

Assessing the Impact of Supervisor and Co-worker Incivility on Employee's Turnover Intention among Nurses at Tertiary Care, Public Sector Hospital in Karachi, Pakistan

Maryam Moula Bakhsh^a, Tariq Jalees^b, Muhammad Sufyan Ramish^c, Aqeel Israr^d, Atif Aziz^e, ^aKarachi Institute of Economics and Technology, ^bKarachi Institute of Economics and Technology, ^cInstitute of Business Management, ^dInstitute of Research Policy, ^eKarachi Institute of Economics and Technology

The environment in the services industry, especially hospitals, is non-conducive for the employees. Long working hours and excessive workload drain their resources (time and energy), leading to emotional stress, low motivation, and high turnover intention. Thus, we have developed a new model that has four direct relationships and one mediating. We have collected the data from nurses of the public sector hospitals of Karachi. We have used a self-administered questionnaire for the study adapted from the earlier studies. The study's sample size was 372, which we calculated at a 95% confidence interval and 5% confidence level. We found Supervisor incivility, co-worker incivility, and emotional exhaustion affects turnover intention. Also, emotional exhaustion promotes turnover intention. We also found that emotional intelligence mediates co-worker incivility and turnover intention. Hiring and training new employees are expensive, and it affects the sustainability of an organisation. The health sector in Pakistan and globally suffers due to a shortage of nurses, affecting human lives. The hospitals must develop a conducive environment so that nurses do not suffer from excessive workload and working hours. Uncivilized behaviour and bullying in the health sector are common.

Key words: *Supervisor incivility, Co-worker Incivility, Turnover Intentions, Nurses, Tertiary Care Hospital*

1. Introduction

Employees' intention to quit is one of the most pressing issues faced by the industries globally. Due to its severity, the turnover intention has been researched frequently (Frank et al., 2004; Morrell et al., 2004). According to the attitude-behaviour theory proposed by Fishbein & Ajzen (1975), the intention of an individual to act upon a particular behaviour is a stronger predictor of that actual behaviour. Moreover, past studies have documented that turnover intention and actual turnover are significantly associated. Therefore, most studies use turnover intentions construct as alternatives to measuring actual turnover (Lambert et al., 2001).

Extant literature found several antecedents of turnover intention related to behavioural, attitudinal and organisational factors. Literature also suggests that personal characteristics, work-related factors and external factors are also antecedents of employee turnover (Tyagi & Wotruba, 1993; Bothma 2011). A high turnover intention adversely affects organisational functioning and administration (Roodt, 2004). Thus, it is important to recognise the factors that contribute towards turnover intention.

The turnover intention in the social services and health sector is comparatively higher than in other industries. Therefore, many researchers and academicians have examined the impact of turnover intentions in the health sector (Barak, Nissly & Levin, 2001; Albizu-Garcia, Rios, Jurab & Alegria, 2004). Barak et al., (2001) argue that employees in the health sector, due to high turnover intention, have low morale, excessive workload, negative motivation and low job satisfaction. Consequently, these factors adversely affect the quality of service and patients' wellbeing (Hinshaw & Atwood, 1984; Barak et al., 2001). The efficiency of medical sectors depends on the doctors and nurses. Nurses are primary caregivers in the medical sector. Janiszewski (2003) and other researchers found that the hospitals and clinics, due to nurses' shortage, face various consequences, including excessive workload on the existing staff and nurses. This trend is global. However, the turnover intention affects both the health sector and non-health sectors. But its significance is more in the health sectors as human lives and wellbeing depend on its efficiency (Aiken et al., 2002). Studies have documented that numerous factors affect turnover intention, including individuals' perception about the healthcare workplace, working conditions, relationship with the team, ongoing work in a stressful workplace with terminally ill patients, and insufficient resources Aiken et al., 2002).

Hart (2005) suggests that nurses and supervisors' excessive workload, workplace bullying, lack of recognition, and the inter-social relationship between nurses and supervisors motivate nurses to switch their job (Hart, 2005). Thus, it is important to study the antecedents and consequences of turnover intention. The literature lacks empirical research that has examined the impact of supervisor incivility, co-worker incivility on turnover intentions among nurses. This study aims to: determine the impact of supervisor incivility, co-worker incivility and emotional exhaustion on turnover intention; the effect of co-worker incivility on emotional exhaustion; and the



mediating effect of emotional exhaustion on turnover intention. This study has mainly focused on all the nursing staff of the public health sector of Karachi.

2. Literature Review

2.1 Turnover Intention

Turnover intention is a critical construct that adversely impacts employee productivity and creates detrimental effects on organisation performance (Sliter et al., 2012). Fishbein & Ajzen's (1975) described the turnover intention in the theoretical framework of planned behaviour as a planned behaviour intention of individuals to leave the employing organisation.

Employee turnover intention is a complex phenomenon that depends on many factors. Studies conducted in the developed countries have concluded that work-related factors such as unhappiness with co-workers, accident & illness related to work, supervisor relationship, work demand, job expectations, rewards and remuneration, inadequate pay, and lack of training opportunities are major determinants of turnover intentions (Meyer & Allen, 1997). Studies in the underdeveloped countries found that supervisor/co-worker relationship (Fisher, 2000), job satisfaction (Lu, While, & Barriball, 2005)), nature of work (Samad 2004), organisational justice (Rupp et al. 2017), and job characteristics (Rudolph et al., 2017) have a significant impact on turnover intention. Also, a high turnover intention has numerous organisational consequences, especially for the health sector. Aiken et al., (2002) found that nurses in the USA and Canada have a turnover intention of 41% and 32.9%, respectively. Thus the high turnover intention of nurses globally is an alarming situation (Aiken et al., 2002).

Similarly, Tummers, Groeneveld and Lankhaar (2013) found lack of career development, minimum job autonomy, and poor working climate stimulate nurses' turnover intention. Inadequate staffing levels increase nurses' workload, workplace bullying, working relationship between co-nurses and nurse supervisor, unethical climate, lack of recognition from the immediate supervisor, poor leadership style are major predictors of turnover intention. Hart, (2005). Understanding the determinants of nurses' intent to quit and actual turnover will help develop proper retention and recruitment strategies.

3. Conceptual Framework

To address the study's aim, we have developed a conceptual framework with four constructs and five relationships, including one mediating. Figure 1 illustrates the proposed model, followed by theoretically discussions on the developed hypotheses.

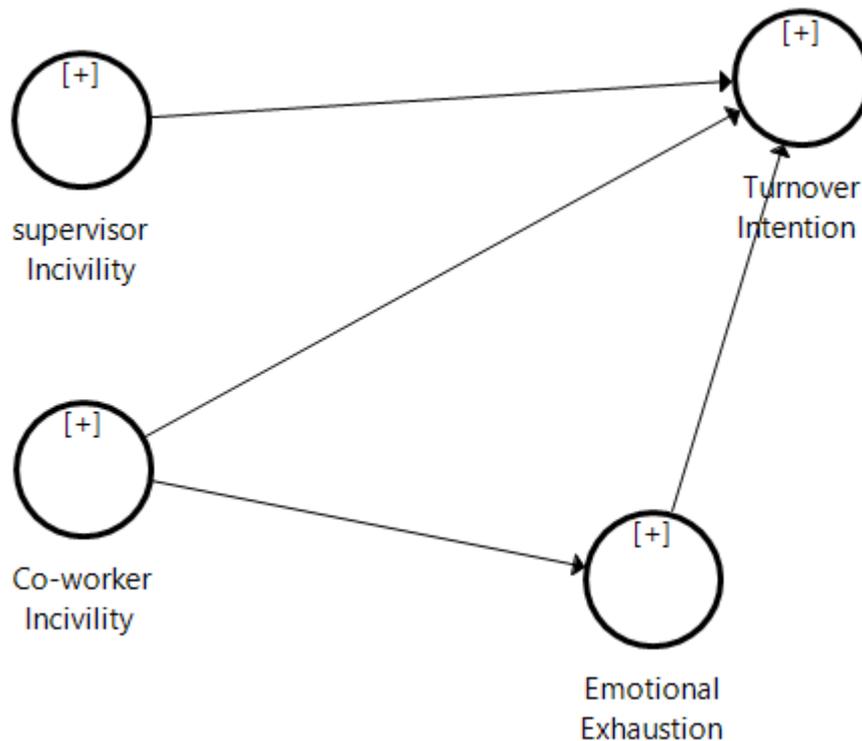


Figure 1: Conceptual Framework

4. Hypothesis Development

4.1 Incivility and Turnover Intention

According to Social Exchange Theory, employees within an organisation develop an environment of mutual trust and respect, which promotes social interaction and social learning (Bratt, & Gautun, 2018). Social exchange theory also assumes that interpersonal and social relationships depend on certain rules of exchange which, if followed, may promote "loyalty, mutual commitment and reciprocity (Tuna, Bacaksız & Seren, 2018). The essential aspect of reciprocal exchange is an interpersonal transaction that promotes "cooperation and interdependence".

Supervisor incivility is "perception of employees about supervisor's persistent engagement of hostile verbal and non-verbal behaviour, exclusion of physical contact" (Tepper, 2000, p. 178). Co-worker incivility refers "to uncivil behaviours that are instigated by individual co-workers, such as hurtful remarks, "snippy" emails, gossip and shunning. Supervisor incivility refers to many of the same kinds of uncivil behaviours, except they originate from the supervisor (Reio, & Ghosh, 2009).

Supervisor and co-worker's relationship depend on civil behaviour and mutual respect. The supervisors' or employees' negative civil behaviour contributes towards demotivation and increased turnover intention (Chamanga, Dyson, Loke & McKeown, 2020)).

Leader-member-exchange (LMX) theory also helps in understanding the relationship between supervisors and subordinates. It is basically "social exchange, reciprocity and equity" (Ghosh, Reio Jr, & Bang, 2013). The LMX theory suggests that supervisors must convey what they expect from them in terms of jobs and job-related behaviour. In turn, the employees develop a perception of how their supervisors will treat them.

If the supervisors' behaviour and employees' expectations are not aligned, employees become demotivated, and their turnover intention increases. On the contrary, if supervisors support the employees and have an empathetic attitude towards employees, they earn employees' confidence and trust. Such mutual trust between supervisor and employees is beneficial for an organisation and employees. Such a conducive relationship increases employees' motivation, attitude towards work and organisational performance. Simultaneously, firms and supervisors benefit as employees tend to deliver what the firm and supervisor expects (Alola, Avci & Ozturen, 2018). On the contrary, if an employee fails to get supervisor and co-worker support, he/she becomes demotivated, and his/her turnover intention increases (Spence- Laschinger, Leiter, Day & Gilin, 2009).

H1. Supervisor incivility and turnover intention are significantly associated.

H2. Co-worker incivility and turnover intention are significantly associated.

5. Co-worker Incivility and Emotional Exhaustion (H3)

Co-worker incivility behaviour includes a "disregard for the feelings of co-workers and impertinent remarks or reactions to others" (Pearson, Andersson & Wegner, 2001). Extant literature suggests that coworker incivility promotes burnout and other psychological problems (Sliter, Sliter et al., 2012). Many past studies have used Conservation of Resources (COR) theory (Hobfoll, 2001) to understand how co-worker incivility promotes emotional exhaustion. Hur, Kim & Park (2015) define emotional exhaustion as a "state caused by psychological and emotional demands made on people" (Rhee, Hur & Kim, 2017). Physical and psychological demands deplete employees' resources (time and energy) due to which employees become highly stressed. Many studies have documented that co-worker incivility promotes emotional exhaustion (Pearson, Andersson & Wegner, 2001; Sliter, Sliter et al., 2012)

The relationship between co-worker incivility and emotional exhaustion does not have a linear relationship. It varies from one individual to another and their replenishing mechanisms (Pearson, Andersson & Wegner, 2001). Both COR theory and AET help understand the relationship between co-worker incivility and emotional exhaustion (Rhee, Hur & Kim, 2017).

Co-worker incivility promotes effective responses, which are inclusive of "tiredness, anxiety, unhappiness and anger". At the same time, it also affects the behavioural response, which is inclusive of "emotional labour, service quality, organisational commitment and turnover" (Pearson, Andersson & Wegner, 2001)

H3: Co-worker incivility and emotional exhaustion are positively correlated.

6. Emotional Exhaustion and Turnover Intention (H4)

Personal and work-life stress promotes emotional exhaustion (Azharudeen, & Arulrajah 2018). An emotionally exhausted person distances themselves from co-workers and work. COR suggests that an emotionally exhausted person must ensure that they do not lose additional resources. Alternatively, they can use coping strategies to reduce the impact of emotional stress and exhaustion (Shin & Hur, 2019). Sustained emotional exhaustion adversely affects self-esteem, motivation and attitude towards work, leading towards high turnover intention (Noh, Jang & Choi, 2019).

Similarly, Schiffinger & Braun (2020) suggest emotional exhaustion reduces individuals' quality of life at work that significantly increases their turnover intention. A meta-analysis on emotional exhaustion also found that most past studies have documented that emotional exhaustion is a significant predictor of turnover intention (Azharudeen & Arulrajah, 2018). Shine & Hur (2019) based on empirical studies, concluded that the effect of emotional exhaustion on all individuals are not the same. The study suggests that junior employees and females are more affected by it, due to which they have a higher turnover intention than others.

H4: Emotional exhaustion promotes turnover intention

7. Indirect Hypothesis (5)

In the above section, we have presented theoretical support on the association between worker incivility and emotional exhaustion. Additionally, we have discussed with appropriate literature that emotional exhaustion promotes turnover intention. Thus based on the above discussion, we argue that:

H5: Emotional exhaustion mediates co-worker incivility and turnover intention.

8. Research Methodology

8.1 Study design and Participants and Respondent Profile

The study has used a cross-sectional approach to assess the impact of workplace incivility (supervisor and co-worker) emotional exhaustion on turnover intention among nurses. It has

examined the impact of co-worker incivility on emotional exhaustion and the mediating role of emotional exhaustion. We have used a non-random sampling technique to collect data from the nurses working at tertiary care public sector hospitals. The study's sample size was 372, which we calculated at a 95% confidence interval and 5% confidence level. The study has focused on the public sector hospitals of Karachi. Respondents' profile is illustrated in Table 1.

Table 1: Respondent Profile

Variables	Category	Percentage	Frequency
Gender	Male	37.5	129
	Females	62.5	256
	Sub-Total	100	385
Level of Education	Diploma in Nursing	45.3	174
	Bachelor	40.70	157
	Masters	13.7	53
	Others	0.30	1
	Sub-Total	100	385
Age	20 to30	30	116
	31 to 40	29	112
	41 to 50	24	92
	51 to 60	17	65
	Sub Total	100	385
Marital Status	Single	58	223
	Married	42	162
	Sub-Total	100	385
	Less than 1 year	12	46
	1 to 5 Years	26	100
	6 to ten year	21	81
	10 Plus	41	158
	Sub total	100	385

9. Scale and Measures

We have collected the data based on a self-administered questionnaire. The questionnaire has four questions related to demographics. It also has four constructs and 18 items related to the objective of the study. We sought respondents' opinions on the five-point Likert Scale: 1= very high disagreement and 5= very high agreement. Table 1 shows the constructs used in the study, their sources and the number of items in each construct.

Table 2: Constructs used in the Questionnaire

Construct	Source	Items
Supervisor Incivility	Cortina, Magley, Williams & Langhout's (2001)	4
Co-worker incivility	Sliter, Sliter, et al., (2012)	4
Emotional exhaustion	Maslach & Jackson (1981)	4
Turnover Intention	Netemeyer et al., (1997)	4

10. Data Analysis Tool and Procedures

The study has used the software Smart PLS Version 3.3 for data analysis. The statistician analysis used in the study is descriptive, reliability and validity analysis.

11. Result

11.1 Descriptive Statistic

The descriptive analysis presented in Table 2 shows statistical results related to mean, standard deviation, skewness, kurtosis and Cronbach's alpha values.

Table 3: Descriptive Analysis

	Cronbach's Alpha	Mean	Standard Dev.	Skewness	Kurtosis
Co-worker Incivility	0.899	4.486	0.937	1.871	1.658
Emotional Exhaustion	0.705	3.987	-1.456	-2.001	0.993
Turnover Intention	0.787	3.789	1.768	1.610	2.001
Supervisor Incivility	0.848	4.116	-0.908	1.598	-0.986

The results suggest that the highest Cronbach's Alpha value is for co-worker inactivity (Mean = 4.486, SD = 0.937, $\alpha = 0.899$), and the lowest is for emotional exhaustion (Mean = 3.987, SD = -1.456, $\alpha = 0.705$). The results suggest that the constructs have good internal consistency (Henson, 2001). The highest Skewness (SK) value is for emotional exhaustion (SK = -2.001) and the lowest is for supervisor incivility. At the same time, the lowest Kurtosis (KR) value for supervisor incivility (KR = -0.986) and the highest for turnover intention (KR = 2.001). The results suggest that latent variables do not violate the requirement of univariate normality (Henderson, 2006).

12. Convergent and Discriminant Validity

We have presented the results related to convergent and discriminant validity in Table 4.

Table 4: Convergent and Discriminant Validity

	Composite Reliability	AVE	CWI	EE.	TI	SI
Co-worker Incivility	0.937	0.832	0.912			
Emotional Exhaustion	0.836	0.63	0.311	0.794		
Turnover Intention	0.862	0.61	0.554	0.519	0.781	
Supervisor Incivility	0.908	0.768	0.469	0.325	0.519	0.876

The results show that the highest composite reliability (CR) is for co-worker incivility (CR=0.937) and the lowest is for emotional intelligence (CR= 0.83). Simultaneously, AVE values range from 0.630 to 0.830, suggesting an acceptable range of convergent validity. The discriminant validity results show that AVE's square root is as low as 0.610 and as high as 0.832. At the same correlation, values are lower than AVE's square root suggesting the latent variables are "unique and distinct" (Fornell & Larcker, 1981).

13. Confirmatory Factor Analysis

Confirmatory Factor Analysis (CFA) is used to examine the relationship of indicator variables with the corresponding latent variable. Table 5 shows the results related to confirmatory factor analysis.

Table 5: Confirmatory Factor Analysis

	Co-worker Incivility	Emotional Exhaustion	Turnover Intention	Supervisor Incivility
CI1	0.919			
CI2	0.902			
CI3	0.915			
CI4	0.873			
EE1		0.783		
EE2		0.848		
EE3		0.746		
EE4		0.874		
TI1			0.8	
TI2			0.787	
TI3			0.757	
TI4			0.779	
SI1				0.882
SI2				0.918
SI3				0.826
SI4				0.835

The factors loading for all the indicator variables are at least 0.60, suggesting that indicator variables are theoretically related to the respective latent variables (Brown, T. A., & Moore, M. T. 2012).

14. Hypothesis Results

We have formulated five hypotheses that we tested by collecting the data (primary) from Karachi's hospital nurses. The results related to direct hypotheses are illustrated in Table 6. The measurement model and structural models are illustrated in Figures 2 and 3, respectively.

Table 6: Hypothesis Results

	Bet)	T Stat.	P Values	Results
Direct Hypotheses				
Supervisor Incivility -> Turnover Intention (H1)	0.256	10.469	0	Accepted
Co-worker Incivility -> Turnover Intention (H2)	0.330	12.771	0	Accepted
Co-worker Incivility -> Em. Exhaustion. (H3)	0.311	11.87	0	Accepted
Emotional Exhaustion -> Turnover Intention (H4)	0.333	14.087	0	Accepted
Indirect Effect				
Co-worker Incivility -> Em. Exhaust. -> Turn. Int. (H5)	0.104	8.902	0	Accepted

Our results support all four direct and one indirect hypotheses. Of the four direct hypotheses, the highest effect ($\beta=0.333$) is for the relationship between "emotional exhaustion and turnover intention, and the lowest ($\beta=0.311$) is for the hypothesis "co-worker incivility and emotional exhaustion."

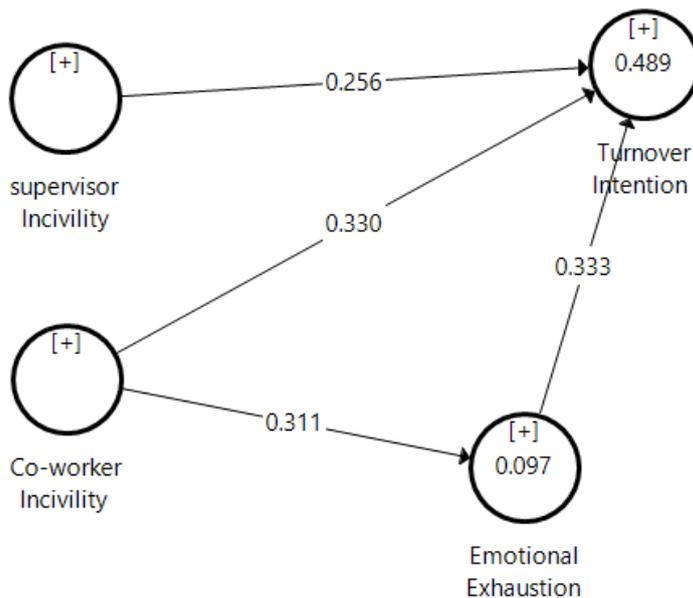


Figure 2: Measurement Model

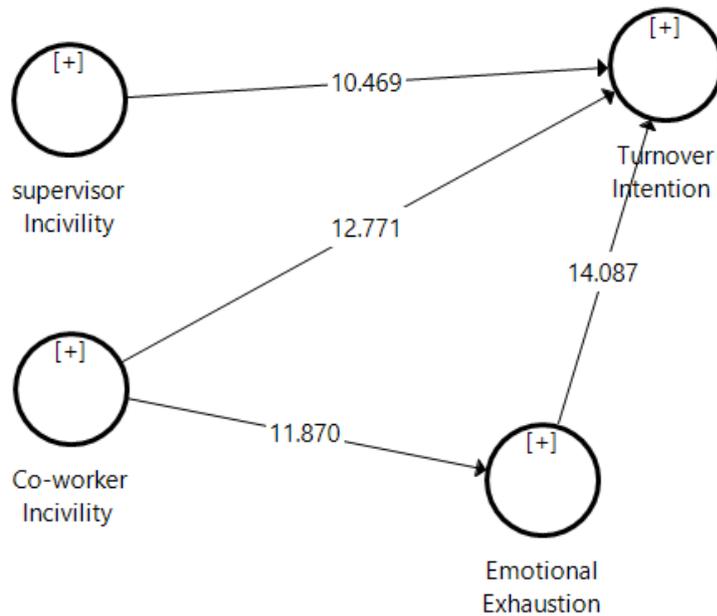


Figure 3: Structural Model

15. Discussion and Conclusion

We have empirically tested five hypotheses from the data of nurses collected from Public Sector Hospitals in Karachi. In the following sections, we have presented the hypotheses results and their relevance to earlier studies.

We found that "supervisor incivility and co-workers incivility promotes turnover intention," which is consistent with earlier studies (Bratt & Gautun, 2018; Chamanga, Dyson, Loke & McKeown, 2020). Supervisors' incivility is "perception of employees about supervisor's persistent engagement of hostile verbal and non-verbal behaviour, exclusion of physical contact". And co-worker incivility is "uncivil behaviours that are instigated by individual co-workers, such as hurtful remarks, "snippy" emails, gossip and shunning; supervisor incivility refers to many of the same kinds of uncivil behaviours, except they originate from the supervisor" (Reio & Ghosh, 2009).

Supervisor and co-worker's relationship depend on civil behaviour and mutual respect. The supervisors' or employees' negative civil behaviour contributes towards demotivation and increased turnover intention (Chamanga, Dyson, Loke & McKeown, 2020). Leader-member-exchange (LMX) theory also helps in understanding the relationship between supervisors and subordinates. It is basically "social exchange, reciprocity and equity" (Ghosh, Reio Jr, & Bang, 2013). The LMX theory suggests that supervisors must convey what they expect from them in terms of jobs and job-related behaviour. In turn, the employees develop a perception of how their supervisors will treat them.

The study found that "co-worker incivility promotes emotional exhaustion". Our finding validates the findings of extant literature (Sliter, Sliter, et al., 2012; Hobfoll, 2001). The relationship between co-worker incivility and emotional exhaustion does not have a linear relationship. It varies from one individual to another and their replenishing mechanisms (Pearson, Andersson & Wegner, 2001). Both COR theory and AET help understand the relationship between co-worker incivility and emotional exhaustion (Rhee, Hur & Kim, 2017). Co-worker incivility promotes effective responses, which is inclusive of "tiredness, anxiety, unhappiness and anger". At the same time, it also affects the behavioural response, which is inclusive of "emotional labour, service quality, organisational commitment and turnover" (Pearson, Andersson & Wegner, 2001)

Our study found that "emotional exhaustion stimulates turnover intention". It is consistent with the past studies (Azharudeen & Arulrajah, 2018; Shin & Hur, 2019). Sustained emotional exhaustion adversely affects self-esteem, motivation and attitude towards work, leading towards high turnover intention (Noh, Jang & Choi, 2019). Similarly, Schiffinger and Braun (2020) suggest emotional exhaustion reduces individuals' quality of life at work that significantly increases their turnover intention. A meta-analysis on emotional exhaustion also found that most past studies have documented that emotional exhaustion is a significant predictor of turnover intention (Azharudeen & Arulrajah, 2018).

Our study also supports that "emotional exhaustion mediates co-worker incivility and turnover intention". This finding is consistent with earlier studies.

16. Conclusion and Recommendations

Turn over intentions is a problematic issue the world over. It is more severe in the health sector. Given its importance, we have developed a model which examined the impact of four antecedents on turnover intention in the health sector of Karachi, Pakistan. We found supervisor incivility, co-worker incivility and emotional exhaustion affects turnover intention. Also, emotional exhaustion promotes turnover intention. We also found that emotional intelligence mediates co-worker incivility and turnover intention. Hiring and training new employees are expensive and it affects the sustainability of an organisation. The health sector in Pakistan and globally suffers due to a shortage of nurses, affecting human lives. The hospitals must develop a conducive environment so that nurses do not suffer from excessive workload and working hours. Incivil behaviour and bullying in the health sector are common. The hospitals should develop strict policies for changing the behaviour. Reward and punishment is a short term solution for changing behaviour. Sustainable change depends on changing the attitudes of the employees. For that, all the stakeholders have to participate in developing a conducive environment in the hospitals. Regular seminars and workshops on soft workshop skills such as leadership and emotional intelligence may also change the employees' attitude.



17. Limitation and Future Research

This study has mainly focused on the nurses of public sector hospitals of Karachi only. Other researchers can extend the framework in private sector hospitals of Karachi and other cities. A comparative study on nurses' attitudes of the Private and Public sector may bring more insight into the issue. The model we have developed is a bit simple. Future studies can extend the model by incorporating variables such as job satisfaction, citizenship behaviour, personal traits and demographics. Organisational citizenship behaviour has a moderating effect on turnover intention, which future studies can incorporate in their framework



REFERENCES

- Aiken, L. H., Clarke, S. P., Sloane, D. M., Sochalski, J., & Silber, J. H. (2002). Hospital nurse staffing and patient mortality, nurse burnout, and job dissatisfaction. *JAMA: the journal of the American Medical Association*, 288(16), 1987-1993.
- Albizu-García, C. E., Ríos, R., Juarbe, D., & Alegría, M. (2004). Provider Turnover in Public Sector Managed Mental Health Care. *The Journal of Behavioural Health Services & Research*, 31(3), 255–65.
- Alola, U. V., Avci, T., & Ozturen, A. (2018). Organisation sustainability through human resource capital: The impacts of supervisor incivility and self-efficacy. *Sustainability*, 10(8), 2610.
- Azharudeen, N. T., & Arulrajah, A. A. (2018). The relationships among emotional demand, job demand, emotional exhaustion, and turnover intention. *International Business Research*, 11(10), 8-18.
- Barak, M. E. M., Nissly, J. A., & Levin, A. (2001). Antecedents to Retention and Turnover among Child Welfare, Social Work, and Other Human Service Employees: What Can We Learn from Past Research? A Review and Metanalysis. *Social Service Review*, 75(4), 625–661.
- Bothma, F.C. (2011). The consequences of employees' work-based identity. Unpublished DCom thesis, University of Johannesburg, Johannesburg.
- Bratt, C., & Gautun, H. (2018). Should I stay or should I go? Nurses' wishes to leave nursing homes and home nursing. *Journal of nursing management*, 26(8), 1074-1082.
- Brown, T. A., & Moore, M. T. (2012). Confirmatory factor analysis. *Handbook of structural equation modeling*, 361-379.
- Chamanga, E., Dyson, J., Loke, J., & McKeown, E. (2020). Factors influencing the recruitment and retention of registered nurses in adult community nursing services: an integrative literature review. *Primary Health Care Research & Development*, 21.
- Cortina, L. M., Magley, V. J., Williams, J. H., & Langhout, R. D. (2001). Incivility in the workplace: incidence and impact. *Journal of occupational health psychology*, 6(1), 64.
- Fishbein, M. & Ajzen, I. (1975). Belief, attitude, intention and behaviour: An introduction to theory and research. Reading, MA: Addison Wesley.
- Fisher, C. D. (2000). Mood and emotions while working: missing pieces of job satisfaction?. *Journal of Organisational Behaviour: The International Journal of Industrial, Occupational and Organisational Psychology and Behaviour*, 21(2), 185-202.
- Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics.
- Frank, F. D., Finnegan, R. P., & Taylor, C. R. (2004). The race for talent: retaining and engaging workers in the 21st century. *Human Resource Planning*, 27(3), 12-25.
- Ghosh, R., Reio Jr, T. G., & Bang, H. (2013). Reducing turnover intent: Supervisor and coworker incivility and socialization-related learning. *Human Resource Development International*, 16(2), 169-185.



- Hart, S. E. (2005). Hospital ethical climates and registered nurses' turnover intentions. *Journal of Nursing Scholarship*, 37(2), 173-177.
- Henderson, A. R. (2006). Testing experimental data for univariate normality. *Clinica chimica acta*, 366(1-2), 112-129.
- Henson, R. K. (2001). Understanding internal consistency reliability estimates: A conceptual primer on coefficient alpha. *Measurement and evaluation in counseling and development*, 34(3), 177-189.
- Hinshaw, A. S., & Atwood, J. R. (1984). Nursing Staff Turnover, Stress, and Satisfaction: Models, Measures, and Management. In H. H. Werley & J. J. Fitzpatrick (Eds.), *Annual Review of Nursing Research* (pp. 133–153). Berlin, Heidelberg: Springer Berlin Heidelberg.
- Hobfoll, S. E. (2001). The influence of culture, community, and the nested-self in the stress process: Advancing conservation of resources theory. *Applied psychology*, 50(3), 337-421.
- Hur, W. M., Kim, B. S., & Park, S. J. (2015). The relationship between coworker incivility, emotional exhaustion, and organisational outcomes: The mediating role of emotional exhaustion. *Human Factors and Ergonomics in Manufacturing & Service Industries*, 25(6), 701-712.
- Janiszewski G. H. (2003) The nursing shortage in the United States of America: an integrative review of the literature. *J Adv Nurs*, 43:335–343.
- Karatepe, O. M., Kim, T. T., & Lee, G. (2019). Is political skill really an antidote in the workplace incivility-emotional exhaustion and outcome relationship in the hotel industry?. *Journal of Hospitality and Tourism Management*, 40, 40-49.
- Lambert, E.G., Hogan, N.L & Barton, S.M. (2001). The impact of job satisfaction on turnover intent: A test of a structural measurement model using a national sample of workers. *The Social Science Journal*, 38, 233-250.
- Lu, H., While, A. E., & Barriball, K. L. (2005). Job satisfaction among nurses: a literature review. *International journal of nursing studies*, 42(2), 211-227.
- Maslach, C., & Jackson, S. E. (1981). The measurement of experienced burnout. *Journal of organisational behaviour*, 2(2), 99-113.
- Meyer, J.P. & Allen, N.J. (1997) *Commitment in the workplace: Theory, research and application*. Thousand Oaks, CA : Sage Publications.
- Netemeyer, R., Boles, T. S., Mckee, D. O., & McMurrian, R. (1997). An investigation into the antecedents of organisational citizenship behaviours in a personal selling context. *Journal of Marketing*, 61, 85–98.
- Noh, M., Jang, H., & Choi, B. J. (2019). Organisational justice, emotional exhaustion, and turnover intention among Korean IT professionals: moderating roles of job characteristics and social support. *International Journal of Technology Management*, 79(3-4), 322-344.
- Pearson, C. M., Andersson, L. M., & Wegner, J. W. (2001). When workers flout convention: A study of workplace incivility. *Human relations*, 54(11), 1387-1419.



- Reio, T. G., & Ghosh, R. (2009) Antecedents and outcomes of workplace incivility: Implications for human resource development research and practice." *Human Resource Development Quarterly*, 20(3): 237–264.
- Rhee, S. Y., Hur, W. M., & Kim, M. (2017). The relationship of coworker incivility to job performance and the moderating role of self-efficacy and compassion at work: The Job Demands-Resources (JD-R) Approach. *Journal of Business and Psychology*, 32(6), 711-726.
- Roodt, G. (2004). Turnover intentions. Unpublished document. Johannesburg: University of Johannesburg.
- Rudolph, C. W., Katz, I. M., Lavigne, K. N., & Zacher, H. (2017). Job crafting: A meta-analysis of relationships with individual differences, job characteristics, and work outcomes. *Journal of Vocational Behaviour*, 102, 112-138.
- Rupp, D. E., Shapiro, D. L., Folger, R., Skarlicki, D. P., & Shao, R. (2017). A critical analysis of the conceptualization and measurement of organisational justice: Is it time for reassessment?. *Academy of Management Annals*, 11(2), 919-959.
- Samad, S.(2004). The influence of creative organisational climate on learning organisation among employees in private organisation. Refereed conference proceedings of International Borneo Conference.
- Schiffinger, M., & Braun, S. M. (2020). The impact of social and temporal job demands and resources on emotional exhaustion and turnover intention among flight attendants. *Journal of Human Resources in Hospitality & Tourism*, 19(2), 196-219.
- Shin, Y., & Hur, W. M. (2019). When do service employees suffer more from job insecurity? The moderating role of coworker and customer incivility. *International journal of environmental research and public health*, 16(7), 1298.
- Sliter, M., Sliter, K., & Jex, S. (2012) The employee as a punching bag: The effect of multiple sources of incivility on employee withdrawal behaviour and sales performance. *Journal of Organisational Behaviour*, 33(1), 121-139.
- Spence Laschinger, H. K., Leiter, M., Day, A., & Gilin, D. (2009). Workplace empowerment, incivility, and burnout: Impact on staff nurse recruitment and retention outcomes. *Journal of nursing management*, 17(3), 302-311.
- Tepper, B. J. (2000). Consequences of abusive supervision. *Academy of management journal*, 43(2), 178-190.
- Tummers, L. G., Groeneveld, S. M., & Lankhaar, M. (2013). Why do nurses intend to leave their organisation? A large-scale analysis in long-term care. *Journal of advanced nursing*, 69(12), 2826-2838.
- Tuna, R., Bacaksız, F. E., & Seren, A. K. H. (2018). The effects of organisational identification and organisational cynicism on employee performance among nurses. *International Journal of Caring Sciences*, 11(3), 1707-1714.
- Tyagi, P.K., & Wotruba, T.R. (1993). An exploratory study of reverse causality relationships among sales force turnover variables. *Journal of the Academy of Marketing Science*, 21, 143-153.