Could Workplace Bullying and Emotional Exhaustion be Reasons of Employee Silence?

Kamran Khan
Ph.D. Scholar
Department of Management Science
COMSATS University Islamabad (WAH Campus), Pakistan
phdmanagement.hrm@gmail.com

Tahira Nazir
Assistant Professor
Department of Management Science
COMSATS University Islamabad (WAH Campus), Pakistan

Khuram Shafi
Assistant Professor
Department of Management Science
COMSATS University Islamabad (WAH Campus), Pakistan

Abstract

The present research examines the effects of workplace bullying (work-related bullying and physical intimidating bullying) on employees' silence. It also investigates the mediating role of emotional exhaustion among work-related bullying, physical intimidating bullying, and employee silence. Data were collected from employees working in the banking sector by adopting the purposive sampling technique. The study hypotheses were tested on the SMART PLS 3.2.2 version by using structural equation modeling (SEM). The findings present that work-related bullying and physically intimidating bullying have a direct positive relation with employee silence. Further indirect relation among work-related bullying, physical intimidating bullying, and employee silence has significantly positively mediated by emotional exhaustion. Drawing upon the Conservation of resources theory (COR), the current research adds in the literature of employee silence and its antecedents. The current study provides solutions for organizations to overcome the antecedents of employee silence. Limitations and future recommendations are discussed.

Keywords: Workplace Bullying, Emotional exhaustion, Employee Silence

1. Introduction

Workplace incivility and bullying have affected the employee's productivity, attitudes towards work, turnover retention, interpersonal relation, and level of communication. Another related study to this sector described that perceived negative work environment contributed to employee silence and reduced communicating behaviors (Mannan & Kashif, 2019). Good communicating behaviors and communication skills of employees at the workplace are globally recognized for better performance. Lack of communication opportunities pushes individuals to work with low involvement in the organization (Batt & Keefe, 2002). Behavioral factors of the environment have included the level of interaction and overall social environment that makes employees happy or unhappy (Leblebici, 2012). Employees who are having issues related to the working environment put less effort towards organizational performance (O'Neil, 2017). Due to a lack of good working environment employees seem likely to withdraw their points of view and feel reluctant to increase their voice for organizational activities and as a result fall into the situation of silence

(Russomanno, 1996). Employee silence has significantly positively related to workplace bullying, (Deniz et al., 2013).

Workplace bullying has harmed the organizational outcomes, employees' performance declines the well-behaviors (work engagement) (O'Donoghue et al., 2016). Employee silence with mistreatment and workplace bullying is prevalent and damage to employee productivity. (Harlos & Knoll, 2018). Work-related bullying and physical intimidating bullying have positively correlated with the behavioral response of the employees, (Ko et al., 2020). Outcomes of workplace bullying first could be seen at an individual level in which individuals fall in the situation of silence. Secondly, feelings of emotional exhaustion, depression, anger, and burnout have been shown in the employees' attitudes due to bullying behaviors at the workplace (Nielsen & Einarsen, 2018).

The level of employee emotional exhaustion has been influenced by workload, pressure, stress, prolonged work hours, uncomfortable working environment, control, autonomy, and workplace bullying (Panunto & Guirardello, 2013). Prompts feelings of negative emotions (anger, depression) are the output of workplace bullying in which work engagement of the individuals reduces and a more prominent negative work environment has been developed, (Jahanzeb et al., 2020). Personal issues of the employees such as anxiety, depression, fear, stress, and loss of confidence are consequences of workplace bullying and affect the employees' performance including absentees, showing mistakes, hesitating in solving issues of work, and lack of involvement in organizational activities (Van Der Wal et al., 2020).

Previous studies suggested that employees' work behaviors and performance have been negatively affected by workplace bullying in the banking sector of Pakistan (Hussain & Aslam, 2015). Employees who are working in banks perceive the working environment as the fundamental thing that relates to performance and voice behaviors. The negative working environment and workplace bullying reduce performance and enhance employee silence (Chenji & Sode, 2019). The study of Chaudhry et al (2020) elaborated the predictor and outcomes of workplace bullying in the banking sector of Pakistan. Despite the number of researches on workplace bullying its relationship with employee silence behaviors, the present study fulfills the gap that has received less attention from previous studies. It is necessary to understand the employees' silence and interpersonal relationships under the circumstances of workplace bullying. To observe the wider effects of workplace bullying on organizational performance Rai and Agarwal (2020) have suggested considering employee silence as job outcomes with the relation of workplace bullying is the study area for future research. Further emotional exhaustion could be a possible mediator between workplace bullying and employee silence relationships. The current research aims to address the issues related to employee voice behaviors especially silencing attitudes that may result from a bullying work environment. Furthermore, the intervening roles of negative emotions are important to find out the link between workplace bullying and employee silence.

2. Literature review/ Hypotheses Development

2.1 Employee Silence

Silence refers to individual feelings in which people do not speak up due to the non-availability of communicating opportunities and fear of consequences (Prouska & Psychogios, 2018). In addition, silence is the absence of sound and refusal to communicate. Employee silence is known as a wide range of cognitions and emotional objections to

organizational situations. It is related to employees' behaviors in which they withhold genuine expression just because of organizational injustices (Pinder & Harlos 2001). Employee silence is the situation when employees intentionally reprobate the necessary information from their leaders and bosses. Individuals in the organization fail to convey the voice of their minds and could not put up valuable ideas to management (Morrison, 2014). Employee silence has developed by behavioral phenomena and develops through negative acts in the organization. People hide their knowledge, information, point of view and do not speak under such negative organizational practices, (Morrision & Milken 2000).

2.2 Workplace bullying (work related psychical imitating bullying)

Workplace bullying has included activities demeaning and destructive. The detailed definition of workplace bullying consists of abusive language, rude attitude, threatening the voice, contradictory and confusing instructions, dismissal of proposals, offensive messages, unjustified criticism, overloading of work activities, withholding the documents, or hiding the information and insulting the employees in the front of others. Similarly, Nielsen and Einarsen (2012) extended the concept of work-related bullying as an unmanageable workload, withholding of crucial information, and excessive monitoring. Bullying has mainly three forms such as personal bullying, workplace bullying, and physical intimidating bullying, (Jung & Yoon, 2018). Moreover Orange (2018) has observed person-related, work-related, and physical intimidating types of bullying. First person-related bullying, which has included dismissing, negative, ostracizing, insulting, and ignoring behaviors about a person. Second work-related bullying includes blame, threat, insulting among colleagues, humiliation, work-related negative remarks, and slandered indirectly behind their back. That is usually linked to unreasonable deadlines, workload, and extra demands. Finally, the physical intimidating type of bullying refers to threats and physical violence at the workplace (Ballard & Easteal, 2018).

2.3 Emotional exhaustion

Emotional exhaustion (negative emotions) is associated with anger, anxiety, and fatigue (Demerouti, et al 2005). Workplace bullying and misbehaviors develop a harmful atmosphere that negatively impacts employees' emotional states (Lutgen-Sandvik, et al, 2007). Emotional exhaustion (negative emotions) has been commonly developed by the unpleasant experience faced by the target (Geddes, Roberts & Callister, 2020).

2.4 Workplace bullying and employee silence

Perceptions of the workplace environment set the mind of the employees whether the environment is suitable for elements of choice to express their voice or not. Employees have made decisions on cost/ benefits and a rational basis after the analysis of the situations. If the situation is not favorable then it enforces people to live in silent behaviors (Donaghey et al., 2011). Employee silence has developed by behavioral phenomena and negative acts in the organization. People hide their knowledge, information, and don't speak under such negative organizational practices (Morrison and Milken 2000). Bullying behaviors at the workplace have contributed to the environment of employee silence (Brinsfield, 2013). Harassing and aggressive behaviors together with poor impressions can easily force the employees to be silent (Park and Ono 2016). Social isolation of the individuals is mainly exposed from the bullying environment (Einersan and Raknes 1997). Conservation of resources theory (COR) has examined the actual situation of threat in which employees' resources have expected to

lose or be demolished under stressful circumstances. People who have possessed fewer valuable resources are defensive to survive or protect existing resources (Hobfoll & Kay, 2000). Workplace bullying is harmful both for employees and organizations. Long term environment of workplace bullying has adversely affected the employees' attitudes in which they report against the situation in a silent way. They don't explore actual and potential complaints of such an abusive environment. Workplace bullying can be attached to the debilitating physical, emotional and psychological injuries that make able the target completely or partially insufficient of complaining (Ballard & Easteal 2018). Accordingly, COR Hobfoll (2001) workplace bullying has mainly been associated with three types of silence behaviors in the organization: ineffectual, defensive, and relational silence. Workplace bullying puts a significantly negative effect on the employees' perception of social relations, friendships with colleagues (Salin et al., 2019).

H₁: There is a positive relation between Employee Silence and Work-Related Bullying.

H₂: There is a positive relation between Employee Silence and Physical Intimidating Bullying.

2.5 Workplace bullying and emotional exhaustion

Positive and negative emotions play an important role in the setting of a working environment. Job resources have been increased by positive emotions. On the other side outcomes, and well-being behaviors have been negatively affected by the negative emotions of employees (Christa & Malka, 2014). Negative emotions are predicted by uncivil behaviors. Employees who have exhausted feelings are tended to perceive the bullying behaviors in their job relationship, (Ogungbamila, 2013). Workplace bullying has an alarming effect on the anxiety, stress, depression, and emotional states of the employees (Coyne et al 2000). Furthermore, in the situation of workplace bullying (work-related bullying, physical intimidating bullying) employees feel less interest, more anger, tension, stress, frustration, guilt, nervousness, hostility, shame, afraid and upset type of emotions that make their work effortless. The perception of uncivil behaviors at work impacts the emotional state of employees and creates job anxiety, (Finne et al., 2011). The theory of COR elaborated that individuals' intentions, emotional energy become fewer against the stressor factors (Feldman, 2012). Due to the physical nature of bullying, its victims may be involved in negative emotions and preparedness to exhausting feelings (Reme et. al., 2008). Workplace cynicism has predicted negative emotions (Cole et al., 2006). According to Kiefer (2005), negative emotions in the organization have been proposed by three dimensions: imperfect working conditions; perceptions of job insecurity and unfair treatment. The higher level of job-related stress and burnout resulted from the experience of negative acts (Yeun & Han 2016).

H₃: There is a positive relation between Work-Related Bullying and Emotional exhaustion.

H₄: There is a positive relation between Physical Intimidating Bullying and Emotional exhaustion.

2.6 The Mediating Role of Emotional Exhaustion

Different emotional reactions have set behaviors under bullying environments. Workplace bullying has associated with employees' engagement and disengagement. Employees'

emotions have a mediating role between employee work engagement and workplace bullying (Parkinson & McBain 2013). Workplace bullying has not only significant positive effects on employees' silence, but it also declines performance by mediating the role of burnout (emotional exhaustion). Drawing upon the COR theory the employees have a depletion of resources (loss of emotional energy) if they work in a more bullying work environment (Hayat & Afshari, 2020). An aggressive environment generates negative emotions in which employees intentionally decide to put low effort into work. High levels of organizational stressors and conflict have increased frustrated emotions that trigger the negative performance of employees (Snyder et al., 2004). Burnout (emotional exhaustion) specifically mediates the relationships between work environment and work output (Rathert et al 2012). Employees bullying behaviors have been shaped by organizational resources and environment. Perceptions of workplace bullying and negative work environment have decreased employee resources (D. M. Rousseau et al., 2019). Employee silence and emotional exhaustion have been affected by workplace bullying due to loss of resources or negative exhaustion of resources (Lam et al., 2010). Consequences of emotional exhaustion have been shown in the form of malpractices, sabotage over-sensitive, absenteeism, and coping of individual ability, lowered productivity, and poor relationships with team members. The study of (Srivastava et. al (2019) examined the relationship between employee silence and emotional exhaustion in which both are positively related to each other. Employee decision either to speak up or remain silent is based on the emotional state that has been developed by the perceptions of doing wrong in the organization. Perceived wrongdoing in the working environment develops negative emotions. Negative emotions (regret, fear, shame, guilt, anger) influence the engagement of the employees and their voices (Aboobaker & Edward, 2019). Work attitudes of the victims of workplace bullying have turned into low performance such as an intention to leave, job dissatisfaction and negative emotions plays a mediated role in this relationship (Glasco, et al 2016). Bullies involve negative emotions such as stress, depression anxiety, and fall in the situation of social isolation at the working place (Matthiesen & Einarsen 2007). The central role of emotional exhaustion could be seen between the relation of uncivil behaviors and work performance. Employees avoid work responsibilities, feel tired to participate in organizational activities, and prefer to live isolated (Bolton et al., 2012). Burnout (emotional exhaustion) specifically mediates the relationships between the working environment and output (Whiteside & Barclay 2013). Workplace bullying can be seen from the personal resource's perspective. Perceptions about the Loss of personal resources allow the bullies to seek more resources by aggression. This tries to scare resources to others and creates a bullying atmosphere at the workplace (Wheeler, Halbesleben & Shanine, 2010).

H5: Emotional Exhaustion mediates the relationship between Work-Related Bullying and Employee Silence.

H6: Emotional Exhaustion mediates the relationship between Physical Intimidating Bullying and Employee Silence.

3 Methodology

3.1 Study Design, Sample and Data Collection & Procedure

The current research aims to investigate the basic research questions: (1) Do Perceived Workplace related Bullying and physical intimidating bullying have positive impact on employee silence? (2) Is emotional exhaustion mediates the relationship among Workplace

related Bullying and physical intimidating bullying and employee silence? The sample of study consisted 395 employees having different ages, gender, qualifications, and work experiences in major public and private banks located in Rawalpindi and Islamabad, Pakistan. The banking sector of Pakistan plays a supportive role in the development and growth of Pakistan's economy (Zafar & Aziz, 2013). Various factors are affecting the performance of employees in the private banking sector. Employees' resources are important to get success or failure in this area (Islam et al., 2019). The study has selected purposive sampling technique by considering cross-sectional research designed for data collection. Purposive sampling technique came into effect when there are selective participants of specific organizations (Tongco, 2007). The purposive sampling may helpful in selection of exact population in mind. Purposive sampling is considered inexpensive and convenient for the study, (Bellingan et al 2016). In order to avoid social desirability bias the request made to the management of the organizations to provide the survey questionnaires of the participants confidentially. The questionnaire was provided through closed envelope and an online link was also sent in google form in which participants could record the responses without effecting social environment. A total of 434 Hard copies of the questionnaire were distributed in the main designated branches of all leading private Banks, from which 402 questionnaires have collected through courier. 7 participants wrongly filled the questionnaire and total of 395 questionnaires were selected for further analysis

3.2 Instruments

3.2.1 Workplace bullying

Workplace Bullying was measured by 7 items related to Workplace Related Bullying. i.e. "Someone withholding information which affects your performance" and 3 items related to Physical Intimidating Bullying .i.e. "You are being shouted at or being spontaneous anger at workplace" scale developed by Einarsen et al. (2009) which included " Scale items were anchor on a five-point scale, ranging from 1 (never) to 5 (daily).

3.2.2 Emotional exhaustions

Exhausted emotions were measured by adopting a six (6) items scale developed by Maslach & Jackson (1981), Which included" I feel emotionally drained from my work" On 5 items Likert scale starting from (1) strongly disagree to (5) strongly agree.

3.2.3 Employee silence

Employee silence was measured by adopting the scale of an item developed by Brinsfield (2013) which included "I feel it is risky to speak up about organizational matters". Items were measured on five Likert scales from (1) strongly disagree to (5) strongly agree.

4 Results & Analysis

First data was analyzed on SPSS version 20 for descriptive statistics. Demographic characteristics of the respondents were presented in table 1.

Table 1. Respondent's Profile

Demographic Characteristics	Description	%
	Male	54.8
Gender	Female	45.2
	21- 25 Years	32.5
	26-30 Years	22.2
	31-35 Years	18.9
Age	36-40 Years	6.7
	41-45 Years	7.6
	46-50 Years	6.3
	Above 50 Years	5.8
	Intermediate	8.9
Academic Qualification	Graduation	38.8
	Masters	34.7
	MS/ MPhil or Higher	17.6
	Less than 1 Years	9.3
	1-5 Years	35.4
	6-10 Years	26.2
Work Experience	11-15 Years	12.1
	16-20 Years	9.7
	Above 20 Years	7.3
N= 395		

4.1 Confirmatory factor analysis

Confirmatory factor analysis was run on Smart PLS, after running PLS-Algorithm the first step is to see factors establish and cross-loadings. Only one item WB1 has loading below 0.60. It was deleted and again PLS algorithm was run. In the second phase, all items have significant loadings. Table 3 shows the cross-loadings of the latent variables. All items of the variables exist on the same scale and there is no problem of multi-collinearity. In good factor analyses, the loadings of items fall in the respective composite factor and do not relate to another factor (Klein & Rai, 2009). There are four factors established in the said analysis which include work-related bullying, physical intimidating bullying, emotional exhaustion, and employee silence. Each item of the respected variables falls in the same category which represents the goodness of factors and item loadings for further analysis.

The below diagram shows the total effects of work-related bullying and physical intimidating bullying on employee silence while emotional exhaustions mediate this relationship. Results show the positive significant effect of independent variables (Work-related bullying and physical intimidating bullying) on a dependent variable (employee silence) (0.107 + 0.095), secondly Mediator (emotional exhaustions) positively mediates its relationship., 0.277 and finally employee silence having the positive value of 0.414 clarify the positive effects of both independent variable on it, which establish the hypothetical justification of the conceptual research model of study

Table 2. Cross Loadings

Constructs	EE	ES	PRB	WRB
EE 1	**0.688**	0.509	0.309	0.330
EE 2	**0.722**	0.504	0.205	0.327
EE 3	**0.760**	0.447	0.277	0.351
EE 4	**0.829**	0.421	0.317	0.428
EE 5	**0.782**	0.393	0.285	0.385
EE 6	**0.706**	0.510	0.366	0.443
ES 1	0.551	**0.734**	0.345	0.491
ES 2	0.425	**0.679**	0.186	0.235
ES 3	0.500	**0.775**	0.311	0.373
ES 4	0.422	**0.738**	0.253	0.287
ES 5	0.513	**0.799**	0.294	0.346
ES 6	0.395	**0.708**	0.220	0.252
ES 7	0.468	**0.737**	0.232	0.249
ES 8	0.354	**0.653**	0.231	0.222
ES 9	0.416	**0.738**	0.298	0.292
WB 2	0.297	0.306	0.822	0.361
WB 3	0.325	0.246	0.650	0.689
WB 4	0.382	0.326	0.784	0.736
WB 5	0.340	0.317	0.658	0.666
WB 6	0.298	0.191	0.624	0.654
WB 7	0.393	0.384	0.458	0.761
WB 8	0.412	0.337	0.455	0.765
WB 9	0.313	0.22	0.741	0.679

Cross loadings fall in the respective composite factors (Klein & Rai, 2009), Emotional Exhaustion (EE), Employee Silence (ES), Work-Related Bullying (WB 1 to 7), Physical Intimidating Bullying (items WB 8 to 10)

4.2 Measurement of Hypotheses

To analyze the research model, we run partial Least Square- Structural Equation Modeling (PLS-SEM) on software SmartPLS version 3.0. Partial Least Squares Structural Equation (PLS-SEM) is prominently measured by SmartPLS software developed by Ringle, Wende & Will in 2005. Due to the features of advanced reporting, researchers can adopt this user-friendly software for path analysis (Wong 2013). PLS-SEM has been used in various researches and is considered a well-developed technique for estimating a structural model. This has compatible with various studies related to humanistic behaviors in the organizational setting because it has the ability of the assessment to non-normality conditions of latent constructs in small and medium-size samples of the population (Hair et al., 2013). PLS-SEM technique is still concerned and relevant for prediction purposes of theoretical framework. Secondly, this can be used for many indicators, constructs, and analyzing the complex structural model. Thirdly, in exploratory researches, theoretical extensions can be understood by minimizing complexities. Finally, formative models may be assessed with a lack of normality and distribution issues (Hair, et.al 2019). Furthermore, PLS-SEM broadly considers the primary considerations, goodness of fit, statistical power, sample size, secondary data, distribution assumptions, and statistical power. In an assessment of inner model assessment outer loadings, weights, AVE, MSV, Cronbach Alpha, and composite

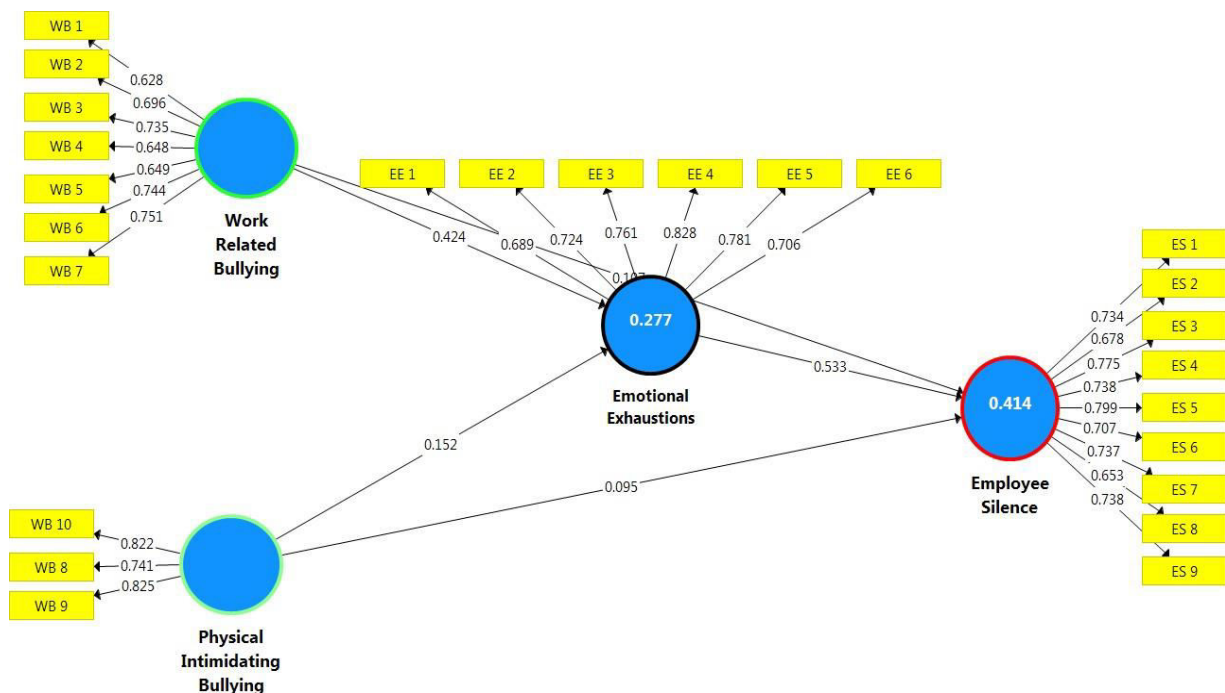reliability can be seen and the goodness of fitness may be checked in the structural model, (Hair et al 2019).

Figure 1. Total effects

4.3 Measurement of Inner Model

We have analyzed the research model in two stages. In the first stage to assess the scale items and check the validity and reliability of the inner model, PLS Algorithm runs on the 395 respondents. In the second stage, a method of bootstrapping (5000 resamples) was performed and the structural model was examined. The two stages (assessment of inner model and structural position) are helpful for the analytical procedure and to test the significance of item loadings and path coefficients of the given model (Hair, Hult, Ringle & Sarstedt, 2013). In the first stage, convergent validity was tested through composite reliability (CR), Cronbach alpha (CA), factor loadings (FR), and Average Variance Extracted (AVE). Table 3 shows the loadings recommended and exceeded from 0.6 (Chin, Peterson & Brown, 2008) and Indicators loading and reliability acceptable to the minimum 0.4 value and preferred that are close to 0.7 (Hulland 1999). The recommended values of Cronbach alpha and composite reliability values are exceeding 0.7 while the average variance extracted recommendable described for significantly above 0.5 (Hair et al., 2013). Table 3 shows that all the values of AVE are higher from 0.5 which sets the significance level of the inner model. On the second step discriminant validity was assessed which reflects the measures are not similar to other variables. It is indicated that there is a low correlation among items and the measure of related constructs are varies from a measure of interest. Table 4 shows that each construct has a larger diagonal value from its corresponding. Correlation best describes adequate discriminant validity (Fornell & Larcker, 1981). Henseler, Ringle, & Sarstedt (2015) criticized the Fornell and Larcker (1981) criteria discriminant validity which shows low detection of reliability. Henseler et al (2015) have recommended an alternative approach in the assessment of discriminant validity: Heterotrait-Monotrait (HTMT) correlation based on Multitrait-Multimethod matrix. Kline (2011) suggested that if HTMT values are greater than

0.85 then it is problem for assessing Discriminant validity. Table 4 shows that all values of HTMT are below 0.85 which represents the significant level of the constructs.

Table 3. Validity and reliability for constructs

Constructs	Items	Loadings	AVE	CR
Work-Related Bullying	Someone withholding information which is your performance at the workplace	0.728	0.509	0.861
	You are being ordered to do work below your level of competence.	0.689		
	Having your opinions ignored at the workplace	0.736		
	You are being given tasks with unreasonable deadlines	0.766		
	There is excessive monitoring of your work	0.694		
	You face Pressure not to claim something for which you are entitled (e.g., sick leave, holiday entitlement, and travel expenses).	0.761		
	You are being exposed to an unmanageable workload.	0.765		
Physically intimidating Bullying	You are being shouted at or being the target of spontaneous anger.	0.741	0.635	0.839
	There are Intimidating behaviors such as finger-pointing, invasion of Personal space, Shoving blocking your way.	0.825		
	You face Threats of violence or physical abuse or actual abuse	0.822		
Emotional Exhaustion	I feel emotionally drained from my work	0.688	0.562	0.885
	I feel used up at the end of the workday	0.722		
	I feel fatigued when I get up in the morning and have to face another day on the job working with people all day is a strain for me	0.760		
	I feel burned out from my work	0.829		
	I feel frustrated by my job	0.782		
	I feel I'm working too hard on my job working with people directly puts too much stress on me	0.706		
Employee Silence	I feel it was dangerous to speak up at my workplace	0.734	0.533	0.911
	I prefer to stay quiet to protect myself from harm	0.669		
	I feel it is risky to speak up about organizational issues	0.775		
	I believe that speaking up may negatively impact my career	0.738		
	I am afraid of adverse consequences (e.g., being criticized, losing my job)	0.799		
	Management didn't show interest in hearing about these types of issues	0.708		
	No one is interested in taking appropriate action	0.737		
	I would be not taken seriously in case of speaking	0.683		
	I don't think it would do anything good to speak up	0.738		

Loadings/ indicators reliability>0.4 ((Hulland, 1999), Average Variance Extracted (AVE) > 0.5, Composite reliability (CR > 0.7, Hair et al., 2013.

Table 4. Discriminant Validity

Constructs	1	2	3	4
Emotional Exhaustion	0.75			
Employee Silence	0.625	0.73		
Physical Intimidating Bullying	0.396	0.367	0.797	
Work-Related Bullying	0.511	0.433	0.575	0.695
Larger diagonal value (Fornell & Larcker, 1981)				
Heterotrait-Monotrait Ratio(HTMT)				
Constructs	1	2	3	4
Emotional Exhaustion				
Employee Silence	0.705			
Physical Intimidating Bullying	0.505	0.446		
Work-Related Bullying	0.604	0.479	0.757	
Heterotrait-Monotrait Ratio (HTMT) < 0.85 by (Kline ,2011).				

4.4 Measurement of Structural Model

A structural model was assessed as a suggestion made by Hair et al (2013) from the beta, T values, and corresponding p values via bootstrapping with resampling of 5000. T values must be higher than 1.96 and p values less than 0.045 present the level of significance of the structural model, (Hair et al 2019). They also recommended that researchers should also additionally measure the effect size ($f2$) and predictive relevance $Q2$. Table 6 shows the relationships between variables physical intimidating bullying significantly and positively affected the employee silence (beta= 0.102; p =0.04 and Work-Related Bullying > Employee Silence (beta 0.105; p=0.06). Table 6 also presents the Mediation relationship between variables. Emotional Exhaustion -> Employee Silence (beta= 0.533; p=0.000) which is significant. The relationship between Work-Related Bullying and physical intimidating bullying was also significant in which the first variable has shown beta0.0.42; p>0.00 and the second have beta 0.15; p>0.010 which supported the H1 and H2, H5 and H6. Furthermore, the R square determines the overall effect size of the structural model. R square greater than .80 indicated the possible problem of multicollinearity. The values of the R square of emotional exhaustion and employee silence were 0.27 and 0.41 respectively. According to Hock & Ringle (2006), the values of R square above 0.25 are acceptable.

Table 5. Structural Estimates (Hypotheses testing)

Hypotheses	Beta	Decision	T Values	P values
Emotional Exhaustion -> Employee Silence	0.533	Supported	13.081	0.000
Physical Intimidating Bullying -> Emotional Exhaustion	0.152	Supported	2.590	0.010
Physical Intimidating Bullying -> Employee Silence	0.102	Supported	1.982	0.040
Work-Related Bullying -> Emotional Exhaustion	0.424	Supported	8.439	0.000
Work-Related Bullying -> Employee Silence	0.107	Critical	1.843	0.066

T value >1.96, P value < 0.045, Hair, J,F et al 2019, critical t- values 1.84 (p=0.066)

5 Discussion, Limitation and Future Recommendations

The current research have shown work related bullying and physical intimidating bullying as antecedents of employee silence. It has also presented the emotional exhaustions as mediating variables in order to see the positive indirect relation among the study variables. Workplace bullying is a significant problem in this era, affecting the victim's voice as well as overall organizational performance (Alberts & Brooks, 2016; Desrumauxet al., 2016; Eriksen, Hogh, &Hansen, 2016). Workplace bullying has mainly been associated with three types of silence behaviors in the organization: ineffectual, defensive, and relational silence, (Hobfall 2001). Consistent with the mediation hypothesis, we purposed that employees facing a more bullying environment may have more feelings of emotional exhaustion at the workplace. Further COR elaborates the continuous effect of a negative working atmosphere decline the positive energy and emotions. Consistently insulting remarks resulted in a loss of intrinsic resources which further create frustration, restlessness, sadness, helplessness, and anger at working place, (Brotherdge and lee 2010). Emotional exhaustion fully mediates the work-related and physically intimidating bullying with employee silence (Ineffectual & defensive silence). The results of the study show that bullying behaviors have a direct and indirect positive effect on employee silence, Work-related Bullying (WRB): Employee silence (ES) (0.107), Physical Intimidating Bullying (PIB): Employee silence (ES) (0.095), and indirect effect of bullying behaviors with the mediation relation has also positive. i.e. Work-related Bullying, Physical Intimidating Bullying: Emotional exhaustion: Employee Silence (0.4124+0.152: 0.27:0.414) which fully supports the hypothesis that there are positive meditated relations between all variables.

5.1 Limitations and Future Recommendations

The study is not without limitations. The first study uses a cross-sectional research design and collected data from single sources which can enhance Common method variance (CMV), future studies may adopt a longitudinal research design to collect data from multiple sources. Secondly, the present study has used the scale developed by Einarsen et al. (2009) on negative work environment which has Cronbach's Alpha (a=0.80 and 0.71) and has been used in many previous types of research. Future studies can develop a self-reported scale on bullying behaviors and see its effects on existing variables. Thirdly sample was selected from leading private banks located in major cities e.g., Rawalpindi, Islamabad, Lahore, Peshawar, Jhelum, and Chakwal. Future studies can collect data from various organizations other than banking sectors and select populations from Pakistan and other countries as well. Fourthly the current study has consisted of two dimensions of workplace bullying (work-related bullying and physical intimidating bullying) and its direct relation with two dimensions employee silence (defensive and ineffectual) and emotional exhaustion plays mediating role. Future studies can employ with it more dimensions of workplace bullying. I.e. Person related bullying with relational silence with more emotional categories as mediator e.g., positive emotions (joy, happiness, or wellbeing behaviors) and its relation with the bullying environment.

5.2 Theoretical Contributions

The present research sees the antecedents of employee silence with lens of conservation of resources theory. Drawing from COR theory the present study described the effect of workplace bullying on employee's passive work behaviors (Ineffectual silence and Defensive silence). Loss of existing emotional resources happen due to workplace bullying and

employees avoid to speak in organizational problems under the stressful working conditions. Employees engage in different types of silent behaviors with the interaction of negative work environment and loss of actual resources happens instead of the gain of more resources, (Whitman et al., 2014; Xu et al., 2015).

5.3 Managerial Implications

This study advances the concept of employee silence and organizational practices and implications by examining the work related bullying and physical intimidating bullying by the mediating role emotional exhaustions. Employee voice and communicating behaviors are important factors for the organizations which are effected by bullying workplace environment. Learning organizations use motivational strategies for increase of job resources that lead to employees' communication (Pradeep & Prabhu, 2011; Howell et al., 2005). Management should identify the employee silence behaviors and its antecedents which come through bullying environment and need to overcome on adverse working conditions. Secondly, emotions play a vital role in employees' behaviors and overall work performance. Positive emotions increase employees' attachment with the organization and negative emotions declthe upward communication and engagement. Organizations should set a supportive and collaborative work environment in which employees can easily express their emotions and workplace issues. Organizations need to address the factors that are associated with performance, intention to work and positive emotions (Rasool et al., 2021).

5.4 Conclusion

Antecedents of employee silence consisted of workplace bullying that is a serious problem of this era and influences the work outcomes, employees' attitudes, emotions, and performance. Contrary to study assumptions the current findings suggested that employees who had experienced bullying behavior showed more silent behaviors and inactiveness on organizational matters and emotional exhaustion positively mediates this relationship. Specifically, the damaging implications of workplace bullying have positively correlated with emotional exhaustion and employee silence has been increased by the bullying environment in the banking sector of Pakistan. Workplace bullying has conclusively become a serious problem for present organizations and remedies should be set for minimizing the effects of bullying behaviors at the workplace

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