Impact of Passive Leadership on Emotional Exhaustion with the Mediating Role of Workplace Incivility and Moderating Role of Affective Commitment

by

Rabia Amanullah

A thesis submitted in partial fulfillment for the degree of Master of Science

in the

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Dedicated to my parents and siblings for their never-ending love and support.

CERTIFICATE OF APPROVAL

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Rabia Amanullah

(MMS183021)

THESIS EXAMINING COMMITTEE

S. No.	Examiner	Name	Organization
(a)	External Examiner	Dr. Hasan Rasool	PIDE, Islamabad
(b)	Internal Examiner	Dr. S. M. M. Raza Naqvi	CUST, Islamabad
(c)	Supervisor	Dr. Samyia Safdar	CUST, Islamabad

_____
Dr. Samyia Safdar
Thesis Supervisor
January, 2021

_____
Dr. Mueen Aizaz Zafar
Head
Dept. of Management Sciences
January, 2021

_____
Dr. Arshad Hassan
Dean
Faculty of Management & Social Sciences
January, 2021

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Acknowledgement

Then which of the Blessings of your Lord will you deny.

(Surah Ar-Rehman)

First and foremost, to my creator, my life coach, the most gracious, the most beneficent, **ALLAH** (S.W.T), I owe it all to you, Thank you! There have been many people who have walked alongside me, who have guided me through all these efforts. I would like to outstretch gratitude to each of them.

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Abstract

The present study investigates the impact of passive leadership on employee emotional exhaustion with the mediating effect of workplace incivility and the moderating effect of affective commitment to finding out how these variables affect employees in educational institutions.

Data was collected from 251 participants belonging to different universities of Rawalpindi and Islamabad via survey questionnaires. The results suggested that passive leadership has a positive relationship with employee emotional exhaustion. Moreover, workplace incivility mediates this relationship between passive leadership and emotional exhaustion of employees. Additionally, the results of this study reveal that affective commitment does not moderate the relationship between passive leadership and employee emotional exhaustion.

Theoretical implications include validating the social exchange theory, finding the antecedents that lead to emotional exhaustion in employees, finding that in the presence of passive leadership positive organizational behavior of employees i.e. commitment also not plays a moderating role in this relationship. Practical implications for the study are that universities should keep workplace incivility in check and management should be active and supportive of the staff, to avoid negative consequences i.e. emotional exhaustion.

Keywords: Passive Leadership, Emotional Exhaustion, Affective Commitment, Workplace Incivility.

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List of Abbreviations

AC   Affective Commitment

EE   Emotional Exhaustion

PL   Passive Leadership

WI   Workplace Incivility

Chapter 1

Introduction

1.1 Theoretical Background

Passive leadership is perceived to be a destructive form of leadership that causes more stress to workers (Chnevert, Vandenberghe, Olivier & Ayed, 2013). Passive leadership is stated as a non-leadership or absence of leadership. It has been defined as a behavior that involves avoidance shown by an individual who got power in his position (Derue, Nahrgang, Wellman & Humphrey, 2011). Studies like Schilpzand, De Pater, and Erez (2016) have shown that passive leadership is one of the root causes of low performance by the organization. It ultimately affects the overall organizational productivity (Clark, Olender, Kenski & Cardoni, 2013). It stems from the careless behavior of the leaders or the higher management and delays in taking decisions or resolving conflicts. Leaders who practice a laissez-faire form of leadership tend to get careless with time and cause problems in the organization (Zareen, Razzaq, & Mujtaba, 2015). If not controlled timely, passive leadership creates unfavorable relationships between the employees and the employer(s) (Barling & Frone, 2017). This eliminates the sense of loyalty and belongingness from the employees and they think of work as more of an obligation than something they want to do (Hershcovis & Barling, 2010).

Passive leadership can lead to various negative organizational outcomes (see. Che, Zhou, Kessler, & Spector, 2017; Chnevert, Vandenberghe, Doucet, & Ayed, 2013; Vullinghs, De Hoogh, Den Hartog, & Boon, 2018). The delayed leadership style

tends to result in emotional exhaustion more as the leaders ignore the signs given by the employee which shows there are problems at the workplace (Hartog, Muijen, & Koopman, 1997). Schaufeli and Bakk (2004) defined emotional exhaustion as an expression that is often used to illustrate a mental-weariness state. It appears in response to the chronic emotional strain in people who deal extensively with other people, particularly when these people have their problems (Jackson & Maslach, 1981). Maslach, Schaufeli, and Leiter (2001) defined emotional exhaustion as a syndrome composed of three elements: emotional exhaustion, depersonalization, and professional achievement with harmful effects on both the employee and his organization. The current study is focusing on the impact of passive leadership on emotional exhaustion. However, previous research about passive leadership and emotional exhaustion has found that the relationship cannot be direct without other variables affecting the relationship (Schilpzand, De Pater & Erez, 2016). Since the bad leadership does not immediately result in employee emotional exhaustion (Leiter, Day, Oore, & Spence Laschinger, 2012), it becomes imperative to have a mediating and/or a moderating variable to better define the impact of passive leadership on employee emotional exhaustion.

The behavior of supervisors is more substantial as they have to evaluate the performance of employees (Schilpzand, De Pater, & Erez, 2016). If the supervisor shows ignorant or careless behavior and delays decision making regarding conflicts, it can often boost incivility in them as well (Lee & Jensen, 2014). Supervisors impolite behavior counting rude remarks, mockery, and aggressive looks depicts leaders workplace incivility (Shin, Hur, & Choi, 2020). This leaders workplace incivility could have a bad impact on employees (Edmonson, Bolick, & Lee, 2017; Garth, Todd, Byers, & Kuiper, 2018). The uncivil behavior often results in emotional exhaustion (Liu, Yuan, Hu, Liu, Chen, & He 2020). Therefore, current research efforts to evaluate the impact of passive leadership on employee emotional exhaustion with the mediating effect of workplace incivility. Additionally, the weaker the leadership with greater incivility, the more the employees will suffer in a workplace as this type of leadership gives rise to emotional exhaustion at offices (Milam, Spitzmuell & Penney, 2009). Previous studies found that negative leadership with workplace incivility leads to employee emotional exhaustion

(Rahim & Cosby, 2016). Therefore, the current study is focusing on the mediating impact of leaders workplace incivility in the relationship of passive leadership and emotional exhaustion.

Moreover, there is substantial evidence from studies conducted prior that since employees have their loyalties with the company, the role of their emotional attachment with the organization also plays a role in how they view passive leadership in the office. Affective commitment is an approach that views commitment as a subtle form of managerial control having its origin in the "managed heart" (Hochschild, 1983). Central to this is the idea that administrative power can be exercised, either direct or implicit, through controlling the emotions of employees. As found in the study of Lam, Walter, and Huang (2017), affective commitment was found to play an integral role in the workplace environment where leaders and employees interact. The more emotionally attached an employee is to the organization, the less effect bad leadership will have on the employee (George & Olumide, 2011). This tends to generate a negative relationship between affective commitment and employee emotional exhaustion (Lapointe, Vandenberghe, & Panaccio, 2011). Therefore, the current study aims to look at the relationship of passive leadership on employee emotional exhaustion with the moderating role of employee affective commitment with the organization. However, the more employees are loyal towards the organization, the less pressure is felt by them from the higher management. Thus, the affective commitment will serve as the moderator for this study.

1.2   Gap Analysis

The present study is concentrating on several theoretical gaps in the literature on emotional exhaustion. Though, inadequate research supports that emotional exhaustion is caused by supervisors particularly in the context of passive supervision. According to Schilpzand, De Pater, and Erez (2016) so far, a small amount of research has been conducted to describe why emotional exhaustion has been linked with passive leadership. Few previous researcher's efforts to evident the

antecedents of faculty emotional exhaustion (Sabagh, Hall, & Saroyan, 2018; El-Ibiary, Yam & Lee, 2017). Hence, the current study purposes to fill the breach in the research of emotional exhaustion caused by passive leadership in the university faculty members in Pakistan.

At present, a larger amount of studies has highlighted the antecedents and outcomes of workplace incivility (Hershcovis & Barling, 2009), but the mediating effect of leaders incivility has not been evident much. Only a few studies found that negative leadership in their workplace depicts uncivil behavior (Foulk, Lanaj, Tu, Erez & Archambeau, 2018), which leads to employee emotional exhaustion (Rahim & Cosby, 2016). Therefore, the present study goals to identify the mediating role of workplace incivility in the association of passive leadership and employee emotional exhaustion.

The impact of leadership styles namely transformational, laissez-faire, and spiritual on emotional exhaustion has been discussed by numerous scholars (Hildenbrand, Sacramento & Binnewies, 2016; Yang & Fry, 2018). While tracing this relationship of passive leadership and emotional exhaustion (Vullinghs, Hoogh, de, Hartog, & Corine, 2019; Zopiatis & Constanti, 2010), to the best of our knowledge moderating effect of commitment in this relationship has not been studied yet. Therefore, the goal of this study is to explore the moderating effect of commitment in the relationship between passive leadership and faculty emotional exhaustion.

A few similar studies examined the relationship of passive leadership with emotional exhaustion (Vullinghs, Hoogh, Hartog, & Corine 2019; Zopiatis & Constanti, 2010) but none of the studies included the effect of workplace incivility and affective commitment. Consequently, based on the above discussion present study retorted a few gaps which exist in current literature, first by identifying the impact of passive leadership on faculty emotional exhaustion.

Second, by exploring the mediating effect of workplace incivility in the relationship of passive leadership and faculty emotional exhaustion.

Third, by examining the moderating impact of affective commitment on the relationship between passive leadership and faculty emotional exhaustion.

1.3   Problem Statement

The University faculty are facing problems due to the leadership style being practiced in institutions. It has a cascading impact on the students as teachers with emotional exhaustion behavior are unable to teach the students efficiently which ultimately affects the students' outcome badly. The apparent root cause of this problem could be the administration, predominately leadership of the universities. To the best of the researchers knowledge, no study has been conducted to explore the impact of passive leadership on faculty emotional exhaustion in the Pakistani context.

Incivility exists in the university environment which causes negative consequences including emotional exhaustion. In the past, studies have been conducted in Pakistan to look for work incivility and passive leadership. So far, no research has been conducted which integrates the impact of incivility in the workplace and affective commitment for the university faculty. The current study is conducted on different university employees operating in Pakistan. Therefore, the present study efforts to resolve this problem by exploring the mediating effect of workplace incivility and the moderation of affective commitment of the faculty in the relationship of passive leadership with emotional exhaustion of the employees, i.e. the teachers.

1.4   Research Objectives

Research objectives are based on the research questions to set out the purpose of the study. Clearly defined research objectives help the study to move in the right direction and ultimately lead to better results.

Broadly, the objectives of the study are to scrutinize the estimated model and to comprehend the association between passive leadership and emotional exhaustion with the moderating role of affective commitment and the mediating role of workplace incivility in faculty members of Pakistani universities.

Based on the problem statements and study gap, the following research objectives have been made:

- To explore the relationship between passive leadership and emotional exhaustion.

- To explore the relationship between workplace incivility and emotional exhaustion.

- To explore the mediating role of workplace incivility in the relationship of passive leadership and emotional exhaustion.

- To explore the moderating role of affective commitment in the relationship between passive leadership and emotional exhaustion.

1.5 Research Questions

Considering the Pakistani universities, the current study focuses on exploring the relationships of leadership and organizational behaviors. This study tries to identify that what is the impact of passive leadership on emotional exhaustion, also does workplace incivility is a mediator in this relationship, and does commitment moderate this relationship or not. The pivotal point of this research is to explore answers of the following questions:

- Does passive leadership relate to emotional exhaustion?

- Does workplace incivility influence emotional exhaustion?

- Does workplace incivility mediate the association between passive leadership and emotional exhaustion?

- Does affective commitment moderate the association between passive leadership and emotional exhaustion?

1.6 Significance of the Study

This thesis will identify the role of workplace incivility as a mediator and affective commitment as a moderator on the relationship of passive leadership and faculty

emotional exhaustion in the university. It will add on to the theoretical literature and will help in practical application as well. The study will contribute towards the understanding of the workplace issues in the public and private universities. This research will help to identify the leaders that if they act passively in the faculty and also show incivility it will leads toward faculty emotional exhaustion. Also, faculty members will be able to understand that with greater commitment, even in the presence of passive leadership, they will be able to reduce their emotional exhaustion behavior. It will help in understanding the emotional exhaustion that happens in the faculty because of the passive leadership and uncivil behavior of leader. Students, researchers, teachers, and university administration can assess the working conditions in a better way using the findings of this study.

The link of passive leadership and emotional exhaustion with the mediating role of workplace incivility and the moderating role of affective commitment would help the managers, employees, and the overall staff in adopting their style of leadership. In todays era of the workforce environment, it would add a competitive edge to both the organization as well as the employees. Studying this relationship in the presence of workplace incivility and affective commitment would increase its significance for both practitioners and researchers. This element of trust would give a boost to employees interest in organizational activities, which ultimately leads to making a significant increase in the level of productivity.

1.7   Supporting Theory

Social exchange theory states that people reciprocate what they receive in the workplace (Blau, 1964). The reason behind this behavior is the reciprocity of the social exchange theory in a shared workplace association. The poor or passive behavior by the leaders results in the subordinates to repay the behavior by indulging in unfavorable behavior for the leaders (Cropanzano & Mitchell, 2005). Reciprocity is generally discussed as positive but negative reciprocity is also possible. According to Grandey (2000), negative chronic events can take a toll on the employees mental health. This is likely to result in workplace incivility as a

result of social exchange. Social exchange theory examines the relationship between affective commitment and emotional exhaustion due to passive leadership and leaders incivility. It gives a clear indication that if leadership is bad, employees will react worse and it can only be worsened if the worker does not feel committed to the organization. The passive leadership also results in employees perception about leaders workplace incivility and results in the total emotional stress of the workers. This kind of culture gives rise to workplace conflicts. Workplace incivility initiated by the leaders due to their passive behavior but it carries down to the employees who no longer feel obligated to conform to the organizational values.

Social exchange theory as explained by Ghosh (2011) explores the emotions workers go through dealing with passive leadership. The daily struggle to comply with the office routine stresses out the employees and in exchange, they tend to ignore the company values and cannot focus on productivity. This results in emotional exhaustion if the situation prevails and there is no commitment found in the employees. The current study relies on the social exchange theory proposed by (Blau, 1964). According to this, employees behavior in the organization is a corollary of the way management behaves with them. According to Mitchell & Ambrose (2007), in conformity with the social exchange theory, employees most likely reply to a passive leader by the different forms of deviant actions, like engaging in incivility and damaging the organization. When the leader acts passively, the employees engage in workplace incivility because it reaches the psychological contract.

In this thesis, the supporting theory that is going to be implemented is the social exchange theory, which was initially introduced by (Blau, 1964). In most of the studies, it could be seen that social exchange theory has been applied to conceptualize the relationship between passive leadership and emotional exhaustion. This theory has been widely used by great scholars. Furthermore, it has been observed from the previous studies that social exchange theory is contemplated as the most reluctant and suitable theory for its implication with passive leadership (Barling & Frone, 2017). According to the social exchange theory, the performance of employees is supposed to characterize those public organizations which implement passive leadership behaviors frequently and it is expected to be reciprocated by

employees in the perspectives of affective commitment (a key element of employee wellbeing for better employee performance) (Chang & Chen, 2011). It was proposed in social exchange theory, that all the employees would react accordingly by passive leadership behavior in a similar manner, which could be the underestimation of reality (Peccei & Van, 2019). As passive leadership defines that the combination of passive management by the exception; ignoring the actions until blunders can no longer be snubbed (Hogg et al., 2005).

Chapter 2

Literature Review

2.1 Passive Leadership and Emotional Exhaustion

Passive leadership stated as a non-leadership or absence of leadership; has been defined as a behaviour that involves avoidance shown by an individual who got power in his position (Derue, Nahrgang, Wellman & Humphrey, 2011). Studies conducted in the past have shown significant effects of passive leadership on workplace emotional exhaustion. The delayed leadership or laissez-faire leadership style tends to result in emotional exhaustion more as the leaders ignore the signs given by the employees which show there are problems at the workplace (Hartog, Muijen, & Koopman, 1997). Freudenberger (1989) was one of the first researchers to study the concept of emotional exhaustion. He used the term in scientific psychology to describe the gradual emotional depletion, loss of motivation, and reduced attachment with the organization. Belcastro (1982) studied the emotional exhaustion and relate it with teachers illness and complaints. Maslach (1976) related the concept of leadership with emotional exhaustion as a psychological study. The study concluded that the emotional condition of employees is directly affected by the unethical behaviour of the leaders.

The degree of passive leadership to emotional exhaustion is experienced in the office. Schaufeli, Leiter & Maslach (2009) found out the leadership does not only

affect the employee's work performance but also their emotional condition. Workers feel at ease if the leadership is kind, active, and favourable. It ultimately helps in increased productivity. Similarly, if the leadership is neglecting the common workplace issues, it takes a toll on the employees (Scott & Barnes, 2011). Many studies found that females and males showed higher levels of emotional exhaustion when leadership was ineffective and weak (Stordeur, D'hoore & Vandenberghe, 2001). In the field of academics, the scores were found to be the highest where the workplace conflicts were allowed to prolong. The main cause of this emotional stress was found out to be the uncivil behaver of the worker caused by the leaders. The workers feel exhausted by not being appreciated for their work or being treated badly.

Bass and Avolio (1994) talk about uninvolved leadership style as a 'keep a watch out' approach, that possibly comes in real life when slip-ups are done or issue emerges to a level where the arrangement is unavoidable. Sarros and Santora (2001) depict this act as a style that includes inaction, repugnance, and getting away from obligations. Uninvolved pioneers typically abstain from deciding; neglect to perceive and motivate representatives and disregard the singular needs of workers (Bass, Avolio, & Atwater, 1996).

A case of an aloof pioneer likewise incorporates the individuals who neglect to ensure a subordinate's government assistance, for instance in a workplace where there are conceivable dangers and purposefully coming up late in a gathering facilitated by one of the subordinates (Neuman & Baron, 2005). Because of a huge effect of dangerous administrative conduct Tepper (2007) on people.

Scholars have as of late logically cantered authoritative examination around the "clouded side of administration" (Griffin & Lopez, 2005). An individual in a position of authority initiates certifiable desires among the two representatives and the pioneers that, when left unfulfilled, may result in outcomes that are not to the association's advantage (Frischer, J., & Larsson, K., 2000).

Uninvolved pioneers lean toward not to draw in themselves insignificant issues going on in the association and concede their activities to genuine and basic issues just (Bass & Avolio, 1994). Studies recommend that such pioneers give little

consideration to profitability and basic consummation of errands (Downey, Papageorgiou & Stough, 2006). This initiative style unfavourably impacts the follower and has supposedly brought about more elevated levels of disappointment and lower level of self-esteem in the supporters (McColl-Kennedy & Anderson, 2005). Consequently, sentiments of being disregarded lead the devotees to include in practices that influence generally hierarchical execution.

Sentiments of demotivation cultivate in workers as they are not perceived and given input or are neglected for their everyday undertakings (Lievens, Pascal & Coetsier, 1997). Studies have examined that latent pioneers dont uphold changes in the hierarchical setting and like to proceed with conventional methodology, consequently stifling development and innovativeness and considering these to be a danger to their business as usual (Crawford, Gould & Scott, 2003). Supervisors who follow this style of authority are bound to act in manners which novel thoughts, advancement, inventiveness, or ability to advance change are disheartened (Eyal & Kark, 2004).

Uninvolved authority as adversely related to worker intrapreneurial conduct (Moriano, Molero, Topa, & Mangin, 2014). Non-administration practices show technicality and disregard the requirement for higher administration association and backing in tenderizing advancement (Antonakis, Avolio, & Sivasubramaniam, 2003). Kelloway, Sivanathan, Francis, and Barling (2005) propose an uninvolved initiative as a forerunner to some particular working environment stressors like clash and ambiguity in work job, and the view of a low-quality relational treatment by the pioneer. This leads to negative results, for example, stress, strain, and scant.

Results from contemplates directed on various occasions have indicated this initiative style has demonstrated to be contrarily connected with representatives' activity fulfilment (Judge & Piccolo, 2004). As examined by Leymann (1996), latent authority style may likewise be one of the reasons for the work environment tormenting.

The absence of association and intermediation in relational clashes in workers can bring about drawn out and strengthened issues among them, and at times finishing with somebody being tormented in the association.

Leaders may cultivate forceful conduct among representatives, prompting a cycle of abuse against at least one workgroup individuals. At the point when an administrator or manager disregard or neglect his obligation in dealing with relational clashes in workers, clashes can take a more terrible shape to be settled. This builds up a culture of acceptably of forceful conduct in representatives in the work environment. It is very uncommon that aloof pioneers create a customized and cozy relationship with workers as they are not worried about how the representatives are coming (Skogstad, Einarsen, Torsheim, Aasland & Hetland, 2007). Thus, making a sentiment of social prohibition and being overlooked (Einarsen, Hoel Zapf & Cooper, 2010).

Numerous investigations have demonstrated that initiative style and execution cooperate. When supporters are content with their pioneers, they produce extreme execution. Consequently, understanding the circumstance and applying the correct style of authority is crucial for worker execution which prompts great execution. The endurance and development of an organization are likewise connected with how well the pioneer impacts the devotees through their authority style. This implies a high representative exhibition is straightforwardly connected to the association that exists between authority style and supporters. In light of the significance of administration to worker execution, numerous investigations have been created by numerous researchers. These examinations endeavoured to clarify the imperativeness of an administration style to worker execution. These examinations came about into the accompanying initiative speculations, quality hypothesis, social hypothesis, possibility hypothesis among others.

Pioneers take the fundamental measures and build up human connections to give ideal utilization of HR. The initiative style of these supervisors significantly affects staff confidence. What's more, thus, staff spirit will influence their presentation and improve the representative's commitment. Drawn in representatives is well on the way to make positive commitments to their organizations by pulling in and holding new clients, driving advancement, or spreading their energy to colleagues. Exploration of these styles has discovered that groups drove by ground-breaking pioneers (who are more relationship-situated) have modestly better than bunches

drove by pioneers who utilize other authority styles. Ghafoor, Qureshi, Khan, and Hijazi (2011) showed that there is a noteworthy connection between ground-breaking authority, worker commitment practices, and representative execution. Achua and Lussier (2013) later expressed that "ground-breaking administration looks to change business as usual by articulating to supporters the issues in the current framework and a convincing vision of what new associations could be".

Achua and Lussier (2013) did an exploration of the effect of initiative styles on workers' presentations in the Telecom division. They utilized the four-way objective hypothesis styles in a particular order, strong, participative, and accomplishment oriented. The motivation behind the investigation was to find out if there was a connection between the authority styles and the workers' presentation, especially in the Telecom Engineering organizations. The investigation's discoveries built up that the effect of administration styles on representatives' presentation was noteworthy. In Kenya, Machuki, Aosa, and Letting (2012) did an investigation taking a gander at the corporate presentation of 23 organizations recorded on the Nairobi Stock Exchange. The outcomes built up that a solid positive relationship exists between the style of authority and execution referring to worker profitability. The present hierarchical condition is ending up being different from that of the past. The creator brought up that worldwide rivalry, data innovation, the quality help transformation, decent variety, and morals directed the style of authority that one employment. Because of this change in outlook, new initiative styles are developing. These are more receptive to both their inner and outside conditions to perform better and increase the upper hand inside their businesses (Machuki, Aosa, & Letting, 2012). This examination researched the fundamental impacts of administration styles on execution at state-possessed enterprises in Kenya. It explicitly tried to decide the effect of free enterprise, value-based, and ground-breaking administration styles on authoritative execution at state-possessed partnerships in Kenya. The investigation suggested that chiefs should dispose of the free enterprise authority style and receive a more participative style of administration in directing their subordinates; open administrators ought to define and actualize powerful prize and acknowledgment frameworks, this view was additionally upheld. It was further prescribed that administrators ought to

endeavour to receive an authority style that encourages them to become good examples to their subordinates; a style that motivates and invigorates subordinates to turn out to be more inventive and imaginative; furthermore, embrace a style that causes them to give more noteworthy consideration to every individual's requirement for accomplishment and development. This suggestion is following the perspective on (Chaudhry & Husnain, 2012). This is the reason this thesis looked to analyse how latent pioneers impact the exhibition of their representatives in the County Government of Turkana, Kenya.

Authority either adversely or decidedly influences the quickening of administration conveyance since initiative assumes a huge function in administration conveyance and the absence of its viability may hamper a definitive anticipated quickened result. Studies show that at any rate 9 of the 13 (69%) of organizations face representative execution issues. These difficulties exude from the kinds of administration styles applied. The issues incorporate helpless correspondence, inability to understand the sex-related difficulties, high worker turnover, inability to include representatives in dynamic, absence of advancement among workers, enormous monetary misfortunes, the decrease in representative efficiency, reduced confidence, expanded expenses of recruiting and preparing new workers and helpless client support from the workers (Machuki, Aosa, & Letting, 2012). Regardless of the known impacts of authority styles on execution, the effect on district government is as yet another marvel that the paper looked to inspect.

Emotional exhaustion is one of the three significant parts of Maslach's Burnout hypothesis (Maslach, 1976). It alludes to a psychological condition of weariness just as physical depletion, and it causes one to feel overextended, depleted, and incapable to recover. The other two segments of burnout are reduced individual achievement and depersonalization. Decreased individual achievement is having a negative perspective on oneself. Depersonalization is better perceived with regards to relational connections, where one should have the option to associate with others. The more depersonalized one feels, the more segregated they feel from their more "humanistic" side, for example, sentiments of empathy or having the option to identify with others.

Emotional exhaustion is one of the most significant and as often as possible recognized segments of burnout, as passionate weariness best portrays the "centre definition" of burnout.

Furthermore, Carlson, Ferguson, Hunter, and Whitten (2012) found that passionate weariness ordinarily has more grounded associations with result factors than the other two parts. Normally, passionate weariness is the initial step to burnout, making it a basic point for intercession for counteraction. Subsequently, I centre on passionate fatigue. Being genuinely depleted influences both the individual and the association.

On the singular level, passionate depletion is related to different physiological diseases, for example, gastrointestinal issues, rest issues, colds, and cerebral pains. It has likewise been identified with sadness and tension. At the hierarchical level, research has exhibited that passionate depletion is decidedly identified with negative work perspectives expanded turnover expectation, counterproductive work conduct, and diminished occupation execution.

Assets are characterized as both substantial furthermore, immaterial articles that give the individual physical as well as mental vitality. Regular models incorporate time, cash, idealism, physical vitality, and mental vitality.

Ashkansy and Humpjery (2011) characterized worry as the compromised or real loss of assets. Moreover, Ashkansy and Humpjery (2011) noticed that during stress, people will in general hold assets by restricting their use. Amid no pressure, people endeavor to collect an excess of assets fully expecting future stressors.

Recent studies have shown that the passive style of leadership results in most cases of emotional exhaustion. The more the leadership is passive in its approach, the more emotional exhaustion employees experience at the workplace (Porath & Pearson, 2010).

Consequently, passive leadership is not the preferred style of leadership. On this basis, we formulate the hypothesis that:

H$_1$: *Passive leadership is positively and significantly associated with emotional exhaustion*

2.2   Workplace Incivility as a Mediator

Workplace incivility was defined by Andersson and Pearson (1999) as a behaviour that is not suitable for the working conditions of any office. It is a behaviour that aims at harming the target, which in most cases are the employees. It is also called a violation of mutual respect at the workplace. Once the employees get affected by this lack of quality leadership, the behavior of the worker's changes (Dorfman & Howell, 1988). Constant pressure from the leadership forces workers to perceive that their leaders are indulge in uncivil behavior in the organization like makes derogatory remarks, talks me in unprofessional way, and ignores me from expert camaraderie. The employee perception about supervisors uncivil behavior leads direct to employee emotional turmoil or emotional exhaustion caused by the passive leadership of the organization.

Emotional exhaustion is almost unavoidable because the employees cannot put up with passive leadership daily. The behavior by the leader cannot be tolerated and the consequences are unfavorable for the whole organization. In the absence of a proactive leader, the chances of a lack of norms and informal culture increase which results in emotional exhaustion (Andersson & Pearson, 1999). The evidence from Judge and Piccolo (2004) showed that other types of leadership like transformational leadership are positively related to the emotional relief of the employees which is the opparis of emotional exhaustion. Such leadership is the cause of a pleasant work atmosphere and incivility does not exist in such an environment. Incivility is not as extreme as another form of mistreatment at the workplaces (Pearson, Andersson, & Porath, 2005). However, personal and organizational costs are regarded as unfavourable for the workplace environment and job performance. This leads to emotional exhaustion and low job expectations and performance. This experience badly affects the employee loyalty towers the organization and its values and goals.

As a result of the study by Frischer and Larsson (2000), it was proved that workplace incivility is directly related to passive or bad leadership. On the other hand, active and positive leadership resulted in personal accomplishment. It was found out that laissez-faire leadership resulted in negative behavior of the employees

which can be termed as workplace incivility. This was later found to be the root cause of emotional labor for the employees. Harold and Holtz (2015) further investigated the relationship between workplace incivility and emotional stress in their study which resulted in workplace incivility being high-level related to the emotional stress or otherwise emotional exhaustion experienced by the employees in the office. Moreover, workplace incivility is more likely to occur when leader is passive as in that situation employee perceive that leader is uncivil thats why he is not taking action of any bad thing. Employees have a constant mental battle to tolerate their leaders and workers. However, job performance and commitment are decreased as emotional exhaustion increases.

In the last few decades, management and emotions of the employees have been receiving more and more attention by researchers to find out the root cause of workplace problems. Studies have concluded that most of the issues have a common link which is workplace incivility behind every issue (Ashkansy & Humpjery, 2011). Emotional stress experiences by the workers are fund to be a result of ineffective leadership. However, this effect is further aggravated by workplace incivility in the office. the more the employee perceive uncivil behavior in the office, the more employees will start to feel the emotional stress in the office (Grandey, 2000). The first thing experiment by an employee due to stress caused by bad leadership decisions and behavior is the deviant behavior which can be termed as workplace incivility. This is an important variable to consider when working on workplace conflicts or studying office place related problems (Ashforth & Humphrey, 1993).

Barling and Frone (2017) found out that workplace incivility is the lead because that results in employee emotional exhaustion due to the feelings of getting back to the leaders and harming the organization in the way. Employees find it difficult to work with the leaders and also do not want the company to suffer because of this.

As a result, constant emotional stress leads to emotional exhaustion and affects the organization in a bad way. Passive leaders are considered irresponsible for employees (Carlson, Ferguson, Hunter & Whitten, 2012). The study also found that resulting emotional exhaustion caused by this type of leadership is mediated

by workplace incivility. If the employees are not treated badly in a workplace i.e. practice of workplace inactivity by the leaders, they may not be affected by passive leadership to an extent that it results in emotional exhaustion (Andersson & Pearson, 1999). In the last few decades, the impact of workplace incivility as a mediator has been studied profoundly. This is because it links many workplace problems or finds out the meaning behind them (Abubakar & Arasli, 2016). Modern studies show that workplace incivility is directly related to employee emotional exhaustion. Workplace incivility is identified to accelerate the process of emotional exhaustion (Barling & Frone, 2017).

The commonness of workplace incivility is disturbing as cost is caused to focused representatives, bosses or when all is said in done to associations (Lim & Cortina, 2005). Miner-Rubino and Cortina (2007) examined that the individuals who only observer incivility show diminished degree of responsibility and report lower work fulfilment, higher turnover and burnout. Besides, the individuals who witness and experience incivility have demonstrated diminished execution in undertakings allocated, imagination and collaboration (Porath & Erez, 2007; Porath & Erez, 2009). In looking at the negative results of uncivil conduct, scientists report that incivility prompts undesirable results in business related, mental, authoritative results, and physical wellbeing (Bunk & Magley, 2013; Lim & Cortina, 2005).

A review directed by Pearson, Andersson and Pearson (1999) on 775 mechanical representatives uncovered that incivility has brought about lost work time in workers as they are thinking about some uncivil occasion, or are staying away from the individuals who start such practices, diminished degree of duty with association, diminished contribution to work and higher turnover rate. Incivility has likewise been evaluated as a precursor to genuine medical problems to representatives like Cerebral pains, dietary issues, sorrow and self-destruction (Hastie, 2002; Dunn, 2003; McKenna, Smith, Poole & Coverdale, 2003; Randle, 2003; MacIntosh, 2005). Uncivil conduct at working environment can go about as initiators that antagonistically influence work fulfilment level in representatives (Penney & Spector, 2005). The wonders have likewise been found as a source to sustain a quintessence of confinement and removing in the workforce (Vickers 2006). Past investigates

have additionally investigated a certifiable relationship between Followers' working environment incivility and work withdrawal practices, for example representatives arriving behind schedule to work, taking longer than permitted breaks and wiped out leaves however not debilitated (Lim, Cortina & Magley, 2008).

Cortina, Magley, Williams and Langhout (2001) recommended that casualties of incivility have lower level of mental solace due to feelings of stress, sadness, anxiety, and distress; every one of these feelings influence authoritative efficiency and execution generally.

A nitty gritty examination of why representatives take part in Followers' work environment incivility requires comprehension of prompt work environment setting where they are working. Hierarchical condition shapes the conduct; either thoughtful or uncivil; of worker (Cortina, 2008).

Writing proposes that among the various parts of authoritative condition, the board theory and culture are the primary develops that are related to incivility. The executives show may help or discourage Followers' work environment incivility. The executives may even be associated with starting the uncivil conduct by accidentally promising or enduring it (Pearson, Andersson, & Porath, 2000).

Hierarchical culture has additionally been concentrated as a build that encourages Followers' work environment incivility either by affirming or dismissing climate of general working environment disregard (Lim & Cortina, 2005).

Studies propose that representatives, inclined to confront negative feelings like rage and fierceness, are probably going to be all the scarier and have a powerless bond with the managers.

Because of this experience, negative feelings are actuated in their comprehensions that they express through freak practices at work environment (Weiss & Cropanzano, 1996).

Representatives adjust to the working environment condition by watching, counselling and coordinated thinking so the greater part of the business related data and relationship working with partners and later on with bosses depends on this system (Reio & Wiswell, 2000).

So, adjusting to working environment is probably going to influence representatives' mien to engage in common or uncivil lead at working environment.

Inconsiderate and rude lead that encroaches the essential principles of social connections can unfavourably affect representative mentalities and information sharing atmosphere in the association. For instance, horrendous connection among directors and laborers can ruin the exchange of information due to an absence of fiery help for sharing what was found out in the association during various preparing and advancement meetings (Gregoire, Propp & Poertner, 1998). It is basic that workers ought to be associated with productive and valuable relational relationship with associates and directors to make an atmosphere of common help, cooperation and help (Reio & Wiswell, 2000).

Incivility comprises of three attributes: infringement of working environment standards and regard, equivocal purpose, and low power (Andersson & Pearson, 1999). The first normal for incivility is an infringement of working environment standards. Only one out of every odd association works similarly, yet every association has its own standards and desires for what is viewed as satisfactory interactional lead among representatives. This common understanding takes into account participation inside the association. Demonstrations of incivility sabotage that understanding and upset the prosperity of the association and its representatives (Andersson & Pearson, 1999; Lim, Cortina, & Magley, 2008).

The second quality of incivility is questionable expectation. The agitator's objective is not in every case clear to the objective. The uncivil practices could be purposeful, yet may likewise be because of numbness, oversight, or the character of the provocateur (Andersson & Pearson, 1999). Regardless, the vagueness may cause the casualty a lot of worry as the person may not realize how to comprehend the circumstance, and thusly would not realize how to react to the conduct. The third quality of incivility is alluded to as low force. Contrasted with forceful acts, for example, tormenting or badgering, incivility is of lesser seriousness. Regardless of whether incivility is of lower power, it can in any case lead to animosity and heightening clashes (Lim, Cortina & Magley, 2008). Truth be told, encountering incivility can prompt a winding so one individual's impression of incivility may

make the person in question fight back with another uncivil conduct, which may in the long run lead to more forceful and serious types of abuse (Pearson, Andersson, & Porath, 2000). Incivility accordingly, can prompt unfriendly impacts for both the person in question and the association.

Work environment incivility can be exorbitant for the person in question, the association, any spectators, or even the troublemaker (i.e., by means of incivility spirals or reprisals). Examination has related work environment incivility with various negative individual and authoritative results. Singular results. Exploration has demonstrated work environment incivility to be identified with different attitudinal and conduct results. In their investigation of government court framework representatives, (Cortina, Magley, Williams & Langhout, 2001) found that encounters of incivility were related with many negative results for the individual, including expanded mental misery, expanded employment withdrawal, and diminished work fulfilment. In another investigation of 307 college understudies who were utilized fulltime, Penney & Spector (2005) found that work environment incivility was contrarily identified with work fulfilment.

Lim, Cortina and Magley (2008) additionally found that working environment incivility contrarily influences workers' word related and mental prosperity. Encounters of working environment incivility were adversely identified with fulfilment with administrator and collaborators, work fulfilment, and mental and physical wellbeing. In a later report with the board representatives and students, Clark, Olender, Kenski, and Cardoni (2013) found that more prominent recurrence of work environment incivility was contrarily related with work fulfilment and emphatically related with work pressure, melancholy, and physical side effects.

Working environment incivility is likewise identified with results that stretch out past the person in question. Having an upsetting workplace can cause representative interruption and dissatisfaction, which may prompt an expansion in representative nonattendance or add to raising clash between representatives. Thusly, there could be a lessening in work exertion and a decrease in work efficiency.

In a conversation of authoritative results, Pearson, Andersson, and Porath (2000) placed that incivility can cause counter against the association (e.g., taking from

the association). Further, it was found that about 80% of incivility casualties report an abatement in work profitability because of incivility and over 10% of casualties inevitably find employment elsewhere. Lim, Cortina, and Magley (2008) have additionally given exact proof indicating that working environment incivility is related with expanded turnover goals. In another investigation. Cortina (2008) found that collaborator incivility was a noteworthy indicator of truancy. It was clarified the outcomes by applying the preservation of assets hypothesis, which proposes that to manage the social worry of working environment incivility representatives may pull back from work or potentially diminish their execution. Extra help for the connection among incivility and hierarchical results were found in an examination. In an example of 209 full-time college understudies, a negative connection between collaborator incivility and work exertion was found. When estimating work environment incivility, most examinations use (Cortina, Magley, Williams, & Langhout, 2001).

Working environment Incivility Scale (WIS) or a marginally adjusted variant. Nonetheless, a basic assessment of the WIS uncovers that it might be tricky for at any rate two reasons.

To begin with, it doesn't consider the wellspring of incivility, and just surveys person workers' overall encounters. The size of impacts of working environment incivility might be diverse relying upon the source.

Second, past exploration has expected that the WIS assesses a one-dimensional build. A closer assessment of the things in any case proposes two hidden exercises: obvious cases of incivility and undercover occurrences of incivility.

Unmistakable incivility incorporates practices that can be handily perceived as discourteous or rude and clandestine incivility incorporates practices that are less obvious, or more questionable in structure. In the following areas, these two issues will be developed by basically looking at the incivility build and its estimation.

Andersson and Pearson (1999) fundamental work presented the idea of work environment incivility. From that point forward, there has been a plenitude of exploration on the occurrence and effect of working environment incivility absent a lot of basic assessment of the build itself. While the develop has furnished scientists

and professionals with additional knowledge on relational abuse in the work environment, there are as yet a few tricky issues with the current conceptualization and estimation of the incivility build. Conceptualizing incivility: A multi-foci approach. While clients as well as customers can definitely be the troublemaker or focus of incivility, most incivility scientists centre around intra-authoritative wellsprings of working environment incivility (Cortina, Magley, Williams & Langhout, 2001). Regardless, the WIS doesn't recognize the agitator of incivility. Like most other abuse scales, the WIS inquires as to whether an individual has encountered incivility from a co-worker or a "chief/associate." No endeavours have yet been made to guarantee that the source is in certainty irrelevant. While, Pearson et al. (2005) hypothetically distinguished.

A provocateur's position and force as a potential mediator of the connection between incivility and likely results, scientists still can't seem to give any exact examination concerning contrasts between incivility starting from one's administrator and incivility starting from one's co-worker(s). An audit by Bunk am Magley (2013) indicated that specialists who study abuse in the association ordinarily get some information about treatment they have gotten without a particular reference to the status of the culprit. The troublemaker's status could be higher, lower, or equivalent to the victims. No particular reference to the source of incivility may bring about overestimating certain results of incivility or ignoring different results. All the more by and large, Ashforth and Humphrey (1993) required a multi-foci way to deal with the investigation of working environment hostility for methodological, hypothetical, and handy reasons. A multi-foci approach includes exploring the wellspring of abuse instead of just the experience of abuse. These reasons, as I layout underneath, can give understanding to the investigation of working environment incivility as both are types of abuse in the association (Pearson, Andersson, & Porath, 2000; Andersson & Pearson, 1999). Methodologically, numerous investigations on hostility don't distinguish the troublemaker of the animosity. Essentially, in the investigation of working environment incivility, the troublemaker is once in a while indicated. Studies generally ask respondents whether they have encountered incivility from "a co-worker" or from their "director/colleague." A meta-examination demonstrated that the example of indicators

for work environment hostility was indeed relationship-explicit. Helpless initiative and relational shamefulness were more grounded indicators of manager focused on hostility than colleagues focused on animosity. This is dangerous since the greatness of impacts may not be the equivalent of various sources. Subsequently, scientists could under or over-gauge the impacts of work environment incivility without sufficiently evaluating the wellspring of incivility.

Hypothetically, Lam, Walter, and Huang (2017) recommended that the effect of go-between or results may shift contingent upon who affected the animosity. For model, when the culprit is a boss, a worker may in general have more sentiments of employment instability, which may then prompt the quest for new employment practices. Hostility from a director may even prompt lower levels of self-adequacy. If then again, the culprit is an associate, feelings of trepidation of professional stability are more outlandish. The contentions with directors or on the other hand collaborators have various results. Struggle with directors was bound to bring about counterproductive work conduct (CWB) coordinated toward the association, while struggle with associates was bound to result in CWB coordinated toward other people. This reason can likewise be applied to the investigation of working environment incivility. Incivility from a manager may bring about unexpected results in comparison to incivility from an associate. Incivility from a manager may bring about lower work fulfillment while incivility from a collaborator may incite casualties to participate in more withdrawal practices. Essentially, Hershcovis and Barling (2009) proposed that hostility from various culprits include various reactions from the objective and distinctive anticipation procedures from the association. For example, if a chief is the culprit of animosity, at that point the casualty may be bound to evade the provocateur and look for enthusiastic help from associates or loved ones. On the off chance that an associate is the culprit of hostility at that point, the casualty may be bound to defy the person in question. By drawing on the force also, equity writing, Neuman & Baron, (2005) set that attitudinal, conduct, and wellbeing results are more grounded when the culprit is an administrator instead of when the culprit is a co-worker(s). Individuals in high positions (i.e., administrators) can impact their subordinates' practices and mentalities towards the association. It was predicted that individuals with less

force are more mindful of danger or discipline since individuals in higher positions can impact the mentalities of those in moderately fewer amazing positions. In an example of 232 workers, it was demonstrated that since administrators can control significant authoritative assets, for example, pay designation, advancements, and work tasks, their subordinates are expected to be treated in a reasonable and aware way. Such work connections are by and large longer haul and can be ordered under a social trade relationship. While these connections incorporate budgetary arrangements, there is additionally a less concrete arrangement that exists and includes acknowledgment or regard. As an end-result of acknowledgment, representatives may be bound to build their work efficiency or their hierarchical citizenship practices. Thus, subordinates are bound to take care of the activities of individuals in higher positions because individuals in higher positions are more liable to affect hierarchical and singular results. Therefore, workplace incivility has been found to mediate the relationship between bad leadership and employee's stress of emotional exhaustion in a normal scenario. On this basis we make the hypothesis:

H₂: *Workplace incivility is positively and significantly associated with emotional exhaustion.*

H₃: *Workplace incivility will mediate the association between passive leadership and emotional exhaustion.*

2.3 Affective Commitment as Moderator

Socially, affective commitment is described as the positive emotional attachment people feel with the organization which is not a part of their job description (Dorfman & Howell, 1988). Individuals and workforces with high affective commitment are more towards experiencing less emotional exhaustion and stress in the offices (Kirkman, Chen, Farh, Chen, & Lowe, 2009).

The connection between leadership and emotional exhaustion proposed by (Lim, Cortina, & Magley, 2008) explains it moderates the relationship between bad leadership and emotional stress. The stress can be significantly reduced if the

emotional attachment with the institution is more. According to Leiter, Peck & Gumuchian (2015), the disregard of workplace norms is the major reason behind the lack of affective commitment by the employees for the organization. This ultimately results in employee emotional exhaustion as the employees feel isolated from the company and no loyalty is found.

However, Pearson, Andersson, & Porath (2000) discuss that workers who are loyal to the organization and have a strong feeling of commitment towards the organization tend to feel fewer emotional exhaustion beaches of the bad leadership. This counters with the unfavorable environment of the office and results in lesser incivility at the office. The affective commitment was further studied by Lim, Cortina, & Magley (2008) as their study shows that an employees loyalty resides with the organization and not with its leadership. Yet too much incivility by the leadership ultimately proves bad for the office.

Besides, Leiter, Peck, and Gumuchian (2015) explored the nature of employees who ranked high in employee loyalty with the organization. Such employees took more time to develop emotional stress due to bad leadership. It was found that this commitment or loyalty towards the organization moderates the relationship between leadership and the employees. Workers cannot reach their full working potential if the leadership is not supportive. However, they can go the "extra mile" if they feel attached to the organization due to its values, history, or vision. Affective commitment, however, if found low in an employee can accelerate the process of emotional exhaustion due to ineffective leadership.

As found in the study of Lam, Walter, and Huang (2017), affective commitment was found to play an integral role in the workplace environment where leader sand employees interact. As the level of commitment to the organization determines the will to tolerate workplace conflicts. Hence, it is a perfect moderator to check the effects of passive or any kind of leadership on employee emotional exhaustion. Moreover, the commitment of an employee can be increased by better leadership. If this is ignored, the workers may act against the interest of the office as they feel betrayed (Engle & Lord, 1997). Similarly, Lam, Walter, and Huang (2017) revealed that affective commitment moderates the relationship between passive leadership

and emotional stress experienced by the workers. Employees who had strong feelings for the company and its values had to go through less emotional turmoil as compared to the employees who had little to no loyalty for the firm. Therefore, it is evident that a passive leader is a reason that organizational employees lack the necessary emotion to get the work done, and their performance suffers.

Affective commitment is the affective component of organizational commitment and is defined as an employees level of organizational identification as well as feelings of attachment to and high degree of involvement in the organization (Allen & Meyer, 1990). In addition to AC, organizational commitment (OC) comprises two other forms of commitment: continuance and normative commitment. Importantly, among the three forms of OC, AC is the strongest predictor of outcomes of interest to organizations such as turnover intentions, absenteeism, job performance, and organizational citizenship behavior (Meyer, Stanley, Herscovitch & Topolnytsky 2002).

Furthermore, AC is the only form of OC that may exert a positive influence on employee well-being as a result of being negatively related to both stress and work-family conflict (Meyer, Stanley, Herscovitch & Topolnytsky 2002). In sum, organizations and employees may benefit from organizational initiatives that can positively influence employee levels of AC. Mentoring is a vehicle through which AC can be positively influenced.

Mentoring can be appraised by protgs as a positive or negative experience (Eby, Butts, Lockwood, & Simon, 2004). Consequently, the direction and strength of the relationship between mentoring and AC are likely to be affected by the quality of mentoring. Payne & Huffman (2005) conducted a longitudinal study over two years that revealed that mentoring was positively associated with AC at the end of the study. Another study conducted in the public accounting arena offered evidence of positive links between mentoring and the three forms of OC, with AC being most strongly related to mentoring (Stallworth, 2003).

Thus, one might expect that protges who are more satisfied with their mentors exhibit higher levels of AC than those who are less satisfied. Affective Commitment, the first of the three-segment model, depends on the enthusiastic connection

that a representative has with the association. With this segment of responsibility, the worker needs to remain with the association based on their enthusiastic connection and distinguishing proof with the association (Allen & Meyer, 1990). This passionate connection comes from a sentiment of solace in the association and a feeling of direction or occupation challenge (Meyer, Stanley, Herscovitch & Topolnytsky 2002).

The results of Allen & Meyer (1990) show that affective commitment is contemplated to be an important tool as an emotional attachment. This is additionally upheld by Meyer, Stanley, Herscovitch, & Topolnytsky (2002) who express that brand responsibility is driven by recognizable proof with, the disguise of and consistency to the brand. Meyer, Stanley, Herscovitch, & Topolnytsky (2002) separate duty into the three previously mentioned measurements. Bunk & Magley (2013) further contend that distinguishing proof with the brand implies that the representative feels belongingness to the brand so much that when the brand performs severely, the worker encounters it as an individual disappointment.

Likewise, the brand personality ought to be viewed as a gathering character all together for the representative to feel a craving to have a place with the gathering. A solid distinguishing proof with the brand is then contended to be accomplished if the worker feels a moral duty to the brand.

It was found that representatives who feel blame in light of the apparent absence of commitment to the work gathering or association will have an expanded degree of emotional responsibility as they feel they have to work more earnestly.

A few hundred specialists have inspected the connections between emotional responsibility and the factors theorized as its forerunners. As a rule, the wide scope of factors analyzed can be ordered into three gatherings: authoritative qualities, individual attributes, and work encounters.

Albeit a few examinations report that authoritative structure factors, for example, size, what's more, centralization is associated with emotional responsibility meta-explanatory proof proposes that the connections are neither solid nor steady.

This may be because of the way that the improvement of representatives' perspectives toward an association is connected more to their everyday work encounters

than to these large scale level factors (Allen & Meyer, 1990). An investigation into individual qualities has zeroed in on two sorts of factors: segment factors (for example sex, age, and residency) and dispositional factors (for example positive affectivity and negative affectivity). As a rule, the connection between segment factors and emotional duty is neither solid nor predictable.

Segment factors aside from age and residency (for example instruction, sexual orientation and conjugal status) are not liable to be connected reliably to full of feeling responsibility. For dispositional factors, albeit a few investigations show that workers' affectivity is identified with emotional responsibility, there is meager reliable proof that people with specific character attributes are pretty much liable to turn out to be emotionally dedicated to an association.

On the off chance that character factors are associated with the improvement of emotional duty, it is bound to be through their collaboration with specific work encounters. For instance, an individual with a solid requirement for connection may have a more grounded emotional duty to an association that underlines and supports cooperation than would an individual with an unobtrusive requirement for the alliance.

Hitherto, by far most of the investigations of predecessors have zeroed in on the factors falling into the general class of work encounters what's more, in numerous examinations, the rule of trade has been proposed to be a component working in the advancement of representatives' full of feeling responsibility.

That is, workers need to proceed with their work relationship with the association if it furnishes them with positive work encounters since they esteem these encounters and anticipate that they should proceed.

Consequently, representatives are probably going to create full of feeling duty and add to hierarchical viability, along these lines keeping up value in their relationship with the association.

Truth be told, the writing on the predecessors of responsibility shows that emotional duty is associated with various work encounters that "convey that the association is steady of its representatives, treats them reasonably, and upgrades their

feeling of individual significance and ability by seeming to esteem their commitments to the association".

On this basis, we hypothesize that:

H$_4$: *Affective commitment will moderate the relationship between passive leadership and emotional exhaustion such that it will strengthen the relationship between passive leadership and emotional exhaustion when affective commitment is low.*

2.4   Conceptual Framework

FIGURE 2.1: Framework

2.5   Study Hypothesis

H$_1$: Passive leadership is positively and significantly associated with emotional exhaustion.

H$_2$: Workplace incivility is positively and significantly associated with emotional exhaustion.

H$_3$: Workplace incivility will mediate the association between passive leadership and emotional exhaustion.

H$_4$: Affective commitment will moderate the relationship between passive leadership and Emotional exhaustion such that it will strengthen the relationship between passive leadership and emotional exhaustion when affective commitment is low.

Chapter 3

Research Methodology
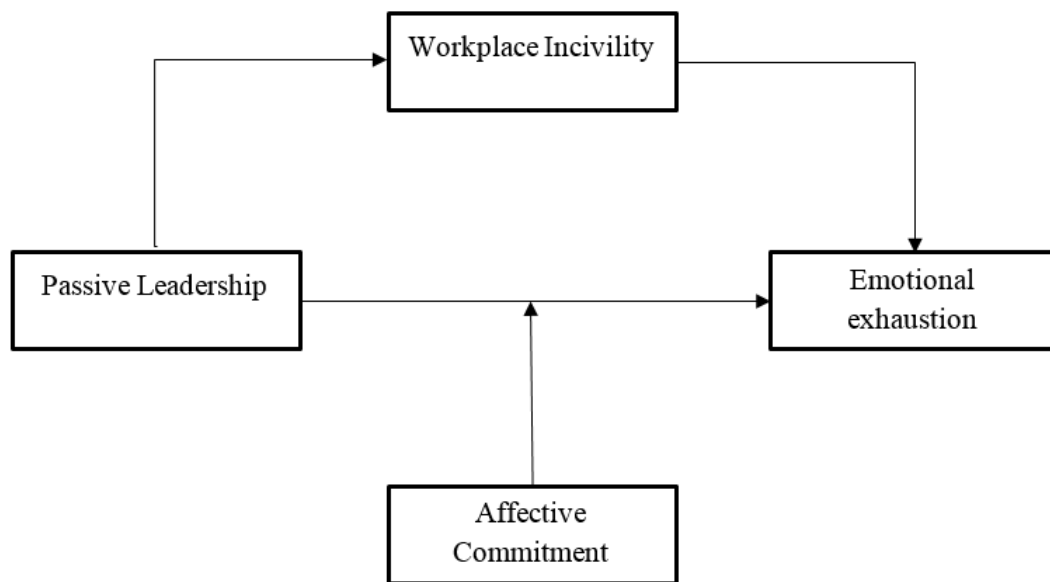
It is very significant to discover a difference amongst research techniques and research methodology due to the fact these two types differentiate from every other. The research method encompasses respectively methods/practices that have been utilized for the composition of research. Research techniques/practices are mentioned as methods pupils use applying in research options. In different words, all these methods/techniques which has been used by way of the students while reading research issues, identified as the research method. Research methodology discovers as a technique to systematically clear up research-related issues.

The statement of research methodology is extensive in contrast to the research method. Hence, when we say about research methodology it doesn't means methodology of the technique solely however additionally encompass the good judgment at the back observes in the context of that study. And additionally, explain the use of one approach or method over another.so that research investigation is done of being evaluated by the researcher himself or additionally with the aid of others.

Specifically, this chapter consists of the methodology to look at the influence of passive leadership on the place of emotional exhaustion with the mediating function of work incivility and moderating role of commitment. The debate in this chapter is associated with research design, population, sampling techniques, unit of analysis, and study type.

3.1 Research Design

A beneficial research diagram permits pupils to accumulate notable results, also, it helps in intensifying the effectiveness of the research. Primarily, in social sciences research two research graph strategies are there acknowledged as qualitative approach" and quantitative approach". Mostly, students maintain the belief that quantitative research is greater effective and precious as examination to qualitative research design (De Vaus, 2001). Scholars can tightly close truthful and authenticated results with the supply of a quantitative research diagram (Chase, Teel, Thornton-Chase & Manfredo, 2015).

For the present research effort, we are getting the assistance of quantitative research by applying consistent strategies and tools. For statistics series, the survey method is used to accumulate the information that contains the consumption of questionnaires consisting of demographics such as age, gender, qualification, designation, and experience. Previous researches use different types of surveys such as online surveys, self-administrated questionnaires, and phone interviews (Ary, Jacobs, Razavieh & Sorensen, 2006). The current study mainly uses a self-administrated questionnaire for information collection as questionnaires are mostly used to collect the data for analyses (Bowling, 2005; Cavana, Delahaye & Sekaran, 2001).

3.1.1 Type of Study

The current study aims to find out the integral relationship between the variables using explanatory study type. This is the relational research in which the influence of passive leadership on emotional exhaustion, on behalf of respondent self-reported statements, has been measured. The survey discusses as a technique of gathering quantitative records in an articulated and pre-defined layout to gather complicated data.

For the current study, a survey method has been used, the motive is to determine the relationship between passive leadership and emotional exhaustion via leaders incivility as a mediator and affective commitment as moderator. In this respect,

Pakistani public and non-public universities are targeted to achieve accurate data. In the first stage, the goal was set to get 400 questionnaires but 251 dependable responses have been gathered with a response rate of 62.7%.

3.1.2 Research Philosophy

There are several kinds of philosophical strategies mentioned as standard for social sciences that guide and support scientific inquiry. Modern research was once strengthened with the aid of the hypothetical deductive method. Researchers argued that the hypothetical deductive process or mannequin is an estimated layout of the scientific method. According to this method, scientific examination held numerously to elaborate and validate the solution of a problem that has to be initially revealed. The current study also used the hypothetical deductive method to validate the relationships which have been supported or based on previous literature by testing them empirically. According to Neuman (2006), scholars in social science disciplines are extra enthusiastic to observe positivist research paradigms. In a positivist research philosophy, the quantitative research technique is regarded as the most appropriate method. According to research in social sciences, this philosophy consists of dependable procedures for speculation trying out, and analysis. Moreover, after reading the idea hypotheses are established and records are accumulated as properly as examined and interpreted. (Neuman & Neuman, 2006) argued that all these enlarge the facts amassed reliability.

3.1.3 Study Setting

The current research is not controlled because participants, i.e. personnel of public and private universities have been approached on their work and they completed the questionnaire in ordinary work surroundings (Brennan, Chugh & Kline, 2002). The faculty of universities were given a Google Docs link to fill out the survey questionnaires. Due to lockdown, the survey questionnaires were filled by both physical and online approaches. After that, the forms were downloaded in an MS Excel sheet to run the analysis using SPSS.

3.1.4   Unit of Analysis

The unit of analysis is the most dynamic function in any kind of research study. The unit of analysis talks about men and women or objects whose characterizes and varieties are to be analyzed in the study, it may additionally be dyad, Individuals, group, country, industry, or employer from which researchers acquire data. The present study finds out the effect of passive leadership on emotional exhaustion thus, the unit of analysis has been person due to the fact we are reading the personnel of different public and personal universities. Private sector and public sector universities faculty located in Islamabad and Rawalpindi participated as a unit of analysis to look at the impact of passive leadership on emotional exhaustion via leaders workplace incivility and employee affective commitment.

3.1.5   Time Horizon

Saunders and Lewis (2012) identified two types of research studies based on the time frame. These are longitudinal and cross-sectional studies. In a longitudinal study, data will be collected over a short and long period. In a cross-sectional study, data will be collected at a specific period. We have conducted a cross-sectional study because of the epidemic or COVID-19 situation which badly harms the world. The other causes for executing a cross-sectional approach are the shortage of time, and one needs to have to finish the thesis in a given time.

3.2   Population and Sample

3.2.1   Population

Population talks about as a set of events, things, human beings linked to the interest that the researcher ought to determine. Since universities have the greatest number of faculty members and diverse teachers, that is why it was selected among other educational institutions. Moreover, both public and privates universities have their departments with different supervisors for each in contrast to

schools and colleges where a single supervisor is considered enough for all the faculty. In Pakistan, there are more than a hundred and eighty universities and have many employees. As in Pakistan, public and private university personnel play an essential role. The government and the public both are covered in it. For this unique study, the population has been the different public and personal universities presently running in various cities of Pakistan. Data had been gathered from university personnel working in Rawalpindi and Islamabad. The universities have been selected as a population for study due to insufficient available evidence from the sector regarding the relationship of passive leadership and emotional exhaustion.

3.2.2 Sample

According to Leary (2004), the process in which a researcher selects a group of objects, people, or items from the selected targeted population for the analysis is referred to as sampling. Similarly, according to the preceding investigation, the sampling goal in quantitative research is to get a group of character who is the expert of a giant team of individual, or who bestow required special information. As mentioned in social sciences research, sample practice is directed strongly as in contrast to finding out about the complete population.

The reason the back for this is the availability of limited sampling resources i.e. time and cash as if to collect data that consists of the whole population, it would be very time demanding, and expensive. Therefore, to characterize the entire population a sample is enough. Sampling has two major types. One is referred to as probability sampling and the other is as non-probability sampling.

Numerous studies used nonprobability sampling for hypotheses testingBoth sampling kinds have some benefits and disadvantages however the resolution solely relies upon the research aims, type of learning about, and statistics type. When researchers get full records about the population probability sampling is appropriate and effective if no data accessible non-probability is used for sampling. . The present study also focused on one of non-probability sampling i.e. convenient sampling for data collection in this epidemic situation. Convenience sampling is

perhaps the easiest method of sampling because participants are selected based on availability and willingness to take part. There are different opinions about the targeted population or the population is unknown as researchers argued that when the actual population is not defined it is plausible to use the non-probability sampling technique. That is why the convenience sampling technique has been used for existing research. Furthermore, Shuck, Reio, and Rocco, (2011) have additionally used convenience sampling for doing research.

The sample size for the study was 400. Due to the current circumstances of the country, only 251 questionnaires were filled by the respondents. The response rate was 62.75%. Convenience sampling was used as it was the best-suited technique for the study. Accumulation of primary data was suitable for the support of the hypothesis examination in this study.

The sample size is determined based on the number of observations per variable. Consequently, a sample size of 251 was considered. Hence, the general population who participated in this investigation turned into the unit of analysis. By using the below Solvings formula, the sample size was selected.

N = N / (1 + N*e^2)

N = population size

e = margin of error

3.2.3 Data Collection Procedure

Data had been gathered from the distinctive universities on the reference by teachers, relatives, and friends. Especially, in Pakistan except the reference data collection is not an easy task. Therefore, every feasible effort was done to maximize the participation of faculty members in this study.

The respondents have been requested to contribute and supply consensus in the data gathering process. For ensuring the confidentiality of respondents' data they have been guaranteed that their identity in terms of name or their responses will not be disclosed to anyone so that the respondents do not feel hesitation in filling

the questionnaire and the researcher can minimize the error in filling the questionnaire.

Data was collected from university teachers for all variables of the current study. Around 400 questionnaires were distributed among the population by using email ids and WhatsApp numbers as due to covid-19 pandemic educational institutions are being closed by government orders. Send google doc link on email ids and through WhatsApp and requested teachers fill that questionnaire for thesis research within a week we get a response on a google sheet. Data on the independent variable (i.e. passive leadership), dependent variable (i.e. Emotional exhaustion), mediating variable (i.e. Workplace incivility), and moderating variable (i.e. affective commitment), had been collected through the personnel of different universities.

3.2.4 Handling of Received Questionnaires

Received questionnaires have been sensibly reviewed for missing entries. The filled questionnaires have been having trouble of missing values that there were some questions in a questionnaire that has not been answered i.e. the respondent left some question. A significant point in the quantitative method is about managing missing data, due to the fact it creates some serious problems at some stage in the statistical evaluation procedure.

For coping with absent statistics guidelines are exist in the literature. The primary method for lacking records managing by Switzer and Roth (1995) is mean substitution, listing clever deletion, and regression imputation. In suggest substitution, the mean price is put for lacking answer. In regression imputation, the regression equation is developed based totally on related variables for assigning and estimating missing values. In listing smart deletion, if there is any lacking information, all the data are eliminated about that respondent.

All the processes have their professionals and cons. I discuss listing sensible deletion approach it takes into interest solely respondents progressive responses and scholar doesn't put something in facts set on the other hand if there are moderate lacking values, then this technique creates damage at the massive degree of

statistics and have an effect on pattern measurement as well. Mean substitution statistics and influence pattern measurement as thriving. The mean substitution technique helps to save a tremendous quantity of information however the downside is that it would possibly intervene in authentic associations that have been introduced by using respondents. While this is counted can be criticized if the whole part in the questionnaire is missed or lacking values are very small. For the current study, based totally on the questionnaires mounted from the respondent and after punching of the facts it was once identified that there are lacking values. To manage lacking values, imply substitution technique was once utilized due to the fact in every questionnaire much less than five objects have been missing.

3.3   Sample Characteristics

For the modern-day research, questionnaires have been made and workers were asked to fill the questionnaires. Several types of participants were selected for this. These demographic materials had differences so that a variety could be ensured. The sample included faculty of universities. All teachers (male or female, new or experienced, etc.) were a part of the respondent group

3.3.1   Gender

These demographics that were a part of the questionnaire included gender as an important factor. Both genders are currently serving as university faculty in Islamabad institutions. However, although a greater number of male employees working in Islamabad-based universities, or this study sample depicts that the male respondents are less in sample as compare to the female respondents.

TABLE 3.1: Frequency by Gender

Gender	Frequency	Percentage
Male	131	48.59%
Female	120	51.41%
Total	251	100.00%

Table: 3.1 depicts information about gender. The table revealed that the more respondents were female employees comprised of 51.41% and the remaining 48.59% were male employees.

3.3.2 Age

Age has been considered another important factor in this study as the emotional exhaustion caused due to passive leadership may be different in young and old age university members. Furthermore, old-faculty is said to be more loyal (affective commitment) to the organization.

TABLE 3.2: Frequency by Age

Age	Frequency	Percentage
16-20	2	0.08%
21-25	52	20.70%
26-30	75	29.90%
31-35	78	31.10%
Above 36	44	17.50%
Total	251	100.00%

The Table: 3.2, delineates that most respondents had been age between " 34-35 as it constituted for about 31.10%, 29.90% had been these respondents having age range between" 26-30, furthermore, 17.50% of the respondents had an age above 36.

3.3.3 Qualification

It was important to include qualification as a factor as the study is about the educational workplace.

TABLE 3.3: Frequency by Qualification

Qualification	Frequency	Percentage
MS/M.Phil.	119	47.40%
PhD	132	52.60%
Grand Total	**251**	**100.00%**

It was aimed to find out whether the qualification affected the results or not.

Table: 3.3 represents information regarding the qualification of the respondents. The majority of the respondents had an education of Ph.D. comprised of 52.60% of the respondents whereas 47.40% were those who were MS/M.Phil qualified.

3.3.4 Experience

To accumulate records about respondent's ride different degrees have been set so that the respondents can without difficulty reply about their experience.

TABLE 3.4: Frequency by Experience

Count of Experience (in years)	Frequency	Percentage
0-5	57	22.7%
06-10	46	18.3%
11-15	50	19.9%
16-20	69	27.5%
21-Above	29	11.6%
Total	**251**	100.0

Table: 3.4,showed the records involving the experience of the respondents.

The table shown that greater respondents had an experience of 16-20 comprised of 27.5%, 22.7% of the respondents have been those having an experience of 0-5, 19.9% were those respondents who had the experience of 11-15, 18.3% of the respondents had the experience of 6-10, and 11.6% of the respondents had the experience of 21 or above.

As the figure display that most of the members had experienced 16-20 years.

3.3.5 Designation

Table 3.5 depicts the statistics involving the designation of the respondents.

The majority of the respondents had a designation of lecturer comprised of 36.70%, 19.50% of the respondents having the designation of assistant professor and 14.30% have the designation of associate professor and the rest of the 29.50% of respondents were those who had the designation of professor.

Table 3.5: Frequency by Designation

Designation	Frequency	Percentage
Lecturer	92	36.70%
Assistant Professor	49	19.50%
Associate Professor	36	14.30%
Professor	74	29.50%
Grand Total	**251**	**100.00%**

3.4 Instrumentation

3.4.1 Measures

The statistics have been gathered via questionnaires adopted from different sources. In the questionnaire, the nature of measures concerned is such that all of them i.e. passive leadership, Emotional Exhaustion, affective commitment, and place of work incivility has led by the staff.

All the objects in the questionnaire have been spoken back by means of the usage of a 5-points Likert-scale the place 1 (strongly disagree) to 5 (strongly agree). The Questionnaires also carry 4 demographic variables that contain Age, Experience, Gender, Qualification, and Designation.

3.4.2 Passive Leadership

In the current research for measuring passive leadership, 7 items scale was once adopted established with the aid of (Hartog, Muijen & Koopman 1997). The sample item includes "As long as work meets minimal standards, my supervisor avoids trying to make improvements."

3.4.3 Workplace Incivility

For measuring administrative centre incivility 8 items scale used to be adopted from (Cortina, Magley, Williams, & Langhout, 2001). Workplace Incivility Scale (WIS) sample items are My supervisor put me down in some way.

"My supervisor paid little interest to a statement I made or confirmed little pastime in my opinion" and, my supervisor made demeaning, rude, or derogatory remarks about me".

The responses had been answering on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree)".

3.4.4 Emotional Exhaustion Scale

For measuring the Emotional Exhaustion 9 items scale was once adopted from (Jackson & Maslach 1981). Jackson and Maslach's (1981) emotional exhaustion inventory were used to measure faculty emotional exhaustion. The scale was developed for corporate and non-corporate workplace. It has been used widely ever since. This study will use the same instrument to measure emotional exhaustion in the faculty of universities of Pakistan. Emotional Exhaustion scale items include, "I display specific feelings whilst doing my job", and I continually make an effort to truly feel the feelings that I want to show to others". I certainly strive to sense the emotions I have to exhibit as section of my job". The responses have been relying on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree)".

3.4.5 Affective commitment

The 8- item scale developed via (Allen & Meyer 1990) was used for assessing affective commitment.

TABLE 3.6: Instruments

Variable	Sources	Item
Passive Leadership	(Hartog, D. N., Muijen, J. J. & Koopman, P. L., 1997)	7
Workplace Incivility	(Cortina, L. M., Magley, V. J., Williams, J. H., & Langhout, R. D., 2001)	8
Affective Commitment	(Allen, N. J., & Meyer, J. P., 1990)	8
Emotional Exhaustion	(Jackson, S. E. & Maslach, C., 1981)	9

The measures encompass in this scale are. There have to be established ranks in a corporation with every person occupying their rightful location regardless of whether or not that area is excessive or low in the ranking.

Communications with superiors must usually be completed the use of formally set up procedures". The responses had been made on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

3.5   SPSS Testing

SPSS is contemplated as one of the recommended statistical tools for evaluating, analysing, and delivering the robust set of features that gives the researcher or surveyor exact information about the data collection, sample size, and research techniques. It further gives a detailed analysis of demographic scaling items.

Demographic items help in the understanding of descriptive statistics of the paper whereas, the scaling items of the variables give the analysis for Cronbach alpha, regression analysis, and correlation analysis. These tests predict the reliability and coherence of the tests with scaling items and hypotheses. Previous going to do the whole lot on a massive scale, it would be an effective and proactive approach to coordinate with SPSS, as it will get away several threats hyperlink to the annihilation of time and resources.

3.6   Data Analysis

For making statistical results, different statistical techniques and practices have been used in social sciences. To take a look at the members of the family between variables researchers, used correlation, to look at the effect of impartial variables on structured variables regression is use and procedure macros or structural equation modelling to take a look at the associations amongst a couple of independent, dependent.

Moderating and mediating variables by using making use of SPSS. These techniques and equipment have some deserve and demerits, however the desire for

specific checks and equipment is powerfully affiliation with research purpose, research model, research kind, and nature of data.

For the current research, the evaluation of the data was accomplished in three steps. In the first step, the demographic and descriptive analysis gives a brief description of demographic variables, such as age, gender, designation, qualification, experience. Reliability analysis was conducted which gives the Chrono Bach alpha value of variables such as passive leadership, emotional exhaustion, affective commitment, and incivility. According to previous researches in the field of social sciences reliability or Chronobach alpha value needs to be larger than 0.70. Furthermore, the association between all the variables was once examined by Pearson correlation. Descriptive statistics, Cronbach alpha, and correlation have been calculated by utilizing SPSS. In the 2nd phase, the hyperlinks amongst theoretical variables i.e. passive leadership and emotional exhaustion had been examined by regression using SPSS. In the 3 phase, mediating and moderating effects of incivility and affective commitment, respectively, had been examined. The mediating role of incivility between passive management and emotional exhaustion and the moderating function of affective commitment between passive management and emotional exhaustion was checked using Preacher and Hayes manner macros in SPSS as discussed above.

3.7 Research Ethics

During conducting this r thesis, required ethics and concepts have been followed even though at the time of gathering data. Firstly, the purpose of the research was properly conveyed to the respondents and after receiving the consensus and responses of the respondent, their responses were reviewed and utilized for factor analysis. If the supervisor gets to recognize that subordinates rate him/her negatively it creates conflict among leadership and subordinates.

Therefore, the respondents were given a warranty about the confidentiality of the responses as the subordinates fill the supervisors workplace incivility questions and it may create issues for subordinates. Moreover, the respondents were now

not compelled for instant feedback. For convenience, respondents had been not forced for some helpful response, and appropriate time used to be given. Even though the researcher treated some inappropriate conduct in most cases such as some respondents misplaced questionnaires, few of them did no longer return the questionnaires, but they all have been answered with appropriate conduct except any depraved words.

Chapter 4

Results

This chapter consists of the consequences of descriptive records (Mean & Standard deviation), analysis of correlation, regression evaluation alongside with moderation and mediation analysis. The consequences of evaluation are depicting if the hypotheses of the study are prevalent or not. To habits evaluation, Statistical Package for Social Sciences (SPSS) is used.

4.1   Descriptive Statistics

Descriptive facts of all variables such as passive leadership, Emotional Exhaustion, affective commitment, and place of business incivility are exhibit in the desk below. The means and preferred deviations of all variables are depicted in desk 4.1. The mean values exhibit the response of respondents in the direction of agreements and disagreements with the questions.

Table 4.1 depicts statistics about variables' minimal, maximum, and deviation values. Higher imply values are the signal of the respondent's tendency in the direction of agreement and decrease imply values are the respondent's tendency regarding the disagreement side. As they suggest the mean value of passive leadership was once 3.56 and the standard deviation was once 1.19 shows that personnel agrees that they have faced passive leadership in the workplace. The suggested value of emotional exhaustion was once 3.54 and the deviation used to be 1.13

reveals that personnel is agreed that they get emotional exhaustion at the work. The mean value of effective commitment was once 3.09 and the deviation used to be 0.68 exhibits that most of the respondents had a propensity in the direction of the settlement side. The mean value of incivility used to be 3.79 and the deviation was once 1.11

TABLE 4.1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Passive	251	1.00	5.00	3.5657	1.1928
Workplace Incivility	251	1.00	5.00	3.7933	1.1129
Emotional exhaustion	251	1.00	5.00	3.548	1.1384
Affective commitment	251	1.25	5.00	3.0921	0.6818

4.2   Reliability Analysis

Scale interior consistency reliability evaluation was directed for anticipation. As mentioned in the preceding research value of Cronbach alpha is between 0 and 1. The high value of Cronbach's alpha signifies beneficial reliability and the low value of Cronbach's charge signifies disadvantaged reliability which depicts that the scale is terrible. According to the researchers, the suitable value of Cronbach alpha is higher than 0.7.

TABLE 4.2: Reliability Analysis

Variable	Items	Reliability
Passive Leadership	8	0.947
Workplace Incivility	9	0.904
Effective Commitment	8	0.74
Emotional Exhaustion	7	0.924

Table 4.2 depicts the reliability value of all the variables of the current study. The results revealed that the reliability of passive leadership is 0.947, which is more than the threshold value. Furthermore, the reliability of affective commitment is 0.740 as confirmed in the table, which also depicts that the used sale is reliable, such excessive reliability for this specific variable is present in the literature (Inderyas, Khattak, Raza, Hassan & Mohammad, 2015). The reliability of place of

work incivility is 0.904, which is also increased than the threshold value, and such reliability of incivility scale is evident in the study of Reio (2011). For this precise variable emotional exhaustion, as in the aforementioned, the reliability is 0.740. Overall, all the measures have suitable reliability and higher than the threshold value so it could be concluded that all used scales in this study are reliable measures.

4.3   Correlation Analysis

Correlation evaluation is performed to distinguish the associations amongst variables. The current learn about the essential goal is to convey out correlation evaluation to determine the correlation between passive management and place of job incivility, the mediating role of Emotional Exhaustion, and the moderating function of electricity distance, to sort proposed speculation effective.

To recognize the nature of variance amongst two variables correlation evaluation used to be carried out to recognize that the variables fluctuate together or not.

Pearson correlation evaluation concludes the power and nature of association with the aid of correlation vary that is from -0.1 to 0.1.

The positive correlation with significance depicts that variables have a strong relationship in a similar direction and the negative variable suggests that variables are shifting in a contrary direction.

Furthermore, the r value shows the power of the association.

If the value of the Pearson coefficient is amongst.1 to .3 its shows weak correlation, the value between .3 to .5 signifies average correlation, and the value increased than .5 capacity shows excessive correlation. Table 4.4 well-known shows the statistics about the correlation amongst these variables.

As the result reveals that passive management has a significant-high-quality relationship with all the variables. Like the correlation of passive leadership with emotional exhaustion used to be (r=.360, p <0.05), affective commitment (r=-.161, p<0.05), incivility (r=.476, p<0.05).

The research is evident that incivility ought to correlate with emotional exhaustion (r=-.453, p<0.05) and affective commitment (r=-.185, p<0.05). The results showed that emotional exhaustion correlates with affective commitment (r=-.242, p<0.05).

TABLE 4.3: Correlation Analysis

	1	2	3	4
Passive Leadership	1			/
Workplace Incivility	0.476**	1		
Emotional Exhaustion	.360**	.453**	1	
Affective Commitment	-.161*	-.185**	-.242**	1

$**.Correlation is significant at the 0.01 level (2-tailed).$
$*.Correlation is significant at the 0.05 level (2-tailed).$

4.4 Control Variables

ANOVA test for control variable analysis was conducted using SPSS. To check the effect of demographic variables on dependent variables i.e. emotional exhaustion, ANOVA test has been conducted.

ANOVA test tells that in the presence of demographic variables effect on dependant variable, demographic variables need to be controlled.

The results of ANOVA tests are shown in Table 4.4, which indicates that demographic variables have no effect on emotional exhaustion.

As, finding indicates insignificant difference in emotional exhaustion across gender (F=0.005, p> 0.05), age (F= 0.031, p>0.05), education (F= 0.074, p> 0.05), and designation (F=1.307, p>0.05).

TABLE 4.4: Control Variables

Variables	Emotional Exhaustion	
	F Value	Sig.
Gender	0.005	.942
Age	0.031	.860
Education	0.074	.786
Designation	1.307	.254

4.5 Regression Analysis

For analyzing the existence of association among variables correlation evaluation was carried out however it solely concludes the existence of relationships amongst variables through insufficient assist and presents no confirmation about the fundamental relationships among variables.

Therefore, for finding out the crucial relationship regression has been directed to validate the dependency of one variable on any other variable. Regression evaluation has two forms, one is simple regression and multiple regression. Simple regression or linear regression has directed when there are two variables and the motive is to create a causal relationship. Multiple regression has been performed when more than two variables are involved like in the case of mediation and moderation.

4.5.1 Simple Regression

4.5.1.1 Hypothesis 1:

Hypothesis 1 articulates that passive leadership positively influences emotional exhaustion.

For this hypothesis, the results given within the table provided strong justification. In the primary step, we regress passive leadership on emotional exhaustion.

Results show that passive leadership has a positive and significant link with emotional exhaustion. While the β value is the rate of change demonstrates that a 1-unit change in passive leadership leads to a 34% change in emotional exhaustion.

TABLE 4.5: Simple Regression

Emotional Exhaustion

	B	R^2	Sig
Passive Leadership	.344***	.130	.000

*p < 0.05, **p < 0.01, ***p < .001 N=251 Un-standardized regression

4.5.1.2 Hypothesis 2:

Hypothesis 2 states that workplace incivility positively impacts emotional exhaustion. For the mentioned hypothesis, the results in the above table give strong justification.

We regress workplace incivility on emotional exhaustion. While the β value is the rate of change demonstrates the one-unit change in workplace incivility leads to approx. 46% change in emotional exhaustion.

TABLE 4.6: Simple Regression

Emotional Exhaustion

	B	R^2	Sig
Workplace Incivility	.464***	.206	.000

*p < 0.05, **p < 0.01, ***p < .001 N=251 Un-standardized regression

4.5.1.3 Hypothesis 3:

For the present study, mediation and moderation analysis were directed by implementing (Hayes, A., 2013) process macros. Mediation analysis was conducted to investigate workplace incivility as a mediator between passive leadership and emotional exhaustion.

To test the mediating effect of workplace incivility in the relationship of passive leadership and emotional exhaustion, model 4 of process macro has been used, with 5000 bootstraps.

Results are shown in Table 4.5, the values of LLCI and ULCI does not contain zero, which depict that workplace incivility mediates the relationship between passive leadership and emotional exhaustion.

4.5.2 Direct Effect:

Over direct effect depicts the influence of passive Leadership on emotional exhaustion with mediating role of workplace incivility.

Therefore, results predict that direct effect of passive leadership on emotional exhaustion in the presence of workplace incivility is B = .117**, p-value (p = .000) with the lower limit of bootstrap is -.0590 and the upper is .2969.

The non-zero value among the ULCI and LLCI shows that significant mediation exists.

4.5.3 Indirect Effect:

In the presence of mediation that is workplace incivility in the relationship between passive leadership and emotional exhaustion might be shown the indirect effect.

Therefore, results predict that direct effect of passive leadership on emotional exhaustion in the presence of workplace incivility is B =. 165**, p-value (P = .000) with the lower limit of bootstrap is -.0857 and the upper is .2649.

The non-zero value among the ULCI and LLCI shows that significant mediation exists.

TABLE 4.7: Mediation Analysis

DV	Effect of IV on M (a path)		Effect of M on DV (b path)	Indirect Effect of IV on DV	Direct Effect of IV on DV (c' path)	Bootstrapping Results for Indirect Effect	
	B	β	β	β	β	LL95%CI	UL95%CI
Passive Leadership	.444**	.373**	.165**		.177**	.0857	.2640

Note. Un-standardized regression coefficient indicated.
Bootstrap sample size 1000. LL = lower limit; CI = confidence interval; UL = upper limit.
N=251, *p < .05; **p <.01

4.6 Moderation Analysis

To test that affective commitment moderates the relationship of passive leadership and workplace incivility, using SPSS Process macro model 1 has been run.

TABLE 4.8: Moderation Analysis

	B	SE	T	p	Bootstrap results for the indirect effect	
					LLCI	ULCI
Passive Leadership* Workplace Incivility → Affective Commitment (Int term)	-.1144	.0729	-1.568	.1181	-.2580	.0293

Note. Un-standardized regression coefficient indicated. Bootstrap sample size 1000. LL = lower limit; CI = confidence interval; UL = upper limit. N=251, * p <.05; ** p <.01

Affective commitment weakens the relationship between passive leadership and workplace incivility. The interactional effect is b = -.114, p >0.05, which indicates that affective commitment does not play moderating role in the relationship of passive leadership and workplace incivility.

4.7 Summary of Accepted/ Rejected Hypothesis

TABLE 4.9: Summary of Accepted/ Rejected hypothesis

Hypothesis	Statements	Results
H_1	Passive leadership is positively and significantly associated with emotional exhaustion	***Supported***
H_2	Workplace incivility is positively and significantly associated with emotional exhaustion	***Supported***
H_3	Workplace incivility will mediate the association between passive leadership and emotional exhaustion	***Supported***
H_4	Affective commitment will moderate the relationship between passive leadership and Emotional exhaustion such that it will strengthen the relationship between passive leadership and emotional exhaustion when affective commitment is low	***Not-Supported***

Chapter 5

Discussion and Conclusion

5.1 Discussion

As stated in the social exchange theory Blau (1964), the study aimed to test a model of workplace incivility at educational institutions due to passive leadership that would lead to emotional exhaustion. For this purpose, the data was collected from various private and public universities of Islamabad.

The results state that there exists a positive relationship between passive leadership and emotional exhaustion. Furthermore, the study also found that workplace incivility mediates this relationship, and affective commitment moderates the effect of passive leadership on emotional exhaustion.

The purpose of this research was to understand the influence of passive leadership on employee emotional exhaustion. This research has hypothetically merged the main elements which derive the emotional exhaustion of an employee by analysing the role of different states of leadership. To conclude, by way of inventive work, this study directed that passive leadership of an individual has a considerable impact on emotional exhaustion with the mediating role of workplace incivility. The survey is conducted to analyse the comparative analysis of HR performances concerning the difference like these factors.

The results drawn from the conducted survey inferred that 90% of respondents agree that passive leaders should consider the emotional exhaustion while making

the employees happy. One of the main reasons for such a thing is that it gives the capability to enhance more in the field. Consequently, pleased/happy employees can be pleased by demeaning them bonused. The present literature has specified that personality trait enhances personality traits. Thus, it could be said that if passive leadership is controlled, then it can change the influence of employees to be stable for exhaustion in a productive manner. The above conclusion is a distinctive involvement and silver lining of our study. Henceforth, this research unfolds a widespread range of guidelines for scholars to scrutinize the connection between passive leadership, employee exhaustion, work incivility, and affective commitment from a human resource perspective.

The first hypothesis examines the relationship of passive leadership with emotional exhaustion. The results show that if the leadership of the organization is passive, employees feel stress because if there is any problem that exists in the organization leader does not do fix it. Passive leadership stated as a non-leadership or absence of leadership has been defined as a behaviour that involves avoidance shown by an individual who got power in his position (Derue, Nahrgang, Wellman & Humphrey, 2011). Studies conducted in the past have shown significant effects of passive leadership on emotional exhaustion. Our results are consistent with these previous studies which depict that the delayed leadership or laissez-faire leadership style tends to result in emotional exhaustion more as the leaders ignore the signs given by the employees which show there are problems at the workplace (Hartog, Muijen, & Koopman, 1997). Maslach (1976) related the concept of leadership with emotional exhaustion as a psychological study.

The study concluded that the emotional condition of employees is directly affected by the unethical behaviour of the leaders. In the field of academics, the scores were found to be the highest where the workplace conflicts were allowed to prolong.

The main cause of this emotional stress was found out to be the uncivil behaviour of the worker caused by the leaders. Recent studies have shown that the passive style of leadership results in most cases of emotional exhaustion. The more the leadership is passive in its approach, the more emotional exhaustion employees experience at the workplace (Porath & Pearson, 2010).

The second hypothesis is workplace incivility is positively and significantly associated with emotional exhaustion. If the leadership is passive in the organization and the leader also has uncivil behaviour with the employee it may not only affect employees also affect the organization? Results showed that the second hypothesis is accepted because the studies and results have proven that if there is passive leadership in the organization and the leader has uncivil behaviour with employees it will result in emotional exhaustion of employees. Our results are consistent with old studies, which concluded that leadership uncivil behaviour provokes emotional exhaustion in employees (Harold & Holdz, 2015; Skogstad, Heltand, Glas, & Einarsen, 2014).

The third hypothesis is workplace incivility will mediate the association between passive leadership and emotional exhaustion. The third hypothesis is accepted as it could be concluded based on results that in the presence of workplace uncivil behaviour of the leader, which is not suitable to the working conditions of any office (Anderson & Pearson, 1999) and passive leadership employees show emotional exhaustion. Our results are similar to previous researches which indicates that passive or bad leadership is directly related to workplace incivility (Fischer & Larsson, 2000) and, workplace incivility and emotional exhaustion are directly related (Skogstad, Hetland, Glas, & Einarsen, 2014).

Hypothesis 4 was that affective will moderate the relationship between passive leadership and Emotional exhaustion such that it will strengthen the relationship between passive leadership and emotional exhaustion when affective commitment is low, but our results contradict our hypothesis. Our results indicate that the presence of affective commitment does not affect the relationship between passive leadership and employee exhaustion.

According to Leiter, Peck & Gumuchian (2015), the disregard of workplace norms is the major reason behind the lack of affective commitment by the employees for the organization.

This ultimately results in employee emotional exhaustion as the employees feel isolated from the company and no loyalty is found because leadership is important part in the organization and leaders establish the healthy environment in the

organization if the leadership is passive and nonresponsive towards employees, employees even with affective commitment become little uncivil towards employees and organization. We found that employees have tendency to go along with their superior moral decision to show loyalty. Social learning theory also point that ethical influence takes place through a role modelling process, employees judge the behavior of the leader and react accordingly, if the organization meet that standards employees show commitment and loyalty; if something is missing they do not care about the organization.

5.2   Theoretical Implications

The study has several theoretical implications. Firstly, carrying forward the social exchange theory, the study states that passive leadership will have a direct outcome which will be the emotional burnout of the employees.

Secondly, the study helps to find the antecedents that lead to emotional exhaustion in employees, in this case, teachers, in an organization. Passive leadership and workplace incivility both contribute towards emotional burnout pf employees.

Thirdly, the study also found that some factors moderate this relationship and can help expedite or slow the process, in this case, affective commitment with the organization.

5.3   Practical Implications

The major practical implication for organizations, especially educational institutions, is to look to reduce workplace incivility. As the study implies, workplace incivility expedites the process of emotional burnout of the employees.

If this thing is kept in check, the employees will feel better in their workingman environment and there would reduce stress at the job. To ensure productivity, one must provide a good working environment, and workplace incivility is the biggest hindrance in that.

Also, the study explains that management should be active and supportive of the staff. If the leadership is passive and let the issues drag, this could cause serious issues to the emotional state of the employees. This will ultimately lead to employee burnout and decreased productivity and loyalty.

5.4 Limitations of the Research

As the study was conducted within a short period and during the ongoing pandemic, it has some limitations. First of all, the sample size could not be achieved because of the universities being shut down during the lockdown. More responses would have made the study better. The limited-time and contact information could only get 249 responses out of the planned 400.

Furthermore, other moderators could have been used too to make the study more accurate and to find out what can affect this relationship. As a result of this study and some previous studies, it has been proved that moderators have an impact on passive leadership and emotional exhaustion. The time constraint was a big limitation of the study. Given more time, more avenues of data collection could have been explored. This would have been added to the validity and authenticity of the study. If we have limited variables which could have very small similarity can also develop wide areas for further researches. Second, in this study, the approach used was quantitative which was used to start the new research if one gets to start working on it by using quantitative as well as qualitative approach, and thus in this way it can more be evaluated the results of respondents in details. For this, the concentration should be on conducting the sessions and to conduct questionnaires if chosen the qualitative and quantitative techniques by taking a large sample size.

5.5 Future Research Direction

To improve the study further, a greater number of respondents from additional universities can be included to test if there is any difference in the results or does

the same results come. Plus, geographically, the study can be done in other cities of Pakistan as well for example in Lahore and Karachi where the greatest number of universities exist after Islamabad /Rawalpindi. Additionally, the study can be applied to other sectors than education to find out whether the results will be the same or not. As a result of this study, it has been proved that moderators i.e. affective commitment has no impact on the relationship of passive leadership and emotional exhaustion. More moderators like power distance can be used to see if the results show any difference or not. Similarly, more mediators like colleague behavior or relationship can be added to the study. More theories can be tested if the study supports them as well. In a future perspective, further variables could be added such as personality traits and others to this current study which can be related to passive leadership and its effect on emotional exhaustion with the mediating role of workplace incivility in the mind of the employees.

5.6 Conclusion

Workplace incivility is a growing issue in offices and more research on it needs to be done. Employees experience at the workplace is what affects their productivity and loyalty to the organizations. The current study has used the variables of passive leadership, workplace incivility, and affective commitment to determine their impact on employees' emotional exhaustion. In light of the aforementioned literature and testing of the variables, it is contended that passive leadership has a consequential and positive effect on emotional exhaustion. The research was conducted to find out whether leaders in the HR industry would help the organizations to enhance the commitment of the individuals. The case study of a few organizations is exemplary in this regard. This not only expanded their capability of emotional exhaustion in individuals but also grew the encouragement in them. The social interactions provided by these individuals enabled firms to attain high results. The multi-channel strategy is effective in bringing synergy, this finding is supported by Chan and Pan (2005), and Robey, Schwaig and Jin (2003). The information regarding passive leadership being shared by organizations have more impact on emotional exhaustion due to its validity and reliability. By knowing

about passive leadership more in firms could get more reliable needs of HR analysts and prove them the possible solutions to their needs. It elevates the trust, commitment, and ease of leaders and builds up confidence amongst them for controlling the emotional instability. It authorizes leaders to provide ease in deciding at different platforms for emotional exhaustion with the moderating effect of affective commitment.

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Appendix A

CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY,
ISLAMABAD

Department of Management Sciences

Questionnaire

Dear Participant,

As a MS research student at capital University of Science and Technology, Islamabad, I am collecting data for my research paper. It will take your 10-15 minutes to answer the questions and to provide the valuable information. I assure you that data will be strictly kept confidential and will only be used for academic purposes. Thanks a lot for your help and support!

Sincerely,

Rabia Amanullah

MS Research Student

Faculty of Management and Social Sciences

Capital University of Science and Technology,

Islamabad

Section 1: Demographics

Gender	1- Male 2- Female
Age(years)	1 (25-33), 2 (34-41), 3 (42-49), 4 (50-above)
Qualification	1 (MS/M.Phil.), 2 (PhD)
Experience(years)	1 (0-5), 2 (6-10), 3 (11-15), 4 (16-21), 5 (22-above)
Designation	1 (Lecturer), 2 (Assistant Professor), 3 (Associate Professor), 4 (Professor)

Section: Passive Leadership

1	As long as work meets minimal standards, my supervisor avoids trying to make improvements.	1	2	3	4	5
2	My supervisor avoids getting involved when important issues arise.	1	2	3	4	5
3	Problems have to be chronic before my supervisor will take action.	1	2	3	4	5
4	Things have to go wrong for my supervisor to take action.	1	2	3	4	5
5	My supervisor avoids making decisions.	1	2	3	4	5
6	If I dont bother my supervisor, my supervisor does not bother me.	1	2	3	4	5
7	My supervisor is a firm believer in If it isnt broken, dont fix it	1	2	3	4	5

Section 3: Workplace Incivility

1	My supervisor put me or condescending to me	1	2	3	4	5
2	My supervisor pays little attention to my statements or showed little interest in my opinion	1	2	3	4	5
3	My supervisor makes mean, rude or derogatory remarks about me	1	2	3	4	5
4	My supervisor addresses me in unprofessional terms either publicly or privately	1	2	3	4	5
5	My supervisor ignores or excluded me from professional camaraderie	1	2	3	4	5
6	Does you supervisor ignores or excluded you from professional camaraderie?	1	2	3	4	5
7	Does your supervisor doubt your judgment on a matter over which you have responsibility?	1	2	3	4	5
8	Does your supervisor made unwanted attempts to draw you to into a discussion of personal matters?	1	2	3	4	5

Section 4: Affective Commitment

1	I would be very happy to spend the rest of my career with this organization	1	2	3	4	5
2	I enjoy discussing my organization with people outside it	1	2	3	4	5
3	I really feel as if this organizations problems are my own	1	2	3	4	5
4	I think that I could easily become as attached to another organization as I am to this one (R)	1	2	3	4	5
5	I do not feel like part of this family at my organization (R)	1	2	3	4	5
6	This organization has a great deal of personal meaning for me	1	2	3	4	5
7	I do not feel emotionally attach to this organization.	1	2	3	4	5
8	I do not feel a strong sense of belonging to my organization.	1	2	3	4	5

Section 5: Emotional Exhaustion

1	I feel emotionally drained from my work	1	2	3	4	5
2	I feel used up at the end of the workday	1	2	3	4	5
3	I feel fatigued when I get up in the morning and have to face another day on the job	1	2	3	4	5
4	Working with people all day is really a strain for me	1	2	3	4	5
5	I feel burned out from my work	1	2	3	4	5
6	I feel frustrated from my job.	1	2	3	4	5
7	I feel I am working too hard on my job.	1	2	3	4	5
8	Working with people directly puts too much stress on me.	1	2	3	4	5
9	I feel like I am at the end of my rope.	1	2	3	4	5