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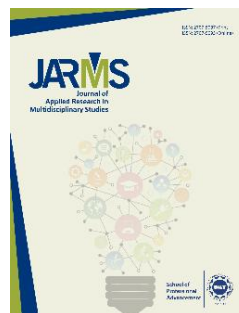|	
Title:	**Examining Workplace Bullying and Insomnia on Employees Along with Mediating Role of Emotional Exhaustion and Moderating Effect of Employee Resilience**
Author (s):	Kashif Mahmood[1], Mehar Tahir Farid[2], Munazza Rashid[3]
Affiliation (s):	[1]Dr Hasan Murad School of Management, University of Management and Technology, Lahore, Pakistan [2]Department of Knowledge and Research Support Services, University of Management and Technology, Lahore, Pakistan [3]University of Home Economics Lahore, Pakistan
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Examining Workplace Bullying and Insomnia on Employees with the Mediating Role of Emotional Exhaustion and Moderating Effect of Employee Resilience

Kashif Mahmood[1] , Mehar Tahir Farid[2*] , Munazza Rashid[3]

[1]Dr Hasan Murad School of Management, University of Management and Technology,Lahore, Pakistan
[2]Department of Knowledge and Research Support Services, University of Management and Technology, Lahore, Pakistan
[3]University of Home Economics, Lahore, Pakistan

Abstract

The current study aimed to investigate the impact of workplace bullying and insomnia on employees and tested the mediation of emotional exhaustion and moderation of employee resilience in the organisation. In the current study, emotional exhaustion was taken as a mediator and employee resilience moderated the workplace bullying and insomnia. This study was conducted to fill the gap pointed out in the literature. The population selected for data collection comprised NLC industries. The respondents selected for data collection included managers and employees. The current study used convenient samping technique to gather the data. The software applied in this study was PROCESS MACRO model 7 which tests the direct and indirect effects of moderation and mediation in this conceptual framework. Based on the convenience sampling technique, the respondents ($n = 464$) worked across different areas in Punjab. To test the hypotheses, the current study investigated how workplace bullying affected the working behaviour of employees. Social exchange theory was applied to support this framework. As emotional exhaustion mediated between workplace bullying and insomnia of the employees, many hypotheses have been accepted from the suggested list by the statistical analysis. The empirical evidence shows that workplace bullying significantly triggers insomnia among employees and employee resilience is affected positively, hence the negative outcome is reduced. The current study provided guidelines for managers to overcome the employees' negative behaviour at workplace which would ultimately enhance the productivity and performance of the organization.

Keywords: emotional exhaustion, employee resilience, insomnia, workplace bullying

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*Corresponding Author: mehar.farid@umt.edu.pk

Introduction

In any competitive and dynamic framework, the function of an organization is to survive and continually adapt to a challenging environment (Lampel et al., 2014). There is a general agreement pertaining to the contribution of resilient employees to participate actively in progressive growth, endure major predicaments, and prosper under undefined situations (Carvalho & Areal, 2016). Individual resilience has mostly been enlisted as a positional variable accounted for the psychological processes that empower individuals to reverberate after crises or horrendous conditions (McLarnon & Rothstein, 2013). Meanwhile, the research on individual resilience has greatly extended its mark from clinical and formative foci to implementation in occupational surroundings. Furthermore, resilience is a strength that gives energy to the employee to fight against workplace stress, bullying, and exhaustion (Opoku et al., 2023). Workplace bullying has recently surfaced as a newly documented problem affecting the health and performance of employees. Just resilience employees tackle this issue (Peng, 2021).

Emotional exhaustion is a state of physical and psychological fatigue caused by extreme job activities or personal strains and is one of the most important components of burnout (Wright & Cropanzano, 1998). Emotional exhaustion is not only a problem for individuals due to its subsequent physical and mental outcomes, however, also for the organization, such as reduced commitments, job performance, and turnover ratios, because it directly hinders the performance of employees (Blackstock et al., 2015). However, emotional exhaustion affects the employees facing emotionally challenging situations differently. Therefore, the level of exhaustion or stress would be different depending on an individual's personality which may also affect the bullying outcomes, such as burnout (Swider & Zimmerman, 2010).

Studies have shown the effects of bullying on workers working in an organization , that is, fear and pain, distress and clumsiness, low performance, lesser quality of work, and insomnia (De Clercq et al., 2023). Bullying, as a mediator, leads to psychological stress among employees and it is perceived as a threat to resources in any organization (Hobfoll, 2009). Research has shown that workplace bullying causes depression, anxiety, and loss of safety (Blomberg & Rosander 2022). Additionally, it may directly or indirectly disturb sleep patterns and initiate suicidal thoughts

(Samnani & Singh, 2012). The opposing effects of workplace bullying on employees' health affect their lives and survival of organizations (Choudhary et al., 2023). Around $64 billion is spent yearly to tackle bullying through organizations and society. Therefore, the organization tries to enhance employees' resilience through training and different activities.

Resilience empowers the employees to have patience and self-control and be less receptive to exhaustion, therefore making them less likely to drain mental strength to cope with emotional exhaustion (De Clercq et al., 2023). Employees who consider themselves resilient have enough self-confidence and control over their abilities. Moreover, they have sufficient resources to deal with emotional exhaustion. Resultantly, they can fully concentrate on their role and performance in an organization without any hindrance. As a strong personal attribute, resilience serves as the most important component of stress resistance tool that shields employees' psychological or physical health from workplace bullying (van Woerkom et al., 2016). As per the literature, resilience can be an effective role-play against emotional exhaustion and insomnia.

Resilience is the capability of employees that organisations facilitate and support to emphatically adapt, adjust, and even flourish in light of a challenging and dynamic environment. A study conducted by Sharma et al. (2023) has shown that strong resilience protects employees from emotional exhaustion and contributes to their personal successas well. Consequently, bullying can also undermine the resilience level of an employee and a low resilence level would ultimately contribute to exhaustion. Therefore, it can be perceived that strong resilience guards employees from workplace bullying and emotional exhaustion (Chenevert et al., 2023). However, employees feel uncomfortable when workplace bullying increases within an acceptable limit and that uncertainty spoils their sleep (insomnia). Stress-related workplace bullying intimidates negative behavior in employees and it is directly correlated with lack of motivation towards work, negative impact on emotional and psychological health, and emotional exhaustion. Similarly, it causes insomnia, work-family conflict, and aberrant behavior among workers (Welbourne & Sariol, 2017). Employee insomnia has become one of the major challenges for organizations. Many factors can lead to employee insomnia (Ahmed et al., 2016). The main cause of insomnia among employees is stressful environment, bullying, discouraging behaviour of their seniors, and mental disturbance. Emotional

exhaustion and psychosomatic distress also play a pivotal role in causing insomnia.

All these effects tend to increase the turnover intention of employees due to which an organisation's survival would be at stake. They may be unable to accomplish their objectives according to the company policies and customers' demands due to the supervisors' negative behaviour seen at workplace. Ultimately, the success and survival of organizations suffer. Therefore, it is essential to examine how workplace bullying can be decreased for organizations to perform well (Hayat et al., 2021).

Researchers consider resilience as an important foundation of competitive gains and economic and social resources in organizations (Do et al., 2022). In light of current explanations, it can be stated that employee resilience symbolises a transformational process in which they tend to respond positively, endure keep an open mind, and continue progressing in the competitive business world (Riaz & Chiragh 2023). Ultimately, this prompts resilient employees to cope with an increasing flux assisting the organizations. Given the significance of employee resilience, its enactment has turned into the most significant issue. Although, previous research has focused on the consequences of employee resilience, the antecedent factors that bring it about have always been ignored (Amir & Mangundjaya 2021).

Although, very few researches have been conducted in different fields, for instance, in healthcare sceneries and sports, the relationship between workplace bullying and emotional exhaustion has been broadly neglected in business and industrial settings. Nielsen et al. (2021) also pointed out that few studies have explored the components to illustrate the relationship between workplace bullying and its outcomes. Therefore, it is important to have a hypothetical explanation and observational assessments of mediating and coordinating elements that may explain the effects of workplace bullying.

Additionally, previous research has not highlighted the potential for employee resilience as a personality trait to moderate the positive effect of workplace bullying on emotional exhaustion (Chenevert et al., 2023). There is a need to generate an understanding of the role of workplace bullying on employee exhaustion and to further extend the body of knowledge by evaluating the role of other possible interplaying factors. Therefore,

assessing the moderating role of employee resilience and its relationship with workplace bullying and emotional exhaustion is very important.

The current study showed workplace bullying as a triggering factor that drains the psychological resources of employees inducing emotional exhaustion. Additionally, this study would also showcase whether a personality trait, such as resilience might control the relationship between bullying and employee exhaustion (De Clercq et al., 2023). To begin with, the current study proposed and tested a model of workplace bullying as a precursor of emotional exhaustion and employee insomnia. Secondly, the study also scrutinised the role of emotional exhaustion as a potential mediator between workplace bullying and employee insomnia. In this way, the study enhanced the current pool of research by demonstrating the moderating impact of employee resilience in organizations between workplace bullying and emotional exhaustion. Additionally, the current study also ratified the employee resilience as a dynamic protective resource that makes an individual resilient towards stressful circumstances. Furthermore, it also proposed resilience as an influential personality trait and resource that helps an individual adjust and endure stressful work, threats, and adversity. The current study also empirically added to the Social Exchange Theory (SET), making a valuable addition to the existing literature.

Research Questions

The current study attempted to answer the following research questions:

1. Does emotional exhaustion mediate between workplace bullying and insomnia?

2. Does employee resilience moderate between workplace bullying and emotional exhaustion?

3. Does emotional exhaustion mediate the effect of workplace bullying on insomnia along with the moderating role of employee resilience?

Theoretical Framework

Social Exchange Theory (SET)

In SET, Arshad and Torres (2021), describes the motivation behind attitudes and behaviors exchanged between individuals. This involves

interaction with co-workers, supervisors, teams, and organizations which garner social exchange and working relationships.

Researchers (Mitchell & Ambrose, 2007) employed this theory of social exchange to describe the sensation of nonstandard behavior at workstations. According to Robinson (2008), workplace bullying is a robust procedure that reveals countless exchange associations with effects on employee relationship overall. Management may have thought that workplace bullying is reflected or influenced by social exchange relationships or lead employees to observe lower-quality social exchange relationships. Another perception is that workplace bullying is a basic root of employee's dissatisfaction at their workplace which leads towards negative consequences, such as emotional exhaustion and insomnia. Furthermore, workplace bullying may make spectators to identify organizational discrimination, thus producing negative consequences of emotional exhaustion and insomnia. Hence, it defines how workplace bullying may raise the questions of societal norms leading towards social contacts at workplaces. Moreover, it also helps to advance the understanding of the involvement of workplace bullying and certain mechanisms by which it may lead towards undesirable consequences (Boudrias & Salin 2021). The literature recommended that the exchange of behaviors and attitudes socially entails the relationship between two perspectives in the relationship of person-environment interaction. These two aspects or elements included in that relationship are organization and employee. For instance, unfair treatment in an organization is reciprocated with various negative behaviors (Piccolo & Colquitt, 2006). They also perform in methods constant with organizational standards if their affiliation is mutual (Umphress et al., 2010). For instance, when the manager displays biased behavior towards his/her employees in the organization, several destructive behaviours are ultimately established at the workplace. But some of the employees very smartly deal to the boss. To accomplish this, employees must have an extraordinary quality of conversation with their managers who are less likely to occupy in caustic behaviors.

Figure 1
Conceptual Framework
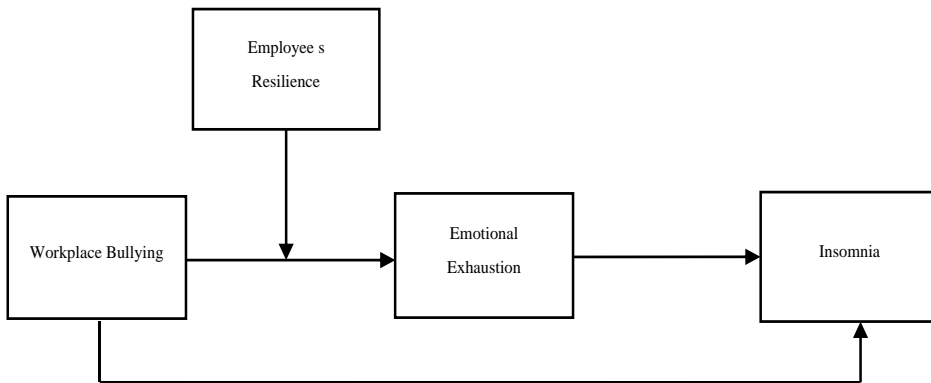
Workplace Bullying and Emotional Exhaustion

Workplace bullying has been recognized as an incessant stressor in contemporary working life Hurley et al. (2016), with destructive impacts at individual and authoritative levels (Nielsen et al., 2018). Workplace bullying happens when someone is repeatedly mistreated or harassed, often because of a power imbalance between them and the bully. This mistreatment can start subtly and gradually become more aggressive, causing severe mental and physical distress. It's a widespread issue, similar to a global pandemic, with statistics showing it's a problem everywhere. (Chenevert et al., 2023). Under these conditions, it is unavoidable to experience issues for the representatives ceaselessly. Thus, employees who are unable to withstand extreme pressure and issues eventually face "Burnout Syndrome". Feelings of emotional exhaustion are a key part of burnout disorder. These consequences may lead towards the occurrence of physical and shrouded violence, for instance, bullying at workplace (Ariza-Montes et al., 2021), which may cause mental tension and emotional exhaustion. (Wright & Cropanzano, 1998).

Research in the modern era is progressively exposing workplace bullying as a primary premise of distress at work, identified with ensuing medical problems and shorter and longer periods (Attell et al., 2017). Discoveries have additionally uncovered that harassment contrarily

influenced each of the three segments of burnout including achievement, emotional/physical weariness, and depreciation. A few researches have upheld the impact of workplace bullying on emotional exhaustion (De Clercq et al., 2023). Nonetheless, its application to (this industry) has been ignored (Chenevert et al., 2023). Additionally, the impact of workplace bullying on emotional exhaustion has also been ignored. From the proposed hypothetical support and existing literature, the current study suggested that workplace bullying would bring about higher emotional exhaustion as a stressor. Therefore, the argument suggests that:

Hypothesis 1: There is a positive relationship between workplace bullying and emotional exhaustion.

Emotional Exhaustion and Insomnia

Emotional exhaustion refers to the energy depletion resulting from extreme psychological demands (Wright & Cropanzano, 1998). It has been claimed that emotional exhaustion is the most significant element of stress (Cropanzano et al., 2003). A study conducted previously also confirmed the impact of emotional exhaustion on physiological resources.

Therefore, emotionally disturbed employees is facing anxiety (Halbesleben, 2006; Whitman et al., 2014). Although, a recent study anticipated a positive relationship between emotional exhaustion and insomnia. The elements of sleep quality and quantity are positively related to both the physical and emotional health of employees (Coren). Moreover, it is rational to believe that employees facing acute stress linked with emotional exhaustion would have higher levels of fatigue causing them to be deprived of comfortable sleep which ultimately leads towards insomnia. Thus, this discussion hypothesizes that:

Hypothesis 2: There is a positive relationship between emotional exhaustion and insomnia.

Workplace Bullying and Insomnia

Sleep is one of the primary requirements of human life and it possesses healing properties for the better functioning of human body (Ramar et al., 2021). A healthy individual needs almost 7-9 hours of sleep to remain active, while those who fail to maintain an appropriate sleeping pattern have a high chance of developing health issues. Bullying may upset employees'

psychological and physical health, such as sleep deprivation or insomnia and its impacts fluctuate among individuals (Hansen et al., 2021).

This suggested that workplace bullying is a severe stressor that affects the physical activity of employees at workplace which otherwise improves health and well-being (Ribeiro et al., 2022). It was verified by previous literature that workplace bullying is a much more influential stressor than another stressful stimulus (Raja et al., 2018). There is a close correlation between workplace bullying and the impact of sleep quality and behaviour on employees at their workplace regarding physical activity (Fang et al., 2017). Furthermore, workplace bullying make cause of stress on employees, due to restless at night and causes sleep deprivation. (Raja et al., 2018). Therefore, the current study posited that workplace bullying succeeds in physiological resources, causing insomnia and ultimately affecting the working behavior of life satisfaction. Hence, the argument proposes that:

Hypothesis 3: Workplace bullying is positively related to insomnia.

Workplace Bullying and Insomnia: The Mediating Role of Emotional Exhaustion

A plethora of studies displayed that bullying leads towards emotional exhaustion and intrinsic and extrinsic demotivation and eliminates positivity in employees, such as pro societal behavior, organizational citizenship behaviour, creativity, and innovation and develops negativity in them, such as deviant behavior and ostracism (Hitlan & Noel, 2009). Moreover, health problems, such as mental disturbance, sleep deprivation, and insomnia impacts the productivity of employees.

The current study highlighted workplace bullying as the main issue and also stated that the stress of employees at workplace is related to mental confusion and difficulty in sleeping (Podsakoff et al., 2007). Başer Hüner (2019) examined that emotionally exhausted employees were less capable to perform according to their organisational requirements and were also involved in negative practices that are harmful to themselves and the firm. Therefore, in this destructive situation, the employees' productivity is diminished. Anasori and colleagues (2020) looked into how feeling emotionally drained might affect the connection between workplace bullying and insomnia or lack of sleep, which can cause health issues and affect job performance. According to the burnout model proposed by Demerouti and others (2001), feeling emotionally drained leads to burnout,

which can mess with your thoughts and make it hard to sleep. This idea has been supported by many studies from around the world, conducted at different times and in different places (De Clercq et al., 2023). The association between bullying behaviors, emotional exhaustion, and sleep deprivation or insomnia at workplace determined has been reinforced in numerous studies (Podsakoff et al., 2007). Therefore, based on the above discussion:

Hypothesis 4: Emotional exhaustion mediates between workplace bullying and insomnia.

Workplace Bullying and Emotional Exhaustion: The Moderating Role of Employee Resilience

Feelings of emotional exhaustion are a key part of burnout disorder. Nearly everybody will, in the long run, be gone up against the torment and confusion following the burnout condition (Bonanno, 2006). Despite these stressful life experiences, many people manage to endure and overcome the temporary upheaval of these traumatic events remarkably well, with no apparent disruption in their ability to function at work or in close relationships.

The current study focused on one individual asset, that is, specific strength. Resilience is the capacity of individuals to adjust themselves effectively to and ricochet once more from distressing circumstances (Luthans, 2002). Along these lines, the stronger individuals are, the better they can counterbalance the prompt negative impacts of unpleasant occasions, for example, onlooker strife, and the almost certain they are to recuperate quickly from those experiences.

It is expected that more resilient people tend to experience fewer negative consequences of workplace bullying than less resilient people. It is conceptualized that resilience is a capacity rather than a process (Kossek & Perrigino, 2021) and it works as a moderator rather than a mediator for the effects of workplace bullying on emotional exhaustion.

Employee resilience is an innovative person's characteristic that alleviates emotional exhaustion. Nusrat et al. (2024) established that employee resilience pointedly diminishes employees' emotional exhaustion. Hence, workplace bullying may produce insomnia related to sleep deprivation, mental distortion, and emotional exhaustion, it may impact different entities in various conducts (Taylor & Miller, 2016).

Moreover, Daubenmier et al. (2019) discussed that employee resilience moderates the detrimental results of adverse concerns on psychological health, such as sleep deprivation or insomnia. It is considered that being an optimistic individual characteristic, an employee's resilience has the probability to defend the consequences of workplace bullying which consequently hinders the related undesirable outcomes. The current research inspected employee resilience being modifiable as the outcome of WPB on employee's EE.

Employee resilience is the capacity to rebound or bounce back from adversity and work as a resource to navigate a stressful workplace (Avey et al., 2009; Luthans et al., 2007). Resilience enables one to be tolerant towards personal forbearance, thus making someone less likely to deplete personal resources to particular emotional exhaustion. Employees who regard themselves as resilient are likely to perceive that they have sufficient resources to deal with their emotions. Thus, they are capable to concentrate on their role without anxiety and vice versa. The argument proposed the following:

Hypothesis 5: Employee resilience moderates between workplace bullying and emotional exhaustion such that the relationship is stronger/weaker for individuals who have a higher/lower level of resilience.

Method

The current study used quantitative approach to identify the problem and explored the solution by using all aspects of the research. However, the positivist paradigm was applied as the focus of the current study to take on a deductive approach and test the existing theories that were already established in the literature. Furthermore, the current study also investigated the direct impact of workplace bullying on insomnia through emotional exhaustion. The study also examined the moderating role of employee resilience between workplace bullying and emotional exhaustion. Keeping in view the cause-and-effect nature of this study, the positivist paradigm was used in line with the suggestions of scholars that it is a suitable choice for theory testing and investigating the cause-and-effect relationships.

The current study used National Logistics Cell (NLC) industry as population in Pakistan. NLC is one of the leading multimodal organizations in Pakistan that contributes to increase Pakistan's position in LPI, that is, Logistic Performance Index. It helps the industry to accomplish its logistics

needs in a competitively dynamic environment. Data was collected from supervisors and employees working under their supervision.

The sample was the subset of the population. For this study, 500 samples were taken for analysis through the Convenience sampling method. As per Rahman et al. (2022) sampling method, the number of respondents required was drawn as a number of items×5, that is, twenty items. Afterwards, the researcher multiplies with a minimum of five or a maximum of 10, therefore in this, the researcher multiplied by ten, that is, 27*10=270. The sample size, that is, two hundred and seventy is too good to be further analyzed. However, in the current research, maximum data was collected from respondents for more significant and generalized results. The purpose behind the selection of convenience sampling technique was the nonavailability of respondents, time constraints, and cost-effectiveness.

In the phase of data collection, questionnaires were distributed among the target population in the NLC industry. The samples, managers, and employees were selected to fill the questionnaire from 30 subunits of NLC. These were registered in government association. The selected respondents had different categories regarding designation, age, work experience, and qualification.

Measures

A 5-point Likert-type scale was used to rate the items (1= *strongly disagree*, 5= *strongly agree*). The current study evaluated workplace bullying with the help of 12-item workplace bullying scale established and authorized by Jiménez et al. (2007). Insomnia was evaluated by using 4-item insomnia scale established and authorized by Jenkins et al. (1988). Emotional exhaustion was evaluated by using 5-item emotional exhaustion scale established and authorized by Maslach and Jackson (1981). Employee resilience was evaluated by using 6-item employee resilience scale established and authorized by Luthans et al. (2007). Control variables (Gender, Age, Designation, Qualification, and Experience) of the supervisors were established to associate with emotions or performance at workplace (Noh et al., 2011).

Results

The current study discussed descriptive, correlational, regression mediation, and moderation analysis. The first researcher performed a screening of the data to obtain authentic results, for instance missing values, duplication,

outliers, and normality. All the tables of missing values and outliers are mentioned in the appendix.

Normality

After data screening, the normality of the data was examined. Normality was evaluated using different methods, for instance skewness and kurtosis (Shapiro & Wilk 1965; Kolmogorov-Smirnov 1967). The Table of normality below shows the significance of Shapiro-Wilk's values.

Table 1
Normality Table

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	*df*	Sig.	Statistic	*df*	Sig.
WPB	.105	464	.000	.980	464	.000
ER	.143	464	.000	.926	464	.000
EE	.099	464	.000	.982	464	.000
INS	.082	464	.000	.984	464	.000

The histogram shows skewness, almost aligned with normal distribution and the absolute value is greater than 2 (Spositoe et al., 1983). Kurtosis denotes outliers of data distribution. If data has more outliers, then kurtosis would be high. Data has low kurtosis without outliers (Spositoe et al., 1983).

Descriptive Statistics

Two categories of gender have been shown for data collection, that is, males and females. The total number of respondents was 464 out of which there were 316 (68.1%) males and 148 (31.9%) females. Four categories of age have been shown in the current study, that is, (1) 20-30 years, (2) 31-40 years, (3) 41-50, and (4) above 50 years. Accordingly, out of the total respondents, there were 82 (17.7%), 196 (42.2%), 148 (31.9%), and 38 (8.2%) participants. Experience has been shown to be of five categories for data collection, that is, (1) below 5 years, (2) 6-10 years, (3) 11-15, and (4) 16-20. Accordingly, out of the total respondents, there were 87 (18.8%), 175 (37.6%), 146 (31.5%), and 56 (12.1%) participants.

Table 2
Descriptive Statistics

	N	Mean	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Gender	464	.32	.779	.113	-1.399	.226

	N	Mean	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Age	464	2.31	.159	.113	-.615	.226
Work Experience	464	2.37	.133	.113	-.819	.226
Designation	464	.18	1.662	.113	.766	.226
Qualification	464	.38	.509	.113	-1.749	.226
WPB	464	46.8621	-.573	.113	.174	.226
EE	464	20.0948	-.590	.113	.152	.226
ER	464	24.8254	-1.332	.113	2.069	.226
INS	464	14.3599	-.709	.113	.037	.226

Reliability

Reliability refers to the test through which internal consistency is measured in variables. Table of reliability mentioned below shows that all the variables are statistically reliable. This is because the value of Cronbach's Alpha is more than .70.

Formula for Cronbach's Alpha

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N-1) \cdot \bar{c}}$$

(1)

where,

N = the number of items.

$\bar{c}$ = average covariance between item pairs.

$\bar{v}$ = average variance.

Table 3

Reliability Table

Sr. number	Variables	Cronbach's Alpha	No. of Items
1	Workplace Bullying	.957	12
2	Insomnia	.896	4
3	Emotional Exhaustion	.827	5
4	Employee Resilience	.852	6

Table 4 indicates the perfect correlation among variables. The correlation range is from -1.0 to +1.0. All the variables positively correlate with each other except workplace bullying and emotional exhaustion which negatively correlate with each other. The correlation Table is given below.
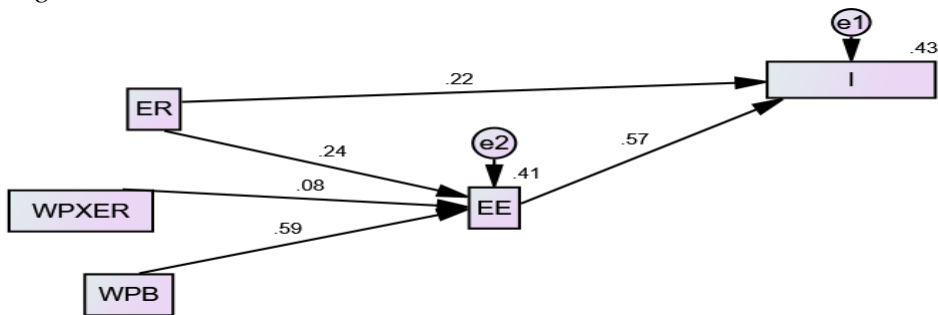
Table 0
Correlation Table

	Gender	Age	Experience	Qualification	Designation	WPB	EE	ER	INS
Gender	1								
Age	.101*	1							
Work Experience	-.006	.073	1						
Qualification	.014	.087*	.367**	1					
Designation	.097*	.054	.034	.061	1				
WPB	-.054	-.083	-.066	.128**	-.001	1			
EE	-.003	-.103*	-.168**	.002	-.019	.156**	1		
ER	.023	-.032	-.291**	.089	.105*	.315**	.253**	1	
INS	-.016*	-.007	-.033	-.039	.053	.282**	.252**	.304**	1

Note. **. Correlation is significant at the 0.01 level (2-tailed).*. Correlation is significant at the 0.05 level (2-tailed).

Hypotheses Testing

WPXER is an interaction variable. We put the model to the test using SPSS AMOS 21, using the bootstrap method with 200 resamples. The results are displayed in Table 1 and shown visually in Figure 1. Every path coefficient is significant at the 0.5 two-tailed bias-corrected method. This means that based on the picture of the regression model, all the connections are both positive and meaningful. Hence, all the hypotheses were accepted as per the statistical results.

Figure 2
Regression Model

The above figure shows the results which clearly indicate that all the relationships are positive with 0.43 co-efficient of determination which states that 43% variation in insomnia is due to its predictor.

Table 5

Standardized Regression Weights

			Estimate	S.E.	p
EE	<---	ER	.237	.033	***
EE	<---	WPB	.592	.025	***
EE	<---	WPXER	.078	.032	.028
I	<---	EE	.568	.047	***
I	<---	ER	.219	.044	***

Table 5explains the standardized regression rate of the said model. It states that employees's resilience has a positive impact on emotional exhaustion with a beta value of 0.237 at a 0.0000 significance level. Workplace bullying also effects positively and significantly with a beta value of 0.592 at .0000, WPXER's impact on emotional exhaustion is 0.078 at a significance level of .028, emotional exhaustion impacts insomnia positively with a beta value of 0.568 at a significance level of 0.0000, and employees resilience impacts insomnia with a beta value of 0.219 at a significance level of 0.0000.

Table 6

R Square Value

	WPB	EE	Estimate
I			.430

In AMOS coefficient of determination (*R* square) is 43%. This value indicates variation in the outcome variable due to the influence of the predictor variable. This value shows a 43% observed change in this model. This is explained by variation out of total variation.

Table 7

Mediation Effect

Relation	Indirect effect	Direct effect	Total effect	VAF
I <--- EE <--- ER	.135 at .000	.219 at .000	.354 at .000	38%

Table 8 shows employee's resilience as a moderator which constitutes a weak relationship between workplace bullying and emotional exhaustion. Hence, if employee's resilience works together with workplace bullying, it

would lessen the density of emotional exhaustion of the employees at workplace.

Table 8

Moderation Effect

Relation	Direct effect
WPB <--- EE	.592 at .000
ER <--- EE	.237 at .000
WPXER <--- EE	.078 at .028

Discussion

The current study attempted to determine the impact of workplace bullying of supervisors on insomnia of the workers at the workplace with the role of emotional exhaustion (EE) as a mediator and also to observe the role of employee's resilience (ER) as moderator which is associated to the emotional mechanism with WPB and insomnia of the employees.

The current study showed that workplace bullying was significantly related to insomnia of employees at workplace. As per the hypothesis, the relationship between workplace bullying and insomnia was proved statistically, that is, workplace bullying was positively related to insomnia. Hence, for the better development of the organization, workplace bullying should be obliterated in the organization to minimize employees' insomnia. In earlier studies, Mayer and colleagues established workplace bullying to be negatively linked to organizational-focused deviant behavior and unethical behaviors (Mayer et al., 2012).

Secondly, employee's resilience moderated among workplace bullying and insomnia with the mediation of emotional exhaustion which was not studied earlier. Employee's resilience moderated workplace bullying and emotional exhaustion and the hypothesis was supported by the literature. Similarly, statistical results also proved this statement. The current study explained negative behaviors of managers (such as, highly unethical managerial attitudes). Moreover, it also proposed that these destructive behaviors should be ended. Hence, the positive responses and productivity of the employees are bound to come (Taylor & Miller, 2016). Consequently, this study explained that positive attributes and actions should be adopted by organizations to look upon emotional exhaustion. This is because these individuals are more harmful in abating the positive effects of constructive

features on their professional lives at their workplace (that is, negative behaviors) promoting destructive features, for instance demotivation (Omer et al., 2022).

Since these employees hunt for negative outcomes and experiences from their work, they implement destructive efforts to handle situational restraints and let them hamper their sentimental states. Negative minds and distressed individuals cannot perform effectively, adapting destructive attributes to cope with situations. Hence, these types of employees, under argumentative circumstances, may be concentrated on enhancing the destructive consequences and not essentially on reducing the affirmative ones. However, this study discovered that emotional exhaustion and employee's resilience are correlated to affective situations that are warranted.

According to the hypotheses, workplace bullying and emotional exhaustion have positive relationships and by enhancing these variables negative outcomes, such as insomnia are increased. In this study, workplace bullying countered the positive thinking of the workers at their workplace and promoted negative aspects of employees, such as emotional exhaustion and insomnia. Literature and statistical results also supported the designed hypotheses in which workplace bullying impacts insomnia and emotional exhaustion as per the planned hypothesis. The current study acts as a tool for organization and managers to decrease workplace bullying which would motivate the employees and reduce destructive behaviors at their workplace. Therefore, the organization can shape an ideal atmosphere for working and hence, employees' performance would be enhanced which may benefit the turnover of the organization.

As per the hypothesis, workplace bullying and employee's resilience have negative relationship which means by enhancing employee's resilience, emotional exhaustion, and insomnia of the employees are decreased. This study also explained employee's resilience, moderated between workplace bullying, insomnia, and emotional exhaustion. If resilience increases in employees, then the other negative aspects related to employees would be ended, proving the hypotheses. Hence, workplace bullying would be encountered ultimately. All these things have been proved by statistical results of this study. Training is another indicator that can be considered to reduce bullying behaviors at manager level and to overcome insomnia and emotional exhaustion at employees' level. It would

enhance employee's resilience by appropriate training and this training pertaining to employees' improvement and managers should be aligned with the organizational objectives.

Theoretical Implications

The study created numerous influences in the current frame of literature. Firstly, the research contributed an imperative input of workplace bullying on employees' emotions at their workplace. The literature emphasized the consequences of workplace bullying which decrease the performance of employees and organization. This research supported the present literature by giving a detailed analysis of destructive aspects of workplace bullying, that is, emotional exhaustion and increased constructive aspect and employee's resilience. Moreover, this study also incorporated literature on workplace bullying along with a discussion of social exchange theory.

Managerial Implications

The current study also made numerous imperative practical consequences. Firstly, the results proposed that workplace bullying has significant effects on employees' destructive behaviors and attitudes. Therefore, organizations need to identify and select those people who determine the basic virtuous models as managers. On the other hand, organizations can decide to capitalize on ethical training courses for the supervisors to advance their values, behaviors, and virtuous conduct.

Secondly, supervisors must show dedication to the apprehensions of employees to gain their trust. Likewise, there would be healthy and friendly communication between managers and employees (Hochschild et al., 1983). If employees do not trust their managers or if they are reluctant to talk with them, it may result in several destructive behaviors, emotional exhaustion, negative behaviors, and distressed minds at their workplace. Subsequently, a supervisor may be successful when employees openly believe in them and collaborate with them freely. Therefore, managers should be committed to make a virtuous environment for their employees with trust and open interactive communication at workplace.

Thirdly, organizations can get benefits through training intercessions which are planned to increase employee's resilience and decrease their emotional exhaustion. Although, being hypothesized, as a stable individual feature, data shows that training interferences may raise positive conduct.

Limitations and Future Research Directions

There are several limitations in the current study. Firstly, the mediator emotional exhaustion and employee's insomnia were measured simultaneously and from a similar source as it was impossible to measure these variables differently due to some logistical constrictions. Therefore, future studies should validate experimental results by measuring these variables individually with other research designs.

Secondly, the current study would be useful to examine the interactions among distinctive extents of an individual's behaviors and workplace bullying. For instance, leaders' honesty and fairness is much expected to relate to personality traits of employees. Whereas, behaviors for people-orientation may lead towards vulnerable communication and positive conduct of employees towards the organization. Therefore, this study would encourage future investigation to assume a multidimensional methodology in order to explore the level to which workplace bullying describes a modification of outcomes and work attitudes in employees.

The sample in the current study was also limited. Therefore, chosen cities were focused that constrained the generalizability of the results in various conditions. The results can only be applied to a selected population which may not be the same in others, thus, compromising the generalizability for other provinces, states, and countries. Thus, future research should be conducted outside the selected province to examine whether the results established in this study apply to other surroundings.

Conclusion

The current study concluded the findings by determining the effects of workplace bullying and insomnia on employees along with the mediating role of emotional exhaustion and moderating effect of employee's resilience. The negative behavior of individuals and the effects of organizations related to high workplace bullying were manifested. The current study would play a dynamic role in the behavior of supervisors even though much effort is still required. Moreover, it also provided guidelines for having productive and efficient employees to reduce workplace bullying and negative behavior of employees, such as emotional exhaustion and insomnia in an organization. In this way, an organization can achieve its goals after getting maximum productivity from the employees. Employees having received negative behavior from their supervisors are harmful and

less productive for the organization. Therefore, this study also explained and provided a road map for the organizations to display more positive and constructive attitude towards their employees. This would help the industry to create a balanced healthy employee sheet to increase the productivity of employees along with insomnia. According to the current study, employees can increase their resilience against any challenge if training and a positive atmosphere is provided to them. Resultantly, the negativity of the employees would be diminished.

Three important and potential devices propose that insomnia can enhance the threshold of subsequent harassment or bullying coming from supervisors. Firstly, workers may face difficulties due to sleep issues having a lesser threshold for taking practices as negative which escalates the possibility of reporting destructive occurrences at the workplace being bullying in questionnaire surveys. Secondly, workers with fewer sleep occurrences can be triggered more easily and, hence, behave or respond in a manner that aggravates others, for instance, replying with frustration and violence. This can activate vengeance in the shape of anger and acts of bullying. Lastly, sleep deficiency might hinder an employee's performance which again can lead to adverse reactions from colleagues and managers which might be supposed as, or deteriorate, into a bullying condition. Therefore, the current study suggested that workplace bullying impacts the negative behaviors and attitudes of employees in many different ways. Organizations should hire and identify those individuals who determine the basic virtuous models being managers. On the other hand, organizations can also decide to exploit ethical training courses for managers to boost their morals, virtues, and worthy behaviors.

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