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# Using resilience and passion to overcome bullying and lack of meaning at work: A pathway to change-oriented citizenship

## Abstract

**Purpose**—This study adds to human resource management research by addressing relevant questions about how and when employees' suffering from workplace bullying may direct them away from voluntary efforts to improve the organizational status quo. It postulates a mediating role of beliefs about work meaningfulness deprivation, as well as beneficial, moderating roles of two personal resources (resilience and passion for work) in this link.

**Design/methodology/approach**—The research hypotheses were tested with survey data collected among employees who work in the construction retail sector.

**Findings**—A critical reason that bullying victims refuse to exhibit change-oriented voluntarism is that they develop beliefs that their organization deprives them of meaningful work, which, as we theorize, enables them to protect their self-esteem resources. The extent to which employees can bounce back from challenging situations or feel passionate about work subdues this detrimental effect.

**Originality/value**—This study details the detrimental role of demeaning workplace treatment in relation to employees' change-oriented organizational citizenship, as explained by their convictions that their organization operates in ways that make their work unimportant. It is mitigated by energy-enhancing personal resources.

**Practical implications**—When employees feel upset about being bullied at work, their adverse work conditions may translate into work-related indifference (tarnished change-oriented citizenship), which then compromises employees' and the organization's ability to overcome the difficult situation. Managers should recognize how employees' personal resources can serve as protective shields against this risk.

**Keywords**—workplace bullying; work meaningfulness; change-oriented citizenship behavior; resilience; passion for work; conservation of resources theory

**Paper type**—Research paper

## Introduction

Extant human resource (HR) management scholarship has established that employees can add substantially to the success of their employing organization, as well as to their own well-being, by undertaking voluntary, extra-role work behaviors (Jnaneswar and Ranjit, 2022; Meynhardt *et al.*, 2020). Some of these behaviors are stabilizing or cooperative, such that they reinforce the organization's current status (Podsakoff *et al.*, 2018). But *change-oriented* extra-role activities purposefully seek to disrupt the status quo, in an attempt to alter and enhance existing routines (Bettencourt, 2004; Vigoda-Gadot and Beerli, 2012). Change-oriented citizenship efforts can be useful for the organization in general, as well as for their undertakers, who might leave positive impressions on organizational authorities (Carter *et al.*, 2014; Van Dyne and LePine, 1998) and feel a sense of personal fulfillment because they have made a valuable difference (Bettencourt, 2004; Campbell and Im, 2016).

Yet change-oriented work behaviors that extend beyond formal job descriptions also feature inherent challenges. Taking on roles beyond formal job tasks might usurp so much energy that it undermines employees' ability to perform their regular job duties (Bergeron, 2007; Koopman *et al.*, 2016; Quinn *et al.*, 2012). Unsolicited efforts to alter the status quo also may be met with skepticism and concern by other members, especially if those efforts seem to threaten others' existing power positions and personal turf (Klotz *et al.*, 2018). In light of these hurdles, employees already exposed to resource-draining work conditions may be unwilling to dedicate much energy to disruptive work activities (Hobfoll *et al.*, 2018). For example, employees tend to avoid change-oriented volunteering in the presence of family-to-work conflict (De Clercq, 2020), politically oriented decision making (Vigoda-Gadot and Beerli, 2012), or unsupportive leaders and coworkers (Chiaburu *et al.*, 2013)—all factors with a common denominator, in that they

create frustration for employees and dampen their enthusiasm for helping an employer with potentially risky and not required activities (Choi, 2007).

We focus on another, unexplored source of work hardship that may inhibit change-oriented citizenship behavior: employees' exposure to workplace bullying (Bartlett and Bartlett, 2011). In this resource-depleting work situation (Srivastava and Agawal, 2020), employees are treated in demeaning ways, such as being put down, ridiculed, or ignored by other organization members (Tuckey *et al.*, 2017). Workplace bullying exerts negative effects on discretionary work behaviors such as creativity (Jiang *et al.*, 2019) and organizational citizenship behavior (Naseer *et al.*, 2018), though no studies address how this form of work adversity might translate into tarnished change-oriented voluntarism. This oversight is striking for organizations, which need a detailed, comprehensive understanding of how the challenges that employees experience in the presence of persistent bullying may curtail their voluntary, change-oriented behaviors that otherwise could resolve the negative situation (Bettencourt, 2004; Carter *et al.*, 2014).

As our central research objectives, we examine key factors that may *explain or influence* the escalation of workplace bullying into diminished change-oriented citizenship behavior. First, we propose that a critical channel through which this escalation occurs is that employees develop beliefs that their organization is depriving them of meaningful work experiences (Spreitzer, 1995). As conservation of resources (COR) theory (Hobfoll, 1988, 1989) suggests, suffering from demeaning workplace treatment could make employees reluctant to dedicate personal energy to change-oriented voluntarism, because they consider their organization responsible for their sense of the futility of their work, in their effort to safeguard self-esteem resources that are threatened by others' bullying (Bernstein and Trimm, 2016; Corney, 2008).<sup>1</sup> Second, and also in

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<sup>1</sup> As we explicate in the "Theoretical background and hypotheses" section, our focus is not on the *direct* link between workplace bullying and change-oriented citizenship behavior, or the many factors that may explain this

line with COR theory, we postulate beneficial buffering roles of two personal resources held by the bullying victims in this process: resilience and passion for work. In psychology research, resilience refers to people's ability to cope with and adapt to adverse situations (Masten, 2001; Masten and Reed, 2002). In work settings, resilience similarly implies "the positive psychological capacity to rebound, to 'bounce back' from adversity, uncertainty, conflict, failure, or even positive change, progress and increased responsibility" (Luthans, 2002, p. 702; see also Luthans *et al.*, 2007) or "an employee's capability to continuously adapt positively to adverse conditions" (Caniëls and Baaten, 2019, p. 563). Employees' passion for work instead conveys their "desire to work hard and the associated satisfaction they derive from expending significant energy in work-related activities" (Haq *et al.*, 2020a, p. 470). We argue that employees' resilience and passion for work both might diminish the threats to their self-esteem resources that they experience due to workplace bullying and thereby enable them to maintain a certain level of work meaningfulness and motivation to improve the organizational status quo.

These theoretical reflections inform several contributions to HR management scholarship. First, we predict and empirically demonstrate how workplace bullying curtails employees' propensities to undertake change-oriented work efforts on a voluntary basis, *because* of their convictions that their employer does not allow them to engage in meaningful work (Loi *et al.*, 2018). Our focus on the mediating role of work meaningfulness deprivation is consistent with the argument that bullies undermine their victims' self-image (Corney, 2008; Gupta *et al.*, 2020), which likely prompt negative thoughts among the victims about the difficulty of making a positive difference at work (Loi *et al.*, 2018; Peng *et al.*, 2020). This mediating role is interesting from a theoretical perspective, in that it provides unique insights into a channel that represents a

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link, but rather on a specific conduit (beliefs about work meaningfulness deprivation) through which the translation operates.

critical but *covert* source of work-related unhappiness—employees feel as if their employer makes their work seem unimportant (Hirschi, 2012)—through which demeaning workplace treatments translate into complacent responses. Thus we can reveal how bullying victims, perhaps inadvertently, might inflict counterproductive *spirals* on themselves and worsen an already bad situation, by reacting in self-protective ways that prevent them from coming up with change-invoking solutions to deal with their work-related suffering (Carter *et al.*, 2014; Vigoda-Gadot and Beerli, 2012).

Second, we address calls for contingency views on the harmful outcomes of workplace bullying (De Clercq *et al.*, 2021a; Srivastava and Agarwal, 2020). The diminished probability of change-oriented citizenship behavior, in response to denigrating treatments and associated beliefs about work meaningfulness deprivation, may be subdued if employees possess personal resources that help them deal with the hardships (Hobfoll *et al.*, 2018). As prior research shows, the detrimental consequences of bullying do not arise automatically but rather depend on boundary factors that determine how victims deal with their frustrations, such as workplace friendship (Rai and Agarwal, 2018) or psychological safety (Kwan *et al.*, 2016), as well as their own core self-evaluations (Peng *et al.*, 2016), external locus of control (Gao *et al.*, 2021), creativity levels (De Clercq *et al.*, 2021a), or emotional stability (Jahanzeb *et al.*, 2021). We add to this research stream by investigating how the personal characteristics of resilience (Al-Hawari *et al.*, 2020) and passion for work (Houliort *et al.*, 2015) may serve as protective shields too, mitigating the mediating role of beliefs about work meaningfulness deprivation in the connection between workplace bullying and tarnished change-oriented citizenship behavior and thus *containing* the counterproductive dynamic.

## **Theoretical background and hypotheses**

### *Workplace bullying and conservation of resources theory*

As prior HR management research indicates, workplace bullying “is a pattern of interpersonal mistreatment involving negative acts directed at target workers over a prolonged timeframe” (Tuckey *et al.*, 2017, p. 201). With this highly unprofessional yet ubiquitous type of behavior, bullies seek to pester or insult others in the organization (Jahanzeb *et al.*, 2021). It can manifest in various ways. For example, bullies might make fun of their coworkers in the presence of others, intentionally withhold pertinent information that colleagues need to perform their work tasks, or repeatedly disregard their viewpoints and contributions (Einarsen *et al.*, 2009; Gupta *et al.*, 2020). Prior research on bullying behavior has drawn from COR theory (Hobfoll, 1988; Hobfoll *et al.*, 2000), to underscore the resource-draining effects of such behavior for victims. For example, exposure to bullying may lead to enhanced emotional exhaustion (Srivastava and Agarwal, 2020) and silence (Khan *et al.*, 2021) or diminished well-being (Ahmad *et al.*, 2020) and organizational citizenship behavior (Naseer *et al.*, 2018)

Accordingly, we draw from COR theory to examine an unexplored outcome of workplace bullying, diminished change-oriented citizenship behavior (Kao, 2017). Our particular focus is on the mediating role of beliefs about work meaningful deprivation and the moderating roles of resilience and passion for work. In his pioneering work, Hobfoll (1988, 1989) introduced COR theory as an important framework to explain how people deal with stressful situations by leveraging resources. That is, “when confronted with stress, individuals are predicted ... to strive to minimize net loss of resources” (Hobfoll, 1989, p. 517). In subsequent work, Hobfoll (2001) extended these reflections by delineating two principles that underpin COR theory: (1) the desire to avoid resource loss is disproportionately more important than the desire to obtain resource gains, and (2) people must invest resources to shield themselves against resource losses, recover

from such losses, and gain additional resources. These two principles set the stage for four corollaries: (1) People who possess more resources are less vulnerable to resource loss and better able to orchestrate resource gains, (2) initial resource losses beget future losses (generate resource loss spirals), (3) initial gains beget future gains (generate resource gain spirals), but loss spirals are more potent than gain spirals, and (4) people who suffer depleted resources are eager to adopt self-defensive tactics to conserve their remaining resources (Hobfoll, 2001).

For the purposes of this study, we apply two premises that are informed by these corollaries and that have been used in recent applications of the theory. The first premise, consistent with the fourth corollary, is that employees' work-related beliefs and behaviors are largely guided by their motivation to shield their existing resource bases and diminish the probability of additional resource losses in the presence of resource-depleting work conditions (Hobfoll, 2001). That is, resource depletion due to threatening work situations steers employees toward convictions and actions that might help them *cope* with the depletion (Hobfoll *et al.*, 2000). Prior applications of COR theory show, for example, how employees' experience of destructive leadership (Pandey *et al.*, 2021) or value incongruence (Doblhofer *et al.*, 2019) prompt them to formulate self-protective responses, as means to deal with the hardships that they experience. The second premise, in line with the first corollary, suggests that employees' access to valuable resources (including personally held ones) mitigates or *buffers* self-defensive responses to resource-draining work conditions, by making it less likely that the experienced difficulties drain their resource reservoirs (Hobfoll, 2001). Previous studies that rely on COR theory reveal, for example, that employees' adverse responses to resource-depleting emotional labor are buffered by their workplace spirituality (Zou and Dahling, 2017) and that they react in



less negative ways to abusive supervision when they can draw from their core self-evaluations (Usman *et al.*, 2022).

In COR theory, the term “resources” is conceptually broad. Hobfoll (2001, p. 339) defines resources as “those objects, personal characteristics, conditions, or energies that are valued in their own right, or that are valued because they act as conduits to the achievement or protection of valued resources.” An especially critical resource that people adamantly seek to protect, according to Hobfoll (1989, 2001), is their self-esteem or the positive image they have of themselves. Various applications of COR theory reveal how employees’ reactions to adverse conditions, such as workplace ostracism (Bedi, 2021) or despotic leadership (Haq *et al.*, 2021), are driven by the threats to their self-esteem resources that these conditions create. Parallel research on workplace bullying also indicates that it threatens employees’ sense of self-worth, by raising critical questions about whether their employer truly appreciates their dedicated work efforts (Bernstein and Trimm, 2016; Sanner-Stiehr and Ward-Smith, 2014).

Consistent with the aforementioned first premise of COR theory, we propose that bullying victims may seek to cope with the threat to their sense of self-worth by forming beliefs that their organization does not provide them with meaningful work (Peng *et al.*, 2020) and then by reducing their discretionary work efforts to change and improve the organizational status quo (Bettencourt, 2004). That is, convictions that their organization fails to establish work conditions that allow them to make a positive difference, and their resultant unwillingness to display change-oriented voluntarism, represent pertinent responses that enable them to prevent a further depletion of their self-esteem resources with respect to their work functioning (Bowling *et al.*, 2010). In essence, such responses serve as coping tactics through which bullied employees

protect their positive self-image and express disappointment about the lack of recognition they receive (Gupta *et al.*, 2020).

The second premise predicts in turn that these self-protective responses are less likely when employees possess personal resources that help mitigate the perceived *need* to adopt the responses (Hobfoll *et al.*, 2000; Zhou and Dahling, 2017). For our study context, we propose that the probability that bullying victims associate their sense of not being recognized for their work with beliefs about being deprived of meaningful work may decrease if they can draw on their resilience or passion for work. The proposed buffering roles complement studies that identify similar, though not identical, roles of these two personal resources in protecting employees against the hardships that come with other adverse work conditions, such as abusive supervision (Al-Hawari *et al.*, 2020) or leader arrogance (De Clercq *et al.*, 2021b) in the case of resilience, and dysfunctional organizational politics (De Clercq *et al.*, 2022) or excessive workloads (De Clercq and Belausteguigoitia, 2019) in the case of passion for work. We theorize that these two personal resources may shield bullying victims from self-denigrating ruminations about the limited acknowledgment they receive for their work (Chadwick and Travaglia, 2017; Trépanier *et al.*, 2016), which otherwise would lead to negative views about the meaningfulness of their work and a diminished propensity to undertake change-oriented citizenship behaviors.

The focus on these specific personal resources is not random. Both resources play similar roles, in that they grant employees enhanced energy to find meaning in their work, even if they suffer derogatory treatment from their colleagues (Quinn *et al.*, 2012). Yet these roles also are complementary, in two ways. Resilience is mostly cognitive in nature, capturing an employee's capability to bounce back from adverse situations (Bardoel *et al.*, 2014; Conley *et al.*, 2016). Passion for work instead evokes positive emotions that employees can draw from when they face

work challenges (De Clercq and Belausteguigoitia, 2019; Gulyani and Bhatnagar, 2017). Furthermore, whereas resilience is a state-like concept that is “relatively malleable and open to development” (Luthans *et al.*, 2007, p. 544), passion for work is a positive trait that is relatively stable and difficult to change (Baum and Locke, 2004). By carefully selecting and studying these two specific resources, we offer a coherent, encompassing perspective of why some bullying victims may be better positioned than others to protect themselves against self-damaging ruminations about how little they are recognized for their work.

The resulting conceptual framework is summarized in Figure 1, which depicts both the proposed mediating effect of work meaningfulness deprivation and the moderating effects of resilience and passion for work on the first path. Notably, our theorizing revolves around how employees’ beliefs that their organization fails to offer them meaningful work serve as *focal* explanatory mechanisms of the connection between workplace bullying and change-oriented citizenship behavior; we accordingly do not hypothesize a direct relationship between workplace bullying and change-oriented citizenship behavior.<sup>2</sup> The hypotheses that constitute the proposed framework are specified next.

[Insert Figure 1 about here]

#### *Mediating effect of beliefs about work meaningfulness deprivation*

We predict a positive link between employees’ exposure to workplace bullying and their beliefs that their organization deprives them of meaningful work. In line with COR theory (Hobfoll *et al.*, 2018), the frustrations that employees experience when they are bullied at work may threaten their self-esteem resources to such a degree that they seek to hold the organization responsible for failing to provide them with interesting work (Bernstein and Trim, 2016; Peng *et*

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<sup>2</sup> A direct effect hypothesis would require an elaboration of various reasons, other than work meaningfulness deprivation, for why workplace bullying might translate into diminished voluntary change efforts, which is beyond the scope of this study.

*al.*, 2020). That is, due to the diminished quality of their work functioning, bullied employees may develop self-depreciating thoughts about why their employer does not consider them valuable as organizational members (Sheehan *et al.*, 2020; Srivastava and Agawal, 2020). In turn, they may criticize the way the organization operates, in their effort to find channels to vent their irritations and protect their remaining sense of self-worth (Ahmad *et al.*, 2017; Corney, 2008). Conversely, if employees feel respected and well-treated, they likely have more optimistic views of their organization and its acknowledgment of their hard work (Kleine *et al.*, 2019). They are less likely to ruminate on their lack of recognition (Bowling *et al.*, 2010; Trépanier *et al.*, 2016) and then complain that their employer takes the meaning out of their work, because they have less need to cope with a difficult situation (Tummers and Knies, 2013; Wang and Xu, 2019). The probability that they develop beliefs about doing unimportant work accordingly decreases. We postulate:

**Hypothesis 1:** There is a positive relationship between employees' exposure to workplace bullying and their beliefs about work meaningfulness deprivation.

In turn, employees who are disappointed about the limited work-related meaning that their employer provides may hesitate to devote personal energy to change-oriented voluntarism (Choi, 2007). In line with COR theory, by limiting their discretionary efforts to alter and improve the organizational status quo, employees can protect their self-esteem resources and feel better about themselves, even if they have to deal with an employer that deprives them of feeling useful (De Clercq, 2020; Hobfoll *et al.*, 2018). The offense that they take upon realizing that their work has little importance, and the associated threats to the positive image that they have about their work functioning (Bowling *et al.*, 2010), diminishes their propensity to help the offending organization with extra-role, change-oriented work activities, as a means to express their irritations in ways that seem justified and can safeguard their remaining sense of self-worth

(Ganjali and Rezaee, 2016; Glavas and Kelley, 2014). Employees who fail to find meaning at work also might just feel indifferent toward their employer, giving them little reason to help it with dedicated, performance-enhancing work activities (Rodrigo *et al.*, 2019), including change-oriented citizenship behaviors (Chiaburu *et al.*, 2013). Consistent with COR theory, they prefer to *conserve* personal energy resources instead of “wasting” them on an organization that does not care about making their work interesting (Hobfoll *et al.*, 2000). We accordingly propose:

**Hypothesis 2:** There is a negative relationship between employees’ beliefs about work meaningfulness deprivation and their engagement in change-oriented citizenship behavior.

The combination of these arguments implies a critical mediating role of work meaningfulness deprivation. Employees’ exposure to demeaning workplace treatment increases the probability that they stay away from change-oriented citizenship behavior, because they condemn their employer for functioning in ways that make their work appear unimportant (Peng *et al.*, 2020). If they feel upset by persistent bullying behaviors, they are less willing to invest significant time in performing discretionary work behaviors that otherwise would improve the organizational situation (Carter *et al.*, 2014), an option that enables them to convey criticisms of an employer that denies them meaningful work and thus to avoid a further depletion of their self-esteem resources (Bowling *et al.*, 2010). Prior studies indicate a mediating role of employees’ sense of work meaningfulness in the connection between the presence of *supportive* organizational features—such as job crafting (Haffer *et al.*, 2021), leader–member exchange (Tummers and Knies, 2013), or perceptions of corporate social responsibility (Glavas and Kelley, 2014)—and positive work outcomes. We complement this research stream by hypothesizing a similar role of work meaningfulness deprivation, in response to suffering from workplace bullying.

**Hypothesis 3:** Employees' beliefs about work meaningfulness deprivation mediate the relationship between their exposure to workplace bullying and their engagement in change-oriented citizenship behavior.

*Buffering effect of resilience*

We propose a mitigating role of employees' resilience in the positive link between their suffering from workplace bullying and their beliefs about work meaningfulness deprivation. This personal resource reflects the extent to which employees bounce back from and adapt to challenging work situations (Bardoel *et al.*, 2014; Masten, 2001). According to COR theory, adverse, resource-depleting workplace situations seem less upsetting to the extent that employees can counter the resource depletion with access to relevant resources (Hobfoll *et al.*, 2018). The ability to recover and bounce back from difficult circumstances similarly should mitigate the extent to which bullying victims sense a threat to their sense of self-worth, due to demeaning workplace treatments (Sarwar *et al.*, 2020), which lowers their need to complain about the limited meaningfulness of their work as a coping tactic. Moreover, and as explicated by Youssef and Luthans (2007, p. 778), "resilience allows for not only reactive recovery but also proactive learning and growth through conquering challenges." De Clercq (2019, p. 374), in an investigation of role ambiguity, similarly asserts that "employees equipped with high levels of resilience ... might consider information shortages about their job responsibilities as learning opportunities, in terms of how they can pursue disruptive creative behaviors, even in the presence of such workplace adversity." For our research context, we similarly predict that an enhanced motive to learn from difficult situations, associated with higher resilience levels, may stimulate employees to apply some of their personal energy to discover ways to engage in interesting work, despite the bullying they suffer (Quinn *et al.*, 2012). The need to protect their

self-worth by criticizing the organization for depriving them of meaningful work then should be mitigated.

**Hypothesis 4a:** The positive relationship between employees' exposure to workplace bullying and beliefs about work meaningfulness deprivation is moderated by their resilience, such that this relationship is weaker at higher levels of resilience.

These arguments, in tandem with the proposed mediating role of beliefs about work meaningfulness deprivation, imply a moderated mediation dynamic (Hayes *et al.*, 2017). As a personal resource, resilience imposes an important boundary on the negative indirect connection between workplace bullying and change-oriented citizenship behavior, through employees' convictions that their employer does not grant them meaningful work experiences (Al-Hawari *et al.*, 2020). Employees who are better positioned to cope with difficult situations have less need to criticize their organization for limiting the meaningfulness of their daily work, as a means to protect their positive self-image, so this mechanism that underpins the escalation of workplace bullying into tarnished change-oriented citizenship behavior is weaker (Luthans, 2002; Parker *et al.*, 2015). Their ability to bounce back counters the threats to their self-esteem resources that they experience in the presence of demeaning workplace treatments (Bernstein and Trimm, 2016), which reduces the probability that employees halt discretionary work activities to enhance the organizational status quo, as informed by their more positive opinions about the meaningful work their organization enables them to perform (Ganjali and Rezaee, 2016; Hirschi, 2012).

**Hypothesis 4b:** The indirect negative relationship between employees' exposure to workplace bullying and engagement in change-oriented citizenship behavior, through their beliefs about work meaningfulness deprivation, is moderated by their resilience, such that the indirect relationship is weaker at higher levels of resilience.

#### *Buffering effect of passion for work*

We similarly propose that the likelihood that workplace bullying translates into beliefs that their organization fails to offer meaningful work is subdued if employees feel passionate

about their work (De Clercq and Pereira, 2022a). Passionate employees are filled with positive work energy (Gulyani and Bhatnagar, 2017), which they can leverage to mitigate any threats to their sense of self-worth in the presence of workplace bullying (Trépanier et al., 2016). Passion for work also should stimulate them to find relevant *solutions* to resource-draining organizational situations, such as being bullied, which further decreases the motivation to identify their employer as a culprit (Klaukien *et al.*, 2013). Consistent with COR theory, employees are less likely to suffer from depleted self-esteem resources in the presence of workplace bullying, if they can draw from their own passion for work, so they experience a lower need to form beliefs about work meaningfulness deprivation as a means to cope with the difficult situation (De Clercq *et al.*, 2022; Hobfoll *et al.*, 2018). Finally, passionate employees may experience work-related difficulties as appealing to a certain extent, because being able to thrive even in the presence of difficulties generates personal fulfillment that aligns with their work-related passion (Haq *et al.*, 2020a; Vallerand *et al.*, 2003). Their work-related passion may produce resource *gains*, in the form of a sense of personal accomplishment, if they can find ways to identify their work as meaningful even in the presence of workplace bullying (Hobfoll *et al.*, 2000; Peng *et al.*, 2020).

**Hypothesis 5a:** The positive relationship between employees' exposure to workplace bullying and beliefs about work meaningfulness deprivation is moderated by their passion for work, such that this relationship is weaker at higher levels of passion for work.

Similar to the case for resilience, this logic points to the presence of a moderated mediation effect (Hayes *et al.*, 2017). Passion for work is a pertinent personal contingency of the mediated workplace bullying–change-oriented citizenship behavior link. For employees who can draw from work-related passion (Houliort *et al.*, 2015), beliefs about the absence of meaningful work represent less salient links between their suffering from workplace bullying and their reluctance to allocate energy to change-oriented voluntarism. This energy-boosting resource



diminishes self-esteem threats that arise with the experience of being ridiculed (Sanner-Stiehr and Ward-Smith, 2014) and thus the chances that employees refuse to stretch themselves to undertake change-related efforts, as a means to protect their sense of self-worth (Seppälä *et al.*, 2012). Conversely, when employees cannot rely on their passion for work, their convictions that their organization operates in ways that make their work less meaningful become more prominent routes by which their exposure to workplace bullying translates into diminished change-oriented citizenship behavior.

**Hypothesis 5b:** The indirect negative relationship between employees' exposure to workplace bullying and engagement in change-oriented citizenship behavior, through their beliefs about work meaningfulness deprivation, is moderated by their passion for work, such that this indirect relationship is weaker at higher levels of passion for work.

## **Research method**

### *Data collection and sample*

The research hypotheses were tested with survey data collected among employees who work in a large retail organization in Portugal. The organization has about 450 employees and sells a wide range of construction-related products, such as tools, gearing, medium and large appliances, electrical components, and maintenance parts. With our investigation of one particular organization, we avoid the difficulties associated with the presence of unobserved organization- or industry-related factors that may affect the extent to which employees perceive their work as meaningful or engage in change-oriented work activities (Chiaburu *et al.*, 2013; Gasparry *et al.*, 2020). Moreover, the retail sector in Portugal is marked by substantial rivalry among multiple domestic and international players that compete for limited market share (Reigadinha *et al.*, 2017; Xavier *et al.*, 2015). The empirical setting thus is highly relevant for examining whether and why employees direct individual energy to voluntary activities that may

enhance their organization's competitive position, according to the roles that pertinent workplace and personal factors play in this process.

With a well-established approach, we relied on translation and back-translation methods to develop the survey instrument (van Dick *et al.*, 2018). The first version of the survey, in English, was translated into Portuguese by a bilingual translator, and then back-translated into English by another bilingual colleague. After addressing some minor differences, the final version was distributed in Portuguese. The survey was administered electronically, based on an institutional license of Microsoft Forms software owned by the university of one of the authors. The employees of the participating company were knowledgeable about this survey tool and judged it as easy to use. The survey tool complies with ethical standards with respect to data confidentiality and storage. In addition, we adopted various measures to protect the participants' rights. As we explained to prospective respondents, their answers would be kept completely confidential, and their individual responses would not be made public in any research report. We also explained that the primary research objective was to discern general trends across aggregated data. Finally, we clarified that their employer would have no knowledge about who participated or not and that they could withdraw from the research at any time. This well-established set of specifications decreases the probability of social desirability and acquiescence biases, even if these biases cannot be completely eradicated (Jordan and Troth, 2020).

The sample frame for the study represented the complete list of employees, as provided by the organization's HR department. We made a random selection of 300 employees from this list, as potential candidates for participation. From these 300 employees, we received 198 responses, a response rate of 66%. In this final sample, 85.9% were men and 14.1% women, reflecting the male-dominated nature of the construction retail sector in Portugal. In terms of age,

4.0% were between 20 and 29 years, 32.3% between 30 and 39 years, 52.5% between 40 and 49 years, and 11.2% were 50 years or older. With respect to education level, 62.6% had a secondary degree; 22.7% a post-secondary, non-university degree; and 14.7% a university degree. Finally, 44.9% had worked in their current job for 5 years or less, 17.7% between 6 and 10 years, 23.2% between 11 and 15 years, 12.1% between 16 and 20 years, and 2.1% for more than 20 years.<sup>3</sup>

### *Measures*

The five central constructs were assessed with measurement scales derived from prior research; they used seven-point Likert categories that ranged between 1 (“strongly disagree”) and 7 (“strongly agree”).

*Workplace bullying.* To evaluate the extent to which employees suffer from demeaning treatment at work, we applied an eight-item scale of workplace bullying (Einarsen et al., 2009). Two example items were “I am ridiculed in relation to my work” and “My opinions and views are ignored” (Cronbach’s alpha = .93).

*Work meaningfulness deprivation.* We assessed the degree to which employees believe that their organization deprives them of meaningful work experiences with a reverse-coded, four-item scale of work meaningfulness (De Clercq *et al.*, 2019b). In light of our conceptual focus on employees’ convictions that their organization is a culprit, responsible for the negative situation, the items were adapted slightly. For example, the respondents assessed whether “The ways that my organization operates make my work activities personally meaningful to me” and “The ways that my organization operates ensure the work that I do makes a difference in people’s lives” (Cronbach’s alpha = .93).

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<sup>3</sup> As mentioned in the “Measurement” section, we control for employees’ gender and job tenure in the statistical analyses, informed by prior research that predicts their effects on employees’ discretionary work efforts. As a robustness check, we included age and education level as additional controls in a post hoc analysis; the results were completely consistent with those we obtained in the focal analysis.

*Change-oriented citizenship behavior.* We evaluated the extent to which employees undertake discretionary work activities to alter and improve the organizational status quo with a nine-item scale of change-oriented citizenship behavior (Bettencourt, 2004). As Morrison and Phelps (1999) recommend, the statements were preceded by a phrase that invited respondents to assess efforts they have undertaken in activities that extend beyond their explicit job duties. They thus rated their agreement with statements such as “I try to institute new work methods that are more effective for the organization” and “I try to introduce new work approaches to improve efficiency” (Cronbach’s alpha = .90). Our reliance on self-ratings is in line with well-established practice in previous studies that assess change-oriented voluntarism (e.g., Haq *et al.*, 2020b; Kao, 2017) and with the argument that employees are better placed to provide encompassing, valid assessments of their own change-oriented work efforts, relative to other assessors, like colleagues or superiors. Employees are cautious about whom they make aware of their disruptive work activities, so others’ assessments may provide only partial views of how much energy employees really devote to these activities (Elsbach and Kramer, 2003; Zhou *et al.*, 2008).

*Resilience.* The degree to which employees bounce back from difficult work situations was assessed with a six-item scale of resilience (Luthans *et al.*, 2007). Two sample items were “When I have a setback at work, I have little trouble recovering from it” and “I usually manage difficulties one way or another at work” (Cronbach’s alpha = .76).

*Passion for work.* To rate the extent to which employees feel excited about work, we relied on a five-item scale of passion for work (Baum and Locke, 2004). The respondents assessed, for instance, whether “I love to work” and “I derive most of my life satisfaction from my work” (Cronbach’s alpha = .88).

*Control variables.* We accounted for the effects of two demographic features: gender (0 = male, 1 = female) and job tenure (1 = less than 6 years, 2 = 6 to 10 years, 3 = 11 to 15 years, 4 = 16 to 20 years, 5 = more than 20 years). Male employees might be more willing to suggest disruptive ideas at work (Huang *et al.*, 2020b), whereas female employees might be more willing to help their organization with voluntary work activities (Belansky and Boggiano, 1994). Employees who have gained more job-related experience also should have greater confidence in their capabilities to be effective in their discretionary work efforts (Ng and Feldman, 2010).

#### *Construct validity assessment*

We checked for the presence of construct validity by performing a confirmatory factor analysis on a five-factor measurement model. This model generated an acceptable fit:  $\chi^2(454) = 950.02$ , comparative fit index = .89, incremental fit index = .89, and root mean squared error of approximation = .07. The convergent validity of the five focal constructs was confirmed by the strongly significant factor loadings ( $p < .001$ ) of each item on its associated construct (Hair *et al.*, 2019). In addition, the values of the average variance extracted (AVE) exceeded the benchmark value of .50 for each construct, except resilience, for which it equaled .45. We also found evidence for the presence of discriminant validity, because (1) the AVE values were greater than the squared correlations of corresponding construct pairs, and (2) the fit of the ten models that included unconstrained construct pairs, in which the correlation coefficient between constructs was free to vary, was significantly better than that of the constrained equivalents, in which the correlations between constructs were forced to equal 1 (Hair *et al.*, 2019).

#### *Common method bias*

The study adopted a cross-sectional design. According to Spector (2019, p. 126), “comparisons of corresponding cross-sectional versus longitudinal correlations [due to common

method variance] in meta-analyses do not uniformly find larger correlations from cross-sectional designs (e.g., Nixon *et al.*, 2011; Pindek and Spector, 2016), and even when cross-sectional correlations are larger, it is not necessarily due to common method variance.” Moreover, cross-sectional designs are preferred over their longitudinal counterparts when it is difficult to establish a priori how long it may take before a certain cause leads to particular outcome (Spector, 2019), as might be the case when predicting work-related beliefs and behaviors in response to workplace bullying (Gupta *et al.*, 2020). Nonetheless, we performed two statistical tests to assess whether common method bias might be a concern in our study. First, we undertook an exploratory factor analysis to check whether one factor—on which the items of all five central constructs loaded—accounts for the majority of the total variance in the data. The first factor extracted from this analysis explained only 29% of the total variance in the data, which indicates little risk of common method bias (Huang *et al.*, 2020a; Oh *et al.*, 2018). Second, we performed a confirmatory factor analysis that compared the fit of a five-factor model with that of a one-factor model. The fit of the latter model was significantly worse than that of the former ( $\chi^2(10) = 2,075.84, p < .001$ ), which represents additional evidence that common method bias is not a concern (Hair *et al.*, 2019). Finally, from a conceptual perspective, the probability that this bias is a problem is significantly subdued for conceptual frameworks that entail one or more moderating effects, because respondents cannot easily anticipate the predicted effects or adjust their answers accordingly (De Clercq *et al.*, 2019a; Simons and Peterson, 2000).

### *Statistical method*

We relied on the Process macro to test the hypotheses empirically. The benefit of this approach, in comparison with step-by-step regression procedures, is that it provides a simultaneous estimation of individual effects (to assess Hypotheses 1, 2, 4a, and 5a) and

mediation and moderated mediation effects (to assess Hypotheses 3, 4b, and 5b). The Process approach is based on bootstrapping, so it avoids the problems that arise when (conditional) indirect effects do not follow a normal distribution (MacKinnon *et al.*, 2004). To evaluate the presence of mediation, we calculated the indirect relationship between workplace bullying and change-oriented citizenship behavior through work meaningfulness deprivation, together with the associated confidence interval (CI), generated from Model 4 in the Process macro (Hayes, 2018). In this first step, we also evaluated the sign and significance levels of the direct paths between workplace bullying and work meaningfulness deprivation and between work meaningfulness deprivation and change-oriented citizenship behavior. To assess the moderated and moderated mediation roles, we determined the conditional effects of workplace bullying and the associated CIs at two distinct values—one standard deviation (SD) below and above its mean—of the two focal personal resources, resilience and passion for work. Reflecting the nature of the proposed conceptual framework, we ran Model 7 in the Process macro (Hayes, 2018) to calculate, in separate estimations, the moderating effects of these two personal resources on the relationship between workplace bullying and work meaningfulness deprivation, but not between work meaningfulness deprivation and change-oriented citizenship behavior.<sup>4</sup>

## **Results**

### *Main analysis*

Table 1 lists the zero-order correlations and descriptive statistics, and Table 2 reports the mediating effect results, obtained from the Process macro. The results with regard to the control variables indicated that female employees were more likely than their male counterparts to

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<sup>4</sup> Consistent with established practice (Hair *et al.*, 2019), we mean-centered the constructs that constituted the interaction terms, to avoid multicollinearity. A robustness check confirmed that the relationship between work meaningfulness deprivation and change-oriented citizenship behavior was not significantly moderated by the two personal resources. We explain why we estimated the moderating effects of resilience and passion for work in separate models in a subsequent “Post hoc analyses” section.

contribute to the success of their company with change-oriented voluntarism ( $b = .662, p < .001$ ).<sup>5</sup> Workplace bullying related positively to work meaningfulness deprivation ( $b = .231, p < .001$ , consistent with Hypothesis 1), which then related negatively to change-oriented citizenship behavior ( $b = -.334, p < .001$ , in support of Hypothesis 2). The evaluation of mediation indicated an effect size of  $-.077$  for the indirect relationship between workplace bullying and change-oriented citizenship behavior through work meaningfulness deprivation; the CI did not entail 0  $[-.145, -.028]$ , which provided support for the mediation effect advanced in Hypothesis 3. The results also indicated that the CI for the *direct* relationship between workplace bullying and change-oriented citizenship behavior included 0  $[-.032; .187]$ , which aligns with the non-significance of the corresponding direct path between the two constructs ( $b = .077, ns$ , Table 2). Therefore, the translation of demeaning workplace treatments into a reluctance to improve the organizational status quo on a voluntary basis operates prominently *through* employees' beliefs that their employer does not provide them with meaningful work.

[Insert Tables 1 and 2 about here]

The Process macro results with respect to the moderating role of resilience (Table 3, Panel A) revealed a negative and significant effect of the workplace bullying  $\times$  resilience interaction term ( $b = -.144, p < .01$ ) for predicting work meaningfulness deprivation. In particular, the positive relationship between workplace bullying and work meaningfulness deprivation was mitigated at higher levels of resilience ( $.416$  at one SD below the mean,  $.129$  at one SD above the mean), in support of Hypothesis 4a. Figure 2, Panel A, depicts this buffering effect of resilience. To evaluate the predicted moderated mediation, we compared the strength of the conditional indirect relationship between workplace bullying and change-oriented citizenship

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<sup>5</sup> Consistent with recommendations by Becker (2005), we checked if the results for the hypothesized relationships were robust to the exclusion of control variables that were not significant in the estimated equations; it was the case.



behavior through work meaningfulness deprivation at different levels of resilience. According to Table 3, Panel A, weaker effects arose at high versus low levels of this personal resource:  $-.139$  at one SD below the mean and  $-.043$  at one SD above it. The index of moderated mediation equaled  $.048$ , and its CI did *not* span 0  $[.005, .099]$ , in line with Hypothesis 4b (Hayes, 2015).

[Insert Table 3 and Figure 2 about here]

The results in Table 3, Panel B, similarly affirm the presence of a mitigating role of passion for work, as manifest in the negative significant effect of the workplace bullying  $\times$  passion for work interaction term ( $b = -.128, p < .01$ ), for predicting work meaningfulness deprivation. The positive relationship between workplace bullying and work meaningfulness deprivation was subdued at higher levels of passion for work ( $.391$  at one SD below the mean,  $.110$  at one SD above the mean), consistent with Hypothesis 5a. Figure 2, Panel B, depicts the mitigating role of passion for work. The test for the presence of moderated mediation indicated weaker indirect effects of workplace bullying when passion for work was higher:  $-.131$  at one SD below the mean, and  $-.037$  at one SD above the mean. The index of moderated mediation was  $.043$ , and its corresponding CI did not include 0  $[.003, .095]$ , consistent with Hypothesis 5b.

#### *Post hoc analyses*

The procedure we used to estimate moderating and moderated mediating effects for each moderator in *separate* equations is consistent with a recommended “piecemeal approach..., breaking the different parts of the integrative conditional model into their components for more fine-grained analyses” (Mach *et al.*, 2022, p. 674; see also Hayes, 2018). Even if the estimation of multiple moderating effects in a single model risks disguising true interaction effects, an integrative model can corroborate the main findings, to the extent that the signs of the product terms match with those obtained from models that estimate one product term at a time (Arnold,

1982; Covin *et al.*, 2006). We therefore estimated Process macro Model 9, such that we included the workplace bullying  $\times$  resilience and workplace bullying  $\times$  passion for work product terms simultaneously. Only the first product term was significant, and weakly so ( $p < .10$ ); more important, the signs of both product terms were negative ( $b = -.109$  and  $b = -.057$ , respectively), consistent with the results generated by Process macro Model 7 and our conceptual framework.<sup>6</sup> The significance of the interaction terms in Process macro Model 7, but not Process macro Model 9, indicates that each (mean-centered) product term takes a different meaning when the effect of the other product term is included (Covin *et al.*, 2006; De Clercq and Pereira, 2022c).

To be precise, the results generated from Process macro Model 7 (Table 3, Panels A and B) provide estimates of the link between workplace bullying and work meaningfulness deprivation at non-mean values of a focal moderator, whereas Process macro Model 9 assesses the impact of each moderator in a multidimensional space that is restricted to the mean values of the other moderator. For example, the moderating effect of resilience when running Process macro Model 9 conveys a scenario in which passion for work (mean-centered in its interaction term) operates at its mean value. The moderating effect of resilience in Process macro Model 7 (Table 3, Panel A) instead includes the entire range of values for passion for work. The weak or lack of significance of the product terms in Process macro Model 9 essentially indicates that each moderating effect is contingent on the influence of the other moderator (Hair *et al.*, 2019). Finally, the statistical approach we use, which features *separate* estimations of Process macro Model 7, is consistent with the methods adopted in prior studies that theorize and empirically test moderated mediation frameworks with two moderators (De Clercq and Pereira, 2022b; Ng and De Clercq, 2021).

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<sup>6</sup> The details of this analysis are not reported out of space considerations but are available on request.

## Discussion

### *Theoretical implications*

A first key theoretical insight that arises from this investigation is that exposure to derogatory behaviors may stimulate employees to become complacent and limit their own discretionary change-related efforts, because they condemn their employer for not offering them meaningful work (Glavas and Kelley, 2014). Consistent with COR theory, employees respond to this resource-depleting situation with negative beliefs and actions, in pursuit of their goal to protect their sense of self-worth, which is threatened by their exposure to workplace bullying (Sanner-Stiehr and Ward-Smith, 2014) and associated sense of diminished work meaningfulness (Peng *et al.* 2020). This finding is compelling from a conceptual perspective, considering prior research that indicates that meaningful work can help employees handle the hardships that workplace bullying imposes (De Clercq, 2022). But as this study showcases, the development of a sense that their organization does *not* provide meaningful work, in response to workplace bullying, leaves employees indifferent to how they can contribute to organizational effectiveness with change-related voluntarism (Chiaburu *et al.*, 2013). This pertinent dynamic reveals the possible risk of a harmful *cascade*, whereby employees shoot themselves in their own foot, and one negative situation (exposure to others' demeaning conduct) sets the stage for another (diminished extra-role behaviors that otherwise could improve the status quo). To the extent that these complacent responses undermine the organizational reputations of bullying victims or limit their opportunities to address the source of their suffering (Bettencourt, 2004; Carter *et al.*, 2014), victims might get caught in a vicious circle that reinforces their predicament.

A second theoretical implication that emerges from our findings is that this downward spiral is less probable when employees possess energy-enhancing personal resources that help

them cope (Hobfoll *et al.*, 2018). As we predicted, beliefs that the organization deprives them of meaningful work operate as less potent channels through which resource-draining workplace bullying translates into a rejection of change-related work efforts if employees are resilient (Al-Hawari *et al.*, 2020) or passionate about their work (Haq *et al.*, 2020a). In line with COR theory, the extent to which bullying victims sense threats to their self-esteem is mitigated if they can draw from personal resources that enable them to deal with the experienced hardships (Hobfoll, 2001). The likelihood that these employees grow annoyed with an organization that makes their work seem unimportant, and thus reject voluntary change-oriented work activities, is subdued by their greater resilience and passion for work. Notably, these findings extend previous examinations of the *direct* instrumental roles of these personal resources in generating productive work outcomes—such as research that reveals how employees’ resilience spurs proactive work efforts (Caniëls and Baaten, 2019) and creativity (De Clercq and Pereira, 2019), or how their passion for work fuels proactive customer service performance (Chen *et al.*, 2017) and new product development (Klaukien *et al.*, 2013). We offer complementary insights into their indirect but no less valuable influences. The detrimental effect of persistent beliefs about organization-induced work meaningfulness deprivation on employees’ change-oriented citizenship behaviors, in response to experiences of workplace bullying, can be attenuated by employees’ personal resources. They decrease the risk of a “double whammy,” in which demeaning workplace treatment escalates into work-related laziness.

### *Practical implications*

This study offers valuable implications for managerial practice. In particular, HR managers should be aware that significant problems can arise when employees are ridiculed and treated in derogatory ways by other members. This type of work hardship can be detrimental for

not only the victims of these behaviors but also the organization, to the extent that victims blame the employer for the limited recognition that they receive for their work, with the ultimate outcome that they refuse to go out of their way to help improve the organizational status quo voluntarily (Chiaburu *et al.*, 2013). What makes this finding insightful from a practical perspective is that this refusal can make it more difficult for senior managers to find pertinent *solutions* to dysfunctional operations marked by persistent workplace bullying (Carter *et al.*, 2014). A related challenge is that some employees might be reluctant to admit that they are the victims of others' bullying, for fear that doing so could make their precarious situation even worse (Rodríguez-Muñoz *et al.*, 2015). We accordingly recommend that HR managers proactively nurture an internal culture in which employees feel encouraged to *express* their concerns about being bullied and realize how this daily reality may undermine their ability to find meaning in their work. Such initiatives may involve efforts by immediate supervisors or formally designated ombudspersons (Gupta *et al.*, 2020; Harrison *et al.*, 2013).

Parallel with this advice to implement organizational measures to give bullying victims a voice, this study offers practical insights into the beneficial roles that certain personal resources can play in containing complacent behavioral responses to workplace bullying. Bullying may be difficult to eradicate completely (Hoisl *et al.*, 2017), but employees' personal resources can help them avoid getting sucked into a downward spiral, in which self-depreciating ruminations about a lack of appreciation and beliefs that the employer causes their work to seem meaningless culminate in diminished change-oriented voluntarism, which otherwise could help them find novel solutions. As the current study reveals, the risk of this counterproductive process unfolding might be subdued by the recruitment and retention of employees with strong resilience and passion for work (Bardoel *et al.*, 2014; Klaukien *et al.*, 2013). By encouraging them to leverage

these individual resources, HR managers can decrease the likelihood that employees suffer a sense of futility in relation to their work and halt their extra-role change-oriented efforts, which might address persistent bullying behaviors. Because resilience is a state-like characteristic, HR managers can develop and boost employees' resilience levels with focused training programs, including online ones (Luthans *et al.*, 2008). Passion for work instead is a relatively stable characteristic that HR managers can leverage, to the extent that it is already present (Klaukien *et al.*, 2013). When bullying victims can draw from valuable personal energy—whether due to their ability to recover from difficult work situations or the positive emotions that stem from their execution of work—they are less likely to develop negative thoughts about the value of their work and more likely to remain motivated to increase organizational effectiveness with dedicated efforts to change and improve the status quo.

#### *Limitations and future research*

This research contains some limitations, which might sow seeds for continued investigations. First, even if the conceptual arguments are anchored in the well-established COR theory, the possibility of reverse causality cannot be entirely eliminated. Employees who are effective with their discretionary, change-oriented work efforts might develop more positive views about their professional functioning in general (Campbell and Im, 2016), such that they feel fulfilled by their work efforts and take more positive views on how other members treat them. Studies with longitudinal research designs might assess the focal constructs at various points in time to establish causality formally and check for cross-lagged effects, *if* they are able to establish appropriate time gaps a priori (Spector, 2019). We also relied on the robust COR framework, and its argument about the critical role of threats to employees' self-esteem and associated motivation to avoid further depletion of their resources, to predict work-related beliefs

and behaviors in response to resource-draining workplace treatments (Bedi, 2021). Additional research might explicitly measure the levels and *changes* in employees' self-esteem resources through the proposed mediation link, using sequential mediation models.

Second, we centered our research attention on the effects of resilience and passion for work, according to their relevance for helping employees cope with adverse situations (Al-Hawari *et al.*, 2020; Haq *et al.*, 2020a). It would be valuable to examine other personal factors that may serve as buffers too, such as employees' creative self-efficacy or optimistic personality. Energy-boosting contextual or *job* resources also could shield employees from the danger that workplace bullying escalates into a poor sense of work meaningfulness and diminished change-oriented citizenship behavior, such as leader–member exchanges or trust in top management. It would be interesting to evaluate the incremental mitigating effect of each contingency factor on frustrations about workplace bullying. Do the buffering roles of resilience and passion for work that we find persist after controlling for other factors? Such evaluations could combine COR theory with the job demands–resources model (Demerouti *et al.*, 2001) to establish the relative potency of various personal and job resources in mitigating the hardships of workplace bullying.<sup>7</sup>

### *Conclusion*

This study adds to extant research by detailing the role of work meaningfulness beliefs, or a lack thereof, and relevant personal resources in the connection between workplace bullying and extra-role activities to disrupt the status quo. Convictions that the organization deprives them of meaningful work can explain how the hardships of being bullied leave employees unwilling to go out of their way to exhibit change-oriented voluntarism. This detrimental process is mitigated

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<sup>7</sup> Even if some research has distinguished job demands from workplace bullying—such as studies that propose a negative effect of job demands on workplace bullying (Goodboy *et al.*, 2017) or an invigorating role of workplace bullying in the adverse effects of job demands (Devonish, 2014)—other research, more relevant to our study, conceptualizes bullying as a job demand in and of itself (Lashinger *et al.*, 2012; McGregor *et al.*, 2016).

among employees who can rely on their resilience and work-related passion though. We hope these insights function as stepping stones for ongoing examinations of how the harmful outcomes of workplace bullying might be contained, with resources that stimulate instead of stifle responses that have the potential to offer pertinent solutions.



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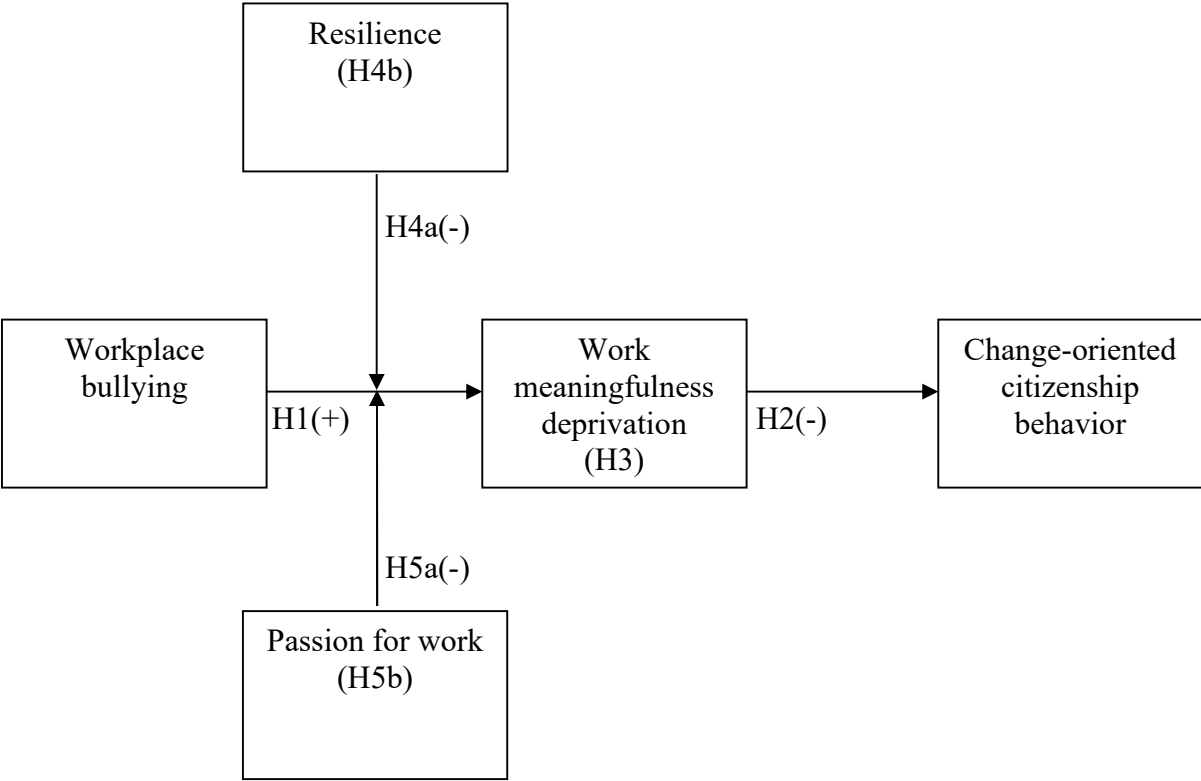
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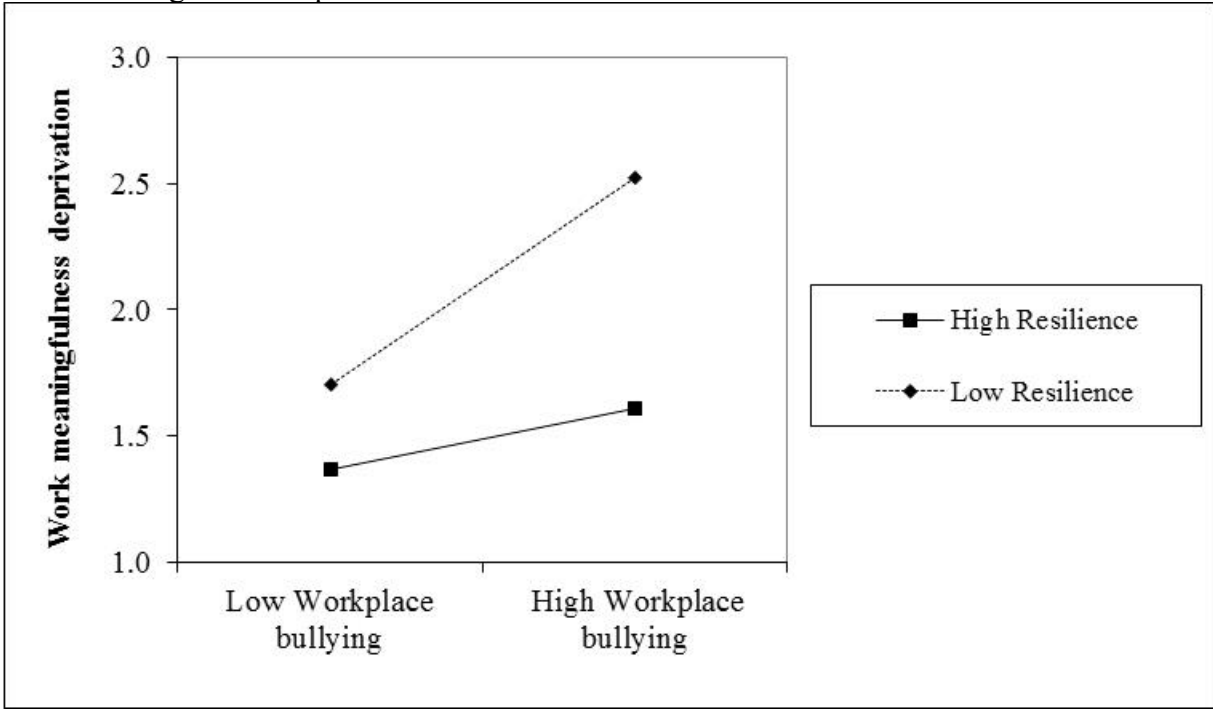


**Figure 1:** Conceptual model

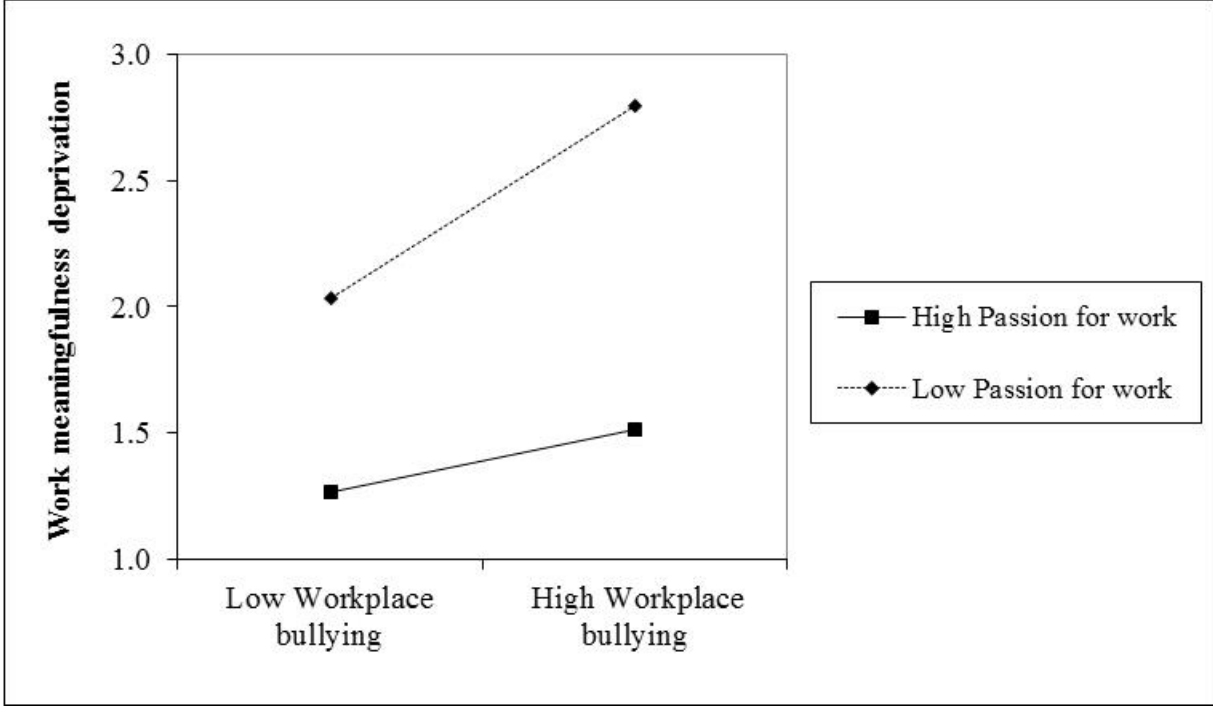


Notes: H3 refers to the mediating role of work meaningfulness deprivation, H4b to the moderated mediating role of resilience, and H5b to the moderated mediating role of passion for work.

**Figure 2A:** Moderating effect of resilience on the relationship between workplace bullying and work meaningfulness deprivation



**Figure 2B:** Moderating effect of passion for work on the relationship between workplace bullying and work meaningfulness deprivation



**Table 1.** Correlation table and descriptive statistics

	1	2	3	4	5	6	7
1. Workplace bullying							
2. Work meaningfulness deprivation	.216**						
3. Change-oriented citizenship behavior	-.006	-.468**					
4. Resilience	.051	-.486**	.385**				
5. Passion for work	-.029	-.631**	.347**	.450**			
6. Gender (1 = female)	-.150*	.136	.135	-.091	-.182*		
7. Job tenure	.204**	-.062	.094	.038	.083	-.143*	
Mean	2.427	2.072	5.536	5.065	5.094	.141	2.086
Standard deviation	1.137	1.125	.966	.992	1.127	.349	1.161

Notes: n = 198.

\* $p < .05$ ; \*\* $p < .01$ .

**Table 2.** Mediation results (Process macro Model 4)

	Work meaningfulness deprivation	Change-oriented citizenship behavior		
Gender (1=female)	.159	.662***		
Job tenure	-.050	.062		
Workplace bullying	.231*** (H1)	.077		
Resilience	-.308***	.179**		
Passion for work	-.488***	.051		
Work meaningfulness deprivation		-.334*** (H2)		
	R <sup>2</sup>			
	.501	.312		
Indirect relationship between workplace bullying and change-oriented citizenship behavior (H3)				
	Effect size	Bootstrap SE	LLCI	ULCI
	-.077	.030	-.145	-.028
Direct relationship between workplace bullying and change-oriented citizenship behavior				
	Effect size	Bootstrap SE	LLCI	ULCI
	.077	.055	-.032	.187

Note: n = 198; SE = standard error; LLCI = lower limit confidence interval; ULCI = upper limit confidence interval.

\*\*  $p < .01$ ; \*\*\*  $p < .001$ .

**Table 3.** Moderated mediation results (Process macro Model 7)

<b>Panel A: Moderation by resilience</b>				
	Work meaningfulness deprivation		Change-oriented citizenship behavior	
Gender (1=female)	.247		.662***	
Job tenure	-.046		.062	
Workplace bullying	.264***		.077	
Resilience	-.312***		.179**	
Passion for work	-.458***		.051	
Workplace bullying × Resilience	-.144** (H4a)			
Work meaningfulness deprivation			-.334***	
	R <sup>2</sup>	.524	.312	
Conditional <i>direct</i> effect of workplace bullying on work meaningfulness deprivation (H4a)				
	Effect size	Bootstrap SE	LLCI	ULCI
-1 SD	.416	.079	.259	.572
+1SD	.129	.061	.008	.250
Conditional <i>indirect</i> effect of workplace bullying on change-oriented citizenship behavior (H4b)				
	Effect size	Bootstrap SE	LLCI	ULCI
-1 SD	-.139	.051	-.248	-.048
+1SD	-.043	.024	-.095	-.006
Index of moderation	.048	.024	.005	.099
<b>Panel B: Moderation by passion for work</b>				
	Work meaningfulness deprivation		Change-oriented citizenship behavior	
Gender (1=female)	.230		.662***	
Job tenure	-.051		.062	
Workplace bullying	.252***		.077	
Resilience	-.269***		.179**	
Passion for work	-.513***		.051	
Workplace bullying × Passion for work	-.128** (H5a)			
Work meaningfulness deprivation			-.334***	
	R <sup>2</sup>	.518	.312	
Conditional <i>direct</i> effect of workplace bullying on work meaningfulness deprivation (H5a)				
	Effect size	Bootstrap SE	LLCI	ULCI
-1 SD	.391	.080	.233	.550
+1SD	.110	.070	-.027	.247
Conditional <i>indirect</i> effect of workplace bullying on change-oriented citizenship behavior (H5b)				
	Effect size	Bootstrap SE	LLCI	ULCI
-1 SD	-.131	.050	-.240	-.044
+1SD	-.037	.026	-.094	.007
Index of moderation	.043	.024	.003	.095

Notes: n = 198; SD = standard deviation; SE = standard error; LLCI = lower limit confidence interval; ULCI = upper limit confidence interval. \*\*  $p < .01$ ; \*\*\*  $p < .001$ .