also assumed that strain arises from an imbalance between demands and decision latitude (control) in the workplace where lack of

control is seen as an environmental constraint on response capabilities (McEwen, 2008). The model highlights autonomy and opportunities to develop skills as the main two components which are highly associated with decision control jobs. Examples of high demand and low control jobs as speculated by the model are; waiters, data-entry operators, and machine-paced assembly-line workers which often result into strain when the employee fails to accomplish the tasks (Landsbergis, et al., 2017).

### **Emotional Exhaustion**

Emotional exhaustion is a persistent condition of feeling emotionally worn-out resulting from an excessive job, personal demands, and, or accumulated stress (Wright & Cropanzano, 1998). Donahue et al (2012) defines emotional exhaustion as the feelings of being emotionally consumed and feelings of extreme tiredness resulting from the chronic burden placed on a person. Other scholars like Demerouti et al (2010) defined emotional exhaustion as “a consequence of intense physical, affective and cognitive strain, such as a long-term consequence of prolonged exposure to certain job demands. Emotional exhaustion is a form of burnout. Literature explains that burnout comprises of three distinct dimensions which are emotional exhaustion, depersonalization and reduced personal accomplishment (Khan, Rasli, Yusoff, et al., 2014). Exposure to uncivil behaviors can have a negative influence on employees in terms of mood, cognitive distraction, fear, perceived injustice, damaged social identity and anger (Barling, Rogers and Kelloway, 2001) which latter on transforms into emotional exhaustion. Usually emotional exhaustion of employees exhibits through physical tiredness (Jenkins & Elliott, 2004; Khan et al., 2014).

The symptoms of emotional exhaustion are; lack of vitality, trouble sleeping, irrational anger, apathy, problems in the family, sense of dread, increased cynicism or pessimism, and an

increase in drinking ( Khan et al., 2014; Jenkins & Elliott, 2004; Janssen et al., 1999). Excessive levels of emotional exhaustion have been reported to be associated with absenteeism of workers, and uncommittedness to work (Pines & Keinan, 2005). Usually emotional exhaustion at work is caused by stress which come as a result of heavy workloads, low supportive relations, personal engagement, less quantity of staff members and unprofessional development (Khan, Rasli, Khan, et al., 2014).

Workers who experience emotional exhaustion tend to display counterproductive work behaviour such as low job performance and low organizational citizenship behaviour in order to relieve negative emotions (Khan, Rasli, Yusoff, et al., 2014; Banks et al., 2012;; Sakurai & Jex, 2012; Swider & Zimmerman, 2010). The emotions that a victim of work incivility experiences can be either negative or positive. The negative emotions that are usually experienced are betrayal, annoyance, anger and frustration. While the positive emotions experienced may include pride and joy. However for each of these emotions experienced by the employee, it calls for different behaviors (Khan, Rasli, Yusoff, et al., 2014). For employees to be productive and stay focused - towards the achievement of organization goals and objectives, there is need for employees to manage their emotions. In this case, pleasant emotions can be managed through a combination of conscious efforts such as welcoming new ideas, provision of refresher trainings, being respectful, and recognition of those who have been productive (Hur et al., 2015).

### **Supportive Supervision**

Supportive supervision is an approach of supervision that emphasizes mentoring, joint problem solving, and two-way communication between the supervisor and those being supervised. It promotes high-quality program implementation and staff retention by strengthening relationships within a system, focusing on the identification and resolution of problems, optimizing



the allocation of resources, promoting high standards, productive team work, and strengthened communication (Avortri, Nabukalu and Nabyonga-Orem, 2019). Marquez and Kean (2002) add that supportive supervision involves hands-on with the goal of building capacity of the supervisee by setting standards, designing user-driven tools, directing and supporting skills and knowledge growth; and facilitating problem solving for quality and process improvement which in the long run helps to improve staff retention and performance and the quality of the services being delivered.

Looking at the relationship between supportive supervision and worker incivility; in a study that addressed the relationships between co-worker incivility; work effort and counterproductive work behaviors (CWBs). It was expected that employees who experienced high levels of incivility from their coworkers would report reductions in work effort and higher levels of CWBs. Also, based on the emotion-centred model of work behaviors (Spector & Fox, 2002), it was expected that negative emotions would mediate the relationships between coworker incivility and both work effort and CWBs. The study also examined supervisor social support as a moderator of relationships between negative emotions and both work effort and CWBs. Two hundred nine full-time university employees completed a two-wave survey over a two-month time period. Results supported the hypothesized mediated relationships. It was also found that supervisor social support moderated the relationship between negative emotions and work effort but not the relationship between negative emotions and CWBs (Sakurai and Jex, 2012).

### **Workplace Incivility and Emotional Exhaustion**

Research about emotional exhaustion and work incivility conducted by Hur, Kim and Park (2015) to investigate the relationship between co-worker incivility, emotional exhaustion and organizational outcomes measured by job satisfaction, job performance, and turnover intention.

Working with a sample of 286 retail bank employees in South Korea, structural equation modeling was employed to test four hypotheses drawing on conservation of resources (COR) theory and affective events theory (AET); results showed that employee incivility positively affected emotional exhaustion.

In another study aimed at examining customer incivility effects to service employees' emotional labor, a sample of 309 department store sales employees in South Korea was used. Results of a two-stage mediation model showed that customer incivility is positively related to service employees' use of surface acting which in turn results in feelings of emotional exhaustion, which are negatively related to customer orientation (Hur, Moon and Han, 2015).

In another study conducted by Koon and Pun (2018) aimed at analyzing emotional exhaustion and job satisfaction as sequential mediators of the relationship between job demands and instigated workplace incivility within the integrative framework of affective events theory and the job demand control model. Data was collected from 102 university academic staff in Klang Valley, Malaysia, via snowball sampling method. The results supported the predicted three-path mediation model with age, gender, and employment contract type as covariates. High job demands led to emotional exhaustion, which, in turn, led to a decrease in job satisfaction level and as a result gave rise to instigated workplace incivility (Koon and Pun, 2018).

Further still, in a cross-sectional field study of 307 service employees about the role of job demands and emotional exhaustion in the relationship between customer and employee incivility, results showed that customer incivility toward employees was related to employee incivility toward customers through job demands first and then emotional exhaustion (Van Jaarsveld, Walker and Skarlicki, 2010).

## **Workplace Incivility and Occupational Stress**

The relationship between work incivility and occupational stress has been investigated by various researchers in the field of psychology. Lim et al. (2008) and Cortina (2008) further explain that daily hassles are minor stressful elements which one comes across on a daily basis and accumulating slowly to result into larger consequences like health problems (DeLongis, Folkman and Lazarus, 1988). In another study conducted by Lim and colleagues (2008) found a significant correlation between stress and incivility, considering incivility to be a stressor of human design. Sloan (2012) explains that the role of social support has also been examined in relation to unfair treatment in the workplace, as it may have a stress-buffering effect, serving as a relief from psychological distress when perceived mistreated.

Lastly in a study conducted by Batista and Reio (2019) to investigate the relationship between occupational stress and instigator workplace incivility, as moderated by personality, to select organizational outcomes from 206 fulltime working adults in the healthcare industry utilizing Amazon MTurk. Hierarchical regression analyses were conducted also to explore the degree stress and incivility predicted the outcome variables of perceived physical health and intentions to turnover; the data indicated support for the notion that greater stress and incivility positively predicted turnover intent (Batista and Reio, 2019).

Exposure to uncivil behaviors can have a negative influence on employees in terms of mood, cognitive distraction, fear, perceived injustice, damaged social identity and anger (Barling, Rogers and Kelloway, 2001). Incivility behaviors like being ignored by a co-worker, patients at the hospital, excluded or not invited in an important meeting and rude or harsh words by others in a disrespectful manner (Pearson, Andersson and Wegner, 2001). In another study conducted by Danish (2019) about the impact of workplace incivility in public organizations on customer

satisfaction, he found out that there existed a significant positive relationship between emotional exhaustion and workplace incivility.

### **Occupational Stress and Emotional Exhaustion**

On the other hand, researchers have also gone ahead to examine the relationship that exists between emotional exhaustion and occupation stress as explained in the literature. In a study that assessed the relationship between burnout and occupational stress among nurses in China, the sample consisted of 495 nurses from three provincial hospitals in China. The Maslach Burnout Inventory – General Survey (MBI-GS) was used to measure burnout, and the Occupational Stress Inventory – Revised edition was used to measure two dimensions of occupational adjustment (occupational stress and coping resources). After statistical testing for validity and reliability of the MBI-GS with nurses in China, participants' scores were evaluated and analyzed. Results showed that there existed a significant relationship between emotional exhaustion specifically burn out and occupational stress (Wu, Zhu, Wang, Wang and Lan, 2007).

### **Mediating Role of Occupational Stress**

Occupational stress is associated with poor health outcomes and poor performance at work (Kong et al., 2020). The mediating role of occupational stress has been assessed in China. In their study Chinese civil servants had faced various occupational stressors such as heavy workload, responsibilities, intense job competition, complex interpersonal relationships and more stringent supervision of public opinion (Zhu et al., 2014). In one of the studies conducted by Xue & Liou (2012), psychosocial work characteristics are also important causes of occupational stress. On the other hand, the mediating role of occupation stress has been assessed by Kong et al (2020) who in their study about the mediating role of occupational stress and job satisfaction on the relationship between neuroticism and quality of life among Chinese civil servants, found out that occupational

stress may indirectly affect quality of life (QOL) through the mediating effect of job satisfaction. In light of this, Ibrahim et al (2016) explained that nurses in high-workload departments had lower job satisfaction, which was positively related with QOL. However in the study conducted by Kong et al (2020) found out that occupational stress had both a direct and an indirect effect on the quality of life and that occupational stress and job satisfaction mediated the relationship between personality and quality of life. In a nutshell, occupation stress can affect performance at work by first affecting the quality of life of the employees

### **Moderating Role of Supportive Supervision**

Supervision is one of the most important aspect of human resource management that plays an essential role of effective and successful performance of educational plans (Khadivi & Yazdani, 2012). Managers use supervision to translate plans and programmes into action and to ensure that the subordinates are working according to plans, policies and objectives of the organization (Adeyemo, 2017). In most organizations, supervision involves inspection and control of staff (Marquez & Kean, 2002) while supportive supervision is an approach that uses joint problem-solving, mentoring and two- way communication between supervisors and supervisees to foster improvements in procedures, personal interactions and management of the organization (Marquez & Kean, 2002; Rohde, 2006).

The moderating role of supportive supervision is felt when supervisors continuously use supportive supervision techniques to communicate, assess and facilitate the work of the supervisees (Adeyemo, 2017). This helps workers to familiarize themselves with new techniques, policies and organisation goals. This eventually makes workers to overcome emotional exhaustion and occupation stress. In another study that assessed the role of supportive supervision on service delivery, results revealed that continuous use of supervision reduced the number of self – perceived

barriers that caused stress among employees (Djibuti M et al., 2009). Also supportive supervision helped employees to overcome wastage of work inputs and as well improved coverage of the organization programs in the community.

Assessing the relationship between supportive supervision and worker incivility; It was expected that employees who experienced high levels of incivility from their co-workers would report reductions in work effort and higher levels of counterproductive work behaviors (CWBs). Also, based on the emotion-cantered model of work behaviors (Spector & Fox, 2002), it was expected that negative emotions would mediate the relationships between co-worker incivility and both work effort and CWBs. The study also examined supervisor social support as a moderator of relationships between negative emotions and both work effort and CWBs. Two hundred nine full-time university employees completed a two-wave survey over a two-month time period. Results supported the hypothesized mediated relationships. It was also found that supervisor social support moderated the relationship between negative emotions and work effort but not the relationship between negative emotions and CWBs (Sakurai and Jex, 2012).

### **Hypotheses**

1. There is a significant relationship between workplace incivility and emotional exhaustion.
2. There is a significant relationship between workplace incivility and occupational stress.
3. There is a significant relationship between occupational stress and emotional exhaustion.
4. Occupational stress mediates the relationship between workplace incivility and emotional exhaustion.
5. Supportive supervision moderates the indirect and direct effects of workplace incivility on emotional exhaustion.

## **Chapter Three**

### **Methodology**

This chapter places interest on how the study was carried out. It gives detailed steps of how the study is to be done. The chapter also gives detailed information about the study population, variables of study and how data was analysed.

#### **Research Design**

The study used a qualitative approach. A correlational design was adopted to evaluate the influence of workplace civility at the time of measurement, the study was cross-sectional in nature. The study was also correlational because it looked at the correlations between multiple variables and the prognostic significance of workplace incivility, occupational stress, and emotional weariness.

#### **Study Population**

The study population is about 352 employees from Centenary Bank branches in Kampala city (Centenary Bank HR Records, 2022). The population of interest comprised both males and females working as managers, bank tellers, loan processors, credit analysts and sales representatives of centenary bank.

#### **The Sample**

The study targeted a sample of 183 based the Krejcie and Morgan (1970) table of sample size determination, however, the returned valid questionnaires were 117 respondents. Centenary bank was selected using convenient sampling technique while the branches were selected using stratified random sampling. The actual study respondents were selected using the simple random sampling technique which involved randomly selecting respondents to give equal chance of being

drawn into the study to all subjects of the population. The study only included employees of Centenary bank at all levels who were 18 years and above excluded employees from other organisations and managing directors of Centenary bank Uganda.

### **Instruments**

The study used self-administered questionnaires to obtain data from respondents. Self-administered questionnaires are type of questionnaire that a respondent completes on his/her own; in essence, they were used because they enabled the researcher to obtain data from many people at a relatively low cost as compared to other data collection methods such as interviewing.

The self-administered questionnaires were designed with five sections (A, B, C, D and E) whereby; Section A contained items that captured bio data of respondents such as age and gender of respondents; Section B had items that examined the existence of workplace incivility; Section C contained items that assessed supportive supervision; Section D had items that examined occupational stress; and Section E contained items that examined emotional exhaustion. Items that were used for measuring the study variables were adapted from already established instruments as indicated below.

### **Measures**

Workplace incivility was assessed using the Negative Acts Questionnaire that was developed by Einarsen & Hoel (2001) to measure perceived exposure of bullying and victimization. The original version consisted of 29 items, but for this study we shall utilize a 28-item version of the scale.”. Items were originally assessed using a 5-point Likert-like scale (1 = Never, 2 = Now and Then, 3 = Monthly, 4 = Weekly, 5 = Daily) but for this study items were rated



on a 5-point Likert scale (1 = Never, 2 = Rarely, 3 = Sometimes, 4 = Always, and 5 = Often). Results showed high internal reliability (Cronbach's alpha = 0.91).

Supportive supervision was examined using a scale of 32 items adapted from the Experience of Supervision Scale developed by Kadushin's three function casework supervision model of supervision (administrative, educational, and supportive) (Potter & Brittain, 2009). Responses were based on a five-point Likert scale (from 1 "strongly disagree" to 5 "strongly agree").

Occupational stress was assessed using a scale of 22 items adapted from the Work Stress Questionnaire (WSQ) developed by Frantz (2019). Respondents rated the extent to which they experience each condition on a 5-point Likert scale (1 = Never, 2 = Rarely, 3 = Sometimes, 4 = Always, and 5 = Often).

Emotional Exhaustion was assessed using a scale of 9 items adapted from Maslach Burnout Inventory (MBI) instrument which evaluates three areas: personal fulfillment at work (eight items), emotional exhaustion (nine items), and depersonalization (five items). Respondents rated the extent to which they disagree or agree with each item on a 5-point Likert scale ranging from Never (1) to Often (5).

## **Quality Control**

### **Validity**

The study used pre-standardized tools that had already been used in a number of published scientific studies. Each of the tools employed in the investigation was dependable. Results of the

## Reliability

Table 1: Reliability analysis coefficients for the study variables

Variable	Number of items	Coefficients
Workplace Incivility	28	.932
Occupational stress	22	.782
Supportive supervision	28	.943
Emotional exhaustion	9	.953

The Cronbach's alpha coefficients presented show that all the instruments had reliability above the .70 threshold (Nunnally, 1978).

## Procedure

The study commenced with the researcher obtaining approval and getting an introductory letter from School of Psychology, Makerere University through the University supervisor. The letter was used to help seek permission from the responsible personnel at Centenary Bank. Upon getting permission, the researcher then went ahead to establish rapport with selected respondents, who will then be given questionnaires to fill there and then.

## Data Management

The questionnaires were thoroughly checked to ensure completeness and accuracy. This was followed with data coding, and this involved assigning numeric codes to ease data entry. After coding all items, data entry followed. After entering all the data, data cleaning was done, and this entailed rectifying errors that could be done in the process of entering.

## Data Analysis

Data analysis was done using SPSS version 25. It made use of both descriptive and inferential statistics. The background information of the subjects was analysed using descriptive

statistics, that is, frequencies and percentages. The hypotheses were put to the test using inferential statistics. Workplace incivility and emotional exhaustion at work and occupational stress, and stress at work and emotional exhaustion are hypotheses 1, 2, and 3. The Pearson Product Moment Correlation Coefficient was used to test these (PPMCC). The mediation and moderation effects are the main topics of hypotheses 4 and 5. Regression analysis in PROCESS macro, Model 8, which simultaneously examines mediation and moderation effects, was used to test these. A moderated mediation model was specifically tested (Hayes, 2014).

### **Ethical Considerations**

Permission was sought through use of a recommendation letter from the concerned officials to collect information strictly for study purposes; confidentiality was maintained by informing respondents that they did not have to fill in their names in the questionnaires. Also, the study ensured that there is no bias and no misleading information in discussion and analysis. The study first sought permission from the respondents before administering to them questionnaires. Lastly the study endeavoured to recognize and cite the work of authors whose literature was found to be relevant to the study.

## **Chapter Four**

### **Results**

This chapter presents the findings of the study. The chapter comprises four sections. Section one presents the demographic characteristics of the respondents. Section two presents the mean differences on the study variables among types of school ownerships and between primary and secondary teachers. Section three presents the major findings from hypothesis testing; that is the correlations among study variables and regression analyses.

#### **Respondent Biographic Characteristics**

Respondents were asked to indicate their biographic information including sex, age group (complete years), education level, time spent in organization (complete years), and role. These were investigated because they may cause difference in the mean score of the study variables. The results are presented in Table 1 below.

Table 2: Respondents' characteristics

Variable	Levels	Frequency	Percentage
Sex	Male	44	38
	Female	73	62
	Total	117	100.0
Age	20 – 29 years	23	19.7
	30 – 39 years	72	61.5
	40 – 49 years	18	15.4
	50 – 59 years	4	3.4
	Total	117	100.0
Time spent in organisation	0 - 9 years	94	80.3
	10 -19 years	19	16.2
	20 – 29 years	2	1.7
	30 – 39 years	2	1.7
	Total	117	100.0
Education level	`O` Level certificate	2	2
	`A` Level certificate	2	2
	Tertiary institution certificate	3	3
	Diploma	5	4.3
	Bachelors degree	81	69.2
	Postgraduate diploma	10	9
	Masters degree	14	12
	Total	117	100
Job Role	Supervisory role	73	62.4
	Non-supervisory role	44	38
	Total	117	100

From Table 2 above, 62% of the respondents were male and 38% female. 61.5%% of the participants were 30-39 years, 19.7% between 20-29 and 40-49 years, 15.4% years of age at the time of the study. 80.3% of the respondents had spent between either 0-9 years and 10-19 years were 16.2%. Majority of the study participants had a bachelor's degree 69.2%, followed by those with master's degree at 12% and postgraduate diplomas 9%. 2% of the participants had the lowest education level i.e., O and A level certificate, followed by 3% at tertiary institution certificate and 4.3% with a diploma level. Majority of the participants had a supervisory role 62.4% compared to the 38% who had no supervisory role.

## Descriptive Statistics

Table 3: Descriptive statistics of study variables

	Mean	Std. Deviation	N
Workplace incivility	2.52	1.03	117
Supervisor/ co-worker incivility	2.35	1.20	117
Customer incivility	2.61	1.13	116
Supportive supervision	4.59	0.90	117
Occupational stress	3.56	1.04	117
Emotional exhaustion	3.11	1.29	117

Results from Table 3, indicate that supportive supervision had the highest mean score of 4.59, followed by occupational stress 3.56 and emotional exhaustion 3.11. Contrary, supervisor incivility had the lowest mean score of 2.35 followed by workplace incivility 2.52 and lastly customer incivility 2.61.

## Testing Hypotheses

To test hypotheses, Pearson product. Moment correlation coefficient was computed for the relational hypotheses. Regression analyses were conducted for the mediation and moderation hypotheses (moderated mediation). The results for the correlations are presented in Table 5 below.

Table 4: Correlations among study variables

	M	SD	a	1	2	3	4	5	6
1. Workplace incivility	2.53	1.03	.95	1					
2. Supervisor incivility	2.35	1.20	.94	.78**	1				
3. Customer incivility	2.61	1.13	.95	.95**	.55**	1			
4. Supportive supervision	4.59	.90	.94	-.09	-.16	-.03	1		
5. Occupational stress	3.56	1.04	.78	.47**	.34**	.48**	-.06	1	
6. Emotional exhaustion	3.11	1.29	.95	.48**	.49**	.40**	-.01	.57**	1

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

## Hypothesis One

First hypothesis stated that there is a significant relationship between workplace incivility and emotional exhaustion. The results in Table 4 indicate a positive significant relationship between workplace incivility and emotional exhaustion ( $r=.48$ ,  $p<.01$ ).

**Hypothesis Two**

The second hypothesis stated that there is a significant relationship between workplace incivility and occupational stress. The results in Table 4 indicate a significant positive relationship between workplace incivility and occupational stress ( $r=.47, p<.01$ ).

**Hypothesis Three**

The third hypothesis stated that there is a significant relationship between occupational stress and emotional exhaustion. The results in Table 4 indicate a significant positive relationship between occupational stress and emotional exhaustion ( $r=.57, p<.01$ ).

The Table below shows the mediating and moderation effect of occupation stress and supportive supervision between workplace incivility and emotional exhaustion

Table 5: Regression Results for Mediating and Moderating Effects

Predictors	Occupational Stress						Emotion Exhaustion					
	B	Se	T	p	CI		B	Se	t	p	CI	
					LLCI	ULCI					LLCI	ULCI
Constant	2.49	1.25	1.99	.045	.01	4.97	-.16	1.45	-.11	.914	-3.02	2.71
Sex	-.13	.18	-.71	.485	-.49	.23	-.12	.21	-.57	.573	-.53	.30
Age	.01	.02	.36	.716	-.03	.04	.00	.02	.06	.949	-.04	.04
Tenure	.01	.03	.19	.849	-.06	.08	.01	.04	.38	.705	-.06	.09
Job	.02	.03	.71	.479	-.04	.09	.00	.04	.07	.945	-.07	.08
Incivility (I)	.31	.44	.70	.485	-.56	1.18	.76	.50	1.51	.133	-.24	1.75
Supervision (S) Stress	-.08	.22	-.35	.727	-.51	.36	.22	.25	.87	.387	-.28	.71
							.52	.11	4.74	.000	.30	.74
I x S	.04	.09	.43	.669	-0.14	.21	-.08	.10	-.77	.0446	-.28	.12
Model summary	R2 = .2777, F (107) = 4.5715, p = .000						R2 = .3997, F (106) = 7.0580, p = .000					
R <sup>2</sup> increase	R2 = .0012, F (107) = .1838, p = .6690						R2 = .0033, F (106) = .5857, p = .4458					
<i>Conditional effects at levels of compassion</i>												
Mean -1	.45	.14	3.31	.001	.18	.72	.47	.16	.93	.004	.15	.79
Mean	.48	.09	5.38	.000	.30	.66	.40	.11	3.51	.000	.18	.63
Mean +1	.52	.10	5.06	.000	.31	.72	.33	.13	2.59	.001	.08	.59
<i>Index of moderated mediation</i>							.02	.08			-.09	.20

### Hypothesis Four

The fourth hypothesis stated that occupational stress mediates the relationship between workplace incivility and emotional exhaustion. The regression results in Table 5 indicated that workplace incivility had a significant effect on occupational stress ( $B=.31$ ,  $p<.05$ ), the results further show that workplace incivility had a significant effect on emotion exhaustion ( $B=.76$ ,  $p=.013$ ). Organizational stress has a positive significant effect on emotion exhaustion ( $B=.52$ ,  $p<.01$ ). Concerning the mediation effects, the index of moderated mediation was not significant for emotional exhaustion ( $B= .02$ ,  $CI [-.09, .20]$ ) this suggests that mediation effects were not significant.



### **Hypothesis Five**

The fifth hypothesis stated that supportive supervision moderates the direct and indirect effects of workplace incivility on emotional exhaustion. From the results in Table 5 above, supportive supervision had a negative effect on occupational stress ( $B=-.08$ ,  $p=.073$ ) and a significant positive effect on emotion exhaustion ( $B=.22$ ,  $p=.039$ ). The results for moderation show that the interactive effect of workplace incivility and supportive supervision on occupational stress were significant ( $B=.04$ ,  $p=.669$ ) and the interactive effects of workplace incivility and supportive supervision on emotional exhaustion were significant ( $B=-.08$ ,  $p=.446$ ). therefore, we conclude that supportive supervision does not moderate the direct and indirect effects of workplace incivility on emotional exhaustion.

## **Chapter Five**

### **Discussion, Conclusion, and Recommendations**

The discussion, conclusions, and recommendations from the findings and in line with the study's objectives are presented in this chapter. The study looked at the relationships between workplace incivility, occupational stress, supportive supervision, and emotional exhaustion among bank employees. The study also looked at how supportive supervision affects or modifies this relationship. The discussion is divided into five sections: the relationship between workplace incivility and emotional exhaustion, the relationship between workplace incivility and occupational stress, the relationship between occupational stress and emotional exhaustion, the mediating role of occupational stress, and the moderating role of supportive supervision. A conclusion and suggestions are included after these sections.

#### **Workplace Incivility and Emotional Exhaustion**

The first objective of the study was to examine the relationship between workplace incivility and emotional exhaustion and it was hypothesized that the two are significantly related. The results indicate that a positive significant relationship exists between workplace incivility and emotional exhaustion. An increase in work place incivility is likely to be associated with an increase in emotional exhaustion among workers, to a statistically significant extent. This also implies that an employee with low-intensity antisocial behaviours with ambiguous intent to harm the target is more likely to have emotional exhaustion having a chronic state of depleted emotional resources that results from workplace incivility and demanding work tasks.

The study's findings are consistent with research on emotional exhaustion and workplace incivility undertaken by Hur, Kim, and Park (2015) to examine the association between these factors and organizational outcomes such as job satisfaction, performance, and intention to leave

the company. Structural equation modeling was used to test four hypotheses based on the conservation of resources (COR) theory and affective events theory (AET) on a sample of 286 retail bank employees in South Korea. The results showed that employee rudeness positively influenced emotional tiredness.

The study's findings also align with those of another study that employed a sample of 309 department store sales staff in South Korea to examine how client rudeness affects the emotional labor of service employees. Customer rudeness, according to the findings of a two-stage mediation model, is positively correlated with service staff members' use of surface acting, which in turn causes emotions of emotional weariness that are adversely correlated with customer orientation (Hur, Moon and Han, 2015). Further, the findings are consistent with a cross-sectional field study of 307 service employees that examined the roles of job demands and emotional exhaustion in the relationship between customer and employee impoliteness. The findings revealed that, first, job demands and then emotional exhaustion were related to customer impoliteness toward employees and vice versa (Van Jaarsveld, Walker and Skarlicki, 2010). Therefore, the hypothesis is accepted.

### **Workplace Incivility and Occupational Stress**

The second objective of the study was to examine the relationship between workplace incivility and occupational stress and the hypothesis was workplace incivility has a significant relationship with occupational stress. The findings of the study indicated that workplace incivility and occupational stress are significantly related. This is indicative of a possible reality that an increase in work place incivility is related to an increase in occupational stress among employees in the banking sector. Therefore, an employee who demonstrates deviant workplace behaviours such as being rude, discourteous, impolite, or violating workplace norms of behaviour is more

likely to possess harmful physical and emotional responses that occur when the demands of the job exceed the capabilities, needs or resources he/she has which is occupational stress.

The study's findings are consistent with studies linking workplace rudeness and occupational stress that has been done by other psychologists. According to Cortina (2008) and Lim et al. (2008), daily responsibilities are small sources of stress that one encounters on a regular basis and that gradually add up to more serious repercussions like health issues (DeLongis, Folkman and Lazarus, 1988). According to Lim and colleagues (2008), who view rudeness as a stressor inherent in human design, there is a considerable link between stress and rudeness. According to Sloan (2012), social support has also been studied in relation to unjust treatment at work since it may have a stress-buffering impact and provide respite from psychological discomfort when someone feels mistreated.

Employees who are exposed to unruly behavior may experience negative effects on their mood, cognitive distraction, dread, sense of injustice, damaged social identity, and wrath (Barling, Rogers and Kelloway, 2001). Being ignored by a co-worker, hospital patients, being left out of an important meeting, not being welcomed, and others using unpleasant or harsh language in a disrespectful way are all examples of impolite behavior (Pearson, Andersson and Wegner, 2001). Danish (2019) discovered that there was a substantial positive association between emotional weariness and workplace incivility in a different study he conducted on the effect of workplace incivility in public enterprises on customer satisfaction. Therefore, the hypothesis is accepted.

### **Occupational Stress and Emotional Exhaustion**

The third objective of the study was to examine the relationship between occupational stress and emotional exhaustion and the hypothesis was workplace incivility has a significant

relationship with emotional exhaustion. The findings of the study indicated that there is a significant positive relationship between occupational stress and emotional exhaustion. An increase in occupational stress is associated with an increase in emotional exhaustion. This indicates that a banker who is overwhelmed by work demands, control, support, relationships, role and change is influencing work-related stress which exhausts his emotions through feeling fatigued and unable to face the demands of their job or engage with people.

The study's conclusions concur with those of other researchers who have investigated the connection between emotional weariness and occupational stress as described in the literature. 495 nurses from three provincial hospitals in China made up the sample in a study that examined the connection between burnout and occupational stress among nurses in that country. Measures of burnout were determined using the Maslach Burnout Inventory - General Survey (MBI-GS), and two aspects of occupational adjustment were determined using the Occupational Stress Inventory - Revised version (occupational stress and coping resources). Participants' scores were examined and analyzed after the MBI-validity GS's and reliability were statistically tested using Chinese nurses. The findings revealed a substantial correlation between emotional tiredness in particular and occupational stress (Wu, Zhu, Wang, Wang and Lan, 2007). Therefore, the hypothesis is accepted.

### **The Mediating Effects of Occupational Stress**

The fourth objective of the study was to examine the mediating role of occupational stress between workplace incivility and emotional exhaustion, the hypothesis was occupational stress mediates the relationship between the two variables. The findings of the study indicated that occupational stress does not mediate the relationship between workplace incivility and emotional exhaustion. This implies that the absence of occupational stress does not have an effect on

workplace incivility and emotional exhaustion that is, an employee can demonstrate workplace incivility behaviours such as being rude, discourteous, impolite, or violating workplace norms of behaviour and feel emotionally exhausted that is having accumulated stress. However, research carried out by Tsai and colleagues (2009), defies the findings and suggested that some elements of occupational stress are significantly associated with burnout in different professions, such as teachers (Unterbrink et al. 2007), judges and procurators (Tsai et al. 2009). Therefore, the hypothesis is rejected

### **The Moderating Effects of Supportive Supervision**

The fifth objective of the study was to examine the direct and indirect moderating role of supportive supervision on workplace incivility and emotional exhaustion and it was hypothesized that supportive supervision moderates the relationship between workplace incivility and emotional exhaustion. The findings of the study indicated supportive supervision does not significantly moderate the direct and indirect effects of workplace incivility on emotional exhaustion. This implies that the presence or absence of supportive supervision does not play an important role in the relationship between workplace incivility and emotional exhaustion. However, (Spector & Fox, 2002) notes that looking at the relationship between supportive supervision and worker incivility.

Marquez and Kean (2002) adds that supportive supervision involves hands-on with the goal of building capacity of the supervisee by setting standards, designing user-driven tools, directing and supporting skills and knowledge growth; and facilitating problem solving for quality and process improvement which in the long run helps to improve staff retention and performance and the quality of the services being delivered. Therefore, the hypothesis is rejected.

## **Conclusion**

The study sought to examine the relationships workplace incivility, occupational stress, supportive supervision, and emotional exhaustion among employees in the banking sector. The study further examined whether this relationship is influenced or moderated by supportive supervision. The results of the study have revealed a significant positive relationship between workplace incivility and occupational stress and a significant positive relationship between occupational stress and emotional exhaustion. In addition, concerning the mediation effects, the index of moderated mediation was not significant for emotional exhaustion hence concluding that occupational stress has no effect on workplace incivility and emotional exhaustion. Lastly, supportive supervision does not moderate the direct and indirect effects of workplace incivility on emotional exhaustion.

## **Recommendations**

According to the findings from this study, it is recommended that organisations/ human resource practitioners pay attention to the behaviors that are unethical in a workplace such as rude bankers as this has an effect on emotional exhaustion which affects performance of employees and may lead to increased turnover rates. Similarly, workplace incivility can lead to occupational stressors especially among employees that have fallen victim to it. This calls for the need to put in place strict policies and penalties concerning workplace incivility since it can be a bigger evil in the workplace leading to emotional exhaustions, and counter-productive work behaviors. However, it should be noted that, occupational stress may not cause emotional exhaustion but rather workplace incivility plays a greater role.

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## Appendices

### Appendix 1: Questionnaire

Dear respondent,

I am a student of Makerere University pursuing a master's degree in Organizational Psychology. I am conducting a study on between workplace incivility, supportive supervision, occupational stress, and emotional exhaustion among workers in banking sector. The study is purposely being carried out for academic purposes and results from it will be treated with utmost confidentiality. Please spare some time on your schedule and respond accordingly questions

#### Section A: Background characteristics

Please respond as honestly as possible by writing the letter of your correct corresponding attribute in the response column (For instance if your male, you write A)

Variable		Attributes		Response
1.	Sex	A. B.	Male Female	
2.	Age group (Complete years)	A. B. C. D.	20-29 30-39 40-49 50-59	
3.	Education level	A. B. C. D.	O Level Certificate A Level Certificate Tertiary Diploma Bachelor's Degree Post graduate diploma Master's Degree	
4.	Time spent in	A. B. C. D.	0-9 10-19 20-29 30-39	
5.	Job Role	A B	Supervisory role Non-supervisory role	
6.	Job title		.....	



### Section B: Workplace Incivility

Using the scale below, please indicate the frequency at which you experience the following acts from boss, co-worker, or client.....

Never (N)	Rarely (R)	Sometimes (S)	Always (A)	Often (O)
1	2	3	4	5

#	Item	Response				
		N	R	S	A	O
1.	Posted offensive or hurtful comments about you on a social networking site, (e.g., Facebook, Instagram, or Twitter)	1	2	3	4	5
2.	Left notes, signs, or other materials that were meant to hurt or embarrass you.	1	2	3	4	5
3.	Offered you a subtle or obvious bribe to do something that you did not agree with	1	2	3	4	5
4.	Threats of violence or physical abuse or actual abuse.	1	2	3	4	5
5.	Sent you hostile e-mails or text messages?	1	2	3	4	5
6.	Made fun of you or threatened you for refusing to do something that you didn't want to do, or that you thought was wrong?	1	2	3	4	5
7.	Publicly discussed your confidential personal information.	1	2	3	4	5
8.	Practical jokes carried out by people you don't get on with.	1	2	3	4	5
9.	Read communications addressed to you, such as e-mails or faxes.	1	2	3	4	5
10.	Talked about you behind your back.	1	2	3	4	5
11.	Gossiped behind your back.	1	2	3	4	5
12.	Intentionally failed to pass on information which you should have been made aware of.	1	2	3	4	5
13.	Did not consult you in reference to a decision you should have been involved in.	1	2	3	4	5
14.	Avoided consulting you when they would normally be expected to do so.	1	2	3	4	5
15.	Was excessively slow in returning your phone messages or e-mails without good reason for the delay.	1	2	3	4	5
16.	Were unreasonably slow in seeing to matters on which you were reliant on them for, without good reason.	1	2	3	4	5
17.	Ignored you or your work contributions?	1	2	3	4	5
18.	Did not give you credit where credit was due?	1	2	3	4	5
19.	Failed to respond to your requests for help?	1	2	3	4	5
20.	Took items from your desk without prior permission.	1	2	3	4	5
21.	Took stationery from your desk without later returning it.	1	2	3	4	5
22.	Opened your desk drawers without prior permission.	1	2	3	4	5
23.	Rejection of the Person	1	2	3	4	5
24.	Raised their voice while speaking to you.	1	2	3	4	5
25.	Used an inappropriate tone when speaking to you.	1	2	3	4	5
26.	Having key areas of responsibility removed or replaced with more trivial or unpleasant tasks.	1	2	3	4	5
27.	Being ordered to do work below your level of competence.	1	2	3	4	5
28.	Someone withholding information which affects your performance.	1	2	3	4	5

### Section C: Supportive Supervision

Using the scale below, please indicate the extent to which you agree or disagree with the statements in the preceding table by ticking the numbers in boxes.

Strongly disagree (SD)	Disagree (D)	Neither agree or disagree (N)	Agree (A)	Strongly agree (SA)
1	2	3	4	5

No.	Item	Response				
		SD	D	N	A	SA
	My supervisor.....					
1)	Asks if supervision is meeting my needs	1	2	3	4	5
2)	Encourages me to connect training I have received to specific case situations and/or my intervention efforts	1	2	3	4	5
3)	Is available for consultation when I have a case crisis	1	2	3	4	5
4)	Models appropriate personal/ professional boundaries	1	2	3	4	5
5)	Works strategically to improve efficiency within the agency	1	2	3	4	5
6)	Facilitates good teamwork	1	2	3	4	5
7)	Implements strategies or develops resources to help manage unreasonable caseloads	1	2	3	4	5
8)	Is accepting when I am not able to get everything done on time	1	2	3	4	5
9)	Pitches in and helps handle emergencies	1	2	3	4	5
10)	Filters policy and practice changes so I get exactly the information I need to do my job	1	2	3	4	5
11)	Suggests trainings I might attend	1	2	3	4	5
12)	Critiques my documentation to improve quality and completeness	1	2	3	4	5
13)	Helps me to recognize when a particular case is really stressing me out	1	2	3	4	5
14)	Is available to me when I have a problem	1	2	3	4	5
15)	When assigning cases, is sensitive to the kinds of cases I prefer	1	2	3	4	5
16)	Advocates for systems intervention to maintain reasonable caseloads for staff					
17)	Takes an interest in me as a person					
18)	Takes the time to understand my side of the situation when there is a complaint					
19)	Holds me accountable for completing my work on time					
20)	Supports taking time off to deal with family emergencies					
21)	Asks me about what motivates me					
22)	Provides opportunities for me to try new things					
23)	Uses observations of my work in the field to help me improve my practice skills					
24)	Uses role play to help me practice new skills					
25)	Encourages me to take vacation					
26)	Monitors progress towards deadlines					
27)	Provides opportunities to observe other areas of practice					
28)	Comes to court to support me when I have a challenging court case					

No.	Item	Response				
		SD	D	N	A	SA
	My supervisor.....					
29)	Consults with specialists or attorney when clarification regarding policy is needed					
30)	Strengthens collaborative relationships with community partner agencies					
31)	Advocates for resource development to address resource gaps					
32)	Provides a safe place to talk about feeling overwhelmed					

### Section D: Occupational Stress

Think about how often you encounter the following situations. Rate yourself with the following scale in each category.

Never (N)	Rarely (R)	Sometimes (S)	Always (A)	Often (O)
1	2	3	4	5

#	Item	Response				
		N	R	S	A	O
1)	Unsure of co-workers' expectations	1	2	3	4	5
2)	Unfriendly attitude in co-workers	1	2	3	4	5
3)	Job responsibilities go against your better judgment.	1	2	3	4	5
4)	Can't satisfy conflicting demands from superiors	1	2	3	4	5
5)	Trouble refusing overtime	1	2	3	4	5
6)	Work Stressor Questionnaire	1	2	3	4	5
7)	Preventing Burnout	1	2	3	4	5
8)	Overloaded, unable to complete tasks during an average day	1	2	3	4	5
9)	Too much supervision	1	2	3	4	5
10)	Job requirements are taking their toll on your private life	1	2	3	4	5
11)	Rushed to complete work or short on time	1	2	3	4	5
12)	Too much red tape	1	2	3	4	5
13)	Constant reminders that "time is money"	1	2	3	4	5
14)	Starting and ending times are rigid	1	2	3	4	5
15)	Monotonous pace of work	1	2	3	4	5
16)	Not enough break or mealtime	1	2	3	4	5
17)	Work pace is too fast	1	2	3	4	5
18)	Can't consult with others on projects	1	2	3	4	5
19)	Co-workers are inefficient	1	2	3	4	5
20)	Often take work home to complete	1	2	3	4	5
21)	Responsible for too many people/projects	1	2	3	4	5
22)	Shortage of help at work	1	2	3	4	5

**Section E: Emotional Exhaustion**

Think about how often you encounter the following situations. Rate yourself with the following scale in each category.

Never ( <b>N</b> )	Rarely ( <b>R</b> )	Sometimes ( <b>S</b> )	Always ( <b>A</b> )	Often ( <b>O</b> )
1	2	3	4	5

No.	Item	Response				
		N	R	S	A	O
1.	I feel emotionally exhausted because of my work	1	2	3	4	5
2.	I feel worn out at the end of a working day	1	2	3	4	5
3.	I feel tired as soon as I get up in the morning and see a new working day stretched out in front of me	1	2	3	4	5
4.	Working with people the whole day is stressful for me	1	2	3	4	5
5.	I feel burned out because of my work	1	2	3	4	5
6.	I feel frustrated by my work	1	2	3	4	5
7.	I get the feeling that I work too hard	1	2	3	4	5
8.	Being in direct contact with people at work is too stressful	1	2	3	4	5
9.	I feel as if I'm at my wit's end	1	2	3	4	5

**Thanks for the time spent filling this questionnaire**