

## Measurement of Job Wellbeing Behaviors by Perceived Narcissistic Supervision and Workplace Bullying: The Mediating Role of Emotional Exhaustions.

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### ABSTRACT

The objective of the study is to examine the job wellbeing behaviors by perceived narcissistic supervision and workplace bullying. It also determines the mediating role of emotional exhaustions among the study variables. The data of 395 employees was collected from banking and telecom sectors organizations located in Rawalpindi and Islamabad. The data was collected in English language administered scales and relationships among variables were examined by using process macro of Preacher and Hayes 2003. Results of the study revealed a significant negative direct association among perceived narcissistic supervision, workplace bullying, and wellbeing behaviors. Further indirect relation between variables significantly was tested by the mediating role of emotional exhaustions among the study variables. Drawing upon the Conservation of resources theory (COR), the present study has contributed to the literature of adverse working conditions with their relationship of job wellbeing behaviors. The obtained results identified the need for the organization to set the wellbeing behaviors and implement policies with response to workplace bullying and perceived narcissistic supervision. Limitations and future directions are provided for further studies in these areas.

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## 1. INTRODUCTION

Employees' performance behaviors and engagement have become vitally important in fulfilling organizational goals (Morales-sánchez & Pasamar, 2014). The happy workers are more productive than average, less happy or unhappy workers (Mäkikangas et al., 2016). Human capital and behaviors are globally recognized for better outcomes (Salas-vallina & Pasamar, 2021). Job resources and wellbeing have the core importance in organizational human development practices (Ali et al., 2021). Employees' well-being is associated with individualistic cultures such as individual beliefs, feelings, and emotions (Cheng et al., 2019). From past decades, well-being behaviors are related to many organizational factors .e.g., engagement, level of motivation, investment of resources, and performance (Mäkikangas et al., 2016). Work related wellbeing is mainly consisted job engagement, interaction of work and pleasant working conditions. Wellbeing refers to positive behavior such as work engagement satisfaction, and loyalty with the organization (Ali et al., 2021). Wellbeing behaviors have been influenced by management and supervision's style in the organization. Social interactions and emotional states of the individuals have determined by the perception of supervisor's personality (Parent-lamarche et al., 2021). Employees' wellbeing factors have declined in the existence of narcissistic supervision style and bullying work environment (Gilbreath & Benson, 2004). Perceived narcissistic supervision is a predictor of emotional exhaustions at workplace (Wirtz & Rigotti, 2020). Emotional exhaustion (negative emotions) is a state of fatigue and depletion of emotion (Wirtz & Rigotti, 2020). Previous studies have identified a strong positive relation between low well-being workplace bullying and emotional exhaustions (Whiteside & Barclay, 2013). Bullying behaviors are reasons to reduce wellbeing behaviors. Employees' engagement, positive emotions, and performance have been diminished by a negative atmosphere and workplace bullying (Parent-lamarche et al., 2021 ; Rehman et al., 2018).

### 1.1 Research Objectives

- To investigate the effect of perceived narcissistic supervision and workplace bullying on job wellbeing behaviors.
- To examine the relationships among narcissistic supervision and workplace bullying and emotional exhaustions.
- To explore the mediating role of emotional exhaustions among perceived narcissistic supervision, workplace bullying and job wellbeing behaviors.

### 1.2 Research questions

The research is based on the following questions:

- Do job wellbeing behaviors negatively affect by Perceived Narcissistic Supervision and Workplace Bullying?
- Are emotional exhaustions significantly mediating the relationship between Perceived Narcissistic Supervision, Workplace Bullying and wellbeing behaviors?

### 1.3 Rationale

The effects of workplace bullying are seen on the private banking sector of Pakistan, in which workplace deviance behaviors are positively correlated with workplace bullying (Khalique, 2018). Workplace bullying has become an important phenomenon and received notable attention in last decades from practitioners and academicians. Heavy workload and pressure enable employees for emotional exhaustion at the workplace (Morales-sánchez & Pasamar, 2014). Low attachment at work creates more stress, negative emotions, that ultimately reduce the well-being environment (Nappi et al., 2020). Job stress and insecurity are caused to disengagement that further leads to low individual and organizational outcomes (Ali et al., 2021). Various indigenous studies suggested that a negative workplace creates unfavorable consequences for individuals in Pakistani organizations. These signify the need to conduct further relevant studies to validate the theory of workplace bullying on employee performance (Naseer & Raja, 2019; Hayat & Afshari, 2020). In addition study by Ali et. al. (2021) described the positive significant relation of emotional exhaustion with workplace bullying in the nursing profession in Pakistan and also shows the relevance of the prevalence of bullying environment on employees' performance behaviors in various sectors of Pakistani organization. Sustainable organizational performance can be tested with adverse working conditions, wellbeing behaviors, and emotional exhaustion (Rasool et al., 2021). Consequences of unethical pro-organizational behavior may be judged by ineffective leadership style and adverse working conditions (Behavior & Koopman, 2021). The interpersonal relationship of the individuals and job performance can be investigated by narcissistic supervision in the organization (Ko et al., 2020). The present study extended it by considering the sample of bank employees from the various cities of Pakistan. Moreover, the present research is an initiative to cover the gap from indigenous literature to explore the adverse working conditions (workplace bullying and perceived narcissistic supervision) with a more standardized tool and concerning more specific employees' work-related behaviors.

## 2. REVIEW OF LITERATURE AND HYPOTHESES DEVELOPMENT

### 2.1 Perceived Narcissistic Supervision, Workplace Bullying and Job Wellbeing Behaviors

Many studies link narcissism with leadership style. Narcissism is an important feature of supervision. Leadership and supervision have many narcissistic behaviors such as grandiose belief, extraversion, self-importance, and entitlement. It's part of dark personality traits that is related to various counterproductive behaviors (Asad & Sadler-Smith 2019). Perception of narcissistic supervision is considered a negative type of supervision that reduces the factors of job performance (Godkin & Allcorn, 2011). Narcissistic supervision has negative relation with team performance and blames others in case of organizational failure. This type of supervision style follows their agenda and gets advantages of success instead of considering subordinates' efforts (Asrar-ul-Haq & Anjum, 2020). Moreover, the study of Rasool et al. (2021) and Majeed (2019) concluded that employee wellbeing is directly associated with a work bullying environment

Bullying environment at work may be identified through the undue workload, practical jokes, unreasonable deadlines, insistent monitoring, and threats, insulting remarks, and spreading gossips (Rai & Agarwal, 2018). Similarly, Einarsenet. al. (2009) defined three types of workplace bullying. First, work-related bullying that is

associated with harmful actions by the organization to employees' professional life. It reduces work efficiency. Secondly, person-related bullying in which rude and crucial behaviors exist for a person. The third form is physical intimidation bullying in which an individual faces physical violence and hostile nature of conditions at the workplace. After facing harassment and ill-treatment, victims of workplace bullying fall in an inferior position with feelings of negative emotions towards their organization (Rai & Agarwal, 2018). Work demand, pressure and job insecurity, extra no of work hours have negatively associated with job performance and professional efficacy (Parent-lamarche et al., 2021). Job burnout and low wellbeing are the output of workplace bullying (Paciello et al., 2019).

*H1: Job wellbeing behaviors have significant and negative relationship with perceived narcissistic supervision.*

*H2: Job wellbeing behaviors have significant and negative relationship with workplace bullying.*

## **2.2 Mediating Role of Emotional Exhaustions**

The study of Asad and Sadler-Smith (2020) aims to evaluate the emotional experiences that are related to the working atmosphere. Stress and the egoistic attitude of the supervisor have contributed to the negative working environment. Work engagement and perception of wellbeing are significantly associated with emotional exhaustions (burnout) (Ali et al., 2021). Employees with a low level of positive emotions have an emotional setback. Employees' beliefs, feelings, and behaviors within an organization are affected by many factors in which boss and supervision style are most relevant (Byrne et al., 2014). If the employees work in a negative environment they will produce low wellbeing, harassment, ostracism, and it leads to unproductive feelings .i.e. emotional exhaustions among coworkers. An optimal mental state is also connected with wellbeing factors in which a less interactive environment reduces the engagement factors and enhances the negative feelings, emotions and depression (Mäkikangas et al., 2016). People lose their existing resources under negative and stressful working conditions. The second principle is to invest in new resources. Employees are reluctant to invest more resources in an adverse working environment and tend to protect against loss of resources. Individuals are unable to protect existing resources and engagement in adverse working conditions (Clercq et al., 2020). The study of (Grapsas et al. (2020) and Khan et al., (2017) described the two characteristics of narcissistic supervision .i.e. admiration and rivalry. First associated with self-promotion and status pursuit of supervision and next is related hindrance to status pursuit and derogate others. Negative emotions are caused by perception of narcissistic supervision and often, come in form of compromising of wellbeing behaviors (Asrar-ul-Haq & Anjum, 2020). Moreover Asrar-ul-Haq & Anjum (2020) defined that narcissistic supervision that is associated with hypersensitive, inflexible, desire of control, lack of empathy and showing anger to subordinates. The success of the organization depends on how to optimize of current resources. According to Boswell et al. (2019) Nonproductive traits of narcissistic supervision included a sense of entitlement, lack of empathy, need excessive admiration, the show of high status, self-importance, and envy for subordinates

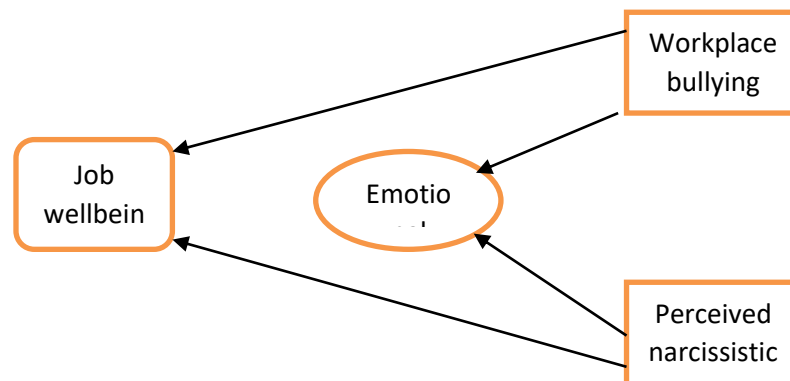
Past researches have also described the many antecedents of emotional exhaustions (negative emotions, burnout) which include work overload, role ambiguity, workplace bullying that decrease the productivity and affects the well-being (Whiteside & Barclay, 2013). There are Positive associations between three ingredients i.e. emotional exhaustion, burnout, and cynicism workplace bullying. Emotional exhaustion has come through work-related issues in which employees feel mental disorder at work with having the low capacity to perform the tasks (Abugre, 2017). Burnout is positively anticipated by workplace bullying.

*H3: Emotional Exhaustions significantly mediate the relation between workplace Bullying and Wellbeing behaviors.*

*H4: Emotional Exhaustions significantly mediate the relation between perceived narcissistic supervision and Wellbeing behaviors*

### 2.3 Theoretical Perspective

The present study sees the job wellbeing behaviors under adverse working conditions under the shadow of conservation of resources theory (COR). Conservation of resources theory (COR) originated in the year 1989 by Hobfoll. It describes that people consume, acquire and protect job resources under the adverse working conditions. Employees avoid using energy resources and wellbeing under the stressful working conditions. According to COR theory employees engage in work and invest their resources, if there is no loss of future resources. Systematic literature review has revealed that workplace bullying is concerned to employees' factors such as emotional exhaustions and mental strain. COR theory explores that how employees use and manage external resources under bullying environment in negative support of organizational higher authorities (Clercq et al., 2020). Consequences of bullying environment among individuals have represented the positive correlation of workplace bullying and wellbeing behaviors. Furthermore, a continuous bullying atmosphere has developed feelings of emotional exhaustions in which negative reactions of employees towards their organization appear consistently at the workplace (Reme et al., 2008). Conservation of resources theory provides a logical description of individual behaviors and emotional exhaustions in bullying work circumstances. People are unable to maintain a well-being environment under the high risk of depleted resources. (Abugre, 2017 and Riasat et al., 2015). Higher burnout resulted in low wellbeing behaviors, (Naseer & Raja, 2019). COR identified the valued resources of individualistic cultures in the organizations. In the highly work dynamics, individuals often perceive stress from work conditions which decline the wellbeing factors. It leads to poor performance as well as creates the conditions of emotional exhaustion. Similarly, emotional exhaustions notably spread the dissatisfaction that enables the employees to perform work tasks with low efforts (Cheng et al., 2019). Furthermore, COR theory discusses the following factors of a negative work environment: (i) ill-being environment (ii) harassment. These factors are determined as follows: (i) workplace harassment can be produced by the self-importance of supervisor attitudes. (ii) Work ill-being environment and burnout are the outcomes of stress and bullying, (Burgess et al., 2016). Consequently, two basic principles are described in COR theory. First is a related reservation of job resources from loss of resources. In addition conservation of resources theory (COR) identified the valued resources of individualistic cultures in the organizations. Employees' perceptions of wellbeing and engagement have been influenced by job insecurity and supervision behavior, (Ali et al., 2020). Conservation of resources theory states individual work resources into four forms: object (work tools): condition (organizational support, tenure): personality traits (resilience, individual characteristics): energy resources (physical, mental energy).



**Fig.1.** Theoretical Model

### **3. RESEARCH METHODOLOGY**

#### **3.1 Research Design**

The current study has used the quantitative research approach to investigate the impact of workplace bullying and perceived narcissistic supervision on the job wellbeing behaviors by the mediating role of emotional exhaustions. It has adopted a cross-sectional research design in data collection from all samples of the population in different intervals. The cross-sectional study examines the study variable at short time intervals and less expensive as compared to longitudinal studies (Moorman, 2008).

#### **3.2 Sample & Data Collection and Sampling Technique**

The sample of the study has included employees/ subordinates from private leading banks in major cities of Pakistan. We used the convenience sampling technique. Respondents were ensured for confidentiality of the information. Data was collected through online Google forms as well as personally visited in regional head offices of banking and telecommunication organizations located in Islamabad, Rawalpindi. The current study has adopted the non probability sampling and used purposive sampling techniques for data collection. Employees/ subordinates who are working in these organizations are above 100000 of total numbers, in which 402 of the total sample were selected and questionnaires were distributed. The sample sizes of 400 are considered by use of .05 margin of error which presents the 95% level of confidence interval (Gravetter & WAallnau, 2009). Finally, data of 395 forms were collected for data analysis. Age, gender, work experience, and academic qualifications were control variables in this study. Descriptive analysis of control variables which have included Age, gender, academic qualification, and work experience was run on SPSS 28 version by using analyses the frequencies and descriptive properties. The results show that the total number of 45.2% of female and 54.8% of male employees were participated in this study, having academic qualification from intermediate to MS/MPhil or higher as: intermediate 8.9%, Graduation 38.8%, Masters 34.7%, and MS/MPhil or higher 17.6%. The age of the participants as 21 to 25 years were 32.5%, 26 to 30 years 22.2%, 31 to 35 years 18.9%, 36 to 40 years 6.7%, 41 to 45 years 7.7 %; 46 to 50 years 6.3% and 5.8% participants were having age from above 50 years. The work experiences of the participants are as: less than 1 year 9.3%, 1 to 5 years 35.4%, 6 to 10 years 26.2%, 11 to 15 years 12.1%, 16 to 20 years 9.7% and 7.3% of participants were having work experience above 20 years. Secondly mean, standard deviation, and correlation analysis also were seen on SPSS.

#### **3.3 inclusion and Exclusion Criteria**

The population of the study is specifically including the employees/ subordinated related to banking and telecommunication sector located in Rawalpindi and Islamabad. The rest of organizations and categories of work excluded in order to see the specific results in the present study.

#### **3.4 Ethical Considerations**

The current research has ensured the confidentiality and privacy of the participants. Data was collected through informed consent and voluntary participation. Swanson and Holton (2005) describe that adequate information must be provided to participants after obtaining consent while conducting a quantitative survey.

#### **3.5 Instruments**

All relevant scales was used and administered in English language. The objective of the study with respect to scale items clearly linked with the scale items.

##### **3.5.1 Workplace bullying**

Workplace Bullying was measured by 12 items of subscale related to Person Related Bullying .i.e. "You are being shouted at or being spontaneous anger at workplace" scale developed by Einarsenet. al. (2009) which included " Scale items will be tested on a five-point scale, ranging from 1 (never) to 5 (daily).

### 3.5.2 Emotional exhaustion

Exhausted emotions were measured by adopting a six (6) items scale developed by Jackson (1981) which has included "I feel I'm working too hard on my job working with people directly puts too much stress on me". These items were measured on five items Likert scale beginning from (1) strongly agree to (5) strongly disagree.

### 3.5.3 Perceived Supervisor narcissism

Perceived supervisor narcissism was measured on six items scale developed by Hochwarter & Thompson (2012), which has included "My boss/ Supervisor go out of his/her way to cause me to harm to get ahead". A five-point response format ranging from strongly disagree (1) to strongly agree (5) was used to record the responses

### 3.5.4 Wellbeing behaviors

Job wellbeing behaviors was measured by a scale consisting of 17 scale items by (Mäkikangas et al., 2016) On Likert scale started from (1) never to (5) always. Items of the scale were included "At my work, I feel bursting with energy

## 4 Data Analysis

### 4.1 Confirmatory Factor Analysis

The measurement of the model was initially tested on SPSS 28 by using dimensions reduction technique. Table 1 presents the communalities of each item of the constructs which shows the significant level. All items' commonality values are above from .50. CFA technique is effective in order to categorize the each item of scale into respective construct.

**Table 1**

Communalities							
PSN 1	0.731	JWB 4	0.77	WB 5	0.759	JWB 14	0.777
PSN 2	0.715	JWB 5	0.519	WB 6	0.638	JWB 15	0.897
PSN 3	0.665	JWB 6	0.73	WB 7	0.677	JWB 16	0.816
PSN 4	0.661	JWB 7	0.897	WB 8	0.747	JWB 17	0.876
PSN 5	0.63	JWB 8	0.895	WB 9	0.715	EE 1	0.58
PSN 6	0.65	JWB 9	0.872	WB 10	0.672	EE 2	0.677
WB 1	0.714	JWB 10	0.907	WB 11	0.727	EE 3	0.774
WB 2	0.603	JWB 11	0.791	WB 12	0.674	EE 4	0.755
WB 3	0.584	JWB 12	0.891	JWB 1	0.779	EE 5	0.711
WB 4	0.685	JWB 13	0.772	JWB 2	0.891	EE 6	0.613
JWB 3	0.712						

On the next step class of items was tested by seeing rotated components matrix. Table 2 shows that all items of the scale loaded into their respective group e.g. workplace bullying, perceived narcissistic supervision, job wellbeing behaviors and emotional exhaustions.



**Table 2**

Rotated Component Matrix											
WB 5	0.829	0.035	0.196	0.059	0.168	JWB 3	-0.126	0.822	0.031	0.056	0.022
WB 11	0.811	-0.066	0.152	0.141	0.126	JWB 12	-0.059	0.696	-0.058	0.05	0.256
WB 7	0.751	-0.113	0.216	0.14	0.045	JWB 5	0.014	0.624	0.048	-0.086	0.088
WB 9	0.735	-0.136	0.214	0.187	0.121	EE 3	0.213	0.068	0.821	0.156	0.039
WB 4	0.726	0.018	0.214	0.183	0.155	EE 4	0.226	-0.024	0.798	0.159	0.077
WB 6	0.725	-0.105	0.228	0.212	0.042	EE 2	0.28	-0.015	0.749	0.048	0.058
WB 12	0.709	0.057	0.313	0.162	0.134	EE 5	0.279	-0.061	0.733	0.231	-0.125
WB 8	0.706	-0.123	0.372	0.234	0.083	EE 1	0.337	-0.144	0.611	0.047	0.193
WB 3	0.705	0.048	0.029	0.04	0.165	EE 6	0.339	0.083	0.586	-0.045	0.388
WB 1	0.67	-0.057	0.207	0.393	-0.03	PSN 2	0.27	0.071	0.093	0.767	0.17
WB 10	0.656	-0.018	0.375	0.291	-0.017	PSN 1	0.317	0.051	0.163	0.736	0.057
WB 2	0.568	-0.03	0.351	0.318	0.043	PSN 3	0.266	0.011	0.126	0.704	0.18
JWB 15	-0.045	0.95	-0.057	0.031	-0.098	PSN 5	0.214	-0.02	0.038	0.168	0.783
JWB 10	-0.074	0.94	-0.082	0.037	-0.11	PSN 4	0.228	-0.038	0.193	0.437	0.611
JWB 4	0.039	0.83	0.003	0.066	-0.146	PSN 6	0.303	0.162	0.298	0.428	0.43

**4.2 Measurement of Model**

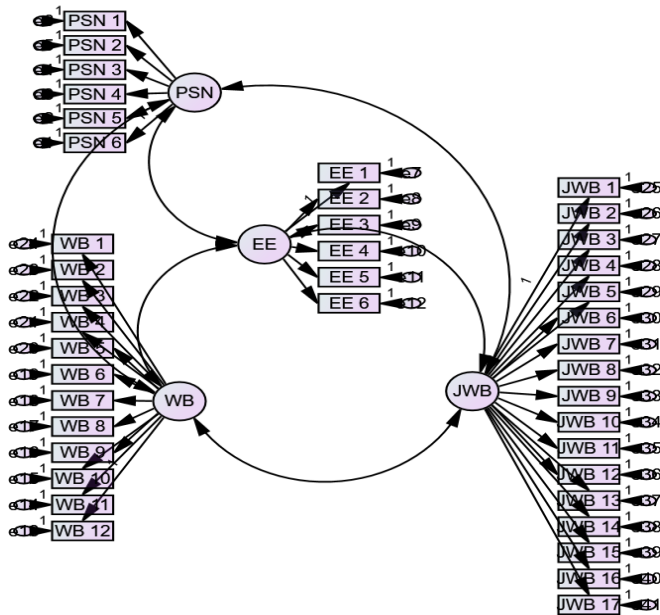
Further model was tested on SPSS AMOS 26. Further model was tested on SPSS AMOS 26 Software and model fit indices were seen based on four factors: Perceived narcissistic supervision (PSN) has 6 items, Person related bullying has 12 items, Emotional exhaustion has 6 items, and Wellbeing behaviors factor having 17 items. Table 3 shows the measurement of the model and presents good fit values. The values of CMIN/DF rely upon 3.269, CFI values close to 0.990 which are considered fair, Kline, 2011, RMSEA, 0.070 are satisfactory and SRMR 0.084 MacCallum et al 1996,  $p < 0.045$ , Hair et al 2018, RMR  $< 0.08$ , (EE  $> 0.99$  critical), Hu & Bentler, 1999. The primary analysis of the measurement of the model is satisfactory.

**Table 3**

Model Summary

Measure	Estimate	Threshold	Interpretation
CMIN	2526.794	--	--
DF	773.000	--	--
CMIN/DF	3.269	Between 1 and 3	Acceptable
CFI	0.990	>0.95	Excellent
SRMR	0.084	<0.08	Acceptable
RMSEA	0.070	<0.06	Acceptable
PClose	0.000	>0.05	Not Estimated

*GFI>0.90, Kline, 2011, RMR < 0.08, HU & BENTLER, 1999, RMSEA 0.05 to 0.10 , MacCallum et al 1996, p<0.045, CMIN/DF > 2.00 , Byrne, 1989*





### 3.2 Test of Hypotheses Testing

Test of hypotheses and mediation analysis was done on SPSS 21 by using Andrew Hayes process macro (version 3) based on 95% CI and 5000 bootstrap sampling method, (Preacher & Hayes, 2004). Hypothesis (H1, H2 & H3) have been tested through a bootstrapping technique using the PROCESS macro in SPSS 21 (Preacher & Hayes, 2004). The results have shown in Table 4, 5, 6, 7 and 8. Hypotheses 1 in table 4 indicated that workplace bullying is positively related to emotional exhaustion (WB=EE), ( $\beta$  .1420,  $p < 0.05$ ), and Emotional exhaustion to Well-being behaviors (EE=JWB), ( $\beta$  -.1298,  $p = 0.07$ ) that has a negative relation to each other. Workplace bullying (WB) has also negative significant relation to job wellbeing behaviors (JWB). Table 5 shows that (WB < JWB), ( $\beta$  -.098,  $p < 0.05$ ). A second hypothesis was related to effect of perceived narcissistic supervision (PSN) is to positively relate emotional exhaustion (EE) and negative relation with job wellbeing behaviors (JWB). Table 6 shows the direct effect of PSN on EE ( $\beta$  .28,  $p < 0.05$ ) that is a significantly positive relation, ((PSN to JWB) ( $\beta$  -.36,  $p < 0.05$ ) which shows that PSN is negatively associated with JWB, thirdly EE is also negative direct relation with JWB ( $\beta$  -.17,  $p < 0.05$ ). Furthermore, on the next step mediation role of emotional exhaustions was tested among workplace bullying, perceived narcissistic supervision and job wellbeing behaviors. The third hypothesis has two parts (3a) in which the mediation relationship can be seen in table 8. The mediation relationship of EE is seen as significantly negative between PSN and JWB. (EE-.0454). In the 3(b) the relationship between workplace bullying (WB) and wellbeing behaviors (JWB) is also significantly negative (-.031), which fully supports hypothesis 3 in which it was assumed that EE mediates the negative relation between WB and JWB

**Table 4**

Constructs	Mediation Analysis by Preacher & Hayes							
	Model 1	P	R	R-sq	MSE	F	df1	df2
WB :EE	0		0.322	0.1037	27.5946	45.4457	1	393
WB:JWB	0.004		0.1631	0.0266	146.187	5.3539	2	393
EE :JWB	0.007		0.1334	0.0178	147.132	7.1198	1	393

**Table 5**

Constructs	Coeff	Se	T	P	CCLI	ULCI
WB :EE	11.2487	0.8802	12.7791	0	9.5181	12.9793
	0.142	0.0211	6.7413	0	0.1006	0.1834
WB:JWB	59.6641	2.4105	24.7519	0	54.925	64.4032
	-.0988	.0512	-1.9285	.0545	-0.199	0.19
EE :JWB	57.2061	2.0326	28.1449	0	53.21	61.2022
	-.1298	.0486	-2.6683	0.007	-0.225	-0.0342

Workplace bullying (WB), Emotional exhaustion (EE), Job wellbeing behaviors (JWB),  $t > i.96$ ,  $p < 0.045$ , Hair et al 2013.

**Table 6**

Constructs	Mediation Analysis by Preacher & Hayes						
	Model 2 P	R	R-sq	MSE	F	df1	df2
PSN : EE	0	0.2767	0.0765	28.4289	32.5778	1	393
PSN: JWB	0.017	0.1729	0.0712	145.691	6.0396	2	392
EE : JWB	0.013	0.0712	0.0051	149.039	1.9999	1	393

**Table 7**

Constructs	Coeff	Se	T	p	CCLI	ULCI
PSN : EE	53.0427	2.6114	20.3117	0	47.909	58.1769
	0.2839	0.1261	2.2509	0.0249	0.0359	0.5319
PSN : JWB	-0.3617	0.1142	3.1675	0.0017	-0.586	-0.1372
EE :JWB	48.914	2.2889	21.3707	0	44.415	53.4147

*Perceived narcissistic supervision (PSN), Emotional exhaustion (EE), Job wellbeing behaviors (JWB),  $t > i.96$ ,  $p < 0.045$ , Hair et al 2013.*

**Table 8**

Mediation Effect of Emotional Exhaustions					
PSN-EE-JWB	Effect	Boot	SE	BootLLCI	BootLLCI
	EE	-0.0454	0.0171	-0.0813	-0.0162
WB-EE-JWB	Effect	Boot	SE	BootLLCI	BootLLCI
	EE	-0.31	0.169	-0.0676	-0.0014

## 5 RESULTS AND DISCUSSIONS

Employees working in the banking sector have an important role in the growth and economic development of Pakistan (Zafar & Aziz, 2013). Many factors influence the productivity of individuals in this sector which have mainly included negative work environment (workplace bullying) (Islam et al., 2019), and perceived narcissistic supervision (Akhtar, 2020). Various previous studies on workplace bullying and perceived narcissistic supervision conducted in the banking sector of Pakistan. Firstly role of narcissistic supervision seems very pandemic concerning employees' attitudes and performance .i.e. consequences of supervision narcissism encourage counterproductive and unethical work behaviors (Akhtar, 2020): reduce wellbeing factors and organizational commitment (Khaliq, 2018 and Rehman et al., 2014).

Secondly, effects of workplace bullying are also remaining harmful for employees working in the banking and telecommunication sector of the Pakistani work setting. Antecedents of decline wellbeing come from stress and negative work environment (workplace bullying) on Bank employees (Bashir, 2010). Drawing upon the affective event theory and conservation of resources theory (COR), among the first the results of the study show when and how the employees' wellbeing behaviors have been influenced by adverse working conditions (Workplace bullying and perceived narcissistic supervision). Secondly, the mediating role of emotional exhaustion significantly mediates this relation and declines the well-being environment in presence of negative working conditions. Moreover consistent with affective events theory the results of current study state employees who perceive

supervisor narcissistic style and organizational harmful practices have relatively low involvement in the work tasks and reduced wellbeing behaviors (Syed et al., 2020). Similarly, the Conservation of resources theory describes the attempts of employees to acquire safeguard, and maintain their valuable resources. Workplace mistreatment and supervisor undermining behaviors have been globally considered to be a disaster for employees' outcomes (Fatima et al., 2019); whereas emotional exhaustion reflects the negative perception about the wellbeing environment (Ali et al., 2021). Employee wellbeing and positive emotional state have been universally omitted by unfair work treatment. Employees evaluate themselves by how they are supervised and treated at the workplace. This determines the level of emotional attachment and output behaviors (Lind & Thompson, 2001). Employees' ability, engagement, and motivation for wellbeing behaviors have been influenced by organizational supporting culture and effective leadership style (Salas-vallina & Pasamar, 2021). Unethical and mistreated behaviors from the organization affects individuals attitudes and recent researches have included these variable for organizational setting, (Cheng et al., 2019; Perspectives, 2017).

The present study founds and posited that when employees perceive threat and less organizational support, these result to emotional exhaustion. In the experiences of adverse working conditions, Individuals have to display negative emotions instead of positive emotions. After testing the hypotheses and model the relationships between variables are established by the collected data and supported all H1, H2, and H3 Hypotheses. The results of the present study are consistent with Min et al., (2015) in which the unethical and unsupportive style of a supervisor is associated with an ill-being environment (Park & Ono, 2017). A similar study highlights the role of workplace bullying and negative work environment in the Pakistani context, where people tolerate bullying atmosphere due to the status, power of the perpetrator (Ahmad et al., 2020). In conclusion, the present study adds the literature on perceived narcissistic supervision, workplace bullying see the employees' negative emotions as intervention variables and their negative impact on wellbeing behaviors in the organization.

### **5.1. Limitations and Future Research**

Although the present research provides methodological vigor and theoretical insights, it has consisted of some limitations. First, the current research utilizes a cross-sectional research design and has collected data in a very short period. Future studies can use longitudinal research design by collecting data in different time intervals. Second data was collected from the specific organizations and cities. Further research can adopt more populations from different organizations to see the more detail in addition to the present findings. Third, our research measures the well-being behaviors in the presence of adverse working conditions (workplace bullying, perceived narcissistic supervision) and sees this relation by mediating the role of employees' negative emotions. Future studies can investigate the level of well-being environment, emotions with positive work circumstances .i.e. organization citizenship behaviors, positive emotions, supportive leadership style, and green HRM practices (Boswell et al., 2019, Hayat & Afshari, 2020, Shah et al., 2020 & Fatima et al 2010). Finally, the current study was used the research instruments .i.e. Negative act questionnaires, and the emotional exhaustion scale that has been used many times. There is a need to develop self-report measures and new scales to see the relationship between a negative working environment and wellbeing behaviors.

### **5.2 Practical implications**

This study advances the concept of wellbeing, management practices and theoretical implications by examining the negative role of employees' emotions, exposure to workplace bullying and perception of narcissistic supervision style. Measurement and setting of wellbeing environment are important factors for the management that is affected by the negative workplace environment. An effective leader understands and uses motivational strategies for increase of job resources that lead to employees' wellbeing (Pradeep & Prabhu, 2011; Howell et al., 2005). Management should highlight the adverse working conditions and try to overcome them. Secondly, the role of employees' emotions is vital for overall performance which is directly associated with the immediate boss or supervisor. Loss of fruitful job resources happens due to bad interaction with a supervisor that ultimately reduces wellbeing behaviors at the workplace. So it necessitates the need to adopt a supportive supervision style and organizations should develop effective workplace policies and set a collaborative work environment between employees and their respective supervisors for better performance. The supportive role of supervisor and coworkers are subject to the sustenance of job wellbeing atmosphere and alternative mean of negative behaviors ( Park & Ono, 2017). Organizations need to set the factors that are associated with emotional state, intention to work, and performance (Rasool et al., 2021). This research is helpful at individual level understanding of basic issues like daily emotion of individual and interaction with supervisor and working environment.

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