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## Declining Employee Engagement & Employee Performance: The Noxious Effects of Workplace Bullying

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ARTICLE DETAILS	ABSTRACT
<p><b>History</b> Revised format: February 2020 Available Online: March 2020</p>	<p>The rationale of this research study is to inspect about variations in employee performance and employee engagement in Pakistani context brought about by the workplace bullying. Another objective is to produce comprehensive empirical evidence of bullying in the specific Pakistani context. The purpose of paper is to examine whether emotional exhaustion plays a mediating role between workplace bullying, employee performance and employee engagement. Even most of the organizations are unaware about this critical issue to curtail down its effect.</p> <p>A cross-sectional design is used in the research study, which focuses on emotional exhaustion that serves as a mediator between workplace bullying and employee performance and employee engagement. The paper is based upon cross-sectional and self-reported survey research design. Furthermore longitudinal research design is recommended for future investigation of the relationships among these constructs. Consolidated policies must be sought by the management to combat with the vicious prevalence of workplace bullying. This will not only encourage the conducive work environment but also ensure positive work climate among employees.</p>
<p><b>Keywords</b> Workplace Bullying, Emotional Exhaustion, Employee Performance and Employee Engagement</p>	
<p><b>JEL Classification:</b> J59</p>	



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### 1. Introduction

Workplace bullying is a disguised widespread epidemic disease victimizing the children, adults and mature people at the workplace (Gupta et al. 2017; Giorgi 2012; Nielsen and Einarsen 2012). Still its deleterious effects are not realized in the developing countries organizations particularly like Pakistan. In broader terms, bullying is the behavior to intimidate, undermine and frightening people psychologically, emotionally and physically (Einarsen et al. 2011). This behavior is manifested in humiliating colleagues, taking credit of someone else work and excessively legitimizing authority over span of control.

Unfortunately, this issue is not given so much attention as it deserves to be addressed at the workplace (Gupta et al. 2017, D'Cruz 2016). Contemporary work life is much affected by this toxic phenomenon (Hurley et al. 2016). According to Einarsen et al., (2011) the term workplace bullying is coined by the Adams in 1992 which typically refers to the harassment behavior which is prolonged and consistent in practice assuming power deficit in victims and escalating it to more aggressive attitude. Workplace bullying is a new beast in the kingdom of organizational behavior attracting much attention now days (Attell et al. 2017; Rockett et al. 2017). This study focuses on the Pakistani workplace context for certain reasons firstly workplace bullying in developing countries is still in its infancy as reported by Gupta et al. (2017) & D'Cruz (2016). Therefore, the insight into workplace bullying through rigorous research will be substantial to dig out the menace of bullying. This research is an endeavor to emphasize on reporting of bullying which is largely overlooked and unaddressed. If it is addressed and curtailed down, the organizations in Pakistan will have to bear less turnover costs. Another predominant issue is the lack of consolidated laws that besides the widespread prevalence of workplace bullying remain weak. One of the major reasons to accept the workplace harassment is the national culture (Arenas et al. 2015a; Escartin et al. 2011) which gives empirical evidence of inverse relationship of workplace intimidating and its consequences. (Park and Ono 2016; Vie et al. 2011).

## 2. Literature Review

### 2.1 Workplace Bullying and Employee Performance

According to Devonish (2013), undoubtedly workplace bullying has repercussions. The repercussions may be categorized as the detrimental effects or diverse consequences for the employees. It is considered to be the one of the most important emerging issue that has attracted a great concern of HR and business managers. Since the aftermaths involve employee performance and the outcomes. In order to determine the efficiency and effectiveness of organizations employee performance is one of the important yardsticks. There are certain threats for both management and workers in the organizations and workplace bullying are significant among them because it hurts all those employees who want to ensure performance at its peak to maximize profits and to secure competitiveness.

Devonish (2013) also verifies the fact that the study of workplace bullying has emerged substantially as a research area and is drawing scholarly attention. Theories and models pertaining to job stress have heavily influenced the wide variety of perspectives on the nature of relationships between workplace bullying and employee performance. The prior studies like as conducted by the Jackson et al., (2002) & McMillan, (1995) have fundamentally exposed and exposed that exposure to workplace bullying is connected with weakened or damaged job performance. However, another Meta analysis as conducted by the Bowling and Beehr, (2006) reveals that albeit weakly but higher levels of workplace harassment (A synonym that is used frequently for the workplace bullying) yields to lower levels of job performance. No doubt, there is not an ample amount of research conducted on this perspective.

Even though there is a lack of vast variety of researches on workplace bullying and employee performance relationships but a smaller body of researches supports that workplace bullying has the direct and indirect sway via psychological distress mechanisms.

**Hypothesis 1: There is a significant negative relationship between workplace bullying and employee performance**

### 2.2 Workplace Bullying, Emotional Exhaustion and Employee Performance

Weiss and Cropanzano in 1996 developed the affective event theory. The work environments in the organizations like the characteristics of jobs, Job demands and work events like daily hassles and uplifts literally affect the emotional reactions of the employees, which in return affects Job Performance and Job Satisfaction. According to this theory, the emotional exhaustion or emotional wear and tear is the result of the unwelcoming events like workplace bullying and sexual harassment. The work events produce psychological reactions in employees. Miner et al. (2005) collected various evidences compatible with the affective event theory. The daily work events that are encountered by the employees affect their emotional and when it happens like this their behaviors get affected. Since workplace, bullying is a long term,

unrelenting negative behavior that is demonstrated by the perpetrator on the victims therefore it is considered as the unconstructive job event. Nielsen & Einarsen, (2012) is of the view that this cruel event may generate tensions, anxiety, depression, fear symptoms of stress among the victims of bullying (Peng, YC. et al 2016).

Hobfoll & Shirom, (2001) are of the view that by believing in Conservation of resources theory (COR) THEORY as a stress theory which states that there is always a motivation in human beings that drives them to maintain their current as well as future resources. Here the psychological stress occurs in three states: when there is a constant threat of the losing the resources, no further addition in current resources, lack of replenishment of resources or when there is actual loss of resources as well. COR theory states that loss of resources drive human beings into stress. Now how it actually works in an organization the employee goes for self assessment whether he has the capability to cope up with the stress. If there is no coping up strategy the resources are constantly drained without being replenished. In stressful situations, emotional exhaustion is conspicuous negative outcome. The most important repercussion of emotional exhaustion is job burnout. According to Maslach & Jackson, (1984); Maslach, Schaufeli, & Leiter, (2001); Witt, Andrews, & Carlson, (2004) employee performance and turnover is effectively predicted by the emotional exhaustion. The employees who put up with or bear with the patience the phenomenon of emotional exhaustion for extended period of time they feel emotionally num and lack energy (Hochschild 1983 and Maslach, 1982).

This suppression make the employees feel exhausted emotionally and physiologically and also adversely affects the workplaces (Wright & Cropanzano, 1998). Another major contribution is done by Spector and Fox (2005) who developed the stressor –emotion model which emphasized on the emotions as the major response to workplace stressors. These are the emotions that contribute to job satisfaction, increased job performance and even may cause workplace deviance that may occur momentarily or impellent or it may be the immediate response. The rigorous researches depicted that emotional exhaustion aggravates the workplace deviant behavior in workers (Bolton, Harvey, Grawitch, & Berber, 2012; Raman, Sambasivan & Kumar, 2016). According to the Trépanier, Fernet, and Austin (2013) as the morale for the work engagement goes down the job burnout increases causing dissatisfaction and dissatisfaction directs towards the distractions like lesser employee performance.

Thus based upon the above-mentioned discussion our current research investigates the connection between workplace bullying and employee performance where emotional exhaustion is serving as a mediator.

**Hypothesis 2: Emotional Exhaustion mediates the relationship between workplace bullying and employee performance**

### **2.3 Workplace Bullying and Employee Engagement**

The psychological connection of employees with their work is known to be the employee engagement. The employees with higher level of the energy are engaged employees they have more zest, enthusiasm and zeal about their work and they are highly involved and engrossed in assignments (May, Gilson, & Harter, 2004). Prior studies done by Einarsen et al (2016), Park & Ono, (2016), Rodriguez Munoz et al, (2009) & Trépanier et al., (2013) depict the convergent views about the notion that workplace bullying is negatively related to employee engagement. One of the theoretical perspectives like Job demand resources model JD-R model along with conservation of resources theory has been used to explain bullying and employee engagement relationship especially by Bakker & Demerouti, (2007) and Crawford, LePine, & Rich, (2010).

According to Macey & Schneider, (2008) Engagement is a broad-spectrum construct comprising of trait, state, motivation and behavioral forms that implies a mixture of discretionary effort and affective energy to organization and ones work. Kahn (1990) is the very first person who introduced the concept of work engagement in organizational psychology. His narrative is very much clear about work engagement that personal work and work roles are amalgamated together. Schaufeli et al (2002) has given the widely acceptable definition of work engagement that is “workplace engagement is a fulfilling, positive job related mind set which is characterized by dedication, vigor and absorption” where vigor refers to the mental resilience, high energy while working. It refers to the personal discretion and persistent attitude

towards work even in hard times. Another dimension called dedication is all about the challenge, pride and inspiration, enthusiasm and a sense of significance. Another dimension is the absorption that is being fully engaged, preoccupied and riveted by work. Even if time flies quickly, the dedicated worker finds it difficult to detach himself from work. The psychological connection of an employee with his work is known as employee engagement. As per May, Gilson, & Harter (2004) the psychologically connected employees are excited and have more levels of energy to do work and to cope up with the obstacles of work in another words they are fully immersed in their job

Park & Ono (2016) put forward the view about the conservation of resources theory. According to this theory, energetic processes are reduced when one is victimized of bullying. Since workplace bullying results in deprivation or depletion of emotional resources. The employee engagement is also reduced due to this phenomenon as explained by the JD-R model. The affected employees suffer from prolonged mental stress .Workplace bullying in other words is a hindrance demand and if the employees feel difficulty to cope up with it , it results in low employee engagement (Einarsen et al., 2016). The basis of this research is Conservation of resource theory presented by Hobfoll (1989). In the lime light model of engagement presented by Kahn (1990) along with the COR theory the relationship between the workplace bullying and employee engagement will be explained by conducting the research.

Kahn, (1990) was of the view that employees want their psychological terms to be fulfilled at the job like safety, availability and meaningfulness. Employees must feel that they have a worth in organization, they should feel valuable, have the ability to contribute and receive psychological willingness if it is like this then a sense of safety is developed to demonstrate engagement and psychological resources are recharged and replenished to continue with the work. Based on conservation of resource theory it is assumed that whenever there is an atmosphere of workplace deterioration in the organization it sabotages the psychological resources that are fundamental for the employees to move on with their jobs. According to COR theory Hobfoll, (1989) states that fundamental human inducement is confinement and conservation of psychological resources which are consolidating personal characteristics and spirits. Being confronted with workplace bullying one gets depleted with all these precious resources and loses the dignity and status at work as well (Tuckey & Neall, 2014). Furthermore Hobfoll, (2011) is of the view that losing resources is more sorrowful than attaining the resources. The deprived employees are highly motivated to preserve their left over resources and fight to protect them to the extent they can (Hobfoll, 1989; Xu, Loi, & Lam, 2015). So in order to save their resources employees are less likely to be indulged in their jobs that need exertion.

Based on this argument we propose our hypothesis that:

**Hypothesis 3: Workplace bullying negatively correlates with Employee Engagement**

#### **2.4 Workplace Bullying, Emotional Exhaustion and Employee Engagement**

Workplace bullying is workplace harassment, which involves frequent substandard acts like insulting, boycott and abusive behavior (Einarsen, 2000). The workplace bullying has serious type of repercussions for the targets caused by perpetrators. Most of the researchers believe that workplace bullying has significantly positive relationship with emotional exhaustion and job turnover intentions (Nielsen, Matthiesen, & Einarsen, 2008; Houshmand et al., 2012; Nielsen & Einarsen, 2012; Vie, GlasO, & Einarsen, 2012; Trepanier, Fernet, & Austin, 2013).

Given the repercussions of workplace bullying, previous researches have attempted to depict how bosses and subordinates combat bullying in their firms (Vie et al., 2012). For example, some studies have applied Affective Events Theory (AET) as per Weiss & Cropanzano, (1996) and emphasized on the role of emotions and as a theoretical framework to express the underpinning mechanism between workplace harassment, bullying and its outcomes (Glaso, Vie, Holmdal, & Einarsen, 2011). Glaso et al., (2011) is of the opinion that the victims' emotional experiences of affective negative reactions to bullying events, serve as a mediator between the workplace bullying and job satisfaction and even turn over intentions. Upon the exposure of vigilant workplace intimidation, the victim develops affective reactions, which are reflected in different employee outcomes.

Even though the Affective Event theory not only incorporates and highlights the function of affective processes in forming out the experiences but still it is believed that bullying is a vicious kind of series of events that can trigger and stimulate the cognitive reactions, which are particularly reconsidering the safety conditions in the work places. Apart from the affective processes workplace intimidation, suppression and belittling produces negative impact through a thorough rational process. Still according to the Parzefall & Salin (2010), Penhaligon, Louis, Restubog, (2013), Trepanier et al., (2013) there are more psychological impressions and sufferings during the exposure to bullying and most of them are still not known.

The victims of workplace bullying usually develop the sense of decreased or low job morale due to the wear and tear of the emotions rather they are sabotaged by the perpetrators to feel and live with low self-efficacy. Most of the negative attitudes that are developed are workplace deviance low working performance less job engagements, developing turnover intentions and less concentration. On the other hand, retaliations from victims is again the major drawback (Rodriguez-Munoz, Baillien, De Witte, Moreno-Jimenez, & Pastor, 2009; Trepanier et al., 2013). Employee Engagements refers to the work related state of mind which is positive one, fulfilling and instilled with escalation of commitment. The main dimensions of employee engagement are dedication, vigor and absorption (Schaufeli & Bakker, 2003). Employees with high job engagement tend to be associated with their assignments at work they have task identification and are more energetic to attain the goals with leaving no stone unturned (Bakker, Schaufeli, Leiter, & Taris, 2008).

Workplace bullying is the fundamental reason of job distraction or workplace deviance, which can be observed in declining job performance and declining employee engagement as well. The decreasing employee engagement is due to the emotional deterioration and reaching to the emotional threshold level where further tolerance of violence and belittling may cause other physical and psychological diseases. Lack of involvement, vigor, dedication and absorption are the salient antecedents of decreased employee engagement. The bullying kind of the phenomenon is the mistreatments at workplace, which really could wear the targets and lessen their engagements at work (Rodriguez-Munoz et al, 2009). Based upon the previous studies and empirical evidences workplace bullying has the negative relationship with the employee engagement.

The theoretical rationale behind the preceding empirical studies is of the Conservation of Resources Theory commonly known as COR theory. The theory highlights the availability of resources based on that an employee can feel at ease, provided with lesser or scarce resources which can never be replenished an employee losses the courage to confront the worst repercussions of bullying. The employees with less emotional stability usually surrender earlier as compared to those who have greater amount of the resources since they are less vulnerable to stressors and less volatile to hostility. The available resources may be referred to as the entities, which people value such as objects e.g computers, technical equipments; others are conditions like social support and supervisor's moral support. Apart from them are the personal characteristics are also the resources like self-efficacy and intuitions and knowledge with physical energy (Hobfoll & Shirom, 2001).

The theory of Conservation of Resources is prominent in the literature in suggesting that employees eagerly strive to retain, obtain and save their resources. The literature abounds that individuals make additional investments in physical, intellectual and technical resources so as not to be deprived of further loss of resources. The centrality of this issue is based on the view point of Gorgievski & Hobfoll, (2008). If the stressful conditions linger on to the chronic stage the overall resources of the employees will be depleted Hobfoll & Shirom, (2001). Gorgievski and Hobfoll (2008) propound the view that employee engagement is the real or anticipated resource gain through the energetic resources. Therefore, in the absence of resources either they are physical emotional technical or intellectual the energetic resources may suffer like less employee engagement or intense burnout affecting well-being of the victim.

The consensus view through Mikkelsen & Einarsen, (2002), Nielsen & Einarsen, (2012), Vie et al., (2012) confirm about the fact that bullying causes psychological health complaints, depressions. Rodriguez-Munoz, Moreno- Jimenez, Sanz Vergel, & Garrosa Hernandez, (2010) are even of the opinion that victims may develop disorder of posttraumatic stress over a period of time. At the same time the studies done by the Hogh, Hansen, Mikkelsen, and Persson (2012) validate that exposure to bullying is





statements are rated under five point likert scale (1, "never," to 5, "always").

**Workplace bullying:** NAQ-R by Hauge et al.,(2007) is a source of 23 items scale. The Negative Acts Questionnaire-Revised is used in the current study to envisage workplace bullying in targeted organizational employees (Einarsen et al., 2009).

### Emotional exhaustion

Maslach Burnout Inventory is a source to measure emotional exhaustion in employees. Maslach and Jackson (1981) developed a General Survey, which comprises of five items to measure employee emotional exhaustion.

### Control Variables:

This study is meant to investigate the association between workplace bullying, emotional exhaustion, employee engagement and employee performance. The demographic variables are not primarily a focus of study in this study. Therefore, to rule out any impact of these demographic variables they are controlled. In demographic parameters the age is considered as a continuous variable, gender is supposed to be a categorical variable in research and employee job tenure for the years of services is categorized as continuous variable.

### 3.3 Data Analysis

The considering data for current study were examined by using IBM SPSS Amos version 22 in order to prepare preliminary data file for data screening by using missing value analysis, normality analysis, univariate outliers, singularity and multicollinearity etc. Here, the data was analyzed for the purpose of showing the impact of workplace bullying on employees' job performance and employee engagement in the presence of mediation emotional exhaustion.

### 3.4 Confirmatory Factor Analysis

Similarly, AMOS version 22 was used to conduct Confirmatory factor analysis (CFA) to test the construct validity of the each construct (Tabachnick & Fidell, 1996; Tabachnick & Fidell, 2007). In literature, Brown's (2006) criteria is mostly used to identify the model fit through different model fit indices (Harrington, 2009). The absolute fit indices comprises root mean residual (RMR), and chi-square minimum difference (CMIN). Moreover, the parsimony correction indices are also used such as comparative fit indices (CFI), IFI (incremental Fit Index), TFI (Tucker Lewis Index), and root mean square error of approximation (RMSEA). The results claim adequate fit in the form of values within acceptable range such as CMIN/DF = 2.29; CFI = 0.93; IFI = 0.91; TFI = RMSEA = 0.06; and RMR = 0.04 (Kline, 2005; Hu & Bentler, 1999; Harrington, 2009).

**Table I: Fit Indices of CFA**

Sr.	Goodness of fit indices	Abbreviation	Acceptance Criteria	Initial Model	Re-specified Model	
1	Relative-Chi square	CMIN/DF	Poor fit:	> 5	3.04 RF	2.29
			Reasonable Fit	3-5		
			Best Fit:	1-3		
2	Comparative-Fit Index	(CFI)	Poor fit:	< 0.90	0.89 PF	0.93
			Reasonable Fit	≥ 0.90		
			Best fit:	≥ 0.95		
3	Root Mean Square Error of Approximation	RMSEA	Poor fit:	> 0.1	0.06 RF	0.05
			Reasonable Fit	.06 - .08		
			Best Fit:	< 0.05		
4	Tucker Lewis Index	TFI	Poor fit	< 0.90	0.73 PF	0.95
			Reasonable Fit	> 0.90		
			Best fit:	> 0.95		
5	Incremental Fit Index	(IFI)	Poor fit	< 0.90	0.85 PF	0.91
			Reasonable Fit	> 0.90		
			Best fit:	> 0.95		
6	Root Mean Residual	(RMR)	Poor Fit	> 0.05	0.70 PF	0.04
			Best Fit	< 0.05		

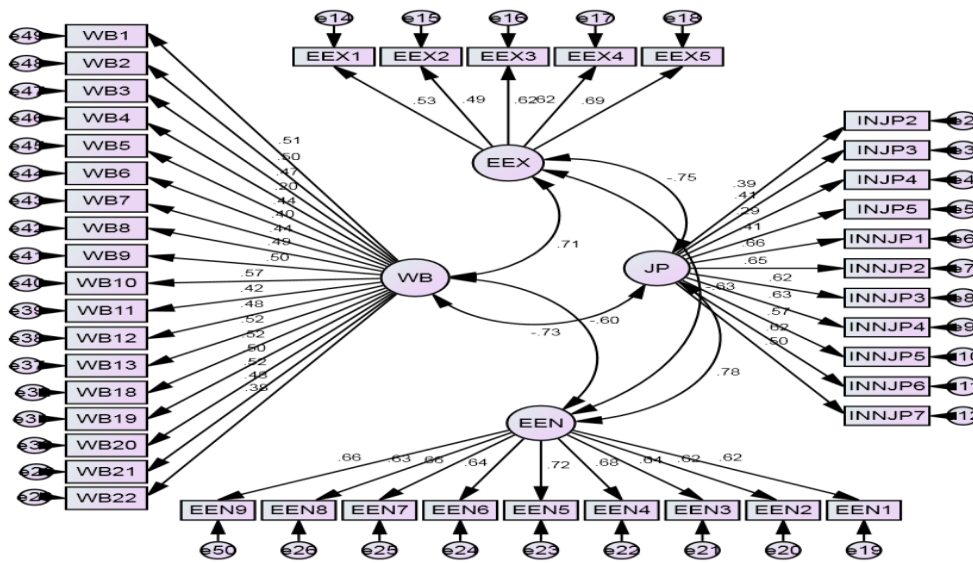


Figure I: Confirmatory Factor Analysis

Initially, model of CFA did not demonstrate adequate model fit, but after removing few items having factor loadings less than 0.40, the final model of CFA model demonstrated an adequate model fit. In addition, latent variable approach was used to test the common method variance (Bagozzi and Yi, 1990; Podsakoff *et al.*, 2003). The significance of the structural parameters is examined both with and without the common latent methods variance factor to see whether adding it would significantly improve the model fit. Results showed that the influence of common method variance did not appear to be a major concern in this study.

Table II presents means, standard deviations and correlations of variables with each other. The alpha coefficients for each variable are JP= 0.72, EEN= 0.86, EEX= 0.79, WB= 0.91 as shown in table III. Moreover, the threshold values of average variance extracted and squared correlation are also given in table III. Workplace bullying (WB) is negatively and significantly correlated with job performance (JP) as ( $r = -.679, p < 0.01$ ) and employee engagement (EEN) ( $r = -.560, p < 0.01$ ). In addition, workplace bullying is positively and significantly related with emotional exhaustion ( $r = 0.608, p < 0.01$ ) and emotional exhaustion is negatively and significantly correlated with job performance ( $r = 0.591, p < 0.01$ ) and employee engagement ( $r = 0.507, p < 0.01$ ). These results are consistent with our expectations based on the hypotheses outlined earlier. Hence, results claimed the acceptance of hypothesis 1 and 3.

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

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

Table III: Reliability, Average variance extracted and Squared Correlation

Variables	Reliability		Squared Correlation			
	Reliability	AVE	WB	EEX	JP	EEN
WB	0.91	0.63	1			
EEX	0.79	0.71	0.369	1		
JP	0.72	0.69	0.461	0.349	1	
EEN	0.86	0.75	0.313	0.358	0.414	1

Table II: Mean, Standard Deviation and Correlation

### 3.5 Mediation Analysis

Following Preacher and Hayes (2004), mediation is tested by using a bootstrap method that is based on 5,000 iterations with a 95 percent confidence interval. The mediation analysis was performed to analyze the results in four steps as shown in table III. First, we tested the direct effect of independent variables i.e. workplace bullying (WB) on dependent variable i.e. job performance (JP) and Employee engagement



(EEN). The results showed the negative but significant association of workplace bullying with job performance (JP) ( $B = -.38$ ;  $p = .000$ ) and Employee engagement (EEN) ( $B = 0.44$ ;  $p = .000$ ). Secondly, the results showed the presence of positive and significant association between workplace bullying and Emotional Exhaustion (EEX) ( $B = 0.39$ ;  $p = .000$ ). Then, we investigated the impact of emotional exhaustion (EEX) on job performance (JP) ( $B = 0.59$ ;  $p = .000$ ) and Employee engagement (EEN) ( $B = 0.42$ ;  $p = .000$ ) and results found their negative association. Similarly, at fourth step, a negative but insignificant relationship is found between workplace bullying and job performance (JP) ( $B = -.18$ ;  $p = .000$ ) and Employee engagement (EEN) ( $B = -.29$ ;  $p = .000$ ) in the presence of mediation. These results showed the presence of full mediation as all four conditions of mediation are fulfilled. Similarly, the model fit values were also within acceptable range proving that hypothesis 2 and hypothesis 4 are accepted.

**Table III: Mediation Analysis**

		B	S.E.	C.R.	CMIN	CFI	IFI	RMSEA	RMR
<b>Step 1</b>	Direct Effect of WB on JP	-.38**	.046	-17.68	2.26	0.90	0.89	0.07	0.06
	Direct Effect of WB on ENN	-.44**	0.59	-15.26	2.71	0.89	0.91	0.06	0.05
<b>Step 2</b>	Direct Effect of WB on EEX	.39**	0.42	-14.21	3.23	0.94	0.90	0.06	0.07
<b>Step 3</b>	Direct Effect of EEX on JP	-.59*	0.36	-14.02	2.99	0.95	0.83	0.05	0.03
	Direct Effect of EEX on ENN	-.42*	0.64	-16.21	3.42	0.88	0.95	0.02	0.01
<b>Step 4</b>	Mediation of EEX btw WB and JP	-.18	0.58	-16.45	3.01	0.96	0.92	0.01	0.000
	Mediation of EEX btw WB and EEN	-.29	0.71	-15.29	2.89	0.95	0.94	0.04	0.05

#### 4 Conclusion

The overwhelming literature confined to the workplace bullying, job stress, job demands & emotional exhaustion cause a wide variety of repercussions with respect to job performance and job engagement. Being the most ignored and underestimated phenomenon in Pakistani research context, Pakistani organizations are unable to rule out the unbridled pervasiveness of workplace bullying but simply accept that strain is the customary facet of job. Even though there is the lack of awareness about workplace bullying in developing countries but its repercussions are realized and addressed internationally. Since Pakistan lies in the second layer of the developing countries, therefore the understanding of workplace bullying will take time to trickle down. By following the Hofstede's cultural dimension of collectivism, the span of control believes in resilience and tolerance to workplace bullying. This study stimulates the intervention strategies to create the bullying free workplace environment in Pakistan. As per this study the primary intervention strategy is to instill and create awareness in the work force. At the secondary level the clinical psychologists and industrial psychologists along with managers will get help from this study as the dearth of knowledge exists about this phenomenon. Since lack literacy about bullying may lead to misdiagnosis and false medications. Pakistan has only act 2010 which was revised in 2014 covering both genders regarding harassment. Further vigorous insights are required by Pakistani government to curtail down its effects, which will yield better performance outcomes. Since the results of this study talked about the deleterious effects on organizational health via emotional exhaustion. Being the researchers our study will definitely promote more investigations underlying workplace bullying to lessen its detrimental effects.

#### 5 Limitations and Future Directions

This study has definite limitations. The opinion poll is based on the self-reporting since the responses may suffer from bias future research should be based upon the responses from all the three sides like managers, peer group and span of control. Furthermore, cross sectional research may dilute the accuracy of findings the longitudinal study may generate results that are more reliable. This study is a contribution to workplace bullying literature and it offers the new avenues of research for future. This research can be replicated according to the circumstances in different geographical contexts.

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