Workplace Incivility, Supportive Supervision, Occupational Stress among Workers in the

Banking Sector

By

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Declaration

I, Nayigembe Jemimah, hereby declare that this is my original work, and has never been submitted to another institution for my academic reward. All literature is accredited to their copy righted authors where needed.

Signature ....tw........ ....,   Date .8. 12. 2022....

19/U/27012/EVE

Registration number

Approval

This dissertation on work incivility, supportive supervision and occupational stress among workers in the banking sector in Uganda was developed by Nayigembe Jemimah under the supervision of Dr.Martin Baluku.

Signature ....   Date 08/12/2022

Dr.Martin Baluku

Supervisor

Dedication

This dissertation is dedicated to my beloved mother Cathy Gonza and my aunty Jackie Kigozi , Thank you for all the support rendered to me to succeed in my academics. May God bless you.

Acknowledgement

First and foremost, I thank the almighty God who gave me strength and has enabled me to come this far, by guiding me throughout this period

Special thanks to my academic supervisor Dr. Martin Baluku for guiding and correction during my research he has been of very good help. Furthermore, I appreciate the entire Makerere University for according me this opportunity to put my academic work to experience.

Finally, I recognize the efforts of my mother Cathy Gonza and my aunty Jackie Kigozi for their continuous support both financially and emotionally. I thank my friend/course mate Nakawuki Jenifer for the continuous support and encouragement and academic help she offered. May almighty lord reward you abundantly

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Abstract

The study seeked to establish the relationship between work incivility, supportive supervision and occupational stress among workers in the banking sector. The study gave an insight of how work incivility leads to occupational stress and how supportive supervision can help moderate the two variables. The objectives examined the relationship between work incivility and supportive supervision in the banking sector, then examines the relationships between work incivility and supportive supervising among employees in the banking sector and lastly the relationship between supportive supervision and occupational stress. A quantitative research approach was used in data collection and analysis. A simple random sampling method was also used targeting a sample size of employees.

To achieve these objectives, correlation research was conducted and 117 from respondents were used as a sample population among workers at Airtel Uganda. Pearson correlation was used and the findings show that occupational stress has a positive significant relationship with work incivility, there was also a moderately significant relationship between supportive supervision, workplace incivility and occupational stress. The research concluded that there was a negative non-significant relationship between work incivility and supportive supervision .The finding also showed that there is a negative non-significant relationship between supportive supervision and occupational stress.

Therefore according to the study that was conducted employees were encouraged to learn how to overcome work incivility in order to prevent occupational stress from happening among their employees and also improve on their work performance. Managers or employers can deal with this kind of behavior through hiring carefully, this implies that they should set clear policies, questions or interviews to see whether the candidate is eligible for entry, then employers or managers should communicate clearly about consequences of such behaviors.

Chapter One

Introduction

This chapter presented a background to the study, statement of the problems as well as list the objectives and/or purposes of this study .It also included the research question, scope and justification of the study as well as the significance of the study.

Background

Occupational stress is a widespread issue in modern employment, especially among firms in the service industry (Hannif, et al., 2006) such as banks (Khalid, et al., 2020). Occupational stress stems from 'toxic' work environments that are characterised with high work demands (Mustafa, et al., 2015), extreme pressure, (Colligan & Higgins, 2006) and deviant behaviours such as workplace incivility (Shabir, et al., 2014). Workplace incivility involves activities like; disrespectful and snobbish remarks, silent treatment, abusive supervision, mobbing and antagonistic stares (Liu, Zhou & Che, 2019). Porath & Pearson (2013) reported that workplace incivility is prevalent in almost all workplaces and 98% of the workers experience it in various forms and levels.

Research shows that experiencing incivility in the workplace can be very stressful and affect an individual's well-being, thus jeopardizing both their physical and psychological health thus may experience psychological disorders such as depression, anxiety, and stress (Cortina, et al., 2001; Lim, Cortina & Magley, 2008; Sakurai, Jex, & Gillespie, 2011). Studies have further indicated that work environments characterised with workplace i civility.Numerous studies have indicated that incivility in organizations usually thrives in work environments or atmospheres that are autocratic in nature, have difficult working conditions,

and are anxiety ridden (Gardner & Johnson, 2001; Indvik, 2001; Rau-Foster, 2004). It can thus be deduced that work incivility and its antecedents can be buffered through effective supportive supervision. Supervision is an important component of human resource management as it plays a key role in motivating staff. Supportive supervision can be defined as a process of guiding, monitoring, and coaching workers to promote compliance with standards of practice and to ensure the delivery of quality services.

The supervisory process permits supervisors and supervisees the opportunity to work as a team to meet common goals and objectives. Kuper & Marmot (2003) explain that poor supervision of conflicts at work and job insecurity in the long run causes physical wear and tear to the employee hence leading to occupational stress Cortina, Magley, Williams. Occupational stress is psychological stressrelated to one's job. Occupational stress refers to a chronic condition. Occupational stress can be managed by understanding what the stressful conditions at work are and taking steps to remediate those conditions.[1]Occupational stress can occur when workers do not feel supported by supervisors or coworkers, feel as if they have little control over the work they perform, or find that their efforts on the job are incommensurate with the job's rewards.[2] Occupational stress is a concern for both employees and employers because stressful job conditions are related to employees' emotional well-being, physical health, and job performance.[3] A landmark study conducted by the World Health Organization and the International Labour Organization found that exposure to long working hours, which are theorized to operate through increased psycho-social occupational stress, is the occupational risk factor with the largest attributable burden of disease, according to these

official estimates causing an estimated 745,000 workers to die from ischemic heart disease and stroke events in 2016.[4]

Therefore, study examined the association between workplace incivility, supportive supervision and occupational stress

Statement of the Problem

It is every employee's goal to work in an environment where they are respected and treated with impartiality. In essence, many organizations today are much concerned with ensuring that the workplace is free of violence and other conspicuous unethical behaviour which are easily identified as detrimental to growth and progress. However, many organisations were at the same time neglecting the seemingly lesser forms of interpersonal mistreatment that have transformed into an epidemic of bad and uncivil behaviours such as ill-mannered treatment, mockery, and nervy relationships. These behaviours have consequently led to devastating impacts on employees (increased stress levels, declining productivity, performance, becoming de-motivated, apathetic, and even angry) as well as the organizations. As such, inculcating civility through supportive supervision has been proposed for implementation. Despite the suggestion of emerging empirical evidence, studies on incivility among Uganda's service industry remain limited hence need for the study to carried out.

Purpose

The study seeked to examine the relationship between workplace incivility, supportive supervision and occupational stress, among workers in the financial sectors of communication companies.

Specific Objectives

1) To examine the relationship between workplace incivility, supportive supervision, in the banking sector.

2) To examine workplace incivility and occupational stress, among employees in the banking sector.

3) To examine the relationship between supportive supervision and occupational stress

Scope

Geographical Scope

The study was be conducted at ,Airtel Uganda a telecommunication company in Uganda licensed by the Bank of Uganda, The Uganda communications commission .Airtel Uganda was used as case study since its one of Uganda's biggest and fastest growing indigenous tele communication company growing financially currently reaching out to more than 2.4 million customers through over 80 branches countrywide. The study however focused on branches in Kampala City.

Content Scope

The study focused on examining workplace incivility, supportive supervision, occupational stress, among workers in the financial sector of telecommunication companies. The independent variable of the study was workplace incivility. On the other hand, the study dependent variable was Occupational Stress Supportive supervision was examined as an intervening variable.

Workplace incivility referred to the low-intensity antisocial behaviours with ambiguous intent to harm the target (Andersson & Pearson, 1999). Supportive supervision was defined as a process of guiding, monitoring, and coaching workers to promote compliance with standards of practice and to ensure the delivery of quality services. Occupational stress was defined as psychological stressrelated to one's job.

Significance

The study recommendations contributed to policy formulation where an organization /s may picked a leaf from the study report, accepted, and implemented the recommendations. In addition to that, the report provided a real picture about workplace incivility and occupational stress in Uganda. The study was also helpful to the academia by providing more literature and knowledge on what is already in existence for future researchers by identifying some knowledge gaps as regards to workplace incivility, occupational stress and supportive supervision.

Conceptual Framework
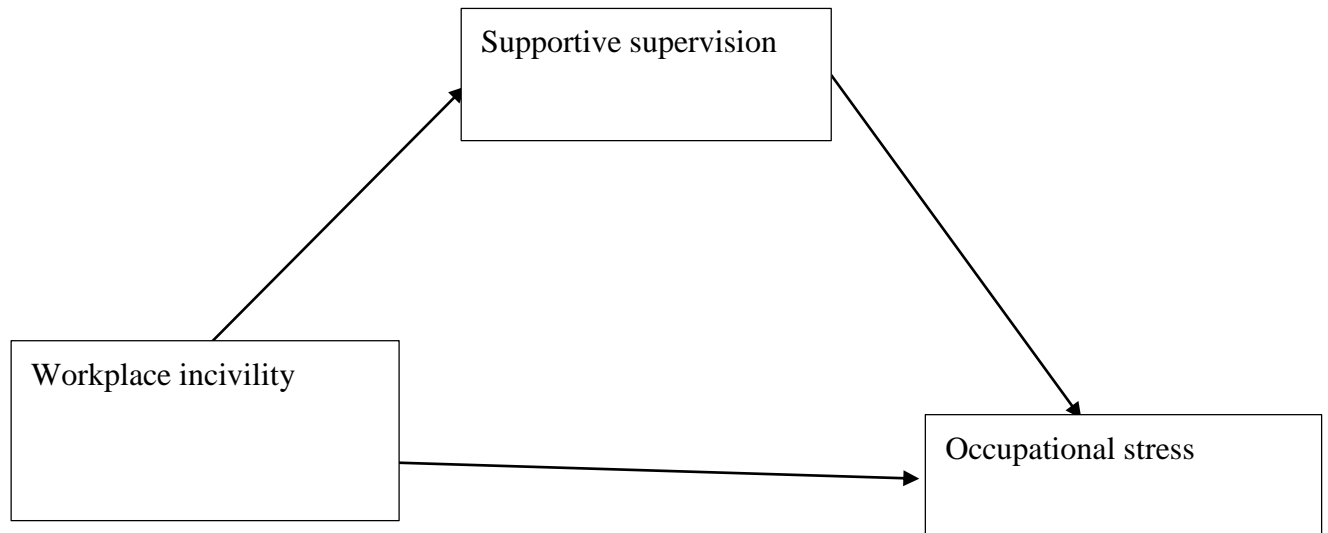
Figure 1: Conceptual framework of workplace incivility, occupational stress and the moderating effect of supportive supervision.

The conceptual framework was derived basing on the Conservation resource theory. Therefore, in line with the theory, workplace incivility leads to occupational stress. In the study, supportive supervision acts as a moderating factor for occupational stress and work incivility; as indicated in the figure above.

Chapter Two

Literature Review

Introduction

The chapter presented literature written by other scholars who have conducted similar studies relating to workplace incivility, occupational stress, and supportive supervision. The Review was   done according to study objectives and the work of other scholars whose work was used and was referenced.

Workplace Incivility and Occupational Stress

The relationship between work incivility and occupational stress was investigated by various researchers in the field of psychology. Lim et al. (2008) and Cortina (2008) further explain that daily hussels are minor stressful elements which one comes across on a daily basis and accumulating slowly to result into larger consequences like health problems (DeLongis, Folkman and Lazarus, 1988). In another study conducted by Lim and colleagues (2008) found a significant correlation between stress and incivility, considering incivility to be a stressor of human design. Sloan (2012) explains that the role of   social support has also been examined in relation to unfair treatment in the workplace, as it may have a stress-buffering effect, serving as a relief from psychological distress when perceived mistreated.

Lastly in a study conducted by Batista and Reio (2019) to investigate the relationship between occupational stress and instigator workplace incivility, as moderated by personality, to select organizational outcomes from 206 fulltime working adults in the healthcare industry utilizing Amazon MTurk. Hierarchical regression analyses were conducted also to explore the degree stress and incivility predicted the outcome variables of perceived physical health and

intentions to turnover; the data indicated support for the notion that greater stress and incivility positively predicted turnover intent (Batista and Reio, 2019).

Exposure to uncivil behaviors can have a negative influence on employees in terms of mood, cognitive distraction, fear, perceived injustice, damaged social identity and anger (Barling, Rogers and Kelloway, 2001). Incivility behaviors like being ignored by a coworker, patients at the hospital, excluded or not invited in an important meeting and rude or harsh words by others in a disrespectful manner (Pearson, Andersson and Wegner, 2001). In another study conducted by Danish (2019) about the impact of workplace incivility in public organizations on customer satisfaction, he found out that there existed a significant positive relationship between occupational stress and workplace incivility.

Occupational Stress and Supportive Supervision

The relationship between occupational stress and supportive supervision has been investigated by various researchers in the field of psychology.Basiska (2008) examined the impact of job stressors on firemen .A total of 121 firefighters from rescue -firefighting units is questioned.The Goldberg'GHQ 12 was used to evaluate well-being .,Dudek 's PJSQ was used to assess job stress, and an index of involvement in stressful activities was used to assess engagement in traumatic events .Nineteen percent of firemen were classified as having an elevated risk of developing psychiatric illnesses. Occupational stress has an undeniable negative effect on wellbeing experienced a high degree of job stress .work overload was the primary cause contributing to the decline In well-being. With the above in mind supportive supervision can help in reducing occupational stress however according to Qureshi and Hamid (2017) statistical justifications were offered ; for the direct effect of supervisor support on job

satisfaction and fairness experience on favorable interaction in supervisor support and job satisfaction. Hence reducing occupational stress .Therefore supportive supervision had a positive effect as it reduces occupational stress

Work Incivility and Supportive Supervision

Looking at the relationship between supportive supervision and worker incivility; in a study that addressed the relationships between co-worker incivility; work effort and counterproductive work behaviours (CWBs). It was expected that employees who experienced high levels of incivility from their co-workers would report reductions in work effort and higher levels of CWBs. Also, based on the emotion-centered model of work behaviours (Spector & Fox, 2002), it was expected that negative emotions would mediate the relationships between co-worker incivility and both work effort and CWBs. The study also examined supervisor social support as a moderator of relationships between negative emotions and both work effort and CWBs. Two hundred nine full-time university employees completed a two-wave survey over a two-month time period. Results supported the hypothesized mediated relationships. It was also found that supervisor social support moderated the relationship between negative emotions and work effort but not the relationship between negative emotions and CWBs (Sakurai and Jex, 2012).

Hypotheses

1. There was a significant positive relationship between experiencing workplace incivility and occupational stress.

2. Presence of supportive supervision significantly moderates the association between workplace incivilities, occupational stress.

3. There was a non-significant negative relationship between work incivility and supportive supervision

Chapter Three

Methodology

Introduction

This chapter placed interest on how the study was carried out. It gave detailed steps of how the study was done. The chapter also gave detailed information about the study population, variables of study and how data was analysed.

Research Design

A cross sectional research design utilizing quantitative methods was used to allow the researcher to obtain rich information and as well be able to make conclusions about the entire population. Quantitative methods were used because they were more objective and of help to the investigations of the relationships between the variables of study (Creswell, 2009).

Study Population

The study population comprised of the 352 employees from Airtel Uganda who are working in branches in Kampala city. This included the population of interest it comprised of both males and females who were working as managers, customer care service, credit analysts, investment representatives with Airtel Uganda.

Sample Size and Selection

The study targeted one hundred eighty-three (183) respondents from Airtel Uganda who worked at branches located within Kampala City. This is because, using the formula proposed by Krejcie and Morgan (1970), a sample size of 152 respondents is representative for a population of 352 as calculated below

The 183 respondents was selected using the simple random sampling technique which involved randomly selecting respondents to give equal chance of being drawn into the study to all subjects of the population.

Research Tools and Measurements

The study used self-administered questionnaires to obtain data from respondents. Self-administered questionnaires are type of questionnaire that a respondent completed on his/her own; in essence, they were used because they enabled the researcher to obtain data from many people at a relatively low cost as compared to other data collection methods such as interviewing.

The self-administered questionnaires was be designed with four sections (A, B, C, D) whereby; Section A contained items that will captured bio data of respondents such as age and gender of respondents; Section B had items that examined the existence of workplace incivility; Section C contained items that assessed supportive supervision; Section D had items that examined occupational stress Items that were be used for measuring the study variables and were adapted from already established instruments as indicated below.

Workplace incivility was assessed using the Negative Acts Questionnaire that was developed by Einarsen & Hoel (2001) to measure perceived exposure of bullying and victimization. The original version consisted of 29 items, but for this study we utilized a 28-item version of the scale.". Items were originally assessed using a 5-point Likert-like scale (1 = Never, 2 = Now and Then, 3 = Monthly, 4 = Weekly, 5 = Daily) but for this study items were

sated on a 5-point Likert scale (1 = Never, 2 = Rarely, 3 = Sometimes, 4 = Always, and 5 = Often)

Supportive supervision was examined using a scale of 32 items adapted from the Experience of Supervision Scale developed by Kadushin's three function casework supervision model of supervision (administrative, educational, and supportive) (Potter & Brittain, 2009). Responses were based on a five-point Likert scale (from 1 "strongly disagree" to 5 "strongly agree") by Podsakoff, MacKenzie, Moorman and Fetter (1990). Podsakoff, et al. (1990) developed the scale to operationalize the five dimensions of OCB identified by Organ (1988): altruism, civic virtue, conscientiousness, courtesy and sportsmanship. According to Williams and Anderson (1991) the alpha coefficient of this scale is 0.78.

Occupational stress was assessed using a scale of 22 items adapted from the Work Stress Questionnaire (WSQ) developed by Frantz (2019). Respondents rated the extent to which they experienced each condition on a 5-point Likert scale (1 = Never, 2 = Rarely, 3 = Sometimes, 4 = Always, and 5 = Often).

Procedure

The study commenced with the researcher obtaining approval and getting an introductory letter from School of Psychology, Makerere University through the University supervisor. The letter was then be used to help seek permission from the responsible personnel at Airtel Uganda Upon getting permission, the researcher went head to establish rapport with selected respondents, who then were given questionnaires to fill there and then.

Data Management and Analysis

The questionnaires were thoroughly checked to ensure completeness and accuracy. This was followed with data coding, and this involved assigning numeric codes to ease data entry. After coding all items, data entry followed. After entering all the data, data cleaning was done, and this entailed rectifying errors that could have been done in the process of entering. Data was then be analysed using a computer data analysis program known as the Statistical Package for Social Sciences (SPSS), from where; frequency-percentage tables were used to analyse bio data; Pearson Correlation Coefficients (r) was used to test the first, second and third study hypotheses.

Ethical Considerations

Permission was sought through use of a recommendation letter from the concerned officials to conduct the interviews and the information collected was strictly used for study purposes; confidentiality was also be maintained. Confidentiality was maintained by informing respondents that they did not have to fill in their names in the questionnaires. Also the study ensured that there is was no bias and no misleading information in discussion and analysis. The study first seeked permission from the respondents before administering to them questionnaires. Lastly the study endeavoured to recognize and cite the work of authors whose literature was found to be relevant to the study.

Chapter Four

Results and Interpretation

Introduction

This chapter presents the findings of the study in relation to the questionnaire and the objectives. The main emphasis was on the percentage of response(s) and the tabulation of the results to develop charts, figures, and tables in relation to the study objectives.

Demographic Characteristics of Participants in the Study

This mainly focused on four main components: the gender of the participants in the study, their age, marital status, and their level of education.

Table 1: Showing the response level on the background information of respondents.

Bio-Data	Frequency	percentage
Gender		
Male	51	45.9
Female	60	54.0
Total	111	100.0
Age		
20 - 29	37	33.6
30 - 39	56	50.9
40 - 49	13	11.8
50 - 59	2	1.8
60 – 69	2	1.8
Total	110	100.0
Years spent in the organization	46	41.4
1 - 4	22	19.8
5 - 8	6	10.8
9 - 12	6	5.4
13-16	80	27.9
Total		100.0
Positions in organizations		
Has a supervisory role	73	62.4
Has no supervisory role	44	37.6
Total	117	100.0
Education		
O'Level certificate	2	1.7
A'level certificate	2	1.7
Tertiary institution certificate	3	2.6
Diploma	5	4.3
Bachelor's Degree	81	69.2
Post Graduate Diploma	10	8.5
Master's Degree	14	2.0
Total	117	100.0

The findings in table 1 above show the background information of respondents. The results show that the respondents were both male and female. However, the female respondents participated more in than the male in the sturdy. This could however mean that the female respondents were more cooperative than the male respondents at the time of sturdy. The results also show that the respondents were of different age groups and majority of the respondent were the age of 30-39 years old. This age group was followed by the age group of 20-29 years old, 40-49 years old, 50-59 years old and lastly 10-19 years old.

Additionally the table also presents the years that the respondents spent in the organization .The data shows that most of the respondents which is 94 respondents of the 117 respondents (80.3%) had spent 1-9 years in the organization.19 respondents (16.3%) had spent 10-19 years in the organization .2 respondents (1.7%) had spent 20-29 years in the organization .2 respondents (1.7%) respondents had spent 30-39 years in the organization according to the study.

The table also shows information obtained on the positions owned by respondents where by majority of the respondents 73 (62.4%) have a supervisory role and 44(37.6%) have no supervisory role.

The table also shows the qualifications of the respondents .The findings show majority of the respondents 81 (69.2%) were bachelor degree holders ,14 (12%)of the respondents were master degree holders ,10 (8.5%) of the respondents were postgraduate diploma holders ,5 (4.3%) of the respondents were diploma holders ,3 (2.6)% of the respondents were Tertiary institution certificate holders ,2 (1.7 %) of the respondents were A-level certificate holders and lastly 2 (1.7%) of the respondents were O -level certificate holders .

Hypothesis Testing

Table 2: Correlations among Study Variables

	1	2	3
1. Work place incivility	1		
2. Supportive supervision	-.090	1	
3. Occupational stress	.473[**]	-.057	1

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

Hypothesis 1 states that there is a positive significant relationship between occupational stress and workplace incivility.The results in table 2 above show there is indeed a positive significant relationship between occupational stress and work incivility (r= .473** and p<0.01) therefore the hypothesis is confirmed and retained.

Hypothesis 2 states that there is a moderately significant relationship between supportive supervision, workplace incivility and occupational stress. The results in table 2 above show that there is a negative non-significant relationship between work incivility and supportive supervision (r= -.090and p>.05). The finding also shows that there is a negative non-significant relationship between supportive supervision and occupational stress (r= -.057 and p>.05).

Hypothesis 3 states that there is a negative non-significant relationship between supportive supervision and work incivility .The results above show that (r=090 and p>0.5).

Chapter Five

Discussion, Conclusion and Recommendations.

Introduction

This chapter consists of discussion of the results from study, conclusions drawn from the study and recommendations suggested according to the findings of the sturdy. Discussions are from the findings made from the data presented and interpreted in chapter 4. The conclusion and recommendations made are for future research.

Workplace Incivility and Occupational Stress .

As shown in the studies, workplace incivility leads to occupational stress there is a significant positive relationship between work Incivility and occupational stress. Workplace incivility includes behaviours like silent treatment, disrespectful and snobbish remarks, abusive supervision and so many others. These kinds of behaviours lead to occupational stress amongst workers however, according to a study conducted by Lim and colleagues (2008) found a significant correlation between stress and incivility, considering incivility to be a stressor of human design. Sloan (2012) explains that the role of social support has also been examined in relation to unfair treatment in the workplace, as it may have a stress-buffering effect, serving as a relief from psychological distress when perceived mistreated in addition according to the study, Exposure to uncivil behaviours can have a negative influence on employees in terms of mood, cognitive distraction, fear, perceived injustice, damaged social identity and anger (Barling, Rogers and Kelloway, 2001). Incivility behaviours like being ignored by a co-worker, patients at the hospital, excluded or not invited in an important meeting and rude or harsh words by others in a disrespectful manner (Pearson, Andersson and Wegner, 2001) and could lead to or increase occupational stress .In another study conducted by Danish (2019) about the impact of workplace incivility in public

organizations on customer satisfaction, he found out that there existed a significant positive relationship between emotional exhaustion and workplace incivility.

Work Incivility and Supportive Supervision

As indicated in the study there is a negative non-significant relationship between work incivility and supportive supervision this entails that supportive supervision could have little to no effect on work incivility however, looking at the relationship between supportive supervision and worker incivility; in a study that addressed the relationships between co-worker incivility; work effort and counterproductive work behaviours (CWBs). It was expected that employees who experienced high levels of incivility from their co-workers would report reductions in work effort and higher levels of CWBs. Also, based on the emotion-cantered model of work behaviour's (Spector & Fox, 2002), it was expected that negative emotions would mediate the relationships between co-worker incivility and both work effort and CWBs. The study also examined supervisor social support as a moderator of relationships between negative emotions and both work effort and CWBs. Two hundred nine full-time university employees completed a two-wave survey over a two-month time period. Results supported the hypothesized mediated relationships. It was also found that supervisor social support moderated the relationship between negative emotions and work effort but not the relationship between negative emotions and CWBs (Sakurai and Jex, 2012).

Occupational Stress and Supportive Supervision

As indicated in the study the relationship between occupational stress and work Incivility is significant this entails that workers receiving supportive supervision could or can reduce on the levels of occupational stress .however in accordance with current studies the relationship between occupational stress and supportive supervision has been investigated by various researchers in the field of psychology. Basiska (2008) examined the impact of job stressors on firemen .A total of

121 firefighters from rescue -firefighting units is questioned. The Goldberg'GHQ 12 was used to evaluate well-being .,Dudek 's PJSQ was used to assess job stress, and an index of involvement in stressful activities was used to assess engagement in traumatic events .Nineteen percent of firemen were classified as having an elevated risk of developing psychiatric illnesses. Occupational stress has an undeniable negative effect on wellbeing experienced a high degree of job stress .work overload was the primary cause contributing to the decline In well-being with the above in mind supportive supervision can help in reducing occupational stress however according to Qureshi and Hamid (2017) statistical justifications were offered ; for the direct effect of supervisor support on job satisfaction and fairness experience on favourable interaction in supervisor support and job satisfaction. Hence reducing occupational stress .Therefore supportive supervision has a positive effect as it reduces occupational stress.

Conclusion

The findings of this report show that work incivility negatively influences workers hence causing them occupational stress and as a result , they tend to involve in negative work behaviors such as absenteeism, theft, fraud, etc. which affects their work performance and also the relationship between occupational stress and supportive supervision was found significant, as supportive supervision can reduce the levels of occupational stress at the work place this is mainly because workers don't feel left out depending on the kind of support they are given and as well supportive supervision is a good method used to find out different work behaviors and take action accordingly. The relationship between work incivility and supportive supervision was non-significant which implies that even though supportive supervision is important there is not a lot it can change when it comes to work place incivility this is because supervisors cannot control the behaviors of workers even if they are supportive which implies that even i there is supportive

supervision and work performance And a workplace filled with overtired employees also has l workers can still choose to do silent treatment, make disrespectful and snobbish remarks and many others Therefore the organization of Airtel Uganda should improve working conditions as a way of minimizing work incivility by providing better supervision, being supportive, work incentives as this will motivate workers to do better at their jobs hence reducing occurrences of occupational stress.

Recommendations

The research was important to all employers in different organizations as they were able to understand the negative aspects of occupational stress which leads to negative behaviors of employees which will decreases their work performance. Employers can't occupational stress but can provide a work atmosphere conducive to reducing stress as incentives ,setting penalties for poor work place behavior are especially important and supportive supervision getting enough rest between shifts, establishing regular eating time for workers, offer training and education., and providing employee support such as fostering a work place culture where workers feel comfortable

The study helped employers know how to overcome work incivility in order to prevent occupational stress from happening among their employees and also improve on their work performance. Managers or employers can deal with this kind of behavior through hiring carefully, this implies that they should set clear policies, questions or interviews to see whether the candidate is eligible for entry, then employers or managers should communicate clearly about consequences of such behaviors.

The research was important to the government to understand the loopholes in the telecom companies and find ways on how to improve on the working conditions in order to reduce

occupational stress .The government needs to educate and sensitize employers on the prevention of work incivility, how to handle occupational stress among employees and how to improve it with the help of supportive supervision in an organization.

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Appendices

Appendix 1: Questionnaire

Dear respondent,

I am a student of Makerere University pursuing a master's degree in Organizational Psychology. I am conducting a study on between workplace incivility, supportive supervision, occupational stress, and emotional exhaustion among workers in banking sector. The study is purposely being carried out for academic purposes and results from it will be treated with utmost confidentiality. Please spare some time on your schedule and respond accordingly questions

Section A: Background characteristics

Please respond as honestly as possible by writing the letter of your correct corresponding attribute in the response column (For instance if your male, you write A)

	Variable		Attributes	Response
1.	Sex	A.	Male	
		B.	Female	
2.	Age group (Complete years)	A.	30 & below	
		B.	31 - 40	
		C.	41 – 50	
		D.	51 & above	
3.	Marital status	A.	Single	
		B.	Married	
		C.	Divorced	
		D.	Widowed	
		E.	Others (*Please Specify*)	
4.	Education level	A.	Certificate	
		B.	Diploma	
		C.	Bachelor's Degree	
		D.	Master's Degree	
		E.	Others (*Please Specify*)	
5.	Time spent in organization (Complete years)	A.	3 & below	
		B.	4 - 6	
		C.	7 – 9	
		D.	10 above	
6.	Branch		……………………………………………………..	
7.	Role		……………………………………………………..	

Section B: Workplace Incivility

Using the scale below, please indicate the frequency at which you experience the following acts from boss, co-worker, or client…...

Never (**N**)	Rarely (**R**)	Sometimes (**S**)	Always (**A**)	Often (**O**)
1	2	3	4	5

#	Item	Response				
		N	**R**	**S**	**A**	**O**
1.	Posted offensive or hurtful comments about you on a social networking site, (e.g., Facebook, Instagram, or Twitter)	1	2	3	4	5
2.	Left notes, signs, or other materials that were meant to hurt or embarrass you.	1	2	3	4	5
3.	Offered you a subtle or obvious bribe to do something that you did not agree with	1	2	3	4	5
4.	Threats of violence or physical abuse or actual abuse.	1	2	3	4	5
5.	Sent you hostile e-mails or text messages?	1	2	3	4	5
6.	Made fun of you or threatened you for refusing to do something that you didn't want to do, or that you thought was wrong?	1	2	3	4	5
7.	Publicly discussed your confidential personal information.	1	2	3	4	5
8.	Practical jokes carried out by people you don't get on with.	1	2	3	4	5
9.	Read communications addressed to you, such as e-mails or faxes.	1	2	3	4	5
10.	Talked about you behind your back.	1	2	3	4	5
11.	Gossiped behind your back.	1	2	3	4	5
12.	Intentionally failed to pass on information which you should have been made aware of.	1	2	3	4	5
13.	Did not consult you in reference to a decision you should have been involved in.	1	2	3	4	5
14.	Avoided consulting you when they would normally be expected to do so.	1	2	3	4	5
15.	Was excessively slow in returning your phone messages or e-mails without good reason for the delay.	1	2	3	4	5
16.	Were unreasonably slow in seeing to matters on which you were reliant on them for, without good reason.	1	2	3	4	5
17.	Ignored you or your work contributions?	1	2	3	4	5
18.	Did not give you credit where credit was due?	1	2	3	4	5
19.	Failed to respond to your requests for help?	1	2	3	4	5
20.	Took items from your desk without prior permission.	1	2	3	4	5
21.	Took stationery from your desk without later returning it.	1	2	3	4	5
22.	Opened your desk drawers without prior permission.	1	2	3	4	5
23.	Rejection of the Person	1	2	3	4	5
24.	Raised their voice while speaking to you.	1	2	3	4	5
25.	Used an inappropriate tone when speaking to you.	1	2	3	4	5
26.	Having key areas of responsibility removed or replaced with more trivial or unpleasant tasks.	1	2	3	4	5
27.	Being ordered to do work below your level of competence.	1	2	3	4	5
28.	Someone withholding information which affects your performance.	1	2	3	4	5

Section C: Supportive Supervision

Using the scale below, please indicate the extent to which you agree or disagree with the statements in the preceding table by ticking the numbers in boxes.

Strongly disagree (**SD**)	Disagree (**D**)	Neither agree or disagree (**N**)	Agree (**A**)	Strongly agree (**SA**)
1	2	3	4	5

No.	Item	Response				
		SD	**D**	**N**	**A**	**SA**
	My supervisor………					
1)	Asks if supervision is meeting my needs	1	2	3	4	5
2)	Encourages me to connect training I have received to specific case situations and/or my intervention efforts	1	2	3	4	5
3)	Is available for consultation when I have a case crisis	1	2	3	4	5
4)	Models appropriate personal/ professional boundaries	1	2	3	4	5
5)	Works strategically to improve efficiency within the agency	1	2	3	4	5
6)	Facilitates good teamwork	1	2	3	4	5
7)	Implements strategies or develops resources to help manage unreasonable caseloads	1	2	3	4	5
8)	Is accepting when I am not able to get everything done on time	1	2	3	4	5
9)	Pitches in and helps handle emergencies	1	2	3	4	5
10)	Filters policy and practice changes so I get exactly the information I need to do my job	1	2	3	4	5
11)	Suggests trainings I might attend	1	2	3	4	5
12)	Critiques my documentation to improve quality and completeness	1	2	3	4	5
13)	Helps me to recognize when a particular case is really stressing me out	1	2	3	4	5
14)	Is available to me when I have a problem	1	2	3	4	5
15)	When assigning cases, is sensitive to the kinds of cases I prefer	1	2	3	4	5
16)	Advocates for systems intervention to maintain reasonable caseloads for staff					
17)	Takes an interest in me as a person					
18)	Takes the time to understand my side of the situation when there is a complaint					
19)	Holds me accountable for completing my work on time					

No.	Item	Response				
		SD	D	N	A	SA
	My supervisor………					
20)	Supports taking time off to deal with family emergencies					
21)	Asks me about what motivates me					
22)	Provides opportunities for me to try new things					
23)	Uses observations of my work in the field to help me improve my practice skills					
24)	Uses role play to help me practice new skills					
25)	Encourages me to take vacation					
26)	Monitors progress towards deadlines					
27)	Provides opportunities to observe other areas of practice					
28)	Comes to court to support me when I have a challenging court case					
29)	Consults with specialists or attorney when clarification regarding policy is needed					
30)	Strengthens collaborative relationships with community partner agencies					
31)	Advocates for resource development to address resource gaps					
32)	Provides a safe place to talk about feeling overwhelmed					

Section D: Occupational Stress

Think about how often you encounter the following situations. Rate yourself with the following scale in each category.

Never (**N**)	Rarely (**R**)	Sometimes (**S**)	Always (**A**)	Often (**O**)
1	2	3	4	5

#	Item	N	R	S	A	O
1)	Unsure of co-workers' expectations	1	2	3	4	5
2)	Unfriendly attitude in co-workers	1	2	3	4	5
3)	Job responsibilities go against your better judgment.	1	2	3	4	5
4)	Can't satisfy conflicting demands from superiors	1	2	3	4	5
5)	Trouble refusing overtime	1	2	3	4	5
6)	Work Stressor Questionnaire	1	2	3	4	5
7)	Preventing Burnout	1	2	3	4	5
8)	Overloaded, unable to complete tasks during an average day	1	2	3	4	5
9)	Too much supervision	1	2	3	4	5
10)	Job requirements are taking their toll on your private life	1	2	3	4	5
11)	Rushed to complete work or short on time	1	2	3	4	5
12)	Too much red tape	1	2	3	4	5
13)	Constant reminders that "time is money"	1	2	3	4	5
14)	Starting and ending times are rigid	1	2	3	4	5
15)	Monotonous pace of work	1	2	3	4	5
16)	Not enough break or mealtime	1	2	3	4	5
17)	Work pace is too fast	1	2	3	4	5
18)	Can't consult with others on projects	1	2	3	4	5
19)	Co-workers are inefficient	1	2	3	4	5
20)	Often take work home to complete	1	2	3	4	5
21)	Responsible for too many people/projects	1	2	3	4	5
22)	Shortage of help at work	1	2	3	4	5

Thank you for participating