The Workplace Deviance Perspective of Employee Responses to Workplace Bullying: The Moderating Effect of Toxic Leadership and Mediating Effect of Emotional Exhaustion

Review of Integrative Business & Economics Research

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ABSTRACT

The purpose behind this study is to investigate the association between workplace bullying and workplace deviance. The mediating effect of emotional exhaustion and the moderating effect of Toxic leadership in the relationship between workplace bullying and emotional exhaustion is also tested. Convenience sampling is used in this study 262-textile mills employees in Pakistan participated in the study. The results of this study showed that workplace bullying significantly influenced workplace deviance; emotional exhaustion fully mediates the relationship between workplace bullying and deviance. Businesses must pursue a friendly workplace environment to save the workforce from the confrontation with workplace bullying. Furthermore, there must be unbiased process to file the internal complaints in Pakistan. Therefore, the legislations pertaining to it are still in the embryonic stage.

Keywords: Workplace deviance, Emotional exhaustion, Workplace bullying, Toxic Leadership.

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1. INTRODUCTION

Workplace bullying also known as tormenting is defined as workplace harassment or emotional abuse. It refers to the most obvious and subtle negative behaviors encompassing the retaliation, intimidation and harm generally equipped with constancy, which are exhibited by a group or individual to another group or individual at work in organization. Either it is publicly or privately owned, in real or virtual forms, reflecting unbalanced power relationship (D'Cruz and Noronha, 2013; Einarsen et al., 2011; Tracy et al., 2006). It refers to the unethical or immoral conduct that declines the basic principles of socially acceptance (Ramsay et al., 2011). Bullying is nothing but considered to be a work-related stressor that is so much sheer and depressing that hinders the normal work routine (Zapf et al.,1996). Peeping into the history of the workplace bullying it is revealed that phenomenon

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is taken into consideration in 1980s in Scandinavia (Einarsen et al., 2011). It is so much widespread that it is now considered at the global level (Branch et al., 2013). However a cross-cultural perspective is largely not pondered (Escartin et al., 2011; Loh et al., 2010) even though the long-standing identification that culture really affects behavior is still under consideration (Hoel and Salin, 2003). There is a plethora of studies on workplace bullying that helps in better insight and understanding of the issue, however the summed-up data without setting is inconvenient to this attempt (Omari and Paull, 2016), especially since there is expanding occurrence of the phenomenon around the world, given the contemporary business condition (D'Cruz, 2015). Discoveries of the different investigations underline that while working environmental tormenting or bullying is all around the world considered unwelcome, there are differences in acceptability, source, signs and results because of power distance, others conscious orientations, execution orientation and future orientations are obvious. Where Escartin et al., (2011) studied Spain and Costa Rica while Loh et al., 2010 compared Australia, Singapore, and Power et al., 2013 explored 14 countries.

2. LITERATURE REVIEW

2.1 WORKPLACE BULLYING AND WORKPLACE DEVIANCE

There is much irregularity in the literature writing on abuse in the matter of what constitutes bullying. A few analysts have given an advanced particular criterion, for instance the traditional criteria require no less than one negative act in any week or after week for no less than a half year (Leymann, 1996). In organizations, Workplace bullying behavior is great concern for employees. Managers must understand bullying behavior and must take action to reduce or eliminate it from organization (Hood et al., 2017). Whereas there are certain contemporary research studies that have suggested to device and identify certain criteria for specific scales of getting bullied (Notelaers & Einarsen, 2013). Furthermore Notelaers, Einarsen, De Witte, and Vermunt (2006) have depicted that instead of being either real target of bullying or uninfluenced by such attitudes, vast majority of workers lie somewhere in between and delineated a point of exposure to bullying or tormenting behavior (Notelaers et al., 2006). When we describe the term bullying we depict vast range of negative acts that have been described in previous studies, bullying may be identified into three various kinds: work-related bullying, person-related bullying, and social boycott (Notelaers, 2010; Notelaers et al., 2006). Task-related bullying refers to e.g stopping information relevant to excel in the career and regular criticism, whereas person-related bullying involves rumors or making insulting or offensive remarks for the victim. Social exclusion is the social boycott or the behavior that segregates the victimized person. The outcomes likewise demonstrate that profoundly altruistic employees are more influenced by exposure to bullying conduct, despite the fact that the impacts are equally unfavorable for all, regardless of kindhearted conduct, when employees are presented to abnormal levels of bullying (D.Salin, 2017).

Work place deviance delineates to intentional practices by workers that disregard noteworthy autocratic benchmarks, master plans, or rules and by this weakens the financial growth and prosperity of the organization (Robinson and Bennett, 1995). Workplace deviance can also be described as the intentional desire deliberate effort to cause damage to the organization (Omar, Halim, Zainah, Farhadi, Nasir & Kairudin 2011). The most obvious precedence of workplace deviance may include behaviors directed at organizations like burglary, robbery, hostility, absenteeism, viciousness, being always late, and exerting little effort into work), also administrators or colleagues are involved in the practice of

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ridiculing others, playing mean tricks, and acting inconsiderately. Such types of the behaviors had much attention and media ink in the course of recent years (Kidwell & Martin, 2004). However, billions of dollars is standard loss (Bennett & Robinson, 2003).Till now, workplace deviance is an unimportant topic in organizational empirical research (Greenberg & Scott, 1996). Bennett and Robinson (2003) showed that the existence of three research trends that are distinct in nature: (a) Research studies in which deviance is explained as a reaction to exposures and experiences at work, (b) studies that represent deviance reflects employees' personality, and (c) studies that examine deviance that reflects adaptation to the social context at organization.

Plenty of researches really have embarked on a wide range of antecedents why employees are involved in deviant behavior. This may be due to the negative job cognition (Lee & Allen, 2002), perceived injustice (Aquino, Lewis, & Bradfield, 1999; Fisher, 2000; Fox, Spector, & Miles, 2001), negative affectivity (Skarlicki, Folger, & Tesluk, 1999), retaliation attribution, characteristic like anger, attitude of retaliation (Douglas & Martinko, 2001). These influences are positively associated to the workplace deviant behavior (Skarlicki, Folger, & Tesluk, 1999; Douglas & Martinko, 2001; Fox, Spector, & Miles, 2001).

In similar study Robinson & Benneth, (1995) results of the study suggest that deviant workplace behaviors not necessarily vary along the two important dimensions rather than this employee deviance fall into four distinct categories like political deviance, personal aggression, production deviance, and property deviance. Based on this categorization, employee fraud also comes under organizational dimension of deviant behavior.

Based on negative reciprocity norm in social exchange theory (Gouldner, 1960), unfairly treated employees who refuse to contribute and also retaliate on the perpetrator. Even though, some researchers do not accept this viewpoint. Dollard et al. (1939) found that when victims of bullying are unable to take revenge from the perpetrator or are depressed that perpetrators may heighten their behaviors, the victims may, on the other hand, involve in behavior that is restricted in the organization. Similarly, based on the theory of justice, employees evaluate either they have been unfairly treated in the workplace (Skarlicki and Folger, 1997). If so, they may involve in negatively connotated behaviors such as vandalism, theft, or revenge (Ambrose et al., 2002; Colquitt et al., 2006). The following hypothesis results from the preceding discussion.

Hypothesis 1: Workplace bullying is positively associated with the workplace deviance

2.2 WORKPLACE BULLYING AND WORKPLACE DEVIANCE: THE MEDIATING EFFECT OF EMOTIONAL EXHAUSTION

The most as often as possible found negative effect of work environment bullying on employees results in the studies is enthusiastic fatigue, characterized as sentiments of passionate powerlessness and the depletion of a person's emotional assets (Maslach and Jackson, 1986). In particular, the less tolerant employees who are dignified enough towards coworkers and customers have been found sensitive really believe that respect begets respect when betrayed are linked to levels of emotional exhaustion (Leiter and Maslach, 1988). Organizational coworker incivility turns into a noteworthy source of social worry by depleting a focused employee's emotional energy and intellectual assets (Kern and Grandey, 2009; Laschinger et al., 2009). At the point when employees damage work standards, for example, regarding and helping different employees, and rather submit

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uncivil practices toward workers by acting impolitely and inconsiderately, the impact is to deplete as opposed to encourage and give the enthusiastic assets to their coworkers (Andersson and Pearson, 1999). Coworker rudeness depicts deviant behaviors with the ambiguous purpose to hurt the victim, for example, fail to state "please" or "thank you", overlooking others or raising one's voice (Pearson et al., 2001), which are associated to negative results, for example, enhanced emotional exhaustion (Laschinger et al., 2009; Sliter et al., 2011) and diminished psychological well-being (Lim and Cortina, 2005). Grandey et al. (2004) inferred from the research that employees who have frequent interaction with the uncivil clients experience emotional exhaustion because of the higher work stress they face. Kern and Grandey (2009) and Sliter et al. (2011) proposed that frequent occurrences of customer rudeness enhance work stress, hence increasing emotional exhaustion. Various studies have shown that customer rudeness gives rise to emotional exhaustion that in return results in negative organizational and employee outcomes (Ferguson, 2012; Sliter et al., 2010). Colleague and client incivility increases service employees' emotional exhaustion, which, in return diminishes their natural inspiration at work and at last decrease their creativity. That is, the findings of this study uncover a negative association between work place incivility and service employee creativity that is fully mediated by the service workers' emotional exhaustion and intrinsic motivation. The outcomes show a mediator model display in which both coworker and client incivility increase service employees' enthusiastic fatigue which is emotional exhaustion, which in turn lessens their intrinsic motivation at work and eventually diminishes their creativity (Hur, W.2016). Workplace Bullying is essentially and emphatically rather positively related to employee emotional exhaustion which is altogether related to loss of psychological well-being (M.Neto,et al,2017). Workplace deviance and emotional exhaustion are significantly related to each other (IK Enwereuzor, 2017). Based on affective events theory, presented by Weiss and Cropanzano in 1996, the work events experienced by workers produce emotional reactions. Furthermore, these emotional experiences directly affect individual behaviors. Miner et al. (2005) got empirical outcomes that agreed with affective events theory; particularly, the different work events that employees experience every day influence their emotional state, which in turn influences their practices. Since work environment tormenting or bullying includes long haul and managed negative practices showed by perpetrators on their victims, it is viewed as a negative work event. This kind of event can deliver manifestations of stress, including strain, nervousness, dread, and depression, among the targets of tormenting or bullying (Nielsen and Einarsen, 2012). As per the conservation of resources theory, workers who confront undue anxiety will initially decide if they have the capacity or assets to manage the anxiety. On the off chance that they are unequipped for adapting and their assets are continually depleted without recharging, the laborers will create negative physiological and enthusiastic responses (Hobfoll and Shirom, 2001). Among these, enthusiastic fatigue is the most well-known negative response to unpleasant circumstances. It is additionally the center segment of job burnout. Various studies have demonstrated that emotional exhaustion successfully predicts employee performance and turnover (Maslach and Jackson, 1984; Maslach et al., 2001; Witt et al., 2004).

Various empirical studies have depicted that emotional exhaustion triggers workplace deviance in workers. (Bolton et al., 2012; Raman et al., 2016). Trépanier et al. (2013) found that in workers work involvement decreases as job burnout increases. Based on the above discussion, this study maintains that the relationship between workplace bullying and workplace deviance is mediated by emotional exhaustion. Workplace bullying positively and significantly influenced workplace deviance; emotional exhaustion fully mediates the

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relationship between workplace bullying and deviance (Yen-Chun et al, 2016). Thus, this study proposed the following hypothesis:

Hypothesis 2: Emotional exhaustion mediates the negative effect of workplace bullying on workplace deviance.

2.3 MODERATING/ INTERACTING EFFECT OF TOXIC LEADERSHIP BETWEEN WORKPLACE BULLYING AND EMOTIONAL EXHAUSTION

According to the Webster, V., Brough, P., & Daly, K. (2016) Sustained detrimental leadership behaviors are linked with negative outcomes that produce chronic workplace issues, yet there are insufficient researches into how and subordinates effectively cope with toxic leader/manger behaviors.

According to the viewpoints of the targets mangers are preciously the most active perpetrators (Rayner, Hoel and Cooper, 2002). Bullying as the downward process in which every perpetrator who has some strong position try to suppress the weak one to express supremacy. All hierarchical levels are involved in bullying the bully can be a manager, a senior worker, a coworker or some other influential person (Hoel, Cooper and Faragher, 2001). By looking at the destructive aspects of bullying and employee boss relationships, Frost (2004) emphasizes that span of control usually experience the toxicity in their relationship with the mangers in the form of agony, enduring and give up by heartlessness and totalitarian and self-serving mangers. A Norwegian study delineated that subordinates are repeatedly exposed to a number of negative emotions while interacting with destructive or toxic leaders the most obvious outcomes are feeling of violation, uncertainty, belittling and frustration (Glas and Einarsen, 2006). Subordinates assumptions regarding the leader member relationships play an important role in devising quality of the relationship between the two parties. A mistrust and disrespect in the leader–member relationship aggravates the negative levels of emotional regulation for example suppressing emotions while interacting that may poorly affect the employee loyalty, emotional stability, decreased job satisfaction with the increased intentions of job switching (Glas_ et al., 2006). Plathora of the studies really suggest that destructive leadership infuses destructive thoughts as a result toxins become widespread in the organizations which in turn affects the organizational health and survival. Thus, working climate involving bullying and toxic leadership enhances emotional exhaustion and at the same time organizational productivity (Ekvall et al., 2002; Kets de Vries and Miller, 1984).

Hypothesis 3: Toxic Leadership moderates the relationship between workplace bullying and emotional exhaustion. As the influence of toxic leadership increases, the relationship between workplace bullying and workplace emotional exhaustion gets aggravated.

3. METHODOLOGY

3.1 PARTICIPANTS AND DATA COLLECTION PROCEDURE

The sample of this study comprised of textile mills employees. Researchers have found that textile mills are a high-risk population for workplace bullying especially in Pakistan where the likelihood of encountering workplace bullying in textile sector is three times more than in any other industry. This study used convenience sampling to distribute and collect

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questionnaires. The researcher contacted on telephone to explain the research goals and asked for assistance. When they agreed, the researcher visited the textile mills and distributed questionnaires during working hours like morning rounds or mid-day. In order to avoid the social desirability bias issues that can cause participants and respondents to choose answers that do not relate to their beliefs, this study adopted the testing method used by Podsakoff et al. (2012). Firstly prior to any study, participants are informed that this is a pure academic study. Secondly, the commitment was made that questionnaires will be completed anonymously. Thirdly, participants are informed that questionnaire results will be presented only as overall data analysis, rather than individual analysis. Finally, after getting the questionnaires filled the researcher personally collected them to decline any concerns that the results might be leaked. This study distributed 500 questionnaires and collected 420. After eliminating invalid questionnaires, this study obtained 401 valid responses. If the respondent answered "no" to all items in the workplace bullying, which totally reflected that they had no exposure to workplace bullying in the past six months, their questionnaires were not added in the analysis. This resulted in the exclusion of 139 questionnaires; thus, 262 valid questionnaires were added in the final analysis.

3.2 MEASURES

Workplace Bullying: 23 items are taken from the (NAQ-R) (Hauge et al., 2007). The current study used negative acts questionnaire-revised to predict bullying in the workplace (Einarsen et al., 2009). There are three subscales by workplace bullying (Einarsen et al., 2009): work-related bullying that highlights employees' performance of job tasks (e.g. someone withholding information which affects your performance). Person-related bulling relates to employees' reputation and social status like getting humiliated or ridiculed in connection with employee work. Physically intimidating bullying regards employees' physical integrity and safety like frequent shouts and undue anger.

Workplace Deviance: Workplace deviance was assessed using the scale developed by Bennett and Robinson (2000). It comprised 28 items that evaluated whether employees are engaged in behaviors that are detrimental to the organization like taking property from work without permission.

Emotional Exhaustion: Emotional exhaustion was assessed using a subscale of the Maslach Burnout Inventory General Survey developed by Maslach and Jackson (1981). It comprised five items that evaluated the emotional exhaustion of employees (e.g. I feel emotionally drained from my work).

Toxic Leadership: This construct is measure using 30 items scale The Schmidt, Andrew Alexander. Development and validation of the toxic leadership scale (ProQuest, 2008). To assess about the toxins in the form of leading managers.

4. ANALYSIS AND RESULTS

For data analysis PLS Smart was used as mentioned in Figure 1, Smart PLS is a very sophisticated technique and is considered to be the most appropriate one for the complex models. Data has been verified to confirm to measurement model and structural mode as recommended by Chin, (1998). To check the measurement properties composite reliability and Average variance extracted were calculated using Smart PLS (Chin, 1998). As Bagozzi and Yi (1988) suggested to check internal consistency of the model is verified if the cut off value of AVE is higher than 0.5 and of composite reliability is greater than 0.7. However,

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few items were deleted because of lower factor loading as per Hair et al., (2014) 20% of the items can be deleted to attain model fit. Therefore, as Table 1 indicates few of the items were deleted.

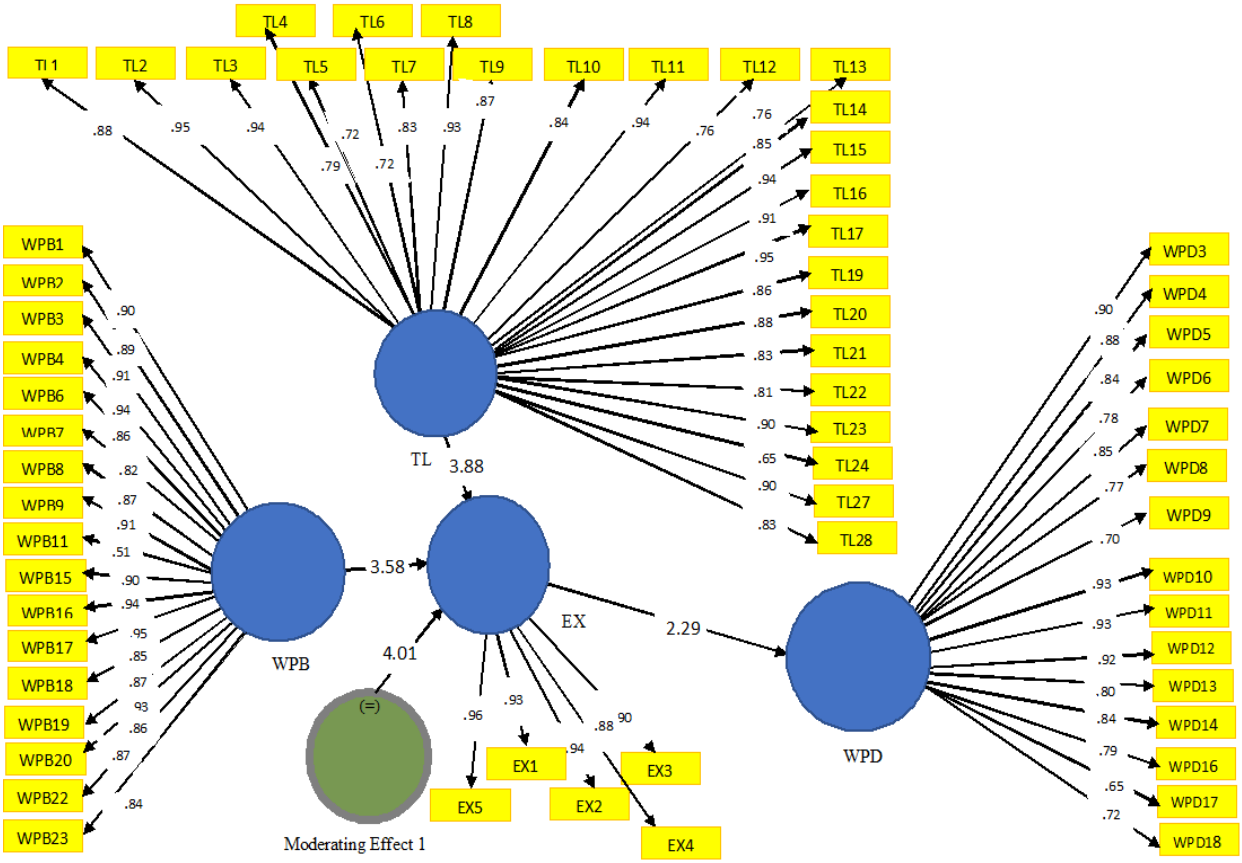

Fig. 1

Table 1: Composite Reliability (CR), Average Variance Extracted (AVE)

Construct	AVE	CR
WPD	0.784	.996
EX	.851	.996
TL	.717	.996
WPD	.567	.996

In addition, discriminant validity of the data was checked through the Table 2. The table 2 clearly shows that the square root of AVE is higher than the inter-correlation values among the variables (Chin, 1998). All the items significantly loaded on their respective construct (Chin, 1998).

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Table 2 signifies that measurement model has adequate value of discriminant validity, as square root of the values of AVE (values presented in bold letters in diagonal form) are greater than the values (off-diagonal values) that represents intercorrel ion among all other variables under study. Few of the items were excluded before conducted final analysis based on lower values of loadings as also described in table 1. These items are underlined.

Table 2: Discriminant validity

	Mean	**SD**	**R^2**	**1**	**2**	**3**	**4**
EX	**3.58**	**1.49**	**.72**	**.92**			
WPB	**3.43**	**1.32**		.37	**0.88**		
TL	**3.15**	**1.28**		.45	.33	**0.84**	
WPD	**3.58**	**1.49**	**.47**	.30	.43	.25	**0.75**

For analysis of the structural model Wetzel et al (2009) principle of small medium and large effect size was taken into consideration. Also R^2 values of endogenous values are taken into account to determine model fit. Goodness of fit for large effect size is taken as .36 as a benchmark Cohen (1988). Whereas, the calculated value for our model GoF= .65 which is significantly above the threshold level. The Goodness of Fit also signifies that the data truly reflect the hypothesized model.

Hypothesis testing to determine structural model was done in three stages. All the direct hypothesis as shown in table 3 shows that all the hypothesis got supported.

Table 3: HYPOTHESIS TESTING

	Path Coefficient	**STDEV**	**T value**	**R square**	**F size**	**Q**
		Direct Effect				
WPB -> EX	3.10	0.70	4.4	0.78	0.147	0.171
WPB -> WPD	3.22	1.21	2.6	0.61	0.163	0.136
EX -> WPD	2.99	0.98	3.0	0.63	0.041	0.166

As for the mediation analysis suggestions of Hair et al. (2014) and Preacher and Hayes (2004) were taken into consideration. Thus on the basis of analysis it can be inferred from the Table 4 that emotional exhaustion mediates the relationship between workplace bullying behavior and workplace deviance.

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Table 4: INDIRECT EFFECT: BOOTSTRAPPING OUTPUT FOR MEDIATION

	Path a	Path b	Indirect Effect	SE	t-value	95% LL	95% UL	
WPB -> EX -> WPD	3.44	2.15	3.57	1.14	3.13	0.315	0.413	Mediation supported

Table 5: INDIRECT EFFECT: BOOTSTRAPPING OUTPUT FOR MODERATED MEDIATION

	Path a	Path b	Indirect Effect	SE	t-value	95% LL	95% UL	
WPB ->TL-> EX -> WPD	3.58	2.29	4.01	0.88	4.60	0.107	0.260	Moderated Mediation supported

The analysis supports as per Table 5 that toxic leadership moderates the relationship between workplace bullying behavior and workplace deviance mediated by emotional exhaustion.

5. CONCLUSIONS AND PRACTICAL IMPLICATIONS

On the basis of the results, the researchers propose the following managerial implications for reference or use by practitioners. First, the empirical results depicted that workplace bullying in the organizations can elicit behaviors that are detrimental or hazardous to the organization. Hence, businesses should pursue the policies that are of primary importance on preventing workplace bullying. Organizations must create a friendly work environment that promotes anti-bullying conduct as a part of the organizational culture so that they may be deep rooted in the minds of each worker. Followed by the next result, emotional exhaustion clearly mediated the relationship between workplace bullying and workplace deviance. To avoid this detrimental increase in emotional exhaustion in employees resulting of workplace bullying businesses should provide relevant resources, like launching an unbiased procedure for internal complaints, so that bullying victims have a reasonable channel through which they can relieve their stress pertaining to unfairness they experience at work. Therefore, it is suggested that organizations should establish psychological consultation departments to boost up the morale of employees to speak up and to guide or should suggest to improve the emotions and behaviors of both managers or coworkers as the perpetrators and victims of bullying. Finally, Toxic leadership significantly moderated the relationship between workplace bullying and emotional exhaustion. We suggest fair hiring of employees really could resolve this issue to some extent and trainings, workshops, lectures and religious seminars can curtail down this issue so as to lower the impact of workplace bullying on workplace deviance.

Bullying in Pakistan is getting aggravated since:

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- The lesser number of the jobs are introduced in Pakistan as according to the survey of World Bank 2016 Pakistan is on the tenth position in the list of most unemployed countries.

- The employees deliberately tolerate this destructive and abusive behavior to refrain the risk of losing the jobs in Pakistan.

- The depressive literacy rate in Pakistan has been same with little bit variations over a period of time which is the less than 60 % according to the State minister of education Mr. Balighur Rehman. (The News Tribe Jan, 2016). Hence people are even not mostly aware of their legal rights therefore amalgamation of theory X with bullying phenomenon is the ultimate strategy to deal with workers.

- The female's workers are not empowered rather discouraged to report incidents of bullying & harassment by managers.

- The research on such subtle and fragile issues in the developing countries like Pakistan desperately needs detailed hard work to have the reality based responses, since while getting the questionnaire filled the employees seek that the agents of the managers are taking our feedbacks in terms of our responses to questionnaires. Weak trust scenarios also mislead research results.

- The Quran says, "O you who have believed, let not a people ridicule [another] people; perhaps they may be not better than them nor let women ridicule [other] women; perhaps they may be better than them. And do not insult one another and do not call each other by [offensive] nicknames. Wretched is the name of disobedience after [one's] faith. And whoever does not repent - then it is those who are the wrongdoers". (Afridi, M. I, 2015).

- Karamat Ali who is the Executive Director of Pakistan Institute of Labour Education and research portrayed that for a nation to progress both genders should play a part .In Pakistan we cannot excel if women that constitute fifty percent of population are not provided with basic rights. Therefore, in order to progress with accelerated pace equal rights for women be launched. According to him a physical work environment that is also known as conducive work environment should be encouraged. An act 2010 is the only progressive law and people must be aware of it (talk to the media express tribune). https://tribune.com.pk/story/1036674/curbing-harassment-reactivate-harassment-monitoring-committee/)

- Maliha Hussain Mehergarh executive director addressed to PSCW Chairperson Fauzia Viqar to revitalise the committee. She was of the view that it is quite encouraging that all the political fraternities, public functionaries along with civil society activists are congregated to exchange opinion about the implementation Act 2010 to protect the women workplace fundamental rights. The meeting was organized by Mehargarh, the Wise and the War against Rape (WAR). *Published in The Express Tribune, January 30th, 2016.*

- According to the annual bullying survey from the UK's most comprehensive report , Pakistan is just in the embryonic stage of combating with bullying phenomenon. In Pakistan bullying is not understood in the same way as foreigners do therefore

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consolidated statistics are not found. According to the UK's comprehensive report statistics:

- 50% of the youngsters bully other youngsters.
- 43% of the people are bullied
- However physically discussed and criticized people are those whose weight had been targeted they count 26%, while 21% are abused for their body shape, 18% for clothing for facial features, 14% for glasses and 8% for hair colour. (Source http://www.ditchthelabel.org/annual-bullying-survey-2015/)

6. LIMITATION AND IMPLICATIONS FOR FUTURE RESEARCHERS

This study has several limitations that need the warrant attention. First, self-report questionnaires were employed to assess workplace deviance among employees. Participants have been unwilling to tell the truth because of a social desirability bias. However, other researchers have given the opinion that self-reporting is applicable for predicting workplace deviance (Bennett and Robinson, 2000). This is primarily because if respondents were asked to evaluate others, the respondents might not be sure about others either they have been engaged in workplace deviance.

Hence, when the privacy of participants is given priority protection, self-reporting is an appropriate method of assessing workplace deviance. In addition to it all variables in this study were self-reported; this may result in overestimated relationship results between variables. We followed the suggestions proposed by Podsakoff et al. (2012), Podsakoff, and Organ (1986), and the results depicted that the common method bias exerted a limited effect on the results of this study. We also recommend future studies to obtain measures of independent and dependent variables from different sources or ensure a time based, space based, and psychological separation between independent variable and dependent one in the collection of data to refrain the common method bias.

This was a cross-sectional study; all data was collected at the same time. Hence it limited our ability to make causal inferences because we were unable to draw conclusions about the chronological order of the correlations. However, both the affective events theory (Weiss and Cropanzano, 1996) and the comprehensive work stress theoretical framework of (Lu and Kao, 1999) state that work events affect employee emotions, which then affect employee behavior. In addition, Nielsen and Einarsen's (2012) meta-analytic review of workplace bullying and Samnani and Singh's (2012) review of 20 years of research into the causes and effects of workplace bullying clearly reveal that workplace bullying affects the emotions of the bullying victims, which subsequently affect their behavior. The aforementioned discussion verifies that workplace bullying affects emotional exhaustion and hence influences workplace deviance. We still suggest that future researchers should also perform a longitudinal study to provide more persuasive and comprehensive evidence of the causal relationship.

In response to the suggestions given above regarding future studies, the following three clarifications are offered: first, perpetrators that may be managers, coworkers, senior workers or influential coworkers of bullying in this study were not categorically mentioned. However, Fox and Stallworth (2005) empirically tested that perpetrators may be superiors, colleagues, customers or subordinates. The present study indicated that perpetrators who

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hold different positions may have different effects on the subsequent emotional and behavioral responses of the bullying targets. Therefore, future studies could examine how the role of the perpetrator affects workplace deviance among targets of bullying.

Next, the main moderator in the present study was Toxic leadership. Even though at the individual level, coping strategies and work experience, as well as personality traits can moderate the relationship between stressors and behavioral conduct, according to Einarsen's (2000) and Lu and Kao's (1999) comprehensive theoretical framework of work stress is needed. However, at the organizational level, social support from colleagues, leaders and organizational culture have the same moderating effect. Therefore, future studies could examine the moderating effects of different moderators on the relationship between workplace bullying and emotional exhaustion. Finally, the primary outcome variable in the present study was workplace deviance.

Similarly, according to Einarsen's (2000) theoretical framework for workplace bullying, workplace bullying affects not only the target's individual behavior but also the organization. Therefore, future studies could examine the effect of workplace bullying on organizational performance or team cohesion.

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APPENDIX

FACTOR LOADINGS OF ALL THE ITEMS
TABLE 1: INTERNAL CONSISTENCY

Construct	Items	Factor Loading	AVE	CR
WBP			0.784	0.996
WBP1	Someone withholding information, which affects your performance	.90		
WPB2	Being humiliated or ridiculed in connection with your work	.89		
WPB3	Being ordered to do work below your level of competence	.91		

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WPB4	Having key areas of responsibility removed or replaced with more trivial or unpleasant tasks	.94		
WPB5	Spreading of gossip and rumours about you	.43		
WPB6	Being ignored or excluded	.86		
WPB7	having insulting or offensive remarks made about your person (i.e. habits and background), your attitudes or your private life	.82		
WPB8	Being shouted at or being the target of spontaneous anger (Or rage)	.87		
WPB9	Intimidating behavior such as finger-pointing, invasion of Personal space, shoving, blocking/barring the way	.91		
WBP10	Hints or signals from others that you should quit your job	.51		
WPB11	Repeated reminders of your errors or mistakes	.90		
WPB12	Being ignored or facing a hostile reaction when you approach	.21		
WPB13	Persistent criticism of your work and effort	.22		
WPB14	Having your opinions and views ignored	.40		
WPB15	Practical jokes carried out by people you do not get on with	.94		
WPB16	Being given tasks with unreasonable or impossible targets or Deadlines	.95		
WPB17	Having allegations made against you	.85		
WPB18	Excessive monitoring of your work	.87		
WPB19	Pressure not to claim something which by right you are entitled To (e.g. sick leave, holiday entitlement, and travel expenses)	.93		
WPB20	Being the subject of excessive teasing and sarcasm	.86		
WPB21	Being exposed to an unmanageable workload	.41		
WPB22	Threats of violence or physical abuse or actual abuse	.87		
WPB23	Have you been bullied at work	.84		
			0.851	0.966
EX				
EX1	I feel emotionally drained from my work	.93		
EX2	I feel burned out from my work	.94		
EX3	I feel like I'm at the end of my rope at work	.90		
EX4	I feel fatigued when I get up in the morning to face another day on the job	.88		
EX5	I feel 'used-up' at the end of the workday	.96		
			0.717	0.996
TL				
TL1	Drastically changes his/her behavior when his/her supervisor is present	.88		

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TL2	Denies responsibility for mistakes made in his/her unit	.95		
TL3	Will only offer assistance to people who can help him/her get ahead	.94		
TL4	Accepts credit for successes that do not belong to him/her	.79		
TL5	He acts only in the best interest of his/her next promotion	.72		
TL6	Abusive Supervision Ridicules subordinates	.83		
TL7	Holds subordinates responsible for things outside their job descriptions	.85		
TL8	He is not considerate about subordinates' commitments outside of work	.93		
TL9	Speaks poorly about subordinates to other people in the workplace	.87		
TL10	Publicly belittles subordinates	.84		
TL11	Reminds subordinates of their past mistakes and failures	.94		
TL12	Tells subordinates they are incompetent	.76		
TL13	Unpredictability has explosive outbursts	.76		
TL14	Allows his/her current mood to define the climate of the workplace	.85		
TL15	Allows his/her mood to affect his/her vocal tone and volume	.94		
TL16	Expresses anger at subordinates for unknown reasons	.91		
TL17	Causes subordinates to try to "read" his/her mood	.95		
TL18	Affects the emotions of subordinates when impassioned	.44		
TL19	Varies in his/her degree of approachability	.86		
TL20	Narcissism has a sense of personal entitlement.	.88		
TL21	Assumes that he/she is destined to enter the highest ranks of my organization	.83		
TL22	Thinks that he/she is more capable than others	.55		
TL23	Believes that he/she is an extraordinary person	.81		
TL24	Thrives on compliments and personal accolades	.90		
TL25	Authoritarian Leadership Controls how subordinates complete their tasks	.48		
TL26	Invades the privacy of subordinates	.65		
TL27	Does not permit subordinates to approach goals in new ways	.43		
TL28	Will ignore ideas that are contrary to his /her own	.21		
TL29	Is inflexible when it comes to organizational policies, even in special circumstances	.90		
TL30	Determines all decisions in the unit whether they are important or not	.83		
			0.567	0.994

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WPD		
WPD1	Work on a personal matter instead of work for your employer	.38
WPD2	Taken property from work without permission	.45
WPD3	Spend too much time fantasizing or daydreaming instead of working	.90
WPD4	Make fun of someone at work	.88
WPD5	Falsify a Receipt to get reimbursed for more money than you spent on business expenses	.84
WPD6	Say something hurtful to someone at work	.78
WPD7	Take an additional or a longer break than is acceptable at your workplace	.85
WPD8	Repeat a rumor or gossip about your company	.77
WPD9	Make an ethnic, religious, or racial remark or joke at work	.70
WPD10	Come in late to work without permission	.93
WPD11	Litter your work environment	.93
WPD12	Curse at someone at work	.92
WPD13	Call in sick when you are not	.80
WPD14	Tell someone about the lousy place where you work	.84
WPD15	Lose your temper while at work	.37
WPD16	Neglect to follow your boss's instructions	.79
WPD17	Intentionally work slower than you can.	.65
WPD18	Discuss confidential company information with an unauthorized person	.72
WPD19	Leave work early without permission	.77
WPD20	Play a mean prank on someone at work	.74
WPD21	Leave your work for someone else to finish	.94
WPD22	Act rudely toward someone at work	.85
WPD23	Repeat a rumor or gossip about your boss or coworkers	.33
WPD24	Make an obscene comment at work	.76
WPD25	Use an illegal drug or consume alcohol on the job	.31
WPD26	Put little effort into your work	.37
WPD27	Publicly embarrass someone at work	.87
WPD28	Drag out work in order to get overtime	.75

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