



CAPITAL UNIVERSITY OF SCIENCE AND  
TECHNOLOGY, ISLAMABAD



**Impact of Workplace Incivility on  
Project Turnover Intentions with  
Mediating Effect of Emotional  
Exhaustion and Moderating Role  
of Coworker Support**

by

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

in the

Faculty of Management & Social Sciences  
Department of Management Sciences

2019

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*My respectable Parents and beloved husband for their never ending support and love. Whose affection, encouragement and prayers make me able to get such success and Honor, Along with all hard working and respected Teachers Who have been constant source of knowledge and inspiration*



## CERTIFICATE OF APPROVAL

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## *Acknowledgements*

With the divine grace of Allah Almighty who inculcated skills, knowledge and endless effort in me to reach here and accomplished my research work. He is the one who indulged and raised my interest in research work. Likewise, my parents and siblings proved to be very supportive during the completion of my research work.

I wish to thank many people whom I have the fortune to work with. It is my proud privilege to express my sincere thanks and deep sense of gratitude to my Supervisor **Prof. Dr. Raza Naqvi** for his guidance, advice and understanding during the tough times throughout my study.

I must express my very profound thankfulness to my mother, a strong and gentle soul for being my first teacher who taught me to trust Allah and encouraging me to believe in myself. I am indebted to my father, he did not only raise and nurture me but also burdened himself over the years for my education and it was not possible without him to achieve this milestone. It is my pleasure to convey thanks to my husband for his inspiration and moral support. Early in the process of completing this project, it became quite clear to me that it is difficult to complete thesis alone. Thus I wish to extend the thank to some lovely people in my life including my friends **Hamza Ahmed, Kalsoom Bibi** and **Ayesha Babar** for being with me to help me throughout my MS and boost my morale to complete my work well.



## *Abstract*

The study examines the extent to which workplace incivility can become a reason of project turnover intentions through mediating mechanism of emotional exhaustion and moderating role of coworker support. The context of the study was non-governmental projects. Data were collected from multiple industries of Pakistan 289 project team members who were engaged in different nature of projects were taken as respondents. Based on post-positivism approach and a specific deductive design the results of the study indicated that increase in workplace incivility can increase the project turnover intentions among the employees whereas emotional exhaustion acted as a mediator of this relation.

Further this research tested the role of coworker support as a conditional factor and its results also elaborates its values as significance consequently Coworker support does act as a moderator on the relationship between workplace incivility and emotional exhaustion; such that if the Coworker support is low the relationship between workplace incivility and project turnover intentions would be weaker. Theoretical and practical implications are also discussed in our research and study will facilitate the project managers to improve their organizational culture and implement the fair practices towards the employees of the project based organizations.

**Keywords: Workplace Incivility, Coworker Support, Project Turnover Intentions, Emotional Exhaustion.**

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# Abbreviations

<b>WPI</b>	Workplace Incivility
<b>PTI</b>	Project Turnover Intention
<b>EE</b>	Emotional Exhaustion
<b>CW</b>	Co-Worker
<b>COR</b>	Conservation of Resource
<b>LLCI</b>	Lower Level Confidence Interval
<b>ULCI</b>	Upper Level Confidence Interval

# Chapter 1

## Introduction

### 1.1 Background of the Study

Project success has grabbed central attention in the project management literature from the last few decades (Prabhakar, 2009). Committed and competent project team members leads project towards success (Crawford, 2005; Müller & Turner, 2010). Although during support, development and in retention process of employees adequately many organizations may fail (Hölzle, 2010).

It seems that project managers go through the many difficulties like time pressure, workload fluctuations, vague requirements, conflicts regarding roles and the challenging working conditions (Gallagher, Mazur, & Ashkanasy, 2015; Turner, Huemann, & Keegan, 2008; ZikaViktorsson, Sundström, & Engwall, 2006). So, it is obvious that organization may face the problem of high turnover intentions and low level of job satisfaction.

Moreover, negative or positive emotions are faced by the employees on regular basis in the workplace (Lindebaum & Jordan, 2014). In general, positive emotions are considered better for employees to perform well task with positive result (Mayer et al., 2008; Sy et al., 2006; Wong & Law, 2002). While as per the negative emotions like anger, irritation and frustration which can reduce the passion towards their task and ultimately decline in the performance of employee (Fisher, 2003).

As previous study shows that there is a link between job satisfaction to job performance and being absent from workplace to resignation (Locke & Dunnette, 1976). By understanding job satisfaction and its impact the organization will get a positive performance which will reduce staff turnover intentions (Spector, 1997). Turnover intentions are defined as a thought of employee to saying goodbye to an organization. These intentions are essential for affecting the efficiency of an employee and it also put emphases for the economic suffer which occurs due to employees' turnover (Chad & Sut, 2011).

Besides this now a days holding competent employees is the most challenging task for the management. After scrutinizing the previous research major reason of staff complications are occurring due to negative working conditions (Judge et al., 2012; Tang et al., 2001). Moreover, the disrespectful workplace environment is increasing with the trend of quitting job which is more worrying and these intentions are increasing among the employees (Shandwick, KRC Research, & Powell Tate, 2013). According to research it is specifying that in the field of project based organizations project team members also may not feel appropriate respect and appreciation for their roles in the organization and may want a feeling of reward, acknowledgment, support and authority for their effort (Bredin & Söderlund, 2013; Hölzle, 2010). If they have these sort of issues they can disturb the output of the company because of their condition, chances of damage, skiving (without a good reason to be away from work), worker aspiration to leave the job and finally the certain withdrawal from the job all of this is tackled by the companies in short and long-term financial costs (Lim, Cortina, & Magley, 2008). Furthermore, cost, time and scope are known as the triple constraints of the project and to complete project successfully all organizations have to control budget and time carefully (Teller et al., 2012). Assessment states that organization have to tolerate increase in the cost which occurs due to employee's turnover from the projects because they have to prepare new employees to fix in their new jobs which also takes time (Boushey & Glynn, 2012; Cascio, 2015). Job turnover is positively connected with the workplace incivility which is a developed form of workplace fierceness (Fida, Laschinger & Leiter, 2016) and it will subsequently motivate the project turnover



intentions. Occurrence of mistreatment endorses incivility it is also considered as irregular experience by the individuals and it could be done by everyone towards some specific person at workplace.

Workplace incivility is normally offensive actions which contains disrespect for others, fault-finding remarks regarding the target, behavior of criticism and besides this it also comprises with treatment of reserved attitude” (Lim, Cortina, & Magley, 2008). Incivility states not merely the verbal mistreatment but understated actions regarding paying no attention are also included in this regard Anderson and Pearson (1999). Mistreatment, intimidation, judgmental and being blatant all falls in the category of incivility. So, it is remarkably challenging for the individuals who have been target of it as per the bases of collective experience. Therefore, incivility could be understanding according to the individual level and collective level, which is definitely detrimental for the victims (Hershcovis & Barling, 2010). Moreover, psychological agony among the workers is produce by the management faults (Abubakar, 2017). Afterwards it creates the job anxiety among the workers which causes an effect on their working competences (Clercq, Haq & Azeem, 2017). Consequently, it increases the tendency of project turnover intentions.

Study has also revealed that workplace incivility causes destructive influence on employees, stress, mental disturbance, psychological suffering, reduces the profession inclination and cause emotional fatigue beside all these it also brings failure in victim capability to perform his assign tasks at workplace (Ben-Zur & Yagil, 2005; Cortina & Magley, 2009; Dormann & Zapf, 2004; Grandey, Dickter, & Sin, 2004; Ringstad, 2005). The manifestations and consequences of burnout involve in multilateral condition which is comprising of emotional exhaustion, creating divest emotional stage, realization of decrease in the performance of individual (Maslach & Jackson, 1981). In organizational behavior it is considered as one of the most general sign of one’s destitute psychological health. Dominating hassle aspects are characterizing by emotional exhaustion (Maslach & Leiter, 2008).

The support of the Co-workers could decline this tendency of turnover intentions and it refers to the level in which the individuals have believe in their co-workers

that they will help them out, comprises the sharing knowledge, gaining encouragement and the help of one another and the support of one and other in their assigned tasks (Susskind et al., 2003; Zhou and George, 2001).

Social relation can condense the emotional condition of an employee (Babin Boles, 1996; Joiner, 2007). In the same way the emotional detachment will be decrease with the thought of being defend by the coworker and the desire to quit or change the current job.

## 1.2 Gap Analysis

Researchers have found that organizational turnover intentions are caused by the workplace incivility (Rahim & Cosby, 2016; Cortina et al., 2001; 2013; Hershcovis & Barling, 2010; Hershcovis et al., 2014; Lim & Lee, 2011; Schilpzand, De Pater, & Erez, 2016; Bishoff, Hochwarter, & Ferris, 2016). Additionally, incivility has been proved as an antecedent in declining the performance of individual and also leads to the behavior of distrust among employees, as a result it contributes in the high employee turnover intentions (Dana & Cosby, 2016; Abubakar, 2017).

There are several studies available on incivility and its effects on employee's intention to quit (Sguera et al., 2016; Demirtas & Akdogan, 2014). Whereas, how shortage of resources has detrimental effects on emotional exhaustion and turnover intentions among the employees has not very well explored area in the research. Researchers suggested that more comprehensive research should pursue on international level base upon incivility and its outcomes (Liu & Lo, 2018). So, we took project turnover intentions as an outcome of incivility. Abubakar (2018) also suggested to study the link between workplace incivility and its pernicious outcomes. Therefore, our study is also going to address this gap as we will take into consideration the project turnover intentions as outcome of the incivility.

So, we also intended to fill the gap by finding emotional exhaustion as a mediator between workplace incivility and project turnover intentions. When employees experience incivility by their managers, peers and customers, it becomes a cause of declining in their personal resources. So, they become emotionally exhausted and

their intention to withdrawal from project arises. Moreover, environmental factors are needed to be focused, which are causes of stress on project team members (An et al., 2018). We also moderate the coworker support on the relationship of workplace incivility and emotional exhaustion which has not been studied before with this relationship.

There is gap for variables in the context of Pakistan because relationship between workplace incivility and project turnover intention with the mediating role of emotional exhaustion has not been studied before. This relationship will be useful to understand the consequences of workplace incivility in the Pakistani context where during employment people have to face a lot of incivility. Recently, no study has done on employee project turnover intentions in Pakistani context, so current effort will contribute noticeably towards the literature and for the project base organizations of Pakistan as well.

### 1.3 Problem Statement

Workplace incivility has detrimental effects on the employee health and psychological state. Research scholars found numerous factors of incivility on employees i.e. in form of emerging fear in employee, negative mood and cognitive distraction. Although a large number of incivility outcomes have been reported so far but literature has found still a large room in it. Through this study we want to explore a path of ‘how’ and ‘why’ employee have high intentions to project turnover.

Work place incivility leads towards the support for the project turnover intentions. The main problem in project management literature is that underlying mediated and moderated mechanism through which workplace Incivility affect project turnover intentions. A substantial gap can be ll by studying not only the incivility in the working place but emotional exhaustion and coworker support can potentially mediate and moderate this relation respectively to highlight the impact on the project turnover intentions in the organization who are project based. The inspiration for this investigation is that, no such investigation has been done on

project based firms formerly in Pakistan because of the shortage of scholar articles particularly in project management literature.

## 1.4 Research Questions

The present study is indented to discover answers for some questions on the basis of the identified problems, momentary summary of the questions are as follows;

### **Research Question 1**

Does workplace incivility lead to project turnover intentions?

### **Research Question 2**

Does emotional exhaustion mediates the relationship between workplace incivility and project turnover intentions?

### **Research Question 3**

Does Coworker support moderates the relationship of workplace incivility and emotional exhaustion?

## 1.5 Research Objectives

The objectives of this study are threefold. First this study is developing to examine and test anticipated model to find out the association of Workplace incivility, Emotional Exhaustion & Project Turnover intentions. Additionally, perceived coworker support is added as the potential moderator for the relationship of the variables stated in the research model (workplace incivility, emotional exhaustion and project turnover intentions).

The main aim is to illustrate the new dimension of effective for project turnover intentions, create the awareness for the managers in order to grasp the idea of the impacts of the workplace incivility on performance of projects.

The specific objectives of the study are stated below; **Research objective 1**

To investigate the relationship between workplace incivility and project turnover intentions.

**Research objective 2**

To empirically investigate the workplace incivility and emotional exhaustion.

**Research objective 3**

To empirically test the relationship between emotional exhaustion and project turnover intentions.

**Research objective 4**

To investigate the mediating role of emotional exhaustion on workplace incivility and project turnover intentions.

**Research objective 5**

To examine the moderation role of coworker support on workplace incivility and emotional exhaustion.

## 1.6 Significance of Study

This study will be supportive for managers in project based organizations. By avoiding workplace incivility, and promoting the culture of coworker support in organizational culture project manager can enhance the skills and ability among employees. This study will also be helpful in reducing the project base organizational misconduct (Vardi & Wiener, 1996) which is done purposely at workplace.

This study will not only be helpful in adding more theoretical content to project management but also giving concrete evidence that how the performance of project based organization can be improve by avoiding the problem of workplace incivility and its motives. The study also opens different outcomes of workplace incivility to be studied further in detail. It will also help the development sector of Pakistan to realize the impact of project turnover intentions and minimizing the practices of emotional exhaustion in the projects effectively and efficiently. Most of the time whenever new project is launched or a second phase of the project is implemented, certain failures and setbacks are faced, this study will facilitate the project managers in realizing the importance of keeping the knowledge intact and how learning is vital for reducing the turnover rate. As well as this study yet not

been done in the context of Pakistan and other Islamic Countries It can prove as huge contribution in the literature and for researchers.

## 1.7 Conservation of Resource Theory

Hobfoll (1989) has given the conservation of resource COR theory which begins with the struggle and the belief of the individuals to obtain, substitute, retain and centrally value those things which they want to defend. Degree of valuing the resources varies among employees and is tangled with their personal experiences.

This means that in order to conduct the regulations of the 'self' people employ key resources which they adopt in their behavior and use in social relations for build in themselves and adjust in to the organization and the grater context of culture. Conservation of resources (COR) theory is motivational and stress theory that has been applied in the organizational literature generally. The basic tanet of COR that people are motivated to acquire, retain and protect those resources which they value.

With the compliance of this theory employees' ability to perform their assign task and fulfilment of their job demands in the manifestation of major adversity of workplace such as incivility is deal by employee personal resources which could be specifically helpful for all these hardships (De Clercq & Belausteguigoitia, 2017; Kroon et al., 2015).

So, organizations can get benefit from their employees by influencing their personnel resources to compensate for the effects of uncivil behavior when organization is infiltrate by these sort of behaviors (Sliter et al., 2012). However, overextended and tired of one's physical and emotional resources are the feelings consist of emotional exhaustion (Halbesleben & Demerouti, 2005, p. 208). Employees need to share their feelings with others to preserve their resources (Heaphy & Dutton, 2008). Therefore, when workers face the incivility in their working place it decreases their personnel resources and ultimately their ability to complete the task

because incivility has an optimistic relationship of distrust and declining performance leading to employees' turnover intentions (Dana & Cosby, 2016; Abubakar, 2017).

COR exemplifies that environmental circumstances categorically those which threaten or deplete the resources are stressful. To respond the stress, employee tries to minimize the losses primarily and secondly do effort to escalate gain. So, we explored through conservation of resource theory that employee need social, physical and psychological resources and depletion of resources emotionally exhaust the employee. Additionally, conservation of resource theory paraphrase that resource loss is more salient than resource gain. Accord to Hobfoll (1989), sometimes, people invest some other resources to have enrichment in those resources which are depleting. So, compliance with COR, we construe that if employee facing psychological resource depletion in the environment, he will try to maximize resources through gaining more social and physical resources to offset the depletion of psychological resources. We have moderated coworker support upon the workplace incivility to emotional exhaustion relationship. This means that coworker support will help to minimize the stress of employee and he will no leads towards the burnout.

# Chapter 2

## Literature Review

### 2.1 Workplace Incivility and Project Turnover Intentions

Incivility is increasing in the organizations day by day (Abid, Khan, Rafiq, & Ahmed, 2015) which denotes the lack of respect for others by their ‘insensitive attitude for others’ (Andersson & Pearson, 1999; Porath et al., 2012). Normally it happens to employee at workplace (Pearson & Porath, 2005). For instant, there are many organizations who may promotes a certain culture at their working place which is usually defined by that organization specific rules and simplifies as suitable in their working places. Such guidelines sometimes can be neglected and persons can perform actions which might reflected abnormality at that situation and in that movement (Pawar, 2013).

The literature has focused on incivility not in limited direction but on the bases of broadly occurrence of incivility experiences not from a single cause but from different groups. (e.g., supervisor, peers). According to vast social perceptions the happening of these uncivil events can have a particular situation in which their attack of incivility by the specific individual may be more damaging for the victim as compare to the incivility occur generally from diverse groups. Mostly this can be true incase if the offender may in command and in influence position inside the social group. Although researchers have found that different reasons come



into account when investigate the effects of incivility experiences (Hershcovis & Reich, 2013). Schilpzand et al. (2016) claimed that uncivil behavior is not restricted to one particular person it could be generate from managers, customers and coworkers, and these three are the core causes of the incivility further divided into internal and external managers and coworkers internal and customer's incivility will be counted as external.

So it looks important to focus on the outcomes of incivility because it has a greater impact on the organizations. The researchers, philosophers and thinker also accentuate on the importance of incivility and refers to understand antisocial and aggressive behavior at work (Cortina & Magley, 2009; Porath, MacInnis, & Folkes, 2010; Sinclair, Martin, & Croll, 2002) It explains that it is very essential to understand these resources. The researchers have claimed that workplace incivility is a collection of unexpected events which can be low-intensity in nature, unexamined left, ultimately may volute to further exacerbation. However, in general it is a process to define that workplace incivility encourage these encounters which are below the normality (link consequences) essentially it may be an effect from the activities of many persons relatively to a single individual (e.g., Andersson & Pearson, 1999; Cortina et al., 2001).

Also we can say that the project turnover intentions are aected by the workplace incivility because latter it started to decline the performance of the workers along with this employee guarantee of work may also effect, hereafter, it leads to the turnover intentions of the project team members (Arsali, Hejraty & Abubakar, 2017). Moreover, employee gradually adopts the behavior of spending time and effort to get the information about labor market and to produce new opportunities of employment for them also increase (Boswell, Zimmerman, & Swider, 2012, p. 129).

The first step of job turnover is an intention for looking a new employment opportunity as it is also acknowledged as job search behavior (JSB) Hooft, Born, Taris, Flier, and Blonk (2004). When efforts and time expended by the employee to acquire knowledge about the alternatives to generate employment opportunities and labor market (Boswell, Zimmerman, & Swider, 2012, p. 129). Researchers suggest

that turnover intentions are influenced by the incivility experiences at workplace (Sguera, Bagozzi, & Boss, 2017).

We have discussed that if workplace incivility exists in an organization then it is related to project turnover intentions hence also that managers should provide a secure environment to project team members that could reduce the turnover intentions. This justifies that there is a relationship between workplace incivility and project turnover intentions. So, it is hypothesized that:

$H_1$  : Workplace incivility is positively related to project turnover intentions.

## 2.2 Workplace Incivility and Emotional Exhaustion

Emotional exhaustion is defined as “depletion of physical and psychological state (Lietal.,2017). The reduction of one’s emotional and physical resource is consistent with emotional exhaustion it arises when one individual finds something beyond his limits (Halbesleben & Demerouti, 2005, p. 208) .

Furthermore, the person who experiences incivility gets into the physical, emotional, and psychological ruthless effects which is mainly dependent on the emotional stability of individual and their self-esteem also which ultimately leads to their self-actualization level (Kerber et al., 2015; Smith, Andrusyszyn, & Laschinger, 2010).

On the other hand, emotional exhaustion occurs when an individual meets with the feelings of excessive requirements for job and nonstop pressure it is a long lasting state and fatigue (Wright & Cropanzano, 1998, p. 486). It usually happens that frustration of individual may drain his/her personal resource reservoirs, and successfully generate undesirable outcomes one of them is emotional exhaustion as well (Cho et al., 2016).

Likewise, because of emotional exhaustion employees tend to identify less strongly connected with their working place and their work also. That leads to fuel their

unwillingness to involve in the task or activities which may assign them otherwise their strongly participation could benefit their organization (Mulki, Jaramillo, & Locander, 2006; Walsh, Dahling, Schaarschmidt, & Brach, 2016)

According to this conceptualization when an individual become emotionally exhausted then he/she begins to trailing their interest in their work place and they can ignore the welfare and interest of organization as they are under the condition of fatigue. Many researchers have considered the complications of emotional exhaustion and there negative out comes at both organizational and individual level (Kim, 2008; Lee and Ok, 2012) as individual analyses his own association with the absence from the working place (Deery et al., 2002) and decline in his performance at job (Cropanzano et al., 2003).

The emotional exhaustion leaves very challenging and energy draining effect on the workers with regard to the chances of the individual to participating willingly in the organization to meet and complete its objectives on time. Because researchers have found that employee who feels themselves emotionally weak also be likely to categorize as less strongly involvement in their job and organization (Mulki, Jaramillo, & Locander, 2006; Walsh, Dahling, Schaarschmidt, & Brach, 2016). However, the factors that influence employee behavior and the reason of decrease in resource reserve and emotional exhaustion are important to understand. Literature has found that because of the adverse working situation such as psychological safety which is a part of the organizational climate if it is not sufficient for the workers will leads to stress in workers (Bronkhorst & Vermeeren, 2016), and it could also be caused by the lack of proper management. Furthermore, it is also observed that there is a causal mechanism between the emotional exhaustion and unfavorable working situations, for example the organizational treatment with employees and if it is based on unfair behavior as a result employee will explore the emotional exhaustion (Cole, Bernerth, Walter, & Holt, 2010)

However, the factors that influence employee's behavior and the reason of this fatigue and emotional exhaustion are important to understand. Until now incivility has been associated with burnout and emotional exhaustion (Laschinger & Fida, 2014b). Incivility is acknowledged as disturbing employees in their jobs and

professions not specifically but also in a wide variety and this is recognized at international level (Schilpzand et al., 2016). Workplace incivility is not only considered as an economic drain worldwide but the impact of it is also insidious for the employees. So, the incivility has addressed as an extensive array of different outcomes.

Such as the workers when they face the situation or the behavior of incivility at working place and become the victim then they fall in the state of emotional instability like emotional distress and their energy for performing their task decline along with their motivation, and the intentions for not continuing job occurs (Bowling and Beehr, 2006; Bunk and Magley, 2013; Chiaburu and Harrison, 2008; Giumetti et al., 2013; Kern and Grandey, 2009; Lim and Cortina, 2005; Lim and Lee, 2011).

Due to this the target of incivility have lower level of comfort and they usually show the low performance as compare to others and develop negative organizational and job attitudes which leads to the severe financial complications as well (Schilpzand et al., 2016). As per the organization which may have stressful environment are exposed to usually linked with unpleasant behavior of coworkers or angry manager (Sakurai & Jex, 2012; Sliter, Jex, Wolford, & McAnarney, 2010). By examining how emotion interacts with incivility to disturb work commitment and move the direction of the outcomes, the information regarding the consequences of incivility for outcomes related to feeling of stress gives idea of the conditions under which these effect occurs. Mostly under the condition of incivility the employee becomes unhappy with the situation and then task related stress occurs such as psychological behavior, diminished motivation and the emotional exhaustion occurs (Porath & Pearson, 2010; Schilpzand, Leavitt, & Lim, 2016; Van Jaarsveld, Walker, & Skarlicki, 2010).

Conferring this concept (Hobfoll, 1989) theory of Conservation of resources (COR) recommends that when employees are in the situation of threat of loss of their resources, they are then their involvement regarding stress is expected. According to this theory for the stressful events the individuals may use resources for coping up with these situations. As incivility is a form of social mistreatment so over

the time these stressors accumulate and then they strengthen the employees in intellectual resources and their emotions also (Sliter et al., 2010).

Hence, if incivility is existing in an organization it means that it results will be insidious for the workers and they will definitely encounter with the feeling of fatigue. So, we formulate the following hypothesis:

$H_2$  : There is a positive and significant relation between workplace incivility and emotional exhaustion.

## 2.3 Emotional Exhaustion and Project Turnover Intentions

In the past the turnover intentions have been defined by the different scholars, the structural meaning of turnover intentions are defined as “quitting of individual from the team and continuous assault of the human resource is listed as the turnover intentions (Foucalt et al., 2015). It is indicated that these intentions of turnover refer to employee prospect of leaving or staying in their organization (Bigliardi et al., 2005). However, when it comes to project domain where groups used to be formed with professional and skilled team members for the limited time by the parent organizations then the turnover intentions become broad and they referred as turnover intentions from project which can be assumed such as willingness of the people to withdrawal from the categories, roles and profiles assigned them to work in the organization which is project base. (Ding, X., Li, Q., Zhang, H., Sheng, Z., & Wang, Z., 2017).

Therefore, in projects’ The exploration of turnover intentions is essential for the managers to understand for the welfare of organization because project turnover intentions remold the attitude and behavior of the team members in the positive and negative way and have been found its effects on the overall organizational behavior (Breevaart et al., 2014; Miao et al.,2012).

Consequently, the level of project team members with work engagement and their perspective of project turnover intentions inside the project becomes challenging

for the management (Tyssen et al., 2014b). Moreover, many researchers have been found the outcomes of job involvement and turnover intentions are strong for the entire organization Cicero and Pierro (2007) and Walumbwa et al. (2008). because turnover has core capability or central power for maintaining and creating a competitive advantage in this area which is constantly changing business environment. It also causes a big budget for the organizations. (Choi and Chang, 2009; Somech and Drach-Zahavy, 2011. (Firth, Mellor, Moore, & Loquet, 2004; Podsakoff, LePine, & LePine, 2007). The organization has to bear a high cost of the turnover and this budget is generally based on two terms one term is the finances which that organization has to pay for rehiring and after that the process of training new employees second cost is for losing all those employees which were experienced. Hay Group study uncovered the truth that replacement costs are more than the employee's annual salary (Mitchell et al., 2001a).

It has been observed that the employee turnover is associated with the negative consequences, management and organizational behavior scholars remain concerned about the exit behavior and intentions of leaving (Hom et al., 2012). Accordingly, researchers have been also found the association of vigorous environment of project are based on stressful task which are likely to provoke anxiety based clashes among individuals working for project. So it is essential for workplace where project team members are performing their tasks should be well addressed in terms of communication, self-regulation and emotionally resilient (Ekrot et al., 2016; Rezvani et al., 2016).

Moreover, stability of emotion is important while performing the job task which is based on the collective groups as found by the study of Mount, Barrick, and Stewart (1998). Similarly, positive emotional state brings the feeling of job satisfaction as a result of individual work involvement (Evans, 2001). According to (Judge, Thoresen, Bono, & Patton, 2001), the capability of an employee performance is associated with the satisfaction level of the worker so, the high level of job satisfaction is a cause of improvement in employee performance. And it develops a sense of responsibility towards company which results in positive consequences like organizational commitment is one of them (Cullen, Parboteeah, & Victor, 2003;

Schwepker, 2001; Collier & Esteban, 2007). Thus when the loyalty and the organizational commitment behavior arises among the workers then their intentions of turnover begins to decline (Baker, Hunt, & Andrews, 2006).

On the other side, If the employee is not satisfied with the working conditions of the organization than this low level of job satisfaction indicates the negative attitudes toward jobs (Altinkurt & Yilmaz, 2014). Such adverse attitudes like negative emotions if exist for a long period of time among the employees than they find themselves exploring the feeling of emotional exhaustion. As emotional exhaustion is a cynicism and burnout of mental condition and it occurs if the job fatigue remains on the continuous base among the individual (Leiter et al., 2014). It also refers to extreme variations of work stress that demonstrates as a mental resources depletion of the workers which caused by the unnecessary emotional and psychological stresses (Bakker & Leiter, 2010; Gaines & Jermier, 1983; Jackson, Turner, & Brief, 1987; Maslach, 1982; Maslach & Jackson, 1986; Sonnentag, Kuttler, & Fritz, 2010).

Researchers also have been found that because of depletion of emotional resources in employees they become not capable to control themselves at emotional level” (Maslach & Jackson, 1981, p. 99), prior model of burnout and stress is drawn on conservation of resource theory (COR) which explains that stress is a reduction of psychological resource and individuals have to avoid anxiety to save their resources by understanding the way to when and how to invest them (Siegall & McDonald, 2004). While in the project domain where individuals who may assign for a project have to manage different situations based on stressful task like responsibility of several roles (Turner et al., 2008) and fast adjustment of these team members according to changing requirement (Gustavsson, 2016). In such condition emotional exhaustion explored as strongly linked to disturbing behavior of team member (Aloe, Shisler, Norris, Nickerson, & Rinker, 2014). During the execution of job, the sense of being emotionally drain tends employee toward activities which are not positive like first psychological withdrawal (Chi & Liang, 2013), and then development of the intentions to leave the organization (Bernerth, Walker, Walter, & Hirschfeld, 2011). Moreover, the emotional exhaustion has been

focused as the cause of stress on the project team member and strengthens the relationship of strain and its critical outcomes on the member of the project team (An, et al.2018). As well as (2000, p. 141). Shih (2013) has found the emotional exhaustion as an important driver of the turnover intentions. Therefore, we can hypothesize that:

$H_3$  : There is positive and significant relationship between emotional exhaustion and project turnover intentions.

## **2.4 Emotional Exhaustion Mediates the Relationship Between Workplace Incivility and Project Turnover Intentions**

The employee's association with turnover intentions and workplace incivility are very sensitive issues because of project collapse in the project field. The accomplishment of the project on time is a subject to the involvement of the employees and the amount of effort they put for performing the task assign to them. When employees are committed to organizations then they can achieve the success, it is possible when team member always brings hard work. As it is based on emotions if their emotions are positive then they will be more satisfy with their work and it could be measure by knowing how much a person like to perform the task assign to his/him (Hugnes et al.,2006). Cole, Bernerth, Walter, & Holt, (2010) defines that if these emotions are not positive and individuals encounter themselves as expressively tired then it will be referred as emotional exhaustion. Moreover, when employee feels emotionally strained they become absent minded and their ability to perform functions of the organization along with the responsibility of their jobs decreased (McCarthy et al., 2016).

Draining emotions of the employee at working place are driven by the incivility (Lim & Tai, 2014). Consequently, it has been reported that depressed mood of employee at job and emotional exhaustion is occur due to the incivility at working place (Wu, et al., 2011).In the context of this once stress arises the concentration



of individual to prevent their psychological resources arises to combat against that situation until they are not fully exhausted and unable to manage with work (Bakker & Demerouti, 2007; Demerouti, Bakker, Nachreiner, & Schaufeli, 2001; Halbesleben & Buckley, 2004; Halbesleben & Leon, 2014; Hobfoll, 1988, 1989). COR logic line this argument that adverse working situation can be very disturbing and tends to drains the energy recourses of individual which they kept to work (Anand et al., 2015).

The conduction of incivility at workplace conveys its costs in the shape of outcomes of workplace and studies have begun to concern on these outcomes (Schilpzand, Leavitt, & Lim, 2016). So, extreme and undesirable effect of incivility on job of employee and their work related effects caught the attention of the researcher's (Han, Bonn, & Cho, 2016; Sakurai & Jex, 2012)

The emotional exhaustion is one of the negative outcome of the workplace incivility when individuals encounter with the disrespectful behavior they become exhausted mentally (Karatepe, 2015) along with this individual demonstrate job disruption and violence (Browning, 2008). Job stress is revealed by employee's low level of satisfaction (Kim et al., 2014). Incivility leads to lower job satisfaction which also makes employee emotionally exhausted and their intentions to leave the job increase along with pitiable job performance (Sliter et al, 2012)

Another approach to look at the negative interactions at work is discussed by (Laschinger, 2014), who defines the feeling of separation from group and alienation also impact on teamwork and their cooperation level which is negative, which may have adverse effect on quality of work. Furthermore, in project management where already Project management association (2017) define the "process of project based on methods, skills, knowledge for the project objectives" as per this scenario project team members and managers are responsible for managing a project and it's all aspects. Consequently, performing all these tasks within a specific time with limited resources cause stress on managers and team members (Bowen, Edwards, Lingard, and Cattell, 2014; Leung et al., 2011, Cattell et al., 2016). So, along with this if incivility will exist in workplace which has been shown as a cause of psychological distress among workers (e.g. Cortina et al.,

2001; Pearson et al., 2000; Pearson et al., 2001), and also found as a reason of job dissatisfaction (Lapierre et al., 2005; Sharma and Singh, 2016). Mistreatment with worker's declines the wellbeing of the employee psychologically it brings emotional stress which reduce their work pleasure, performance and ultimately increase the intention of withdrawal and turnover from working place (i.e., Miner and Cortina, 2016; Scott et al., 2015; Settles and O'Connor, 2014).

It is clearly indicated that how incivility at workplace or mistreatment transfer to employee of project team member. So by studying the literature we articulate the following hypothesis in our learning that H4: Emotional exhaustion mediates the relationship between workplace incivility and project turnover intentions.

## **2.5 Coworker Support Moderates the Relationship Between Workplace Incivility and Emotional Exhaustion**

Coworker support is defined as the “willingness of colleagues to help each other such as being (cooperative, empathetic, warm, friendly, caring, not gossiping or no backbiting, respectful, appreciative, supportive) for performing their duties at workplace” Arora and Kamalanabhan (2010) and controlling offensive workplace conditions while performing daily tasks (Ibrahim, 2014). It is also considered as an opportunity for individual to not only support and encourage each other but to share the knowledge in which one have command and considered as specialist (Zhou and George, 2001).

The love, care and understanding feeling for others when presented by coworkers is referred as supporting their colleagues emotionally. Another approach to look at coworker support is done by Semmer et al. (2008), who explains the importance of coworker support is more important than instrumental support he gave the reason that emotional underpinning remains at last.

Past studies have suggest that in the organizational context there are three kind of supports which are noticeable: organization is based on the supporting structure,

boss is supportive and the workers who are working at the same level of hierarchy are supportive (Michel, Kotrba, Mitchelson, Clark, & Baltes, 2011). Support regarding boss and the organization are explored well and more than coworker support (Chiaburu & Harrison, 2008). Coworker support has been driven from the social support which is critical in its nature in an organizational context it also deals with the element of trust as they are feeling of individual that in case of any difficulty they can look for the help from other workers (Liao, Joshi, & Chuang, 2004; Chiaburu & Harrison, 2008).

Apart from this the coworker support shows a positivity regarding gender similarity as well when one finds his/her self-fitting in their identical group that feelings encourage them enough to be supportive for other team members, because connecting to one's group psychologically is more influencing when workers are identical (Jansen, Otten, & van der Zee, 2017). Thus if colleagues adapt the behaviour of courtesy and show their concern about the condition of other employee, look like they are understanding, caring and cheer their colleague up it boosts feeling in employees that they are important and their co-workers do care about them after development of such feelings individuals finds their self-ready to share their experiences and to speak up about their problems because emotional support acts as a facilitator for voice behaviour (Xu, S., Van Hoof, H., Serrano, A. L., Fernandez, L., & Ullauri, N, 2017).

Survey of workforce Mood Tracker stated that 61% of workers are found for sharing and listening problems with their colleagues (Globalforce Survey, 2014). So, in projects where coordination and support of team members are essential for project success the approach to be familiar effectively is a key to adjust in team of project, which gives individual a chance to sharing and support each other (Andersen, 2016). It has been also reported that employees stress level can also be reduce by the supportive behavior of coworkers and it also contributes towards their wellbeing (Sloan, 2011; Halbesleben & Wheeler, 2015). Moreover, individual access to additional emotional resources to deal with their job related stress stables when they receive coworker support (Halbesleben & Wheeler, 2015). In work-related stress literature has been well documented coworker support as a

source of gift in stressful situations (Beehr, Jex, Stacy, & Murray, 2000; LaRocco, House, & French, 1980; Viswesvaran, Sanchez, & Fisher, 1999). Consequently, as incivility is listed as a negative behavior driven by rudeness and disrespect for each other Cortina, Magley, Williams, & Langhout, 2001).

Evidence uncovered the effects of incivility on employees in the form of greater risk of psychological problems (stress, emotionally drained) (Lim & Lee, 2011; Torkelson, 2011). Target of incivility also associated with the anger and fear which increase the aggression towards the troublemaker Porath and Pearson (2012). Unfair organizational treatment and conflicting organizational situation shows employees' exposure to emotional exhaustion (Cole, Bernerth, Walter, & Holt, 2010). While on the other side workers who receives emotional support from their co-workers are found to deal with the job stress linked with those employees who experience poor team or no support by their group (Miner et al., 2012; Miner-Rubino and Reed, 2010). The team building functions are based on the enhancement of communication that have been shown to buffer the effect of uncivil behavior and the wish to leave the organization (Sguera et al., 2016).

These type of support from the coworkers motivates the workers to manage these difficulties efficiently which he/she facing at work place and helps for decline the stress and emotional exhaustion (Karatepe et al., 2010).

Because the incivility which is determine as a key element of burnout and cause occurrence of emotional exhaustion (Wright & Cropanzano, 1998). In this situation coworker moderates, the link between depression and experiencing uncivil behaviors (Winning etl.,2018).

So, by examining available evidences we can convey the following hypothesis:

$H_5$  : Coworker support moderates the relationship between workplace incivility and emotional exhaustion.

## 2.6 Research Model

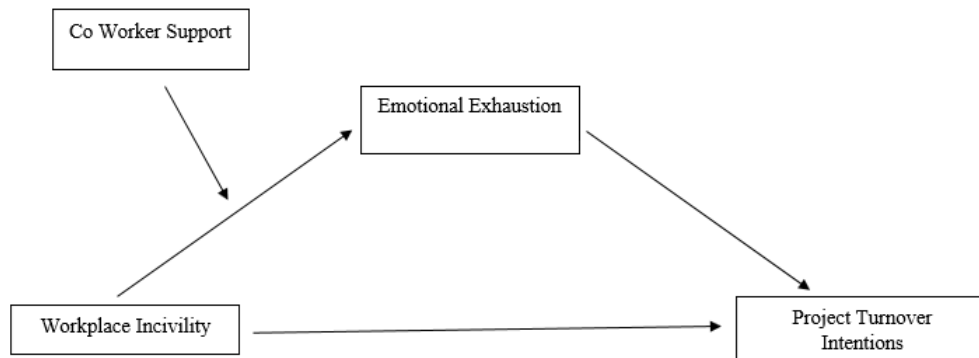


FIGURE 2.1: Research Model of Workplace incivility, Emotion Exhaustion & Project turnover intentions, and Moderating Role of coworker Support

## 2.7 Research Hypotheses

$H_1$  : Workplace incivility is positively related to project turnover intentions.

$H_2$  : There is a positive association between workplace incivility and emotional exhaustion.

$H_3$  : There is positive relationship between emotional exhaustion and project turnover intentions.

$H_4$  : Emotional exhaustion mediates the relationship between workplace incivility and project turnover intentions.

$H_5$  : Coworker support moderates the relationship between workplace incivility and emotional exhaustion.

# Chapter 3

## Research Methodology

### 3.1 Research Design

This chapter included the details of method that has used to find the results of our research and to check either proposed hypotheses are accepted or rejected in the context of our study. In this part of research, it is mentioned that which research design, population, unit of analysis, sample size, sample characteristics, research techniques, reliability parameters and instrumentation are used. On the basis of these characteristics the results are analyzed and interpreted.

### 3.2 Types of Study

The methodology is described in this chapter which leads to find out connection of workplace incivility and project turnover intentions, with the mediating role of Emotional Exhaustion and moderating role of coworker support. The methodology chapter deals with research design, and covers all the techniques of data collection (population and sample), along with the instrument of reliability analysis and also highlights the measurement.

### **3.3 Research Design**

Structure of research plan is a research design. Burns and Grove (2003:195) define a research plan as “a design for guiding a study with maximum control over aspects that may affect the validity of the findings”. When, how and where data are to be analyzed and collected is defined as a research strategy by Parahoo (1997:142) A research plan is a researcher’s complete strategy for finding the answers of the research question or analysis the research hypothesis defined by Polit et al (2001:167). Moreover, the research design includes time horizon, types of setting and unit of analysis which we discussed below.

### **3.4 Data Collection**

For testing our design model as well as hypothesis we required data and for this purpose we choose different project based organizations as our study population. It seems very difficult to gather the data from entire population in the given tenure of this study so we choose sample of 450 employees whose results can be generalized to the entire population of Pakistan. Since we had very limited time that’s why we gave only three weeks for the collection of data from the different organizations. As we are investigating that how workplace incivility can be the cause of project turnover intentions so we developed our survey. This survey was developed for employees in which employees were required to rate their work place environment, employee’s emotional exhaustion and their coworker support along with their intentions of project turnover. Different institutions and organizations were visited by us for the collection of data and it was our request to get access and meet employees and for this purpose the HR managers after getting complete know how about our study granted us permission as we also ensured that the data will be kept anonymous and will only use for the academic purpose. In order to realize the complete situation, we directly met with the employees. Along with the questionnaires the cover letter was attached which guaranteed respondents that data will be kept confidential and will used for academic purpose only and also anonymous

so that employees feel no reluctance to fill the survey. Respondents were required to not mention their name, supervisor name and organization name in order to match the responses. At the start 450 questionnaires were distributed among employees, but got back 319 responses and after scrutinizing invalid responses 289 total valid responses were gathered. These 289 respondents make us able to use them for analysis. So the response rate we calculated is 64 % percent. The response rate was low and the reason behind this was that few employees were not available and because of busy schedule few managers didn't respond .

### **3.5 Research Philosophy and Quantitative Research**

In this study Hypothetical deductive research method has been followed which based completely on deterministic philosophy of existing theories which used to strengthen and gave support to prove our hypothesis. While developing our hypothesis we found problem from the literature and made a comparison between the past studies and our findings that either our work is similar to past studies or not on the bases of data check. By adopting a quantitative method, which is appreciated and considered as more authentic technique to gather data about variables and to test and observed the connection among the stated variables. Analyzing the data statistically increases the generalizability of the existing data that is useful for observing individual behavior while on the other side because of the time limitation, large population and other restraints it was not easy to conduct a qualitative research so it was not done by qualitative research.

### **3.6 Unit of Analysis**

Units of analyses is most important feature of any study. Individuals are the unit being analyzed in the present research. Therefore, the targeted population from the different sectors of project based organization has been taken as a unit



of analysis i.e. Real Estate, IT and Education sectors etc. Since the research emphasizes on the relationship of working environment of project team members in order to uncover the intentions of project turnover among these employees. Accordingly, we collect the data from the project team members. Further more employees were allowed to rate the individuals who are trouble makers for them and hurts their emotions after dealing with this situation. Specifically, in the sector of project base organization were approached in this regard.

### **3.7 Population and Sample**

The employees of multiple project base organizations of Pakistan were targeted as the population in this research. i.e. Real estate, IT etc. Different kind of projects are running in these organizations. Their business type deals with construction of housing societies, buildings, Malls, Roads, digital marketing, and Teacher skills development. In the economy of Pakistan these all sectors have their own significance because in last few years the trend of real estate projects increased in Pakistan. These all projects are contributing in the economy of our country that's why we choose this sector to investigate that what is the reason of stress and emotional instability among the workers which may force them to withdraw from the job.

As Project members has a responsibility to deliver and maintain the high quality of work and to accomplish the project within the allocated time and budget through team communication and smooth working environment and their satisfaction with job. To analyze the project turnover intentions, we selected this area as a population because we want to contribute in theoretical way to Pakistani organizations which are based on real estate and in the last few years the trend of real estate projects regarding housing societies, malls and buildings has been increased and they use their IT staff for digital marketing of their projects. Consequently, to get more clear idea and knowledge regarding the importance of project turnover intentions of employees.

Consequently, by following the previous studies of turnover intentions we choose the multiple sectors of project base organizations in Pakistan. Project managers/-supervisors and their subordinates working under them were utilized in this study of different project based organizations. Also it does makes a sense to approach multiple project based organizations as compare to specific industries because some sectors are not very concerned about quitting job of workers and atmosphere of working place that's why our study focused towards different organizations in Pakistan. Like in the Real Estate if the project team members will not work with focus and quit from the project then it will become the cause of delay and more cost for that project because of that delay. The developing countries like Pakistan where job opportunities are not too much end in this scenario if employees are facing incivility than it will put pressure them and emotionally disturbs them. Similarly, the mistreatment hurts emotion and supports by coworkers have equal significance to every field.

### **3.7.1 Sample and Sampling Technique**

Due to limited resources and time constrains it was not possible to gather data from the whole population for this reason the commonly used and easiest way of sampling quantitative research was used. Furthermore, convenient sampling technique was adapted to pick out sample from the characteristics of entire population. It is a sampling technique based on non-probability in which we choose randomly the respondents who can be easily access able. Well-known but limited organizations were selected from Capital city Islamabad and from Rawalpindi Pakistan.

The research study is focused on knowing the fact of incivility in the working place and also focused at the individuals who were found as a victim of this rudeness and after that how they maintain their emotional resources and if they are not able to do so what will be the outcomes of this. Consequently, contribution of this research is towards the unique aspects in improving the consciousness of the importance of project team member engagement in their work and their quitting

intention from the project. Thus the project based organization of Pakistan was the main attention area.

To interact with employees, we contacted to the project managers and coordinators to get permission from them. Some companies were not willing to give permission where as others allow us to directly communicate with their employees. Workers who were playing active roles in the operation of projects were chosen for this purpose, consequently they are considered as the perfect representative of the complete population Through the self-reported questionnaires, the data was collected. Number of 450 questionnaires were distributed in the project based working organizations out of which we received 319 after checking the validity 289 were valid. So, the valid responses were 289 which were used by us for our data analysis. Therefore, the response rate is 64.22%.

### **3.7.2 Consideration of Ethics**

Brief introduction of research has been given to the correspondents and along with the cover the questionnaire and the request was attached that regarding this study respondent give their understandings. Without forcing any one data was collected. We have taken the employees in confidence that we will keep their privacy and they will not be hurt. All responses are confidential and will be used for only research purpose there will be no sharing of response. Participants were informed that end results will be available for their project base organization.

## **3.8 Sample Characteristics**

For this study demographic has been recorded as project manager age and their subordinate age, gender of project manager and gender of their team members, qualification and dynamic experience of managers and their subordinates in the organizations which are project based. These multiple demographic are asked from the respondents for information purpose and according to the nature of research

area. Working tenure of the manager of project and their subordinates was important because we are exploring the effect of workplace incivility on intentions of quitting job of project team members. Sample characteristics and demographic details are following.

### 3.8.1 Gender

Gender is an important element of demographics. In order to avoid gender discrimination for the purpose to maintain equality data was collected from the both genders male and female. Aimed was to maintain gender balance among our respondents but as the research focused on specific sectors the portion of female and male was observed as

TABLE 3.1: Frequency by Gender

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	170	58.8
Female	119	41.2
<b>Total</b>	<b>289</b>	<b>100</b>

Table 3.1 depicts the gender frequency and the proportion of male and female respondents. Out of 289 respondents 170 are male accounted as 58% of the sample whereas 41.2 is the female respondent percentage which is 119 of total sample. Maintaining equal balance between both gender was tried hardly but as we can see majority of the respondents were male, because in Pakistan the number male member is more than the working women's.

### 3.8.2 Age

Age is considered as one of the very important factor of demographics especially when research about the thinking and behavior because in cognitive development age has a great influence. Although respondents sometime feel uncomfortable to reveal their age so knowing about individual age is not an easy task. Thus, different ranges of ages provided to the respondents to collect data about the age group. Information regarding age is provided in the following table

TABLE 3.2: Age Frequency

Age	Frequency	Percent
20-25	125	43.3
26-33	94	32.5
34-41	59	20.4
50 and Above	11	3.8
<b>Total</b>	<b>289</b>	<b>100</b>

It can be easily seen in Table 3.2 that the percentage of respondents falls in different age groups, i.e. total 125 respondents whose percentage is 43.3 are falls between 20-25 that means majority of respondents are between the range of 20-25. than 94 respondents were having age between 26-33 years that are 32.5% of total sample next comes the range of 34-41 and we have found that 20.4% respondents are between this age group range which because of 59 respondents. Last range was 50 and above total 11 respondents were found whose age was 50 or more than 50 years.

### 3.8.3 Working Tenure within Project Based Organization

More over in demographics experience is considered as an essential element which contributes too much towards knowing the effects of working place as this research is about the project team member's behavior and their intentions to leave the job after experience of workplace incivility. So, in these circumstances how long team members may worked in a project base organization was important to know. Different ranges of working tenure were developed to collect the information regarding the experience of respondents and made it easy for every respondent to find the exact time period of their experience in the project field.

The detail of the respondents can be seen in the table 3.3 where working tenure is clearly mentioned. There are 216 which is 74.7% respondents are working in the range of 5-10 years, within a project base organization which is the majority of respondents having their working experience in above mentioned range and from 11-16 years, 60 and 20.8% respondents working in project field. After that from

TABLE 3.3: Frequency of Work Tenure

Experience	Frequency	Percent
01-10	216	74.7
11-20	60	20.8
21-30	2	0.7
31-40	11	3.8
<b>Total</b>	<b>289</b>	<b>100</b>

17-22 years range 2 which is .7% responded were found whereas between 29-35 years, 11 respondents having the percentage of 3.8 were found.

### 3.8.4 Education

In the mindset of human being education has a great influence. Education has a power to change the thinking pattern of the people and guide them about the right and wrong. So in our study education has been taken as an essential element of demographics as it plays an important role to bring awareness regarding the shortcomings of the group member quitting their jobs from projects. Therefore, employees been asked by us to provide us details of their education. Information is giving below:

TABLE 3.4: Education

Qualification	Frequency	Percent
Matric	6	2.1
Inter	3	1
Bachelor	109	37.7
Masters	125	43.3
MS/M.Phil.	42	14.5
PHD	4	1.4
<b>Total</b>	<b>289</b>	<b>100</b>

Respondents of different educational level were cover in qualification because we choose the sample randomly. In Pakistan also there is a trend among individuals to start part time jobs at early age like in shops, restaurants etc. to fulfil their expenses so there are some respondents who have done only matric and intermediate. The table 3.4 shows that there are 6 and 2.1% respondents having qualification of

matric. 1.0% have done Intermediate, 37.7% respondents are Bachelors. Therefore, majority of respondents were Masters as 43.3% respondents were Master's degree holder on the other hand 14.5 % were MS/M.Phil. Only 1.4 % was found as doctorate they are found in minority.

## **3.9 Instrumentation**

Items of all type included in the questionnaire are self-conveyed. If else stated, questionnaire along with its all items were measured by using the 5 Likert scale items were measured where 1 is for (strongly disagree), 2 is for (disagree), 3 is for (neutral), 4 is for (agree) and 5 is for (strongly agree).

### **3.9.1 Measures**

Through the adopted questionnaires created by different authentic scholars the data was collected. English language was selected initially for the data collection and questionnaire were distributed in English language but where there was a need to explain them they were translated into Urdu also. As the focus was to collect the data one on one by the respondents within the working hours so traditional method of pen and paper was selected. Almost 55-65 questionnaires were distributed in the organizations which were project based by visiting during the distribution of questionnaires.

All the items had to be filled by employees i.e. Work place incivility, emotional exhaustion, co-worker support and project turn over intentions as employees were self-rated. Whereas project managers and their subordinates also filled the questions regarding project turnover intentions. 5 Likert scale items were measured where 1 is for (strongly disagree), 2 is for (disagree), 3 is for (neutral), 4 is for (agree) and 5 is for (strongly agree). Through reliability test all the scales were passed and approved.

The whole questionnaire contained 24 questions, sections and few demographics were also taken. Questionnaire for the project team member included total five

sections divided into two time lags. Scales of the items were consisted on four sections while the one section was for the demographic. Demographics included variables such as Age, Gender, tenure of working and Qualification of project manager and their team member.

Among the employees 450 questionnaire were distributed but we received only 319 responses back. But this number was not use for analyzing the data because there was discard questionnaire which were not having the full information and theses questionnaire were appropriate for the study. So 289 questionnaires which were entirely filled by the respondents were selected. Thus out of 100% we had 64% responses. (IV) included 7 questions Moderator and Mediator was consisting of 9 and 5 questions whereas the (DV) which was project turnover intentions comprises with 3 items.

### **3.9.2 Workplace Incivility**

The frequency of participants measured by the workplace incivility scale which defines ‘experiences of discourteous, rude or arrogant conducts from place where employee working. Moreover, the most common “negative acts” in the workplace are consisted by these items acknowledged by Einarsen and associates (e.g., devaluation of work and effort, insulting remarks, social exclusion; Einarsen, Raknes, Mattiesen, & Hellesoy, 1994, as reported in Einarsen & Skogstad, 1996). The scale measures workplace incivility, which is theorized as the instinctively supposed and unwanted likelihood to cause the project turnover intentions among the employees. Workplace incivility is measured by 7 items.

### **3.9.3 Emotional Exhaustion**

From the English-language version by Maslach et al. (1996) this instrument was adapted for use in Turkey by İnce and Şahin (2015). The first, emotional exhaustion, is covered by nine items and responses were rated on 5 point Likert scale from strongly disagree to strongly agree. Emotional exhaustion comprised the following nine items: “I feel emotionally drained from my work,” “I feel used up



at the end of the workday,” “I feel fatigue when I get up in the morning and have to face another day on the job,” “Working with people all day is really a strain for me.” “I feel burned out from my work,” “I feel frustrated by my job,” “I feel I’m working too hard on my job;” “Working with people directly puts too much stress on me.” “I feel like I’m at the end of my rope.

### **3.9.4 Coworker Support**

Coworker support has been measured by Hammer, Saksvik, Nytro, Torvatn Bayazit (2004). The scale consists of 5 items and responses were rated on 5 point Likert scale from strongly disagree to strongly agree. Coworker support from coworkers comprised the following five items: “I receive help and support from my coworkers,” “I feel I am accepted in my work group,” “My coworkers are understanding if I have a bad day,” “My coworkers back me up when I need it,” and “I feel comfortable with my coworkers.” These items were measured with 5-point verbally anchored scales, ranging from strongly disagree to strongly agree.

### **3.9.5 Project Turnover**

Project turnover intention as mentioned before, the construct of project turnover intention connotes to resigning the role/profile/type of profession in the project organization. We argue that people’s turnover intention with the project does not equal to the turnover intention with their parent organization, and project turnover intention does not connote to resigning from the parent organization. People’s turnover intention with the project represents the willingness to change the current workplace, the project. Based on Konovsky and Cropanzano (1991) and Cole and Bruch (2006), we developed a three scale to measure project turnover intention. A sampled item is “I intend to look for a job outside of this project within the next year”. Responses were rated on a four-point Likert-type scale (“one = very unlikely” to “five = very likely”).

TABLE 3.5: Instruments Source

Variable	Source	Items
Workplace Incivility	Einarsen, Raknes, Mattiesen, & Hellesoy (1994)	7
Emotional Exhaustion	İnce and Şahin (2015)	9
Project Turnover	Ding, X., Li, Q., Zhang, H., Sheng, Z., & Wang, Z. (2017)	3
Co-worker Support	Hammer, Saksvik, Nytro, Torvatn & Bayazit(2004)	5

### 3.9.6 Control Variables

To spot the control variables One-way ANOVA test was conducted. Each demographic is checked (gender, education, age, experience) with the dependent variable one by one. Analysis is representing by the following:

TABLE 3.6: One-way ANOVA (Control variables)

Variable	F Value	Significance
Gender	5.568	.000
Age	12.311	.000
Qualification	4.367	.000
Experience	17.5662	.000

All the variables are significant in our case and it represented that demographic variables are playing the vital role. The data is normally distributed.

### 3.9.7 Scales Reliability and Pilot Testing

Initially we conducted pilot testing to check the scale consistency and to examined either the results are conferring with the hypothesis or not which we developed. For avoiding wastage of time and other resources this proactive approached was adapted. In order to investigate the scale reliability according to our perspective we did check reliability through Cronbach alpha. As it estimates the reliability of the consistency more than one time with the purposed variable. It looks into the internal reliability of the items the extent to observed which item correlating

completely with another one and that all the items are measuring the similar variable or not.

The Cronbach Alpha standard value should be greater than 0.7 and the value of Cronbach will be considered as non-reliable if we found it less than 0.7 on scale. In our study we found the Cronbach alpha of all variables more than 0.7 which are showing the reliability of our scales below

TABLE 3.7: Scale Reliability

Variables	Cronbach's Alpha	Items
Workplace Incivility	0.898	7
Emotional Exhaustion	0.882	9
Coworker Support	0.842	5
Project Turnover Intentions	0.762	3

Table 3. is indicating that in the context of project based organizations in Pakistan the Cronbach alpha values are reliable. Cronbach alpha estimated as .898 in WPI basically that mean .898% of the variability in a composite score by combining 7 number of items for the analysis So, we calculated score of variance or variability of consistent reliable variance. And as a result the alpha value of emotional exhaustion, coworker support and project turnover intentions are respectively .882, .842 and .762. All Alpha values are more than 0.7 which means that these scales are highly reliable while the internal consistency is also confirmed as it is greater than 0.7.

### 3.9.8 Statistical Tool

Firstly, to study the casual connection between the independent variable Workplace incivility and dependent variable Project turnover intentions single linear Regression was carried out in. To study the effect of various factors on the dependent variables than we generally used Regression analysis. It assures that the study which is conducted before is still associating the rejection or acceptance of the proposed hypothesis or not. To find the relationship between workplace incivility and project turnover intentions, then workplace incivility and emotional exhaustion

and relationship between the emotional exhaustion and project turnover intentions linear regression was run three times. Beside all these steps we choose our Model number according to our model in Preacher and Hays (2004). Model 7 was run for test the mediation and the moderation.

### **3.10 Data Analysis Technique**

Relevant to the study data was collected from 289 respondents, we used SPSS software version 20 for analyze data. We have gone through the number of procedures while analyzing the data, the procedures are as following:

1. First of all, filled questionnaires were appropriately selected for the analysis.
2. Coded each variable of the questionnaire and after that used each coded variable for the analysis of data.
3. To explain the sample characteristics frequency tables were used.
4. By using numerical values descriptive statistic were conducted.
5. Through Cronbach coefficient alpha the reliability of all variables were check.
6. When the data validity and correctness was conrmed, then we further continue and run one-way ANOVA test to identify and analysis of the control variables
7. To know whether there is a significant relationship exist between the variables which were studied in this research or not the correlation analysis was conducted.
8. To explore the existing role of mediator and moderator between the dependent and independent variable the process of Andrew F. Hayes was conducted for analyzed the moderation and mediation.
9. Through the Andrew and Hayes method the planned hypothesis was tested to check the acceptance and the rejection.

# Chapter 4

## Results

### 4.1 Descriptive Statistics

The important points of information about data is comprehend by the descriptive statistics. The total number of respondent's maximum and minimum value of each variable are included also standard deviation and mean of each variable. The average values of the respondents are demonstrated in mean on the other hand the variation of responses is indicated by the standard deviation it includes the variation of data given by respondents from mean. 5 point Likert scale measured the all understudied variables. As statistics is the data summery of the complete facts because it tells about the statistic points which are significant. Following table shows the figures which are significant that are representing the complete data.

As per the table 4.1 the total number of the respondents were 289. The minimum and maximum value of each variable is indicated by table. The minimum value of workplace incivility is 1.25 and maximum is 4.50. The minimum value of Emotional Exhaustion is 1.40 and maximum value is 4.80. The minimum value of Coworker support is 1.40, while the maximum is 5.00 and the minimum value of Project turnover intentions which is dependent variable is 1.00, however its maximum value is 4.67. We stated standard deviation and mean for variables So, we found the mean of workplace incivility is 2.9014 and the standard deviation is

TABLE 4.1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Workplace incivility	289	1.25	4.5	2.9014	0.81982
Emotional Exhaustion	289	1.4	4.8	2.7003	0.87815
Coworker support	289	1.4	5	3.8249	0.76717
Project turnover Intentions	289	1	4.67	2.9043	0.83637
Valid N (listwise)	289				

.81982, And the mean of Exhaustion is 2.7003 and the standard deviation is .87815, coworker support mean is 3.8249 and its standard deviation is .76717 whereas the means and standard deviation of Project Turnover intention is 2.9043 and 83637 correspondingly.

## 4.2 Correlation Analysis

To reveal the relation of variables that either any association exists between them or not is intended by the Pearson correlation. It ranges between -1 to 1. The Values indicates the degree of relationship with the help of its positive or negative sign that shows the path of link opposite or direct. As it could be recognize by the signs such as positive sign shows that if one variable will increase other will also increase whereas in case of negative sign it will indicates that the decrease of one variable will leads to decrease of other variable also. 1 shows the direct and strong relationship exist on the other hand if the value is close to the -1 it means that strong or indirect relationship exists. Though, it describes the existence of the direction and its link but not the dependent variable and predictor Moreover we know that we can't reject or accept the hypothesis on the basis of variables but for the purpose of hypothesis testing we run regression.

As per the table 4.2 it is displaying the analysis and results of correlation and it also indicates that all variables are having moderate correlation among them. The table also revealed that in two opposite directions the correlation is exists.

TABLE 4.2: Correlations

	Workplace incivility	Emotional Exhaustion	Coworker support	Project turnover Intentions
Workplace inci- vility	1			
Emotional Ex- haustion	.496**	1		
Coworker sup- port	0.012	-.253**	1	
Project turnover intentions	.425**	.441**	-.237**	1

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

There is significant and positive correlation exist between workplace incivility and emotional exhaustion where  $r = .496^{**}$  and  $p < 0.01$ . Significant and also positive relation exists between workplace incivility and coworker support where  $r = .012$  and  $p < 0.01$ . Furthermore, positive and significant correlation is existing between the workplace incivility and project turnover intentions. where  $r = .425^{**}$  and  $p < 0.01$ . Between emotional exhaustion and coworker support the negative and significant correlation exist where  $r = -.253^{**}$  and  $p < 0.01$ , whereas also negative significant correlation exist among the coworker support and project turnover intentions where  $r = -.237^{**}$  and  $p < 0.01$ . Emotional exhaustion is positively correlated with the project turnover intentions where  $r = .441^{**}$  and  $p < 0.01$ .

### 4.3 Regression Analysis

TABLE 4.3: Workplace Incivility and Project Turnover Intention

Project Turnover Intentions					
Predictors	$\beta$	R2	Adjusted R Square	F	Sig
Workplace incivility	0.425	0.18	0.178	63.212	0.000

The level in which one variable depend on the independency of the other variable is indicated by regression. The change in dependent variable can be explain by some factors if there is a liner relationship between two variables. Table 4.3 describes

the statistics on the results of the hypothetical relationship between the variables. R2 is .180 which is proportion of variance in the dependent variable (DV) project turnover intention explaining by the (IV) workplace incivility. F value is significant which is showing the regression as a hole is happening. while the  $\beta$  value is the rate of change demonstrates that 1 unit change in workplace incivility to 0.425 change in project turnover intentions.

H<sub>1</sub> Workplace incivility is positively related to project turnover intentions is accepted.

TABLE 4.4: Workplace Incivility and Emotional Exhaustion

<b>Emotional Exhaustion</b>					
Predictors	$\beta$	R2	Adjusted R Square	F	Sig
Workplace incivility	0.496	0.246	0.244	93.755	0.000

Conferring to results of this regression analysis, Emotional Exhaustion also has significant positive relationship with workplace incivility ( $\beta = 0.496$ ,  $p = .00$ ), accepting the hypothesis H<sub>2</sub>.

H<sub>2</sub> There is a positive and significant relationship between workplace incivility and emotional exhaustion.

TABLE 4.5: Workplace Incivility and Project Turnover Intention

<b>Project Turnover Intentions</b>					
Predictors	$\beta$	R2	Adjusted R Square	F	Sig
Emotional Exhaustion	0.441	0.195	0.192	69.465	0.000

Emotional exhaustion has found to be considerably positively connected with the project turnover intentions at the significance level of  $P=0.000$ . Our considerable results are indicating that results find out are clearly described the association. H<sub>3</sub>: There is positive relationship between emotional exhaustion and project turnover intentions.



## 4.4 Mediation Analysis

We will check the mediating variable that is the emotional exhaustion and we will figure it out that how it mediates between the workplace incivility and project turnover intentions. So, mediation is the predictor of outcome and relationship drives as a third variable. Therefore, we will see whether workplace incivility which is predictor has an effect on project turnover intentions because it is persuading through some other variables. In our case if there is some mediation between workplace incivility and project turnover intentions through emotional exhaustion then by including emotional exhaustion in the relationship will turn to “0” and then this will call full mediation effect. Next comes the indirect effect as well as direct effect. Thus if we have mediation we will also have a great indirect effect between workplace incivility and project turnover intention. Statically combine effect of relationship surrounded by workplace incivility and emotional exhaustion and also between the emotional exhaustion and project turnover intentions is A&B is significant and consequently we have appropriate evidences which we attained through Andrew F. Hayes process. Here we applied the model number 7 we have boot strap at 5000 which is given below

TABLE 4.6: Model Summary

<b>Model=1</b>						
<b>Outcome:EE</b>						
<b>R</b>	<b>R-sq</b>	<b>MSE</b>	<b>F</b>	<b>df1</b>	<b>df2</b>	<b>p</b>
0.5714	0.3265	0.5248	46.0585	3.000	285	0.000
<b>Outcome:PTI</b>						
<b>Model Summary</b>						
<b>R</b>	<b>R-sq</b>	<b>MSE</b>	<b>F</b>	<b>df1</b>	<b>df2</b>	<b>p</b>
0.5011	0.2511	0.5276	47.9363	2.000	286	0.000
<b>Model</b>	<b>coeff</b>	<b>se</b>	<b>t</b>	<b>p</b>	<b>LLCI</b>	<b>ULCI</b>
constant	1.3092	0.1703	7.6885	0.000	0.9741	1.6444
EE	0.2914	0.0561	5.1909	0.000	0.1809	0.4019
WPI	0.2785	0.0601	4.6321	0.000	0.1602	0.3969

In the model summary first of all we see the section with emotional exhaustion as outcome here we are analyzing the relationship of mediator and predictor the important thing which is noticeable here is that what is a P value because this value must be seen. So, when we looked at the relationship of predictor to mediation we have coefficient .2785 which is significant statistically at  $p < 0.05$ . We have earlier discussed the  $\beta$  coefficient in our moderation analysis the reason was that it is not carrying any value of "0" as lower level of confidence interval LLCI and upper level confidence interval ULCI contains no "0". Consequently, there are some evidences which showing that mediation is existing. The next section similarly we can elaborate the table with the help of project turnover intentions outcome and we have included both the predictor workplace incivility and the mediator emotional exhaustion. Captivatingly we grasp that the relationship of emotional exhaustion with project turnover intentions stand statistically significant or significant with the coefficient value .2914 where  $P < 0.05$  also the value of  $\beta$  with LLCI value is .1809 and ULIC is .4019 and they are not having any value of "0" therefore we can say they relationship between workplace incivility and emotional exhaustion is significant and the relationship between emotional exhaustion to project turnover intentions is also statistically significant evidences shows that there is mediation and it is existing among these variables but for further conformance we observed the indirect or direct total effect which is presented here in table 4.5

TABLE 4.7: Direct Effect of X on Y

<b>Direct effect of X on Y</b>					
<b>Effect</b>	<b>SE</b>	<b>t</b>	<b>p</b>	<b>LLCI</b>	<b>ULCI</b>
.2785	.0601	4.6321	.0000	.1602	.3969
<b>Indirect effect of X on Y</b>					
	<b>Index</b>	<b>SE(Boot)</b>	<b>BootLLCI</b>	<b>BootULCI</b>	
EE	-.0450	.0221	-.0935	-.0075	

This table is showing the indirect and direct total effect the particular area where we are interested is the indirect effect of X on Y i.e. The predictor indirect effect is on the outcome so here the indirect effect of workplace incivility is on project turnover intentions. We mainly can see the effect here which is -.0450 and we also looked most importantly at the boot LLCI which is -.0935 to boot ULIC which is -.0075 and we have found that it is not carrying "0" which clearly indicates

that between this range the effect of X on Y population value is existing. The population value actually be less than or more than zero but it must not be “0” therefore the statistically significant effect is existing. Subsequently, we can conclude that emotional exhaustion mediates the relationship between workplace incivility and project turnover intentions.

**H<sub>4</sub>:** Emotional Exhaustion Mediates the Relationship between Workplace Incivility and Project Turnover Intentions.

## 4.5 Moderation Analysis

For calculation of moderation and independent variables we followed “Process” by Andrew F. Hayes which he presented in 2013. The moderating effect of coworker support is calculated under this process instead of using manually calculations. Using the process of Andrew, we used Model 7 and as per the introduction of variables we took dependent variable Project turnover intentions as (Y), independent variable workplace incivility as (X), mediator emotional exhaustion as (M) and we introduced our moderator coworker support as (W). Conferring to the model we figure out the moderated mediation which is also called as the indirect conditional effect. For looking the condition effect which is provided by the moderator which is coworker support first, we have taken the (X) workplace incivility and coworker support (W) for analyzing their effect on our mediator emotional exhaustion (M) and after that interaction product of these two variables (X) and (W) has also taken to know either they are having significant effect on our mediator or not. It informs about values which simply shows at what range the interaction is effecting positively significant, non-significant or negatively significant.

TABLE 4.8: Moderation Analysis

	coeff	se	t	p	LLCI	ULCI
constant	0.4621	0.8133	0.5682	0.5704	-1.1387	2.0629
WPI	1.1076	0.2477	4.472	0.000	0.6201	1.5952
CW	0.1935	0.2145	0.902	0.3678	-0.2288	0.6158
int_1	-0.1545	0.0653	-2.3649	0.0187	-0.2831	-0.0259

**Product Terms Key:** int\_1 WPI X CW

In table 4.6 we will first look at the P value here we find the (X) workplace incivility and it is effecting the mediator (M) as per the moderation it is also having significant level because the P value is .0000 whereas the coefficient interaction of X & Y for moderation should be associated with the occurrence of P which must be less than 0.05 here ( $\beta = -.1545$   $P < 0.05$ ) therefore we have signs which shows existence of moderation. Furthermore, in the interaction term there should be no 0 between the confidence interval (LLCI & ULCI) Subsequently, in our case  $\beta = -.1545$  and it's not likely to be "0" so moderating effect is happening.

**H<sub>5</sub>:** Coworker support moderates the relationship between workplace incivility and emotional exhaustion.

## 4.6 Summary of Accepted/ Rejected Hypothesis

TABLE 4.9: Moderation Analysis

Hypothesis	Statement	Result
H <sub>1</sub>	Workplace incivility is positively related to project turnover intentions.	Accepted
H <sub>2</sub>	There is a positive association between workplace incivility and emotional exhaustion.	Accepted
H <sub>3</sub>	There is positive relationship between emotional exhaustion and project turnover intentions.	Accepted
H <sub>4</sub>	Emotional exhaustion mediates the relationship between workplace incivility and project turnover intentions.	Accepted
H <sub>5</sub>	Coworker support moderates the relationship between workplace incivility and emotional exhaustion.	Accepted

**Total Number of Hypotheses: 05**

**Accepted: 05**

**Rejected: 00**

# Chapter 5

## Discussion and Conclusion

### 5.1 Introduction

This section includes relationships of proposition in detail and also their rationalization of being accepted or rejected. We discussed the theoretical and practical implication, strength and weakness along with future directions of the study. The current dissertation reveals workplace incivility as an antecedent of high project turnover intentions. We found emotional exhaustion partially mediates the relationship between workplace incivility and employees' project turnover intentions and coworker support moderates on workplace incivility and emotional exhaustion relationship. We proposed five hypotheses and they are all supported by the study and theory as well. The results of current study showed significant relationship between independent and dependent variables. And role of mediation and moderation also found supported outcomes resultantly all hypothesis are accepted. We have collected the data from Pakistan. The result demonstrates many unanswered questions which is the significant contribution in literature.

We have also evidenced the positive association of workplace incivility and project turnover intentions through previous studies. (Rahim & Cosby, 2016; Schilpzand, De Pater, & Erez, 2016; Bishoff, Hochwarter, & Ferris, 2016; Pater & Erez, 2014). Understudied dissertation also analyze through empirical study that workplace incivility has positive and significant impact on project turnover intentions, as the

individual faces uncivil verbal or non-verbal behavior at workplace have the high intentions to quit the job.

Results also correlates the positive outcomes of our second hypothesis that there is positive association between workplace incivility and emotional exhaustion. Mulki, Jaramillo and Locander (2006) explained that environmental stressor just as workplace incivility lead to the employee towards emotional exhaustion resultantly employee perceive lower job satisfaction at workplace. This lower job satisfaction provokes the high intentions to project turnover (Mathieu, & Babiak, 2016; Rezvani, Chang, Wiewiora, Ashkanasy, Jordan, & Zolin, 2016; Mathieu, Fabi, Lacoursière, & Raymond, 2016). Our result also support that coworker support moderates the relationship between workplace incivility and emotional exhaustion and H5 is also accepted. Recent studies also provides a corner stone that existence of co-worker support mitigate the effect of workplace incivility (Geldart, Langlois, Shannon, Cortina, Griffith, & Haines, 2018). Thus, all hypothesis are accepted of current dissertation which is also evidences by the previous studies.

The detailed discussion on each hypothesis is as following

Emotional exhaustion mediates the relationship between workplace incivility and project turnover.

### **5.1.1 H<sub>1</sub>: Workplace Incivility is Positively Related to Project Turnover Intentions**

The first hypothesis has been accepted due to the supported reason. The t value is 7.9, which is above the 2 esteem and specifies the credibility of the relationship between workplace incivility and project turnover intentions. Moreover, the B coefficient is .42 which declares the change of one unit in the workplace incivility value will increase the project turnover intentions in employee with 42%.

There is corroborative association has been found in workplace incivility and project turn over intentions through past studies. As the definition of workplace incivility defined as “low-intensity deviant workplace behavior with an ambiguous intent to harm” (Andersson & Pearson, 1999, p. 457). Workplace incivility is

less harmful and impact on the victim less severe as compare to the bullying and aggression (Schilpzand, Pater, & Erez, 2016) but still emerges negative intentions of project turnover in employee (Chiaburu & Harrison, 2008).

Such intentions of turnover caused by the talking down to others, not listening to somebody and making the demeaning remarks on others, displaying a lack of respect for others. And such type of examples has been defined as uncivil behavior (Porath & Pearson, 2009; Griffin, 2010; Walsh et al., 2012). According to the context of project one must has to be in the team with coworkers-fit And teamwork spirit which is an essential element of project. And predominantly turnover occurs in project due to the dissatisfaction of organizational culture.

To examine current relation further, we support it with COR theory which acknowledges that environmental stressors deplete or threaten the resources of individual (Hobfoll, 1989). And Workplace incivility affects largely on the mental health of employees resultantly employees' psychological resources deplete rapidly (Laschinger, Wong, Regan, YoungRitchie and Bushell, 2013; Rai, 2015). According to COR whenever employees become stressful due to the environmental stressors such as workplace incivility, he shows negative attitude in his cognition in form of having project turnover intentions. Thus, Conservation of resource explains that individual try to save his resources by switching the work role to diminish the impact of stress. Turnover would help individual to secure the resources being lost from the stress. Therefore, workplace incivility is a major source of emerging high turnover intentions in employee.

### **5.1.2 H<sub>2</sub>: There is a Positive Association Between Workplace Incivility and Emotional Exhaustion**

Given hypothesis that 'There is a positive association between workplace incivility and emotional exhaustion' has supportive and significant results and hypothesis has been accepted. Results describe the conspicuous relationship between workplace incivility and emotional exhaustion. B co-efficient value is .49 which

demonstrates that one unit changes in workplace incivility increases emotional exhaustion with 49%. The p value is significant ( $p=000$ ) which is below the threshold value. Thus, value shows the importance of relationship. Value of t is 9.6 which is more than 2 and declares the results are fair and up to standard. The result has defined measurably noteworthy connection of workplace incivility and emotional exhaustion. That's why based upon the result, we can say that there is positive association between workplace incivility and emotional exhaustion.

COR theory basic belief of is that "individual struggle to hold, foster and protect those things that they worth" (Hobfoll, 2001, p. 341). Ad compliance with COR, when those valuable resources start depletion rapidly to proportionate building or acquainting those resources, employee becomes emotionally exhaust. According to Hobfoll (1989) resource loss is always more harmful and salient than the happiness of resource gain. At workplace incivility employee has not only faces depletion or threat of psychological resources but also the social resources. So, being unable to offset the resource gain with predicted future resource loss, he emotionally exhausts (hobfoll, 1989).

Previous studies stress on the workplace incivility and its detrimental effects on employee (Cortina and Magley, 2009; Cortina et al., 2001; Lim et al., 2008; Sakurai and Jex, 2012; Sliter et al., 2012) in form of hindering the psychological state of employee (Cortina et al., 2001) by emotionally exhaust them. Employee who faces rude and disrespectful, discourteous remarks from others at workplace will become emotionally exhaust, as the incivility urges the negative reaction in victim (Sharma, & Singh, 2016). Emotionally exhaustion is explained as a sense of being psychologically drained due to overextended of ones work. This overextension of work can belongs to the stressful events at workplace. (Wright & Cropanzano, 1998). Therefore, uncivil behavior conducts stressful events at workplace, resultant individual becomes emotionally exhaust.

### **5.1.3 H<sub>3</sub>: There is Positive Relationship Between Emotional Exhaustion and Project Turnover Intentions**



The third hypothesis has been accepted due to the supported reason. The t value is 8.3 which is above the 2 esteem and specifies the credibility of the relationship between emotional exhaustion and project turnover intentions. Moreover, the B co-efficient is .44 which declares the change of one unit in the emotional exhaustion value will increase the project turnover intentions in employee with 44%.

COR theory better fit with the acquired result of hypothesis ‘There is positive relationship between emotional exhaustion and project turnover intentions’. Drawn upon COR theory, an individual becomes emotionally exhausted when there is an actual resource loss, or when there is threat of resource being loss, and in third when the person is in a situation where anticipated returns are not obtained on investment of resources (Hobfoll, 1988). So, a person who is emotionally exhausted because of threat of resource loss will try to minimize losses and have the intentions to turnover from project. Marchand and Vandenberghe (2016) has explained that lower emotional exhaustion leads to less turnover at workplace. As the individual take it hard coping in an environment to which he perceives negatively. And the people rude remarks at workplace, uncivil behavior pressurize the individual with more emotional exhaustion resultantly his project turnover intentions increase. For example, the employee having the emotional exhaustion also coping with deprivation resources at workplace will try to take self-protective strategy by withdrawing him from that environment. In turn, higher emotional exhaustion resulted in higher intentions in project turnover, as suggested by several studies (Cordes & Dougherty, 1993; Lapointe, Vandenberghe, & Panaccio, 2011; Lee & Ashforth, 1996; Swider & Zimmerman, 2010). So, the findings suggest noteworthy outcome of the relationship of emotional exhaustion and project turnover intentions.

#### **5.1.4 H<sub>4</sub>: Emotional Exhaustion Mediates the Relationship Between Workplace Incivility and Project Turnover Intentions**

The 4th hypothesis' Emotional exhaustion mediates the relationship between workplace incivility and project turnover intentions' is accepted. The fourth hypothesis has been accepted due to the supported reason. The t value is 5.1 which is above the 2 esteem and specifies the credibility of the relationship of emotional exhaustion mediated the relationship between workplace incivility and project turnover intentions.

When the recipient's face uncivil behavior at workplace, it violates his feelings of belongingness to that workplace (Leiter, 2013). And the extensive work to fit in that perceived negative environment fosters the employee to be emotionally exhaust. As past studies also conform the relationship that workplace incivility is a root cause of turn over intentions (Laschinger et al., 2009; Leiter, Day, Gilin Oore, & Laschinger, 2012a; Leiter et al., 2011; Leiter, Price, & Laschinger, 2010; Lim et al, 2008). But we find through understudy dissertation that how emotional exhaustion mediates the relationship between workplace incivility and project turnover intentions. Our finding suggests that uncivil behavior urges the negative reaction in employee in form of emotional exhaustion and consequently employees has high intention of project turnover. We have discussed about intentions of project turnover where all employees have to work as a team joint with managers and co-workers on a specific agenda. But in an incivility workplace recipient feels that he is not more worthy of respect for anyone in that environment and extra effort to avoid the stressful event and being a part of that project exhaust the recipient. So, the more he becomes emotionally drained in that stressful environment, the intention will become high in him of turnover from that project to save his rest resources. So, we exemplified through past studies and COR theory also supported as well as the understudy empirical study also test the hypothesis which is proved that emotional exhaustion mediates the relationship between workplace incivility and project turnover intentions.

### **5.1.5 H<sub>5</sub>: Coworker Support Moderates the Relationship Between Workplace Incivility and Emotional Exhaustion; Such that if Coworker Support is High it the Relationship Between Workplace Incivility and Project Turnover Would be Weaker**

This hypothesis that Coworker support moderates the relationship between workplace incivility and emotional exhaustion; such that if coworker support is high it the relationship between workplace incivility and project turnover intentions would be weaker' is also recognize through understudy results. Co-efficient value depicts that one unit change in co-worker support will weaker the relationship of workplace incivility to emotional exhaustion with 15%. The negative sign shows the decrease in relationship. t value is above than 2 which explore the significance level of relationship. t value also defines that there is significant connection of coworker support as an arbitrator between workplace incivility and emotional exhaustion. There can be many conclusions to supportive and significant values of current study. First of all, past literary work support that due to the co-worker support recipient easily mitigate the effect of workplace incivility (Geldart, Langlois, Shannon, Cortina, Griffith, & Haines, 2018). Past literature also support social support diminish the impact of workplace stressors and strains. Therefore, it is proved that in presence of coworker support individual mitigate the negative effect of workplace incivility. COR theory also exemplifies that individual tries to save himself from resource loss by acquiring the substitute resources in order to offset the loss of resources. For example, if employee faces depletion of psychological resource due to the workplace incivility, in order to offset the losses of psychological resources he tries to acquire more social and physical resources. In the context of Pakistan, current study is also helpful. Pakistan has the collectivistic culture and at workplace people have mostly a co-worker support available which helps the individual to stay in that uncivil workplace by mitigating the effect of emotional exhaustion.

## **5.2 Practical and Theoretical Implication**

Current study has a lot of theoretical implications. In previous studies there are multiple research has been conducted on incivility climate and its detrimental effects on employee health, well-being and turnover. But the understudy dissertation is about the psychological effect of employee in form of emotional exhaustion. Thus, we concluded that how this emotional exhaustion leads to project turnover intention. We also identified that in presence of coworker support how people feel less psychological harm or social support of coworker how leads to the less emotional exhaustion. There is no any study has been conducted previous with these relationship of the variables.

We also have used the theory of conservation of resource which is broaden and build theory. On the basis of conservation of resource, we have built these relations of variables which has been neglected by the researchers and we explore a room through this research for upcoming researchers and practitioners.

Current study has five hypotheses and they are all proved by the empirical study conducted to check the impact of workplace incivility on employee project turnover intentions with mediation of emotional exhaustion and moderating role of coworker support. Now, the acceptance and supportive results have elucidated many points which were still unnoticed and are equally important for the project managers and employees as well of the project based organization. As the manager's support and leading quality help the employees or team to accomplish the project on time and completely. But the uncivil behavior can distract the many employees of project from their agenda and they may leave the team. Thus, it will definitely hurt the success of project. So, the project manager's first priority should be to have a team which have long-term association with organization as well as project. So, this study helpful in context of incivility workplace, that how much in civil climate hamper the psychological ability of employee and in extreme cases, leads to turnover intentions. In such situation project manager should refine its organizational culture and implement the fair practices for the employee in order to

accomplish the set goals successfully. Manager should ensure that that the structure, operations and culture of organization do not accommodate any injustice or rudeness towards any employee at workplace. Company should also have the policy of some basic training on unethical behaviors before starting a new project in order to clean workplace environment. Also, the top management should take its notice personally at top level because if there is high attrition rate in project then there is less chances for the project completion on time which will hinder the company good will as well. So, it should be imperative for top management to have a look on workplace incivility by taking feedback regarding the behaviors facing at workplace on regularly basis.

Cross sectional data collection method is applied in current study in order to get more significant results. Data has been collected from different sectors but due to the time shortage it was hard collect data in time lag. It was the major reason of small sample size. Another limitation is the use of convenience sampling. Convenience sampling is used to collect data randomly from a large population. Therefore, it is hard for a researcher to generalize current study results because of its small sample size, limited geographical and convenience sampling procedure.

Despite of small sample size, the current study brings several shortcomings that can be covered by the future researchers. Data were collected only from Islamabad. Secondly, it is collected from various industries and multiple sectors but this study needs to research in future from some specific industrial area.

### **5.3 Limitations and Future Research**

Like many other studies this research also has many limitations. We have used time lag study method to generate more authentic outcomes of the proposed hypotheses. The study was not truly longitudinal. Due to time lag the major flaw, we have faced is the loss of many questionnaires which was the root cause of small sample size. Another limitation is the use of convenience sampling. Convenience sampling is used to collect data randomly from large population. Therefore, it is hard for a researcher to generalize current study results because of its small sample size and

convenience sampling procedure. Despite of small sample size data were collected only from Islamabad and Rawalpindi. The study was conducted only in Pakistan that could raise the question of cultural influence. In future researchers may test these relationships in other cultures or countries. Future researcher can also use the mediation role ambiguity or frustration as the obvious outcome of workplace incivility. Current study also used the moderation coworker support which can be replace in future with organizational identification. At last, in future researcher can found different result by implying theory of social exchange or trait activation theory.

## **5.4 Conclusion**

This study develops a domain of workplace incivility and its impact on project turnover intentions. In order to compete globally amongst all the emerging project-based organizations it is considered as the most important area of research. The main focus of this study is to find out the antecedent of project turnover intention. Under study dissertation, discovered that workplace incivility is the major reason of employee's project turnover intention. Also, this study has revealed the role of emotional exhaustion as a mediator between the relationship of workplace incivility and project turnover intention. At the end of length, this research has inspected an exclusive task of Coworker support as a moderator among the association of workplace incivility and emotional exhaustion.

Throughout questionnaires collection of data for this research investigating was composed, which were circulated to the many project based organizations of Pakistan based on different sectors i.e. service sector and private sector.

This study and the proposed hypotheses are being supported through conservation of resource theory. In total 450 questionnaires were disseminated but only 289 were used for the study reason since those 289 questionnaires were having the most correct and complete information required for the analysis of the study.

The major involvement of this research is that this research has thrown a lot in the obtainable writing for the reason that there has been an incomplete work on

research of the effect of workplace incivility and because of this project turnover intentions with emotional exhaustion as mediator and coworker support as moderator. In this investigation, H1, H2, H3, H4 and H5 are being accepted by the Pakistani setting and alongside the help of past writing.

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# Appendix-A

Capital University of science and technology, Islamabad  
Department of Management Sciences

**Dear respondent,**

I am a student of MS Project Management Capital University of Sciences & Technology, Islamabad. I am conducting a research on the topic: “Workplace incivility, Emotional Exhaustion & Project Turnover, Moderating Role of Coworker Support.” You can help me by completing the attached questionnaire. I appreciate your participation in my study and I assure that your responses will be held confidential and will only be used for education purposes.

**Regards**

**Mehtab Zahoor**

**Please provide following information.**

	1	2
<b>Gender</b>	Male	Female

	1	2	3	4	5
<b>Age</b>	18-25	26-33	34-41	42-49	50 and above

	1	2	3	4	5	6
<b>Qualification</b>	Metric	Inter	Bachelor	Master	MS/M.Phil	PhD

	1	2	3	4	5	6
<b>Experience</b>	5-10	11-16	17-22	23-28	29-35	36 and above

Please tick the relevant choices: 1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

<b>Work place incivility (To be filled in by the Project team)</b>						
1.	Put you down and was condescending to you?	1	2	3	4	5
2.	Paid little attention to your statement or showed little interest to your opinion?	1	2	3	4	5
3.	Made demeaning or derogatory remarks about you?	1	2	3	4	5
4.	Addressed you in unprofessional term, either public or privately?	1	2	3	4	5
5.	Ignored or excluded you from professional camaraderie?	1	2	3	4	5
6.	Doubted your judgement on a matter over which you have responsibility?	1	2	3	4	5
7.	Made unwanted attempts to draw you into a discussion of professional matters?	1	2	3	4	5

<b>Emotional Exhaustion</b>						
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 by my job.	1	2	3	4	5
7.	I feel I'm 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'm at the end of my rope.	1	2	3	4	5

<b>Coworker Support</b>						
1.	I receive help and support from my coworkers.	1	2	3	4	5
2.	I feel I am accepted in my work group.	1	2	3	4	5
3.	My coworkers are understanding if I have a bad day.	1	2	3	4	5
4.	My coworkers back me up when I need it.	1	2	3	4	5
5.	I feel comfortable with my coworkers.	1	2	3	4	5

<b>Project Turnover Intentions</b>						
1.	I often think about quitting the job from this project.	1	2	3	4	5
2.	I will probably look for a new job outside this project	1	2	3	4	5
3.	I have taken interest in recruitment information in the media.	1	2	3	4	5