

**Effects of Workplace Incivility on Customer-
Contact Employees' Job Satisfaction and Turnover
Intention in Nigeria Hotel Industry**

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ABSTRACT

Customer incivility and supervisor incivility have remained serious issue where cases of uncivil behavior are increasingly burdensome to organizations. Such behaviors continue to accumulate costs in the hospitality industry and remain as the influencing factors for employees' emotions and employees' health. The Nigerian hotel industry as examined in this research is not an exemption to the cases of uncivil behavior, as it continues to be the order of the day in the hospitality industry.

The study verified the effects of customer incivility (CUST) and supervisor incivility (SUPE) on the hotel customer-contact employees' turnover intention (TOIN) and job satisfaction (JSAT) through the mediating effect of emotional exhaustion (EXXT). Using a non-probability judgmental sampling method, the study tested the model with 328 questionnaires from 4 and 5 star hotels across the cities of Lagos and Abuja in Nigeria. The study applied the IBM AMOS statistical software to conduct the analyses.

The finding shows that customer incivility and supervisor incivility have positive effects on employee turnover intention and negative effects on JSAT. Furthermore, the EXXT served as a significant mediating variable in the relationship between customer incivility, supervisor incivility, and turnover intention. Surprisingly, there was no mediation through emotional exhaustion to customer and supervisor incivility and JSAT. The researcher suggests an effective managerial framework like employee and customer training to combat incivility and closes the gap in Nigerian hotel

industry. The findings of this research are limited due to lack of willing personnel that are available to fill out the questionnaire.

Keywords: Customer incivility; supervisor incivility; emotional exhaustion; turnover intention; job satisfaction; Nigeria; hotel industry.

ÖZ

Müşteri nezaketsizliği ve yönetici nezaketsizliği, örgütlerde medeniyet dışı eylemlerin giderek artan ölçüde zor olduğu ciddi bir sorun olarak kalmıştır. Bu türden davranışlar, konaklama endüstrisinde maliyetleri artırmakta, çalışanların duygularını ve sağlığını etkilemeye devam etmektedir. Bu araştırmada incelenen Nijerya otel endüstrisinde de, olağan hale gelen bahse konu nezaketsiz davranış olayları diğer endüstrilerden farklı değildir.

Bu çalışma, müşteri nezaketsizliği ve yönetici nezaketsizliğinin müşteri ile temas halinde olan otel personelinin işten ayrılma niyetleri ve iş tatmini üzerindeki etkilerini, ayrıca duygusal çöküntü değişkeninin bu ilişkideki aracı rolünü incelemektedir. Bu amaçla, Nijerya'da Lagos ve Abuja kentlerindeki dört ve beş yıldızlı otellerde müşteri nezaketsizliğinin ve yönetici nezaketsizliğinin etkilerini değerlendirmek amacıyla yargısal örnekleme yöntemi ile seçilen kişilerden 328 anket toplanmıştır. Doğrulayıcı ve açıklayıcı faktör analizleri IBM AMOS istatistik yazılımı ile gerçekleştirilmiştir.

Ampirik bulgular, müşteri nezaketsizliği ve yönetici nezaketsizliğinin çalışanların işten ayrılma niyetini artırdığını ve iş tatminini azalttığını göstermiştir. Bundan başka, duygusal tükenmenin müşteri nezaketsizliği, yönetici nezaketsizliği ve işten ayrılma niyeti arasındaki ilişkide önemli bir aracı değişken olduğu anlaşılmıştır. Şaşırtıcı bir şekilde, müşteri nezaketsizliği ve yönetici nezaketsizliği ile çalışanların iş tatmini arasındaki ilişkide duygusal tükenmenin hiçbir aracılık etkisi bulunmamaktadır. Bu çalışma, nezaketsizlik ile mücadele etme kapsamında

kullanılabilecek bir yönetsel çerçeve ortaya koymakta ve Nijerya'nın otel endüstrisinde var olan nezaketsiz davranışlara ilişkin bilgi boşluğunu gidermektedir. Bu araştırmanın bulguları, anketi doldurmaya istekli personel eksikliği nedeniyle sınırlıdır.

Anahtar Kelimeler: Müşteri nezaketsizliği; yönetici nezaketsizliği; duygusal çöküntü; işten ayrılma niyeti; iş tatmini; Nijerya; otel endüstrisi.

DEDICATION

TO MY MAKER AND MY HUSBAND

I will sincerely appreciate my God, my maker, my helper Jesus Christ for been there for me all through my journey, in deed it was a journey.

I will also like to thank Mr. ANDREW ADELAWA ALOLA my husband and a shoulder to lean on, his words of encouragement and assistant pulled me through. Of a truth BABY am grateful.

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LIST OF ABBREVIATIONS

AGFI	Adjusted Goodness of Fit Index
CFI	Comparative Fit Index
CUST	Customer Incivility
EXXT	Emotional Exhaustion
GFI	Goodness of Fit Index
IFI	Incremental Fit Index
JSAT	Job Satisfaction
RMSEA	Root Mean Square Error of Approximation
SRMR	Standardized Root Mean Square Residual
SUPE	Supervisor Incivility
TOIN	Turnover Intention

Chapter 1

INTRODUCTION

In today's world, workplace incivility has become an important issue in the service sector because of the highly destructive nature for both organizations and employees (Loh & Loi, 2018). In recent days, no organizations prosper in an uncivil environment. The high level of turnover intention that results from an uncivil working environment can threaten an organization's reputation and sustainability (Alola, Avci & Ozturen, 2018; Loh & Loi, 2018). The quest to address uncivil behavior is still gathering momentum. Incivility is a global issue that encompasses all manner of endeavors, and it is apparent in many countries, such as Singapore (Kim & Lee, 2011), Philippines (Scott, Restubog, & Zagenczyk, 2013), Australia (Kirk, Schutte, & Hine 2011), India (Yeung & Griffin, 2008), New Zealand (Griffin, 2010), Korea (Kim & Shapiro, 2008), Nigeria (Alola & Alola, 2018; Alola et al., 2018), China (Chen et al., 2013), and the UK (Totterdell et al., 2012), among others. This demonstrates that incivility is a global phenomenon that has negative effects and consequences around the world. According to Anderson & Pearson (1999), incivility is "low-intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect." Workplace incivility is a form of interpersonal relationship (Anderson & Pearson, 1999), which makes it difficult to control. Bunk and Magley (2013) added that incivility is felt mostly by the weaker parties, who often have no power over the superior.

The detrimental effects of incivility on employee's psychological wellbeing and work outcomes have recently attracted several scholars from different fields of life to pay close attention to the subject. For instance, it affects employees, sometimes frontline ones, in the manufacturing industry (Wu et al., 2013), in restaurants (Han, Bonn & Cho, 2016), property-management companies (Miner et al., 2012), universities (Sliter, Sliter & Jex, 2012), the US military (Cortina et al., 2001), retail outlets (Kern & Grandey, 2009), hotels (Torres, van Niekerk & Orłowski, 2017), engineering firms (Adams & Webster, 2013), the health sector (Trudel & Reio, 2011; Leiter et al., 2011), other frontline employees (Diefendorff & Croyle, 2008), the financial sector (Lim & Teo, 2009; Abubakar et al., 2018), and call centers (Scott, Restubog & Zagenezky, 2013).

Incivility therefore is not just a global research but also cut across multiple sectors of the economy. This phenomenon demands an urgent action from organizations and their management in the form of a lasting solution to the causes of incivility (Ghosh, Reio, & Bang 2013). The numerous causes of uncivil behavior include increased work demands, a quest to beat others, and a need to improve efficiency and meet targets (Porath & Peason, 2013). While the above-mentioned causes may be seen as an advantage to an organization, incivility should never be tolerated. Uncivil behavior is characterized by rudeness, discourteous gestures, workplace gossip, and a visible lack of regard for others (Hur, Kim & Park, 2015). Additionally, when comparing workplace incivility with other workplace mistreatment, the effect of incivility on the target is distinct and hard to spot (Sliter et al., 2012). Sliter et al. (2012) also point out, that despite its distinct effects; the rate of incivility is really outrageous, ranging from 71% to 100%, when compared to other forms of maltreatment. Researchers have studied the effect of incivility and organizational

outcomes (van Jaarsveld, Walker & Skarlicki, 2010; Taylor & Kluemper, 2012; Hur et al., 2015; Hur, Moon, & Jun 2016) and conclusively reported the negative effect of incivility on the target.

According to Anderson & Pearson (1999), incivility is a rude, insensitive deviant behavior, whether verbal or non-verbal, targeted toward another person in order to cause deliberate harm. If not stamped out (Reio & Ghosh, 2009), incivility has a devastating effect on job satisfaction (JSAT), which in turn causes employees to want to leave their jobs (Lim, Cortina & Magley, 2008) and lower their organizational commitment (Porath & Pearson, 2010). Nevertheless, organizations want to retain skilled employees (Yirik, Oren, & Ekic 2015; Karatepe & Nkendon, 2014), because training an existing employee is cheaper than recruiting a new one. Many scholars find evidence that customer incivility (CUST) increases employees' emotional exhaustion (EXXT) in diverse organizational sectors, such as in the stress levels of retail employees (Kern & Grandey, 2009), bank tellers (Sliter et al., 2010), departmental store employees (Hur et al., 2015), frontline hotel employees (Alola et al., 2018), and engineering employees (Adams & Webster, 2013).

Researchers have often focused on the external sources of incivility, such as customers (Sliter et al., 2012; Huang & Miao, 2016; Cho et al., 2016; Torres et al., 2017; Kim, & Qu, 2018), and internal sources of incivility, such as between coworkers and/or supervisors (Hur et al., 2015, Alola et al., 2018; Jawahar & Schreurs, 2018). This study will combine both the internal and external sources of incivility in an organization (i.e., customers and supervisors) in testing its effect on employees.

The interaction between customers and employees often takes place on a daily basis (Torres et al., 2017). The importance of customers to an organization has led to several establishments accepting customers' uncivil behaviors, as demonstrated by the slogan "The customer is king!" Customer-service employees are expected to endure any uncivil behavior from customers in order to retain their patronage (Han, Bonn & Cho, 2016). Several researchers find out that the effects of customer incivility include employee incivility (Walker et al., 2016; Torres et al., 2018), deviant employee behavior (Amarnani et al., 2018), poor mental health (Koon, & Pun, 2018; Geldart et al., 2018), higher turnover intention (Han et al., 2016), and low job satisfaction (Sharma, & Singh, 2016).

The effect of supervisor incivility, meanwhile, weighs very heavy on the employee. In recent research by Abubakar and Arasli (2016), the supervisor may frustrate an employee into leaving work. It suffices to say that the longevity of an employee is in the hands of the supervisor, and when there is no mutual relationship, cynical behavior (Erdogan, 2002) and turnover intention arises. Supervisor incivility (SUPE) is a very sensitive issue because of the supposed employee-supervisor relationship, and any breach in this relationship leads to employee cynicism and mistrust. This makes it an issue for an organization, due to its adverse effect on productivity and efficiency (Aslan & Eren, 2014). Generally, employees turn to using cynical behavior or withdrawing as a defensive tool against supervisor's uncivil behavior.

Fox and Spector (1999) posited that employees behave in response to the situations around them. A behavioral response to stressful, uncivil events prevents employees from achieving their individual goals. However, high-efficacy employees with a low response rate to stress react positively to stress because they believe in an

individual's self-worth. Their perseverance gives them the strength to control the situation and ultimately prevail (Bandura, 1998), thereby avoiding any wish to leave.

Furthermore, Karatepe and Uludag (2008) posited that other factors, such as verbal aggression, are observed as a result of emotional exhaustion. In recent studies, emotional exhaustion (Hur, et al., 2015; Hur, et al., 2016) was found to be a strong mediating variable between coworker incivility and organizational outcome. A body of literature has contributed to the study of incivility and the effect it has on an organization, such as through sales employees (Diefendorff & Croyle, 2008), retail employees (Wilson & Holmval, 2013), and restaurant employees (Cho et al., 2016). Having stated the above, however, this research intends to establish the role that emotional exhaustion (EXXT) has on customer incivility (CUST), supervisor incivility, and two organizational outcomes. Schilpzand et al. (2016) and Porath & Pearson (2013) point out that the financial and human cost of incivility is considerable high. On the other hand, very few studies have investigated the effect of supervisor and customer incivility on emotional exhaustion. In response to the call of Pauline, Irene, & Amir (2016) to enhance our knowledge of the theoretical effect of this relationship, this research will contribute by studying incivility in Nigeria. Therefore, to be more specific, this study aims to explore the effect of CUST and SUPE on TOIN and JSAT and establish how EXXT mediates the relationships between customer-contact employees in Nigeria.

1.1 Objectives of this Study

This study draws from the Conservation of Resource Theory (COR) (Hobfoll, 2002) and the Appraise Emotional Response ((Bagozzi, 1992) to investigate the following objectives:

1. This research adds to the extant body of literature on the study of incivility in the hotel industry by filling a research gap for Nigeria's hotel industry and establishing a reference point for further studies.
2. Previous research have found relationships on how supervisor incivility (Abubakar et al., 2017), self-efficacy, organizational deviant behavior (Kim & Beehr, 2017), and customer incivility affects employees' well-being (Baranik et al., 2017; Viotti et al., 2018) and results in deviant behavior (Torres et al., 2017). Therefore, this study will build upon the existing knowledge to identify the effect that customer incivility and supervisor incivility has on employees' emotions in the hotel industry, bearing in mind that Nigeria is a multicultural nation with over 240 ethnic groups.
3. Tourism researchers have also found relationships between incivility and other organizational outcomes (Hur et al., 2015), such as employee creativity (Seung et al., 2017), EXXT (Hur et al., 2016), job performance (Nelson, Nichols & Wahl, 2017; Sharma et al., 2016), and withdrawal behaviors like JSAT and TOIN (Lim et al., 2016). This study will test the mediating effect of EXXT on both SUPE and CUST and its outcome.

1.2 Contribution/Gap

The framework for this study was tested using customer-contact employees' rate of TOIN and JSAT. One of the objectives is to test the study variables in busy and saturated areas, namely the hotels in Lagos and Abuja (National Bureau of Statistics, 2015), and find the effect on employee behavior, as seen in various other studies in different parts of the world. In particular, Lagos is regarded as Nigeria's main commercial city, while Abuja is the national capital. The different nature of these two cities will have a major impact on the survey. These locations welcome a massive number of tourists during both the peak and off-peak seasons.

Several empirical studies from different sources have investigated the influence of incivility in Nigeria, such as in banks (Ogunbamila, 2013), in schools (Jere, 2015), and political institutions (Adetiba, 2013). Testing the effect of incivility in the hotel industry will close the gap that exists in the literature.

Additionally, collecting data from customer-contact employees will contribute immensely to the body of knowledge in tourism literature. Researchers have focused on frontline employees (Torres et al., 2017; Hur et al., 2015), and a very rear research on customer-contact employees (Alola et al., 2018). Therefore, the effect of incivility on customer-contact employees is very important for the hotel industry and demands careful attention when conducting research and analyzing data.

Lastly, over the years, emotional exhaustion have continued to be a major issue that continuously threatens employees and organizational productivity, so testing the mediating effect of emotional exhaustion in the extant research, which is a rare study for the relationships around incivility, will contribute to our existing knowledge about the subject.

1.3 Structure of the Thesis

The remaining part of this study is arranged such that, Chapter two discusses the literature review, Chapter three discusses the research model and hypotheses development, Chapter four talks about the research methodology. Chapter five displays the results of the research, chapter six is the discussion section. The last section highlights the implications, the limitations and recommendation for further research and a concluding remark.

Chapter 2

LITERATURE REVIEW

2.1 Customer Incivility

Customer incivility (CI) still stands as a strong workplace stressor. The regular interaction between service employees and customers often leads to social violations (Torres et al., 2017; Marchiondo, Kabat-farr & Cortina 2018; Sliter et al., 2012). Employee interactions with customers can be either civil or rude. Some customers are impolite, and they raise their voices when talking to employees and direct their anger on them (Torres et al., 2017). Cho et al. (2016) pointed out how the frequent interaction between customers and employees is a major source of employee stress (Huang & Miao, 2016; Kim & Qu, 2018). Stating that employees are expected to endure customers' hostility and serve them regardless of their emotions since the customer is considered "king" in a service-oriented organization (Cho et al., 2016; Rafaeli et al., 2012). Nevertheless, an over-emphasis on customers' rights often leads to employee abuse (Van Jaarsveld et al., 2010; Harris & Daunt, 2013; Sliter et al., 2010). Customers' mistreatment of employees leads to depression and anxiety that affects the employees' wellbeing (Baranik et al., 2017; Viotti et al., 2018).

Incivility is a form of intention to cause harm to the target person (Han et al., 2016; Walker et al. 2014). Although several researchers have investigated the silent aspect of this devastating issue, there remain untouched aspects that require investigation. For instance, in a country like Nigeria with its alarming rate of unemployment, what

happens to employees if they speak out or decide to leave their jobs? Secondly, in a country where culture rules, there is every chance that supervisor incivility might not be taken seriously, because supervisors are assumed to be superior after all. From a researcher's point of view, incivility is any verbal or non-verbal way of inflicting oppression, depression, or humiliation upon a person in an organization in order to harm him or her, whether immediately or in the long term. According to Rafaeli et al. (2012), a customer's exhibition of verbal aggression toward an employee results in that employee paying a cognitive cost. Researchers have paid attention to CUST in the hotel and restaurant industries because of the devastating effect it on employees' emotional and physical wellbeing (Sliter et al., 2012; Sakurai & Jex, 2012; Sliter et al., 2011). Scholars universally accept that CUST, verbal aggression, employee mistreatment, bullying, cynical behavior, and abusive supervision (Hershcovis, 2011; Torres et al., 2017; Abubakar et al., 2017; Alola et al., 2018) are all causes of conflict in an organization. In an uncivil organization, employees are generally emotionally exhausted, so burnout and turnover intention in turn affect organizational outcomes (Frone, 2000; Sliter et al., 2011). CUST is considered one of the most dreadful forms of incivility because whenever there is a conflict between a customer and an employee, the employee is always the prey.

Several recent studies have been conducted based on workplace incivility in areas such as supervisor-to-employee incivility (Porath & Erez, 2010; Alola et al., 2018; Jawahar & Schreurs, 2018), employee-to-employee incivility (Rhee; Hur & Kim, 2017; Bunk & Magley, 2013), and customer-to-employee incivility (Walker et al., 2014; Henkel et al., 2017; Torres et al., 2017). Incivility can be clearly differentiated from other forms of violation in an organization. Incivility, like bullying (Estes & Wang) and mobbing (Davenport, 1999), distorts organizational norms. Hershcovis

(2011) and Lian et al. (2014) opine that the display of an uncivil act most often does not result in an immediate consequence, and other people are unaware of the act. Unfortunately, several instances of actions like ignoring an employee, showing snobbery, making derogatory comments, and questioning a worker's capability result in a negative outcome. Employees, one way or another, feel the negative effects of incivility, by demonstrating dissatisfaction with their jobs, lower creativity, higher turnover intention, greater stress, and emotional exhaustion (Hershcovis, 2011; Cortina et al., 2013; Cortina, 2008). Most often, the victim of an uncivil act is less productive and less committed to the organization because of the psychological trauma that he or she has experienced. Such employees often try to keep to themselves (Porath & Pearson, 2012).

Perceived incivility has been researched by various authors, for instance, Porath & Erez (2009) point out that students who perceive incivility are less creative. Distrust and decreased productivity are very prevalent in organizations where the employees experience incivility at a higher rate (Pearson et al., 2001).

In addition, there is the possibility of variance in the historical evidence for customer incivility across geographical locations, and this could be due to prevailing cultural/traditional norms, ethnicities, and religions and beliefs, among other things. Significant extant literature in the context of customer incivility has consistently continued to expand the investigation into the service industries of North American countries (Han, Bonn & Cho, 2016; Viotti et al., 2018). For instance, in the United States, which largely constitutes North America, Han, Bonn, & Cho (2016) used information from 228 restaurant employees working in 28 unconnected restaurants in Florida for their investigation. Using hierarchical linear modeling for their analysis, a

significantly positive relationship between customer incivility and job burnout was found among the investigated restaurants' frontline service employees. The study further noted that job burnout strongly mediates the relationship between customer incivility and turnover intention. On the other hand, the evidence showed the relationship between customer incivility and job burnout was significantly moderated by the organizational and supervisory support. In addition, Torres et al. (2017) investigated customer and employee incivility using a sample of 297 hotels in the United States. The study noted the occurrence of service-recovery and security-related situations, and the differences were highlighted. Importantly, the effect of an uncivil act from employee-to-employee was found to increase customer aggression and negative emotions while reducing sensitivity to incivility. Similarly, in the case of China in Asia, Zhang et al. (2016) used a sample of 244 call center representatives to show that customer-related social stressors (CSS) were responsible for emotional exhaustion, which was subsequently associated with counterproductive work behavior (CWB). Interestingly, via emotional exhaustion, customer-related social stressors were found to affect counterproductive work behavior, with emotional intelligence serving as a buffer for reducing such an impact.

In addition, while studying customer incivility in the Chinese health sector, Wang and Wang (2017) examined data collected from 398 healthcare workers using a hierarchical multiple regression analysis. The specific uncivil act of the customer examined in the investigation is representative of mistreatment by customers. Wang and Wang (2017) found that employees' work withdrawal (turnover intention) is significantly caused by mistreatment by customers (customer incivility) while being moderated by emotional exhaustion. In another relationship between customer mistreatment and employees' emotional exhaustion, social support is noted as a

strong moderator. In Australia, in a study that reflects instigated incivility within the workplace, Loh and Loi (2018) examined data collected from 303 white-collar employees of small and medium-sized enterprises. Dallimore, Sparks, and Butcher (2007), meanwhile, examined 192 volunteer students from selected fields of study to explore the existence and extent of emotional contagion using video vignettes of customers complaining. The study revealed the emotional-contagion process, so service providers risk being influenced by angry outbursts from consumers. Henkel et al. (2017) investigate customer incivility by examining students from a Dutch university who had to imitate employees of a service industry. They noted how the “employees” were not worse off when they reacted kindly to uncivil behavior from customers. As such, when an employee reacts in a retaliatory manner to any form of the uncivil act from a customer, this employee violates the service protocol and thus will not be rewarded with possible emotional support from another customer within the vicinity of the incident. Thus far, a scarcity of literature within this context has focused on other regions/locations in the world. Akgeyik (2010) investigated and reported upon the concern of customer aggression in Turkey, while Bateman (2015) similarly discussed the case of South Africa.

Table 1. Workplace Incivility from 2009 to 2018

Authors	Sample	Outcome	Mediator	Moderator	Findings
Spencer Laschinger et al (2009)	Nurses	Job satisfaction and commitment, turnover intention.			The findings show that both customers and supervisors incivility positively relates to turnover intention and negatively relates to job satisfaction

Van Jaarsveld et al (2010)	Customer service representative	Employee incivility causes customer turnover	Job demands Emotional exhaustion		Customer incivility towards employee causes employee incivility towards the customer.
Sliter et al., (2010).	Bank tellers	Emotional exhaustion and a negative effect on customer service performance	Faking positive Emotion		Employee faking of emotion leads to Emotional exhaustion and faking positive emotion mediates the relationship between customer service performances.
Lim and Lee (2011)	Full-time workers in Singapore	Incivility from supervisor than co-worker		Family support	Coworker incivility has a negative link with satisfaction and a positive link with depression. Supervisor incivility have a relationship with work/family conflict
Sliter et al. (2012)	Bank tellers	Employee sales performance		Co-worker incivility	Coworker incivility strengthens the relationship between employee sales performance and customer incivility.
Wu et al. (2013)	Manufacturing workers			Negative reciprocity beliefs and hostile attribution bias.	When negative reciprocity belief and hostile attribution bias are high, a positive relationship occurs between incivility and interpersonal deviance
Hur et al., (2015).	Sales employee	Emotional exhaustion and a	Surface acting Emotion		Customer incivility is related to surface

		negative effect on customer orientation	al exhausti on		acting and how the effect of customer incivility lowers employee customer orientation.
Han et al., (2016).	Frontline employee	Burnout		Organizational support and Supervisor y support	Customer incivility is positively related to frontline employee burnout. Organizational support and supervisory support fully moderate the relationship between customer incivility and burnout
Torres et al., (2017)	Hotel employee	Customer aggression Negative emotion Employee incivility Sensitive to uncivil act			Customer incivility results in employee negative emotions, employee incivility. Again, the effect of employee incivility, in turn, raised customer incivility and negative emotion.
Demsky et al., (2018)	Forest service employee	Emotional exhaustion	Negative work ruminati on	Psychological detachmen t relaxation	Workplace incivility is associated with life outside the workplace

2.2 Supervisor Incivility

The incidence of supervisor incivility is becoming disturbingly high for organizations, and most organizations find it difficult to question their supervisors' actions. Zurbrugg & Miner (2016), as well as Cortina et al. (2017), opine that an

individual of a lower status is more vulnerable to incivility. That is to say, people who are less likely to retaliate to an uncivil act are more often the targets. One question remains unclear, though: “Does a person know who is capable of retaliating before the act?”

What is more, Abubakar (2018), in his recent work on family conflict and incivility, posits that a female who is the target of incivility suffers more psychological distress than a male. In this investigation into the escalation of workplace incivility, the target suffers from anxiety and depression. Incivility does not affect the target alone, however, organization also pays the cognitive cost (Geldart et al., 2018). Incivility jeopardizes a company’s image (Bavik & Bavik, 2015), and this negative consequence in turn affects the financial performance of the company, either directly or indirectly (Porath & Pearson, 2013). Supervisor incivility, according to Smidt & Allscheid (1995), decreases organizational commitment and increases employees’ deviant behavior.

However, the quest to find a lasting solution to supervisor incivility and understand the psychological effect of incivility on employee is gathering pace (Sliter et al., 2012; Sakurai & Jex, 2012). SUPE is characterized by uncivil, harmful behavior from a supervisor to an employee, that includes avoiding the employee, gossiping, or making negative comments (Torkelson; Bäckström & Schad, 2016). SUPE is perceived as causing a negative effect on customer-contact employees’ because of the organizational authority vested in supervisors to manage several issues, including behavioral issues. Generally, unfettered incivility affects organizational outcomes (Holm, Torkelson & Bäckström 2015). Moreover, incivility has been linked with diminished work behavior; for example, experiences of incivility lead to decreased

job performance and increased exhaustion (Chen, Chang & Wang, 2018), increased levels of absenteeism (Sliter et al., 2012), decreased work engagement (Chen et al., 2018), and increased turnover intention (Wilson & Holmval, 2013). In addition, expressed incivility trigger the target to reciprocate in an uncivil way (Bunk & Magley, 2013; Schilpzand, De Pater & Erez, 2016), pushing employees to be less creative (Sliter et al., 2012; Taylor & Kluepfer, 2012) and trigger anger and distrust (Bunk & Magley, 2013). It is clearly arguable that supervisor incivility has a negative effect on employees.

Some employees reported a high rate of supervisor incivility, while others report a low rate, so a question arises: “Why do some employees experience a higher rate of incivility than others?” We added the aspect of supervisor incivility to our study because this behavior can be feasibly addressed by top management (Laschinger, Leither, Day, & Oore, 2012). In addition, the research of Leiter et al. (2012) posits that supervisor incivility usually decreases after the accomplishment of the act. This study also selected supervisor incivility rather than coworker incivility because it aimed to investigate the effect of SUPE on the subordinate. For instance, when an uncivil act occurs between coworkers, the injured party can report it to the supervisor, but this is not possible when the supervisor is the perpetrator.

Hershcovis and Barling (2010) assert that the effect of supervisor aggression on the employee is greater than the resulting effect of coworker incivility, especially for job satisfaction, turnover intention, job performance, and organizational deviant behavior. SUPE is a “low-intensity form of deviant behavior from a supervisor to an employee with an intent to cause harm” (Andersson & Pearson, 1999, p.457). Uncivil act by employee includes shouting at an employee, not allowing the

employee to make suggestions, and mobbing the employee. Hershcovis et al. (2017) assert that supervisor incivility also causes embarrassment for the employee. Recent research (Tepper, Moss & Duffy, 2011) points out that supervisor incivility can also be used to motivate weaker staff, but the question is “on what grounds and for how long?” Top management sometimes uses an uncivil act to punish a subordinate (a low-level staffer) (Kabat-Farr, Walsh, & McGonagle, 2017; Schilpzand et al., 2016). Jawahar and Schreurs (2018) carried out recent research with cross-sectional employees in the USA. Their study posits that supervisor incivility affects citizenship performance, although no mediating effect was found on work engagement and task performance.

2.3 Emotional Exhaustion

Empirical evidence shows that employees distance themselves from work on the slightest emotional turbulence (Söllner, Müller, & Behringer, 2018), thereby reducing their active contribution to resources. The excessive withdrawal of an employee from organizational commitment lowers the employee’s efficiency and increases the inclination to leave the job (Deery, Iverson & Walsh, 2002; Skaalvik & Skaalvik, 2011; Karatepe et al., 2018). However, Karatepe et al. (2018) argue that employees who experience emotional exhaustion are likely to display negative reactions toward their job, and emotional exhaustion reduces employee self-esteem and self-efficacy. An employee who experiences emotional exhaustion, generally will have lower job satisfaction (Skaalvik & Skaalvik, 2011, 2014). According to Li, Wong and Kim (2017), emotional exhaustion is both a physical and psychological state of depletion that gradually deteriorates to an unbearable condition. Emotional exhaustion reduces a victim’s quality of life (Korunka, Hoonakke & Carayon, 2008), which stands as the strongest factor for employee turnover intention.

Maslach, Schaufeli, and Leiter (2001) pointed out that employee exhaustion arises when an employee is ripped emotionally from his or her resources. In the view of Bacharach, Bamberger and Conley (1991), exhaustion results in high psychological and emotional demand and is caused by frequent demands for an employee's resources at work. EXXT is a burnout dimension that also occurs in the frequent interaction between customer-contact employees and customers/supervisors. It is arguable that employees EXXT comes from high social demand in the workplace (Baba et al., 2009, Shih-Tse, 2014), and this decreases performance and weakens an employee's ability to respond to job demands.

Recent researchers in the organization and management field have conclusively opined that the interaction between customer and employee is a daily hassle (Rafaeli et al., 2012 Han et al., 2016; Van et al., 2010). According to Rhee, Hur and Kim (2017) and Hu et al. (2018), job demands increase emotional exhaustion by draining employees of their emotional resources. In the same vein, Demerouti et al. (2001) find out that a high degree of interaction between employees and clients in the health sector increases EXXT. In line with the study of Hur et al. (2015), incivility leads to emotional EXXT, and when an employee's emotional exhaustion is high, organizational deviance and other counterproductive employee work behavior occurs. Van et al. (2010) carried out a cross-sectional research on service employees and found out that CUST causes EXXT, and EXXT, in turn, causes employee incivility. Other determinants of emotional exhaustion are strongly linked to surface and deep acting, trust, employee personality, and employee mindfulness (Basim, & Can, 2013; Hülshager et al., 2013; Grandey, 2003; Baer et al., 2015). More specifically, Grandey (2003) outlines how surface acting and deep acting which are, respectively, the modification of facial expressions and the modification of inner

feelings are good indications for predicting stress and coworker-related effective delivery. Baer et al. (2013) define feeling trusted as being tolerant to another party's vulnerable action. They went further to argue that the construct of feeling trusted, in addition to its benefits on employee job performance, could be burdensome and thereby cause emotional exhaustion. Feeling trusted therefore acts as a double-edged sword that affects job performance both positively and negatively. Feeling trusted tends to increase employees' confidence and pride, which then aids their emotional performance. However, feeling trusted also tends to attract more workload and concern to an employee, thereby adding to the burden of exhaustion and performance.

In a different way, Hülshager et al. (2013) opine that mindfulness is the act of responding to an ongoing situation in a tolerable and non-judgmental manner. This study shows that mindfulness is negatively and positively related to EXXT and JSAT, respectively. On the other hand, emotional exhaustion is strongly judged to be a good predictor of job performance and voluntary turnover (Wright & Cropanzano, 1998). In the study of Cropanzano, Rupp, and Byrne (2003), the negative effects of emotional exhaustion on individual employees were examined. Leaning on the application of social exchange theory, the study opines that emotional exhaustion predicts job performance, turnover intention, and two classes of organizational citizenship behavior. However, the theoretical framework of the conservation of resources model (COR) was employed by Wright and Cropanzano (1998) in their study of emotional exhaustion. Using 52 social workers in their study and both positive and negative affectivity as control variables, this investigation revealed that EXXT was unrelated to JSAT but evidently linked with job performance and voluntary turnover.

2.4 Turnover Intention (TOIN)

TOIN is as old as the service sector, and the concept has long existed among service-sector employees. Takase (2010) defines TOIN as the willingness of an employee to cease work. This also has a positive relationship with voluntary turnover (Nei et al., 2014; Takase, 2010). However, employee turnover can result from terminations or employees voluntarily leaving an organization for whatever reason. Many reasons lead to employee resignations, such as an employee deciding to leave an organization for a better offer elsewhere (Rahman & Naz, 2013). There is a positive relationship between TOIN and work-family conflicts (Cho et al., 2016), which concurs with the findings of Porter & Ayman (2010), who state that TOIN is one of the outcomes of EXXT.

In an incident of TOIN, both the employee and his or her employer feel the loss. However, this cannot be quantified as a single definite event (Tahira et al., 2016, Khan, 2014). When there is an actual turnover, an organization must spend time and money training a new employee, while the employee must look for another job offer elsewhere. Rehman et al. (2012) support this assertion, pointing out that it also has a visible effect on coworkers by increasing their workload. Retaining employees is a vital objective (Tahira et al., 2016) for organizational sustainability (Alola et al., 2018). Recent research by Karatepe (2015) and Han, Bonn & Cho (2016) reveals a positive association between TOIN and burnout. Furthermore, the effect of burnout on employee behavior has been widely studied. For instance, Chan Wan and Kuok (2015) studied the effect of burnout on employees and found it resulted in reduced employee commitment and JSAT.

This study, therefore, focuses on the effect of EXXT on customer-contact employees in the hotel industry. The work of Sliter et al. (2012) and Van Jaarsveld et al. (2010) only focused on one dimension of burnout, while Han et al. (2016) focused on all three dimensions, albeit with only frontline restaurant employees. The elements associated with turnover intention are not limited to job satisfaction/performance, turnover behavior, burnout, job stress, strain, and leadership (Cho & Lewis, 2012; Mahdi et al., 2012; Green, Miller & Aarons, 2013; Lin, Jiang & Lam, 2013; Dane & Brummel, 2014; Wong & Laschinger, 2015; Lu & Gursoy, 2016). Considering the enormous task that mental health professionals and other health providers face, as well as the potential risk associated with their job descriptions, burnout and emotional exhaustion, continue to present a daunting prospect for such professionals (Green et al., 2013; Wong & Laschinger, 2015). A study by Green et al. (2013), which was conducted among 388 community mental health providers, observes a negative relationship between transformational leadership and turnover intention, an association rooted in the mediating role played by transformational leadership. It mediates between EXXT and TOIN, and it buffers the effect of both on mental health providers. In a similar vein, Wong & Laschinger (2015) examine the day-to-day encounters of today's frontline clinical managers and organizational healthcare managers. This study argues that burnout and increased turnover intention among these groups of professionals result from prolonged job strain. In addition, Lin et al. (2013) studied turnover intention among managerial staff in Guangzhou, China in relation to other factors, and a high prevalence of turnover intention was observed among the study's respondents. These responses significantly support the assertion that TOIN is empirically predictable by job dissatisfaction and EXXT. Moreover, turnover intention was significantly linked with low job satisfaction and greater

emotional exhaustion. In another health-related study, generational differences between “Baby Boomers” and “Millennials” were significantly linked as a moderating variable for the interaction between EXXT, JSAT and TOIN (Lu & Gursoy, 2016).

2.5 Job Satisfaction

Job satisfaction remains a vital issue in organizations, especially in the hospitality sector (Locke, 1976). Any organization that wishes to operate efficiently and effectively, as any organization should, needs to satisfy its employees and makes them happy because employees need to be happy. Employees are a useful asset of any organization. According to Alola et al. (2018) and Ali (2016), employees are a vital tool for organizational sustainability. As the old adage expresses, “A happy worker is a productive worker.”

Job satisfaction has been defined by several researchers in different yet related ways. In 1969, Locke defined JSAT as a pleasurable state of emotions that results in one’s appraisal of one’s own job in a way that facilitates the value of that job. Furthermore, Robbins and Coulter (1996) define JSAT as the attitude an employee has toward his or her job. A person’s attitude toward a job is related to job satisfaction, where a positive attitude implies that the employee is satisfied with his or her job. Additionally, Locke (1976) refers to JSAT as an individual’s feelings toward his or her work, and such feelings are usually positive. Job satisfaction is the general attitude that employees display, signifying their fondness for their job (Reilly, 1991). Statt (2004), meanwhile, describes job satisfaction as a major source of employee attitude, stating theta as the outcome of the job. In a more recent definition, Ganesh, (2015) defines job satisfaction as an attitude that is influenced by an employee’s

internal state of mind. He further justifies the definition by stating that several internal and external factors influences job satisfaction, such as organizational culture, environmental elements, and social aspects.. Additionally, Khalib et al. (2015) define job satisfaction as the extent that employees like their jobs. Rajput, Mahajan, & Agarwal (2017), restate the view of Statt (2004) in that employee job satisfaction results from an employee's attitude toward their job, and that job satisfaction is the ultimate attitude of employees toward their jobs.

Generally, JSAT is a positive attitude that an individual has toward his or her job. It is a positive assessment of the working environment by an employee. The causes of employee dissatisfaction have been studied for some time (Spector, 1997). Job satisfaction cannot be linked to just a single factor, however, for instance, it can be related to an employee's psychological state (Sung et al., 2013) or the ability to do certain things (Konard et al., 2013). In addition to these employee-related factors, there are organizational traits that causes employee dissatisfaction. Satisfaction can, therefore, be influenced by external factors beyond an employee's control, as well as by relationships outside the working environment (Chen et al., 2015). Previous research has shown that JSAT influences an employee's reaction and commitment to an organization, such as in the form of turnover intention (Aydogdu & Asikgil, 2011; Olusegun, 2013), absenteeism (Thirulogasundaram & Sahu, 2014; Mahdi et al., 2012), organizational commitment (Top & Gider, 2013; Gebremichael & Rao, 2013), and attitudes toward innovation (Chih, Yang & Chang, 2012; Schouteten & Van Der vleuten, 2013). Job satisfaction is essentially a personal appreciation of one's experiences at work (Locke, 1976) and the general attitude employees have towards their jobs (Robbins, 2003).

Most researchers take the view that JSAT is attributed to an employee's organizational commitment (Malik, et al., 2010; Chih et al., 2012; Top, Akdere & Tarcan, 2015; Yousef, 2017). Nevertheless, job satisfaction gradually diminishes when expected outcomes are not met. Hughes (1958) associates this decrease in job satisfaction with a "reality shock," something that emerges when expected work experience do not manifest. Following this shock, employees often begin to rebalance their expectations based on the reality of their work, and satisfaction gradually begins to increase again (Yang, 2010). Employees are expected to provide a quality service to customers when they are satisfied with their job (Kong et al., 2018). Notable researchers identify several factors as influencing job satisfaction, such as employees' awareness of effective organizational activities and employee empowerment. Employee empowerment influences job satisfaction (Lee, & Hwang, 2016). In addition, when employees perceive the working environment as a diverse organizational climate, this increases employee job satisfaction (Madera, Dawson, & Neal, 2013) and perceived trust (Lee et al., 2013).

Additionally, when employees are included in the decision-making process of an organization, it gives them a sense of belonging that increases job satisfaction (Lee, Kim & Park, 2017). Conversely, unethical management and excessive job demands tend to reduce job satisfaction (Wong & Li, 2015). To indicate that job satisfaction is, and has been, a critical issue of concern, Clark & Hollinger (1983) point out that crime has a direct influence on employees' JSAT, as well as work practices are largely associated with employee crime. In line with the above findings, Hoboubi et al. (2017) and Othaman et al. (2014) posit that employees with lower integrity are associated with job dissatisfaction that in the long term can lead to criminal activity. Another influence of job satisfaction is relationships at work, as proposed by Parvin

& Kabir (2011). Supporting this notion, Akhte et al. (2016) show a strong relationship between employee JSAT and relationships at work. De Beer, Tims & Bakke (2016), meanwhile, suggested that an improved relationship between a supervisor and a subordinate increases JSAT, which in turn has a positive impact on both the employee and the organization. The happiness of an employee determines employee job satisfaction and it is directly connected to their performances. In research conducted by Karatepe & Magaji (2008), it was found that employee performance is connected to job satisfaction.

In recent study, researchers have studied and reviewed the effect of job satisfaction in the hotel industry. The antecedents of job satisfaction are seen at different levels, the individual, job-related factors (or organizational level) and factors outside the working environment that are beyond the employee's control. Ashton (2018) studied frontline hotel employees in Thailand in order to check the positive effect of human resource management on the practices on employee JSAT and found that positive human resource practices have a positive influence on job satisfaction. Quality of life is also attributed to employee job satisfaction. Management is often advised to make decisions that will favor their employees and enhance job satisfaction, because the employees are the core assets of any organization and the ones that ensure that production occurs and/or that customers are happy enough with the organization to make a repeat purchase. Employee empowerment through management decisions includes allowing employees to be active in organizational decision making, thus improving satisfaction. Motivation, on the other hand, is different from job satisfaction, yet it is connected. An increased management motivation increases job satisfaction (Huang & Su, 2016; De Beer et al., 2016; Pan, 2015).

Although job satisfaction has always been a complex topic due to the cultural differences in many organizational settings, it remains a useful variable for every organization. What actually creates job satisfaction, however, can be attributed to an individual as well as the organizational cultural setting (Pan, 2015). Job satisfaction is therefore subjective and person-specific.

Job satisfaction is too complex to measure in itself, but many researchers continue to measure and study the concept, noting that the different factors that affect job satisfaction are not constant (O’Keefe, Corry & Moser, 2015). The instruments used to measure job satisfaction are numerous, but there are three categories that are common according to Van Saane et al. (2003). In this study, there are multidimensional instruments for selected jobs, general jobs, and global jobs. The researchers measured employee job satisfaction with seven items. Among the seven items, their job satisfaction survey and job satisfaction questionnaire is still useful for many of today’s researchers. Harzer and Ruch (2013) measure job satisfaction with a total of five items that cover employees’ jobs, relationship and satisfaction with coworkers. In the similar vein, Top et al. (2015) measure job satisfaction through 36 items, ranging from satisfaction with the nature of their work, the benefits associated with the job, the salary, and coworkers.

2.6 Theoretical Background

This study encompasses three types of incivility: witnessed incivility, experienced incivility, and instigated incivility. We, therefore, propose two theoretical perspectives for an in-depth understanding of the study’s variables. Adopting the theory of self-regulation (Bagozzi, 1992) and the conservation of resource theory

(COR) (Hobfoll, 1989) will assist in developing a model that can test the study variables.

2.6.1 Bagozzi's (1992) Framework of Self-Regulation Theory

Bagozzi's Appraisal-Emotional Response (Bagozzi, 1992) is a framework that represents the self-regulatory process of intention, attitude, and behavior. The argument behind this theory is that in the long term, people respond to the affective and this leads to intention. The theory posits that attitude leads to desire, which eventually turns into behavior (Lin, Fan, & Chau, 2014). Bagozzi's (1992) framework of self-regulation theory provides a clear understanding of the theoretical foundation from actual behavior to behavioral intention. Combining the theory of planned behavior (Schmit & Allscheid, 1995) with Bagozzi's framework of Appraisal-Emotional Response gives an individual control over learning and behavior.

According to Bagozzi (1992), the process moves from the appraisal to emotional response and then to behavior in a sequential order. A handful of researchers have examined this process in their studies (Lin et al., 2014) websites, (Bansal & Taylor, 2015), intention switching (Lastner et al., 2016), overcoming service failures (Zhao, Ya, & Keh, 2018), and employee behavior (Wen, Hu, & Kim, 2018). Self-regulation is the merging of self-motivation, activation control, and self-determination (Kasche & Kuhl, 2004).

Self-regulation is one of two important environmental observations needed before action (Bandura, 1986), and it is vital for customer-contact service employees. For instance, an individual evaluation of an event and outcome predates feelings and reactions, and this forms the basis for individual behavior (Bagozzi, 1992). Adopting

this theory in this study means a customer-contact employee enjoys the privilege of suppressing some negative reactions that might come from organizational stressors (customer and supervisor incivility) before action.

The second most important aspect of this theory is self-monitoring. According to Premeaux and Bedeian (2003), this allows individuals to observe, regulate and control their behavior, so they can act in accordance with their expected public appearance (Bandura, 1991; Kanfer & Ackerman, 1989). According to Premeaux & Bedeian (2003), self-regulation gives an individual the chance to regulate their behaviors and thoughts (Houghton & Jinkerson, 2007), and there is empirical research to support this theory. For instance, Karatepe and Aga (2016) studied banking in Northern Cyprus with the focus on frontline work engagement as a mediator to organizational mission fulfillment and perceived organizational support on job performance in the bank. In line with this, other researchers (Ashill, Rod & Carruthers, 2008; Babakus, Bienstock & Van Scotter, 2004; Rod & Ashill, 2010) reveal that the relevant impact of the theory was ascertained. This research will apply the same theory to determine the effect of EXXT on CUST and SUPE as it affects TOIN and JSAT.

2.6.2 Conservation of Resource Theory

In COR theory, an individual protects valuable resources, and when there is a threat or a loss of these resources that the individual is unable to recover, strain occurs (Hobfoll, 2002). In addition, controllable and uncontrollable stressors in an organization inevitably lead to employee stress. The effect of burnout on job demands was studied by Gene (2011), and he pointed out that personal characteristics such as the emotional stability are needed, but he also mention that regards conditions like social support, energy, and money as needed to carry out a

task. When a customer-contact employee has inadequate resources or an excessive work demand, a maladaptive coping disorder occurs. This disorder reduces JSAT and in most cases leads to turnover intention.

CUST and SUPE are among the various social stressors in an organization that degrade employees' cognitive and emotional capability (Kernard & Grandey 2009). Employees experience lost of resources when there are no equivalent resources available to replace them. Organizational stressors makes employees develop defense mechanisms to combat this effect. They become hostile, and in most cases, they feel rejected and distressed while trying to safeguard their resources (Liu et al., 2008). Consequently, this study predicts that CUST and SUPE will lead to employee EXXT, which in turn will lead to TOIN or reduced JSAT. Researchers have highlighted the relationship between incivility and other dimensions, such that COR theory for areas like email incivility, which results in withdrawal behavior (Park, & Haun, 2018), perceived incivility and self-efficacy (De Clercq, Haq, & Azeem, 2018) emotional exhaustion (Lam, Walter, & Huang, 2017), stress and poor job outcomes (Karatepe et al., 2018), emotional labor, and turnover intention (Sok, Blomme, De Rooter, Tromp, & Lub, 2018). Kern and Grandey (2009) found stress to be a mediator between EXXT and CUST in their study. There was a positive association between incivility with surface acting in research into a department store and EXXT (Hur, moon & Han, 2015). The research of Sliter et al. (2010) also adds to the body of work by showing a positive association between incivility and EXXT and a negative association with service quality for bank employees. Applying the conservation of resource theory to our study model will address the relationship between stressors and organizational outcomes.

2.7 Structure of Nigeria's Hospitality Industry

The first hotels in Nigeria dated back to 1942 with the establishment of *The Grand Hotel* and *The Bristol* (Flint, 1983). These were followed by other noted hotels in the 1950s (Whiteman, 2012), both in the colonial and post-colonial eras. A rapid emergence of government hotels in Nigeria followed between 1960 and 1965, leading to the establishment of several hotels across the nation (National Bureau of Statistics, 2015). The first international hotel chains to gain a presence in Nigeria were Ikeja Hotels PLC in 1985 and Hilton in 1987. Over the 1970s and 1980s, many hotels began to spring up, both private and governmental. The inability of government-owned hotels to provide a good level of service led to most of them being privatized (UNWTO, 2006). Nevertheless, the number of hotels in Nigeria has increased dramatically, with 67 hotels belonging to 15 chains and numerous family-owned hotels scattered all over the country.

The hotel industry in Nigeria is the country's fastest-growing industry, and this has contributed to the nation's income (Agusto & Co, 2015). There are 7,145 hotels around the country with some 374,508 employees (National Bureau of Statistics, 2015), although there is a consensus that the exact number of hotels in Nigeria cannot be fully accounted for (Bankole, 2002). This is because many hotels are not officially registered, especially the one- and two-star hotels, according to the Nigeria Tourism Development Corporation (NTDC), the body charged with regulating hotels in Nigeria.

Table 2. Number of Hotels in Nigeria

STATE	NUMBER OF HOTELS
Abuja	627
Lagos	1,636
Akwa Ibom	302
Delta	444
Uyo	413
Anamba	205
Rivers	356
Enugu	217
Ogun	333
Cross Rivers	244
Total	7,145

Source: National Bureau of Statistic 2015

Samson and Timothy (2014) point out in their research that the hotel industry contributes to Nigeria's economy, having found a positive association between the industry and the Nigerian economy (Sanni, 2009). In the same vein, Ajake (2014) says that the growth of the industry has also affected the growth of human capital. In addition, the hotel industry contributes 1.7% of the nation's GDP (N1.56), and this is expected to increase to 5.8% in ten years (National Bureau of Statistic 2015). Additionally, in the capital market, the service sector contributed 1% in years 2010–2012 according to the World Bank (2015) and the National Bureau of Statistics (2015), with the estimation expected to increase by 2020.

Notwithstanding the contribution to the economy from the industry, there is still a very big challenge facing the industry. Esu (2015) mentions how the industry has lacked a competent person that can develop it into the desired state. In the view of Olusegun and Olusola (2016), the lack of sufficient human capital has made it trivial for foreign hotels and workers to enter the market, thereby increasing the native unemployment rate. This is an issue for the economy, and it makes it very competitive for the homegrown industry. The industry needs a transformation that will bring better growth and productivity and help the economy (Samson & Timothy, 2014; Nwosu, 2008a; Awoseyin, 2007). Even though this problem clearly exists, however, little or no effort is made to solve it (Olusegun & Olusola, 2016).

Nigeria has a high crime rate and poor infrastructure, and social unrest has become an obstacle to the growth of the industry (Olusegun & Olusola, 2016). The multiple levels of taxation by different governmental bodies also present a huge challenge.

Chapter 3

HYPOTHESES

This chapter discusses the construction of the research model and the development of the related hypotheses for the study's variables.

3.1 Emotional Exhaustion and Customer Incivility

The COR theory implies that at the loss of resources, employees become exhausted. Furthermore, when there is no adequate replacement for these resources, strain occurs. This loss can be attributed to uncivil behavior. Customer incivility is different from other forms of incivility (coworker incivility and supervisor incivility) in terms of the difficulty of controlling it. Customers can treat employees in an uncivil manner, often being rude and disrespectful (Kim & Qu, 2018). Customer incivility differs from other forms of workplace maltreatment that violate social norms. For many customers, uncivil acts may not be seen as unfair by the employee, but in the long term, the accumulation becomes intense and offensive (Torres et al., 2017; Wen, 2018). Uncivil customer behavior includes acts such as shouting at the employee (Andersson & Pearson, 1999; Cortina et al., 2017), seeking the supervisor's opinion after the employee has already offered a solution, and ignoring the employee. Unfairness in the service industry caused by customers, especially the customer-contact employees, has a negative effect on the organization. Nevertheless, incivility is difficult to identify, and its nature makes it difficult to accuse offenders or create rules to prohibit uncivil acts, especially when customers are the perpetrators. Therefore, organizations, especially the human resource managers, have

to recognize the causes and find possible ways to reduce the incidence of such events.

Customer mistreatment has a positive relationship with EXXT (Ben-Zur & Yagil, 2005; Hur et al., 2015; Hur et al., 2016) and emotional labor (Rupp & Spencer, 2006). The frequency of encounters between service employees and customers also often results in emotional exhaustion (Karatepe, 2013). The hypothesis is therefore proposed.

H1: Customer incivility positively influences emotional exhaustion.

3.2 Supervisor Incivility and Emotional Exhaustion

Several recent studies have consistently searched for a possible solution to supervisor incivility (Sakurai & Jex, 2012; Alola et al., 2018; Abubakar, 2018). Supervisor incivility is characterized by uncivil behavior from a supervisor towards an employee, like avoiding the employee, gossiping about him or her, and making negative comments (Reio & Sanders, 2011). The organizational authority vested in the supervisor to manage several issues includes handling behavioral issues in the organization, makes SUPE more harmful than any other form of incivility (i.e., customer incivility and coworker incivility). Quite often, if the low-intensity deviant intent of incivility is not controlled, it affects the organizational outcome (Holm et al., 2015).

Researchers have linked incivility with decreased work behavior. For example, incivility has led to decreased job performance and increased employee TOIN and EXXT (Porath & Pearson, 2012; Wilson & Holmval, 2013), decreased work engagement (Chen et al., 2013), and increased levels of absenteeism (Sliter et al.,

2012). Moreover, Bunk and Magley (2013) point out in their study that incivility triggers the victim to reciprocate in an uncivil way (Sliter et al., 2012; Taylor et al., 2012), making employees less creative and eventually decreasing citizenship behavior and triggering anger and distrust (Bunk & Magley, 2013).

Supervisor incivility can bring imbalance to an organization, and in accordance with COR's premise, this may trigger exhaustion that in turn reduces JSAT and increases TOIN. This research proposes that there is an effect on customer-contact employees' commitment as a result of SUPE, so the second hypothesis is proposed.

H2: Supervisor incivility positively influences emotional exhaustion.

3.3 Customer Incivility, TOIN, and JSAT

According to Neck and Maz (1996), the theory of self-regulation (SRT) stipulates that employees choose the way they think and behave when dealing with organizational challenges, thereby regulating thoughts and behavior (Houghton & Jinkerson, 2007). Aslan and Kozak (2012), in a study carried out with frontline employees, found that incivility results in lower JSAT and more TOIN. According to Aslan and Kozak (2012), customers are the engine behind the success of an organization, so even when an employee is clearly stressed, management will want that employee to pretend that all is well and serve the customer despite the attack. The question remains of how an organization can balance and maintain a positive work environment for both employees and customers. Every organization needs to consider the impact of employee sustainability on efficiency and productivity (Kim, 2014), because employee turnover is always an issue, especially in the service sector. Having efficient employees leaving an organization is a very problematic issue

(Akgunduz & Sanli, 2017), and turnover is an important aspect of TOIN (Tett & Meyer, 1993). TOIN and poor job dissatisfaction result from organizational stressors like customer incivility. Hur et al. (2015) link the effect of customer incivility to intention to leave work, so we propose the hypothesis that customers' incivility affects both the employee and the organization at large. Walsh et al. (2012) stress the possible link between CUST and JSAT and the effect on customer-contact employees (Wilson & Holmval, 2013). Therefore, in the available literature, there is a strong connection between customer incivility, turnover intention, and employee job satisfaction. Thus, the following hypotheses are proposed.

H3a: Customer incivility positively influences turnover intention.

H3b: Customer incivility negatively influences job satisfaction.

3.4 Supervisor Incivility, TOIN, and JSAT

Supervisor incivility is detrimental to any organization due to the power difference in the leadership hierarchy. Supervisor incivility refers to any uncivil behavior by the supervisor to an employee that includes discrimination, gossip, or hurtful comments (Abubakar et al., 2017; Jawahar, & Schreurs, 2018). A bad supervisor is disastrous to an organization, because he or she will degrade quality of life and cause psychological problems in employees. There is, however, a clear difference between management failure and a lack of good managerial courtesy (Gentry et al., 2015; Kaiser, LeBreton, & Hogan, 2015) when bullying subordinates, showing favoritism, losing temper, and demonstrating other uncivil behavior. Customer-contact employees that are subjected to supervisor incivility are affected in lower job satisfaction (Sharma, & Singh, 2016) and more turnover intention (Bunk & Magley, 2013; Giumetti et al., 2013; Wilson & Holmval, 2013).

Supervisor incivility has been generally accepted by researchers as a critical factor that evokes turnover intention. Additionally, job satisfaction is vital to an organization's success, because employee retention inherently depends upon job satisfaction. For an employee to show a positive attitude at work, that employee must be satisfied with his or her job. Employees should be happy in a serene, conducive, and civil environment where managers carry out their duties without showing favoritism or incivility. Researchers have negatively linked job dissatisfaction with managerial failure, so based on this, we propose the following hypotheses.

H4a. Supervisor incivility positively influences turnover intention.

H4b. Supervisor incivility negatively influences job satisfaction.

3.5 Emotional Exhaustion and Turnover Intention

Employees who experience emotional exhaustion at work are likely to distance themselves emotionally from work (Maslach et al., 2001) and reduce their active contribution to resources. Employees that experience emotional exhaustion are more likely to develop turnover intention and leave an organization (Karatepe & Magaji, 2008; Yavas et al., 2008). In addition, as much as emotional exhaustion is likely to result in employee turnover intention, it also adversely affects the employee's mental health. The excessive withdrawal of an employee from his or her organizational commitment will lower the employee's efficiency and increase his or her tendency to leave the job (Podsakoff, LePine & LePine, 2007).

It is arguable that employees display negative reactions when they are emotionally exhausted through decreased self-esteem and self-efficacy. An employee who experiences emotional exhaustion has less commitment and is more likely to leave.

Emotional exhaustion reduces the quality of life (Korunka et al., 2008), which is among the strongest triggers for turnover intention. Therefore, we propose the following hypothesis.

H5a: Emotional exhaustion positively influences turnover intention.

3.6 Emotional Exhaustion and JSAT

The causes of employee dissatisfaction have been (Spector, 1997) given attention. Employee JSAT is connected to several factors both within the organization and outside the organization. For instance, it is related to employee's psychological factors (Sung et al., 2013) or an employee's ability at doing certain things (Konard et al., 2013). In addition to these employee-related factors, other organizational attributes can cause employee dissatisfaction. Some external factors may also be out of the employee's control, such as relationships outside the working environment affecting their emotions (Chen et al., 2015), which also relates to how satisfied an employee can be with the working environment. Emotional exhaustion in employees increases their stress level and results in a negative outcome. This negative outcome affects the overall organizational performance by decreasing employee commitment, (Ashill et al., 2009; Wu et al., 2012), increasing turnover intention (Rutherford et al., 2009), decreasing employee wellbeing (Belkic & Savic, 2013), decreasing employees' overall job satisfaction (Babakus et al., 1999), and decreasing employees' value (Wu & Griffin, 2012). However, emotional exhaustion and job dissatisfaction cannot be separated (Mulki et al., 2006), and employees who find it hard to cope in their place of work due to emotional exhaustion often show a nonchalant attitude toward their jobs. Some notable researchers have pointed out the

linkage between emotional exhaustion and job satisfaction (Hur et al., 2015). We, therefore, propose the following hypothesis.

H5b: Emotional exhaustion negatively influences JSAT.

3.7 Emotional Exhaustion as a Mediator

Emotional exhaustion has been consistently problematic in organizations, and employees that are emotionally drained exhibit diverse counter-productive behaviors. For instance, in the study of Hur et al. (2015), the authors correlate emotional exhaustion with surface acting and discover that the result of surface acting is the employee disliking the job. According to Maslach (1993), employee emotional exhaustion arises when an employee is emotionally ripped off from their resources. In the view of Bacharach, Bamberger and Conley (1991), emotional exhaustion is caused by a high psychological and emotional demand on employees and frequent demands for employee resources at work. Empirical evidence has linked emotional exhaustion to deviant organizational behavior (e.g., Van Jaarsveld, 2010; Schilpzand et al., 2016). Emotional exhaustion as a burnout dimension occurs in the frequent interaction between a customer-contact employee and customers. It is arguable that an employee gets emotionally exhausted from the high social demand at the workplace (Baba et al., 2009), and stress from uncivil behavior decreases performance and weakens an employee's ability to respond to his or her job's demands. The interaction between customer and employee is a daily grind (Kern & Grandey, 2009), with every occurrence of incivility being stressful and unhealthy. According to Ladebo and Awotunde (2007), job demands increase emotional exhaustion by draining employee's emotional resources. In the same vein, Demerouti et al. (2001) find that a high level of interaction between employees and clients in the

health sector increases EXXT. Hur et al. (2015), in their study, opine that incivility leads to emotional exhaustion, and when an employee's emotion exhaustion is high, organizational deviance and other counterproductive employee work behaviors occur. In a service setting, such as the hotel industry, hotel customer-contact employees are required to hide their emotions and deliver the service in an effective and efficient manner. Specifically, interactions between hotel customer-contact employees and uncivil supervisors and disrespectful customers can heighten the pressure on employees' behaviors. This leads to EXXT when they perceive the threat of losing resources and are unable to get back their invested resources,

Van Jaarsveld et al. (2010) conducted cross-sectional research on service employees and found that customer incivility results in employee emotional exhaustion. We therefore propose the following hypotheses.

H6a: EXXT mediates the relationship between CUST and TOIN.

H6b: EXXT mediates the relationship between CUST and JSAT.

H7a: EXXT mediates the relationship between SUPE and TOIN.

H7b: EXXT mediates the relationship between SUPE and JSAT.

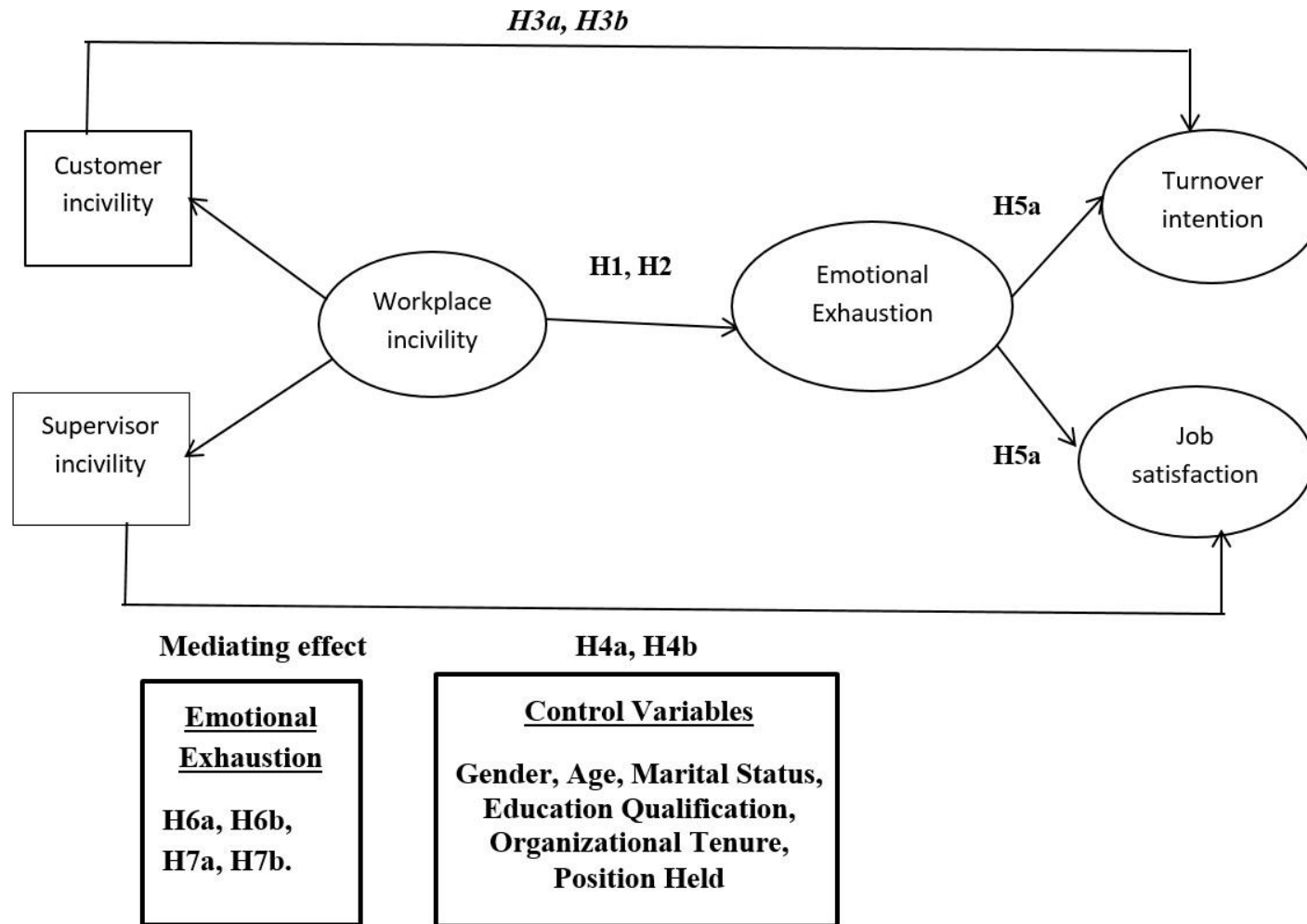


Figure 1. Hypothesized Model

Chapter 4

METHODOLOGY

This chapter describes the methodology of the study model. Data were obtained via a self-administered questionnaire to solicit the view of customer-contact employees on the effect of incivility (both from customers and supervisors). The self-administered approach to data collection and distribution has been validated by several researchers (Han, Bonn, & Cho, 2016; Arasli et al., 2018; Alola et al., 2018, Karatepe & Olugbade, 2016). Some recent studies have used this approach for workplace incivility, generally concluding that it is the most reliable approach for the health sector (Shi et al., 2018), the production industry (De Clercq et al., 2018), and the hotel industry (Torres et al., 2017; Alola et al., 2018).

4.1 Research Design, Sampling, and Data Collection Procedures

The researcher applied a quantitative method to investigate how two independent variables predict a criterion variable (dependent variable). Therefore, the basis of this research is to examine the causal effect of the independent variables on the dependent variable. The research applied a self-administered questionnaire which is appropriate for this study (Karatepe, 2014; Quratulain & Khan, 2015). Since the study is not an experimental one, there was no need for random assignment (Bleske-Rechek et al., 2015). Instead, the researcher used a correlation study, which is the best approach for a self-reported questionnaire (Quratulain & Khan, 2015). This is the first study of incivility for hotel customer-contact employees in Nigeria, so the researchers employed a cross-sectional study for data collection.

A total of 328 questionnaires were gathered from the customer-contact employees of four- and five-star hotels in Nigeria, specifically the commercial city of Lagos and the national capital Abuja. Almost all the employees used for the analyses are Nigerian. The sample size was determined according to the researcher's judgment since no data were available for the survey population (Darvishmotevali, Arasli, & Kilic, 2017). The research therefore used the judgmental sampling method, which is where a sample is selected from the population because it represents the chosen sample for the study. In addition, not all hotel employees were selected for participation, just the customer-contact ones. The main hotels in Nigeria are located in the two given major cities. Of the 7,145 hotels in Nigeria, 32% are located in Abuja and Lagos (National Bureau of Statistics, 2015). This study used a non-probability sampling technique (judgmental sampling), the most appropriate approach for data collection is given that we need to investigate a subset of the population (Wang, 2015; Acharya et al., 2013; Bornstein, Jager & Putnick, 2013). Prior to the time of the survey, the researcher sent a letter to the hotels asking for permission to collect data from their employees. The study made use of customer-contact employees, including waiters/waitresses, room attendants, and front desk employees (receptionists) (Karatepe, 2013; Lee & OK, 2014; Karatepe & Karadas, 2014). The employees were assured of the confidentiality of their responses in a letter, and they were given the questionnaire to fill out and asked to return it the next day. We decided to deliver it and collect it the next day, so they could fill it out without fear of favor because it concerned their supervisors. This method was time-consuming and expensive, however, because the research needed to keep visiting the hotels to collect questionnaires. Despite this, it seemed to be the best approach. In order to decrease the potential of common method bias, we approached it in two

ways. Firstly, the questionnaires were properly enveloped and submitted directly to the field workers rather than management to ensure the employees could be sure their answers were kept confidential. Secondly, Harman's one-factor analysis as a statistical tool was used to control the common method bias, since the study deals with self-reported data. The five factors explain 32.64% of the variance (Podsakoff et al., 2003) and no single one exceeded a variance of 50%. The researcher was therefore able to control common method bias.

4.2 Collection of Data

A general belief about the unreliability of data for tourism and the hotel industry in Nigeria (UNWTO, 2006; Nwosu, 2016) has made research a rigorous endeavor. Even the regulatory agency charged with overseeing the hotel industry in Nigeria, the Nigeria Tourism Development Corporation (NTD), lacks sufficient statistics about the industry. This acts as a call to action for researchers and academics to compile a database for the industry (Nwosu, 2016). The number of hotels stated in this study comes from the National Bureau of Statistics (2015), an online travel promoter for tourism in Nigeria. What is more, thanks to the previous studies looking at the Nigerian hotel industry, the data from the hotel.ng website is not far from the reality. For instance, Karatepe (2008) conducted research in 2011 on the hotel service sector. This study distributed 500 questionnaires to customer-contact employees between April and September 2017, a period of five months.

The researcher prepared the questionnaire in English, and there was no need for back translation (Mc Gory, 2000), given that English was the language of the respondents.

4.3 Pilot Study

This study ensured the validity of its questionnaire by applying a pilot study. According to Waweru and Omwenga (2015), a suitable pilot sample for any research endeavor should comprise 10% of the chosen sample of the population. In the work of Issac and Michael (1995), the authors take the opinion that 10–30 questionnaires should be distributed to assess the readability of the questions, check the potency of the questions, and possibly correct any mistakes or any ambiguity in the wording. In line with these studies, the researcher conducted a pilot study with 30 questionnaires. Since the study focused on two different states in Nigeria, the questionnaire was divided equally between the different states, 15 for each. The questionnaire was distributed to customer-contact hotel employees, who took approximately 10 minutes to answer the questions. The 30 questionnaires were then inputted into SPSS to test the validity of the questionnaire before proceeding to the main data-collection process. The results showed the questionnaire to be valid and reliable (Issac & Michael, 1995).

Before distributing the questionnaire for the pilot study, the researcher made several visits to the hotels that would potentially participate in the research. Most hotels, especially the five-star ones, refused consent. In some cases, the management warned employees that anyone caught completing the questionnaire would be fired. In the hotels that did consent, most employees were unwilling to complete the questionnaire. The pilot study took approximately 30 days for distribution and collection, which was not surprising. One reason for this period is the time involved in approaching the hotel and meeting the relevant people to obtain consent. In addition, the two cities are geographically distant from each other, so the researcher

had to travel 12 hours by land and 2 hours 20 minutes by air to get from Lagos to Abuja.

4.4 Measurement Items

The study was measured according to the proposed research model (customer incivility, supervisor incivility, emotional exhaustion, turnover intention, and job satisfaction), and the respondents' demographic profile.

4.4.1 Customer Incivility

Several studies in both psychological and management science have measured customer incivility on a diverse scale. For instance, Sliter et al. (2010) adapted the scale that was developed by Clark, Devendorf, and Jex (2004), which comprises 11 items. In addition, Han et al. (2016) adopted the scale of Burnfield et al. (2004) for their study. In the same vein, Cho et al. (2016) measured customer incivility from the study of Cortina et al. (2001), and this study adopts the same scale of six items. Example questions include “customers take out anger on me” and “customers' actions show lack of patience.” The participants were asked to rate their agreement with such statements on a 5-point Likert scale, ranging from strongly disagree (1) to strongly agree (5).

4.4.2 Supervisor Incivility

Questions about supervisor incivility were borrowed from the work of Cho et al. (2016). There are five items along the lines of “my supervisor was condescending to me,” “supervisor shows little interest in my opinions,” and “my supervisor made demeaning remarks about me.” Again, the participants were asked to rate their level of agreement on a 5-point Likert scale, ranging from strongly disagree (1) to strongly agree (5).

4.4.3 Emotional Exhaustion

For emotional exhaustion, six questions were employed in the study. The participants needed to rate their responses on a 5-point Likert scale, ranging from strongly disagree (1) to strongly agree (5), based on the work of Moore (2000). Example questions include “I feel used up at the end of the work” and “Working all day is really a strain for me.”

4.4.4 Turnover Intention

To measure TOIN, three items were taken from the study of Karatepe (2013), with a 5-point Likert scale ranging from strongly disagree (1) to strongly agree (5). Example questions include “I will probably quit this job next year” and “I will look for another job.”

4.4.5 Job Satisfaction

JSAT refers to the extent an employee expresses his or her level of job satisfaction. Three items were taken from the study of Jung Hoon et al. (2016) and asked in the context of a 5-point Likert scale from strongly disagree (1) to strongly agree (5). Sample questions include “I find real enjoyment in my job” and “I feel satisfied with my job.”

4.4.6 Control Variables

The sample for the control variable involved in the survey was derived from the work of Zhao, Peng, and Sheard, (2013) and Ogunbamila (2013). These studies show the relevance of the control variable on the characteristics of employees because it affects their actions. Gender was binary coded with male = 1 and female = 2. Age was ranked as 18–25 = 1, 26–33 = 2 and 5 for anyone older. The research also coded marital status as single = 1 and married = 2, and 3 and 4 for divorced and widows/widowers, respectively. What is more, the educational qualifications of the

respondents were ranked as follows: primary = 1, secondary = 2, graduate = 3, and masters = 4. For the control variable on organizational tenure, the employees were asked how long they had been working for their organization, and these were coded as follows: less than one year = 1, 1–3 years = 2, 4–6 years = 3, and 7+ years = 4. The position held was ranked as follows: waiter/waitress = 1, room attendants = 2, front desk = 3, and doorkeepers = 4.

Chapter 5

RESULTS

This chapter presents the demographic variables, the exploratory factor analysis (EFA), confirmatory factor analysis (CFA), all the reliabilities (convergent and discriminate), the tables and the result from the hypotheses testing. The study addressed the research question by finding the effect of customer incivility and supervisor's incivility on employee emotions in the hotel industry, turnover intention, and job satisfaction.

5.1 Descriptive Statistics of the Respondents

The study includes all customer-contact employees in four and five-star hotels in Nigeria. The researcher distributed 500 questionnaires to customer-contact employee. Out of 300 distributed questionnaires for Lagos and 200 for Abuja, for Lagos, 232 questionnaires were returned from Lagos. After discarding the ones that were not properly filled, 202 were left for analysis yielding a responses rate of 67.3%. For the Abuja respondents, 200 questionnaires were distributed, 146 were returned, when the ones that were either omitted or not properly filled were removed, 126 questionnaires were coded for analysis, with a response rate of 63%. In total, 328 questionnaires were used for the analysis after discarding the ones that were not properly filled yielding a response rate of 65.6%.

Out of the 328 participants that filled out the questionnaire, 222 were male (67.7%) and 106 were female (32.3%). For the age distribution of the respondents, the

respondents that their age ranges from 18 to 25 were 40(12.2%). For the ones that their ages was from 26 to 33, the total numbers of the respondents were 122(37.2%). Approximately, half of the respondents were between the ages of 34 to 41 representing a percentage of 137(41.8%). Twenty-six of the respondents with a percentage of 7.9 were between the ages of 42-49. Fifty years and above of age represent the least number of workers in the industry, 3(0.9%), representing a frequency of less than 1 as shown in Table3. For the marital status, one hundred and fifty-seven people indicated that they were married, this represents a frequency of (47.9%). For the singles, 153 respondents filled out the questionnaire indicating the status as single with a frequency of (46.6%). Fifteen of the respondents were divorced representing the frequency of (4.6%), while the rests were either widow or widower. With particular reference to the educational background of the respondents, only four people indicated that they have primary school education (1.2%). For the secondary school certificate holders, 40 people indicated having such certificate (12.2%). The majority of the customer-contact employee that were used for the study were either graduates or a master degree holder with a frequency rate of 99 (30.2%) and 185 (56.4%) respectively. For the organizational tenure, ninety-nine (30.2%) have been working in the organization for less than one year. Eighty-nine indicated working in the hotel between 1 to 3 years with a percentage of 27.1. Majority of the employees have worked for 4 to 6 years (102%). While the remaining number of employees 38 (11.5%) have worked for seven years and above. In the case of the position held, one hundred and fifty-two employees are either waiters/waitress (46.3%). The room service employees are 105(32.0%).

Table 3. Respondents Profile (n = 328)

Characteristics	Frequency	Percentage
<i>Gender</i>		
Male	222	67.7
Female	106	32.3
Total	328	100.0
<i>Age</i>		
18-25	40	12.2
26-33	122	37.2
34-4	137	41.8
42-49	26	7.3
50 and above	3	.9
Total	328	100.0
<i>Marital status</i>		
Single	157	47.9
Married	154	46.6
Divorced	15	4.6
Widow/widower	3	.9
Total	328	100.0
<i>Education</i>		
Primary	4	1.2
Secondary	40	12.2
Graduate	99	30.2
Masters	185	56.4
Total	328	100.0
<i>Organizational tenure</i>		
Less than a year	99	30.2
1-3	89	27.1
4-6	102	31.1
7 and above	38	11.6
Total	328	100.0
<i>Position held</i>		
Waiter/Waitress	152	46.3
Room servers	105	32.0
Frontdesk	33	10.1
Door keepers	27	8.2
Others	11	3.4
Total	328	100.0

The front desk employees were 33(10.1%) while the doorkeepers were 27(8.2%), and less than 5% of the employees indicated as others, representing any other department that has direct contact with customers 11(3.4%).

5.2 Exploratory Factory Analysis

To test the construct validity of the questionnaire the study applied the principal component analysis (Cavana et al., 2001). The sampling adequacy was measured using Kaiser-Meyer-Olkin (KMO). The KMO was 0.859 which is within the acceptable range of 0.5-1.0. Eigenvalues range from 7.181-1.200 that is above the cut-off criterion of 1.0. All the items loaded into their respective factors, only two items loaded slightly below 0.7, as shown in Table 4 suggesting convergent validity (Urbach & Ahlemann, 2010). Discriminate validity was successfully addressed. Treat of common method variance was further addressed using Harman's one-factor test, and evidence suggests that the first factor accounted for 32.643 of the total variance explained, which is lesser than the acceptable threshold of 50%. Common method bias is not a treat to the study.

Additionally, in Table 4 the reliability estimates are shown, the coefficient alpha scores for the study, ranges from 0.86 to 0.89 respectively, which exceeds the cut off criteria of 0.70 (Kline, 1998). The study results exceed .80 therefore according to Nunnally, (1978), the result is a reliable measure.

Table 4. Exploratory factor analysis (EFA)

Items	loadings	α	Eigenvalues	Total % of variance
<i>Customer Incivility</i>		0.880	7.181	32.6
CUST	.861			
CUST	.845			
CUST	.734			
CUST	.714			
CUST	.680			
CUST	.650			
<i>Supervisor Incivility</i>		0.867	3.087	14.0
SUPE	.843			
SUPE	.830			
SUPE	.825			
SUPE	.811			
SUPE	.754			
<i>Emotional Exhaustion</i>		0.896	2.351	10.7
EXXT	.831			
EXXT	.780			
EXXT	.770			
EXXT	.757			
EXXT	.733			
<i>Turnover Intention</i>		0.888	1.874	8.5
TOIN	.895			
TOIN	.849			
TOIN	.793			
<i>Job Satisfaction</i>		0.882	1.200	5.5
JBST	.856			
JBST	.848			
JBST	.823			

5.3 Model Fit Indexes

To further test the Model fit, we employed IBM Amos 20. The results indicated a good fit of the five-factor model to the data on the basis of a number of fit statistics, CMIN/DF = 2.704; $\chi^2 = 532.737$; $df = 197$; $p < .01$; TLI (Tucker-Lewis index) = .911; IFI (incremental fit index) = .925; (goodness of fit index) GFI = .870; CFI (comparative fit index) = .924; AGFI (adjusted goodness of fit index) = .833; SRMR (Standardized root mean square residual) = .064 RMSEA (root mean square error of

approximation) = .072; (Byrne 2001). According to Hu and Bentler, (1999), the result shows a good model fit.

Table 5. Confirmatory Factor Analysis (CFA)

Items	Loadings	CR	AVE
<i>Customer Incivility</i>		.889	.729
Item 1	.753		
Item 2	.775		
Item 3	.746		
Item 4	.680		
Item 5	.667		
Item 6	.716		
<i>Supervisor Incivility</i>		.868	.524
Item 1	.715		
Item 2	.739		
Item 3	.850		
Item 4	.763		
Item 5	.707		
<i>Emotional Exhaustion</i>		.869	.572
Item 1	.830		
Item 2	.836		
Item 3	.847		
Item 4	.749		
Item 5	.671		
<i>Turnover Intention</i>		.891	
Item 1	.818		
Item 2	.939		
Item 3	.797		
<i>Job Satisfaction</i>		.883	.717
Item 1	.810		
Item 2	.903		
Item 3	.824		

Note. Model fit statistics, $CMIN/DF = 2.704$; GFI (goodness of fit index) = .870; AGFI (adjusted goodness of fit index) = .833; IFI (incremental fit index) = .925 CFI (comparative fit index) = .924; RMSEA (root mean square error of approximation) = .070; SRMR (Standardized root mean square residual) = .064.

Table 6. Means, Standard Deviation, and Correlations of the Study

Variables	1	2	3	4	5	6	7	8	9	10	11
1. Gender	-										
2. Age	-.094	-									
3. Marital status	-.095	.480**	-								
4. Education	.006	.203**	.051	-							
5. Org. tenure	.009	.179**	.062	.032	-						
6. Position	-.094	.175 **	.124**	.245**	-.048	-					
7. CUST	.014	.010	-.091	.036	-.035	-.154**	-				
8. SUPE	-.086	-.013	-.088	.021	.048	-.169**	.480**	-			
9. EXXT	-.026	.058	-.016	-.031	.129*	-.226**	.349**	.312**	-		
10. TOIN	-.058	-.013	-.037	.163**	-.041	-.114**	.284**	.239**	.305 **	-	
11. JSAT	.056	.097	.084	-.011	.157**	.159**	-.187**	-.174**	-.292**	.525**	-
Mean	1.32	2.48	1.58	3.41	2.24	1.90	2.86	2.60	3.20	3.14	2.88
SD	.47	.84	.62	.74	1.01	1.10	.93	.85	.91	.89	2.88

Note: CUST = Customer Incivility; EXXT = Emotional Exhaustion; SUPE = Supervisor Incivility, TOIN = Turnover Intention; JSAT = Job Satisfaction, SD = Standard Deviation. Age and position held were measure with a four-point scale. Gender was coded as binary (1=male and 2=female). While marital status, educational qualification and organizational tenure was measured using a four-point scale. ** denotes the correlation is significant $p < 0.01$ and * ($t = 1.67$) correlation is significant at $p < 0.05$ ($t = 1.96$). M=Mean, SD=Standard deviation.

The result of the CFA in Table 5 shows a strong proof of the convergent validity of the measures. All the loadings exceeded 0.5 and significant at 0.05. According to Fornell and Larcker, (1981), the average variance extracted (AVE) should have a cut-off point of 0.5, our result shows that all the variables exceeded the cutoff point of 0.5. For the composite reliability constructs, the obtained result is from 0.869 to 0.889, exceeding the map-out cutoff of 0.70, and this ensures discriminate validity. The properties of the data were all acceptable.

5.4 Descriptive Statistics Results

In line with the recommendation from Rhoades and Eisenberger (2002), we included the demographic variables of the respondents to check the relationship between the study variables. Table 6, displayed that some of the demographic variables, are correlated with the study variables. Educational qualification, is positively linked with TOIN ($r = .163^{**}$, $p < 0.01$), additionally, organizational tenure is positively linked with EXXT and JSAT ($r = .129^*$, $p < 0.05$) and ($r = .157^{**}$, $p < 0.01$), respectively. Position held is correlated with all the study variables displayed in Table 6. For customer incivility, SUPE, EXXT and TOIN, there was a negative correlation for instance position held with customer incivility ($r = -.154^{**}$, $p < 0.01$), supervisor incivility ($r = -.169^{**}$, $p < 0.01$), EXXT ($r = -.226^{**}$, $p < 0.01$), and for turnover intention ($r = -.114^*$, $p < 0.05$). Additionally, there was a positive association between position held and JSAT ($r = .159^{**}$, $p < 0.01$).

Additionally, for correlations among variables in Table 6, the relationship was in accordance with the study prediction. Customer incivility is positive associated with SUPE, EXXT and TOIN ($r = .480^{**}$, $p < 0.01$), ($r = .349^{**}$, $p < 0.01$) and ($r = .284^{**}$, $p < 0.01$) respectively. For JSAT, the researcher observed a negative correlation with customer incivility ($r = -.187^{**}$, $p < 0.01$). Supervisor incivility has a positive association with EXXT ($r = .312^{**}$, $p < 0.01$) and TOIN ($r = .239^{**}$, $p < 0.01$), and for JSAT, a negative association was observed ($r = -.174^{**}$, $p < 0.01$). EXXT is positively associated with turnover intention but a negative association was witnessed in the relationship with job satisfaction ($r = .305^{**}$, $p < 0.01$) and ($r = -.292^{**}$, $p < 0.01$) respectively. Finally, there was a negative correlation between

turnover intention and job satisfaction ($r = -.525^{**}$, $p < 0.01$). The outcome shows that Baron and Kenny's (1986) conditions were met.

5.5 Hypothesis Testing

We employ the variance inflation factor (VIF), to control for multicollinearity and to control for bias in the statistic model. According to Hair et al., (2017), the VIF statistic should not exceed the threshold of 5. Although Diamantopoulos and Sigauw (2006), suggested a threshold of less than 3.3, the present study VIF is less than 1.5 and is well below the suggested threshold of <3.3 . Therefore, there was no problem of multicollinearity.

The hierarchical regression analysis in Table 7 shows that CUST has a positive significant relationship with EXXT ($\beta = .35^{**}$, 6.7, $p < 0.01$), and has a significant positive relationship between customer incivility and emotional exhaustion ($\beta = -.31^{**}$, 5.9, $p < 0.01$). As the researcher has proposed that customer incivility and supervisors incivility will positively affect emotional exhaustion was achieved, therefore Hypothesis 1 and Hypothesis 2 were accepted.

Table 7. Result of Path Analysis

Parameter	standardized Estimate			
<i>Direct effect</i>	B	t-value	R ²	
CUST→EXXT	.35	6.7**	.099	Supported
SUPE→EXXT	.31	5.9**	.023	Supported
CUST→TOIN	.28	5.3**	.115	Supported
CUST→JSAT	-.19	-3.4**	.021	Supported
SUPE→TOIN	.24	4.5**	.023	Supported
SUPE→JSAT	-.17	-3.2**	.115	Supported
EXXT→TOIN	.31	5.7**	.115	Supported
EXXT→JSAT	-.29	-5.5**	.123	Supported

. ** denotes the correlation is significant $p < 0.01$ and * ($t = 1.67$) correlation is significant at $p < 0.05$ ($t = 1.96$).

Secondly, the assumption that customer incivility will have a positive influence on turnover intention and a negative influence on job satisfaction was achieved. The study shows that customer incivility has a positive influence on turnover intention ($\beta = .28^{**}$, 5.3, $p < 0.01$), therefore we accept Hypothesis 3a. Additionally, as earlier predicted, there was a negative influence of customer incivility on job satisfaction ($\beta = -.19^{**}$, -3.4, $p < 0.01$), also, Hypothesis 3b was accepted.

Table 8. Summary of Hypotheses Result

Hypotheses	Results
H1: Customer incivility have a positive influence on Emotional Exhaustion	Accepted
H2: Supervisor incivility have a positive influence on Emotional Exhaustion	Accepted
H3. Customer incivility have a positive influence on Turnover Intention	Accepted
H4: Customer incivility have a negative influence on Job satisfaction	Accepted
H5: Supervisor Incivility have a positive influence on Turnover Intention	Accepted
H6: Supervisor Incivility have a negative influence on Job Satisfaction	Accepted
H7: Emotional Exhaustion have a positive influence on Turnover Intention	Accepted
H8: Emotional Exhaustion have a negative influence on Job Satisfaction	Accepted
H 9: Emotional Exhaustion mediates the relationship between Customer Incivility and Turnover Intention	Accepted
H10: Emotional Exhaustion mediates the relationship between Customer Incivility and Job Satisfaction	Rejected
H11: Emotional Exhaustion mediates the relationship between Supervisor Incivility and Turnover Intention	Accepted
H12: Emotional Exhaustion mediates the relationship between Supervisor Incivility and Job satisfaction	Rejected

HO=Hypothesis

The study tested the influence of supervisor incivility on TOIN and JSAT as earlier predicted by the study, supervisor incivility would positively influence TOIN and a negative influence on JSAT. The findings of the research are in line with the initial

assumption, turnover intention ($\beta = .24^{**}$, 4.5, $p < 0.01$), job satisfaction ($\beta = -.17^{**}$, -3.2, $p < 0.01$), this findings, empirically support Hypothesis 4a and Hypothesis 4b.

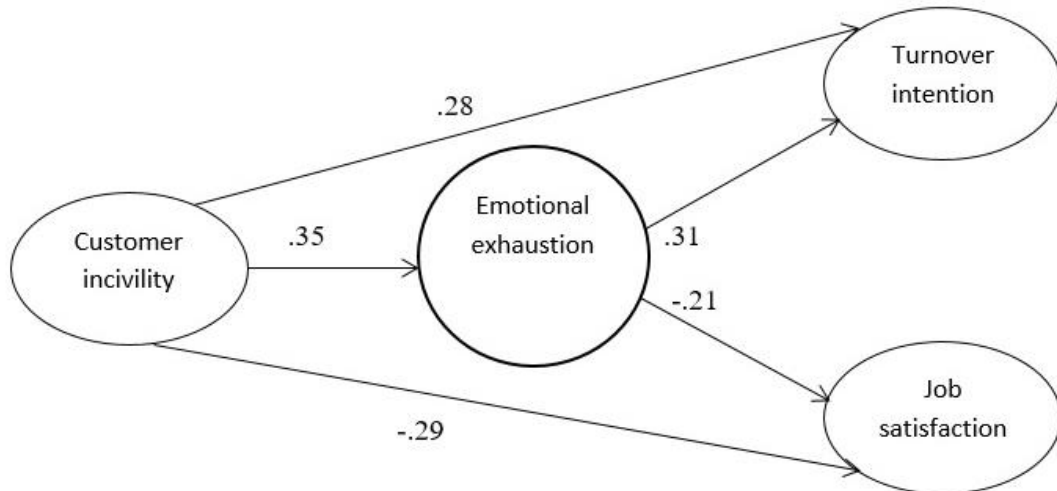


Figure 2. The result of the study model on customer incivility

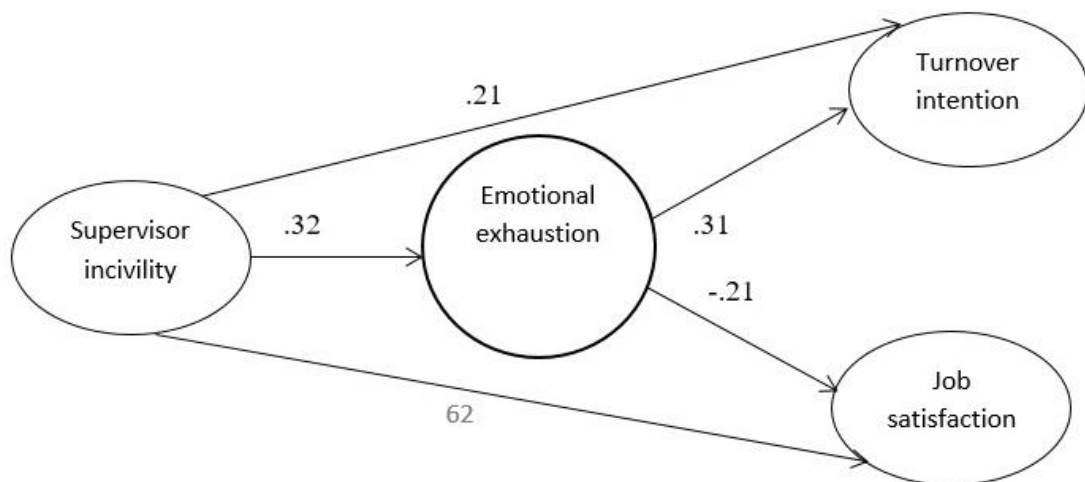


Figure 3. The result of the study model on supervisor incivility

Note. Sobel test result for emotional exhaustion partially mediates the effect of customer incivility on turnover intention is 3.02, and also partially mediates the effects on supervisor incivility and turnover exhaustion 2.44 Conversely, emotional exhaustion did not mediate the relationship between customer incivility 0.21, supervisor incivility on job satisfaction 1.45

Finally, we tested the influence of emotional exhaustion on TOIN and JSAT, the result supports the initial prediction that emotional exhaustion will positively

associate with TOIN and a negative influence on job satisfaction as shown ($\beta = .31^{**}$, 5.7, $p < 0.01$), ($\beta = -.29^{**}$, -5.5, $p < 0.01$). The hypothesis empirically supported the assumption, therefore Hypotheses 5a and Hypotheses 5b was accepted.

5.6 Mediation Effect

The section represents the result of the mediation of emotional exhaustion on the dependent and the independent variables are shown in Table 8 and Table 9. The mediating effect of EXXT, when added to the model, a significant positive reduction was observed in the model in the independent variable (customer incivility). The size of the model reduced and was still significant when emotional exhaustion was added to the model ($\beta = .181$, $p < 0.01$). Moreover, there was a significant increment in R^2 of the model ($R^2 = .152$, $p < 0.01$). This represents a partial mediation. Additionally, the Sobel test also confirm the mediation ($z = 3.021$, $p\text{-value} = 0.0025$). The assumed hypotheses that emotional exhaustion will mediate the relationship between customer incivility and turnover intention was ascertained, therefore, we accept Hypotheses 6a.

Conversely, Hypotheses 6b did not meet our initial predicated that EXXT will mediate the influence of customer incivility on JSAT. When the mediating variable was added to the model, size of the model reduced and was not significant ($\beta = -.067$). Although there was a significant increment in R^2 of the model ($R^2 = .150$, $p < 0.01$). We then confirmed with the Sobel test $Z = (0.2059)$, $P\text{-value} = 0.83$). Therefore Hypotheses 6b was rejected, emotional exhaustion did not mediate the influence of customer incivility on JSAT.

Table 9. Mediating effect of Emotional Exhaustion on Customer Incivility, Turnover Intention and Job Satisfaction

Variables	Turnover Intention			Job Satisfaction		
	Step 1	Step2	Step3	Step 1	Step2	Step3
Variables						
Control Variables						
Gender	-.079	-.077	-.067	.080	.079	.067
Age	-.012	-.035	-.051	.038	.052	.070
Marital Status	-.025	.004	.006	.045	.027	.026
Education	.210**	.194**	.196**	-.070	-.059	-.063
Organizational Position Held	-.052	-.124	-.066	.157**	.149**	.182**
	-.170**	-.124**	-.081**	.179**	.152**	.102**
Independent Mediator						
Customer incivility	-	.258**	.181**	-	-.156**	-.067
Emotional Exhaustion	-	-	.239**	-	-	-.273**
R ² at each step	.061	.125	.152	.066	.089	.150
Δ R ²	-	.064	.047	-	.023	.061
F	3.49**	6.55**	8.31**	3.75**	4.45**	7.04**
Sobel test result						
		Z				
CUST	→	EXXT	→	TOIN	3.021	
CUST	→	EXXT	→	JSAT	0.2059	

The mediating effect of emotional exhaustion in Table 8, when emotional exhaustion was added to the model, a significant positive reduction was observed in the model in the independent variable (supervisor incivility). The size of the model reduced and was significant ($\beta = .139$, $p < 0.01$). Also, the researcher observed a significant increment in R2 of the model ($R^2 = .162$, $p < 0.01$). This represents a partial mediation. The assumed hypotheses that EXXT will be a mediator between SUPE and TOIN was ascertained, the researcher further conducted the Sobel test, ($z = 2.436$, $p\text{-value} = 0.0148$). therefore, we accept Hypotheses 7a which states that EXXT partial mediates the relationship between SUPE and TOIN.

Conversely, Hypotheses 7b did not concur to the initial assumption that EXXT will mediate the influence of supervisor incivility on JSAT. When the mediating variable was added to the model, size of the model reduced but was not significant ($\beta = -.070$). Although there was a significant increment in R2 of the model ($R^2 = .151$, $p < 0.01$). We then confirmed with the Sobel test ($z = 1.466$, $p\text{-value} = 0.142$). Therefore Hypotheses 7b was rejected, emotional exhaustion did not mediate the influence of supervisor incivility on JSAT.

Table 10. Mediating effect of Emotional Exhaustion, on Supervisor Incivility, Turnover Intention and Job Satisfaction

Variables	Turnover Intention			Job Satisfaction		
	Step1	Step2	Step3	Step1	Step2	Step3
Control Variables						
Gender	-.079	-.055	-.052	.080	.063	.060
Age	-.012	-.020	-.042	.038	.043	.067
Marital Status	-.025	-.004	.000	.045	.031	.026
Education	.210**	.197**	.200**	-.070	-.061	-.063
Organizational Position Held	-.052	-.059	-.084	.157**	.163**	.188**
	-.170**	-.130**	-.081	.179**	.152**	.100*
Independent Mediator						
SUPE	-	.211**	.139**	-	-.146**	-.070
EXXT	-	-	.261**	-	-	-.276**
R ² at each step	.061	.103	.162	.066	.086	.151
Δ R ²	-	.042	.058	-	.020	.065
F	3.49**	5.27**	7.68**	3.75**	4.29**	7.07**
Sobel test result						
		Z				
SUPE → EXXT → TOIN 2.436			SUPE → EXXT → JSAT 1.466			

Chapter 6

DISCUSSION

The findings of this study make a significant contribution to the existing body of knowledge about workplace incivility. It bridges a gap by testing the effect of both customer incivility and supervisor incivility on customer-contact employees in the hotel industry of Nigeria. The effect of customer and supervisor incivility have in many ways attracted several scholars from different fields to support the ongoing endeavor (Slitter et al., 2012; Hur et al., 2015; Sharma & Singh, 2016; Hur et al., 2016; Torres et al., 2017; Abubakar et al., 2017). The major aim of this study is to examine and test the effect of customer incivility and supervisor incivility on turnover intention and job satisfaction and check the effect of the mediating variable of emotional exhaustion on the relationship.

This study supports previous work by notable researchers (Lim et al., 2008; Mathisen et al., 2008) in that customer incivility positively affects turnover intention, because this study also finds a positive relationship. According to the study by Ducharme et al. (2007), emotionally exhausted workers tend to quit their jobs. Accordingly, the current study finds that frequent interaction between customers and employees leads to several verbal exchanges that result in exhaustion and ultimately employee turnover intention.

The Conservation of Resources Theory and Bagozzi's Framework of Self-Regulation were used in this study to investigate whether customer incivility has a significantly negative correlation with job satisfaction (CUST and JSAT), affirming the findings of previous studies (Cortina et al., 2001; Lim and Teo, 2009; Wilson & Holmvall, 2013) and demonstrating similarities with the study model. This study encompasses the fact that customer incivility is at its highest peak in the hotel industry. In fact, almost all respondents had witnessed workplace incivility in one way or another. The findings do not only indicate that there is customer incivility in the hotel industry in Nigeria—it also shows the negative effect on employees, such as through turnover intention. Furthermore, the managers of hotels should pay close attention to employees' job satisfaction because of the exorbitant cost associated with the training of new employees. What is more, Kwantes (2009) corroborates the idea that JSAT is an important factor in organizational commitment and strongly encourages its consideration. However, it is important to stress that job dissatisfaction is one factor that leads to employee turnover intention, and every effort must be made to reduce this. The effect of customer incivility could be managed by educating employees on how to handle uncivil behavior (Hu et al., 2017). Customer incivility reduces employees' job satisfaction and has a negative effect (Spence Laschinger et al., 2009). Job satisfaction encompasses both internal and external factors that contribute to employees' fondness of their jobs and an unwillingness to quit. Previous studies have linked job satisfaction with organizational outcome, which agrees with our study in areas such as turnover intention (Aydogdu & Asikgil, 2011; Olusegun, 2013), employee absenteeism (Thirulogasundaram & Sahu, 2014), organizational commitment (Gebremichael & Rao, 2013), and employees' attitude toward innovation (Chih, Schouteten & Van Der vleuten, 2013). According to the

self-regulation theory, an employee will observe and interpret a situation, judging it good or bad, while the COR theory stipulates that stress occurs when expended resources cannot be replaced. Therefore, by applying the two theories, incivility from our study model results in employee job dissatisfaction, which has a negative effect on the organization.

Furthermore, the present study bridges a gap in the literature by testing the effect of supervisor incivility on turnover intention and job satisfaction via the mediating role of emotional exhaustion. This work stands out as the first of its kind to investigate this effect in Nigeria, a developing West African nation. The empirical evidence demonstrates that supervisor incivility heightens the emotional exhaustion of customer-contact employees (Walker et al., 2014), increases turnover intention (Bunk & Magley, 2013; Giumetti et al., 2013; Wilson & Holmvall, 2013), and reduces job satisfaction (Sharma & Singh, 2016). Our findings are consistent with two theories developed for this research in different ways (Hobfoll, 1989). This study investigated the relationship between stress and emotional exhaustion, when customer-contact employees experience emotional exhaustion due to stress in the workplace and a loss of resources that they are unable to recover, resulting in deviant behavior (Li & Zhou, 2013; Han et al., 2016). The theory of self-regulation (Bagozzi, 1992), on the other hand, posits that an individual can moderate his or her behavior and thoughts, especially in a sociable environment, to a certain degree (Houghton & Jinkerson, 2007; Premeaux & Bedeian, 2003) and decide how to behave in the face of adversity. According to Lee & Ashforth (1996) study, emotional exhaustion is triggered when employees lack sufficient resources to handle abusive supervisors.

Interestingly, emotional exhaustion fails to mediate the relationship between customer incivility, supervisor incivility, and job satisfaction. Potential reasons for this may be seen from different perspectives. Firstly, there is the challenging issue of unskilled labor in the industry coupled with a lack of well-established human resource practices. Secondly, the insignificance of the mediation variable on job satisfaction can be associated with long working hours, job insecurity, and low wages (Adeyemi et al., 2006). Although there was a negative effect of emotional exhaustion on job satisfaction, no mediation was observed. An employee that is already dissatisfied with his or her job may continue working for several reasons, cultural norms, and fear of the unknown. Such things may well make the employee pay less attention to stress. Additionally, the issue of unemployment is on an increase, most employees are after securing a job and keeping it than been satisfied. Also the fear of been unemployed might be a reason for emotional exhaustion that did not mediated the relationship between customer/supervisor incivility and job satisfaction. The political instability in the country might be an issue of concern. Since job satisfaction is not only attributed to internal working environment satisfaction, but also to external factors, the high rate of insurgency, poverty and other external factors might also be a major reason.

There was evidence, however, of emotional exhaustion as a mediator between customer and supervisor incivility and turnover intention, as was previously investigated in other studies (Li & Zhou, 2013; Han et al., 2016). This supports our findings that both internal and external factors can be harmful to an organization.

Additionally, for the demographic variables, education qualification was positively significant with TOIN. According to the data collected for the study, most

respondents were highly educated, which could be attributed to the high rate of unemployment in the country (Nwosu, 2016). Educated employees are less tolerant of stressful and uncivil behavior. In addition, the study found a positive relationship between emotional exhaustion and organizational tenure. Employees that have worked longer in the industry are easily exhausted. This can be attributed to the fact that they often face the same issues and become fatigued and easily exhausted when dealing with uncivil customers and supervisors. However, for job satisfaction, there was a positive relationship with organizational tenure, this could be attributed to the fact that employee that stay longer in an organization are more satisfaction with their job.

Conversely, the study witnessed a negative relationship with customer incivility, supervisor incivility, and the position held in the organization. Looking at the findings in Table 2, most of the 329 employees were either waiting or room staff (152 and 105, respectively). This shows that position has an effect on incivility, with frontline employees who a day-to-day contact with customers being less concerned with the behavior of customers and supervisors. The higher one rises in position, the less the employee regards things as rude and stressful (incivility). On the other hand, emotional exhaustion and turnover intention demonstrated a negative relationship with the position an employee occupies. Since a customer-contact employee's position has a negative relationship with incivility, emotional exhaustion and willingness to quit also decreases.

Interestingly, job satisfaction and position have a positive relationship. The higher an employee has been promoted, the greater the satisfaction. This agrees with our finding that the position held has a significant positive relationship with job

satisfaction, but not all employees can be managers. Therefore, managers should devise a means to motivate and encourage lower-level employees and improve their job satisfaction. After all, employee retention is a vital requirement for organizational sustainability (Mathisen et al., 2008; Scully-Russ, 2012; Alola et al., 2018).

Chapter 7

CONCLUSION, IMPLICATIONS AND FURTHER RESEARCH

7.1 Conclusions

A customer-contact employee plays a significant role in the hospitality industry. The goal of every organization is to have effective and efficient employees, but this is especially true in a service industry like the hotel industry. The growing effect of workplace incivility, especially in the hotel industry, is a concern to both management and employees (Slither et al., 2012; Torres et al., 2017). Management is perceived to provide a better way to handle and manage workplace incivility in the industry. The current study is vital to the hotel industry in Nigeria given the fact that there has been little or no study of incivility in the hotel industry of Nigeria. Therefore, an important attempt to examine this grave issue in this part of the world is essential. In this study, we provide some initial evidence to show that customer incivility leads to turnover intention. From an employee point of view, we found that almost all the employees have witnessed customer incivility in one way or another.

Since customers are the bedrock of every organization, customer incivility is inevitable, so management should devise the means to strengthen their employees' skills with regards to uncivil customers. Uncivil customer behavior should not be ignored, however, because uncivil behavior will cause anger that will trigger emotional exhaustion and produce dissatisfied employees who want to quit.

Additionally, the reality shock on the part of customers matters to organizations. Reducing customers' shock by making the employees meet their expectation (i.e., the experienced service matches the expected service) will not only help retain customers it will also reduce their aggression in the form of uncivil behavior.

It is worth noting that all unruly behavior (bullying and aggression) starts in the form of an uncivil act. For instance, supervisor bullying starts with uncivil behavior. One of the respondents mentioned that "the supervisor at one time refused to respond to my greetings and later shouts at every little mistake that I make, even if the mistake is from the customers." Deviant workplace behavior can be curtailed by managing the workplace. However, incivility could be eliminated from an organization, starting with the initial stage of hiring. Employee can simply be ask to write down what is incivility, and what are the causes of incivility, and this will shape their attitudes regarding incivility (Alola et al., 2018). Managers, on the other hand, should manage their behavior, so they set an example for both employees and other supervisors.

The Nigerian hotel industry is a rapidly growing one with much potential and economic contribution to the country. The effect of customer and supervisor incivility reduces employee productivity, which in turn limits the monetary contribution to the economy. It is projected that the hotel industry will contribute 5.8% to Nigeria's GDP in ten years (National Bureau of Statistics, 2015). The issue of incivility therefore goes beyond affecting just the employee and the organization it also affects the economy. In this study, we find that incivility does not just result in an intention to quit it also reduces employee performance and productivity. The Nigerian tourism director (Nigerian Tourism Development Corporation) could

organize hotel employee training sessions to ensure uniform training for all hotel employees on office etiquette and how to respond to uncivil customers.

Incivility affects employees, and it has been noted how racism has crept into organizations (Cortina, 2008). It is surprising how Nigeria, with its high level of cultural power and diversity, could respond to supervisor incivility, emotional exhaustion, and turnover intention. It is arguable that incivility may not have any effect on organizations with culturally diverse employees (Rafaeli et al., 2012).

7.2 Theoretical Implications

The findings of this study contribute to the body of research on uncivil behavior and how it affects several areas of life. First, the researcher developed a theoretical model for the study and investigated the effect of customer incivility and supervisor incivility as a stressor to customer-contact employees. Using this model, this study established and tested the developed hypotheses, ultimately becoming able to expand the body of this study by using emotional exhaustion as a mediating variable to test organizational stressors and organizational outcome. A customer-contact employee is often at the mercy of both customers and supervisors. Thanks to the notion that the “customer is king,” customer-contact employees are expected to feign smiles, suppress their emotions, and meet customers’ expectations (Sliter et al., 2010, Han et al., 2016). In the case of supervisors, employees are expected to continue their duties regardless of supervisors’ attitudes in order to meet customers’ expectations. This has caused a huge degree of turnover intention in the hotel industry (Karatepe, 2013; Tracey & Hinkin, 2008).

More specifically, our results indicate how uncivil behavior from customers and supervisors affects the employee and the organization at large. What is more, by applying the COR theory, we focus on the role of customer incivility and supervisor incivility as social stressors within the premises of every establishment. We establish that social stressors do adversely affect resources. This study also contributes to the theory by identifying the items and the behaviors of customers and supervisors that are considered uncivil (e.g., foul language, anger, insulting words, and verbal attack).

From the findings, a new concept has been developed pertaining to the insignificant mediating effect on the relationship between customer incivility, supervisor incivility, and job satisfaction among hotel customer-contact employees in Nigeria, much in line with the study of Alola et al. (2018). This confirms recent speculation that empirical evidence from different cross-cultural contexts may broaden the theoretical underpinning of the effects of customer incivility on work-related outcomes (Sliter et al., 2010).

Additionally, the respondents' profile shows that most of the customer-contact employees hold either bachelor's or master's degrees. This is unsurprising due to the high rate of unemployment in the country. People essentially take any job in order to get into the labor market (Nwosu, 2016). What is more, most companies advertise vacancies and request people with experience, but in order to gain working experience, people have to accept any job regardless of their qualifications. In addition, because the respondents are customer-contact employees in four- and five-star hotels, the management may prefer to hire only the more educated applicants in order to achieve a higher level of customer service.

Moreover, the data were collected from customer-contact employees in Nigeria. Most studies in tourism literature look at frontline employees (Han et al., 2016), and the use of data collected from customer-contact employees is relatively new (Alola et al., 2018). The empirical findings therefore contribute to the theoretical underpinning on CUST and SUPE and employee work outcomes (Han et al., 2016; Sliter et al., 2010).

7.3 Practical Implications

This research highlights a few practical implications for the management of service organizations. Although workplace incivility is of a low intensity and uncertain in nature, it is considered one of the most dreadful forms of misconduct for service employees, and it triggers negative work outcomes (Schilpzand et al., 2016; Porath et al., 2015; Sliter et al., 2012). From the findings of this study, we present an insightful practical implementation that aims to help human resource managers and the hotel industry at large. Incivility toward employees, whether by customers or management, has increasingly become a major issue in service-oriented businesses (Walker et al., 2016). This study unveils the effect of incivility on employee turnover intention and job satisfaction.

When it comes to customers, management should, of course, try to meet customers' expectations and leave a positive, lasting memory in the minds of consumers. This in turn reduces customer dissatisfaction, making them more likely to act in a civil manner (Sliter et al., 2012). Necessary support mechanisms for employees should be developed and implemented in the hotel industry, however. This study clearly identifies the necessity of training employees to withstand any form of abuse from customers. Training develops employee competence, resilience, and well-being, as

well as contributing to organizational productivity (Tracey & Hinkin, 1994). Creating well-trained employees in the industry will help it survive the ever-increasing competition that persists in the hotel industry, but it will also reduce or perhaps even eliminate TOIN. More importantly, management in the hotel industry could conduct a relevant survey that may be useful in determining the actions that employees label as uncivil. They can then determine how to tailor training programs for coping with such issues.

In addition, roleplay training is vital for customer-contact employees according to Han et al. (2016). Roleplay training is ideal for customer-contact employees, because it gives them practical techniques to lessen the effect of incivility. Additionally, hotels can implement policies for customers demonstrating uncivil attitudes (van Jaarsveld et al., 2010). This can be accomplished using an awareness campaign that, for example, guides customers on how to effectively interact with an employee. Indeed, most research agrees on the importance of customer education (Eisingerich & Bell, 2008, Bowers & Martin, 2007). These studies further emphasize that customer education helps both the employees and their organizations. They also indicate that the cost of educating customers is less than that of the adverse effect of customer incivility on the organization, so it is cost effective to educate customers. Customer education can be effectively accomplished through videos or posters displayed in strategic areas in the hotels (Torres et al., 2017). Such displays educate customers about vital requirements and set a boundary against the excessive behavior. For example, Snow Fox, a restaurant in Korea, put up a banner in all their outlets: “Any employee who is rude to the customer will lose their job.” On the other hand, however, if a customer mistreats an employee, the restaurant will refuse to serve that customer. One hotel in Nigeria has a slogan that reads, “Our customer is

our King. The employee is our Queen; it takes a good treatment from the King to the Queen to serve him better.” Such policies will lead to both the employees and the customers cultivating a better, happier relationship.

Finally, supervisors should also be trained in workplace etiquette toward their subordinates. This will help curtail the rate of uncivil acts to the barest minimum, if not totally eradicate them. This will also help build good relationships between supervisors and subordinates. In addition, from time to time, performance appraisals should be carried out to promote efficient employees to supervisory roles and empower them to train other less competent employees.

7.4 Limitation and Future Research

This study is robust and presents a good number of theoretical and practical implications, adding to the body of research on customer incivility and supervisor incivility in the hotel industry in Nigeria. However, the study is not free from limitations that cannot be ignored. Firstly, the distance between the two states used for the sample is a limitation. This posed many difficulties for the researcher, both in terms of time and money. Because of this, some of the questionnaires were unfortunately not collected. The researcher suggests undertaking a further study using hotels sited closer together, as this will possibly reduce both the cost of distributing the questionnaire and the time spent on collecting data.

Secondly, another major limitation of this study is the application of cross-sectional data for the analysis. A self-reported questionnaire also has the potential for self-bias (Van Jaarsveld et al., 2010). For instance, an employee might have reported customer or supervisor incivility for incidents where they actually caused the incivility. The

researcher reversed the model and found that employee emotional exhaustion results in supervisor exhaustion. A longitudinal study is also suggested for further study.

Next, this study explores emotional exhaustion as a mediating variable between the studied variables. Emotional exhaustion is one of the dimensions of burnout, so there might be a significant difference if the researcher tested the effect of mediation on burnout and not a single dimension (Maslach, Jackson & Leiter, 1996). The researcher, therefore, proposes a further study that uses other variables, such as cynicism and personal accomplishment, with the same demographic respondents (Alola et al., 2018). Moreover, this study only employs the specificity of variables to test the effect of customer incivility on the employee. Further research could be conducted to explain this study's findings by including other variables like employee embeddedness, employee self-efficacy, employee resilience, and other organizational outcomes.

Another limitation of this study can also be seen in the choice of the respondents, because the respondents were from Nigerian with its diverse culture (Torres et al., 2017, Milam, Spitzmeuller, & Penny, 2009). The respondents are Nigerians. The scale was developed for the western world but applied in Nigeria, so it is arguable that a different culture may have an effect on perceptions (Shao & Sharlicki, 2014). Several studies have also indicated the response of different people to uncivil acts (Porath & Pearson, 2012; Bunk & Magley, 2013). In addition, some authors take the view that personality traits affect incivility (Milam et al., 2009). Individual differences or personality traits could be a contributing factor to the issue of reaction.

Some norms that are generally acceptable in one region may be a taboo in another region. In other words, what is acceptable in one region may not be acceptable in another region. Therefore, this study proposes conducting research in one region with a dominant culture rather than the several cultures that the present study encompasses.

This study focuses purely on customer-contact employees. Further study may be warranted to expand upon this work by incorporating different types of hotel employees to test the effect of customer and supervisor incivility. This study was conducted among hotel employees in Abuja and Lagos Nigeria, the most populated and commercial cities in Nigeria. Other studies could further expand on this work to accommodate the hotels of other cities, or by conducting similar research for other organizations and economic sectors, such as restaurants, travel agencies, and the transportation industry.

The study also eliminated the supervisors and the representative agents that have voice-to-voice contact with the customers in the data collection. Further study could test the effect of customer incivility and include the supervisors and the representative agents for data collections.

In addition, the study used quantitative research method; that is also a limitation to the study owing to the sensitive nature of the topic incivility. Further study is advice to use mixed method, where both qualitative and quantitative research method is used for an in-depth study.

Nigeria is a culturally diversify country where the power distance is high, this makes employees to accept unquestionable practices that might not be acceptable in another culture. This is also a limitation to the current study; further study should be conducted in a country like the individualistic or traditionally masculine society to test the variables.

Finally, the tourism industry as well as the hotel industry is a people-oriented industry which makes it expedient that the effect of customer and supervisors incivility should be researched. The findings of this study shows that uncivil behaviors from supervisors will affect employee relationship with customers which will also affect the productivity and financial performance of the firm. Also, customer uncivil behavior on the other hand will lead to emotional exhaustion and turnover intention. Therefore, for every industry to strive well in this competitive environment, management should strike a balance between employee well-being and customer satisfaction.

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APPENDIX

Appendix A: Questionnaire

I am a PhD research student in Tourism Management in the Faculty of Tourism, Eastern Mediterranean University, Famagusta North Cyprus.

I am carrying out a research on the effects of Incivility on the employees in the work place of 4 and 5 stars hotels in Abuja and Lagos. Please I would like you to rate your perception on a five point Likert scale as indicated on the questionnaire, with respect to the following variables below. The answer you give is kept confidential and will be solely for this research.

Incivility

This section contains three parts: Part A, customer incivility: Part B Supervisor incivility.

The following 11 statements contain the various uncivil actions. There is no right or wrong answer, try to respond to all of the statements. The rating should be on a 5-point Likert scale. Mark the most appropriate box ranging from Strongly Disagree (1) to Strongly Agree (5). **Customer Incivility**

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
Customers took out their anger on me.					
Customers made insulting comments on me.					
Treat employees as if they were inferior or stupid.					
Customers showed that they are irritated or impatient.					
Do not trust the information that I gave them and ask to speak with someone of higher Authority					
Made comments that question my competency					

SUPERVISOR INCIVILITY

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
The supervisor action was condescending to me.					
Showed little interest in my opinion.					
The Supervisor made demeaning remarks about me.					
The supervisor addressed me in unprofessional terms, either publicly or privately.					
The supervisor ignored or excluded me from professional discussions.					

EMPLOYEE BURNOUT

The following questions represent the three dimension of burnout, Emotional exhaustion. This is how you feel when you finished attending to an uncivil customer or an encounter with an uncivil supervisor. Respond to all of the 5 statements with the best of your knowledge.

Emotional Exhaustion

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
I feel emotionally drained from my work.					
I feel used up at the end of the work					
I feel fatigued when I get up in the morning and have to face another day on the job					
Working all day is really a strain for me					
I feel burned out from my work					

Turnover Intention

The following questions will help to answer the turnover intentions. Turnover Intention which represents job demand outcome is an intention to quit job. This section contains three statements in all; there is no true or false answer. Tick the number that best represent your answer. Please do well in answering to the best of your knowledge.

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
It is likely that I will actively look for a new job next year.					
I often think about quitting.					
I will probably quit this job next year.					

Job Satisfaction

The following items describe how satisfied you are with your job. Employee Job satisfaction is to the extent an employee enjoys his job. This section contains three items in all; there is no correct or incorrect answer. Tick the number that best represent your answer. Please do well in answering to the best of your knowledge.

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Strongly Agree	5 Agree
My job gives me feeling that I am accomplished					
I find real enjoyment with my job					
I feel satisfied with this job					

Demographic Variables

Gender

- Male
- Female

Age

- 18-25
- 26-33
- 34-41
- 42-49
- 50 and Above

Marital Status

- Single
- Married
- Divorced
- Widow/Widower

Educational Qualification

- Primary
- Secondary
- Undergraduates
- Graduate

Organizational Tenure

- Less than one year
- 1-3 years
- 4-6
- 7 and Above

Position in the Hotel

- Front line employee (Receptionist, waiter, waitress, host, security)
- Room service attendant

- Supervisor
- Manager
- Others Please specify.....