

**SELF-EFFICACY AND WORKPLACE INCIVILITY- A
CONTRIBUTE TO UNDERSTAND BURNOUT.**

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Abstract

The complexity inherent to burnout, along with the dynamic nature of work context demands further research regarding the causes of this phenomenon. Emerging in the field of workplace aggression, incivility has proven to be harmful for both individuals and organisations. Hence, referencing the Job Demands-Resources Model, we hypothesised the connection of colleagues and customers' incivility with the recently developed four-scale measure of burnout and the moderating effect of self-efficacy. Two studies were conducted - the first with data collected from a questionnaire with respondents from several companies ($N = 225$), and the second using the same method, with participants from a single public large organisation ($N = 562$). Study 1 revealed a positive link between workplace incivility perpetrated by colleagues and emotional exhaustion. However, the findings did not support the moderator effect of self-efficacy. In Study 2, workplace incivility perpetrated by customers and the other three dimensions of burnout (cognitive impairment, emotional impairment and mental distance) were incorporated. Both types of incivility were significantly related to all facets of burnout. Results, howbeit, did not support the moderation effect of self-efficacy in the relationship between workplace incivility perpetrated by colleagues and customers on emotional exhaustion. Workplace incivility perpetrated by colleagues with mental distance, emotional and cognitive impairment showed also to not be moderated by self-efficacy. In contrast, the impacts of workplace incivility perpetrated by customers on the three previously mentioned dimensions of burnout were found to be buffered by self-efficacy. Limitations and future research directions are discussed.

Keywords: workplace incivility, burnout, self-efficacy, job demands-resources model.

JEL Classification System: O15 (Economic Development: Human Resources; Human Development; Income Distribution; Migration) and Y4 (Dissertations).

Resumo

A complexidade inerente ao *burnout* e o contexto dinâmico das exigências laborais exigem mais investigação das causas deste fenómeno. Emergente no campo da agressão em ambiente de trabalho, a incivilidade provou ser nociva para indivíduos e empresas. Consequentemente, a partir do Modelo de Recursos e Exigências no Trabalho, analisámos a relação entre incivilidade por colegas e clientes com uma recentemente desenvolvida medida de *burnout* de quatro componentes, e o papel moderador da autoeficácia. Dois estudos foram realizados- o primeiro, com dados recolhidos através de um questionário, provenientes de trabalhadores de diversas empresas ($N = 225$); o segundo, através do mesmo método, com participantes de uma só organização pública de grande dimensão ($N = 562$). O Estudo 1 demonstrou uma associação positiva entre incivilidade praticada por colegas e exaustão emocional. Porém, os resultados não validaram a moderação da autoeficácia. No Estudo 2, incorporámos a incivilidade no trabalho perpetrada por clientes e as outras três dimensões do *burnout* (défice cognitivo, défice emocional e distância mental). Ambos os tipos de incivilidade mostraram estar significativamente relacionados com todas as componentes do *burnout*. Os resultados não apoiaram a moderação da autoeficácia na relação da incivilidade perpetrada por clientes e colegas e a exaustão emocional. Incivilidade no trabalho perpetrada por colegas com as três dimensões do *burnout* mostrou também não ser moderada pela autoeficácia. Em contrapartida, os impactos da incivilidade no trabalho praticada por clientes e as três anteriormente referidas dimensões de *burnout* demonstraram ser mitigados pela autoeficácia. Limitações e futuras direções para investigação são discutidas.

Palavras-chave: incivilidade no trabalho, burnout, autoeficácia, modelo de recursos e exigências no trabalho.

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Abbreviations

- BAT- Burnout Assessment Tool;
- JD-R - Job Demands- Resources;
- MTB- Multidimensional Theory of Burnout;
- PsyCap- Psychological Capital;
- US- United States;
- WHO- World Health Organization.

Introduction

To *know*, to *identify* and to *take action* are key words to describe how companies should perceive workplace incivility. Defined as “low intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect” (Andersson & Pearson, 1999: 457), it’s a phenomenon whose prevalence seems to be increasing over the years (Liu, *et al.*, 2018), the reason why recognising that this form of mistreatment might be enduring in some organizations’ lives is vital.

In addition, and after *knowing* of its’ existence and its’ main rationale, it becomes preponderant to *identify* what being uncivil implies. Thus, some uncivil behaviours entails: being impolite by not adopting good manners (e.g. not saying “good morning”, “thank you” and “please”), using abrupt and rude language while talking on the phone, ignoring colleagues or clients, spreading and engaging in rumours and gossiping or sending offensive and demeaning e-mails to colleagues (Akella & Lewis, 2019) which, in the long run, are very costly not only to the employees experiencing incivility but also to the companies themselves (Porath & Pearson, 2010). And it is focusing on these “costs” that some scholars and practitioners have been centring their investigations on (Mackey, *et al.*, 2019).

Likewise, one of the main consequences that was evidenced to derive from incivility in the workplace are burnout symptoms that proved to be heightened when in the presence of this form of mistreatment. Thus, the higher the perceived levels of incivility by the employee experiencing it, the greater levels of burnout were (Rahim & Cosby, 2016).

Furthermore, to explain and make us understand how and why one can be connected to the other there is the Job Demands- Resources Model. In the JDR model it is proposed that in every job the working conditions can be divided in two categories: the job demands and the job resources (Bakker, *et al.*, 2001: 501). The job demands are “those physical, social, or environmental aspects of the job that require sustained physical or mental effort and are therefore associated with certain physiological and psychological costs” and the job resources are “those physical, social, or environmental aspects of the job that may do any of the following: be functional in achieving work goals; reduce job demands and the associated physiological or psychological costs; stimulate personal growth and development” (Demerouti, *et al.*, 2001: 501).

Altogether, we can present the job demands as “bad things” that lead to strain and health impairment and the job resources that, as the “good things”, lead to an increased motivation and productivity (Schaufeli, 2017). Bearing this in mind, it becomes clear why we can expect that high levels of incivility (as a job demand and a “bad thing”) can be an antecedent of high levels of burnout (Bakker, *et al.*, 2014).

Additionally, as the original model was being refined in the light of the research advancements, there was the introduction of personal resources which were acquainted as means of adaptation to the working environment and that, as stated by Xanthopoulou, *et al.* (2007), can act as moderators between the environmental factors and organizational outcomes.

In this sense, being workplace incivility associated with burnout, this begs the question: Can a worker’s personal resources moderate the relationship between workplace incivility and burnout in all its dimensions?

To answer the previously mentioned query we, therefore, decide on taking a personal resource which is self-efficacy. Self-efficacy is related to a person’s own beliefs on her/his capabilities to overcome certain life events (Bandura, 1994) and it has been a focal concept since it was first defined (Judge, *et al.*, 2007). As with any personal resource, self-efficacy is vital as a coping mechanism in adversity by helping overcome obstacles at times of difficulty (Luthans & Youssef, 2007), is “functional in achieving goals, protects from threats and the associated physiological and psychological costs and stimulates personal growth and development” (Xanthopoulou, *et al.*, 2009: 184).

However, little is known about the influence that this personal resource has on alleviating the effects of burnout in a context of workplace incivility (Seung-Yoon, *et al.*, 2017), and due to that we strongly consider that this Dissertation can take meaningful steps in this regard. With two different studies, we will not only investigate workplace incivility in the perspective of when it’s perpetrated by colleagues but also by customers which brings a more complete way of looking at this phenomenon. Besides, we will also explore recently developed dimensions of burnout, in particular: emotional exhaustion, emotional impairment, cognitive impairment and mental distance (Schaufeli, *et al.*, 2019), which we hope will bring new insights to these matters. All in all, our main contribution is furthering past researches and evidencing the importance of dealing with incivility in the workplace as predictor of burnout.

Additionally, on a macro level, we also expect to provide valuable inputs to this field of Health and Well-Being that although has been gaining more notoriety, has still a lot of room for improvement.

Furthermore, on the one hand, the first important aspect worth to be mentioned in this regard is that there is still a prevailing disbelief among a large number of employers that keep on underestimating the relevance of health and well-being matters. To corroborate with this fact, we can state that in 2010, for instance, 72% of the British companies still had no formal mental health policies (Trajectory, 2010) and that in a study conducted in 2016, 27 per cent of the British employees respondents considered that their organisations took a much more reactive than proactive approaches when it came to wellbeing's matters (CIPD, 2016). In addition, this depreciation of these matters is what we believe is contributing for consenting and furthering uncivil behaviours that are not exclusive to a country or even a continent. Examples of that is, for instance, that 77% of respondents of over 600 organisations in Asia reported to have already experienced at least one uncivil behaviour from a colleague, manager or senior leader, and one third of employees experienced uncivil behaviours at least once a month. (Yeung & Griffin, 2008). In North America the same unsought situation happens with 98% of U.S. employees declaring to have already experienced uncivil behaviours in the workplace (Porath & Pearson, 2013 *cited by* Demsky, *et al.*, 2019).

On the other hand, most of this inertia towards engaging on measures that potentiate health and well-being of workers comes from misunderstanding the complexity of the concept of Health. While there isn't a consciousness that Health is as "a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity" (World Health Organization, 1946: 1), we strongly think that this struggle to *take action* will still be predominant. Nevertheless, in order to change the *status quo*, we need to keep moving forward and aspire to inspire employers to realise the importance of having healthy employees every day on the job and act upon it.

Likewise, by trying to be a change agent, in the present Dissertation we will focus on the phenomenon of workplace incivility (either perpetrated by colleagues or customers or both) and propose that, in relation with burnout (and all its dimensions), it will be weaker when in the presence of the high levels of self-efficacy. To the best of our knowledge, there aren't any studies that incorporate all the previously mentioned variables in the light of the Job Demands-Resources model.

Finally, in the next sections we will contextualize our variables and sustain our hypotheses at a theoretical point of view by reviewing the existing literature. Afterwards, we will explain how we developed our methodology, disclose and analyse the results and present our main conclusions. At the end, we will address the practical implications inherent to this study as well as possible directions for future research.

I) Literature Review

1. Theoretical Framework

Every organisation is a complex system composed by a different number of people. Moreover, it is in this complexity that some forms of interpersonal mistreatment take place and its acknowledgement is what led to an increase of investigation in this field.

According to Cortina and Magley (2001) *cited by* Sulea *et al.* (2012: 557), workplace mistreatment is “a broad term covering whole range of negative physical and psychological interactions among people in the workplace, also affecting employees’ personal lives via the spillover and crossover processes”.

Moreover, focusing on the ones who suffer from mistreatment behaviours (the targets), several forms have been developed and identified such as: having an abusive supervision, bullying, incivility, social undermining and interpersonal conflict. On the actor’s side (the one who perpetrates the mistreatment acts), several constructs have also been recognised like: anti-social behaviour, counterproductive work behaviour, interpersonal deviance, retaliation, revenge and work place revenge (corrispondigly Robinson and O’Leary-Kelly, 1998; Fox and Spector, 1999; Bennett and Robinson, 2000; Skarlicki and Folger, 1997; Aquino *et al.*, 1999; Greenber and Barling, 1999 *cited by* Hershcovis, 2010).

From all the previously mentioned forms of mistreatment and looking specifically into the target’s perspective, we will only consider workplace incivility. Its fast growth (Demskey, *et al.*, 2019) makes studying this phenomenon highly relevant, the reason we felt the urge to do so. However, in order to do that it is paramount to define it and explore it in a deep way in a theoretical point of view so that further in our investigation we can reach coherent conclusions.

In this sense, one of the first and generally accepted definitions of workplace incivility was introduced by Andersson and Pearson who stated that this form of mistreatment is a “low intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect. Uncivil behaviors are characteristically rude and

discourteous, displaying a lack of regard for others” (Andersson & Pearson, 1999: 457). A few prime examples of uncivil behaviours can be: one colleague standing impatiently over the desk of other engaged in a telephone conversation, swear at a broken copier (Andersson & Wegner, 2001), exclude someone socially, make rude remarks, spread rumors about someone at the workplace (Chen, *et al.*, 2018), not saying “good morning”, “thank you” and “please” and sending offensive and demeaning e-mails to colleagues (Akella & Lewis, 2019).

Furthermore, and focusing on its core definition, the first characteristic that is pointed by these authors to when it comes to workplace incivility is its’ intensity (“low intensity deviant behaviour”). However, although Andersson and Pearson do consider workplace incivility a low intensity behaviour, the investigators also claim that throughout the days, as episodes of this form of mistreatment occur the employees tend to build up anger until they can no longer take it, activating this way a “snowballing pattern” which in the end leads them to “explode” and change their attitudes towards the organisation in a significant way. And if in the beginning these uncivil behaviours “disrupt the *status quo*; as their frequency mounts, they become the *status quo*” (Pearson, *et al.*, 2001: 1408).

In addition, workplace incivility is a form of bad behaviour (Porath & Pearson, 2010: 457) and besides the element of intensity, another aspect pointed out by the authors is how unintentional uncivil acts are – “(...) behavior with ambiguous intent”. Whilst on the other forms of aggression and mistreatment the intent is clear, with workplace incivility it is not. Therefore, defining which acts are intentional and which are not nor is easy nor is immediately conceivable.

From the target’s side, the perceived intent is what matters as it is based on her/his perception which can be accurate or not- “it is often the case that innocent behaviors are misperceived as hostile (i.e., aggressive) whereas truly hostile behaviors may go unnoticed or be viewed as accidental, benign, or in some instances intended to be helpful!” (Neuman & Baron, 2005: 16). For this reason, when it comes to define and decide whether certain person is being uncivil or not, looking into their intention for doing it is crucial as it may happen that her/him as a co-worker, manager, supervisor, amongst others, are being harmful without aiming to be so. For instance, Neuman and Baron (2005) give an example of a manager which assigns an employee to undertake a stressful job with the goal of furthering his/her personal development. Even though from the subordinate side (the target) this decision is seen negatively, in the manager’s (actor) head this is the best decision to boost the employee

personal growth. Hence, it is essential that we don't draw our conclusions solemnly on the outcomes behind every action but also, and most importantly, on the reasons (intentions) to why it happened.

Additionally, as we want to explore workplace mistreatment in the form of workplace incivility there needs to be an understanding that it can be seen from multiple angles. In this regard, when talking about incivility we can either see it from the perspective of the victim- which will be the one we will take on-, the perpetrator (Hershcovis, 2010) or the third party which are the ones who witness it (Hamby, *et al.*, 2016).

When specifically talking about incivility in the workplace it is also important to point out that it can occur due to behaviours of inside people (co-worker incivility and/or supervisor incivility) but also from people that are external to the organisation like customers (Sliter, *et al.*, 2010; Walker, *et al.*, 2014). And as for this last type of workplace incivility it was defined as "low-intensity deviant behavior perpetrated by someone in a customer or client role, with ambiguous intent to harm an employee, in violation of social norms of mutual respect and courtesy" (Sliter, *et al.*, 2010: 468). Examples of what we can consider as uncivil behaviours by customers or clients and that are exclusive to these can be: grumbling about the slow speed in which the service is being provided or become angry and irritated about the fact that, for instance, there isn't an out-of-stock product. (Wilson & Holmval, 2013).

Taking into consideration the previously enumerated uncivil behaviours, it has been proven that for the ones experiencing/witnessing it, there are many work and nonwork consequences.

Regarding the negative outcomes that workplace incivility has on work, it has been shown that it leads low job satisfaction, low levels of well-being (Holm, *et al.*, 2015) and greater dissatisfaction with work (Cortina, *et al.*, 2001). As for nonwork negative effects, Demsky, *et al.* (2019), states that incivility is responsible for reducing people's sleeping quality. Furthermore, specifically looking into negative consequences of customer incivility, besides the ones who were previously stated, it was proven that it is negatively related to customer service performance. (Wilson & Holmval, 2013).

Additionally, we can picture this phenomenon as a vicious circle where we can expect that the outcomes of workplace incivility on work are projected into the employees' personal lives and vice-versa. For example, a person whose sleep is decreased by experiencing incivility in her/his workplace will most likely have difficulties in the next

day, on the job, to process and interpret given information and therefore make poorer decisions (Budnick & Barber, 2015).

Finally, the reason why we can expect that a person who experiences workplace incivility to face at least one or more of those previously mentioned outcomes is because uncivil behaviours “are capable of producing an unequal power situation in which the victim feels that he or she is unfairly subjected to embarrassment or humiliation” (Lim & Magley, 2008: 97). Hence, as incivility takes place, the target starts to feel distressed and uncomfortable which, in its turn, leads to feelings of unhappiness and discontent not only towards the directly responsible ones, but also the aspects of the work which are indirectly related to it (Lim & Magley, 2008).

2. Workplace Incivility and Burnout

In the workplace incivility literature there has been a growing interest from scholars whose focus are the psychological mechanisms that explain how and why workplace incivility results in unfavorable outcomes to the ones who are victims of it (Rhee, *et al.*, 2017). Furthermore, experienced workplace incivility has consistently been linked to a host of consequences being symptoms of burnout a few of them. Thus, having the Job Demands-Resources Theory as our main reference, we will try to examine how and why we can expect a significant relationship between workplace incivility and burnout.

However, before knowing whether there is, in fact, a link between these two phenomena, defining what burnout is becomes imperative, although it has been proven that it is a challenging task (Maslach, *et al.*, 2001). Nevertheless, despite the hardships, this has been one of the most investigated topics in this field (Schaufeli, *et al.*, 2019), and Fernet *et al.* (2013: 123) asserted that burnout “stems from an unhealthy relationship between the job and the individual who performs it”. Furthermore, looking back a few decades ago, there was the development of the Multidimensional Theory of Burnout (MTB) (Maslach, 1998). This theory went through three stages and throughout each of one of them the scope of different type of jobs in which MTB could be applied to would broaden. Additionally, Maslach, Schaufeli and P. Leiter (2001) declared that burnout is characterized by three main components: exhaustion, cynicism and lack of professional efficacy. According to the authors, exhaustion (or emotional exhaustion) is a central syndrome of burnout and it could be defined as “feelings of being overextended and depleted of one’s emotional and physical resources” Maslach *et al.* (2001: 399). As for

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cynicism (or depersonalization) it refers to “a negative, callous, or excessively detached response to various aspects of the job” (2001: 399). Finally, there is professional efficacy that although is not a core element of burnout it is still a highly important piece as it represents the self-evaluation dimension of it, and it could be described as “feelings of incompetence and a lack of achievement and productivity at work” (2001: 399).

Moreover, despite the great contribute that the Maslach Burnout Theory brought to the field of burnout, over the years it started to become insufficient to cope with the fast advancements- “(...) there are still important gaps, especially when it comes to applied knowledge on epidemiology, assessment, prevention, treatment, and return to work. And it is precisely in those areas where the MBI (...) fails to deliver” (Schaufeli, *et al.*, 2019: 14). Bearing this in mind, there was the development of a Burnout Assessment Tool that promised to amend the MBT.

The main aspect to be emphasized and that is paramount to our research are the burnout’s components that until recently were the only three previously mentioned- emotional exhaustion, cynicism and professional efficacy. In addition, according to Schaufeli *et al.* (2019) and the BAT, there are four dimensions that constitute the core of burnout: exhaustion, cognitive impairment, emotional impairment and mental distance.

In a greater detail, the authors declared that exhaustion is characterized by “tense emotional reactions and feeling overwhelmed by one’s emotions. Specific symptoms include feeling frustrated and angry at work, irritability, overreacting, feeling upset or sad without knowing why, and feeling unable to control one’s emotions at work (Schaufeli, *et al.*, 2019: 28)”. Concerning cognitive impairment, it is defined by having “memory problems, attention and concentration deficits and poor cognitive performance. Specific symptoms include; difficulties to think clearly and learn new things at work, being forgetful and absent-minded, indecision, poor memory, attention and concentration deficits, and trouble staying focused at work (Schaufeli, *et al.*, 2019: 28)”. As for emotional impairment it “manifests itself in intense emotional reactions and feeling overwhelmed by one’s emotions. Specific symptoms include feeling frustrated and angry at work, irritability, overreacting, feeling upset or sad without knowing why, and feeling unable to control one’s emotions at work (Schaufeli, *et al.*, 2019: 28)”. Finally, mental distance is about “psychologically distancing oneself from the work is indicated by a strong reluctance or aversion to work. One withdraws mentally – and sometimes even physically – from work and avoids contact with others, for example with customers, clients, and colleagues. Indifferent and a cynical attitude are characteristic of mental

distance. Little or no enthusiasm and interest for the work exists and one functions largely on autopilot (Schaufeli, *et al.*, 2019: 28)”.

In addition, there are significant outcomes associated to burnout which can be translated into the employees’ job performance and into their health. For this reason, attention has been paid these connections and regarding the job performance, it has been proved that high levels of burnout lead to higher levels of absenteeism, intention to leave and turnover (Albion, *et al.*, 2008). Besides that, for the ones who stay on the job, it has been concluded that burnout also leads to a decrease of productivity, effectiveness at work, job satisfaction and a reduction in the commitment to the job or to the organization. (Maslach, *et al.*, 2001).

Furthermore, theoretically speaking, workplace incivility as a job demand has a logical link to burnout. In this sense, Lazarus and Folkman (1984: 311) early in the days tried to prove that same connection but this time empirically by demonstrating that workplace incivility- as a form of daily low intensity hassle- has several negative impacts on employees’ mental health, even if at first glance it seems like it does not- “in a regression-based comparison of life events and daily hassles, that hassles are far superior to life events in predicting psychological and somatic symptoms”. Plus, a valuable input from the authors, that we can adapt into the knowledge of workplace incivility and burnout, is that very much of how a target incivility views uncivil behaviours has to do how she/he copes with them over the time – “the way a person appraises an encounter strongly influences the coping process and how the person reacts emotionally (Lazarus & Folkman, 1984: 45)”. And that if a person perceives that she/he has been or will be subject of harmful behaviours- in this case, uncivil behaviours- she/he will experience a psychological state of stress.

Later in the years, Rahim and Cosby (2016), corroborated the previous thesis by reinforcing that burnout levels were in fact heightened when in the presence of workplace incivility. Backing up this evidence, Matthews and Ritter (2019) and Zhang (2018) also showed that experienced incivility was, once again, positively associated with burnout. Hence, in the light of past researches, we aim to test as well whether the perpetuation of workplace incivility by colleagues and customers will be positively connected to burnout. Besides, as we want to deepen our investigation, we will test incivility in all burnout dimensions and check whether there are any major discrepancies between them. Regarding the first type of workplace incivility, we hypothesise the following:

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H1: Workplace incivility perpetrated by colleagues is positively related to burnout dimensions (1a = emotional exhaustion, 1b = cognitive impairment, 1c = emotional impairment, 1d = mental distance).

More specific into the burnout components, the one that has been the most studied is emotional exhaustion. Research show that either when it's workplace incivility perpetrated by colleagues or customers (Wilson & Holmval, 2013) that it is positively related to this dimension.

Furthermore, to corroborate the previous assertion, Meehe *et al.* (2016) conducted a research in the Hospitality sector in which it was concluded that workplace incivility perpetrated by customers- within the spectrum of other types of this form of mistreatment like co-workers incivility or supervisor incivility- was the one who had the strongest power to increase emotional exhaustion. As for the other burnout facets- cognitive impairment, emotional impairment and mental distance-, since they were very recently added in the light of the BAT project there isn't any, to the best of our knowledge, research that makes this link. Nevertheless, because the four dimensions of burnout are very connected with one another (Sinval & Silva, 2019), it is expectable that besides emotional exhaustion, these three other dimensions will also be linked to incivility perpetrated by customers. Thus, the following is hypothesised:

H2: Workplace incivility perpetrated by customers is positively related to burnout dimensions (2a = emotional exhaustion, 2b = cognitive impairment, 2c = emotional impairment, 2d = mental distance).

Moreover, another study which is highly relevant and that can provide a logical reasoning why workplace incivility is associated to the four dimensions of burnout is the one from Dormann and Zapf (2004) that studies the negative consequences that derive from the interaction with customers. In it it's stated that as some employees face daily hassles – and here we consider workplace incivility from clients-, they start to perpetuate for a long time till the point where psychological strain starts to show up and burnout becomes an outcome (Dormann & Zapf, 2004).

Likewise, to conceptualize the relation of workplace incivility with burnout, we will address the Job Demands-Resources Model, since it is a reliable and effective reference. The Job Demands-Resources Theory (JD-R) was first introduced in 2001 by Arnold Bakker, Evangelia Demerouti, Friedhelm Nachreiner and Wilmar Schaufeli and its main

statement was that “working conditions can be categorized into 2 broad categories, job demands and job resources, that are differentially related to specific outcomes (Bakker, *et al.*, 2001: 499)”.

Furthermore, when this theory was issued it was to explain burnout in a transversal way and not just for a specific professional group as it existed for only jobs related to human services. For this reason, the JD-R model was already promising in a way that there was no other conceptualization of burnout capable to be explained in several job roles. Additionally, what makes the JD-R model so popular has much to do with its versatility and flexibility that comes from considering that we can conceptualize an employee well-being and health by assessing both job demands and job resources regardless of which kind of job she/he has- “(...) the JD-R model does not restrict itself to specific job demands or job resources. It assumes that any demand and any resource may affect employee health and well-being. Thus, the scope of the JD-R model is much broader than that of other models, because it potentially includes all job demands and job resources (Schaufeli & Taris, 2014: 44)”. Added to this, the fact that in its nature this model is heuristic, meaning that it was designed to act as tool of support and consultation to analyse different job characteristics and not as a rigid set of procedures, makes it more valuable and distinctive than any other.

As we move to the model itself, as stated before, it considers that every job position can be characterized by two common factors, namely: demands and resources. On the one hand, there are the job demands which are “those physical, social, or environmental aspects of the job that require sustained physical or mental effort and are therefore associated with certain physiological and psychological costs” and there are the job resources that are “those physical, social, or environmental aspects of the job that may do any of the following: be functional in achieving work goals; reduce job demands and the associated physiological or psychological costs; stimulate personal growth and development (Demerouti, *et al.*, 2001: 501)”. Succinctly, in every professional activity there are job demands and job resources in which job demands can be viewed as “bad things” and job resources can be seen as “good things” (Schaufeli, 2017).

Additionally, besides the resources related to the working environment there are other types of resources that were introduced with the progressive development of the JD-R model which were the personal resources. According to Heuvel *et al.* (2010: 129) “personal Resources are low-order, cognitive-affective aspects of personality; developable systems of positive beliefs about one’s “self” (e.g. self-esteem, self-efficacy,

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mastery) and the world (e.g. optimism, faith) which motivate and facilitate goal-attainment, even in the face of adversity or challenge”. And according to Schaufeli and Taris (2014), personal resources are integrated in the Job Demands- Resources in five ways: firstly, they directly impact one’s well-being by reducing burnout and increasing engagement; secondly because personal resources moderate the relation between job characteristics and well-being; thirdly because they can also mediate the relation between job characteristics and well-being; in the fourth place as personal resources can influence the perception that employees have on job characteristics, they end up shaping the way people understand their environment and react to it; and finally because personal resources act as “third variables”, meaning that we can use personal resources to explain the relation between job characteristics and employees’ well-being.

Moreover, not only by the name, but personal resources and job resources have proven to be related. In fact, not only it was found that job resources predict personal resources and work engagement, but also personal resources and work engagement predict job resources (Bakker & Demerouti, 2014).

Furthermore, according to Bakker and Demerouti (2016), there are two main psychological processes: a stress process and a motivational process. The first- the stress process- is triggered when the job demands are excessive and the resources may be absent which, via strain (burnout), lead to negative health outcomes (both for individuals and companies), such as low organizational commitment, poor performance or even emotional exhaustion. As for the second process- the motivational one- it is generated when the job resources are abundant. Via work engagement, this process will most likely lead to positive outcomes that, once again, are beneficial for both employees and the organisations such as increased motivation and higher productivity and performance.

In the case where job demands are high and job resources are low, employees can and might experience mental and/or psychological problems, as well as lack of motivation that will most certainly result in a low performance. And it is the job resources that tackle the job demands, meaning that existing high levels of job resources help employees cope with the negative demands of the working environment. Additionally, when there are high job demands but poor job resources, we will undoubtedly have a situation of burnout.

Nevertheless, one relevant aspect to mention is that although initially there was a general acceptance that there was a direct link between the job demands and strain that it would only lead to negative outcomes, as time passed by that argument was readjusted. In that sense, Cavanaugh, *et al.* (2000: 65) studied the double character of stress in which the

author pointed that looking at stress only in the perspective of negative outcomes was “simplistic” and that indeed “perceived stress may not lead necessarily to negative outcomes”. Likewise, LePine *et al.* (2005) furthered Cavanaugh convictions by making a clear distinction between the “good” stressors and the “bad” stressors which resulted in the separation of job demands into two factors- challenge-related stressors and hindrance-related stressors.

Hence, the first type of job demands consists of high levels of workload, job scope, time pressure and responsibility and that might lead to personal development- positive outcomes- and include “stressful demands viewed by managers as obstacles to be overcome in order to learn and achieve (Lepine, *et al.*, 2005: 765)”. As for the second type – hindrance-related stressors- they join role ambiguity, role conflict, job security and organizational politics (“red tape”) and they are defined as “stressful demands viewed by managers as unnecessarily thwarting personal growth and goal attainment (Lepine, *et al.*, 2005: 765)”.

In sum, and subsequent to the upper explanation, we will consider workplace incivility as a job hindrance-demand and see how it’s contributing to the phenomenon of burnout. In the next section we will also consider another element of the JD-R model which are the personal resources, by taking self-efficacy as our moderator in this relationship. However, due to model’s complexity and taking into consideration the purpose of our Dissertation, we will not consider the other elements of the JD-R – job resources and the job challenge-demands, even though we acknowledge they are equally important and relevant.

3. Self-efficacy as a Moderator

When studying workplace incivility, we need to recognise that it is a convoluted phenomenon. In this sense, not only is important to study its outcomes (and for that reason we theorised the connection between Workplace Incivility and Burnout), but also if and how it can be affected by other factors.

Thus, in past researches there are has been an attempt to investigate other variables capable of attenuating the negative effects of workplace incivility. It was proven that, for instance, core self-evaluation¹ (a personal resource) was important in minimizing the negative impact of incivility on work disengagement (Beattie & Griffin, 2014) which

¹ Core self-evaluation according to Judge (2009) *cited by* Beattie and Griffin (2014: 128), is an individual difference variable encompassing self-esteem, self-efficacy, locus of control and high emotional stability”.

open doors to investigate whether other personal resources act in the same way. Also, and furthering the spectrum of possible moderators, it was demonstrated that, for example, the negative impacts of incivility on counterproductive behaviours was attenuated with high levels of emotional intelligence² (Bibi, *et al.*, 2013). Plus, Tremmel and Sonnentag (2018) also showed that employees facing incivility would experience the negative effects of it not only in the workplace but also after work, at home (by having difficulties in the falling asleep, for instance), and that these effects could, under certain circumstances, be offset if the employee victim of the mistreatment talked about it in an informal way.

Furthermore, that workplace incivility and burnout symptoms have proved to be linked we know, however which moderators can weaken the impact that the first has on the second, we know much less. In this sense, it has been empirically proved that resilience is capable of moderating the relationship between incivility in the workplace and stress (Hashemi, *et al.*, 2018) Also, it was found that when it comes to personality – resorting to the Big Five Factor- high levels of conscientiousness and agreeableness mitigate the stress-incivility effects (Batista & Reio, 2019)³.

Additionally, our proposal is to use self-efficacy as a moderator while having the Job Demands-Resources Model as our main reference. The JD-R, embodying the job demands and personal resources, will therefore help us comprehend the dynamics between our studied variables- workplace incivility, burnout and self-efficacy.

To sustain our arguments in using self-efficacy as our moderator, we can address Xanthopoulou *et al.* (2009: 184) that claimed that personal resources “protect from threats and the associated physiological and psychological costs” and Xanthopoulou *et al.* (2007), who stated that personal resources can indeed act as moderators in the relationship between environmental factors and (organizational) outcomes.

Moreover, one important aspect to take into consideration is that self-efficacy as with every other personal resource is malleable. This means that it can be activated and/or strengthened – “personal resources can be developed over time, influenced by significant life experiences and specific personal development interventions or coaching – (Luthans

² Emotional intelligence was defined by Bibi *et al.* (2013: 320) as “the ability to manage oneself and one’s relationships in a constructive and mature manner”.

³ The Big Five Trait is a theory that subdivides personality characteristics in five domains namely Extraversion, Agreeableness, Conscientiousness, Neuroticism and Openness to Experience. Extraversion is connected to high levels of sociability and assertiveness. A person who is dominant on the agreeableness dimension is characterized by being very likeable and trustworthy. As for neuroticism, it is a person who gets easily upset, has difficulties in remaining calm and is constantly worried. Finally, openness to experience is associated to the willingness to try new experiences and to not being afraid in engaging in unconventional ideas (John & Pervin, 1999).

et al. 2006; Lyubomirsky *et al.* 2006 cited by Heuvel, *et al.* 2010: 128), which makes it different from, for instance, a personal trait. In this sense, this fact can be further interesting in our practical implications' section by encouraging (or not) practitioners the increment of procedures that potentiate self-efficacy measures.

One of the first times that authors started to consider the concept of self-efficacy, it was defined as "people's beliefs about their capabilities to produce designated levels of performance that exercise influence over events that affect their lives". In short, being self-efficacious is about believing in one's competence and ability to do the job (Bandura, 1994: 2).

Later, Stajkovic and Luthans (1998) in an attempt to further the definition of self-efficacy described it as "an individual's conviction about his or her abilities to mobilize motivation, cognitive resources, and courses of action necessary to successfully execute a specific task within a given context (Stajkovic & Luthans, 1998b)". And it is this last definition that we will consider in our study.

Furthermore, as we pay close attention to self-efficacy's definition, it becomes clear that, the higher the levels of this personal resource a person has, the better as self-efficacy "enhances human accomplishment and personal well-being (Bandura, 1994: 2)".

Besides, to Heuvel, *et al.*, (2010), self-efficacy is a resource that is developable and is related to positive beliefs concerning the person itself, that motives and facilitates the attainment of objectives, even when if that implies facing obstacles or challenges. Additionally, there are two words that we strongly believe are important to highlight from the previous statement- the first is "developable" and the second is "positive". Developable because, as we claimed before, self-efficacy as a personal resource can be strengthened and worked on. Positive because the higher the levels of self-efficacy the more the employee feels like she or he is capable of overcoming difficulties.

In that note, focusing once again on the notions of development and positivity, it becomes eminently relevant to mention the concept of Psychological Capital that has been getting a considerable attention due to its different approach on the management of Human Resources in companies (Avey, *et al.*, 2009). In its core definition, Luthans *et al.* (2015: 181), states that in order to exist psychological capital there has to exist "self-efficacy to take on and put in the necessary effort to succeed at challenging tasks (...)".

Moreover, the importance of taking this positive approach goes beyond a theoretical assumption. As a matter of fact, not only PsyCap helps workers to cope with job demands

in a much better way but it is also important in furthering their well-being and consequently raising their engagement to the job. (Grover, *et al.*, 2018)

Plus, and in line with our research, Hashemi *et. al* (2018) explained that employees with high psychological capital have psychological resources to prevent negative behaviours like workplace incivility, since Psycap helps workers cope better with job stressors. Also, according to Seung-Yoon *et al.* (2017), when in a situation of co-worker incivility, employees' self-efficacy proved to buffer its negatives outcomes. That happens because when there are high levels of self-efficacy there is consequently more motivation in employees in doing their jobs and better psychological capabilities to manage unpleasant behaviours. (Seung-Yoon, *et al.*, 2017). Thus, self-efficacy, as a core element of psychological capital, is a resource capable of helping in coping, buffering or dealing with workplace incivility.

Moreover, mentioning and understanding the linkage between self-efficacy and job burnout in this dynamic seems paramount. In this regard, it has been proved that when there are high levels of perceived self-efficacy the levels of burnout tend to be lower and vice-versa (Zhang, 2018). In brief, when a person don't feel like she or he is efficient she or he will feel like they aren't capable of achieving their goals and therefore trigger a stress-generating mechanism that increases the chance of an unwanted failure (Bresó, *et al.*, 2010). Hence, the sense of having control – in this case, the lack of it- becomes the main reason why an individual isn't capable of handle job demands like workplace incivility (Bakker & Demerouti, 2014).

Likewise, since incivility in the workplace is a “form of bad behavior” (Porath & Pearson, 2010) and it has been proven to be associated in inverse proportionality with both with workplace incivility and burnout symptoms separately, it only seemed natural to test whether self-efficacy does or does not influence this relationship.

On that note, Fida, *et al.*, (2016), were able find this same relation in the Nursing sector by suggesting that when there are high levels of self-efficacy, the higher the nurses' beliefs on their capabilities to deal with relational stressors are and that lesser is their perception on workplace incivility perpetrated by co-workers. Thus, we firmly expect that Self-Efficacy will act as moderator between workplace incivility perpetrated by colleagues and burnout, the reason why we hypothesise the following:

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H3: Self-Efficacy will moderate the positive relationship between workplace incivility perpetrated by colleagues and burnout dimensions (3a = emotional exhaustion, 3b = cognitive impairment, 3c = emotional impairment, 3d = mental distance)., such that this positive relationship will be weaker for individuals who possess the personal resource of self-efficacy.

Moreover, employees who have a high sense of self-efficacy deal with their reality in a much more positive way by interpreting their environment as benign (Mäkikangas, *et al.*, 2013). This same environment is composed by people that are not exclusive to the inside of the organisation like co-workers or supervisors, but also to the ones- customers, for instance- who by being external to it can still affect it directly and indirectly. Bearing this in mind, and since it has been proven in other researches that self-efficacy can act as moderator between workplace incivility perpetrated by colleagues and burnout, it seemed wise to test the same dynamic but this time with workplace incivility perpetrated by customers. This way we could see whether there are any resemblances in the effects between these two types of workplace incivility. Besides, by recognising and testing the all previously mentioned dimensions of burnout – emotional exhaustion, cognitive impairment, emotional impairment and mental distance – and workplace incivility perpetrated by customers with the moderating role of self-efficacy, we hope we can give an integrated overview of these multiple connections. Thus, we will test the following hypotheses:

H4: Self-Efficacy will moderate the positive relationship between workplace incivility perpetrated by customers and burnout dimensions (4a = emotional exhaustion, 4b = cognitive impairment, 4c = emotional impairment, 4d = mental distance), such that this positive relationship will be weaker for individuals who possess the personal resource of self-efficacy.

To sum up, as all our hypotheses have been discussed, bellow (in Figure 1), we present both our models for Study 1 and 2. In both models workplace incivility act as our independent variable (in the first one, workplace incivility is analysed only in the perspective of when its perpetrated by colleagues and on the second sample it is examined both in the point of view of when it is caused by colleagues and customers). Concerning our dependent variable, in our Study 1 we investigated only one dimension of burnout – emotional exhaustion, whereas on our Study 2 we explored all four dimensions.

Finally, for both studies, we considered self-efficacy as our moderator and examined how it influences these dynamics.

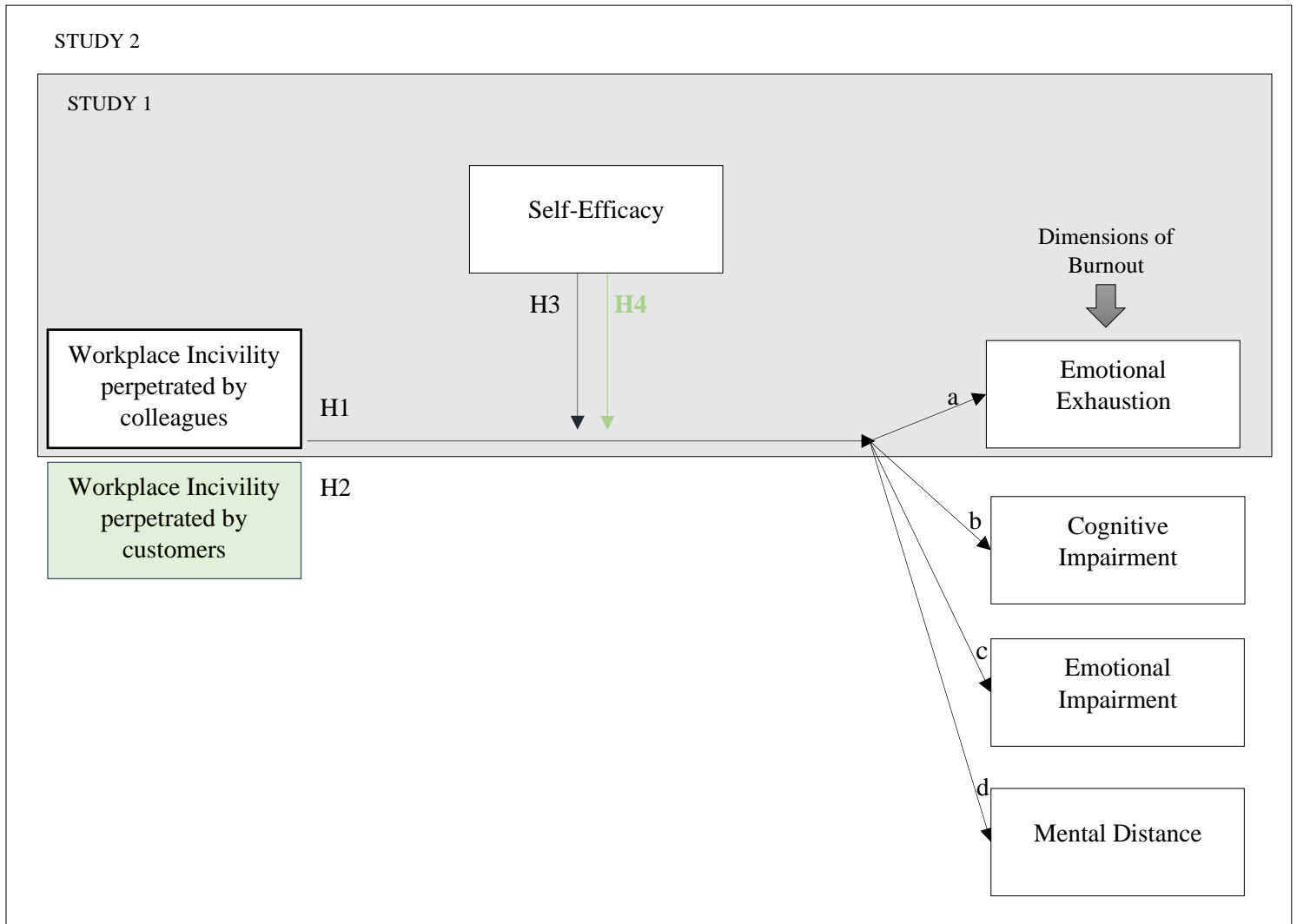


Figure 1. Study 1 and 2 research models.

II) Empirical Study

4. Method

In order to test our hypotheses, two studies were conducted. Study 1 addresses workplace incivility in the perspective of when it's perpetrated by colleagues and its linkage to emotional exhaustion, with the moderating effect of self-efficacy. We studied these relationships by analysing data that resulted from a questionnaire made and responded by Portuguese employees working in several organisations.

In Study 2, we recognise it as a somehow extension of the first study by incorporating workplace incivility perpetrated by customers as well the other three dimensions of burnout (from the BAT). With the same method, we used quantitative data collected within one single public organisation to test our hypotheses.

4.1. Study 1

4.1.1. Participants and procedure

In order to collect data for the first study, a link to an on-line questionnaire was sent to a specific few people which we identified as our population of interest. It was asked to those individuals to then forward the same link to any working person, female or male, older than 18 years old resident in Portugal and working in full-time or part-time. Moreover, this snowball process led to a sample of 225 responses.

Participants were 53.9% female, ranging in age from 20 to 60 years old ($M = 38.3$ years old, $SD = 10.57$). Years of schooling were in average 15.27 ($SD = 2.27$) and seniority were in average 16.17 years ($SD = 10.80$). Concerning the professional life of participants almost 23.9% stated that they worked in the sector of commercial services and around 25.3% claimed that their jobs was related to clerk, services and/sales (Table 1).

Table 1. Professional description of Study 1 dataset.

Sector and job variables		%
Sector	Agriculture, forestry and fishery	1.0 %
	Manufacturing	7,6%
	Construction	2.0%
	Retail, wholesale and repair	5.6%
	Hospitality	5.1%
	Banking, real estate and financial services	12.7%
	Transportation, storage and distribution	3.6%
	Commercial services (e.g., ICT, consultancy)	23.9%
	Public administration and governance	14.7%
	Education	6.6%
	Health care, social services and law enforcement	8.1%
	Arts, entertainment, recreation and sports.	9.1%
Job	Elementary occupation (e.g., cleaner, construction worker, machine operator, assembler)	3.1%
	Craft or trades worker (e.g., electrician, plumber, mechanic, handicraft worker)	2.6%
	Clerk and services and sales worker (e.g., office clerk, secretary, salesman/woman)	25.3%
	Technician (e.g., ICT specialist, business services agent, nurse)	22.7%
	Professional (e.g., physician, teacher, lawyer, finance professional)	35.1%
	Manager (e.g. managing director, CEO, headmaster, hospitality manager)	11.3%

4.1.2. Measures

Workplace Incivility

Workplace Incivility was measured through four items regarding workplace incivility perpetrated by colleagues taken from (Cortina *et al.*, 2013 validated by Matthews & Ritter, 2019). Items were scored on a five-point Likert scale from 1 (never) to 5 (always). One example of item used was: “During the last year have you been a situation in which your superiors or co-workers ignored you or didn’t speak to you (for e.g. gave you a silence treatment)?”. The Cronbach alpha was .82 which is a very good internal consistency value (Kline, 2011).

Self-Efficacy

Three items from the work of Schaufeli (2017) were used to measure self-efficacy. A sample item was: “When difficulties arise at work, I know how to solve them”. These items were rated on a five-point Likert-type scale (1 “Never” to 5 “Always”). The Cronbach alpha was acceptable ($\alpha = .74$).

Emotional Exhaustion

To measure this phenomenon, we based our items on Schaufeli *et al.* (2019). The items were answered on a 5-point scale, from 1 (never) to 5 (always). An example statement to be classified was: “At work, I feel mentally exhausted”. The Cronbach alpha was very good ($\alpha = .82$).

4.1.3. Data Analysis

A descriptive analysis of the sociodemographic variables was conducted, in which the mean, standard deviation, correlations and consistency were calculated.

In order to test the moderations, the macro PROCESS (Hayes, 2019) was used. The decision on the significance of the indirect effect was based on the confidence level of *bootstrapping* at 95%, created from 5000 bootstrap samples. If the bootstrap confidence interval does not include zero, the indirect effect is significant. All the analyses were performed using IBM SPSS Statistics 25.

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4.1.4. Results

Descriptive statistics and correlations for the first study are reported in Table 2. Workplace incivility was positively correlated with self- efficacy ($r = -.22, p < .01$) and emotional exhaustion ($r = .40, p < .01$). The obtained correlations also support some of our predictions regarding the direction of the relationships, meaning that when there are high levels of workplace incivility, we can expect that self-efficacy gets lower and the opposite with emotional exhaustion. No significant relationships were found between sociodemographic variables (age, gender, years of schooling and seniority) and workplace incivility.

Table 2. Study 1. Means, standard deviations and correlations between the variables.

	Mean	SD	1	2	3	4	5	6
1. Workplace Incivility	2.26	0.77						
2. Self-Efficacy	3.82	0.59	-.28***					
3. Emotional Exhaustion	3.03	0.71	.38***	-.25***				
4. Age	38.32	10.57	.05	-.07	.06			
5. Female ^{a)}	0.56	-	-.02	-.08	.08	.00		
6. Years of schooling	15.23	2.27	.00	.22**	-.12	-.11	.19**	
7. Seniority	16.17	10.80	.08	-.07	.05	.93***	-.02	-.20**

Notes: N= 194. SD = standard deviation

^{a)} Reported the proportion of female (reference category = male).

* $p < .05$ ** $p < .01$ *** $p < .001$.

4.1.5. Hypothesis testing

To test the moderations the macro PROCESS (Hayes 2019) was used. The results for the outcome emotional exhaustion symptoms are presented on Table 3. The effect of workplace incivility on emotional exhaustion was positive and significant ($B = 0.300, t = 5.237, p < .001$), which means that the higher the degree of the perpetuation of uncivil behaviors, the higher the levels of emotional exhaustion will be. Hence, we can state that our H1a is fully supported. The moderator effect of self-efficacy on the relationship between workplace incivility and emotional exhaustion was not significant ($B = -0.013, t = -0.140, p > .05$), thus we can state that our H3a is, therefore, rejected and that the moderation is not verified.

Table 3. Study 1. Regression of Emotional Exhaustion on Workplace Incivility perpetrated by colleagues and on the moderator Self-efficacy.

Variables	Emotional Exhaustion	
	B	SE
Constant	3.054***	0.046
Workplace Incivility (WI)	0.300***	0.057
Self-efficacy (SE)	-0.179*	0.081
Interaction WI x SE	-0.013	0.094
	$R^2 =$	0.164***
	$F(3, 213) =$	13.917

Notes: SE – standard error. N = 217.

* $p < .05$ *** $p < .001$

4.2. Study 2

4.2.1. Participants and procedure

We conducted this study in an Institution located in the North, Centre and South of Portugal. Firstly, there was a very brief qualitative study carried in order to get a better sense of the company itself. Furthermore, our main attention was not towards doing a thorough analysis but rather to get a bigger sense of the information exchanged that could, somehow, on the one hand provide us some support in the upcoming phase (pre-questionnaire delivery) and, on the other hand, could assist us with the post-questionnaire results and, therefore, makes us understand better the outputs that would arise from it.

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In this sense, 32 employees were called to participate in focus groups. From them we could comprehend better what were the demands and the resources associated to each job role and consequently the relevance of exploring the phenomenon of workplace incivility, not only in the perspective of colleagues but also from customers.

Afterwards, we dedicated ourselves to a quantitative study in which we chose questionnaires as our instrument of data collection. Moreover, the questionnaire was delivered in Portuguese through a link accessible by the employees. Its filling was anonymous and answered on a voluntarily basis meaning that the workers had the right to choose whether they wanted to do it or not and even if they wanted to do it, which questions to answer and not to answer.

From the total of 832 possible respondents, 562 participated in fact, for a response rate of 67.5%. Participants were 72.3% female and no younger than 20 years old ($M = 48.08$ years old ($SD = 7.51$)). Geographically speaking, 27.0% of employees claimed to be working in Lisbon and Tagus Valley. Years of schooling were in average 15.52 ($SD = 1.91$) with the majority of the workers having a high education level – 65,3% had a bachelor or higher. At the time the questionnaire was being answered, 32.4% of the participants were in this organisation for more than 20 years, with a seniority that was in average 16.51 years ($SD = 6.33$) and 77.9% stated to not be taking any leadership position.

4.2.2. Measures

The first and original version of the questionnaire was elaborated by Professor Wilmar Schaufeli. Its main aim was to validate the recently developed instrument of burnout.

Furthermore, the translation to Portuguese was firstly done by two researchers, followed by a back-translation performed by another two bilingual researchers to crosscheck the language use.

Additionally, it is important to point out that there was a concern to adapt the general questionnaire to the institution itself by trying to make it more directed into its specific characteristics and needs. Hence, a group of eight people from the company took part in this process by verifying the adequacy of the vocabulary, taking into consideration not only the organisational specificities but the people who were answering it as well.

Workplace Incivility

Workplace Incivility was measured through nine questions divided into two parts: one regarding workplace incivility perpetrated by colleagues (Cortina *et al.*, 2013 validated

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by Matthews & Ritter, 2019) and the second one concerning workplace incivility perpetrated by customers (Wilson & Holmvall, 2013).

On the first part, items were scored on a five-point Likert scale from 1 (never) to 5 (always). One example of item used was: “During the last year have you been a situation in which your superiors or co-workers ignored you or didn’t speak to you (for e.g. gave you a silence treatment)”.

On the second part, workplace incivility perpetrated by the customers, employees were asked to choose from 1 to 7, being 1 “never” and 7 “more than three times a day”. One example of item used was: “In the last 6 months, how often did your customers/clients continued complaining despite your efforts to help”. The Cronbach alpha for workplace incivility perpetrated by colleagues was very good ($\alpha = .89$), as well as for workplace incivility perpetrated by customers ($\alpha = .89$) which shows that our data has a good internal consistency (Kline, 2011).

Self-Efficacy

Three items from the work of Schaufeli (2017) were used to measure self-efficacy. A sample item was: “When difficulties arise at work, I know how to solve them”. These items were rated on a five-point Likert-type scale (1 “Never” to 5 “Always”). The Cronbach alpha was acceptable ($\alpha = .78$).

Burnout

To measure this construct, we based our items on Schaufeli *et al.* (2019). All items were rated on a five-point Likert-type scale (1 “Never” to 5 “Always”). Regarding emotional exhaustion, a sample item used was: “At work, I feel mentally exhausted”. As for cognitive impairment, of the many items, the following was integrated: “At work, I have trouble staying focused”. Moreover, as example of the item used to evaluate the existence of emotional impairment was: “At work, I feel unable to control my emotions”. Concerning mental distance, the next item was used: “I struggle to find any enthusiasm for my work”. One important aspect to be mentioned is that it was carried a study, within the scope of BAT project, which proved the validity of the constructs of emotional exhaustion, cognitive impairment, emotional impairment and mental distance (Sinval & Silva, 2019).

4.2.3. Results

Table 4 reports descriptive statistics and correlations. Workplace incivility perpetrated by colleagues is positively correlated with all the dimensions of burnout – emotional exhaustion ($r = .37, p < .001$), cognitive impairment ($r = .32, p < .001$), emotional impairment ($r = .37, p < .001$), mental distance ($r = .42, p < .001$), as well as with our moderator - self-efficacy ($r = -.19, p < .001$). Moreover, among the sociodemographic variables (age, gender, education level and seniority), we found a statistical evidence of a linear relationship between workplace incivility and both age ($r = -.13, p < .01$) and education level ($r = .16, p < .01$).

Likewise, in the perspective of workplace incivility perpetrated by customers, we found a significant association between this phenomenon and emotional exhaustion ($r = .32, p < .001$), cognitive impairment ($r = .35, p < .001$), emotional impairment ($r = .40, p < .001$) and mental distance ($r = .36, p < .001$). Furthermore, as it happened with incivility by colleagues, it was proven a correlation between workplace incivility by customers and self-efficacy ($r = -.13, p < .01$). Hence, the higher the levels of this phenomenon the lower are the levels of self-efficacy.

As for the sociodemographic variables, it was found a positive relationship only with years of schooling ($r = .09, p < .01$).

Table 4. Study 2. Means, standard deviations and correlations between the variables.

	Mean	SD	1	2	3	4	5	6	7	8	9	10
1. Workplace incivility perpetrated by colleagues	1.99	0.95										
2. Workplace incivility perpetrated by customers	2.08	1.00	0.27***									
3. Self-efficacy	3.57	0.69	-0.19**									
4. Emotional exhaustion	3.00	0.85	0.37***	0.32***								
5. Cognitive impairment	2.39	0.81	0.32***	0.35***	-0.32***							
6. Emotional impairment	1.99	0.73	0.37***	0.40***	-0.48***	0.64***						
7. Mental distance	2.11	0.83	0.44***	0.36***	-0.40***	0.60***	0.72***					
8. Age	48.08	7.51	-0.13**	-0.10*	0.06	-0.13*	-0.17**	-0.08	-0.14**			
9. Female ^{a)}	0.72	-	-0.06	-0.03	-0.04	0.02	-0.07	-0.03	-0.11*	0.04		
10. Years of schooling	15.52	1.91	0.16**	0.09**	-0.14**	0.11**	0.21**	0.17**	0.19	-0.33***	-0.07	
11. Seniority	16.51	6.33	0.03	-0.03	0.04	0.02	-0.04	0.02	-0.03	0.51***	-0.04	-0.07

Notes : N=392. SD = standard deviation.

^{a)} Reported the proportion of female (reference category = male).

* $p < .05$ ** $p < .01$ *** $p < .001$

4.2.4. Hypothesis testing

The effects of workplace incivility perpetrated by colleagues on emotional exhaustion are presented on Table 5. We found a positive and significant effect ($B = 0.255$, $t = 6.708$, $p < .001$). As it happened in our *Study 1*, it enabled us to conclude that the higher the degree of the perpetuation of uncivil behaviors, the higher will be the levels of emotional exhaustion. In this sense, we validated our H1a.

Finally, the moderator effect of self-efficacy on the relationship between workplace incivility and emotional exhaustion was not significant ($B = .037$, $t = -.699$, $p > .05$), therefore H3a was not validated.

Table 5. Study 2. Regression of Emotional Exhaustion on Workplace Incivility perpetrated by colleagues and on the moderator Self-efficacy.

Variables	Emotional exhaustion	
	B	SE
Constant	2.989***	0.037
Workplace Incivility perpetrated by colleagues (WI _{col})	0.255***	0.038
Self-efficacy (SE)	-0.324***	0.055
Interaction WI _{col} x SE	0.037	0.054
	R ² =	0.190***
	F (3, 423) =	32.983

Notes: SD – standard error. N = 427.

*** $p < .001$

Concerning the effect of incivility by customers on the workplace on emotional exhaustion (Table 6), we found that it was positive and significant ($B = 0.235$, $t = 6.210$, $p < .001$), therefore supporting our H2a. We also concluded that self-efficacy did not significantly moderated the relationship between workplace incivility perpetrated by customers and emotional exhaustion ($B = -.043$, $t = -.958$, $p > .05$). Thus, H4a was also not validated.

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Table 6. Study 2. Regression of Emotional Exhaustion on Workplace Incivility perpetrated by customers and on the moderator Self-Efficacy.

Variables	Emotional exhaustion	
	B	SE
Constant	2.967***	0.037
Workplace Incivility perpetrated by customers (WI _{cus})	0.235***	0.038
Self-efficacy (SE)	-0.328***	0.055
Interaction WI _{cus} x SE	-0.043	0.044
	R ² =	0.180***
	F (3, 416) =	30.480

Notes: SD – standard error. N = 420.

*** $p < .001$

Regarding the moderator effect of self-efficacy on the relationship between workplace incivility perpetrated by colleagues and cognitive impairment (H3b), we can see on Table 7 that the effect of incivility in the workplace on the perspective of perpetuation being made by a colleague on cognitive impairment was positive and significant ($B = .179$, $t = 5.231$, $p < .001$) and therefore our H1b was validated.

The moderator effect of self-efficacy on the relationship between workplace incivility perpetrated by colleagues and cognitive impairment was not significant ($B = -.045$, $t = -.940$, $p > .05$) thus, H3b was not supported.

Table 7. Study 2. Regression of Cognitive Impairment on Workplace Incivility perpetrated by colleagues and on the moderator Self-Efficacy.

Variables	Cognitive impairment	
	B	SE
Constant	2.382***	0.033
Workplace incivility perpetrated by colleagues (WI _{col})	0.179***	0.034
Self-efficacy (SE)	-0.506***	0.049
Interaction WI _{col} x SE	-0.045	0.048
	R ² =	0.286***
	F (3, 421) =	56.206

Notes: SD – standard error. N = 425.

*** $p < .001$

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Concerning Table 8, it is noticeable that the effect of workplace incivility perpetrated by customers on cognitive impairment was positive and significant ($B = .223$, $t = -6.779$, $p < .001$), and H2b was supported.

Regarding the interaction effects, we concluded that self-efficacy conditioned significantly the relationship between workplace incivility perpetrated by customers and cognitive impairment ($B = -.134$, $t = -3.150$, $p < .001$). As can be seen on Figure 2, the higher the levels of self-efficacy, the weaker will be the effect of workplace incivility perpetrated by customers on cognitive impairment. Hence, we confirm this moderating relationship and due to that our H4b was fully supported.

Table 8. Study 2. Regression of Cognitive Impairment on Workplace Incivility perpetrated by customers and on the moderator Self-Efficacy.

Variables	Cognitive impairment	
	B	SE
Constant	2.368***	0.032
Workplace incivility perpetrated by customers (WI _{cus})	0.223***	0.033
Self-efficacy (SE)	-0.476***	0.048
Interaction WI _{cus} x SE	-0.134***	0.038
	R ² =	0.332***
	F (3, 413) =	68.320

Notes: SD – standard error. N = 417.

*** $p < .001$

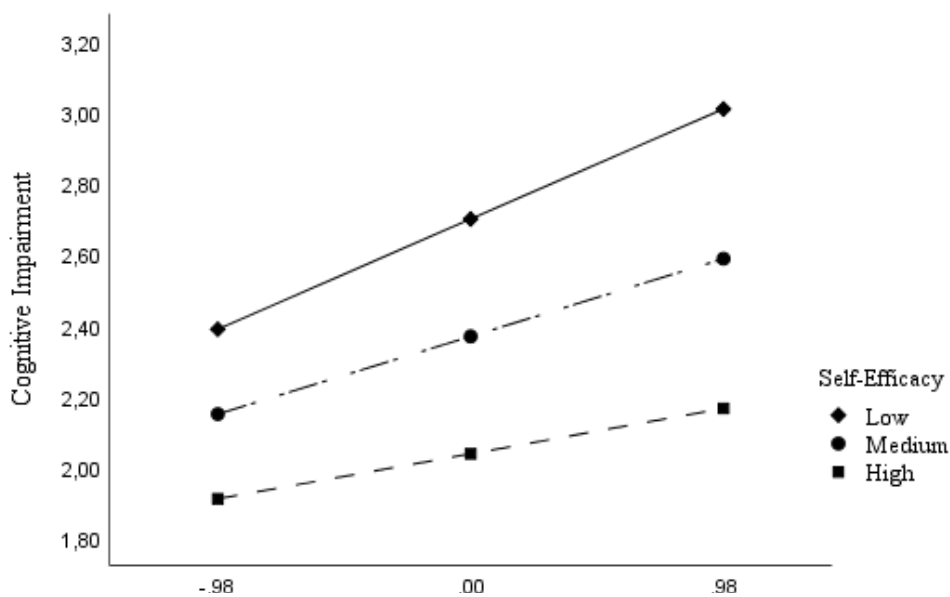


Figure 2. The moderating effect of self-efficacy on the relationship between workplace Incivility perpetrated by customers and cognitive impairment

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The results presented on Table 9 showed a positive and significant effect of workplace incivility perpetrated by colleagues on emotional impairment ($B = .232, t = 7.209, p < .001$), therefore validating our H1c. In contrast, self-efficacy did not significantly moderate the relationship between workplace incivility perpetrated by colleagues and emotional impairment ($B = -.069, t = -1.520, p > .05$) and, consequently, H3c was not supported.

Table 9. Study 2. Regression of Emotional Impairment on Workplace Incivility perpetrated by colleagues and on the moderator Self-Efficacy.

Variables	Emotional impairment	
	B	SE
Constant	1.975***	0.031
Workplace incivility perpetrated by colleagues (WI _{col})	0.232***	0.032
Self-efficacy (SE)	-0.341***	0.045
Interaction WI _{col} x SE	-0.069	0.045
	R ² =	0.253***
	F (3, 419) =	47.193

Notes: SD – standard error. N = 423.

*** $p < .001$

The effect of workplace incivility perpetrated by customers on emotional impairment was positive and significant (Table 10). As it happened with the previous hypothesis, we confirmed once again that the higher the degree of perpetuation of workplace incivility the higher levels of emotional impairment will exist ($B = .253, t = 8.223, p < .001$), thus, supporting our H2c. Self-efficacy moderated the relationship between workplace incivility perpetrated by customers and emotional impairment ($B = -.095, t = -2.664, p = < .01$), hence our H4c was validated. As can be seen on Figure 3 the higher the levels of self-efficacy the weaker will be the consequences of workplace incivility perpetrated by customers on emotional impairment.

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Table 10. Study 2. Regression of Emotional Impairment on Workplace Incivility perpetrated by customers and on the moderator Self-Efficacy.

Variables	Emotional impairment	
	B	SE
Constant	1.969***	0.030
Workplace incivility perpetrated by customers (WI _{cus})	0.253***	0.031
Self-efficacy (SE)	-0.337***	0.045
Interaction WI _{cus} x SE	-0.095**	0.036
	R ² =	0.289***
	F (3, 412) =	55.730

Notes: SD – standard error. N = 416.

** $p < .01$ *** $p < .001$

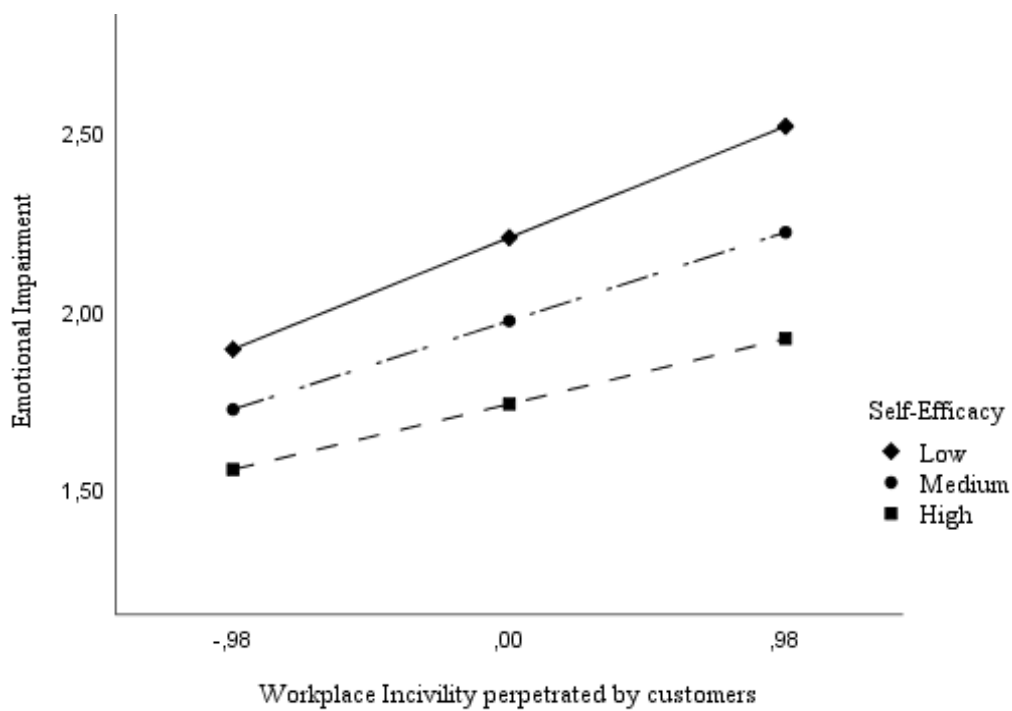


Figure 3. The moderating effect of self-efficacy on the relationship between workplace Incivility perpetrated by customers and emotional impairment

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The effect of workplace incivility perpetrated by colleagues on mental distance (Table 11) was positive and significant ($B = .337, t = 9.611, p < .001$), supporting H1d. The moderator effect of self-efficacy was not significant ($B = .009, t = .179, p < .05$) hence, our H3d was not supported.

Table 11. Study 2. Regression of Mental Distance on Workplace Incivility perpetrated by colleagues and on the moderator Self-Efficacy.

Variables	Mental Distance	
	B	SE
Constant	2.112***	0.034
Workplace Incivility perpetrated by colleagues (WI _{col})	0.337***	0.035
Self-efficacy (SE)	-0.375***	0.050
Interaction WI _{col} x SE	0.009	0.049
	R ²	0.303***
	F (3, 422)	61.228

Notes: SD – standard error. N = 426.

*** $p < .001$

The final moderation considered the moderator effect of self-efficacy.

As the results from Table 12 showed, there was a significant positive effect of the workplace incivility perpetrated by customers on mental distance ($B = .247, t = 6.932, p < .001$), hence our H2d was fully supported. According the obtained results we sustained that the relationship of workplace incivility perpetrated by customers and mental distance was significantly moderated by self-efficacy ($B = -.081, t = -1,967, p < .05$) and the H4d was also validated. As can be seen on Figure 4 the higher the levels of self-efficacy the weaker will be the consequences of workplace incivility perpetrated by customers on mental distance.

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Table 12. Study 2. Regression of Mental Distance on Workplace Incivility perpetrated by customers and on the moderator Self-Efficacy.

Variables	Mental distance	
	B	SE
Constant	2.095***	0.035
Workplace incivility perpetrated by customers (WI _{cus})	0.247***	0.036
Self-efficacy (SE)	-0.394***	0.052
Interaction WI _{cus} x SE	-0.081*	0.041
	R ²	0.251***
	F (3, 414)	46.328

Notes: SD – standard error. N = 418.

*** $p < .001$, * $p < .05$

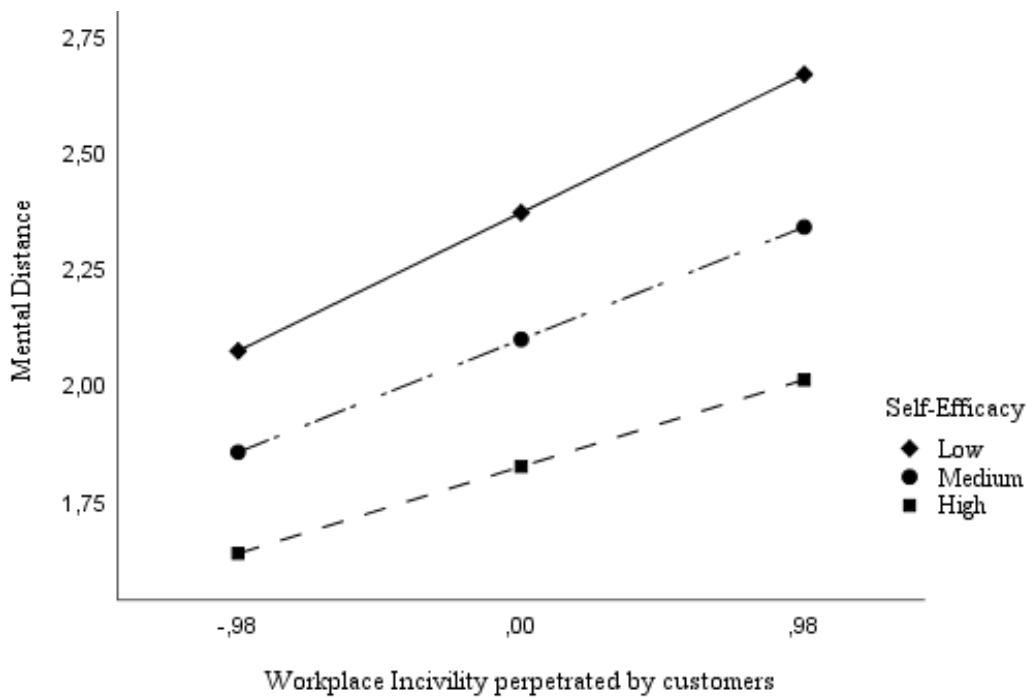


Figure 4. The moderating effect of self-efficacy on the relationship between workplace Incivility perpetrated by customers and mental distance.

5. Discussion

The purpose of the present study was to explore the relationship between workplace incivility and burnout, and further to examine how the negative outcomes of uncivil behaviours may be mitigated by employees' self-efficacy.

In order to do so, we conducted two studies. In the first one we solemnly tested whether workplace incivility perpetrated by colleagues was positively related to emotional exhaustion and verified if self-efficacy moderated this dynamic. As for the second study, we tested the same hypothesis as in the first one, yet we also hypothesised all the other possible connections- workplace incivility perpetrated by colleagues with the other three dimensions of burnout, and workplace incivility perpetrated by customers with the four dimensions of burnout. In each connection we investigated, as it happened in Study 1, a possible moderating effect of self-efficacy.

The results supported both our hypothesis 1 (a, b, c and d) and 2 (a, b, c and d) that stated that workplace incivility perpetrated by colleagues (in Hypothesis 1) and workplace incivility perpetrated by customers (in Hypothesis 2) were correlated to all the dimensions of burnout. Thus, it is plausible to say that our first research objective was met- we found support in our results to conclude that incivility (regardless if perpetrated by customers or clients) in the workplace is positively associated to symptoms of burnout which can happen in the form of emotional exhaustion, cognitive impairment, emotional impairment and/or mental distance. Moreover, our outcomes are in line with previous researches that admitted this connection (Rahim & Cosby, 2016; Matthews & Ritter, 2019; Meehee, *et al.*, 2016). And, indeed, in the light of the Job Demands-Resources Theory we can understand the reasons for this positive relationship (Demerouti, *et al.*, 2001). As a job demand, when workplace incivility exists at a higher level, a stress process is generated (Bakker & Demerouti, 2016). In addition, because within the stress process workplace incivility is a hindrance-related stressor (Lepine, *et al.*, 2005), negative outcomes arise and burnout symptoms are felt by the employees.

The second purpose of our study was regarding the possible moderating effect of self-efficacy on the relation workplace incivility-burnout. Considering that a person who is high on self-efficacy has a greater convictions of being able to successfully execute a job task (Stajkovic & Luthans, 1998b), we assumed that the positive relation of workplace incivility and burnout would be weaker for the ones who had high levels of this personal resource. At a theoretical point of view, this line of reasoning was substantiated with the fact that in a recent study it was shown that the higher levels of perceived self-efficacy,

the lower were the levels of burnout (Zhang, 2018), and that self-efficacy helped employees cope better with experienced workplace incivility (Fida, *et al.*, 2016). What the authors suggest is that employees that feel like they are self-efficacious have a higher belief on their capabilities to deal with stressors – in this case, workplace incivility- which in returns makes them perceive it as less harming. Besides, this self-beliefs of being efficient is what gives workers a sense of control of their own actions. So much that employees deal with the workplace incivility in a much better way and the stress process is not generated (Bresó, *et al.*, 2010).

Looking into our results, the moderating effect of self-efficacy on workplace incivility perpetrated by colleagues and emotional exhaustion was not verified on both studies 1 and 2, rejecting, therefore, our hypothesis H1a. Still concerning emotional exhaustion, we couldn't find evidence, as well, to support the moderation of self-efficacy between workplace incivility perpetrated by customers and this burnout dimension, thus leading us to reject our H2a- contradicting, this way, the findings of the above authors. Notwithstanding, regarding the dimensions of cognitive impairment, emotional impairment and mental distance we had interesting results by concluding that self-efficacy moderated the relationship of workplace incivility when it was perpetrated by customers with all the dimensions of burnout and (H3b,H3c,H4d), but not when the incivility occurred due to colleagues' behaviours (H4b,H4c,H4d).

To explain our results we can refer to the underlying nature of the relationship that an employee has with a colleague or with a customer that exists in a vast amount of work contexts and that specifically existed in our Study 2. The interactions of the first (from a co-worker to another) are stable, as their presence is constant in each other's professional lives. As for the second it is not. It is often the case that an employee assists a client once and never gets to see her/him ever again. Thus, this consciousness of ephemeral contact, makes self-efficacy much more preponderant. In addition, at that particular point in time when a customer is uncivil, having high levels of self-efficacy arises as a shield capable of mobilizing the motivation, cognitive resources, and courses of action (Stajkovic & Luthans, 1998b) necessary to successfully overcome the unpleasant behaviours. As for when the we consider incivility that is perpetrated by a colleague, this personal resource tends to dissipate, and the sense of control vanishes. Because the fear of repercussions is higher due to the closed environment in which workplace incivility takes place, self-efficacy becomes insufficient to cope and buffer the impacts of incivility on burnout.

6. Theoretical Contributions

Workplace incivility is a phenomenon whose prevalence seems to be increasing over the years (Liu, *et al.*, 2018), hence its importance seems undeniable. However, despite its increase, the literature is still lacking giving answers to fundamental questions such as: what are the consequences that can derive from experiencing uncivil behaviours? Are there any differences if the perpetrator is a colleague or customer? Which job or personal resources can mitigate the adverse effects of incivility in the workplace?

Furthermore, concerning the first and second questions, it is safe to say there is few investigation on workplace incivility perpetrated by customers when compared to incivility perpetrated by colleagues (Sliter, *et al.*, 2010), there is even less that tests both types on the same study (Grandey, *et al.*, 2007) and none, to the best of our knowledge, that assesses the connection between both types of incivility and the four dimensions of burnout. Thus, as a result of the previous facts, and by filling what we recognise as a gap, we regard those as our three main contributions that we have provided into the framework of workplace incivility perpetuation and burnout.

Regarding the third query, we acknowledge that some scholars have attempted in the past and still are investigating other variables capable of attenuating the negative effects of workplace incivility (Beattie and Griffin, 2014; Bibi *et al.*, 2013; Tremmel and Sonnentag 2018). However, it is also our conviction that these efforts are still insufficient to keep up with the advancements and the convolution of this phenomenon. In this sense, by studying self-efficacy as a personal resource capable of buffering the negative effects of incivility in the workplace on burnout, we consider that this Dissertation took one step further in this regard.

Finally, we view the incorporation of the Job Demands-Resources as contribution to providing a simple yet complete conceptualization of burnout, workplace incivility and self-efficacy. In addition, not only we trust that we can motivate other researches on taking this approach, but also it is our point of view that it can be transposed from a theoretical point of view into practical measures capable of being adopted by companies and in several job roles (Schaufeli & Taris, 2014).

7. Limitations and Future Research

Even though in the present Dissertation there are very interesting results and conclusions to be considered, there are also a few limitations that should be identified.

Firstly, for both studies, the data results are based only on Portuguese employees' answers, which limits the generatability of our argument to other countries and, subsequently, to other cultures. The samples have a considerable dimension and the fact that they have employees from a lot of different places throughout the country ensures a certain heterogeneity required to give good insights in the matters of workplace incivility and burnout. Nevertheless, despite our efforts, we acknowledge that if the data had been gathered with workers from different nationalities, within other professional areas, there could be a stronger argument and validation of our main conclusions. Thus, in line with the previous statement, it is our perspective that future research should entail bigger samples from people working in different countries and therefore provide more solid foundations in this respect.

Secondly, there was a translation of the original questionnaire from English to Portuguese, which may have resulted in some misinterpretation of some queries. There was an initial translation made by two researchers and a back-translation that was performed by other two bilingual researchers in order to avoid those situations. We also had the questionnaire pre-approved by a group of eight people from the company before delivering to the employees to make sure that there was a clear understanding of what it was asked. Still, this is what we can consider as a limitation.

In the third place, in the present Dissertation, because two cross-sectional studies were carried, we do admit that we cannot use the data to examine a pattern of behaviour over time and, therefore, we cannot capture causality variation. Moreover, we recognise that workplace incivility is a dynamic construct that might change from day to day and influence fluctuations in employees' burnout levels. In addition, it may the case that burnout, which results from workplace incivility, gradually compounds over time, leading to a greater negative impact on employees or the opposite. Hence, to clarify the previously mentioned doubt, in the future, scholars should conduct non-cross-sectional studies (longitudinal studies, for instance), to overcome this limitation. Nonetheless, the cross-sectional studies usage in our Dissertation are a good starting point and are enough to estimate the prevalence of workplace incivility and its positive relation to burnout (Sedgwick, 2014) which we ended up demonstrating in the end with out dataset.

Additionally, another limitation we can point out was the use of self-report measures for this study as common method bias that may have influenced our current results. Using a self-report measure to assess work incivility that is based on a person's perceptions (Neuman & Baron, 2005) can lead to a possible issue with drawing causal conclusions. Respondents may have underestimated/overestimated the impact that uncivil behaviours have on burnout or might have reported something as a result of incivility that is due to other factors. However, it is also because incivility is experienced directly by the respondent and is not always observable by others that we consider that, in the end, self-report was the most appropriate assessment instrument, instead of more objective measures.

Also, by studying both customers' incivility and colleagues' incivility, we consider having taken a step forward in the literature (Grandey, *et al.*, 2007). Still, it should be fruitful that in the future there would be research that encompassed not only the two previously mentioned types of incivility but also the victims of incivility from supervisors, as well the role of instigator and the role of the ones who witness uncivil behaviours and test if all they have a significant relationship with burnout. By not neglecting any dimension of workplace incivility we can have a better full view on this phenomenon.

Finally, in the present Dissertation we proved that self-efficacy could weaken the relationship between workplace incivility perpetrated by customers and burnout. In that sense, it would be valuable, on the one hand, if other researches validated our results with a different sample (in order to be able to generalize our hypotheses), and, on the other hand, to see whether self-efficacy, in that specific samples with other work contexts, can't in fact act as moderator between workplace incivility perpetrated by colleagues and burnout, as we couldn't validate with ours. Besides, studying self-efficacy as a moderator urges another question: Are there any other resources that capable of buffering the effects that workplace incivility has on burnout? The ultimate importance of answering the previous comes in line with our results and past researches that stated that perpetuation of uncivil behaviours either by customers or colleagues are harmful for the ones who are victims of them (Andersson & Pearson, 1999). Thus, as a remark for future research it is critical that scholars test job and/or personal resources that can have a moderating effect by mitigating the impacts that incivility in the workplace as on burnout – across all its dimensions.

8. Practical Implications

In addition to the important contributions to theory, this study's results have also important practical implications.

Even though workplace incivility is known for being pervasive in the workplace (Demsky, *et al.*, 2019), it often goes unnoticed or unreported due to its low-intensity and ambiguous nature (Sliter, *et al.*, 2012). Furthermore, this oversight of uncivil behaviours is detrimental not only for both workers' health and well-being, but also for organisations in which they work for. Thus, on one side, at an individual level, it has been proven that targets of incivility behaviours have less sleeping quality (Demsky, *et al.*, 2019), endure in more psychological distress, are more dissatisfied with their work (Cortina, *et al.*, 2001), feel less valued and feel less powerful (Porath, *et al.*, 2015). Besides, according to our results workplace incivility is also positively related to burnout which goes in line with other scholars who have reached the same conclusions (Rahim & Cosby, 2016; Matthews & Ritter, 2019; Meehee, *et al.*, 2016). On the other side, at an organizational level, there are also long run consequences associated with the endurance of these behaviours such as the loss of productivity (Lewis & Malecha, 2011), absenteeism, turnover and legal actions (Ghosh, *et al.*, 2011). Moreover, these negative outcomes are very costly – metaphorically and literally speaking. It is estimated that organisations lose about 6 billion dollars per year due to workplace mistreatments, in which incivility is included (Duffy, *et al.*, 2012).

Additionally, the first steps which are to acknowledge the importance of workplace incivility and identify when its being perpetrated within a certain organisation (either by co-workers or customers) is not only important but necessary. However, if workplace incivility is disregarded by doing nothing then the previously mentioned consequences will either perpetuate over time or become even more severe.

In this sense, one way in which employers can help employees buffer the negative impacts of workplace incivility can be by fostering one's resources. Luthans and Youssef (2007) stated that personal resources are preponderant as coping mechanisms in adversity and are determinant to overcome obstacles at times of difficulty. Henceforth, developing employees' personal resources while also providing them more job resources becomes essential do deal with this phenomenon (Seung-Yoon, *et al.*, 2017). For instance, in our research we demonstrated that self-efficacy can buffer the negative impacts that workplace incivility perpetrated by customers have on cognitive impairment, emotional impairment and mental distance. Companies with high customer interaction can,

therefore, try to apply these theoretical contributions and put them into practice by having programs that stimulate the development of self-efficacy in their employees.

Furthermore, as stated previously, this change process in the dealing with workplace incivility must be a combination of developing workers' personal resources with providing them job resources. Bearing this in mind, at macro level, several initiatives can be adopted by companies, such as: *creating norms and ground rules for incivility* (define what is being respectful, describe situations when an employee is being uncivil or not by showing which behaviours are appropriate and, lastly, demonstrate what will every employee gain from following these norms); *rewarding civility* by registering on performance evaluations the ones that, during a certain period, promoted civility in the workplace, which could be translated into financial bonus or career progressions; *giving training and/or coaching* with possible civility challenges – for example, challenge an employee to hold the door for others six times in that week; and finally, *sanctioning* firmly those who do not conduct civil behaviours (Porath, *et al.*, 2015: 284). This last initiative is preeminent, because if other employees see that these uncivil situations have repercussions they will gain trust in their organisation and its ability to deal with these cases (Porath & Gerbasi, 2015). In the case of companies where there is an explicit problem of customer incivility besides the previous initiatives, employers on leadership position should explicitly outline their position towards customers' unwarranted insolence. Plus, employees who have direct contact with clients should also be safeguarded by being instructed what to do in critical situations. These responses to uncivil customers must, firstly, allow the worker to feel like she/him is not in a vulnerable position and secondly, be aligned with the company's customer service policy (Gihyung & Lee, 2014).

9. Conclusion

Research relating workplace incivility with burnout has been focused mostly on one perspective of the first variable (when the perpetuation is carried out by colleagues) and on one facet of the second variable (emotional exhaustion). With the intention of filling a research gap already identified by some scholars (Sliter *et. al*, 2010; Grandey *et. al*, 2007; Wilson and Holmvall, 2013), this is the first empirical study, to our knowledge, to test the impact of workplace incivility perpetrated by colleagues and customers in all recently identified burnout dimensions (Schaufeli, *et al.*, 2019), with the moderating effect of self-efficacy. Substantial findings have revealed that individuals subject to high levels of workplace incivility will experience burnout symptoms that may come in the form of emotional exhaustion, cognitive impairment, emotional impairment or mental distance. In the case of customer incivility, the impacts that uncivil behaviours have on the last three previously mentioned facets of burnout may be buffered if the target feels like she/he is very self-efficacious. Given the impact that incivility in the workplace plays on individuals' careers and on organisations' outcomes, more deeper studies on this phenomenon should be performed by considering the different angles from which it can be viewed, as well as possible resources capable of weakening its negative consequences.

In sum, in the beginning of our Dissertation we stated that *to know*, *to identify* and *to take action* are key words we used to describe how companies should perceive workplace incivility. In this sense, with our research we strongly believe to have taken important steps on the first two initiatives by showing what workplace incivility is and what it entails, hoping it is enough to encourage organisations towards *taking action*.

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