CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY, ISLAMABAD

Impact of Emotional Labor on Workplace Incivility: Mediating Role of Emotional Exhaustion and Moderating Role of Psychological Capital - A Study on Banking Sector in Pakistan

by

Iqra Ijaz

A thesis submitted in partial fulfillment for the
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I dedicate the thesis work to my parents, husband and kids

CAPITAL UNIVERSITY OF SCIENCE & TECHNOLOGY

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CERTIFICATE OF APPROVAL

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Abstract

This study was primarily conducted to understand the impact of emotional labor on workplace incivility with mediating role of emotional exhaustion and moderating role of psychological capital. The model of the present study proposes that emotional labor leads to workplace incivility impacting emotional exhaustion. The other purpose of the study seeks to identify whether psychological capital moderate the relationship between emotional labor and emotional exhaustion. Data was collected from 200 personnel through convenience sampling technique, using adopted questionnaires consisting of measuring each variable on five point likert scales or six point Likert scale. For data analysis statistical tools such as reliability, correlation and regression were used. Results indicate emotional labor has positive and significant relationship with workplace incivility. The mediating role of emotional exhaustion between emotional labor and workplace incivility was also supported by results. According to results moderating role of Psychological Capital, between emotional labor and emotional exhaustion gained support. Therefore, organization employees should use psychological capital as an important buffer to reduce the negative emotions for managing their work environment.

Key words: Emotional Labor, Emotional Exhaustion, Psychological Capital, Workplace Incivility.

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Chapter 1

Introduction

The chapter introduces the study in a formal way. This chapter sets the background of the study and provides the basic rationale to carry out the investigation. The chapter highlights the study gap alongside the research questions and objectives. The theoretical and practical significance of the study are also discussed.

1.1 Background of the Study

Companies always strive for excellence in their performance. To gain excellence is a quite a distant dream without having an environment of harmony and mutual respect. The behavior of employees at work determines the culture of an organization. Employees need an environment where they can work with ease and their work surrounds with the people with whom they feel good to interact and work with. However, managers may face a difficult situation when the workplace starts getting hostile and people get in confrontation with each other. Moreover, it becomes difficult for managers if employees attitude and behavior get negative towards the organization, its assets, its culture and overall wellbeing. This becomes an alarming situation for mangers and they find it a must to find out the causes of such aggressive or hostile behavior at workplace. It is important for managers to view the elements of work of employees to identify the possible causes of uncivil work behavior. Various jobs are designed differently and not all jobs have same

requirements. It appears that the jobs which are intense in nature with respect to emotions and feelings may affect employees more than the jobs which require less emotional efforts. The jobs which have frequent interaction with customers and clients may have more emotional element. Such jobs are more demanding as far as individual emotions and feelings are concerned. the jobs of front-desk employees, call centre executives etc. are more emotionally demanding than others. Therefore, employees who are more engaged in emotional labor are more likely to engage in uncivil work behavior.

As per customers demand, employees appropriate their emotional labor, because service industry has greatly expanded, and has become exceedingly competitive, owing to which this aspect has gained in importance. Positive corporate evaluations and employee appropriated emotional labor can induce truly positive clients word-of-mouth along with repetitive buyings (Ashkanasy et al., 2002; Grandey, 2003). It is important to understand the emotional labor in case of service industry for employees vis a vis greeting the clients with some positive attitude, frontline employees perform so considering it obligatory (Cho et al., 2013). According to Hochschild (1983), emotional labor has been taken quite different from physical as well as mental labor. Several industries where emotional expression deems to be part of job, have increased the number of occupations, and as such a lot of workers perform emotional labor taking it a routine phenomenon. Emotional labor is normally perceived more important in professions wherein employees directly interact with the customers, such as banking sectors (Pizam, 2004; Lee and Ok, 2012).

Emotional labor, first introduced by Hochschild (1983), is defined as the regulation of both feelings and expression of emotions in order to be effective on the job (Grandey, 2000). As in case of both physical as well as mental labor, workers and bosses decisively generate and subsequently display job-appropriate emotions when faced by passionately thrilling events during communications with the followers and customers while making exchange of the wages. Being failed to act accordingly may lead such employees towards dismissal (Ashforth & Humphrey, 1993). This implies that emotional labor is a difficult situation to handle. While the employees who are involved in emotional labor are expected to be in distress

and facing the challenge of wellbeing and health. While talking about humans & machines, main distinguishing attribute is the capability of feeling, expressing and regulating emotions, wherein different outcomes of individual/team/organizational level may be defined using these emotions (Arvey et al. 1998). According to Hochschild (1983), emotional labor can define the phenomenon of the feelings management & emotional expression, using which workers perform in order to attain organizational goals. As the emotional satisfaction is predictor of consumer loyalty (Yu and Dean 2001), emotional labor is every so often taken as helpful for the organization. According to Hochschild (1983:7), emotional labor can be perceived as drama and service as a scene, customers may be considered as audience and workers as the actors. He also stated that emotional labor is control of emotions for presenting facial as well as physical expressions and same may be observed by everyone; that may be sold and such a value that may be exchanged thereby. Hochschild determined following essential situations of the emotional labor (1) employees need to interact either face to face or through voice (2) employees need to produce emotional situation towards customers (3) the organization may regulate emotional activities of the employees. Morris and Feldman (1996) Under the dimensions of emotional labor attention to the duration, regularity and intensity of displaying these behavior along with behaviors rules in the emotional labor research examine how employees exhibit behaviors by altering the actual emotions and show that which is expected from them to perform their tasks. There are two types of emotional labor, surface acting and deep acting (Hochschild, 1983), When the employees perform and conceal actual feelings, still possessing different emotional displays towards the others at workplace, is called surface acting. In surface acting employees do not feel such emotions in reality, although they pretend to sense by oral and verbal ques and by their words and body language (Ashforth & Humphrey, 1993; Basim & Begenirbas, 2012).

Employees imitate emotions in the same way as they feel, emotions felt in natural way dont necessarily carry any obligation as compared to either surface or deep acting (Basim & Begenirbas, 2012). Level pertaining to internalization of behaviors is the fundamental difference between these dimensions. Internalized

emotions are usually naturally-felt emotions or deep acting, while non- internalized behaviors relate to surface acting. The internalization level is less in surface acting as compared to deep acting which is imposing upon oneself as naturally-felt emotions. This implies that it is quite a hard task to hide ones actual emotions and to fake the emotions. Employees need to hide the emotions in order to display the emotions that the situation requires. Each situation in the dealing of clients many require a different emotions and response. Therefore, to display the desired response to a situation is the basic element of emotional labor.

During recent years, emotional labor has attracted significant attention in literature and there exists several research studies regarding emotional labor its relationship with different variables, covering different sample groups. These studies normally comprise of occupations having thorough human relationships, as participant groups. As emotional labor can be described as managing emotions & behaving accordingly, these studies normally focus emotional labor and its relationship with attitudes along with behaviors of the workers.

Hochschild; (1979, 1983) distinguished emotional labor among two major behaviors in which employees may adapt to display rules: deep acting and surface acting. Deep acting includes trying to alteration actual feelings to contest required displays. In compare surface acting includes trying to change affective displays without changing primary feelings (Grandey, 2000; Gross, 1998). While research indicates that deep acting could have both benefits and weaknesses, surface acting has constantly been exposed to be damaging to employees, convincing psychological strain (Hulsheger & Schewe, 2011).

According to Grandey (2000), deep acting demands psychological efforts for changing inner feelings. Nevertheless, aforesaid acting also produces a bit emotional dissonance, as there is similarity between displayed and expressed emotions. Hence, it has been hypothesized that coaches deep acting will be negatively related to the emotional exhaustion. In historical, emotional labor considered with other variables now, we can checker it with emotional exhaustion and its negative impacts of emotional labor on emotional exhaustion in service organizations. Nevertheless, its implications towards the workers are mixed and adverse influence of the emotional

labor has received more attention (Zapf and Holtz 2006). Previous studies have established that emotional job demands or particularly mentioning emotional labor may cause work-family conflict (Bakker and Geurts 2004), withdrawal of work (Austin et al. 2008) or emotional exhaustion (Peng et al. 2010).

According to Lee and Ashforth, (1996) and Wright and Cropanzano, (1998), emotional exhaustion has been observed to be a significant aspect of the job burnout along with a prospective response for being target of a verbal abuse. Appraisals of adverse and harm emotions like a fear (e.g., perceived danger) and anger (e.g., perceived mistreatment) may be evoked due to shouting and insults (Averill, 1983; Schat & Kelloway, 2000; Sinclair, Martin, & Croll, 2002; LeBlanc & Kelloway, 2002; Glomb, 2002; Grandey et al., 2004).

Many scholars have observed negative effect of emotional labor as required by organizational norms towards individual well-being (Hulsheger & Schewe, 2011). Particularly, emotional labor can generate emotional exhaustion, which is considered as lack of energy along with an assumption that emotional resources have been depleted (Maslach & Jackson, 1986). Hulsheger and Schewe (2011), in meta-analysis, observed that employees may experience more emotional dissonance when they exhibit more surface acting (i.e., disparity in between felt and expressed emotion) thus causing psychological strain and emotional exhaustion. In addition, an individual requires more psychological efforts in surface acting to ensure adherence towards organizational rules and overwhelm actual emotion. As per Brotheridge and Grandey, (2002) such an effort, strain and emotional dissonance exhaust emotional resources and creates depersonalized relationships which, reciprocally, causes emotional exhaustion.

According to Reynolds and Tabacchi (1993), emotional exhaustion extends to front positions in other sectors like restaurants, wherein the employees undergo "people-work" (Cordes & Dougherty, 1993). Emotionally exhausted workers feel deprived of adaptive resources for accomplishing job (Halbesleben & Buckley , 2004). Emotional exhaustion is thoughtful upshot in itself, causing exhaustion of energy as well as mental resources of an individual. It may cause overall stress and can also be affected reciprocally (McManus et al., 2002). Possibly, family life

of emotionally exhausted individual may also be affected through family cohesion, conflict and work (Thompson et al., 2(H)5). For example, according to Boles et al., (1997), Lee and Ashforth, (1996) and Wright and Cropanzano, (1998), those employees who feel drained and overwhelmed owing to the job exhibit more propensities to quit their organizations as they lack adequate resources required to handle emotional exhaustion. This inclination is established in Karatepe's (2006) current study pertaining to Banking Industry in Turkey wherein those workers having emotional exhaustion displayed higher intentions to quit the bank.

Pines and Aronson, (1988) and Schwarzer, Schmitz and Tang, (2000) stated that emotional exhaustion may be debilitation, forfeiture of energy, enduring fatigue or feeling of being worn out. According to Maslach et al., (2001), emotional exhaustion occurs as a reduction in personal resources in an attempt to meet requirements of strong situations that include role ambiguity, role overload and finally lack of the autonomy, between others. It is a significant dimension of the job burnout (Lee & Ashforth, 1996; Wright & Cropanzano, 1998) along with a potential response of being victim of verbal abuse. Appraisals of adverse and harm emotions like a fear (e.g., perceived danger) and anger (e.g., perceived mistreatment) may be evoked due to shouting and insults (Averill, 1983; Glomb, 2002; Grandey et al., 2004; LeBlanc & Kelloway, 2002; Schat & Kelloway, 2000; Sinclair, Martin, & Croll, 2002;).

The central component of job burnout and subsequent implications from occupational stress (long term) has been recognized. Relationship between workload/time pressure and exhaustion is very important and different studies have reported excessive research work regarding teaching as a profession and accelerated working speed amid teachers (Lindqvist & Nordanger, 2006; Buchanan, 2010).In early research emotional exhaustion shows different negative behaviors which have different negative effects on or Employees face different situations and problems on workplace, therefore emotional exhaustion has negative effects happening workplace incivility. Workplace incivility is defined as low intensity deviant actions having vague resolve for harming target (Andersson & Pearson ,1999). Workplace

incivility may be observed as specific behaviors e.g. checking emails in meetings, eye rolling or giving no coverage to the opinion of others (Porath & Pearson, 2010).

Andersson & Pearson, (1999) described Workplace incivility as an elusive kind of workplace violence, also referred as low-intensity deviant behavior with uncertain willingness towards harming others, contradictory to workplace norms regarding mutual respect(p # 452-471). Incivility behaviors entail discourteous and rude comments as well as actions, normally exhibiting dearth of any concerns of the others. Talking about a work-setting, incivility may have different sources like including peers, supervisors, patients or clients (Cortina, Magley, Williams, & Langhout, 2001). Different studies have proved that uncivil behaviors in the organization augments burnout and job turnover among the nurses (Laschinger, Finegan, & Wilk, 2008; Read & Laschinger, 2013).

It has been examined in several studies that how many categories of adverse workplace behaviors impact outcomes at all organization/group/individual level. In this context, previous studies have primarily targeted areas like deviance, workplace aggression, abusive supervision, bullying. In addition, detrimental impacts of the adverse workplace behaviors towards targets work attitudes, well-being and work behaviors were also examined. Workplace incivility is defined as low-intensity different workplace behavior with a vague intent to harm. It is a comparatively fresh addition in the area of adverse workplace behavior (Andersson & Pearson, 1999). Talking down to others, making demeaning remarks, and not listening to somebody is the examples of rude behavior (Porath & Pearson, 2009). These differences are very significant , not only on the basis that incivility carves out particular cushion in the field of adverse/negative workplace behavior, but more importantly as such attributes possibly result several cognitions along with emotions and different behaviors towards victims/targets of incivility, while making comparison with victims of other adverse workplace behavior.

According to Luthans, Youssef, and Avolio, (2007), psychological capital refers to personal positive psychological state of development duly distinguished through (1) possessing self-efficacy enabling to make efforts for success towards the gigantic tasks (2) being optimistic regarding being succeeded at present as well as in future

(3) persevering for goals and adapting redirecting strategy towards goals for being successful and (4) during the course of problems, display sustained efforts, and opt for resilience for getting success.

Luthans and colleagues (2007) introduced the term psychological capital to mention four different elements consisting of positive psychological resources or abilities of an individual: efficacy, optimism, hope and finally resilience. While there has been an increasing concern regarding the concept of psychological capital, influence of psychological capital towards emotional labor demonstrated by service employees was ignored at large (Cheung, Tang, & Tang, 2011). More precisely, any desired modifications in the inner feelings may get support from increased motivation along with cognitive flexibility through psychological capital, hence, taking towards deep acting. Luthans & Youssef, (2007) defined Psychological capital as the psychological resources along with abilities of any individual, which are attributed as positive and permanent as well.

It allows the people to move towards their goals using self-directed motivation and also possesses an effect towards job performance as well as required work attitudes. As an example, psychological capital has been observed to augment satisfaction, extra-role behaviors and lastly commitments (Luthans, Norman, Avolio, & Avey, 2008) and reduce organizational cynicism, counterproductive workplace behaviors and intention to quit (Avey, Luthans, & Youssef, 2010) and perceived indicators of job stress (Avey, Luthans, & Jensen, 2009). Those service employees having higher psychological capitals may enjoy self-directed motivation irrespective of salary grades or promotion forecasts as they firmly believe that their capacities are enough for performing assigned tasks successfully. So, which employees have high psychological capital they can manage their emotions therefore, they have low emotional exhaustion. Psychological capital weakens the relation of emotional labor and emotional exhaustion.

1.2 Research Gap

The present study is focusing to fulfill several theoretical and contextual gaps in literature of emotional labor and workplace incivility. Emotional labor is evergreen topic for researchers and practitioner since its initial conceptualization due to its importance for organizations. They have contributed in numerous ways to explore different outcomes and antecedent of emotional labor (Grandey, & Melloy, 2017). In early research Emotional labor studied with turnover intentions, burnout, productivity and job satisfaction and has different negative outcomes but, now we will be study it with workplace incivility which was not studied previously.

In service sector employees are facing enormous tension due to dealing with different types of customers. Employees are not in a position of displaying their actual emotions at work rather they are required to display organizationally required emotions. As a result, employees face different issues in their personal life and organizational outcomes as well. One of the major issues that has been identified by management researchers is that different outcomes of emotional labor are tested, but incivility is specifically not tested in a workplace context. Furthermore, the role of psychological capital being moderator in the relationship of emotional exhaustion and emotional labor is not tested so far in Pakistani context. Hence there is need for conducting more studies on emotional labor along with workplace incivility in Pakistani context.

1.3 Problem Statement

Workplace incivility is a negative work behavior, which is defined as deviant workplace behavior of low intensity that can include such behaviors as being rude, discourteous, impolite, or violating workplace norms of behavior. People engaging in uncivil behavior may not necessarily have bad or harmful intent. However, workplace incivility can be thought of as a type of antisocial behavior. Managers always attempt to reduce antisocial work behaviors and to achieve this objective they need to find the causes of such behaviors. The study attempts to highlight

emotional labor at work as a possible cause of workplace incivility. Jobs in service sectors are emotionally demanding and high emotional stability and emotional regulations are required to work effectively in-service sector. Emotional labor is common among service providers and leads to different negative psychological and physical outcomes in employees. There hence is a need to study emotional labor in such context in order to find out different concepts which are required for practitioners to implement and result in building employees capabilities. Furthermore, there is need for organization to emphasize, ensure sufficient Psychological Capital of their employees in order to fulfill the requirements of desired routine level of emotional labor.

1.4 Research Questions

This study scooped to find out answers of some important questions, briefly these questions are as follows.

Question 1:

Does Emotional Labor leads to Workplace Incivility?

Question 2:

Is there any relationship between Emotional Labor and Emotional Exhaustion?

Question 3:

Does Emotional Exhaustion increase the chance of Workplace Incivility?

Question 4:

Does Emotional Exhaustion mediate the relationship between Emotional Labor and Workplace Incivility?

Question 5:

Does Psychological Capital moderate the relationship between Emotional Labor and Emotional Exhaustion?

1.5   Research Objectives

Objective of current study is testing of the model to check out relationship between Emotional Labor leads, Emotional Exhaustion and Workplace incivility. Furthermore, the Psychological Capital is added as moderator in relationship of Emotional Labor and Emotional Exhaustion. Brief description of the study objectives is;

1. To discover the connection between Emotional Labor and Workplace Incivility.

2. To discover the connection between Emotional Labor and Emotional Exhaustion.

3. To explore the relationship between high Emotional Exhaustion and Workplace Incivility.

4. To study the mediation effect of Emotional Exhaustion in the relation of Emotional Labor and Workplace Incivility.

5. To study moderating impact of Psychological Capital between the relationship of Emotional Labor and Emotional Exhaustion.

1.6   Significance of the Study

The study is significant in theoretically examining workplace incivility as an outcome of emotional labor. Moreover, the mediating and moderating mechanism used in the study are supported by Conservation of Resources (CoR) Theory. The theory states that individuals resources are limited and they attempt to conserve these resources. Based on CoR, the study explains a mechanism where individuals faced with emotional labor experience the depletion of resources in the form of emotional exhaustion which results negatively in the form of workplace incivility. while CoR further suggests that personal resources or personal factors help in coping the negative effects of stressors as a moderating links. Here, psycap (a personal resources) moderates the relationship between emotional labor and

emotional exhaustion such that in the presence of emotional labor, the higher levels of psycap lead to decreased emotional exhaustion and vice-versa. Hence, the study receives theoretical foundations from CoR and tests a model verifying the theoretical perspective.

From a managerial perspective, the study is expected to provide useful insight to practitioners. As the study examines emotional labor as a predictor of workplace incivility and takes the relevant variables as mediator and moderator. Mangers can identify extreme levels of emotional labor which may negatively affect employee outcomes. Secondly, they can observe the signs of emotional exhaustion of employee in order to reduce it and to avoid negative outcomes in the form of workplace incivility. Thirdly, managers need to understand their subordinates having different personality traits. For example, employees with high Psycap can be assigned with harder responsibilities pertaining to emotional labor and vice-versa. In this way, the study is significant for practitioners as well. So, the present study is contributing theoretically and practically to the literature of emotional labor in work setting.

1.7 Supporting Theory

1.7.1 Conservation of Resource Theory

Conservation of resource theory can be used an overarching framework. Conservation of resource theory is one of the most influential theories in literature of stress but it can also be used to underpin the studies in which different contextual variables like leadership behavior and organizational environment creating stress in employees. Hobfoll (1989) states that people try to preserve and protect their valuable resources, and those factors, which threaten their valuable resources, are labeled as stressful factors. And this conservation of resources is possible through accumulation of strong resource pool. They might build up individual capital such as expectation, self-worth and confidence; material capital, such as wealth; and form resources, such as status, and social support. Stressful or traumatic events

consume these resources and excessive consumption of these resources make people vulnerable to psychological distress, burnout, depression, chronic stress, health problems and negatively affect them physically and psychologically.

In the present study individuals try to protect their psychological resources which are constantly depleted by displaying organizationally required emotions in form of emotional labor at cost of suppressing individuals actual emotions. Such effort decreases individual resources and make them emotionally exhausted due to constant loss of resources. As a result they will display mild aggression in the form of workplace incivility. The another component of the conservation of resource theory is accumulation of resources in form of psychological capital; if individuals are confident, hopeful, optimistic and resilient then these are strength in form of psychological resources, which help in restoring their energy rather than feeling emotional exhaustion.

The present study is based on conservation of resources theory. The variables and the relationships are supported by CoR theory. In line with the theory, the main triggering point of resource drainage has been taken as EL. The drainage of resources is proposed in the form of EE. While EE subsequently results in WI as per the theorys suggested negative outcomes. Moreover, the theory maintains that not all individuals are equally affected by the elements causing resource drainage at workplace. This is incorporated in the research model by taking PSYCAP as a moderator between EL and EE. Therefore, the study model is completely supported by CoR which is further tested to ascertain whether or not the said relationships exists in real work situations.

1.8   Outline of the Study

Chapter one introduces the study, sets the background and consists of the definitions of the variables and also research gap, significance of the study and the supporting theory. Chapter two carries a detailed review of the existing literature pertaining to the study variables and consists of the research model and hypotheses. In chapter three, the research methodology which the study follows has been

discussed including the sample size of the study and items of the variables. Chapter four gives the statistical results of the study. Lastly, chapter five carries the discussion based on research questions and research objectives, along with the practical and theoretical implications and conclusion of the whole study.

Chapter 2

Literature Review

The chapter carries the review of the literature pertaining to study variables. The hypothesis formulation is based on the relevant literature. Direct, indirect and moderation hypotheses are supported by the relevant literature.

2.1 Emotional Labor and Workplace Incivility

Morris and Feldman, (1996) has referred emotional labor in organizational life to regulating and managing emotions by employees during performing jobs and displaying professional behaviors. In this regard, Erolu, (2010) has associated emotional labor with impression management. By emotional labor, employees can handle different types of social perceptions about them. About the observable behaviors emotional labor is considered to be more than the internal management of emotions (Ashforth & Humphrey, 1993). In the literature there are different classifications regarding emotional labor behaviors; however, this difference is caused more by perspective rather than components of emotional labor.

Hochschild (1979,1983) explained emotional labor in the background of employment as execution of variuos forms of emotions work. As per Thoits (1989), the concept is rooted in the framework that highlights formation and aggressively dealing with emotions and expressions, as in social interactions context. Emotion work is usually having various efforts made in order to control different emotional

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states and the displays. It carries dynamic strategies for modifying, creating or changing expression of emotions during process of ongoing interactions and relationships. Emotion management strategies may be behavioral (controlling emotional displays), cognitive (reinterpreting an event or situation), or simply physical (reducing arousal by using psychoactive substances) in the character. According to (Walden & Smith, 1997), it is pertinent to mention that sociological concept of emotion work is quite alike emotion regulation that is used by different social psychologists. These researchers refer to the efforts for, mask feelings for presenting certain emotional state and then diminish, creating normative emotional state amplify or manage expression of emotional states. According to Hochschild, (1979), emotion management, in general, is executed in perspective of the usual "feeling rules", prescribing emotions states and also display rules which provides necessary guidance to expression of emotion (Ekman, Friesen, & Ellsworth, 1982).

Emotional labor is abstracted into four different dimensions including attention towards display rules, frequency of interactions, variety of emotions related expressions and finally emotional dissonance (Morris & Feldman,1996). On another side, Brotheridge and Lee (2003) has characterized it using six dimensions. Such as intensity, occurrences and variability of the displays pertaining to emotional labor, surface and deep acting and duration of interaction. According to Asforth and Humphrey, (1993) and Diefendorff et al. (2005), it is believed that previous literature has totally ignored genuine acting that is not alike deep or surface acting. Emotional labor is performed for wages and guided by necessities of the organizations. This fact distinguishes emotional labor and emotion work through formulation of Hochschild (1983). Emotional labor is thereby conditional to the control and supervision by the employers.

Empirical studies pertaining to specific professions have recognized and documented emotional labor as in case of different professions (Adelmann, 1995; De Coster, 1997; Gimlin, 19%; Hochschild, 1983; Jones, 1997; Leidner, 1993; O'Brien, 1994; Pierce, 1996; Smith & Erickson, 1997; Stenross & Kleinman, 1989; Sutton, 1991; Tolich, 1993). Few researchers have contended that prescription along with regulation of employees feelings and their expressive gestures is quite alienating

practice. In this regard, Hochschild (1983) stated that untrue sort of emotional state/feelings as well expressions pertaining to public services occupations, is particularly lethal for workforce. Later, different studies have particularly examined emotional labor, by considering services professions wherein emotion management (interpersonal) is entrenched in non-personal relations among clients & employees (Jones, 1997). Hochschild (1983) has stated that in case of service industry, workers are normally directed to value their customers and manage emotional. Employees are required to demonstrate apt emotional expressions, like anger in bill expressions collectors, (Sutton, 1991) and smiling down the phone in call centers(Belt, Richardson, & Webster, 1999). In this regard, human efforts required to manage emotions during exchange for a wage, is called emotional labor. According to Hochschild (1983), Emotional display of the workers has been regarded as an intrinsic feature of service provided.

Hochschild, (1983) and Zapf et al., (1999) contain that since there exists a complex relationship between emotional labor and employees well-being, emotional dissonance, an important aspect of emotional labor, has been consistently attached with employees well-being. Hence, emotional dissonance occurs in case of a disparity between what is required by the organization to express and what workers feel. In this case, there is probability that a worker may express emotions in line with organizational requirements or may exhibit actual emotions. According to Hoch child, (1983), if the worker opt for true emotions, then emotional regulation in two modes will be deployed, first is surface acting or the other is deep acting. To exhibit required emotions without actually feeling those is called Surface acting. Employee can pose smile on the face although not feeling good.

While service sector employment, particularly jobs with direct customer contact or public care are mostly considered to involve substantial emotional labor (MacDonald & Sirianni, 1996; Stearns, 1988), researchers have found that employees in diverse occupational positions are engaged towards emotional labor (Morris & Feldman, 1996; Pugliesi & Shook, 1997). Diversity of the occupations relating emotional labor can be reflected in the variation of nature of emotional labor, as

experienced by the employees. Studies relating to specific groups of the workers reveal that emotional labor varies in magnitude and form, when performed by incumbents of particular jobs. Variances in emotional labor have connections with task nature (i.e. an employee collects debts/payments or handles customers complaints or otherwise), nevertheless, cant be completely elucidated through occupational requirements. For instance, researchers including Heller, (1980), James, (1989), Pierce, (1996) and Pugliesi and Shook, (1997) have argued that women perform emotional labor to a greater extent as compared to the men.

Empirical studies pertaining to the emotion management at workplace reveal that distinction between emotional labor and emotion work, as assumed is probably some complicated (Erickson, 1997; Jones, 1997; Pugliesi & Shook, 1997; Tolich, 1993). Generally, emotional labor may be described as interactions with the customers and employees efforts for managing their emotions. This slender conceptualization contradicts multi-dimensionality of emotional labor, otherwise established through empirical studies. In general, emotional labor is not always limited to the interactions occurring during provision of services or other tasks. In fact, emotion is considered to be inherent in almost entire community relationships within organizational perspective (Gibson, 1997).

As discussed about emotional labor, Brotheridge and Grandey (2002) conducted a study on the individuals employed in different occupations such as sales, human service, physical labor, clerical etc. First time, they emphasized emotional labor to be both job-focused & employee-focused and also made comparison of several definitions/explanations of emotional labor as the predictors of burnout because of workplace incivility. Modern studies have testimony that nurses do above average quantity of emotional labor and that enlarged emotional labor signicantly increases job stress, burnout and turnover intention (Kim CH,et al,2009;Baik DW & Yom YH, 2012). Compulsory emotional labor of the employees source negative results, job dissatisfaction emphasizes that anger, exhaustion and an increase in turnover intentions due to workplace incivility source decrease in work performance it is highlighted by the emotional dissonance theory (Grandey, 2003).

Researchers including Erickson and Ritter, (2001), Hochschild, (1983) and Morris and Feldman, (1996) have focused relationship of emotional labor with burnout. The purpose of this study is the level of burnout caused by emotional labor (Chang, 2009; Hargreaves, 2000; Isenbarger & Zembylas, 2006; Lois, 2006; Naring, Briet, & Brouwers, 2007; Noor & Zainuddin, 2011; Sutton & Wheatley, 2003; Zhang & Zhu, 2008).

Averill (1983) has defined anger as response to a perceived misdeed, generally energized through an offense or injury for which other person deems responsible (Greenspan, 1988; Lazarus & Lazarus, 1994). According to Domagalski (1999), workplace setting may be anger-inducing environment, wherein uncivil behavior by others may be most common predictor of anger at work. Victims might been angry as someone may have violated interpersonal norms of behavior, their self-esteem may be bruised or their identity may be threatened or challenged in either ways (cf. Porath, Overbeck, & Pearson, 2008). In organizational context, upon act of incivility, workers feel that their expectations regarding interpersonal interaction and their assumptions regarding responsibilities of the organization for maintaining those expectations have been categorically violated (Pearson, Andersson, & Wegner, 2001).

According to Cortina et al. (2001) and Pearson et al. (2001), workplace incivility has been a significant area for the researchers in the domain of work stress and general management and several subjective reports of uncivil behavior pertaining to service industries exist. Workplace incivility is considered to be low-intensity deviant behavior coupled with ambiguous intent for harming targets, in contradiction to organizational norms regarding common esteem/respect. Anderson and Pearson (1999) have stated that uncivil behaviors are discourteous, rude, while exhibiting dearth of the respect towards others. Workers facing uncivil behaviors at workplace, deliberately reduced work efforts along with quality of the work, thus affecting general unit effectiveness (Pearson & Porath, 2005). In this context, Cortina et al. (2001) connected workplace incivility with declined job dissatisfaction and job performance. Lim et al. (2008) observed substantial association of uncivil behavior with well-being, health and finally turnover intentions of the

employees. Dion (2006) found in a study relating to staff nurses that perceptions of incivility at workplace were significantly related to the feelings supported by their supervisor and also positively related to feelings of occupational stress and turnover intentions.

Cortina, Magley, Williams, and Langhout, (2001) and Pearson and Porath, (2009) contain that employees generally perceive to become continuous victim of incivility at workplace. Andersson and Pearson (1999) has defined incivility as low intensity deviant behavior having a vague intention towards harming others (target), contradictory to workplace norms for mutual respect, takes different many shapes. Examples of uncivil acts include weary language or tone, not paying heed to requests of others and disparage reputations of the others. Upon perception of becoming being a victim of incivility, everyone feels necessary decide further course of action. According to Appraisal theory, whenever an employee faces stressor, a corresponding cognitive emotional process in unleashed for evaluating stressor. For example, Workplace incivility comprises of different impolite communications among the employees, violating norms of mutual respect (Cortina, Magley,Williams, &Langhout, 2001; Martin & Hine, 2005). According to Martin and Hine, (2005) this type of behavior may involve displaying hostility, invasion of privacy, gossiping and exclusionary behavior. According to Andersson and Pearson (1999), Cortina and Magley (2001) and Johnson and Indvik (2000), it is very common to observe incivility at the workplace and several undesirable outcomes of emotions are associated with it. To be a target of uncivil behavior is connected with less well-being and more psychological distress. Similarly, it is associated with less satisfaction with peers and bosses but more avoidance towards responsibilities (Martin & Hine, 2005, Lazarus, 1999).

Incivility is generally referred to mild, but predominant type of interpersonal deviance, which makes violations of the norm at workplace, a organizational environment full of disrespect and rudeness (Andersson & Pearson, 1999). Additionally, Blau and Andersson, (2005) and Martin and Hine, (2005) have described general examples such as use of impolite language while answering telephone, talk destructively about others, using last of something without replenishing supply

and forwarding discourteous e-mails to the coworkers. Though such acts may be characteristically mild or insignificant, however, these may cause employers bear millions of the dollars yearly owing to reduced performance, attendance and health among the victims along with eyewitnesses of the incivility (S. Lim, Cortina, & Magley, 2008; Pearson & Porath, 2005, 2009). This mild as well as ambiguous aspect of incivility, troubles organizations towards formulating policies for prevention of uncivil acts. Resultantly, organizations need to work for identification of underlying antecedents, increasing incivility to diminish its incidence.

Incivility causes multiple adverse organizational outcomes such as reduced job satisfaction (S. Lim & Cortina, 2005), commitment (Pearson, Andersson, & Wegner, 2001), citizenship behaviors (Porath & Erez, 2007) and finally higher absenteeism rate (Everton, Jolton, & Mastrangelo, 2005), deviance (Penney & Spector, 2005) and turnover (V. K. G. Lim & Teo, 2009) which all deems costly to the organizations. Resultantly, researchers need to find ways for reducing employees tendency to act like uncivilly. Stressful working conditions have been among a plethora of antecedents for uncivil behavior.

Literature on workplace mistreatment has unfolded different constructs regarding workplace deviance, quite analogous with the workplace incivility, as an example bullying (Rayner, 1997), interpersonal conflict through every way leading towards emotion in any shape (Spector and Jex, 1998), workplace aggression (Neuman and Baron, 1998) and social undermining (Duffy et al., 2002). Nevertheless, incivility is a specific kind of workplace deviance (Andersson & Pearson, 1999), entirely distinct from aforesaid constructs (Hershcovis, 2011) on the basis of its feature of not having intention of harms for others. According to (Hershcovis, 2011; Sliteret al., 2012), recklessness or limited gratitude towards unintended effect of any behavior in a specific situation may arise workplace incivility. Generally speaking, workplace incivility encompasses workplace mistreatment (Andersson & Pearson, 1999) along with routine hassles (Cortina et al., 2001) frequently occurring by peers or customers (Sliteret al., 2012), including derogatory remarks, condescension, ignoring aptitudes/emotions of coworkers and paying no heed towards others opinion.

Recent study has proved that workplace incivility arises due to job insecurity, organizational changes, intensified job demands, minimal social help from peers/supervisors and having no autonomy over job and access demand for managing feelings and expressions in line with organization standards (Torkelson et al., 2016). Van Jaarsveld et al., (2010) has concluded that employees lose ability to interact politely when experience workload.

Workplace incivility is universal and almost 98% of employees face incivility. Among these, 50% face such behavior on weekly basis (Porath & Pearson, 2013). According to an estimation by Pearson and Porath (2009), annual monetary worth per employee facing incivility is $14000, owing to the different delays in projects and cognitive disruption from the work. It is indicated by the statistic figures that incivility impacts employees and causes significant monetary impacts for organizations. Employees are subjected to workplace incivility are quite severe and borne the human costs. For instance, they may be worried, try avoiding instigator, pull out from the work, and exhibit frustrations towards customers when their intrinsic feelings and expressions are not matched according to required demands of organization (Porath& Pearson, 2013).

Most of the studies regarding incivility lumps incivility from peers, supervisors and customers, and do not differentiate possible negative effects of aforesaid sources. Some researchers particularly evaluate coworker-instigated as well as supervisor-instigated incivility like Leiter et al. (2010) who analyzed generational differences while facing incivility perpetrated distinctly by the emotional differences between supervisors and coworkers due to the specific rules and values of the organization (2011, 2012; Spence Laschingeret al., 2012), although role as well as status differences may impact content and severity of impact along with the way through which victims respond against uncivil incident (Hershcovis & Barling, 2010).

Emotional labor is the phenomenon using which employees manage emotions at workplace. According to Diefendorff, Richard, and Croyle (2006), service industry has the practice of prescribed display rules at workplace or generally show expectations regarding emotional expression. A usual rule which requires by employees i.e. maintaining absolute positive expression while interacting with the customer

is called service with-a-smile rule, (Grandey, 2003). In the workplace, display rules govern when & how specific emotions are to be expressed. Emotional labor includes two processes, first is suppressing actual negative emotions and faking forged positive emotions (Glomb&Tews, 2004). Employees giving customer services, when faced with uncivil or aggressive customers the would frequently need to manage emotions in order to provide good customer service. Previous research has shown that when a customer is being demanding then service providers perform emotional labor at all levels including smiling and greeting customers politely to hide annoyance (Grandey, Fisk, & Steiner, 2005). Direct impacts towards employee well-being have been shown by faking positive emotions and suppressing negative emotions (e.g., Grandey, 2003; Goldberg & Grandey, 2007), and these procedures of emotional labor can drive relationship and results analyzed in current study.

Thus, we suggest that emotional labor directly influence the workplace incivility the experience of incivility, from this. Conservation of resources (COR) theory model is consistent with Hobfoll and Freedys (1993), and explains that individuals opt conserving their resources if possible. when faking and suppressing of emotions are required, people become exhausted and act in uncivil way on the workplace employees face when the resources cannot be conserved. It means that increase in emotional labor will cause to increase in incivility at workplace. Based on above discussion the following hypothesis is proposed;

H$_1$: Emotional labor of employee is positively and significantly associated to workplace Incivility.

2.2 Emotional Exhaustion as a Mediator

According to Maslach and Leiter (2008) and Shirom (2003), emotional exhaustion refers to reduction of individuals ability to maintain coping resources, essential for meeting job demands and performance expectations. Wright and Cropanzano,

(1998) stated that emotional exhaustion is characterized by physical fatigue along with persistent sense of mental weariness. According to COR perspective, employees contain certain magnitude of valued resources in their possession and they generally try to obtain, retain then defend these means. When these resources are lost or when the investment of resources fails to resource gain, employees face adverse implications including emotional exhaustion (Tepper, 2000, 2001; Wright and Cropanzano, 1998). In this regard, Wilk and Moynihan (2005) demonstrated a descending spiral of energy loss when employees disburse resources without replenishing them.

Distress reactions such as low energy job-related depression, psychosomatic complaints, and anxiety are similar to the concept of Emotional Exhaustion (Nachreiner, & Schaufeli, 2001). High levels of Emotional Exhaustion can influence the individuals well-being and then it can have a negative contact on the best functioning of any organization (Cropanzano et al., 2003).

According to Maslach et al., (2001), emotional exhaustion mainly occurs due to reduction in individual resources while fulfilling specific requirements including overloading and ambiguity of the assigned role, lack of autonomy etc. Maslach and Jakson, (1986) stated that emotional exhaustion is attributed to augment psychological as well as physical response syndrome that results due to extended frustration, stress and attrition. Emotional exhaustion takes place as workers are observed to be emotionally overextended due to excessive interactions with people. Burnout syndrome' comprises of three different states in which workers feel emotionally spent (emotional exhaustion), exhibit detached attitude for others (depersonalization) and finally face reduced sense of efficacy at workplace i.e. diminished personal accomplishment (Maslach & Jackson, 1986). Likewise, burnout is considered to be constantly connected with physiological and effective outcomes (Burke & Greenglass, 1995; Cherniss, 1992; Lee & Ashforth, 1993; Maslach & Leiter, 1998) and with organizational consequences as well including increased intention to leave, adverse work attitudes and declined performance (Cameron, Horsburgh, & Armstrong-Stassen, 1994; Jackson, Schwab, & Schuler, 1986; Lee

& Ashforth, 1996; Wolpin, Burke, & Greenglass, 1991; Wright & Bonett, 1997; Wright & Cropanzano, 1998).

Brotheridge and Grandey (2002) have observed frequency, variety, intensity and duration for the interactions along with positive display rules, which have been established to positively related with personal accomplishment, nevertheless, not related with depersonalization and emotional exhaustion. Hiding adverse emotions has been only factor that has connection with depersonalization and emotional exhaustion. Researchers have also observed surface acting to be adversely related with the personal accomplishment whereas positively related with depersonalization and emotional exhaustion (Brotheridge & Grandey, 2002). Relationship between deep acting and personal accomplishment was positive only. Many scholars including Hulsheger and Schewe, (2011) have observed negative impacts of emotional labor towards individual well-being.

Interestingly, burnout literature has infrequently taken emotional work demands as predictors of burnout. Although emotional exhaustion is at core of burnout. Preceding studies assumed that reason behind role overload and burnout has been frequency/quantity of interactions with clients/customers (Cordes & Dougherty, 1993; Maslach, 1978). As per Frone (1999), the quality of experiences must also be considered in this regard. Regular communication with people may be exhausting in itself, due to its consequences for workload, however these interaction may also require employees to regulate emotional expressions in assigned ways (Rafaeli & Sutton, 1989). Burnout researchers have acknowledged such lack of attention to emotional nature of interpersonal encounters as predictors of burnout (Cordes & Dougherty, 1993; Schaufeli, Maslach, & Marek, 1993). Current study has employed emotional labor framework as means of clearly investigating emotional demands of work and individual styles of responding, considered to be contributing to the employees stress (Hochschild, 1983).

Other researchers including Westman and Eden (1997) have found that possibility of emotionally exhausted workers to withdraw from the work environment is quite significant and same can be obvious itself by turnover ratio. Present study is just replicating this effect. Researchers like Wright and Cropanzano (1998) have

found relationship between emotional exhaustion and actual turnover. Evidence connecting emotional exhaustion with the performance is quite inadequate. For instance, Wright and Bonett (1997), on the basis of 2 years longitudinal study, observed prediction of job performance at Time 2 due to emotional exhaustion at Time 1. Jones and Best (1995); Leiter, Harvie, and Frizzell (1998); Nowack and Hanson (1983); Quattrochi-Turbin, Jones, and Breedlove (1983); and Wright and Cropanzano (1998) also testified that emotional exhaustion is adversely connected with job performance. Studies examining relationship between OCB and emotional exhaustion could not be found. However, Cropanzano et al., (2001) and Organ (1990) have stated that social exchange theory specifies that disturbed working relationships should produce less OCB directed toward the organization and the supervisor as well.

Maslach and Jackson, (1981) states that emotional exhaustion is a state when employees feel overwhelmed and lose emotional resources owing to their profession. It is considered to be most important constituent of burnout process. Being core aspect of burnout, it defines physical condition and emotional fatigue.

Particularly mentioning, Maslach and Jackson, (1986) has stated that emotional labor can cause emotional exhaustion, wherein someone thinks about depletion of resources along with dearth of energy. Hulsheger and Schewe (2011) in meta-analysis has observed that employees experience emotional dissonance (disparity between felt and expressed emotion) when they have to perform surface acting. This not only causes a psychological strain but also brings emotional exhaustion. In addition, surface acting demands psychological efforts in order to follow display rules of the organization and suppress real emotions. Brotheridge and Grandey, (2002) has mentioned that such an efforts, strain and emotional dissonance reduces emotional resource of the individual due to which depersonalized relationships occur, taking towards emotional exhaustion.

Furthermore, empirical evidences of previous research including Martinez-Inigo et al., (2007) and Taxer and Frenzel, (2015), in teaching domain, also supports aforesaid relationship. In this way, we can say that coaches genuine expression is negatively related with the emotional exhaustion.

Employees feel energy devoid and assume depletion of their emotional, when they get emotionally exhausted. They deem to quit their intentions owing to the discomfort at work, aroused by higher level of emotional exhaustion. Additionally, employees may not think to be firmly connected with their organization as they are unable to handle complications arousing from emotional exhaustion, due to dearth of relationship with rest of the people i.e. managers & coworkers at workplace. They further perceive that personal values, skills and career objectives are not compatible with the requirement of front desk service type jobs and the organizational culture, hence, they may not feel any association with their organization. In such situations, they probably possess declined job embeddedness and thereby exhibit absenteeism, lateness and turnover intentions (cf. Holtom et al., 2012; Lee et al., 2004). Employees facing emotional exhaustion remain unable towards performing their responsibilities and suffer from under rated job performance while delivering service (cf. Cordes and Dougherty, 1993). Nevertheless, there exist diverse findings relating to relationship between emotional exhaustion and job performance in the perspective of current literature.

As per Leiter and Maslachs process model of burnout (1988), environmental stressors including excessive job demands may cause surge in emotional exhaustion levels of an employee. In this context, job demandsresources model of burnout proposes strong impact of excessive job demands on employees in the shape of strain (Demerouti et al., 2001). Resultantly, control model of demand management states that employees face physiological as well as psychological costs including emotional exhaustion while trying to maintain performance levels (Hockey, 1993, 1997). According to the researchers like Pines and Aronson, (1988) and Schwarzer, Schmitz, and Tang, (2000), emotional exhaustion is distinguished by energy loss, chronic fatigue, debilitation and feeling of being worn out, for example, the relationship of time pressure or workload with exhaustion is principally significant, as researches like Buchanan, (2010), Hargreaves, (2003), Lindqvist and Nordanger,(2006) and Smithers and Robinson, (2003) have reported an increasing number of work assignments and accelerated work speed in teaching profession. As per manifestation of emotional exhaustion, it is unwillingness for going to work usually and fearing of

work itself particularly. Resultantly, employees facing emotional exhaustion prefer to be aside from exhausting working environment, demonstrating high turnover intentions and distress. As a whole, all aforesaid aspects lead towards workplace incivility. Empirically, it is established that emotional exhaustion is predictor of different outcome variables such as workplace incivility. Emotional labor is considered to be stressful course that may cause exhaustion. Pugliesi, (1999) has stated that sense of deceptiveness, mismatch between actual and imitated feelings, mediates adverse outcomes of emotional labor and appeared in the form of workplace incivility. Scholars have found evidences that emotional labor is among sources of job stress & workplace incivility (Brotheridge & Grandey, 2002; Kim, 2008; Kruml & Geddes, 2000;, Morris & Feldman, 1997; Pugliesi, 1999 and Wharton, 1993).

According to Leikas and Ilmarinen, (2016), conscientious behaviors that exemplify interactions at workplace, simultaneously as connected with positive mood and less exhaustion following an interaction, such behaviors cause higher exhaustion after making wait for almost three hours. Similarly, Fiske and Taylor, (2008) contained that extraverted and reliable behaviors are usually deprived emotionally and accrue over time, resulting into a happy but tired person.

Maslach and Jackson (1981) has stated emotional exhaustion as feeling of being emotionally overstretched and subsequently exhausted due to work of the others. According to Cordes and Dougherty (1993), it happens often during performing of some sort of people-work. Jonge and Dormann (2003) contained that service professionals have to encourage wellbeing of clients. This imposes a diverse range of cognitive, behavioral and emotional demands. For instance, such employees are inclined to emotional labor as employers mostly demand them to display desired emotions while interacting with the clients (Arnold & Barling, 2003). It gives rise to job division, particularly although required emotions dont imitate employee's actual feelings. In service sector, employee face both physical and emotional depletion mainly due to continuing hassles and excessive customer demands (Wright & Cropanzano, 1998). In fact, employees in service sector recurrently face adverse customer feedbacks and their spoken anger as well which sort emotional exhaustion (Cordes &Dougherty, 1993). According to COR theory, emotional exhaustion

takes place when workers perceive to unable to perform jobs (Halbesleben &Buckley, 2004; Janssen et al., 2004). Wright and Hobfoll, (2004) contained that when workers believe insufficiency of resources to fulfill job requirements or personally invested efforts becomes unable to provide expected results, emotional exhaustion occurs.

Employees facing emotionally exhaustion often feel to be stranded, lose their self-esteem and deficiency towards achievement (Cordes and Dougherty, 1993; Moore, 2000). They become anxious for going to the work and subsequently develop frustration regarding their incapability to exhibit eagerness and concentration towards job (Babakus et al., 1999). Additionally, such employees mostly change adverse insolences towards clients, organization, occupation and even themselves (Cordes and Dougherty, 1993). This can better clarify how these personnel become disgruntled with assigned jobs (Abraham, Lee and Ashforth, 1998,1996).

Brkich et al., (2002) and Singh and Greenhaus, (2004) argue that job satisfaction and performance is related to match between individual capabilities and work requirements. In case of positive match between employee skills and job requirements, employees remain contented through their work (Brkich et al., 2002; Singh and Greenhaus, 2004). Contrarywise, when an employee realizes mismatch of his abilities to meet job demands, he becomes unhappy and develops feeling of emotional exhaustion. In this regard, empirical research of Halbesleben and Buckley, (2004), Janssen et al., (2004), Wright and Hobfoll (2004) show high emotional exhaustion when workers perceive to be incapable for job. This emotional exhaustion may further enhance state of frustration (Babakus & Jaramillo et al., 1999,2006).

According to Babin & Boles (1998), frontline workers often remain underpaid and perform long with unbalanced schedules. Besides, they also experience dissenting demands from their peers, supervisors and clients and further face insufficient information for effectively performing their tasks (Singh, 2000). These kinds of job demands accompanied with insufficient job resources such as lower levels of supervisory support and trainings, low wages, lack of authorization and finally unsuitable reward system (Deery & Shaw, 1999; Ross & Boles, 1994; Yavas et al., 2004) reduces energy as well as psychological capitals and ultimately makes

employees emotionally exhausted. In contrast, accessibility of necessary job resources flourishes learning and development of the employees (Schaufeli & Bakker, 2(X)4), enables them to consider their situation less stressful and threatening as compared with the circumstances, scarce in resources. Dormann and Zapf, (2004) has contained that this also makes them less exhausted. According to researchers including Brashear, Lepkowska-White, and Chelariu, (2003), Ito and Brotheridge, (2005), Zellars, Hochwarter, Perrew, Miles, and Kiewitz, (2001), job demands and related resources are also strongly connected with employees turnover intentions. Emotional exhaustion badly affects abilities of the front desk employees towards providing good customer services (Babakus, Cravens, Johnston, & Moncrief, 1999; Wright & Cropanzano, 1998). Boles et. al, 1997 and Karatepe, (2006) contained that Emotional exhaustion also causes turnover intentions among the victim employees.

Few interruptions, although may be ok, but can bring obstacles for an individuals ability for job completion (Jett & George, 2003) and also reduce control towards work environment (Luong & Rogelberg, 2005). Likewise, interpersonal interactions demand regulating self-emotions, monitoring of others emotions and finally keeping in mind personal histories.

Employees having job stressors similar to high workload and emotional dissonance typically suffer emotional exhaustion and high need for recovery (De Croon, Sluiter, & Blonk, 2004; Zapf, Seifert, Schmutte, Mertini, & Holz, 2001). Job stressors may increase emotional exhaustion with extreme need for recovery as individuals have to exert additional energy and adjust emotions to meet job demands, when challenged with these stressors (Zohar, Tzischinski, & Epstein, 2003). Whereas these dynamics uncover during performing of assigned tasks, job stressors may influence emotional exhaustion alongside the need for recovery via another way as well. The above-mentioned way refers to trouble in psychologically detaching from work during non-work time, i.e., inability to evade job-related thoughts while being away from the organization (Sonnentag & Bayer, 2005). Hence, we advocate that job stressors hardly make psychological disinterest from work, which subsequently gets related to emotional exhaustion with high need for recovery.

Emotional exhaustion in the current research, thus referring to thoughts of being excessive burden of work and exhausted of emotional and physical resources of individuals (Schaufeli, 2001). Hence, just emotional exhaustion will be used in the current study as mediator. According to Sliter et al., (2011), customer incivility, in comparison with coworker incivility, reduces emotional resources of the employee and causes emotional exhaustion. Grandey et al. (2004) initiates that the employees face higher level of work stress who repeatedly deals with rude customers and also experience emotional exhaustion. Sliter et al. (2011) found that frequent happening of customer incivility enlarge job pressure, thus rising emotional exhaustion. Study has revealed that customer incivility can leads towards emotional fatigue which further results into unconstructive individual and organizational outcomes (Ferguson, 2012).

Employees suffering from emotionally exhaustion hold adverse work attitudes, which can be identified by clients and eventually reduces customer satisfaction (Grandey et al., 2004). Our study suggests that organizational deviance is an additional adverse concern arising due to emotional exhaustion. Organizational deviance is generally described as behavior of an employee that commits violation of important organizational norms and threatens well-being of an organization as well (Robinson and Bennett, 1995). Organizational deviance has been an attractive area of study due to its known influence towards employee productivity along with organizational presentation (Colbert & Dunlop and Lee, 2004). Unsatisfied employees having negative impressions of work situations may violate organizational norms and withhold their efforts, hence, causing business inefficiencies. Scholars and experts, both are equally interested in examining the emotional exhaustion and evaluating the techniques of reducing its adverse effects. Different issues that can effect emotional exhaustion, may be grouped as individual characteristics and organizational issues. Common organizational variables that may contribute towards emotional exhaustion are role engagement, workload, role ambiguity and work strain (Witt ,Wright and Hobfoll, 2004).

Ambiguous intent to harms others or ignoring someone, raises ones voice upon others, or targeted others without any reason linked with the adverse implications

like higher emotional exhaustion (Sliter et al., 2012). When employees are emotionally exhausted they have negative feelings i.e. frustration & irritation, feeling pressure to handle the responsibilities of job, negative and judgmental thoughts towards co-workers and organization, having strained relationship with others. Emotionally exhausted workers lack cognitive resources to be civil and thereby treat clients in an uncivil manner (Baumeister, 2001). For example, highly emotional exhausted workers are engaged in higher levels of incivility, organizational deviance along with different forms of counterproductive work behaviors. COR theory delivers significant support for learning prolonged emotional exhaustion. This framework proposes that emotional exhaustion perhaps happens as a result of any apparent risk of resource damage, a real resource loss, insufficient resources to meet work demands or when predictable returns could not be gotten on resources investment (Hobfoll, 1988). Researchers have labelled resources as personal characteristics, objects, energies, conditions etc being valuable for an individual or that works to achieve such objects" (Hobfoll, 1989). Resources can be in diverse forms like job enhancement opportunities, social support, level of autonomy, established behavior-outcome (i.e., reward) contingencies and extent of participation in decision making (Lee & Ashforth, 1996). Examples of work demands comprises of role ambiguity, workload level, conflict of assigned role and traumatic events. From employees viewpoint, main decision becomes finding and hoarding those resources, obligatory for meeting existing job requirements and provide them protection from additional resource reductions. According to Hobfoll (1989) and Lee and Ashforth, (1996), emotional exhaustion or continued strain arises when employees sense inadequate emotional resources to manage stressors challenging them.

Hobfoll (1989) discovered resemblance between prevalent management perspective about person-environment fit and COR theory. P-E fit theory, alike COR theory, assumes that mismatch of organizational demands and individual resources for achieving the demands firstly gives rise to job stress. Furthermore, if this incongruity is left unchecked, it can make employees emotionally exhausted and also cause different possibly maladaptive implications. Yet, COR theory proposes some

predictions concerning actions of the people and the reason behind these actions when faced with stress. COR theory too envisages that people will feel uneasiness and try to reduce losses. This situation stretches confidence to the investigators in envisioning implications of the emotional exhaustion (Lee & Ashforth, 1996). Leiter (1991; 1993) recommended that emotional exhaustion makes employees to overstate either avoidance or different withdrawal coping mechanisms. Main features of aforementioned withdrawal-related correlates consist of reduced job satisfaction, reduced job performance and voluntary turnover (Lee & Ashforth, 1996). Therefore, by taking the help of COR theory, we expected that the outcomes are meaningfully connected with emotional exhaustion.

When workers face permanent and excessive emotional demands and also supposed to exhibit assigned emotional responses, they can sense feeling of exhaustion. Subsequently, they minimize cognitive and emotional involvement towards work and also exercise depersonalized behaviors and attitudes, causing workplace incivility. In this way, they negatively evaluate themselves and also feel less competent towards personal accomplishments and they also react negatively at workplace (Maslach and Jackson, 1986). Emotionally exhausted workers reduce their resources into work and disappear no sufficient resources, leading to incivility. One of the outcomes of emotional exhaustion is work place incivility. Research have also pointed out that there is association in linking emotional labor, workplace incivility and emotional exhaustion. So in this study we use emotional exhaustion as mediator in relation to emotional labor and workplace incivility. Based on above discussion the following hypothesis is proposed;

H$_2$: Emotional exhaustion mediates the relationship between emotional labor and workplace incivility.

2.3 Psychological Capital as a Moderator

Positive organizational behavior is defined as study & subsequent implementation of positively oriented strengths and psychological capacities of human resources

that are measurable, developed and managed effectively to improve performance (Luthans, 2002). Psychological capital is considered as by (1) self-efficacy (possessing self-assurance for making required efforts to accomplish gigantic tasks (2) being optimistic about success both at present and in future (3) determined for achieving goals and redirecting paths leading towards goals if required for achieving success and (4) go for resilience when affected by problems or adversity for being succeeded (Luthans et al., 2007).

Human capital include psychological capital, intellectual capital, emotional capital and social capital (also known as PIES)by(Fitz-Enz, 2000). While talking about human issues in the organizations, psychological capital is among most significant human capital subsets, which is defined by Luthans and Youssef, (2004) as positive state of mind displayed during phase of development and growth of an individual. Psychological capital has four aspects including self-efficacy, resiliency, and optimism and finally hope. Optimism characterizes positive events to permanent, pervasive and internal causes whereas negative events to temporary, situation specific and external causes (Luthans& Youssef, 2004). An optimistic worker makes efforts and stands with the organization towards attainment of goals both at individual as well as organization level by they always be confident about the present and future. According to Martin-Krumm, et al., (2003), Psychological capital has a dimension of optimism and has great connection towards employees improvement and organizational performance. Self-efficacy is referred to the conviction of an individual regarding his/her abilities for mobilizing cognitive resources, motivation and line of actions required for accomplishment of any particular assignment within any defined context. With self-efficacy or more particularly speaking self-confidence, employees make efforts to accomplish all assigned tasks and always accept their responsibility and challenging assignments. Stajkovic and Luthans, (1998) has stated that self-efficacy dimension of psychological capital has been observed to be significantly associated with outcomes/results by the employees. Snyder et al., (1991) has discussed fourth dimension as hope that states to positive motivational state based on sense of successful agency derived by interactively (energy of goal-oriented) and pathways (to meet these goals do planning).

Nevertheless, research in PsyCap is at emerging stage, we propose to review, reconsider and perform meta-analysis right now, instead of waiting for possible syndromes towards theory building along with measurement (Hackman, 2009), or what researchers including Glick, Miller, and Cardinal, (2007) have called dis-consensus. These already exists substantial studies about Psy- Cap covering all of its individual components (see Lopez & Snyder, 2009), such as few meta-analyses (Stajkovic & Luthans, 1998a, meta-analysis on efficacy) that normally demonstrates that every component is looked-for within the organization particularly and in real life generally. However, we come to an agreement with Stajkovic (2006) that there may be exclusive added value in meta-analytically probing aggregate of components, as basic construct. Hence, this study aims at providing comprehensive and quantitative review of unpublished and published research till date, regarding impact of PsyCap on different employees outcomes. As deliberated earlier, PsyCap depicts both conceptually (Luthans, Youssef, & Avolio, 2007; Stajkovic, 2006) and empirically (Luthans, Avolio, et al., 2007) to be a core construct. Clearly, it is second-order factor involving shared differences among all written positive psychological resources i.e. hope, optimism, efficacy and resilience. Snyder, Irving, and Anderson, (1991) has defined hope as as a positive motivational state based on interactively derived sense of successful (1) agency (goal-directed energy) and (2) pathways (planning to meet goals). According to Bandura (1997), efficacy is ones conviction (or confidence) about self-abilities to mobilize motivation, cognitive resources and courses of action desired for successful execution of any specific task within a given context (Stajkovic & Luthans, 1998b, p. 66). Luthans, (2002) has defined Resilience as the capacity to rebound or bounce back from adversity, conflict, failure, or even positive events, progress, and amplified responsibility.

Carpenter and Berry (2014) has defined psychological capital as a source of positive Organizational conduct that displays novelty in fashion regarding human resources management along with positive work environment. Employees with rising self-efficacy usually anticipate much higher goals, accept tough pursuits for attaining goals, welcome challenges and make every possible effort for achieving objectives

(Haq, 2014). According to Erkutlu and Chafra, (2013), resiliency is attained through personal development and enables an individual to deal with tragedies, conflicts of life and failures. Hope demands readiness to be successful and evaluate, clarify and pursue different means for attaining success. Existing research states that greater the psychological capital, lesser will be the emotional labor. In case of emotional case, dearth of motivation causes stress, emotional exhaustion and turnover intention (Haq 2014). However, psychological capital can minimize emotional labor along with turnover intentions among employees by increasing hope, self-efficacy, reliance and optimism. Positive psychological capital plays an important part for an organization in reducing cost incurred due to emotional exhaustion along with turnover intention. Certainly, Hobfolls (2002) psychological resource theory has demonstrated PsyCap and its functionality. As per to one view of this theory, few constructs are best comprehended as pointers of wider fundamental factors. Precisely, while an individual construct may be valid with respect to predictive and discriminant validity, it can be more valuable to think it as indicator of somewhat more basic concept. Based on this reason, prevalent constructs in organizational behavior works, are often categorized similarly.

Conceptual framework given by Law, Wong, and Mobley (1998) is used to ascertain how multidimensional concepts relate to any basic factor. Their latent model characterizes psychological capital (PsyCap), we state an advanced level, basic construct carrying all four aspects including hope, efficacy, optimism and resilience. Construct of PsyCap means cohesion between all four dimensions and have conceptual (Luthans et al., 2004; Luthans & Youssef, 2004; Luthans, Youssef et al., 2007) and empirical (Luthans, Avolio et al., 2007) support. PsyCap may be seen as who are you and what you can become in terms of positive development (Avolio & Luthans, 2006) and firmly differentiates from the human capital i.e. what you know, financial capital what you have and social capital who you know (Luthans et al., 2004). PsyCap has been clearly labelled as individuals positive psychological state of development considered by: firstly having self-assurance i.e. self-efficacy for taking on and put in compulsory energies for being effective against challenging assignments; furthermore crating positive provenance i.e. optimism

regarding achievements in present and later in future; thirdly determined toward goals and readdressing paths to goals (hope) to succeed when essential; and s sustaining and bouncing back and even beyond (resiliency) to reach triumph when plagued by glitches and hardship (Luthans, Youssef et al., 2007).

Term psychological capital has been simply used in this study to represent motivational tendencies of the individuals accruing through positive psychological constructs including hope, optimism, efficacy and resilience. Positive psychologist Csiks zentmihalyi (Kersting, 2003) observed that aforesaid psychological capital is generally developed following investment pattern based on psychic resources resulting into attainment of experiential rewards from current along with increasing possibilities benefits in future. As discussed Psychological capital is individual resource that helps him in coping negative emotions. Previous studies show that psychological capital used as moderator between emotional labor and burnout/job satisfaction (Francis Cheung, Catherine So-kum Tang & Shuwen Tang. 2011). When employees have high PsyCap, they are equipped with extra resources to handle their work tasks on top of the positive outcomes derived from these emotional labor strategies.

Luthans, Avolio, et al. (2007) stated that PsyCap can better predict job satisfaction and performance as compared to discrete factors like hope, efficacy, optimism and resilience. According to Luthans, Avey, and Patera (2008), PsyCap is open to change owing to its state-like nature and therefore, may be developed through training interventions. Consequently, researchers have examined impact of PsyCap towards organizational behaviors. Previous studies have focused relationship between PsyCap and different behaviors at workplace. This research suggests that workers with higher PsyCap, possess psychological resources, probably producing positive organizational behaviors. For instance, PsyCap is connected with enhanced performance, satisfaction (Luthans, Avolio, et al., 2007), commitment (Luthans, Norman, Avolio, & Avey, 2008), and well-being (Avey, Luthans, Smith, et al., 2010). Besides increasing positive workplace behaviors, PsyCap has also reduced adverse workplace behaviors.

Based on sample from multiple industries, it has been observed that psycap has been quite effective in eliminating stress symptoms which includes aggression and difficulty in finding peace. Therefore, it looks that it has the ability to moderate the relationship between stress and incivility. Though Avey et.al., (2009) explained the relationship between psycap and stress in their landmark study, yet ours is the very first study that takes psycap as moderator in the relationship between occupational stress and CWBs. It is proposed that under high level of psycap tha stress will have lesser influence over incivility and vice-versa.

Finally, recent studies suggest that when testing moderating effect, it is important to consider the nature of the stressors, resources, and strains. According to Daniels and de Jonge (2010), job demands, job resources, and job strains each contain cognitive, emotional, and physical elements. Based on the matching hypothesis proposed by de Jonge and colleagues (Daniels & de Jonge, 2010) Noordam, 2008), moderating effects is more likely to occur when there is a match between components (e.g., cognitive resource and cognitive strain).However, when there is a mismatch between resources and strain (e.g. cognitive resource and emotional strain), the moderating effect will be less likely to occur. When psychological capital exist it will weaker the effect of emotional labor and emotional exhaustion. Lower or absences of psychological capital will ultimately results in high emotional labor and exhaustion in employees which leads to incivility at workplace. So on the base of this discussion we use Psychological capital as moderator in relation to emotional labor and emotional exhaustion. Thus we propose following hypothesis:

H₃: Psychological capital moderates the relationship between emotional labor and emotional exhaustion; such that if Psychological capital is high then the relationship between emotional labor and emotional exhaustion would be weaker.

2.4 Theoretical Framework

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        ┌─────────────────┐
        │  Psychological  │
        │                 │
        │     Capital     │
        └────────┬────────┘
                 │
                 │
                 ▼
┌───────────┐  ┌───────────────┐  ┌──────────────┐
│ Emotional │  │   Emotional   │  │  Workplace   │
│           │─▶│               │─▶│  Incivility  │
│   Labor   │  │  Exhaustion   │  │              │
└───────────┘  └───────────────┘  └──────────────┘
```
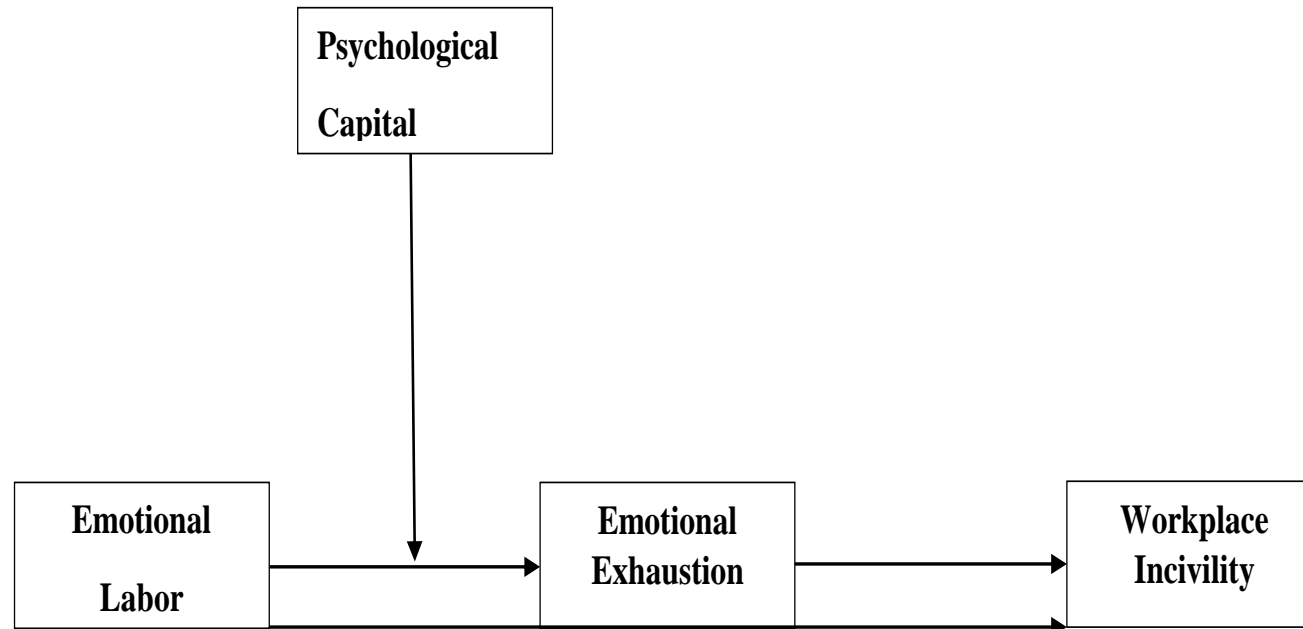
FIGURE 2.1: Conceptual Model

2.5   Research Hypothesis

H$_1$: Emotional labor of employee leads to workplace Incivility.

H$_2$: Emotional exhaustion mediates the relationship between emotional labor and workplace incivility.

H$_3$: Psychological capital moderates the relationship between emotional labor and emotional exhaustion; such that if Psychological capital is high then the relationship between emotional labor and emotional exhaustion would be weaker.

Chapter 3

Research Methodology

Research methodology is the third section of academic composition. The methodology chapter explains the procedure of research study. This chapter includes different categories in order to test the suggested theoretical model. It includes methodology, research instruments, and sample size, reliability of the variables, sources and data collection method.

3.1 Research Design

It is inclusive path that researchers adopted is research design to answer the research questions or testing the hypothesis (Polit, 2001).This is a causal effect study and will examine relationship of emotional labor on workplace incivility of employees working in different banking sectors in Pakistan. It also examines one possible mechanism i.e. emotional exhaustion through which emotional labor causes workplace incivility in employees, and also examines one possible moderator psychological capital that moderates the relationship between emotional labor & emotional exhaustion. Pre-specified questionnaire is used to collect data, this study is entirely quantitative in nature. The data is gathered in specific time period is called onal study.

The questionnaires were conducted by employees working within banks such as united bank, Habib bank and Allied bank ltd.

3.1.1 Study Setting

Any place where investigation has been accompanied is defined as study setting. This research is conducted from banking sector.

3.1.2 Unit of Analysis

Individuals, in the form of employees are part of unit of analysis in the present study. This research aims at analyzing impact of emotional labor on workplace incivility.

Through emotional exhaustion as a mediator along with psychological capital as a moderator, primary emphasis is on the worker/employee who has to make balance between job and emotions. The emotionally exhausted individuals result in workplace incivility or become Emotional in job domain and result in negative workplace incivility.

3.1.3 Time Horizon

'Fixed time period' towards completion of certain research is taken as the time horizon. There are two types of time horizon i.e. longitudinal and cross-sectional research. Analyzing data for a time period, that may cover several years, is the longitudinal research. On the other hand, cross-sectional research is conducted through analysis of the data at any specific point of time. In this study, data has been collected in a specific time period thus this study is cross-sectional.

3.2 Population and Sample Size

Consent for obtaining data by workers of the organization was granted, by manipulation of prepared questionnaires, the researcher approached management of the organization, keeping in view constituent of the study. Emotional labor, Emotional exhaustion, Psychological capital and workplace incivility questionnaire in English language had been distributed and explained according to the education

level for the better understanding among 250 employees overall 250 questionnaires were distributed out of which 200 completed questionnaires were received by the professional staff members of above mentioned organizations which is 80% of the distributed questionnaires, which is appropriate sample size as per Krejicie, & Morgan (1970).

The result shows that female respondents are more in number than male in banking sector need field work which is mostly not preferred by female in our society. The filled questionnaires were concealed for correctness and 50 of these questionnaires were not properly filled, and not suitable to be used for the study analysis. All the questions are very interesting and easy to understand. All employees perceived this research topic very interesting and thereby they were ready to fill given questionnaire freely.

Collection and analysis of data from every respondent is very difficult. Convenience sampling is among non-probability sampling. Social sciences involve convenience sampling in research studies for the collection of selective data. Convenience sampling was chosen to overcome time and resource limitation for this study. In fact, it is to make sure that data collected represents population of all workers from different department of banking sector.

3.3 Scale Used

Five likert scales have been used in present study. Human attitude can be measure by using scale.57 items of four variables have been filled by respondents in the survey of the questionnaires.

3.3.1 Emotional Labor

The 14 items scale developed by Brotheridge and Lee (2003) has been used in order to determine emotional labor on five likert scale that ranges from1 to 5 as strongly disagree to strongly agree. Sample items of the scale are: Display specific emotions

required by your job, Express intense emotions, Express many different emotions, Resist expressing my true feelings, Hide my true feelings about a situation.

3.3.2 Emotional Exhaustion

The 9 items scale developed by Kokkinos, (2006) was used to determine emotional exhaustion

On five likert scale ranging to 1= strongly disagree to 5= strongly agree. Sample items of the scale are: I feel frustrated by my job, Working with people directly puts too much stress on me, I feel emotionally drained from my work, I feel fatigued when I get up in the morning and have to face another day on the job, I feel used up at the end of the workday.

3.3.3 Psychological Capital

The 24 items scale developed by Luthans et al., (2007) was used to determine psychological capital on five likert scale that ranges from1= strongly disagree to 6= strongly agree. Sampl ites were: "I feel confident analyzing a long-term problem to find its solution", "I feel confident in representing my work area in meetings with management", "I feel confident contributing to discussions about the organization's strategy". The items of psycap manifest that it measures the employees level of readiness to find out problems in the organization, their willingness to resolve those problems, and the extent to which they feel confident in addressing and making sure that the problems are resolved, and the situation is rectified. the scale of psycap measures the level of hopefulness of individuals in way of difficult situations. It also measures the level of one's confidence in his/her abilities to solve problems and discover new solution. another important thing that the scale of psycap measures is the level of individual resilience, which is also one's flexibility and strength to face diversity and handle problems. Finally, it measures one's way of approaching to situations and the way he/she looks at different situations. Individuals high on psycap view the positive and brighter side of the picture and attempt to approach various situations with a positive mindset. Combining all

the dimensions of psycap, the scale is widely used as a valid measure of assessing psycap in various settings.

3.3.4 Workplace Incivility

Cortina et al., (2001)developed the 10 items scale is used to determine workplace incivility on five likert scale ranging from 1= strongly disagree to 5= strongly agree. The items include: Put you down or was condescending to you in some way, Addressed you in unprofessional terms, Doubted your judgment in a matter over which you have responsibility, Made unwanted attempts to draw you into a discussion of personal matters, Made jokes at your expense.

3.4 Data Analysis Tool

In this study IBM SPSS (Statistical Package for the Social Sciences) version 21.0 was used for analysis of the data which is collected through questionnaire. Correlation and mediation tests were used to analyzing the collected data.

To examine the strength of relationship between the variables by using correlation analysis. How independent variable causes change in the dependent variable by using the regression analysis.

TABLE 3.1: Instrumentation, Sources, Items Reliabilities

Construct	Reliability	Sources	No of items
Emotional Labor (IV)	.820	Brotheridge & Lee (2003)	14
Emotional Exhaustion(Med)	.717	Kokkinos (2006)	8
Psychological Capital(Mod)	.770	Luthans (2007)	24
Workplace Incivility(DV)	.719	Cortina (2001)	10

Out of 200 total respondents, 109were female and 91 were male making their percentage of the overall sample 54.5 and 45.5. As expected female employees were more in numbers than their male colleagues. The respondents having age between 18-25 were 10, while respondent having age between 26-33 were 121. Among 200 respondents most were young.

The middle age respondents from 34-41years were 63 and the respondent's between 42-49 and 50 and above were 6 and 0 respectively. As for the qualification of respondents in terms of

number of years Inter 11(5.5%) ,70 (35%) were bachelor, 55(27.5%) were Master, 52 (26.%) were MS/M.Phil, 12(6%) were PHD. As most of the respondent in age table are young. So respondents having experience of 0 -5were 107(53.5), 6-10years were 81(40.5), for 11-15 were 11(5.5), and greater than 15 were 1(0.5).

TABLE 3.2

Variable	Frequency	Percent
Gender		
Female	109	54.5
Male	91	45
Age		
18-25	10	5
26-33	121	60.5
34-41	63	31.5
42-49	6	3
50 and above		
Qualification		
Inter	11	5.5
Bachelor	70	35
Master	55	27.5
MS/M.Phil	52	26
PHD	12	6
Experience		
0-5	107	53.5
10-Jun	81	40.5
15-Nov	11	5.5
>15	1	0.5

3.5   Analytical Techniques and Tools

Reliability test, Descriptive test; Correlation and Regression analysis were used under analytical techniques and tools statistical calculations were conducted through software package SPSS version 20.0. Mediation and moderation analysis were run on SPSS using the plug-in of Process software by preacher and Hayes.

Chapter 4

Results

This chapter includes descriptive statistics, correlation analysis, mean, moderating and mediating regression analysis; involves description of each hypothesis along with results, discussion and summary of hypothesis.

4.1 Descriptive Statistics

A numerical description of characteristics of data in meaningful order is known as descriptive statistics. Descriptive statistics is in fact summary of data. For this purpose table is created that involves minimum, maximum values along with standard deviation, mean.

TABLE 4.1: Descriptive Statistics

Variables	Sample Size	Min	Max	Mean	Std. Deviation
Emotional Labor	200	2	4.79	3.71	0.656
Emotional Exhaustion	200	1.11	5	3.05	0.937
Psychological capital	200	3.42	5.63	4.68	0.45
Workplace Incivility	200	2	4.6	3.66	0.598

This table shows the descriptive statistics of the variables under study. This table involves minimum, maximum values along with mean, standard deviation. The first column includes the information of variables; sample size locates in second column, minimum and maximum values of the data come under third and fourth column. 4 represent maximum values for gender and measured in two categories: 1 for male and 2 for female This study were measured in values from 1 to 5 of all four variables. The independent variables (emotional labor) undergo standard deviation and mean having values 3.77, .460. The dependent variable (workplace incivility) has a standard deviation and mean of values 3.67, .711. A mean of 3.66 shows by mediator (emotional exhaustion) and a standard deviation of .765 whereas (Psy cap) which is the moderator has standard deviation and mean of 4.68, .450 respectively.

4.2   Correlation Analysis

Correlation Analysis Correlation analysis shows association among variables in term of direction and strength. In correlation analysis two or more variables are correlated. The main focus of this analysis is to find out the extent to which two or more variables fluctuate together. Positive correlation specify the extent to which those variables increase or decrease in parallel; a negative correlation specify the extent to which one variable increase as other decrease. Correlation coefficient is calculated by using Pearson correction analysis usual approach for analyzing dependence among two quantities. Correlation coefficient limit range within -1.00, +1.00(+1.00 indicates perfect positive correlation and -1.00 indicates perfect negative correlation). However, strong/high correlation having values range from -1.0 to -0.5, value ranges from -0.5 to -0.3 or 0.3 to 0.5 come under moderate correlation while the value ranges from-0.3 to -0.1 or 0.1 to 0.3 involve in weak/low correlation but if correlation between two variables is 0 then no correlation exists within variable.

TABLE 4.2: Correlations

Variables	1	2	3	4
Emotional Labor	1			
Emotional Exhaustion	.198**	1		
Workplace Incivility	.715**	0.007	1	
Psychological Capital	.169**	0.108	-0.042	1

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

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

(EL= Emotional Labor, EE= Emotional Exhaustion, PSYCAP= Psychological Capital and WI= Workplace Incivility)

Table 4.2 shows the correlation among variables in present study. Correlation between Emotional labor and Emotional Exhaustion is low and significant with (r=.198**), Correlation among Emotional labor and workplace incivility is high and significant with(r=.715**), Emotional Labor is low and significantly correlated with psychological capital with(r=.169**), Correlation between Emotional exhaustion and workplace incivility is low and significant with(r =.007), Emotional exhaustion is significantly related to psychological capital with(r= .108), Correlation among Psychological capital and workplace incivility is low and negative with(r=- -.042).

4.3 Mediation Analysis

To analyze and further interpret the process of describing an established relationship between the dependent & independent variables, along with involvement mediator variable (third hypothetical variable) by trying mediator model on it. Mediation analysis was run through SPSS using the plug-in of PROCESS software by Preacher and Hayes. The current study have used mediator between the

emotional labor(IV) and workplace incivility (DV) i.e. emotional exhaustion is as the medium.

TABLE 4.3: Mediation Analysis

Effect	Effect Size	S.E	t	p	LL95%CI	UL95%CI
Total Effect	.65	.04	14.37	.00	0.56	0.74
Direct Effect	.67	.04	14.89	.00	0.58	0.76
Indirect Effect	-.02	.01	-	-	-0.06	-0.00

S.E = standard error, LL = lower limit, UL = upper limit, CI= confidence interval

Table 4.3 describe the findings of the mediation analysis that includes collective figure of direct & indirect effects. According to Preacher and Hayes (2008) mediation analysis was run by using the method of boot strapping. With 5000 bootstrap re- samples were used for this analysis, have 95% confidence intervals. The emotional labor and workplace incivility relation explained by the total effect turning out to be (0.65) and there exists no zero value between LLCI (.56) and ULCI (.74). The impact of emotional labor and emotional exhaustion on workplace incivility represented by direct effect which turned out to be .67 and there exists no zero value between LLCI(.58) and ULCI (.76). The effect size in the presence of mediation variable i.e emotional exhaustion turned out to be -.02 with no zero value lying between LLCI(-0.00) and ULCI (-.06). A significant relationship is determined through non-existence of zero value between both upper as well as lower boot limits ,consistent with Preacher and Hayes (2008).

Based on these results, it is concluded that emotional labor is positively associated with employees' workplace incivility; moreover, emotional exhaustion mediates the said relationship, leading to the acceptance of hypotheses one and two.

4.4   Moderation Analysis

A moderator is a variable that specifies condition under which a given predictor is related to an outcome. Moderation implies an interaction effect, where introducing a moderating variable change the direction or magnitude of the relationship between two variables. In moderation, model 1 from process macro by Hayes has been used. The number of bootstrap resample was 5,000 and bootstrap results were tested at 95% confidences interval.

TABLE 4.4: Moderation Analysis

R2 Change	F	Sig	LLCI	ULCI
0.028	5.93	0.02	0.09	0.41

LL = lower limit, UL = upper limit, CI= confidence interval

The bootstrapping method was also using to a moderation test by Preacher and Hayes (2008). 5000 bootstrap re- sample were used for this analysis, with 95% confidence intervals. In the table 4.3 reports the results of moderation analysis taking psychological capital as a moderator between emotional labor and emotional exhaustion. The resulting value of R2 Change (0.028) is negligible with significant p value of 0.015; and also with lower value is 0.09 and upper value is 0.41. Hence, hypothesis three has been accepted as psychological capital negatively moderate the relationship between emotional labor and emotional exhaustion.

4.5 Summary of Hypothesis

Table 4.5: Summary of Hypothesis

Hypothesis	Proclamations	Outcomes
H$_1$:	Emotional labor is positively associated with Workplace incivility.	Accepted
H$_2$:	Emotional exhaustion mediates the relationship between Emotional labor and Workplace incivility.	Accepted
H$_3$:	Psychological capital moderates the relation between emotional labor and workplace incivility such that if psychological capital is high the relation between labor and workplace incivility becomes/gets weakened.	Accepted

Chapter 5

Discussion and Conclusion

5.1 Discussion

This portion involves discussion on results obtained in above mentioned chapters. This chapter pertains to relationship of the current findings in connection with the previous studies. An analysis to the effect that how it differs from the existing studies has also been made along with effectively describing significance of current study.

5.1.1 Discussion on Research Question No 1

Question 1:

What is the relation between emotional labor and workplace incivility?

The results of this study affirmed that emotional labor is positively and significantly related with workplace incivility. These findings suggest that workplace incivility is increased with the increasing level of emotional labor. Employees manage their emotions at the workplace through a process called emotional labor. According to Diefendorff, Richard, and Croyle, (2006), service industry has the practice in vogue to display rules/expectations regarding emotional expression at workplace. Existing studies demonstrate that upon being demanding by the customers, service providers generally exercise both processes of the emotional

labor. For example, workers should hide annoyance through smile and treating customers gently (Grandey, Fisk, & Steiner, 2005) than incivility can occur. Previous research shows that emotional labor, job stress and burnout are related to employees' turnover intention, just as workplace incivility. Therefore, this study built up the significance of emotional labor in the s for increasing workplace incivility.

The substantiation of the hypothesis depicts that emotional labor is a prominent workplace hindrance in making employees able to smoothly carryout their work activities. An important outcome of emotional labor has been empirically verified in the form of workplace incivility. This implies that emotional labor can be detrimental when employees chose to act in a hostile manner in response to it and further confirms that it is not limited to influence only performance and productivity outcomes. In this way, it can be inferred that emotional labor is harmful for a healthy and harmonious workplace environment and the presence of higher levels of emotional labor can bring uncivilized behaviors in employees which may have negative outcomes at individual, workgroup and organizational level.

5.1.2 Discussion on Research Question No 2

Question 2:

Does emotional exhaustion mediate the relation between emotional labor and workplace incivility?

The study also identified the mechanism through which emotional labor affects workplace incivility. Emotional exhaustion was proposed as the mediating mechanism between the association of emotional labor and workplace incivility. This mediating mechanism was supported through empirical evidence of the data. It is found that emotional labor positively and significantly cause emotional exhaustion. Hulsheger and Schewe (2011) noted that employees more likely experience emotional dissonance when engaged in surface acting. This results into psychological strain and finally emotional exhaustion. Emotional dissonance and aforesaid

strain both reduce individual emotional resources, lead towards a depersonalized relationship and finally emotional exhaustion (Brotheridge & Grandey, 2002). The literature shows that emotional exhaustion has been associated with work outcomes such as stress and decreased job satisfaction (Wright and Cropanzano, 1998), withdrawal behaviors (Deery et al., 2002), and general decline in mental health (Ramirez et al., 1995). It is also found that emotional exhaustion increases workplace incivility. In this way it is empirically established that emotional labor through the mechanism of emotional exhaustion increases workplace incivility.

It can be explained through Conservation of Resources theory. The theory suggests that in the presence of some triggering situation, the resources available to an individual will start to drain and hence will bring negative outcomes. In our case, emotional labor is a situation which drains the resources of employees in the form of emotional exhaustion, which result in workplace incivility as a result of such resource drainage.

5.1.3   Discussion on Research Question No 3

Question 3:

Does psychological capital play a role of moderator in the relationship of emotional labor and emotional exhaustion?

It was proposed that psychological capital moderates the relationship between emotional labor and emotional exhaustion in such a way that direction of their relationship changes from positive to negative. Previous research regarding Psy-Cap has categorically proved that it has positive relationship with employee satisfaction, performance and commitment (Luthans et al;2005, 2007a; Larson and Luthans 2006). The present research extends additional grounds that there is significant role of PsyCap in the positive organizational and individual work outcomes. According to the research, psychological capital has positive relationship with the performance (Luthans et al., 2005; Luthans, Avolio et al., 2007), satisfaction (Larson & Luthans, 2006; Luthans, Avolio et al., 2007), and negative relationship with the absenteeism (Avey, Patera, &West, 2006). This study is the

only one for examining impact of psychological capital in relationship between climate and performance. It is found that psychological capital negatively and significantly moderate between the emotional labor and emotional exhaustion. In our current research it is empirically proved with significant relationship.

The moderation of psycap in the relationship between emotional labor and emotional exhaustion has been supported by study results and is supported by CoR theory as well. It can be viewed from the angle that when emotional labor start playing role in emotional exhaustion, all employees will not be affected equally. This implies that individual differences will come into play when employees experience emotional labor (a workplace resource drainage variables) which is in line with CoR theory. The study results empirically verified that psycap moderates between emotional labor and emotional exhaustion such that in the presence of high psycap the relationship well be weaker and vice-versa. This implies that employees having high psycap will be less intensely affected by emotional labor and those low on psycap will be relatively more intensely affected by emotional labor.

5.2 Implications and Recommendations

5.2.1 Theoretical Implications

The current study has various theoretical implications. First of all, emotional labor and workplace incivility in relationship with emotional exhaustion and psychological capital. Psychological capital may decrease emotional labor and emotional exhaustion of employees which can lead to employee incivility in the workplace. This study has made an important addition to the literature of emotional labor and workplace incivility these variables does not studied together. Secondly, the present study helps to understand the concept of emotional exhaustion that employee face at work. Thirdly, psychological capital relationship is very important for organizational growth and prosperity. Unfortunately, little attention is given to psychological capital that resource they can use to achieve their tasks and also improve performance. When Emotional labor does not express their emotions

as it required employees are in stress and emotionally exhausted and they face workplace incivility by their peer and coworkers. When they use their Psycap employees can manage their emotions in better way and emotional labor decrease and also emotional exhaustion and workplace incivility decreases organizational performance and outcome will increased in positive way. Psychological capital influences employee's emotions in positive outcome while when lower psychological capital use results in higher emotional exhaustion and workplace incivility. When employees are face emotional labor they do not show their emotions as it is required employees faces a lot of problems at workplace. Whenever he faces any problem related to accomplishment of a task then he becomes emotional and emotionally exhausted and behave negatively at workplace which results in incivility.

Theoretically, the study confirmed the mediating link of emotional exhaustion with emotional labor and WI, which is in line with CoR theory. This is a theoretical contribution of the study. Moreover, the moderating link of PSYCAP between emotional labor and emotional exhaustion has also been substantiated as hypothesized. This is also a theoretical contribution. PSYCAP has been identified as moderator in the link between emotional labor and emotional exhaustion, which further initiates the need to test other influences in the said relationship.

5.2.2   Practical Implications

Organizations should hire managers that have high concern for their employees as success of organization is based on employee's efforts. The expectations of employees should be addressed and fulfilled, as best as possible. When organization shows concern for employees by treating them well, then employees naturally react in a positive manner.

This study offers practical implications and supporting insights for the experts and managers seeking for a sustained workplace climate. Workplace incivility have adverse impacts which provided grounds to ascertain the facts how it occurs (Pearson & Porath, 2005; p #7-18) "Where incivility thrives, victims have to suffer and

organizations have to lose". In this study it is clearest findings that excessive emotional labor augments emotional exhaustion leading towards workplace incivility. In an attempt to alleviate emotional exhaustion through the possible reduction in pressure of emotional labor, it implies that organization should take preventative steps. Today several organizations pay heed towards profit maximization owing to a highly competitive environment, it may be a difficult measure to alleviate workload. So, organization should redesign official assignments and relevant responsibilities in an effective way allowing workers to manage their work-emotions relationship to avoid emotional exhaustion. As per results, psychological capital has significantly negative relation with emotional exhaustion, signifying that higher levels of psychological capital may cause reduced emotional exhaustion and also workplace incivility among employees.

Along with theoretical implications, the stud results have contextual implications too. Firstly, the contacts where EL is high, the managers need to focus on decreasing the level of EL, so that the negative effects of EL can be minimized. Additionally, the Pakistani context where organizations have employees who work with customers and clients on a regular basis, need to focus on preventing higher levels of EL so that a positive and healthy work environment can be nurtured as per the study findings.

5.3   Recommendations

The research study proved to be useful in assessing many theoretical and practical aspects of the variables under discussion. It is recommended to managers that they need to have the emotional labor of their employees within a limit. It is often difficult for managers to guage the level of employees' emotional labor, therefore, managers need to be extra cautious regarding it. Morover, managers need to watch for the signs of emotional exhaustion which may indicate higher levels of emotional labor. Additionally, the study results hint that while hiring for the jobs that demand high levels of emotional labor, those employees should be preferred

who are high of psychological capital since psycap of employees have been found to moderate the relationship between emotional labor and emotional exhaustion.

5.4 Limitations and Future Research Directions

The present work aims to overcome and reduce problems faced in past however some limitations still exist and should be focused and eliminated in coming years. Future empirical work is suggested to deal with the limitations of the current study and to incorporate more variables in the present model. The results provide useful insights into the dynamics of EL and WI with respect to mediation (EE) and moderation (PSYCAP) mechanisms. Other variables based on individual differences may be tested as moderators in the relationship between EL and EE. For example, resilience and optimism are likely to affect the said relationship. Secondly, psychosomatic strain and depressive mood states (DMS) may also be tested as possible mediators between EL and WI. Additionally, owing to the time constraints, sample size of this study is the main limitation. Hence, future researchers should consider sample size before data analysis. Data was collected from the banking employees through questionnaire survey of this study. Other techniques of collecting data such as group discussion, interviews may be more supportive and beneficial. This research might be governed by talking government institutions through using other variables apart from psychological capital and emotional exhaustion, for gaining a comprehensive overview of the effects of other variables on the relationship between workplace incivility and emotional labor.

5.5 Conclusion

By using emotional exhaustion as mediator and psychological capital as moderator, current study aimed to analyze relationship between emotional labor and workplace incivility. The study was managed on employee's working in United bank, HBL and Allied bank Ltd.. in Pakistan and revealed positive relationship between emotional labor and workplace incivility. Emotional exhaustion is argued

to mediate relationship between emotional labor and workplace incivility. As per the analysis of information regarding moderator i.e. psychological capital, findings show that it fully moderates emotional labor and workplace incivility. Outcomes of this study deems consistent with the existing studies. The main finding of the study is co-worker support; it can be used to control the cognitive interpretation of workplace events, because psychological capital helps individuals in controlling their negative emotions and in facing the challenges of work.

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Appendices

CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY

ISLAMABAD

Department of Management Sciences

Annexure I

Dear Participant,

I am students of MS/M-Phil Project Management at Capital University of Science and Technology Islamabad. I am conducting a research on impact of **Emotional Labor on Workplace Incivility through Emotional Exhaustion and Moderating Role of Psychological Capital**. You can help me by completing the attached questionnaire, you will find it quite interesting. 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.

Sincerely,

Iqra Ijaz

Questionnaire

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

Psychological capital items choices **1 = strongly disagree, 2 = disagree, 3 = somewhat disagree, 4 = somewhat agree, 5 = agree, 6 = strongly agree**

Emotional Labor							
1	Display specific emotions required by your job.	1	2	3	4	5	
2	Adopt certain emotions required as part of your job.	1	2	3	4	5	
3	Express particular emotions needed for your job.	1	2	3	4	5	
4	Intensity 9. Express intense emotions.	1	2	3	4	5	
5	Show some strong emotions.	1	2	3	4	5	
6	Display many different kinds of emotions.	1	2	3	4	5	
7	Express many different emotions.	1	2	3	4	5	
8	Display many different emotions when interacting with others.	1	2	3	4	5	
9	Resist expressing my true feelings.	1	2	3	4	5	
10	Pretend to have emotions that I dont really have.	1	2	3	4	5	
11	Hide my true feelings about a situation.	1	2	3	4	5	
12	Make an effort to actually feel the emotions that I need to display to others.	1	2	3	4	5	
13	Try to actually experience the emotions that I must show.	1	2	3	4	5	
14	Really try to feel the emotions I have to show as part of my job.	1	2	3	4	5	
Emotional Exhaustion							
1	I feel frustrated by my job.	1	2	3	4	5	
2	Working with people all day is really a strain for me.	1	2	3	4	5	
3	Working with people directly puts too much stress on me.	1	2	3	4	5	

4	I feel burned out from my work.	1	2	3	4	5	
5	I feel emotionally drained from my work.	1	2	3	4	5	
6	I feel like Im at the end of my rope.	1	2	3	4	5	
7	I feel fatigued when I get up in the morning and have to face another day on the job.	1	2	3	4	5	
8	I feel Im working too hard on my job.	1	2	3	4	5	
9	I feel used up at the end of the workday.	1	2	3	4	5	
Workplace Incivility							
1	Put you down or was condescending to you in some way.	1	2	3	4	5	
2	Paid little attention to a statement you made or showed little interest in your opinion.	1	2	3	4	5	
3	Made demeaning, rude, or derogatory remarks about you.	1	2	3	4	5	
4	Addressed you in unprofessional terms, either publicly or privately.	1	2	3	4	5	
5	Ignored or excluded you from professional camaraderie.	1	2	3	4	5	
6	Doubted your judgment in a matter over which you have responsibility.	1	2	3	4	5	
7	Made unwanted attempts to draw you into a discussion of personal matters.	1	2	3	4	5	
8	Ignored you or failed to speak to you.	1	2	3	4	5	
9	Made jokes at your expense.	1	2	3	4	5	
10	Yelled, shouted, or swore at you.	1	2	3	4	5	
Psychological Capital							
1	I feel confident analyzing a long-term problem to find its solution.	1	2	3	4	5	6
2	I feel confident in representing my work area in meetings with management.	1	2	3	4	5	6

3	I feel confident contributing to discussions about the organizations strategy.	1	2	3	4	5	6
4	I feel confident helping to set targets/ goals in my work area.	1	2	3	4	5	6
5	I feel confident contracting people outside the organization (e.g. clients, suppliers, customers) to discuss problems.	1	2	3	4	5	6
6	I feel confident presenting information to a group of colleagues.	1	2	3	4	5	6
7	If I should find myself in a jam at work, I could think of many ways to get out of it.	1	2	3	4	5	6
8	At the present time, I am energetically pursuing my work goals.	1	2	3	4	5	6
9	There are lots of ways around any problem.	1	2	3	4	5	6
10	Right now I see myself as being pretty successful at work.	1	2	3	4	5	6
11	I can think of many ways to reach my current work goals.	1	2	3	4	5	6
12	At this time, I am meeting the work goals that I have set for myself.	1	2	3	4	5	6
13	When I have a setback at work, I have trouble recovering from it and moving on.	1	2	3	4	5	6
14	I usually manage to overcome difficulties one way or another at work.	1	2	3	4	5	6
15	I can be on my own, so to speak, at work if I have to.	1	2	3	4	5	6
16	I usually take stressful things at work in smooth way.	1	2	3	4	5	6
17	I can get through difficult times at work because Ive experienced difficulty before.	1	2	3	4	5	6
18	I feel I can handle many things at a time at this job.	1	2	3	4	5	6

19	When things are uncertain for me at work, I usually expect the best.	1	2	3	4	5	6
20	If something can go wrong for me work-wise, it will.	1	2	3	4	5	6
21	I always like on the bright side of things regarding my job.	1	2	3	4	5	6
22	Im optimistic about what will happen to me in the future as it pertains to work.	1	2	3	4	5	6
23	In this job, things never work out the way I want them to.	1	2	3	4	5	6
24	I approach this job as if every cloud has a silver lining.	1	2	3	4	5	6

Please provide following information.

	0	**1**
Gender	Male	Female

	1	**2**	**3**	**4**	**5**
Age	18-25	26-33	34-41	42-49	50 and above

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

	1	2	3	4
Experience	0-5	6 - 10	11 - 15	> 15