Effect of Workplace Bullying on Workplace Deviance under Mediating Role of Emotional Exhaustion

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Abstract: Purpose – The purpose of this paper is, to analyze the direct effects of workplace bullying and workplace deviance and second, to study the mediating role of emotional exhaustion between workplace bullying and workplace deviance. Employee's behavior associated with workplace bullying is a topic of considerable interest for both academics and practitioners.
Design/methodology/approach – From an empirical perspective, this paper uses a sample of 300 individuals who face bullying at the workplace in different institutions to estimate a structural equation model. The questionnaire also included the questions of workplace deviance and emotional exhaustion.
Findings – Results allow to confirm the direct effects of workplace bullying on workplace deviance and the mediating role of emotional exhaustion.
Practical implications – In service recovery situations, retailers should concentrate their efforts on providing evidence of the failure as temporary and inevitable as well as offering material or economic compensation.
Originality/value – This paper contributes to the identification of the most relevant variables influencing employee's emotional and deviant behavior in institutional context.

Keywords— workplace bullying, emotional exhaustion, workplace deviance.

1. INTRODUCTION

Workplace bullying is a persistent pattern of mistreatment from others in the workplace that causes either physical or emotional harm. It can include such tactics as verbal, nonverbal, psychological, physical abuse and humiliation. Bullying has become an important social problem that is prevalent in Organizations. Workplace bullying has also received substantial attention from numerous researchers and scholars.

Some researchers found that approximately 14.6% of employees have experienced workplace bullying, indicating that bullying is a common behavior at the organizational level and any signs of bullying in an organization should not be disregarded. Nielsen and Einarsen (2012) postulated that workplace bullying can cause physical and psychological harm to individual employees as well as increased costs and profit loss to the organization. Consequently, researchers have asserted that ensuring the mental health needs of employees has become a key issue in occupational health. Concurrently, workplace bullying has evidently become a phenomenon that cannot be neglected in organizational management. In recent years, numerous scholars have found that workplace bullying has negative effects on employee mood or behavioral intentions, including work satisfaction organizational commitment, intention to leave.

Workplace deviance is voluntary behavior that violates significant organizational norms, and in doing so, threatens the wellbeing of the organization, and/or its members. Emotional exhaustion is a chronic state of physical and emotional depletion that results from the the excessive job and/or personal demands and continuous stress. It describes a feeling of being emotionally overextended and exhausted by one's work. It is manifested by both physical fatigue and a sense of feeling psychologically and emotionally "drained. Many researcherss has worked on workplace bullying and workplace deviance but no one examined the mediating role of emotional exhaustion.

Over the past many years, organizational scholars have examined workplace deviance, employee behavior that is harmful to the interests of an organization and its members. Workplace deviance continues to be a pervasive issue and a serious and costly problem for organizations globally (Vardi & Weitz, 2004). Research has been conducted to examine who is more likely to engage in workplace deviance. Given the motivational basis of deviant behavior as voluntary and discretionary actions, personality traits included in the Five-Factor model (FFM) have been studied as major dispositional antecedents of workplace deviance. Studies have shown that Conscientiousness and Agreeableness have the strongest relationships with organizational deviance (e.g., overly long breaks, intentional poor work quality).

Employees who are emotionally exhausted are also likely to treat customers in an uncivilized manner because they don't have the cognitive resources to be civil (Baumeister, 2001). Studies have shown, that employees with higher levels of emotional exhaustion engage in higher levels of incivility, workplace deviance, and other forms of unfavorable work behaviors. Consistent with the target similarity model, we expected that incivility would be directed toward the source of the emotional exhaustion. In short, this study presents two objectives,

First, whether the workplace bullying caused workplace deviance.

Second, to examine the emotional exhaustion can cause by the workplace bullying and workplace deviance.

2.   Literature review:

2.1: Workplace bullying:

Bullying is defined as "repeated and persistent negative acts towards one or more individual(s), which involve a perceived power imbalance and create a hostile work environment" (cf. Einarsen, 1996; Hoel & Cooper, 2000; Zapf et al., 1996). Bullying is, therefore "a form of interpersonal aggression or hostile, anti-social behavior in the workplace". (Keashly & Jagatic, 2003). German researchers (Zapf et al., 1996) have used the term 'mobbing' for the same phenomenon. As for the contents of bullying, it may consist of a number of different negative behaviors such as social isolation or silent treatment, rumors, attacking the victim's private life, excessive criticism of work, withholding information or deny responsibility, and verbal aggression (Einarsen, 1996; Keashly, 1998; O'Moore, 2000; Zapf et al., 1996).

Bullying is interpersonal by nature so that being a narrow concept than anti-social workplace behavior, which may also involve acts directed towards the organization (Giacalone & Greenberg, 1997; Robinson & Bennett, 1995). It is marked by the characteristic features of frequency, intensity, duration, and power disparity (Einarsen et al., 2003; Rayner and Keashly, 2005; Rayner et al., 2002).The major difference between 'normal' conflict and bullying is not necessarily what and how it is done. Researchers stress that bullying is repeated, persistent and continuous in nature typically single negative acts are not considered as bullying. (Einarsen & Skogstad (1996) and Vartia (1996).

Workplace Bullying is a persistent pattern of mistreatment from others in the workplace that causes either physical or emotional harm. It is repeated, health-harming mistreatment of one or more target by one or more perpetrators. It is an abusive act that may include threatening, strict monitoring or work interference which prevents work from getting done.

2.2: Workplace Deviance:

Workplace deviance is "purposeful behavior that violates organizational norms and is intended to harm the organization, its employees, or both" (Bennett & Robinson, 2003). Robinson and Bennett (1995) formed widely accepted characteristics of workplace deviance, which categorizes two basic types of deviance *organizational and interpersonal*.

Organizational deviance is "deviance directed toward the organization (e.g., shirking hours, purposefully extending overtime), and interpersonal deviance is deviance directed toward individuals (e.g., verbal abuse, sexual harassment)". Recent research suggests it is useful to differentiate between two types of interpersonal deviance *deviant behaviors targeted against supervisors and those targeted at other individuals* (Hershcovis et al., 2007). Thus, we investigate supervisor-directed deviance and (nonsupervisory) interpersonal deviance as well as organizational deviance when considering employee reactions to abusive supervision.

These behaviors that do not conform to organizational standards are harmful to the organization and detrimental to its operations. Bennett and Robinson (2000) found that costs related to workplace deviance are extremely high; one survey found that employees have engaged in behaviors such as theft, deception, vandalism, embezzlement, or intentional absenteeism (Harper, 1990). However, few empirical studies have been performed to determine whether workplace bullying triggers workplace deviance.

2.3: Emotional Exhaustion:

Emotional exhaustion, defined as "feelings of being emotionally overextended and depleted of one's emotional resources" (Maslach, 1993, pp. 20-21), it is "an individual strain dimension that signals the first stage of burnout" (Halbesleben & Bowler, 2005). Emotional exhaustion can also be described as "feelings of being emotionally overextended and exhausted by one's work. It is manifested by both physical fatigue and a sense of feeling psychologically and emotionally "drained."

Employees who are emotionally exhausted are also likely to treat customers in an uncivilized manner because they don't have the cognitive resources to be civil (Baumeister, 2001). Studies have shown, that employees with higher levels of emotional exhaustion engage in higher levels of incivility, workplace deviance, and other forms of unfavorable work behaviors. Consistent with the target similarity model, we expected that incivility would be directed toward the source of the emotional exhaustion. In a study of health department employees, (Mulki, Jaramillo, and Locander (2006) showed that employees who were emotionally exhausted from a lack of participative leadership from supervisors reacted by engaging in supervisor-targeted deviant behaviors. According to (Leiter and Maslach's process model of burnout (1988), environmental stressors such as excessive job demands and workplace bullying can lead to an increase in employees' emotional exhaustion levels.

2.4: Workplace bullying and Emotional exhaustion:

Bullying behavior is impacted by the organizational culture of a hospital. Comprehensive research has been done to specify that emotional exhaustion is a problem for healthcare workers, specifically nurses. Many studies have linked nurse retention rates, job stress, and patient satisfaction to levels of emotional exhaustion among nursing staff. (Greco, Laschinger, & Wong, 2006; Leiter, Harvie & Frizzell, 1998).

Emotional exhaustion occurs frequently among individuals who do people work of some kind (Maslach & Jackson, 1981). Nurses invest physical, psychological, and social energy in caring for their patients, conditioning them to experience emotional exhaustion. The prevalence of emotional exhaustion is associated with decreased quality of patient care, absenteeism on a unit, low morale, and increased job turnover (Maslach et,al 1981). Because emotional exhaustion can result in increased job stress and dissatisfaction for a nurse, it is possible that emotional exhaustion may be associated with workplace bullying on a hospital unit. Workplace bullying and emotional exhaustion are the components of burnout.

2.5: Emotional exhaustion and workplace deviance:

Emotional exhaustion resulting from lack of participative leadership is likely to be directed at the organization rather than to other employees. This is because employees frequently perceive supervisors as a substitute of the company who exercise significant influence in their life (Strutton et al., 1993). Therefore, both supervisor's actions and lack of actions influence employee's attitudes (job satisfaction, organizational commitment) and behaviors towards the organization. Research also suggests that dissatisfied employees often resort to deviant behaviors as a way of coping with the frustration (Judge et al., 2006). Conversely, when employees are happy with their jobs, they reciprocate with efforts that help the firm reach its goals and the unhappy employees move toward workplace deviance. (Organ et al., 2006).

Hochschild (1983) have postulated that workers who endure emotional exhaustion for prolonged periods lack energy and feel emotionally tired. They feel tired and exhausted both physiologically and emotionally, and this negatively affects both their quality of life and the functioning of the organization (Wright & Cropanzano, 1998). Emotions contribute to workplace deviance that can occur immediately and impulsively or at a later time. Empirical studies have shown that emotional exhaustion can trigger workplace deviance in employees. (Bolton, Harvey, Grawitch, & Berber, 2012) found that work engagement decreases as job burnout increases.

2.6: Workplace bullying and workplace deviance:

Workplace bullying is defined as "the process in which an employee is subjected to frequent negative acts for a relatively long period of time by peers or supervisors, against which defense or retaliation is hindered by the recognition of a formal or informal power imbalance" (Glambek, Matthiesen, Hetland, & Einarsen, 2014) in addition, workplace bullying "encompasses such specific acts as unfair criticism, providing the target with excessive work tasks irrelevant to the job. The negative emotions related to both workplace bullying and abusive supervision influence an employee's experience of emotional exhaustion and tension at work" (Tepper 2000).

Bullying is characterized by frequency, persistency, hostility, and power imbalance (Einarsen et al., 2011). (Penney and Spector (2005) relate deviant work behavior with the intensity of bullying, if the intensity is low, employees engaged themselves in low level of deviant work behavior, and on the other hand if intensity of bullying is higher it may result in higher deviant work behavior (Robinson and Bennett (1995) investigated that deviance is the reaction of verbal abuse, sexual harassment and physical assault. Hence bullying creates negative social interaction at work and produces deviant work behavior. Workplace bullying is primary antecedents to employee deviance (Bennett & Robinson, 2003). Ashforth (1997) examined that offensive supervision has the positive impact on the workplace deviance. (Doob, Miller, Mowrer, and Sears (1939) found that when targets of bullying are not able to seek revenge on the perpetrator and are worried that perpetrators may increase rapidly their behaviors the targets may engage in behavior that is prohibited in the organization.

H1: Workplace bullying relates significantly to workplace deviance.

2.7: The Mediating role of Emotional exhaustion:

Emotional exhaustion 'refers to feelings of being overextended and depleted of one's emotional and physical resources' (Maslach & Leiter, 2008, p. 498). It constitutes the first component of burnout. It reflects a type of strain caused by workplace stressors. Because it 'serves as a unique quality of work life indicator with the potential to estimate the cumulative effect of work stress (Gaines & Jermier, 1983, p. 568). Emotional exhaustion as a strain symptom that mediates the relationship between workplace bullying and workplace deviance. Lee and Ashforth (1996) argue that emotional exhaustion is triggered when individuals feel they do not have adequate resources to handle the stressors confronting them.

Hochschild (1983) and Maslach (1982) have suggested that workers who endure emotional exhaustion for prolonged periods lack energy and feel emotionally insensible.

They feel tired and exhausted both physiologically and emotionally, and this negatively affects both their quality of life and the functioning of the organization (Wright & Cropanzano, 1998). Spector and Fox (2005) developed stressor emotion model that gives central importance to emotions as a response to workplace stressors. Emotions contribute to workplace deviance that can

occur immediately and impulsively or at a later time. Empirical studies have shown that emotional exhaustion can trigger workplace deviance in employees. (Bolton, Harvey, Grawitch, & Berber, 2012; Raman, Sambas Ivan, & Kumar, 2016). Based on the above discussion, this study maintains that the relationship between workplace bullying and workplace deviance is mediated by emotional exhaustion.

H2: Emotional exhaustion mediates the relationship between workplace bullying and workplace deviance.

Proposed Model:

3. Methodology:

3.1: Research Design:

Researchers rewarded much consideration to research methodology share as this regulates the purpose of any research (Rehman, Bano, & Bhatti, 2019; Rehman, Bhatti, Mohamed, & Ayoup, 2019). Quantitative research consists numeric nature data general it by assembling people or explicate specific phenomenon (Bhatti & Maraim, 2017; Marium & Younas, 2017). So the Current study is quantitative and descriptive in nature. Deductive approach merely has used in the study and research design is the description same as used in (Nisar, Shaheen, & Bhatti, 2017). Survey method is used in study to discover the impact of workplace bullying on workplace deviance. Questionnaire method is used in the survey. The Questionnaire is divided two segments the first segment contain demographic of respondents including their age, gender, education level, and nature of employment which is measured by the nominal scale. The Second segment is related to the question relevant to under study variables namely workplace bullying (independent variable), workplace deviance (dependent variable) and emotional exhaustion (mediating variable) are

assessed by scale. All independent variables contain 22 items Dependent Variable is measured with 11 items, and other mediating variable emotional exhaustion contain 11items and total items were adopted in the current study. Total 44 items were used in the questionnaire. A 5-point likert scale has been adopted for this purpose. SPSS (Statistical Package for Social Sciences) and AMOS are used.

3.2: Data Collection:

The current study is an empirical and taking primary data to explore the impact of bullying and workplace deviance with mediating role of emotional exhaustion. A structured questionnaire is used to gather data from respondents. The responses were gathered from different institutions in Gujranwala. Total 300 questionnaires were distributed randomly to the students out of which 197 questionnaires were solved correctly. Unit of analysis was individuals and casual relationship technique use for investigation. The sampling design was non-probability as used in (Anam Bhatti, 2019) . Time horizon is cross-sectional and non-contrived study setting is performed.

3.3: Demographics

A total of 300 questionnaires were distributed among different institutions out of which 197 were correctly filled. Male and female fill respondents. A total of 300 questionnaires were distributed among different educational institutions out of 197 which was correctly filled. Male and female fill respondents. 88 males and 109 females were respondents the percentage is 40.6% and 55.3% respectively. The percentage of age group is 1.01%, 28.4%, 51.2% and 19.2%. It proves that most of our respondents were between the up to the 22-24age group. Similarly, the percentage of Education is 4.06%, 44.6% and 51.2% respectively it reveals that most of our respondents were the students of Masters. The percentage rate of Nature of employment was 49.7% and 50.2% which shows that most of the respondents were Permanent employees.

Table 1: Demographic

Demographic Profile:	Demographic feature	Frequency	Percentage %
Gender	Male	88	40.6
	Female	109	55.3
Age group	Under 18	2	1.01
	18-21	56	28.4
	22-24	101	51.2
	24+	38	19.2
Education	Intermediate	8	4.06
	Bachelor	88	44.6

	Masters	101	51.2
	Contractual	98	49.7
Nature	Permanent	99	50.2

4. Data Analysis and Results
4.1. Correlation Analysis
Table 2: Correlation

Variables	Mean	SD	WB	EE	WD
WB	1.78	.244	1		
EE	1.87	.166	.32**	1	
WD	2.12	.320	.21**	.39**	1

$**P<.01$; N= number of participants; SD= standard deviation; WB= workplace bullying; EE= emotional exhaustion; WD= workplace deviance

The mean value of workplace bullying is 1.78 close to 2 it means the majority of the respondents were occasionally facing bullying and the value of standard deviation is 0.244 which showed 22.4% variations among respondents. Moreover, workplace bullying is positively and significantly correlated (r=0.317** and 0.213**) with Emotional exhaustion and workplace deviance, at $P<.01$ respectively. Moreover, the mean value of emotional exhaustion is 1.87 close to 2 it means the majority of the respondents were occasionally felt emotionally drained and the value of standard deviation is 0.166 which showed 16.6% variation among responses. Moreover, emotional exhaustion positively and significantly correlated (r=0.388**) with workplace deviance, at $P<.01$ respectively. Furthermore, the mean value of workplace deviance is 2.12 which is closed to 3 which means that most of the respondents were Monthly thought workplace deviance and the standard deviation is 0.320 which showed 32.0% variation in the responses.

4.2. Regression analysis:
Table 3 demonstrated the association of WD as the dependent variable with WB as the independent variable. The results indicated that WB was positively and significantly related with WD. Furthermore, R=.045 showed that 45% variation in WD can be explained by WB. Table 4 also portrayed that F=9.281 and p<.003 that demonstrated the model is significant statistically which means predictor caused changes in the dependent variable. These results supported the H1 of the study which was articulated as "Workplace bullying relates significantly to workplace deviance".

4.3. Mediation of Emotional exhaustion between Workplace bullying
Table 4: Model summary

R	R-sq.	F	Df1	Df2	P
.3166	.1002	21.7183	1.0000	195.0000	.0000

Overall shown as significant. Value of r square reveals the variation of 10.02% in dependent variable has been explained by the independent variable.

Table 5: Model summary

R	R-Sq.	F	Df1	Df2	P
.3991	.1593	18.3766	2.0000	194.0000	.0000

Overall shown as significant. Value of r square reveals the variation of 15.93% in dependent variable has been explained by the independent variable.

Table 6: Model summary

R	R-sq.	F	Df1	Df2	p
.2132	.0454	9.2812	1.0000	195.0000	.0026

Overall shown as significant. Value of r square reveals the variation of 40.54% in dependent variable has been explained by the independent variable.

Table 7: Model

Paths	Coefficients	SE	t	Sig.
Workplace bullying to Emotional exhaustion (a path)	.6189	.1097	5.6409	.0000
Effect of Emotional exhaustion on workplace deviance (b path)	-.3562	.1475	-2.4151	.0167
Direct effect of workplace bullying on workplace deviance (c path)	1.0238	.2287	4.4757	.0000
Total effect of workplace bullying on workplace deviance (c' path)	1.2442	.2437	5.1056	.0000

Table 3: Regression

Variable	B	SE	β	T	Sig.
Constant	1.627	.165		9.847	.000
WB	.280	.092	.213	3.047	.003
$R^2=.045$					
F=9.281					
P=.003					

Table 7 signifies that all paths (a, b, c and c') fulfill the conditions of partial mediation. Results indicate that workplace bullying is positively and significantly associates with emotional exhaustion (Path a) with (b= 0.6189), t(311)= 5.6409, p<0.00). Similarly emotional exhaustion also significantly and negatively relates with workplace deviance (b= -0.3562), t(311) (-2.4151) p <0.167).which shows that path b is also significant. Path c and c' also signif311icant by explaining the direct and total effects. There is a significant relationship between workplace bullying and workplace deviance with (b= 1.2442), t(311)= .2437, p<0.00) and coefficient value shows the direct effect of workplace bullying on workplace deviance (Path c). The total effect of workplace bullying on workplace deviance is also significant with (b= 1.0238), t(311)= 4.4757, p<0.00) at the presence of mediating variable. These results illustrate that emotional exhaustion positively and significantly mediates the relationship between workplace bullying and workplace deviance.

Table 8: Sobel Test

Effect	Se	Z	P
.2204	.1006	2.1912	0.006

Sobel test is used to verify the mediating effect of emotional exhaustion. **Table 8** shows that there exists mediation between workplace bullying and workplace deviance. (z= 2.1912, p<0.06)

5. Discussion and conclusion:
The purpose of the present study is to examine whether workplace bullying causes employees to engage in behaviors that are harmful to the organization like absenteeism, intention to leave etc. We also find the mediating effect of emotional exhaustion on the relationship between workplace bullying and workplace deviance. Bullying or harassment in the workplace has become a major occupational stressor, creating enormous problems for organizations. This field of research has grown very fast over the last 5-10 years. In this study, we supposed that workplace bullying relates significantly to workplace deviance. Past studies arrested that the causes and consequences of workplace bullying have mostly focused on its effects on emotions, behavioral intentions, physical and mental health, or positive behaviors of the employees (Nielsen & Einarsen, 2012; Devonish, 2013; Robinson & OLeary-Kelly, 1998; Ramsay et al., 2010). Few studies have examined whether workplace bullying can cause workers to engage in negative behaviors. However, employee behaviors that are destructive to the organization have a substantial impact on the organization or on the welfare of fellow employees (Bennett & Robinson, 2000). The present study verified that workplace bullying has a positive effect on workplace deviance, which shows that persistence and repeated workplace bullying lead employees to explore behaviors that clearly against the organizational norms and threaten the welfare of the organization or fellow employees. This result conforms to the negative reciprocity norm of the social exchange theory, which states that people react to unfair treatment by taking revenge (Gouldner, 1960). Furthermore, a comprehensive overview of how workplace bullying affects workplace deviance is provided.

We also explain that the emotional exhaustion mediates the relationship between workplace bullying and workplace deviance. This study found evidence that emotional exhaustion played a mediating role between workplace bullying and workplace deviance. In brief, when employees perceive unfair treatment at work, eliciting prolonged tension or stress in them, employees first experience emotional exhaustion, which then leads to workplace deviance. This result conforms that work events alter employee emotional perceptions, which subsequently provoke employees to demonstrate a certain behavior.

Limitation and Implications for future researchers:
This study has several limitations. Future research should examine the relationship between abusive supervision and employe**e** deviance. There are some other limitations that warrant note. All the variables are assessed in a single survey. Structured survey questionnaire method was used. The questionnaire and distributed by hands and individual survey from the health departments are collected. In future, the online survey can be used and the data can be collected from other institutions like banking and service sectors. Because this was a cross-sectional study, all data were collected at the same time. This limited our ability to make causal inferences. However, other researchers have suggested that they may use the longitudinal study to provide more persuasive evidence of the causal relationship. Only SPSS is used but in future other software like Amos can be used to examine this study. In this study emotional exhaustion is used as a mediator in future study another variable can be used as mediator like employees satisfaction, the loyalty of employees etc.

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