Can Resilience Help? Coping with Job Stressor

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Abstract   _Workplace incivility is a serious issue in an organization, this is of the fact that uncivil act is costly to the organization, employee health, performance, turnover intention. Hence, this study aimed to investigate the importance of workplace incivility on hotel employees using IBM Amos 22. And, using questionnaire method as a research tool for the quantitative study, a total of 153 questionnaires were used to assess the effect of workplace incivility on hotel employees in four and five star-hotels in Lagos Nigeria. Bagozzi's Appraisal-Emotional reactions theory was applied to this study. We found out that resilience fully mediated the relationship between work place incivility and turnover intention. The estimated results obtained suggest that workplace incivility has a negative effect on employee. Suggestions were made to human resource management on how to help employee stand the stress of this effect._

Key words   Workplace incivility, resilience, turnover intention, job satisfaction, Nigerian hotel industry

JEL Codes: O15, M12

1. Introduction

When we talk about civil, many people do not understand, but when we talk about incivility, almost everyone has experienced it. Workplace incivility is harmful to both employees and the organization (Porath and Pearson, 2013). Incivility has an adverse effect on employee's well-being (Cortina _et al._, 2001). The word incivility is a low- intensity behavior with the ambiguous intent to harm the target audience (Anderson and Pearson, 1999). The word incivility is characterized by impolite, rude or discourteous behaviour. Incivility is quite different from other forms of interpersonal mistreatment (bullying, violence, verbal aggression) with a direct and a clear intention to harm on the target audience (Hershcovis, 2011). Incivility is a warm form of other abusive behaviour, example of incivility includes not picking calls, ignoring messages, side talk (Pearson et al., 2001). It is a frequent hassle rather than an overt stressor. In a single act of incivility, the actual harm is not usually visible, because the effect is usually felt after several occurrences, but in a single act of aggression, it is easy for an employee to identify and it results in the appraisal and stress experience (Kern and Grandey, 2009). It becomes stressful on a long run after accumulation (Andersson and Pearson, 1999) to a negative outcome. Although, it may take several incidences of incivility to affect an employee over time but in the case of mistreatment, a singular act, affects an employee instantly. According to the theory of Andersson and Pearson (1999), individual reciprocate to incivility experience with antisocial behaviour. In as much as people are motivated to pay justice with justice (Aquino and Douglas, 2003), is likely to elicit for revenge to any of the antisocial behaviour (Bunk and Magley, 2013).

Many researchers studied the effect of work place incivility, and its outcomes (e.g., Sliter _et al._, 2010; Van et al., 2010), little attention has been paid on work place incivility and the power of resilience on organizational outcomes (Hamel and Välikangas, 2003). Very few scholars have attempted to link work place performance to resilience (Coutu, 2002; Youssef and Luthans, 2005). Resilience is a positive psychological capacity to withstand uncertainty, failure, conflict or even positive changes (Luthans, 2002a). It is a psychological capital dimension, we propose that resiliency will positively relate to organizational outcome, job satisfaction and negatively relates to turnover intention.

In line with the objectives of this study, using Nigeria as a case study with diverse cultures and over 250 ethnic groups with different beliefs, it is pertinent to check the sensitive issue of incivility in workplace. Little or no research has been carried out on incivility in Nigeria hotel industry, other researchers has paid little attention on incivility in banks (Bolanle, 2013), politics (Odunayo _et al._, 2016). To be more direct, this study will add to the existing knowledge between workplace incivility and organizational outcomes by drawing from the theory of Bagozzi's Appraisal-Emotional reactions – coping Response framework (Bagozzi, 1992), to develop the hypothesis. This research theorizes that uncivil behavior will spill over into work place and negatively affect job satisfaction and turnover intentions of employees.

First, this study will go further to investigate the relationship between workplace incivility, resilience and organizational outcomes; job satisfaction and turnover intention. Secondly, the study will investigate the mediating role of resilience between workplace incivility and organizational outcome. Finally, it will present to top management on the need and how to bust employee resilience on how to combat incivility act and to provide guidance to hospitality managers on how to minimize customer incivility and differentiate service recovery situations from security related incidents.

2. Literature review and hypothesis

2.1. Theoretical foundation

The theory applicable to this study is Bagozzi's Appraisal-Emotional reactions – coping Response framework (Bagozzi, 1992). This frame work represents the self-regulatory process of intention, attitude and behavior. One of the core arguments of this theory is its base on cognitive evaluation which causes affective responses that would in the long run metamorphose into intentions. And that when both theories are compared, the theory of planned behavior (Schmit & Allscheid, 1995) with the Bagozzi's framework of appraisal emotional response, it shows the strong link associated with coping. Self-regulation theory-SRT (Bagozzi, 1992) helps in understanding employee ability to manage their own thinking and behavior via resilience. A sequential process occurs from (Bagozzi, 1992), appraisal to emotional response and then to behavior. According to Kasche and Kuhl (2004), self-regulation implies the combination of self-motivation, activation control and self-determination.

Worthy of note are two important relevancy of self-regulation: firstly, individuals observation of the environment, makes it possible for the transcending of the environment into a desired future state, by shaping and regulating the present environment. Intention and desire has little role to play when it comes to individuals capability over the environment that influences behavior (Bandura, 1998).

Secondly, another important aspect of self-regulation is self-monitoring; this refers to ability to be sensible enough to observe, regulate and control behavior in relation to public appearances and display and to act in accordance (Kanfer and Ackerman, 1989). Many studies have conducted in support of this theory. For example, (Karatepe and Aga, 2016), conducted a research with the frontline bank employees in North Cyprus, in line with that (Babakus et al., 2004) also conducted a research to show the viability and relevance of this theory. Therefore, applying this theory, to this study will address the influence of resilience on job satisfaction and turnover intention.

2.2. Workplace incivility and psychological resilience

Workplace incivility is among the several type of mistreatment in the workplace; its importance has drawn several attentions among notable scholars (Sliter et al., 2011, 2012; Schilpzand et al., 2014). This attention is of interest (Schilpzand et al., 2016) due to its adverse effect on employee psychology and work out come. Incivility, is a major challenge in the workplace industry (Edwin et al., 2017) resulting to threat of employee social life. Uncivil behaviour evident in the work place might stem from customers to supervisors and to coworkers. Workplace incivility is defined as "low-intensity deviant behaviour with ambiguous intent to harm the target in violation of workplace norms for mutual respect (Won-Moo et al., 2015).

One of the factors that contribute significantly to incivility is regional and cultural differences (Rousseau et al., 2008). In the context of examining incivility in the workplace, a lot of research has been done regionally and globally such as in Philippines (Scott et al., 2013), Australia (Kirk et al., 2011), Singapore (Lim and Lee, 2011), and in China (Chen et al., 2013). One of the possible justifications of uncivil act in a work place is lack of proper training, work load and a push to at beat others thereby opting for efficiency. Nevertheless, heedless of any reason incivility when accumulated, the effects metamorphose to negative organizational outcome. The quest to develop a strong personal mechanism on employee to enable them with stand the effect of incivility is on the increase in recent years. Resilience is the ability to recover from shock, uncertainty, failure or overwhelming changes (Luthans et al., 2004).

Moreover it can be developed, is not a fixed trait, meaning that stages of resilience are altered in accordance to social context, an individual that is able to bounce back from set back and perform better than before are said to be highly resilient (Luthans et al., 2004). This development occurs in a frequent successful emotional and cognitive processing of personal changes which strengthened the individual's response to changes when encountered in the work place (Heather et al., 2013). Empirically, according to Luthans et al. (2006), resilience is linked with job performance, organizational commitment and job satisfaction. Based on our findings, we propose our first hypothesis as thus:

H_1: Work place incivility is negatively related to resilience

2.3. Work place incivility, job satisfaction and turnover intention

Other negative attributes to work place incivility on organization and employees exists. Uncivil act results to lower job satisfaction and turnover intention. A study carried out by (Aslan and Kozak, 2012) testing a job stress model, the relationship was mediated by increases in job stress, as reported by frontline service employees; consequently, their model also shows that uncivil acts leads to job stress and to lower employee satisfaction. In spite of the negative effect of customer misbehavior, "managers want the employees to be rational, hide their emotions and reactions, calm down, and pacify the customer" (Aslan and Kozak, 2012). In light of this, a question still remains as to how best is it to balance the need to create a positive work environment for hotel employees as well as to have a positive experience for guests. The rate of employee turnover in hospitality sector especially with frontline employee is becoming outrageous in comparing with other sectors, turnover intention has created a major problem for management as a whole (Kim, 2014). According to Akgunduz and Sanli (2017), employee with high job performance, is usually problematic for an organization when they quite their job. Tett and Meyer (1993) pointed out that the most vital aspect of turnover behaviour is turnover intention. For this reason, the causes of turnover intention can be eliminated at the early stage. Some of the factors that can causes turnover intention are workplace incivility, job dissatisfaction; on the other hand, employee positive psychological capital such as resilience can be developed by human resource management through training in order to combat this situation. Given the studies on customer interactions and their effects on employee's affective states and with the aim to expand upon the current body of work, the following hypothesis was proposed:

H_2: *Workplace incivility is negatively related to job satisfaction*

H_3: *Workplace incivility is positively related to turnover intention*

2.4. Resilience, job satisfaction and turnover intention

One of the positive psychology "resilience" according to Masten (2001) and Masten and Reed (2002) is characterized by positive coping and adaptation in the face of significant risk or adversity. Resilience on the other hand is defined as the "positive psychological capacity to rebound, to 'bounce back' from adversity, uncertainty, conflict, failure, or even positive change, progress and increased responsibility" (Luthans, 2002a). Some studies have shown that positive emotion enhances resilience with the context of a negative event (Tugade *et al.*, 2004). However, when an individual effectively bounce back from a setback, studies shows an increase in resilience level (Fredrickson and Joiner, 2002), and this personal resilience matters. There has been little research on what happens to employee with developed resilience. Luthans *et al.* (2005) carried out a research on Chinese workers and found out that the workers who are experiencing massive change and reformation has a significant relationship between resilience and rated performance. Resilient employees maintain their happiness, health and performance even when the company is experiencing serious downsizing. In line with that, employee level of resilience has a relationship with their happiness, commitment and satisfaction (Larson and Luthans, 2006). Suffix to say that employee with low resilience tolerates less and cannot withstand adversity when it arises in the work place. Thus we propose the following hypothesis.

H_4: *Resilience is positively related to job satisfaction*

H_5: *Resilience is negatively related to turnover intention*

2.5. The mediating role of resilience

We hypothesized that resilience will have a mediating effect on work place incivility and two organizational outcome. According to Luthans (2002a) resilience is the developable capacity to bounce back from adverse occurrences or even positive events, progress, and increased responsibility. Resilience allows for not only reactive recovery but also proactive learning (Luthans et al., 2007) and growth through conquering challenges. Drawing from different field of study, (Masten's 2001; Masten and Reed, 2002), supports the fact that resilience can be developed through asset-focused, risk-focused, and process-focused strategies that are relevant and applicable to the workplace. According to Wagnild and Young (1993) is measurable and is associated with employee performance (Luthans *et al.*, 2005). On the other hand, Bonanno (2005) also supports the fact that resilience can be developed through employee training. It adopts both positive and negative measures in the face of adversity and the capacity to recognize that fact that set back has a destructive effect on an individual therefore, it allows an individual the strength, resources and time to bounce back and return to an equilibrium point (Luthans *et al.*, 2007). Some scholars (Bonanno, 2004; Luthans, 2002a; Luthans *et al.*, 2006; Youssef and Luthans, 2005), resilience adopts setbacks as springboards to grow and develop above equilibrium that goes beyond the present situation and circumstances. A study by Tugade and Fredrickson (2004) shows that employees that are resilient are better to deal with stressor in a constant changing workplace. Therefore it places a positive value on risk factors that threatens the

chances of negative outcomes and decreases the chances of a positive outcome (Masten, 2001). Thus we propose the following:

H6: Resilience mediates the relationship between workplace incivility and (a) job satisfaction (b) turnover intention

3. Methodology of research

3.1. Composition/design/procedure

In order to vet the hypothesized hypothesis, the work adopted a quantitative approach method. The designed questionnaire was into five parts to collect the responses on workplace incivility, resilience, job satisfaction, turnover intention and demographic variable of the respondents. The research was carried out in four and five star hotel employee in Lagos Nigeria, by utilizing the convenience sampling technique method. Nigeria is a country with a population of over 180,000 million people with over 3,000 hotels scattered all over the 36 states in the country.
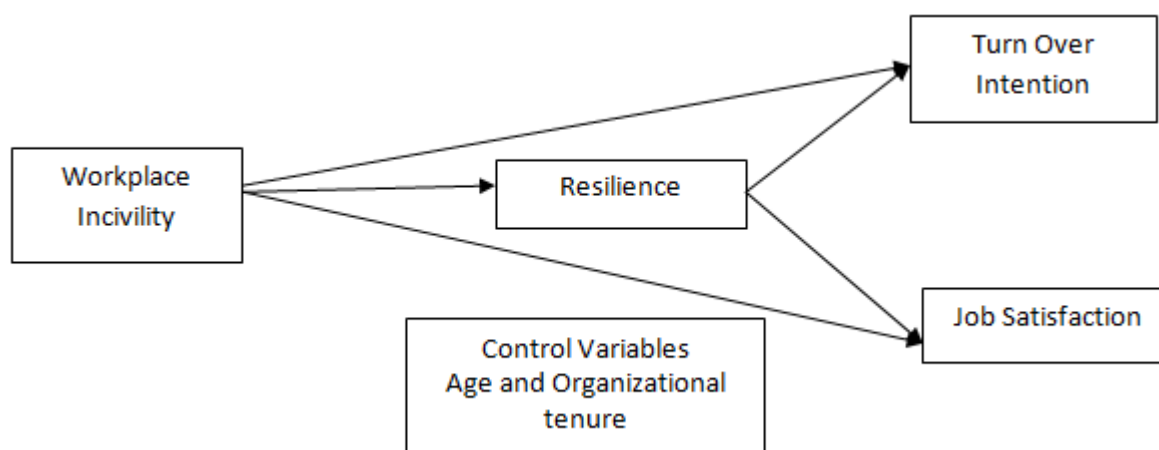

Figure 1. Research model

A pilot tested method was conducted with 30 questionnaires at random to obtain a feedback and to establish face validity (Tronchim, 2009). A total of 250 questionnaires were distributed to employee in the hotel both the top and the lower employee. Prior to the distribution of the questionnaire a cover letter was sent to all the hotels involved, explaining the voluntary nature of the study and seeking their concept although some of the hotel management refused the distribution of the questionnaire to the employees. The questionnaires were sealed after collection to make the responses anonymous and to decrease the potential threat of common method bias (Podsakoff *et al*., 2003). 153 questionnaires were filled and returned, yielding to a response rate of 61.2%, excluding the questionnaires that were not properly filled.

3.2. Measurement

Workplace Incivility. Workplace incivility questionnaire (Cortina et al., 2001) was adopted and modified consists of 6 items (e.g., taking out anger on an employee, treat employee as if they were inferior). Respondents were asked to rate their feeling on a five point Likert scale ranging from (strongly disagree 1 to strongly agree 5).

Resilience. Resilience was measured with a 5 items adopted from the work of Soyon Paek *et al.* (2015) with five point Likert scale ranging from (strongly disagree 1 to strongly agree 5), example of the questions includes, "when I have a setback at work, I have trouble recovering from it and moving on", I can be on my own so to speak at work if I have to".

Turnover Intention. Turnover intention questionnaire was adopted from the work of (Osman M. Karatepe 2013) with 3 items for instance "I will probably quite this job next year", "It is likely that I will actively look for a new job next year". Respondents were asked to rate their feeling on a five point Likert scale ranging from (strongly disagree 1 to strongly agree 5).

Job Satisfaction was measured with a 3 items adopted from the work of (Jung Hoon *et al*., 2016) with five point scale ranging from (strongly disagree 1 to strongly agree 5) the question includes "My job gives me feeling that I am accomplished", I find real enjoyment with my job.

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4. Data analysis

The table below consist of the demographic variable of the respondents. Out of the 153 respondents, 55.6% were male and 44.4% were female. İn terms of age distribution of the respondents, ages between 18-25 were 93 (60.8%), the ages between 26-35 were 35 (22.9%), while the remaining respondents were of a percentage of 25 (16.3%). More than half of the respondent were single 103 (67.3%), the married were 43 (28.1%), 2.6% represent the number of the divorced while the remaining 3(2.0%) were either widow or widower.

Table 1. Demographic profile

Frequency	n	%
Age		
18-25	93	60.8
26-33	35	22.9
34-41	19	12.4
42-49	4	2.6
50 Above	2	1.3
Total	153	100.0
Gender		
Male	85	55.6
Female	68	44.4
Total	153	100.0
Marital status		
Sıngle	103	67.3
Marrıed	43	28.1
Divorced	4	2.6
Widow/widower	3	2,0
Total	153	100.0
Education		
Prımary school	17	11.1
Secondary	42	27.5
Graduate	49	32.0
Masters	45	29.4
Total	153	100.0
Organisatıonal tenure		
Less than a year	86	56.2
1-3	52	34.0
4-6	14	9.2
7 and above	1	0.7
Total	153	100.0
Position head		
Frontline	100	65.4
Roomservice	22	14.4
Supervisor	20	13.1
Manager	7	4.6
Others	4	2.6
Total	135	100.0

Very few number of the respondents has primary school ceritficate 17(11.1%), while seconday school 42(27.5%), most of the repondents has either undergratuade or gratuate, 49 (32.0%) and 45 (29.4%) respectively. The respondents that has worked ın the organisatıon between less than one year to three yeras were more than half ranging from less than one year 33 (21.6%), and 1-3 87(56.9%) and 4-6, 32 (20.9%). The remaing has worked for 7 years and above, 1(.7%). However, more than half of the respondents were frontline employees 100 (65.4%), for the the room service attendants 22 (14.4%), the supervisors and the managers represents 20(13.1%) and 7(4.6%) respectively. The remaining were from other departments, 4(2.6%).

4.1. Validity test

The Confirmatory factory analysis (CFA) was fit into the model with four items (work place incivility, personnel resilience, turnover intention and job satisfaction). Results indicated the following estimates of model fit, the root square error of approximation was RMSEA =.076, the comparative fit index CFI =.911,) and incremental fit index IFI=.913, goodness of fit index=.870. The principal component analysis was used to measure the construct validity of the questionnaire (Cavana *et al.*, 2001). The Bartlett test and the Kaiser-Meyer-Olkin (KMO) were used to measure the sampling adequacy. The KMO was 0.719 which is above the acceptable range of 0.5-1.0, and the statistical test of Bartlett test of sphericity was significant at p1/4 0.000. This is to enable the researcher to determine and accept that the principal component was the right technique to use for this study. The Varimax orthogonal rotation was used to run the factor analysis. The eigenvalues for the construct ranges from 4.478-1.780 which exceeded the court off of 1.0 and the variance explained by the factors extracted was 64.190 The factor loading were all greater than 0.50, there was no cross loading as well as no item was deleted. This establishes the fact that discriminate validity was addressed successfully. Hierarchical regression analysis was used to measure the construct with IBM SPSS statistics 22 and AMOS. Table 2 shows the result of exporatory factor analysıs (EFA), exporatory factory analysis is used to examine the measurement model, it was run using principal components with varimax rotation. No item was deleted from factor loadings, it ranges from .533 to .936 and they were all significant.

Table 2. Exploratory factor analysis (EFA)

Items	loadings	α	Eigenvalues	Total % of variance
Workplace Incivility		.785	4.478	26.342
Item 1	.677			
Item 2	.778			
Item 3	.754			
Item 4	.765			
Item 5	.571			
Item 6	.533			
Employee Resilience		.856	2.443	14.368
Item 1	.794			
Item 2	.813			
Item 3	.810			
Item 4	.704			
Item 5	.775			
Turnover Intention		.819	2.212	13.010
Item 1	.818			
Item 2	.889			
Item 3	.802			
Job Satisfaction		.879	1.780	10.470
Item 1	.915			
Item 2	.822			
Item 3	.936			

The first factor (workplace incivility) explained 26.342% of the variance, the second factor (employee resilience) also explained 14.368%, of the variance, and the third factor (turnover intention) explained 13.010% of the variance while the

last factor (Job satisfaction) explained 10.470% of the variance. The four factors eigenvalues were all greater than 1.0 collectively explained 64.190% by the variance. The above mentioned results showed that all loadings were significant. Furthermore, this study shows evidence of convergent and discriminate validity. The study tested the reliability estimates for the variables for each construct. According to Kline (1998), reliability coefficient within the range of 0.90 to 0.70 is acceptable matching up to excellent, very good and adequate, although (Slater, 1995, Peterson 1994) suggests that certain 0.60 is regarded as reasonable. Luthans *et al.* (2005) went further to point out that some issues especially when the construct in question was developed in another country score as low as 0.5 is inevitable. In this study, the entire construct were very good and adequate.

In addition, the Cronbach alpha was used to check the internal consistence of the variables. Specifically, coefficient alpha scores for workplace incivility, employee resilience, turnover intention and job satisfaction .785, .856, .819 and .879 respectively, the results indicated that all coefficient alpha scores were greater than .70. The measures are considered reliable.

Table 3. Means, Standard Deviation, Correlations of the Study and control variables

Variables	1	2	3	4	5	6
1. Age	-					
2. Organizational Tenure	-.039	-				
3. Workplace incivility	-.141*	.022	-			
4. Resilience	.012	-.015	.300**	-		
5. Turnover Intention	-.138*	.018	.188**	.305**	-	
6. Job Satisfaction	-.050	-.060	.078	.093	. 146*	-
Mean	1.6	2.0	3.3	3.0	2.4	3.2
Standard Deviation	89	.67	.79	1.1	1.1	1.0

Note: Composite scores for each variable were computed by averaging respective item score.
* denotes the correlation is significant p<0.05and ** correlation is significant at p< 0.01 (two-tailed test).

The above table 3 shows the means, standard deviations, and correlations of study and control variables. The mean and the standard deviation of the variables are show in the table above. For Age 1.6(SD=.89), for organizational tenure 2.0(SD=.67), for workplace incivility 3.3(SD=.79), for resilience 3.0(1.1), for turnover intention 2.4(1.1) and for job satisfaction 3.2(1.0). The mean and the standard deviation represent a reasonable level of the measured workplace incivility for Nigerian hotel workers. However, the result demonstrates that the control variables are not significantly correlated with study variables. It also appears that one of the control variables age, is negatively associated with workplace incivility and turnover intention (*r* -.141*, p<.05) and (*r* -.138*, p<.05) respectively. According to the results shown in Table 3, workplace incivility is significantly positively related to resilience (r =.300**, p<0.01). Similarly, work place incivility and turnover intention demonstrate significant positive relationship as shown in (r =188**, p<0.01). Again there is also a significant positive relationship between resilience and turnover intention (r =.305**,P<0.01), and turnover intention has significant positively related to job satisfaction (r =.146*,p<0.05) Conversely, the relationship between workplace incivility and job satisfaction, resilience and job satisfaction did not seems to have a significant correlation (r = 0.78) and (r = 0.93) respectively.

The above mention result indicates that the first three conditions based on Baron and Kenny's (1986) procedure was met. The predicting variable should relate with the mediator, the predicting variables should relate to the dependent variable and the mediating variable should relate to the dependent variable. The result of the hierarchical regression analysis in table 4.

Hierarchical multiple regression analysis was used to analyze and test for the hypothesized relationship. First, the initial hypothesis received support as the result of the analysis is well beyond the required thresholds suggesting that workplace incivility is negative and significantly related to resilience (β= -.308**, p<0.01). Therefore hypothesis 1 is supported. Secondly, the relationship between workplace incivility and job satisfaction was not significant (β= .070, p>0.05). Hence the second hypothesis does not receive support, and therefore H2 was rejected. Similarly, the third hypothesis which assumed that workplace incivility exerts positive influence on turn over intention received significant result (β= .172**, p<0.01). Hypothesis 3 was accepted. Hypothesis 4 was reject due to the insignificant outcome generated in the regression analysis (β= .074, p>0.05), also, hypothesis 5 was supported, result showed that resilience is negatively related to turn over intention and significant (β= -0 .282**, p<0.01).

Table 4. Hierarchical multiple Regression analysis result for Turnover intention as outcome

Variables	Step1		step 2		step3	
	B	t	β	t	β	t
Control Variables						
Age-	0.138	-1.70	0.011	0.136	-0.129	-1.650
Organization Tenure	0.013	.155	-0.014	-0.174	0.015	.197
Independent						
Workplace incivility			.172**			2.131
Mediator						
Resilience			-0.308**	3.911	-0.282**	3.477
R^2	0.019		0.048		0.120	
Change R^2	-		.0029		0.072	
F	1.472		2.518*		5.052**	
Sobel test result		z				
WIN ——→ RES ——→ TI		2.597**				

Note: No problem of multicolinearity exist (variance inflation factors < 3.0) one tailed test (t >1.65, t >1.96)

Table 5. Hierarchical multiple Regression analysis result for Job satisfaction as outcome

Variables	Step1		step 2	
	B	t	β	t
Control Variables				
Age	-0.052	-0.644	-0.052	-0.644
Organization Tenure	-0.062	-0.766	-0.062	-0.766
Independent				
Workplace incivility	0.074	0.893	0.093	1.140
Mediator				
Resilience	-			
R^2	0.012		0.015	
Change R^2	0.005		0.009	
F	0.587		0.755	

Finally, for the mediation effects of resilience on both outcomes were check through linear stepwise regression. For the mediation effect of resilience on turnover intention, the result showed that there is full mediation (β= 0 .085**, p<0.01). This initial result was later confirmed using the Sobel test calculation (z =2.597**). Therefore, we accepted H6 (a). However, we did not proceed with the mediation analysis for job satisfaction because the conditions for mediation as suggested by Baron and Kenny (1986) was not satisfied. Hence hypothesis 6 (b) is not supported.

5. Discussions

Despite the tremendous increase and growth in hotel industry in Nigeria, the employee still experience one or more form of incivility in the workplace. Most employees have witnessed (Sharma and Singh, 2016) unhealthy work environment practices (incivility, bullying, and abuse). One of the main emphases of this research is to draw to the lime line the effect of incivility on hotel employees in Nigeria. The focal point of this study is to see the effect of incivility on job satisfaction and turnover intention and also to check the mediating effect of resilience on this association. The current study aid a positive relationship that exist between workplace incivility and turnover intention (Cortina *et al*., 2001; Pearson and Porath, 2004; Lim and Cortina, 2005; Harvey *et al*., 2007; Lim *et al.,* 2008; Mathisen *et al*., 2008), and it adds to the existing literature, however, on the other hand, there is slightly not a significant correlation between customer incivility and job satisfaction in line with the previous study (Cortina *et al.,* 2001; Mulki *et al.,* 2006; Lim and Cortina, 2005; Lim and Teo, 2009; Miner *et al.,* 2012; Walsh *et al*., 2012; Wilson and Holmvall, 2013). According to the result, H1, H3, H5, and H6a were all accepted. Workplace incivility is negatively related to resiliency, workplace incivility is positively related to turnover intention, on the other hand, employee resiliency is negatively related to turnover intention and mediates the relationship between workplace incivility and turnover intention.

This study went ahead to buttress that employees have in one way or the other witnessed one form of incivility, according to our findings, 102 out of 153 respondents agreed to the fact that "they took out their anger on me". The employee that accepted to the fact that they "made insulting comments on me", were 72 out of 153 excluding the responses that were neutral. The findings also suggest that 89 out of the total respondents admitted to the fact they "do not trust the information that I gave them and ask to speak with someone of higher Authority". In fact almost all the respondents in one way or the other have witnessed work place incivility. From the findings, it does not only report that there is workplace incivility in the hotel industry in Nigeria, but it also shows the negative consequences of this act like turnover intention on the employee.

This turnover intention effect is also evident in organizational tenure of the respondents, as most of the respondents hardly stay in the employment for so long, more than half of the respondents have barely worked for less than one year and only one employee has worked more than seven years and above. The finding is of utmost important to the management because the cost of training a new employee is usually outrageous. Although (Kwantes, 2009) is of the opinion that the important factor of organizational commitment is job satisfaction and should be taken into consideration. However, it is worthy to argue the fact that among the factors that leads to employee turnover intention is job dissatisfaction; therefore attempt must be made to reduce employee turnover intention. We also found out that resilience is a very powerful tool to deal with job stressor, when resilience was added into the model, it shows a full mediation, therefore resilient employee are likely not to be affected (Roberts et al.,.2011) with uncivil act in the organization. Suffix to say that the effect of workplace incivility on turnover intention of employee might not be so evident on employees that are resilient. For instance, individuals with high level of resilience might perceive a situation as normal whereas individuals with low resilience might perceive same situation as threatening and detrimental to self. As a result of resilience, individual with low level may respond to negative situation with negative emotion, however, individuals with high level will not. Pearson CM. (2010), in his work found out that the effect of work place incivility can be felt on employee leading to negative emotional responses that decreases work performance and reduces employee wellbeing.

Another significant finding of our study is the protective effect of employee resiliency that mediates the relationship between workplace incivility and turnover intention. We found out that personal resilience is a strong antecedent to help employee cope with job stressor and it fully mediates the relationship (Heather et al., 2013). It is then important that management should find a way to totally put to a stop on incivility in the workplace and also train employee on how to withstand the effect when it eventually occurs.

5.1. Theoretical implication

The finding of this study contributes to workplace incivility research in numerous ways. Firstly, the researcher developed a theoretical model for workplace incivility as a stressor in hotel industry in Nigeria. Based on this model, the study established, and tested the hypothesis developed and further expands the body of the study by using resilience as mediating variable to test organizational stressor and organizational outcome. Specifically, our result indicates that the effect of workplace incivility cannot only be felt on the employee but on the organization. Secondly, by applying the Bagozzi's Appraisal-Emotional reactions – coping Response framework (Bagozzi, 1992), we focus on the role of workplace incivility as a social stressor in the work environment; we established that social stressor will adversely impact resources.

5.2. Practical Implications

The findings of our research have a practical implementation for human resource manager and the either hotel industry at large. The hotel industry should develop and implement a means to support a resilient work environment. This study identifies the need to train employee to withstand any form of workplace uncivil act. This training will help to develop employee competence, resistance strength, wellbeing and at large, organizational productivity. Having well trained employees will help to withstand the ever stiff competition that is evident in the hotel industry, and in turn reduce or totally eliminate turnover intention. Specifically, management may conduct a survey to determine what actions employees label uncivil, and determine how to tailored training on coping with such and increase employee resilient level. Customers on the other could as well be trained. This can be done through awareness campaigns on how to effectively interact with an employee. Most research has agreed on the importance of employee education (Eisingerich and Bell, 2008; Bowers and Martin, 2007) stating the fact that it helps both the employees and organization, and the cost enquired in training customers is lesser when compared to the adverse effect of workplace incivility. Customers training can be effectively carried out through videos, or bill board displaced on strategic areas in the hotel (Edwin et al., 2017). This information among others will educate the customer on some vital information that is necessary and put a boundary to some customer's excessive behaviour. On the other hand employees will also be trained on work place etiquette towards themselves and the customer thereby reducing incivility to the barest level if not totally eradicated and establishing a good relationship among the employees and also to the customers.

6. Limitation and further research

Despite the fact that this study has a number of theoretical and practical implications and the strength of the research on workplace incivility in hotel industry in Nigeria, being among the first to expand this subject to Nigeria to the research best of knowledge, the limitations cannot be ignored. One of the major limitations of this study is the application of cross-sectional data used for the analysis. Caution should be taken in drawing a conclusion based on this method and further research could be done using the longitudinal design. Our study focuses on only customer contact employees, other study should expand this work by including other hotel employees. This study only uses specific variables to test the effect of workplace incivility on employee; further reach should explain this study by including other variables like emotional exhaustion, employee embeddness, and other organizational outcomes. Nigeria is a country with diverse culture; factors that affect incivility could as well be tested such as personality and cultural differences in further study (Edwin et al, 2017, Milam *et al.*, 2009). Since the workplace incivility scale was adopted and modified by the work of Cortina *et al.*, (2001), other workplace incivility scale could also be used to further this study since this poses as a limitation to the study. Other study could further this by expanding this work to include hotels in other cities and also include other organizations like restaurant, banking industry and transportation industry.

7. Conclusions

The current study is vital to hotel industry in Nigeria owing to the fact that there has been a little or no study on incivility in hotel industry in Nigeria, the current study is therefore a vital attempt to examine this grave issue in this part of the world. Workplace incivility is very important issue to be looked unto and is inevitable for every organization. Workplace incivility in any form appears to be detrimental to both organization and employee on the long run. Although our result suggests that developing employee personal resilience will gradually reduce the adverse effect of workplace incivility on employee. Nevertheless, management can diverse a means to totally reduce its effect or eradicate it.

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