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Impact of Workplace Bullying on Work Family Conflict:Mediating Role of Emotional Exhaustion and Moderating Role of Neuroticism

by

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Dedicated to the people I love and admire...My Parents

CERTIFICATE OF APPROVAL

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Abstract

The present research investigates employee level antecedents of work family conflict in the university employees. Particularly, this research incorporates spill over theory to the literature of work family conflict that workplace bullying leads to employee emotional exhaustion. As severe negative emotional reaction, emotional exhaustion instigates work family conflict. Neuroticism is also posited to hypothesized links as a moderator. Data was gathered from 250 respondents working in different private sector universities of Rawalpindi and Islamabad. The results delineate that workplace bullying has significant and positive influence on work family conflict. Moreover, emotional exhaustion mediates the relationship of workplace bullying and work family conflict. In addition, Neuroticism moderates the relationship, and the results revealed significant impact of interaction effect provides evidence for moderation. Lastly, we conclude with practical and theoretical implications as well as future research directions.

Keywords: Workplace Bullying, Emotional Exhaustion, Neuroticism, Workplace Bullying.

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Chapter 1

Introduction

1.1   Background of the Study

Workplace bullying refers to the condition in which employees have to experience persistent bullying, teasing and humiliating signs. Workplace bullying has gained growing focus in management research over the past two decades (Djurkovic et al., 2008) and is a vital area of work life (Einarsen et al., 2009) Bullying in organizations is a fact and it contains severe issues for employees and for the organization. According to the research conducted in past, the bullying has a 21 percent occurrence rate for physical assault and seventy-nine percent for psychological aggression and it costs millions of financial implications for organizations in order to reduce psychological well-being and health problems (French & Sutton, 2010; Sutton, 2007). Bullying at the workplace is recognized as a serious stressor that has lethal impacts on employees performance (Hauge, Skogstad, & Einarsen, 2010). Bullying causes a mixture of verbal violence, antisocial and offensive acts that result in emotional and physical exhaustion. (Hershcovis & Barling, 2010) and intensified relations (Rhodes et al., 2010).

Workplace bullying is a stressor associated with the work that causes adverse influences on sufferers. (Einarsen et al., 2003) like enlarged job stress (Jenkins et al., 2011) ,mental disorder (Finne et al., 2011) deviant behaviors (Litzky et al., 2006), work family confict (Raja et al., 2017), emotional exhaustion and depression (Varhama and Bjrkqvist, 2004; Hershcovis and Barling, 2010). In other terms, bullying in the workplace consists of offensive acts, words, gestures that can affect

the individuals identity, dignity, integrity, put their job at risk or degrade the working atmosphere).

Bullying, according to Townend (2016), is a phenomenon that causes destruction, and that is why its occurrence causes damage to the organization's performance. In the eyes of researchers, the workplace bullying problem is gaining more attention and a lot of literature suggests that it has a negative effect on organizational performance as well as on individual success. Multiple issues such as a lack of clarification of position may lead to inadequate information to handle workplace bullying. Workplace bullying is assigned many names, such as workplace mobbing and emotional misconduct (Branch, Ramsay, & Barker, 2013).

Bullying in the worksite is not just about hierarchy, it is expected from all in the organization, such as supervisor, sub ordinate or a leader (Samnani & Singh, 2012). It is identified from a number of studies that bullying on workplace has become the cause of decrease in dedication, low focus and growing absenteeism (MacIntosh, 2005). According to Hoel and Einarson (2010) bullying on workplace ultimately results in substantial cost such as productivity loss, cost of interference by third party, and high worker compensation claims. Moreover it costs on legal liabilities. There are numerous aspects of workplace bullying (e.g. psychological tension, loneliness), Lack of social support), which can directly influence the well-being of workers. In the preceding literature, workplace bullying is known as constant negative events that affect the roots of almost every organization (Sheehan,McCabe, & Garavan, 2018).

Bullying is interpreted as persistent damaging consequences towards one or more individuals which causing imbalance of power in the professional environment (Carter et al.,2013). Bullying in the workplace is mostly about expressing undesirable attitudes that are repeatedly aiming toward the individual, which construct a state where individuals are powerless to protect themselves (Owolabi, 2013). Bullying produces thoughts of vulnerability among the employee which is detrimental to both targets and witnesses and the organization as a whole. Numerous scholars have used bullying at the workplace as their topic of study over the past several years to gain a deeper insight into the topic.Empirical research is also being undertaken to examine how workplace bullying is recognized.Bullying is indeed

a negative organizational practice that increases adverse health outcomes which eventually reduces employees job effectiveness. Unless the leadership doesn't quite seek to avoid bullying in workplace, it will remain a problem and continuously exist, makes it more difficult for the executives to retain staff and contributing to a rise in an operational costs.

When an employee faces seemingly intensive demands on his/her time and resources, emotional exhaustion happens. Emotional fatigue, a state induced by emotional and psychological demands built on people (Bacharach et al. 1991, p. 44). If an individual is not happy with the organization's working conditions, this low degree of job satisfaction signals unfavorable attitudes toward jobs (Altinkurt & Yilmaz, 2014). If there are such adverse behaviors as emotional distress exist in the workers for a significant period of time, they find themselves experiencing the condition of mental fatigue (Leiter et al., 2012).

Emotions are often viewed as a reactivity created from workplace related stressful events, as per the stressor and emotion framework of Spector and Fox (2005). When workers express emotional exhaustion, individuals sense that positive emotions and physical capacity are not sufficient to sustain a coherent working atmosphereLee and Ashforth (1996).Employees suffering undue stress from bullying would first assess if they have the capacity or capacity to respond to the situation(Wright &Hobfoll, 2004).If they are unable to cope and their energy and resources are continually exhausted without sustainment, adverse cognitive and emotional responses will grow among the employees(Hobfoll&Shirom, 2001).

Neuroticism is the tendency to undergo adverse symptoms, including frustration, anxiety, self-awareness, irritability, mental instability, and depression. Individuals with high level of neuroticism respond adversely to environmental stress, perceive ordinary conditions as hazardous, and can view small grievances as hopelessly overwhelming. Neuroticism was recognized for a long time since the advent of fundamental science personality studies, and may also be the first domain of personality discovered in the field of psychology.

Higher neurotic personalities are assembled in some characteristics, such as moodiness and extremely nervous personality, nervousness turn towards unpleasant factors (Nevid & Rathus, 2007).Workers with neurotic trait point out fearfulness,

sudden feeling of frustration, and unappealing with the environment. Some individuals whose are more willing to disclose their negative attitudes, these persons are impetuous, unhappy in any environment (Schmitz, Kugler & Rollnik, 2003).Bullying can occur in any work place, because of bullying health and skills are affected, if anyone mentions bullying then the management may see this person as a neurotic and reactive person.

Many studies have found, through years of clinical research, that narcissistic personality characteristics produce depressive symptoms. Depression is positive associated with neuroticism at a high level. Always anxious, depressed, guilty, tense, shy, overly emotional and self confidence involves to being neuroticism (Grav, Stordal, Romild & Hellzen, 2012).

Work family conflict refers to a situation in which the work and family areas interact to such a degree that one has a negative influence on the other. (Greenhaus & Beutell, 1985). Job family dispute refers to a situation in which the workplace and family areas interact to such a degree that one has a negative influence on the other. The National Institute for Occupational Safety and Health (NIOSH) America finds the work-family conflict to be one of the 10 most severe sources of stress at work (Kelloway, Gottlieb, & Barham, 1999). Work and family have become highly confrontational pillars, requiring similar volume of resources, time and commitment. Various factors in the workplace, such as daily working hours, time constraints, inflexible work arrangements, unfriendly colleagues and an unfriendly corporate atmosphere generate tensions between job and family roles (Baral, 2010; Kacmar, & Williams, 2000; Rathi & Barath, 2013; Thomas & Ganster, 1995; Wesley & Muthuswamy, 2005).

Three separate models were developed by Roehling and her team(2003) to figure out the connection among the non-working and working aspects of life. The first model was named as compensation theory which argues that disappointment or loss in one domain could be compensated in another through happiness and fulfillment; the other theory which is, segmentation sheds light on maintaining the feelings and distress mechanisms in these two fields separate from each other whereas, spillover theory suggests that theevents across one domain effects the other domain.

Workplace bullying can lead to drainage of energy resources of individual and that further leads to cause greater work family conflict. On the bases of the aforementioned argument, there is a positive correlation between bullying and work family conflict and when neurotic personality includes as a moderator this association is greater when there is a high proportion of neuroticism. Therefore, present research relates to study the impact of bullying on work family conflict.

1.2 Gap Analysis

This research tends to focus on the gaps exist in the literature of work family conflict and workplace bullying in order to explore the spillover effects of workplace events to other domain of individuals . As we know, bullying is described as a substantial social stressor at workplace been repeatedly aligned with negative outcomes. There have been several researches on workplace bullying and its effects on employee performance and employee health issues but there is not much literature about its spillover effect on individuals other domain of life i.e. family. Researchers have examined the negative consequences of bullying on various variables such as organizational efficiency, intention to leave, leadership effectiveness and productivity of workers but in compliance with the Pakistani specific context, there is not much research conducted on the influence of workplace bullying on work family conflict.

As suggested by (Salin, 2003) National culture may play an essential part in understanding how employees can understand and respond to actions such as bullying and whether an individual of a particular country consider bullying in the workplace as an appropriate versus inappropriate way of managing work tasks. Bullying study should also be targeted at investigating the context and effects of workplace bullying at all levels- organizational level, individual level, job level, along with national-level as well (Samnani and Singh, 2012).

1.3   Problem Statement

Although workplace bullying is a well-studied phenomenon but the way it manifests in academic institutions is relatively unexplored. Academic institutions are entrusted with the responsibility of maintaining a healthy and educative environment for their learners. Therefore, the existence of a stressful atmosphere as a consequence of bullying is closely linked to affect the abilities of faculty teaching there. This can also reroute their focus from imparting education to shielding their self-image instead.

The degree of stress that is thus created in Academic institutions is substantial. In this background, bullying in these institutes constitute a yet another challenge that effectively undermines the effectiveness and long-term viability of these institutions. Several interconnected layers of the problem can be identified; these include the implications for the individuals affected, for students, for the organizational culture, and as a result, for the entire institution as well as for the process of teaching and learning. Taken together, these implications, prompt very serious questions directly related to the broader debate on smart sustainable education.

Scholars suggested that without taking into account the variations in cultural norms among countries, the existence, background and effects of workplace bullying cannot be examined (e.g., Giorgi 2010; Einarsen et al. 2011). This research therefore attempts to examine the association between bullying and work family conflict in context of Pakistan. This study will further focus on support of neuroticism as moderator and assess how it plays a critical role in addressing this issue with mediating role of emotional exhaustion. This study tends to be helpful in identifying outcomes related to workplace bullying in organizations and its impact on emotional state of employees.

1.4   Research Questions

The present thesis aims to find answers to the following questions on the basis of the arguments and problem statements cited above::

Research Question 1

What is the association between workplace bullying and work family conflict?

Research Question 2

Does emotional exhaustion mediate the relationship between workplace bullying and work family conflict?

Research Question 3

Does neuroticism play a moderating role between workplace bullying and emotional exhaustion?

1.5   Research Objectives

The main objective of the researcher is to construct an integrative model by analyzing the association of workplace bullying on work family conflict usage of emotional exhaustion as a mediator and neuroticism as moderator between workplace bullying and emotional exhaustion.The study attempts to pursue the following research objectives:

Research Objective 1

To explore the association between workplace bullying and work family conflict.

Research Objective 2

To explore the mediation of emotional exhaustion between workplace bullying and work family conflict.

Research Objective 3

To examine the moderating effect of neuroticism between workplace bullying and emotional exhaustion.

1.6 Significance of the Study

The present study will make a variety of important contributions by incorporating more theoretical content to the literature of work bullying and work family conflict. The study is significantly useful for organizations to understand how workplace bullying may influence the non-work domain of an employee (family). The current study will also help organizations to build awareness about the workplace bullying among their workforce. In addition, this research will assist leaders to create a safe atmosphere where workers can showcase their expertise and skills and they will effectively contribute to the organization's growth.

This study would enable educational sectors and their stakeholders to resolve the disastrous challenges/consequences of workplace bullying. In past researches, little consideration was paid to how stressor of bullying spillover from the workplace to the overall life of employee. Therefore, this research will analyze the impact of bullying on work family conflict by using emotional exhaustion as mediator and neuroticism as a moderator.

1.7 Supporting Theory

The underlying theory of the present research is Spillover theory. This theory encompasses all variables in the proposed model.

1.7.1 Spillover Theory

Spillover emerges when negative feelings, behavior, anxiety, emotions and moods from work are transmitted to the family domain (Mennino, Rubin, & Brayfield, 2005). The theory of spillover argues that the life domains of a person are integrated; that is, well-being can be passed between domains of life. Past research shows that the spillover from job to family does not affect both gender in quite the same way. The influence of work on family life appears to be more detrimental for males than females. Findings suggest that family life and work life interact with each other and both negative and positive spillovers will happen in people's

lives, interacting in both ways, and that both fields are more often allies than rivals, with consequences that strengthen each other instead of conflicting with each other (Roehling et al., 2003; Greenhaus and Powell, 2006). Due to spillover cycle, strong ties between family and work life can be observable and similarities are developed (Edwards and Rothbard (2000). If unpleasant moods and thoughts, such as tiredness, are brought on from one domain to the other by an individual, it can be characterized as workfamily conflict signifying imbalance, but if they develop similarities between these life domains, we will label them negative work to family spillover (Rantanen,2008, p.15).

Spillover theory conceptualizations maintain that there is no boundary between work and family life. Instead, entities often carry their behaviours, actions, and feelings through one domain over to the other (Zedeck & Mosier, 1990). Grzywacz and Marks (2000b) mentioned that there are four common experiences of work family spillover: positive and negative spillover from family to work and work to family.

The spillover effect will be one in which a person feels the need to sacrifice on personal time (i.e. personal domain) due to job workload (i.e. work domain). Several studies have so far found support for spillover effect. Study has shown that if work activities and family activities are exclusively prepared in terms of space and time, then progress in terms of resources, time and behavior is generally negative. The study further supports the idea of work elasticity that encourages individuals to integrate and expand in terms of time and space beyond family and work commitments, which contributes to beneficial spillover and helps to achieve stable family and work cohesion (Staines, 1980).

1.8 Key Terms and their Definitions

1.8.1 Workplace Bullying

Bullying is typically described as actions or verbal statements that have the potential to physically or 'mentally' harm or exclude a person at work. Bullying may involve negative physical interactions as well.

1.8.2 Emotional Exhaustion

Emotional exhaustion is a condition in which individual feels physically exhausted and tired as a result of continuous pressure from personal or professional lives, or a combination of both.

1.8.3 Neuroticism

Neuroticism is a diverse personality trait component of psychology and development that represents the extent to which an individual perceives the environment as distressing, stressful, and vulnerable.

1.8.4 Work family conflict

Work-family conflict can be described as a form of inter role conflict in which certain work and family roles are not compatible and have a destructive effect on the work situation of an employee.

Chapter 2

Literature Review

2.1 Workplace Bullying and Work Family Conflict

Workplace bullying refers to circumstances where an individual is exposed to one or even more adverse actions (from co-workers, higher ups, or colleagues) for a longer time period in the form of continuous assault, derogatory statements or teasing, criticism or loneliness (Mikkelsen & Einarsen, 2002). Workplace bullying is emerged as a significant area of study in management studies over the last two decades. Many studies have indicated that even a 10 percent prevalence rate of bullying in the workplace demands greater attention (Einarsen, Hoel, Zapf, & Cooper,2011), Some researchers have found that almost 95 percent of employees have really been exposed to workplace bullying patterns over a period of five years (Fox & Stallworth, 2005).

The very first study on workplace bullying has been published in 1990 by Heinz Leymann. Leymann made the argument that bullying at workplace is the product of dynamic and a complex process involving environment at workplace, atmosphere culture of organization, leadership and role design at various levels of the organization. Bullying in the workplace occurs when the victim or target continuously faces adverse actions for a longer period and is unable to shield himself

(Einarsen, 2000). Researchers describe various forms of bullying behavior, including such, dispute-related bullying (interpersonal disagreement is the major cause), authoritative bullying (induced by aggressive conduct from positions of authority), discriminatory bullying (induced by causes of racism) and organizational bullying (caused by tyrannical environment) (Lutgen-Sandvik,Namie, & Namie, 2009). Bullying in the workplace is described by Einarsen and Raknes (1997) as repetitive negative acts and behaviors directed towards an employee. They are sometimes undertaken intentionally or unintentionally, but they strongly cause humiliation, offence and discomfort. These acts and behaviors can interfere with job performance and create an unhealthy workplace environment. Researchers in this area of study tend to distinction bullying from sexual assault, physical violence, racial discrimination, and incivility, focusing on non-physical sources of conflict and abuse (Keashly and Jagatic 2003; Rayner et al. 2002).

The first one to measure the extent of workplace bullying had been Leymann (1990), known to be the leading proponent. He described workplace bullying as a mechanism that usually started with such a slight (particularly job-related) confrontation, then progressed further into chronic and continuous bad actions over long period, leading to dictatorial work conditions wherein the recipient will continuously experience victimization. Leymanncharacterized and pointed to four main stages of this mechanism as:

In the initial stage, critical event is normally a conflict - typically an unfair workburden. This stage could be quite small and complicated to interpret and approach often.

The second stage entails the stigmatized actions of subordinates and leadership,such as continuous high-pitched criticism, ridicule or allocating pointless roles, defame, alienation, and acts of aggression.Facing such harmful behaviors on a permanent and structured levelcontribute to victimization of the target.

In this stage, where leadership engages and misinterprets the scenario, this same scenario has become formally "a case". Managers normally stigmatized the individual as a problematic one or hesitate to recognize liability for the violence.

In the fourth and final stage, the target is dismissed from employment through being pressured out whether explicitly (termination) or implicitly (The target intends to willfully leave the job).

A number of scholars have studied bullying at workplace in educational institutions/academia. Raskauskas (2006) carried out a research to analyzing six universities of New Zealand where 65.3 percent of academic employees reported being bullied. The number of these incidents involved only one individual acting as the intimidator. The research also focused on the types of bullying acts that employees had faced in these universities. Most commonly reported bullying behaviors were challenged authority, harassed, mocked an individual in front of peers, showed inconsistency in mood (mood swings) and involved shouting and screaming by fellow employees. Bullying is a harmful activity at work that enhances physical and mental health problems and ultimately impacts the productivity of workforce. If the management does not aim to hinder workplace bullying, it can continue to prevail and constant occurrence making it impossible for the management to retain the workers and results in escalation in cost for organization.

Niedhammer et al. (2009) undertaken a comprehensive study to demonstrate that bullying in the workplace serves as a psychological stressor and can positively impact employee behavior. Bullying at the workplace usually involved face-to-face contact in any organization but in present, with expanded addition of technological developments researcher has articulated the name of cyber-bullying that threatens employees through email messages and other social networking sites (Weatherbee, 2010). Workplace bullying is identical to the term of mobbing and abuse at work and it is primarily an exposure of adverse treatment from one individual to other (Einarsen & Nielsen, 2015). Workplace bullying was further analyzed from the context of a power differential between the survivor and the perpetrator. Power differential can lead to circumstances in which a person is unable to respond or protect himself or herself against offensive behavior, and this unsafe scenario will give rise to the victimization of bullying against an individual with lesser power (Einarsen et al., 2003).

Workplace bullying may well be witnessed both directly e.g. vocal aggression and humiliation in the presence of others and indirectly e.g. speculation (OMoore,

Seigne, McGuire, & Smith, 2012). Bullying in the workplace can be categorized into two kinds of behavior: behavior affiliated with employee and the second one is behavior affiliated with workplace. Behavior affiliated with employee may involve actions such as ridicule and insult or being absolutely different from others, while behavior affiliated with workplace may involve actions such as negative remarks of an employee or handing over undesirable responsibilities by organizational management.

Workplace bullying happens more often in the service sector as compared to several other sectors, and the most effected service sectors are medical and health and educational, sectors. Employees may face different sort of bullying behavior and it entirely depends on working atmosphere and organizational culture (Marie, Dip, Debra, Lesley, & Margaret, 2008).There have been substantial differences about workplace bullying in state owned and private entities. Bullying seems to be more overt in private entities, it doesn't last often, and ends until the target simply withdraws or is terminated, as the employer could never bear the cost of such an ineffective individual. In the state-owned sector, employee relations are dictated by work security and hierarchy, which may build an atmosphere loaded with tension, jealousy and misuse of power. As a consequence, bullying will last for many years, because workers could not be quickly fired. Victims suffer increasingly distorted kinds of violence and suffer significant adverse effects that hinder their physical and social wellbeing and reputation.

Keeping in mind the consequences of workplace bullying, it is possible to remember that the individual's social and work associations can be affected. The family and personal history of the victims can determine how they react to bullying incidents in the workplace and also how they deal with repeated negative remarks (Mulder et al., 2016). Lambert (1990) describes this spillover of actions from work domain to other domain of life as, the beneficial or harmful transport of feelings, behaviors and expertise from the work place to the family domain and vise - versa. Bullying in the workplace would eventually effect on family life. It can be very difficult for anyone not to bring the issues home from workplace, but the distress that can be placed on relationships by a situation at work can make family life incredibly stressful.

An earlier 2008, study related to bullying at workplace revealed that 75 percent of workers have indicatedbeing impacted as either a victim or an observer. According to the findings of study conducted in 2019 on bullying indicates that almost 94 percent of 2081 workers stated they were bullied in the organization.It is a massive rise -19 percentduring the last 11 years.About 51.1 percent) said that they had been bullied by either a supervisor or management team.

Work-family conflict can be described as a form of inter role conflict in which certain work and family roles are not compatible and have a destructive effect on the work situation of an employee (Greenhaus and Beutell, 1985). Research shows that individuals will invest more time in positions that are most important to them, thereby leaving less time for other roles, which provides the platform for the individual to confront role conflict (Greenhaus & Beutell, 1985). As an inter-role conflict, work-family conflict is a form of stressor or demand which any individual faces. Among scholars, it is generally accepted that this imbalance is due to strain-based, time-based and behavior-based differences between family and work (Eby et al., 2005; Greenhaus & Beutell, 1985). Strain-based stress happens when strain arising from one role interferes adversely with another role, such as becoming cranky and bad temper at home due to overload, inhumane treatment or work bullying. Time-based stress emerges in relative to the volume of hours of time devoted to one position, making it more difficult to devote time to other position. Behavior base stress happens when discrepancies is perceived in behavior required for workplace and home (e.g. It can help to get work done by being commanding or rigid at work, but being rigid at home might cause problems). Work and family obligations take time and resources. They can suffer work-family problems when employees seem unable to deal with the competing demands of family and work MacDermid (2005).The growing presence of the workers has expanded the volume of study that looks into how individuals accommodate both family and career requirements. In fact, with both working life and family commitments, women experience a tremendous obstacle when trying to reconcile these expectations.

The concept of work family conflict has been one of the main areas of interest for scholars, analysts and decision makers with the passage of time. This is because the percentage of female workers has risen considerably (Akkas et al., 2015). A

numerous studies indicate that it is incredibly difficult for women to respond to the needs of both family and work domain. As a consequence, the Work family conflict is continuing to increase. Previously, family and work had been viewed unrelated groups, but the notion was nullified by a wide range of scientific studies by labeled it as a myth (Edwards et al., 2000).

In the academic argument on this topic, the theoretical backdrop is based on role theory and the role scarcity framework to enlighten the relations between family and work domains (Kahn et al., 1964). Both fully addressed the association among family and work. Role theory (Kahn et al., 1964) implies that individuals are dealing with multiple conflicting roles in their lives, and each role has unique criteria and aspirations that can eventually conflict in some manner. This kind of conflict is termed as an inter-role conflict. The scarcity framework (Goode et al., 1960) implies that human energy resources are fixed and that the distribution of resources to work and family at the same time creates detrimental consequences that harm human wellbeing.

Negative workplace activities can affect the life of an individual outside the area of employment. Individuals can shift their emotional response or discomfort to their domestic life when employee experiences inhumane treatment at workplace (Hoel, Faragher, & Cooper (2004). The sensitivity of these two domains rises to confrontation, which results in work family conflict (Frone et al., 2000). Thus, it is hypothesized that:

H1: Workplace bullying is positively related to work family conflict.

2.2 Mediating Role of Emotional Exhaustion Between Workplace Bullying and Work Family Conflict

Emotional exhaustion has been referred as emotionally depressed and tired feelings of an individual towards work and the individual continues to display physical fatigue alongside emotionally depleted feelings (Wright & Cropanzano, 1998).

Emotional exhaustion happens when an individual experiences seemingly excessive requirement on his time resources and time. Emotional exhaustion, a state caused by emotional and psychological requirements imposed on people". Work needs mental involvement, critical judgement and analytical expertise which can allow negative emotions to accumulate and that likely lead to emotional exhaustion (Diefendorff et al., 2011). Emotional Exhaustion happens when the workplace strain and demand faced by workers exceeds the potential of their emotional resources, resulting in a negative shift in work behavior, emotional detachment from everyone and reluctance to work. Bullying in the work environment is associated with substantial negative effects that can be psychological, behavioral, physical or mental, including rage, depression and stress, leading to suicide events (Einarsen & Mikkelsen, 2003).

Emotional exhaustion is among the adverse outcomes of bullying at the workplace when workers confront with unprofessional actions they get exhausted (Karatepe, 2015) along with this, work disturbance and aggression could be seen (Browning, 2008). Research suggests that emotional exhaustion can overlap to affect the family domain and work domain of the employees. Previous research indicates that emotional exhaustion is adversely related to employees' private lives (Kristensen et al., 2005). Exhaustion is caused by individual or contextual variable (Shirom, 1993). Variable includes workplace elements such as work stressors, social support and work atmosphere, etc. considered as contextual variable whereas individual variable includes certain demographic attributes, such as marital status, race and gender (Billingsley & Cross, 1992). In addition, attributes and structure of individuals personality (Mills & Huebner. 1998) and individual variable further includes self-efficacy that would cause emotional exhaustion (Dick & Wagner, 2001).

Emotional exhaustion is primarily caused by excessive demand of job, which is often a cause of workplace bullying; in addition, poor social interaction also indicates emotional exhaustion (Janssen, Jonge, & Bakker, 1999). Empirical findings aligned with the affective event theory indicated that different job events witnessed by workers on a regular basis trigger the behavior and emotional state of employees.

Emotional exhaustion studies commonly proposed from the dominant burnout model of Maslach which consists of three parts. On the part of scholars, there is a consensus that burnout includes three main components - Emotional exhaustion, diminished personal detachment and depersonalization. Emotional exhaustion is demonstrated by a person's lack of energy and consumption or use of emotional resources, second burnout component is depersonalization that visible in the show of cynicism against employers, clients and colleagues; the third and final is reduced personal detachment, which indicates a tendency to judge oneself negatively (Maslach and Jackson, 1981). Emotional fatigue is emerged as a significant variable in the development of the three-part model of burnout (Zohar, 1997; Baba et al., 1998). Study had established a link between emotional exhaustion and a malaise that included anxiety, family complications, physiological, and severe destabilization of feelings (Kahill, 1988).

Past findings further indicated that exhausted workers are likely than other workers to detach from the workplace setting (Cropanzano et al., 2003). Employees may devote less determination at workplace due to psychological and emotional exhaustion and might even be reluctant about helping others (Mulki et al., 2006). Based on the aforementioned discussion, we conclude that a person faces workplace bullying also suffers emotional exhaustion, which can further impact an individual's family life. Subsequently, we propose the following

H2: Emotional exhaustion plays a mediating role between workplace bullying and working family conflict.

2.3 Moderating Role of Neuroticism Between Workplace Bullying and Emotional Exhaustion

Neuroticism is a trait defined by negative emotions such as terror, remorse, sorrow, rage, or hatred, and a tendency for extremely erratic thoughts, impaired control of impulses, and poor skills of stress and coping management (McCrae & Costa, 1987). The theory of affective event confirms that the influence of stressful events

on the emotional responses of people relies on their personal attributes, including such personality traits (Weiss and Cropanzano, 1996). Researchers believe that higher-neuroticism employees may have been more expected to suffer from bullying than emotionally mature employees; they will be more likely to react with frustration towards bullying behaviors (Bowling et al., 2005). Neuroticism indicates when a person continues to get nervous and frustrated quickly rather than staying calm and stable (Wang et al., 2015). Neurotic individuals appear to be distressed efficiently and are receptive to reaction. They experience feelings of criticism, distress, sorrow, tension and frustration on frequent basis and seem to be disorganized (Maltby, Day & Macaskill, 2010). Individuals with low frequencies of neuroticism seem to be truly healthy, composed, relaxed, happy and stress-tolerant (Burger, 2004). Studies showed that neuroticism is among the identity traits that most directly associated with comfortability level of an individual (Romero, Villar, Luengo, & GmezFraguela, 2009). The five - factor personality trait model is one of the most popular and widely accepted models that have provided useful insights on personality contrasts affecting conflict.

In this thesis, we specifically seek to investigate the adverse consequences of the "negative side" of workplace. So, we address neuroticism here as moderator instead of other aspects of the five - factor model of personality traits. This could be because just neuroticism is applicable directly to undesirable emotions of any individual; other traits of model are linked with positive feelings.

Individuals with neurotic personalities express more unpleasant emotion when they undergo environmental issues from their workstations Suls and Martin (2005). Neuroticism, a personality trait, is an indicator of emotional exhaustion and discomfort at work (Rovik, et al., 2007). As per Basim, Begenirbas and Yalcin (2013), it has been identified that emotional exhaustion and neuroticism and have quite a strong association. In their research, Swider & Zimmerman (2010) found that people with increased neuroticism are prone to be much more emotionally exhausted relative to people with less neurotic traits.

A research showed that bullying at workplace is a stressful situation for people with a neurotic disposition since they are quite centered on believing that an average situation is a threat for them as well (Langelaan, Bakker, Van, & Schaufeli,

2006). Some other studies suggested that individuals with neurotic tendencies are greatly affected from harassment and bullying relatively to individuals having different personality traits (Nielsen, Glaso, & Einarsen, 2017). Several of the effects of bullying, such as health problems, are positively linked with victim's own understanding of the problem, which certainly be impaired by individual characteristics like neuroticism (Salin, 2003). The positive connection identified in previous studies between neuroticism and bullying (e.g. Balducci et al.,2011; Glas et al.,2007; Tepper et al.,2001) could be described by both the behavior and perceptions of target workers. Compared to low neurotic personality, bullying is likely to have adverse consequences on people with greater neurotic personality. The following hypothesis is proposed:

H3: Neuroticism moderates the relationship between workplace bullying and emotional exhaustion, in such a manner that when neuroticism is high, the positive relationship is strengthened and when neuroticism is low, it is weakened.

2.4 Theoretical Model
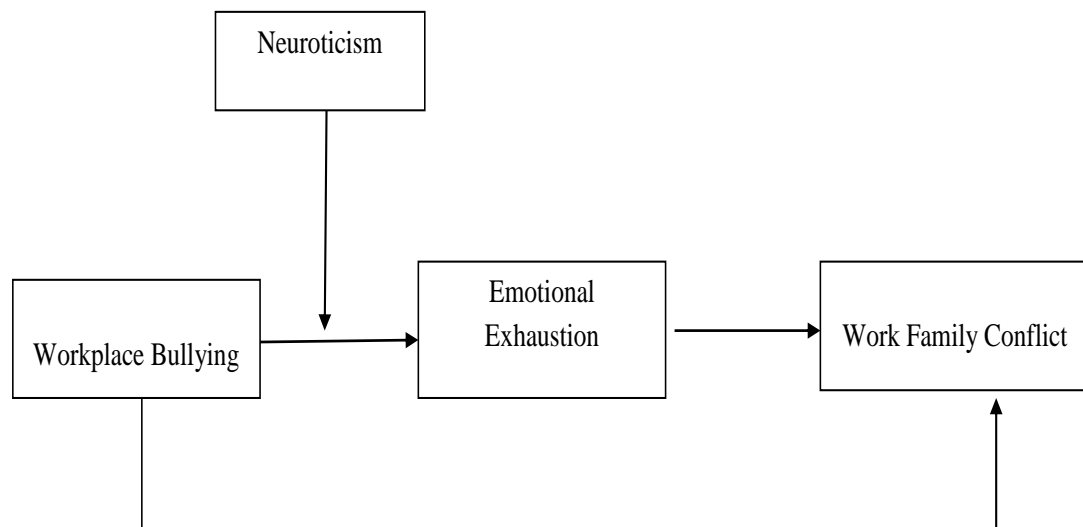
FIGURE 2.1: Research Model of Workplace bullying impact on Work Family Conflict through Emotional Exhaustion Moderation of Neuroticism

2.5   Research Hypotheses

H1:Workplace bullying is positively associated to work family conflict.

H2:Emotional Exhaustion mediates the relationship between workplace bullying and work family conflict.

H3:Neuroticism moderates the relationship between workplace bullying and emotional exhaustion, in such a way that the positive relationship is strengthened when neuroticism is high and it is weakened when neuroticism is low.

Chapter 3

Research Methodology

In this part of the study, the mechanisms used to address the research questions and the techniques developed to examine these methods are justified on the basis of the literature examined. Research foundations are developed and tested out using a framework called methodology (Remenyi et al. 1998) appropriate study would always adhere to the encouraging research methodology (Buckley et al. 1975). Therefore, the use of best known methods with utmost caution and a detailed knowledge of the difficulties encountered are important (Amaratunga et al. 2002).

The research methodology is the direction through which scholars ought to do their research. It reflects the direction by which researchers devise the problem, goal and describe the outcome of the data collected during the period of study. Hence, this section covers the methodologies of study used throughout the research process. It includes study area, sample size, characteristics of the sample, population, data sources (primary and secondary), data analysis (quantitative and qualitative), result acceptance and ethical consideration. In this particular piece of study, efforts are made to investigate the impact of workplace bullying on work family conflict, mediating role

TABLE 3.1: Summary of Methodology Section

Description	Methodology of Current Research
Research Design	Quantitative Approach
Type of Study	Explanatory Study

Description	Methodology of Current Research
Research Philosophy	Positivism
Study Setting	Field Based, no artificial setting
Unit of Analysis	Individual
Time Horizon	Cross Sectional
Research Approach	Deductive Approach
Population	Private Universities of Pakistan
Sample	Employees of Private Universities of Twin Cities
Sampling Technique	Non-probability Sampling - convenience sampling
Sample Size	250
Sample Characteristics	Gender, Age, Qualification and Experience

3.1   Research Design

The research design is very much the overarching plotline to link the problems of conceptual research to effective and feasible empirical research (Gauri & Gronhaug, 2005). That would be an essential technique used by the researchers to address questions of the study (Saunders el al. 2007). Research design is characterized as the schemes of the researcher, which display the methods and tools used to obtain and analyze the data (Zikmund, 2013). In other word, a set of methods used to evaluate the obtained data of study variables is considered as research design. Two research design methods used in social sciences are known as quantitative approach and qualitative approach. Several scholars have indicated that quantitative methodology is precise and efficient contrary to qualitative study design (De Vaus and de Vaus, 2001). With the help of quantitative methodology, researchers may achieve accurate and consistent findings (Chase, Teel, Thornton-Chase & Manfredo, 2016). In this study, we have used quantitative approach by using common instruments and procedures. As accurate data is induces by conversion of measurable evidence into numbers, which further analysed to discern associations, causes

and effects and correlations. The key qualitative method criterion that is useful / ensured in this thesis is as follows:

- Data has been managed, processed and stored to ensure the privacy and confidentiality of the respondents.

- The whole process of analysis is presented in depth in the result section.

- The key results are reported and explained as per supporting theory, framework and existing literature.

- Research has empirically defined questions and objective that are needed to be answered and examined.

3.1.1 Type of Study

The current study is an explanatory study. The research could be explanatory when the emphasis is on cause effect associations. It is being used where emphasis is centered on how alteration in one variable, influences, or is accounted for changes in other variables. The author utilizes theories or hypotheses in an explanatory study to describe the factors that induced a certain event to occur. The concept is being used by scholars while investigating the response to the issue, and the aim is to resolve the causal association between the interventions (Baxter and Jack, 2008). The present study is also a causal relational study wherein the impact of workplace bullying on work family conflict by using emotional exhaustion as a mediator and neuroticism as a moderator has been accessed.

3.1.2 Research Philosophy

Research philosophy was positivism. We have pursued the positivism philosophy in the current study, no experimentation on personal beliefs. The investigator in positivism research is independent from the study and there are no provisions for human interests within the study. Positivist studies typically follow a deductive approach, while the inductive approach is commonly aligned with the philosophy of phenomenology. Positivism represents the point of approach that scholars ought to

rely on facts whereas; phenomenology centers on the context and includes human interest provision.

3.1.3 Study Setting

The study setting is the social, physical or experimental context whereby research is conducted. It is important to correctly characterize this setting in a research, as the findings and their interpretation can rely significantly on it.

The current research study is a field based study and no artificial settings were made. In order to collect responses to the questionnaires, respondents were approached at their work sites therefore the current study is considered as field based study.

3.1.4 Unit of Analysis

The unit of analysis was individual in this study since this study is designed to figure out all the influence of bullying in the workplace on employees instead of organizations. Unit of analysis can be an individual, group, organization, culture or country from which data would be gathered.

3.1.5 Time Horizon

In this research the approach used for collecting the data was cross-sectional. When data is collected for multiple periods of time but by using same sample is called longitudinal study. When data is collected for multiple periods of time but by different sample is called multiple cross-sectional studies whereas, data collection in a single point of time and on same sample is known as cross-sectional studies. Therefore, this study is also a cross-sectional study as data was collected in single point of time by using same sample.

3.1.6 Research Approach

Deductive approach of research methodology has been used for the current study. Deductive technique typically starts with argument and hypothesis, after which

the hypothesis is tested by collecting and analyzing data and then results show the relations between the hypotheses. These results further determine the existence or non-existence of relationships between the variables.

3.2 Population and Sampling

3.2.1 Population

Generally, a research population is a wide category of people or objects that is the primary subject of a scientific question. Considering the vast sizes of populations, researchers really cannot evaluate each individual in the population as it is too costly and time-consuming. The population that this study used is employee working in private educational sectors of twin cities.

3.2.2 Sampling Technique

The method where a researcher chooses an example of a candidate for a research from the population, of which he is interested, is known as sampling. In effort to determine the reliability of the selected sample for collection of data, Uma and Roger (2003) have suggested that it is critical to concentrate on methodology and sampling design of the study. There should be uniformity between the selected and non-selected criterions in population. There are two types of techniques for sampling; probability and non-probability sampling. In first technique of sampling everyone has the same chance to be picked as a sample whereas in second technique of sampling, it is standardized that which case/observation will be formed as a population sample. In the research studies, both kind are still being used, each have certain benefits, it relies on the study's objective. Probability sampling is effective since the population is quite known to the scholar and non-probability sampling is appropriate when population is unidentified. In current research we have used convenience sampling, technique of non-probability sampling as population is unknown to the scholar. The other reason to use convenience sampling was COVID-19 pandemic and researcher unable to visit the educational institutions personally.

3.2.3 Sample Size

The subset of the population is a sample; it includes several individuals picked from it.250 sample size was determined for this study and unit of analysis were individuals, employees of different universities of twin cities. It should be acknowledged that sample size must be more than 40 for any specific analysis to be conducted but it should be less than 500 Sekaran, (2006) as this range of sample size is appropriate and useful to obtain accurate outcome.

3.3 Sample Characteristics

For the present study, one questionnaire consisting of items of four variables was developed and it also contains demographic portion which includes age, qualification, gender and professional experience of participants. Detailed discussion on sample characteristics is as follows:

3.3.1 Gender

Gender is an essential component of demographics. Gender distributes male and female samples of the population. It's been found that the proportion of male participants was higher than that of female.

TABLE 3.2: Frequency by Gender

Gender	Frequency	Percentage
Male	175	70
Female	75	30
Total	250	100

Table 3.1, indicates the percentage of male and female respondents. The table depicts that 70% of the participants comprised of male employees and the remainder 30% were female employees.

3.3.2   Age

Age is an impactful aspect of the demographics; however participants are reluctant to share their age. In the questionnaire, five separate age groups have been used to gather data about age.

TABLE 3.3: Frequency by Age

Age	Frequency	Percentage
18 to 25	57	22.8
26 to 33	145	58.0
34 to 41	37	14.8
42 to 49	8	73.2
50 and above	3	1.2
Total	250	100

Table 3.2, shows that the maximum participants were between the age bracket of 26 to 33 while it reflected around 58 percent, 22.8 percent were those participants with an age bracket between 18 to 25, 14.8 percent of participants were between 34-41 years of age, 3.2 percent participants with an age group between 42-49 years of age and 1.2 percent of participants with an age category from 50 or above.

3.3.3   Qualification

Education is an essential factor that contributes to the growth and development of the entire nation as well as for international standing. So, in order to gather data about the qualification level of participants, 5 distinct categories were listed in the questionnaire.

TABLE 3.4: Frequency by Qualification

Qualification	Frequency	Percentage
Bachelors	36	14.4
Masters	106	42.4

Qualification	Frequency	Percentage
MS/MPhil	89	35.6
PhD	17	6.8
Post PhD	02	0.8
Total	250	100

Table 3.3, contains descriptions on the qualifications of the participants. It can be observed that maximum number of participants have Masters Degree contained of 42.4 percent, 14.4 percent and 35.6 of the participants have educational degrees of bachelors and MS/MPhil respectively. Ph.D. and Post Ph.D. comprised of 6.8 and 0.8 percent respectively.

3.3.4 Experience

Experience is the total number of years in which employees have worked in numerous organizations. Job experience enhances the intelligence and ingenuity of people, so professional experience is also an essential component of demographics. This section incorporates details relevant to the professional experience of the participants. In order to gather the data on professional experience of the participants, different range of categories were defined in the questionnaire.

TABLE 3.5: Frequency by Experience

Experience	Frequency	Percentage
0-5	101	40.4
6-10	112	44.8
11-16	29	11.6
17-22	6	2.4
23-28	2	0.8
Total	250	100

Table 3.4, displays the qualification detail of the participants. Maximum numbers of participants have experience in the range of 6 to 10 years that constituted 44.8

percent after that 40.4 percent of participants have experience ranges from 0 to 5 years. 11 to 16 years of experience caters 11.6 percent of the participants whereas, experience ranges from 17 to 22 and 23 to 28 contained 2.4 percent and 0.8 percent respectively.

3.4 Instrumentation

The questionnaire is often used as a data gathering medium. It is called a tool because it's being used as measurement instrument to measure the variables of any particular research. The accuracy of findings obtained through tests is strongly dependent on the measuring scale. So, selecting a correct measuring scale is very critical.

3.4.1 Measures

The variables that were measured throughout this research (i.e. Workplace bullying, emotional exhaustion, neuroticism, work family conflict) were extracted from multiple studies. Consequently, all of the questionnaire items have been evaluated and measured using a 5-point Likert scale i.e.1=strongly disagree, 2=Disagree, 3= neither Agree/nor Disagree, 4=Agree and 5 = Strongly Agree.

The questionnaire comprises a collection of 28 questions and to eliminate any confusion and omission the questionnaires had been distributed into separate five sections. First section of questionnaire consists of demographics i.e. education, experience, age, and gender. Demographics were collected to render the findings more precise and reliable. Second section was related to accessing workplace bullying. Questions to accessing emotional exhaustion were included in section three of the questionnaire. Section four and five incorporated questions for accessing neuroticism and work family conflict respectively.

Questionnaires were disseminated both online and by visiting universities. Past studies have demonstrated that the processing of online data has been deemed the most helpful and comfortable method because it is convenient for the participant to answer the questionnaires as compared to filling out the paper-pen method. As

per (Church, Elliot, & Gable, 2001) using both of the two mechanisms, there is really no considerable effect on the quality of a data.

3.4.2 Scale

The scale that has been linked to the study's main parameters and variables must be chosen carefully. Likert-scale has been used to gather the responses of participants.

3.4.3 Workplace Bullying

In the current research for assessing workplace bullying we used the 7 items scale, developed by (Hershcovis, 2011), the item scale comprises of questions which are "I am verbally abused by the manager, my opinions or views neglected by the manager, my work and efforts are devalued by the manager". This scale is based on the five-point Likert scale extending from 1 (strongly disagree) to 5 (Strongly Agree).

3.4.4 Emotional Exhaustion

For assessing emotional exhaustion we used the 8 items scale, developed by (Maslach and Jackson, 1981), the item scale comprises of questions which are "Working with people directly puts too much stress on me, I feel frustrated by my job and I feel fatigued when I get up in the morning and have to face another day on the job." This scale is based on the five-point Likert scale extending from 1 (strongly disagree) to 5 (Strongly Agree).

3.4.5 Neuroticism

For assessing neuroticism we used the 8 items scale, developed by (John & Srivastava, 1999), the item scale comprises of questions which are "I am filled with doubts about things and I often feel blue (I feel low)" This scale is based on the five-point Likert scale extending from 1 (strongly disagree) to 5 (Strongly Agree).

3.4.6 Work Family Conflict

For assessing neuroticism we used the 5 items scale, developed by (Netemeyer, Boles and McMurrian, 1996), the item scale comprises of questions which are "Due to work-related duties, I have to make changes to my plan for family activities and Things I want to do at home do not get done because of the demands my job put on me."

TABLE 3.6: Instrumentation

Variables	Sources	Items
Workplace Bullying (IV)	Hershcovis, (2011)	7
Emotional Exhaustion (Med)	Maslach and Jackson, (1981)	8
Neuroticism (Mod) & John	Srivastava, (1999)	8
Work Family Conflict (DV)	Netemeyer, Boles and McMurrian, (1996)	5

3.5 Statistical Tools

Two software i.e. Statistical Package for the Social Sciences - 21 (SPSS) and Analysis of a Moment Structures (AMOS) for data analysis purposes have been used in this research. To analyze the relationships between the two variables (IV and DV), correlation and linear regression were used. The IV in this research is workplace bullying and DV is work family conflict. Both correlation and regression analysis have been performed by using SPSS. Correlation has been performed to check the strength of variable. To ensure the acceptance and rejection of hypothesis we used regression analysis.

Following analysis have also been performed on these soft wares to study the impact of workplace bullying on work family conflict, emotional exhaustion as a mediator and neuroticism used as moderator:

- Frequency Distribution

- Reliability Analysis

- Descriptive statistics

- Mediation and Moderation Analysis by using Preacher and Hayes Method

- Confirmatory Factor Analysis

3.6 Pilot Testing

While undertaking anything widely, pilot testing is treated as a quite suitable approach. Since it will serve to minimize the certain threats including hours spent as well as other resources. Pilot testing is explicitly conducted to verify the usefulness of the scale being used in the research (Van Teijlingen and Hundley, 2001). This enables researchers to think-through the study area, study objectives and methods to be included in the analysis. Perhaps it encourages the researcher to analyze the methodologies that are intended to be included in the analysis and how they accomplish effectively and to make adjustments to the items of the instruments where a need to do so. Researchers before going to perform something on extensive scale, it is beneficial and realistic step for them toward performing pilot testing, as it will minimize some risks connected to the cost and other resources. The importance of pilot testing was also proposed by Welman and Kruger (1999) pilot testing tends to show dismissive questionnaire items and suggest inaccuracies in measurement procedures.

On the basis of afore mentioned discussion, Approximately 40 questionnaires had been pilot tested to verify whether or not the findings are in line with the proposed hypothesis. It was ascertained that there's no real concern in the research variables and all the variables were considered completely accurate and reliable. All the scales are harmonized with the threshold value of Cronbach alpha (i.e.0.7).

TABLE 3.7: Reliability of Pilot Testing

Variable	No. of items	Cronbach's Alpha
Work Family Conflict	5	0.976

Variable	No. of items	Cronbach's Alpha
Emotional Exhaustion	8	0.932
Workplace Bullying	7	0.893
Neuroticism	8	0.958

3.7   Reliability Analysis

Reliability applies to the degree about which a scale shows accurate outcomes despite the measures replicated numerous times. The analysis on reliability is referred to as reliability analysis. To verify the internal accuracy of that instrument which is used for data collection is called reliability analysis.

According to Cronbach (1951), a significant range is between 0 to 1.The higher the value, the more accurate measurement of any construct would be. The scale is considered to be reliable whenever the value is greater than 0.7 whereas the values of scales are less than 0.7, the scale is less reliable. Below is the reliability of scales used in this research.

TABLE 3.8: Reliability of Scales

Variable	No. of items	Cronbach's Alpha
Work Family Conflict	5	0.978
Emotional Exhaustion	8	0.934
Workplace Bullying	7	0.897
Neuroticism	8	0.954

From the table 3.5 it can be observed that the scales used in this research have good reliability and all the values are in line with the threshold value. The results shown that the reliability of work family conflict is 0.978, the reliability of

emotional exhaustion is 0.883 which is higher than the threshold value. The reliability of workplace bullying and neuroticism is 0.898 and 0.944 respectively. All the measurement scales are reliable and also their values are higher than the threshold.

3.8 Data Analysis Procedure

Data analysis is a process used mostly by scholars to minimize and translate the data into a narrative in order to examine the effect. The method of data processing aims to simplify a vast portion of data into smaller pieces, which provides context. Three fundamental aspects take place while the period of data processing. The 1st is data organization. Summarizing and clustering together lead to being the second accepted tool that used to minimize data. Data processing is the 3rd and final approach. Several of the pressing matters expected from scholars when analyzing data is to remain transparent and neutral towards the unpredictable trends, behaviors, and outcomes.

In order to analyze and review the data by using different statistical tools, techniques and methods following procedure of analysis has been followed:

- Questionnaires have been thoroughly piloted and tested.

- In order to explain and analyze the characteristics of the sample, frequency table was produced.

- Descriptive analysis consists of standard deviation and mean of all variables were validated.

- For each variable, the reliability analysis was performed to validate the reliability by using Cronbach's Alpha.

- Correlation analysis has been undertaken to assess the existence of considerable relationship between the variables of this research.

- Regression analysis has also been used to undertake mediation and moderation using the approach of Preacher and Hayes.

- In attempt to discover the acceptance and rejection of hypothesis, Preacher and Hayes approach was adopted.

3.9   Ethical Consideration

In this research, ethical considerations are consistent with all those mentioned by Polit and Hungler (1999), such as the principle of generosity, respect for personal liberty and equality. This research follows the principle of self determination and full transparency. The principle of self determination was adopted by allowing rights to the respondents to decline to take part, the right to withdraw from the research if they feel unpleasant, the privilege to not respond to particular questions if they choose not to reveal the details and the freedom to inquire for clarity if they're not confident about any part of research. Addressing the principle of full transparency, the researcher clarified the purpose of the research before the process of distribution of the questionnaire.

Ethical issues that may have influenced the research have been addressed. Care has been exercised to protect the rights of participants.

Chapter 4

Results

This chapter is consists of resultsof all studied variable. The different analyses were conducted by using software in order to check the relationships among the studied variables.Further to verify the impact of workplace bullying on work family conflict with mediating role of emotional exhaustion and neuroticism as a moderator. This chapter covered the most essential part of this research.

4.1 Confirmatory Factor Analysis

For several fields of the social and behavioral sciences, confirmatory factor analysis is viewed as an essential analysis technique.The primary benefit of CFA lies in its capacity to assist investigators in bridging the gap among theory and observation.The numerical values of the confirmatory factor analysis support to explainwhether or not the theoretical model is accurate and reliable for the sample data.CFA is a technique that used affirms or refutes the measurement theory.While using AMOS, some guideline is followed that provides a framework for understanding the degree of reliability and validity between thedeveloped theoretical model and the data obtained.In lay terms, AMOS could grasp if the model is acceptable or not. The few of the statistics base on CFA are chi square, adjusted Goodness of Fit Index (AGFI), Goodness of Fit Index (GFI), Comparative Fit Indices (CFI) and Root Mean Square Error of Approximation (RMSEA).

The Comparative Fit Index suggests that all latent variables do not correlate and compares sample covariance matrix with null model.The acceptable range is between 0 and 1 and the value should have been closer to 1 for good model fit.GFI is defined (Raykov and Marcoulides,2000) as the degree of variance and proportion of covariance.The GFI range is from 0 to 1 and the value should be closest to 1.The value of GFI must be greater than 0.80 for good model fit and below this level is treated as bad model fit.

In addition, Root Mean Square Error of Approximation (RMSEA) assesses model goodness with population matrix covariance matrix as per the (Byrne, 1998).Authors propose distinguishable threshold values for RMSEA.The appropriate range should be between 0.06-0.08 (Hu and Bentler, 1999) whereas, (Lomax and Schumacker,2004) proposed that the value must be less than 0.05 for a good model fit.(MacCallum et al., 1996) proposed that the acceptable value should equal 0.10 or less than 0.10 for a good model fit.

4.1.1 Measurement Model

Confirmatory factor analysis was carried out to validate the measurement model by following (Anderson and Gerbing, 1988).The suggested model consists of four latent variables i.e. workplace bullying, neuroticism, emotional exhaustion and work family conflict. The combination of various fit indices aremodel chi-square, comparative fit index (CFI), Tucker-Lewis Index (TLI), incremental fit index (IFI), goodness of fit index (GFI), and root mean square of approximation (RMSEA).

TABLE 4.1: Measurement Model

Model	CMIN/DF	CFI	TLI	IFI	GFI	RMSEA
Baseline Hypothesized Model	2.340	.935	.927	.936	.831	.073
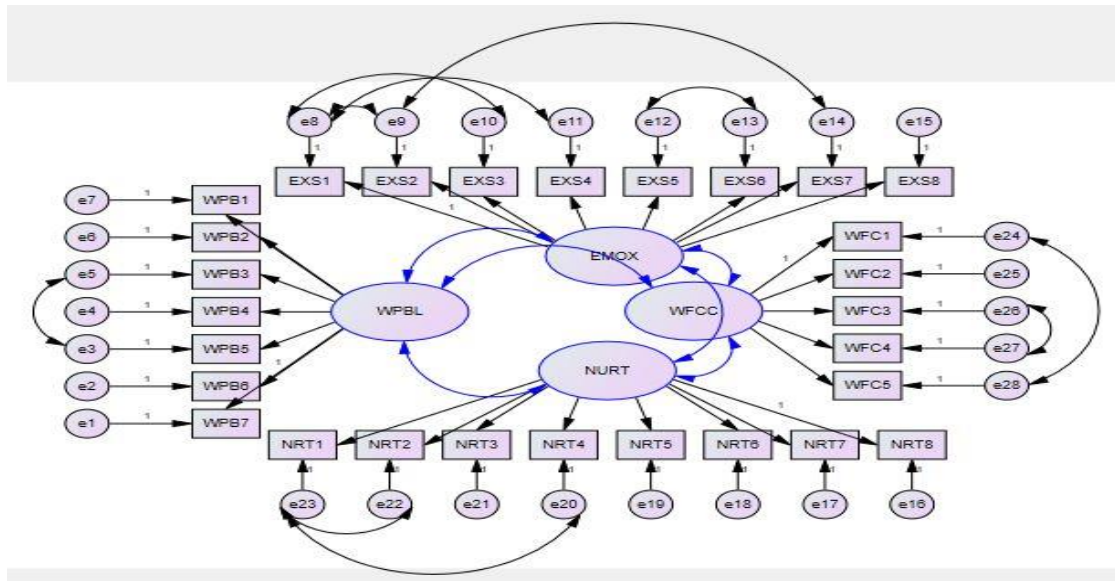
FIGURE 4.1: Measurement Model

It is necessary to explain the figure before understanding the table presented above. The WPBL latent variable depicts workplace bullying, EMOX exhibits emotional exhaustion, NURT and WFCC indicates neuroticism and workplace bullying respectively.The results for model fit arestated in table 4.1. The table indicates that all values follow the proposed threshold values by different researchers. For model fit, the chi-square value should be less than3, which is 2.340, which reflects a good model fit., comparative fit index (CFI) value, should be greater than 0.90 that is 0.935, root mean square error of approximation value should be between 0.06-0.08 (Hu and Bentler, 1999) that is 0.73, the value of Tucker-Lewis index (TLI) should be greater than 0.90 that was 0.927, Incremental fit index (IFI) value should be greater than 0.90 that is 0.936 and goodness of fit index (GFI) value should be greater than 0.80 that is 0.831 in this measurement model.

All in all, all values are in line with the threshold values so the model is deemed as good model fit.

4.2   Descriptive Statistics

Descriptive statistics demonstrate the compiled observational information which hasbeen based on the results using different statistical methods.The table below

provides descriptive figures of variables which were part of this research including such workplace bullying, neuroticism, emotional exhaustion and work family conflict. For the intent to conduct mean and standard deviation of variables SPSS was used. The mean value suggests core tendency of the questionnaires responses it also determines where the common responses lies whereas, use of standard deviation allows one to clarify the divergence from mean value. It directly demonstrates the outliers because the data may be distorted by outliers.Mean values are then used to indicate that the respondents' replies are inclined towardsthe support or discontent with questions.The below table is consists of six columns where the very first column indicated the names of all variables used in this research, sample size of research is detailed in column two, minimum value and maximum value of the received responses are mentioned in column three and four respectively whereas column five and six indicates the value of standard deviation and mean which are based oncollected data from respondents.

TABLE 4.2: Descriptive Statistics

Variables	Sample	Minimum	Maximum	Mean	Std. Deviation
Work Place Bullying	250	1.00	5.00	3.32	.96103
Emotional Exhaustion	250	1.00	5.00	2.47	.98234
Neuroticism	250	1.00	5.00	3.45	1.05463
Work Family Conflict	250	1.00	5.00	3.18	1.29618

Table 4.1 shows the minimum and maximum values of mean and standard deviation of all variables ofcurrent study.The greater mean values reflect the inclination of the respondents towards agreeableness with the questions whereas, lesser mean valuesshow the dissent of the respondents. The mean and standard deviation values of workplace bullying (independent variable) are 3.32 and 0.96103 that reflects the agreeableness of respondents toward the questions. The mean and standard deviation values of emotional exhaustion (mediator) are 2.47 and 0.98234 shows

dissent of respondents towards the questions.The mean and standard deviation values of neuroticism (moderator) are 3.45 and 1.05463 and 3.18 and 1.29618 are the mean and standard deviation values of work family conflict (dependent) indicate the agreeableness of respondents toward the questions.

4.3 Control Variable

In SPSS, the one-way ANOVA analysis was conducted in order to check the influence of control variables on dependent variable of this research.The main objective for conducting this test is to determine if demographic variables have any effect on work family conflict, dependent variable of the study.Therefore, our underlying intentionwas to seeing the association of variable.Similarly, previous studies have demonstrated the implication of demographic variables as they are likely to impact the proposed relationship McDaniel, Schmidt, & Hunter, (1988).In case, dependent variable is influenced by some demographic factors then it is important to control the effects.

TABLE 4.3: Control Variable

Control Variables	F-Value	Significance
Gender	1.485	0.096
Age	1.755	0.032
Qualification	1.446	0.002
Experience	1.320	0.004

Information regarding control variables is exhibited in table 4.3.As results indicate different values of demographic such as, gender (F= 1.485, P= 0.096), age (F= 1.755, P= 0.032), qualification (F= 1.446, P= 0.002) and experience (F= 1.320, P= 0.004). On the basis of above mentioned values we concluded that only gender valuereflects insignificant relationships so, gender has no effect on dependent variable whereas, all other demographic such as age, qualification and experience shows significant values and have effect on dependent variable. So, all these demographics require to be controlled while conducting further analysis.

4.4   Correlation Analysis

Correlation analysis is performedto distinguishrelationships between variables or the intent of correlation analysis is to analyze the relation between two variables.Relationship can be identified as positive relationship when the variables are in the same direction whereas, relationship can be viewed as negative when the direction of variables are in an opposite direction.In addition, the value of 'r' indicates the strength of the relation.The Pearson coefficient value thresholds are as follows:

- Range of value from 0.1-0.3 indicates weak correlation.

- Range of value from 0.3 0.5 signifies moderate correlation.

- Range of value greater than 0.5 shows high correlation.

The primary objective of this research is to undertake correlation analysis to determine the correlation between workplace bullying and work family conflict, emotional exhaustion as mediator and neuroticism as a moderator, to make the suggested hypothesis true.The table below summarizes the correlation of variables that are hypothesized.

TABLE 4.4: Correlation

Variables	1	2	3	4
Workplace Bullying	1			
Emotional Exhaustion	.493**	1		
Neuroticism	.347**	.461**	1	
Work Family Conflict	.263**	-.032	.248**	1

$p < 0.05^*, p < 0.01^*$

Table 4.3 indicates the information about the correlation between the variables.As the outcome suggests that the correlation value between workplace bullying and emotional exhaustion is 0.493 that is positive and moderate value. The positive value demonstrates that the degree ofemotional exhaustion will also be raised with

increased workplace bullying.The correlation between workplace bullying and neuroticism is 0.347 that is positive and moderate value. The positive value demonstrates that the degree of neuroticism will also be raised with increased workplace bullying.The correlation value between workplace bullying and work family conflict is 0.263 that is positive and moderate value. The positive value demonstrates that the degree ofwork family conflict will also be raised with increased workplace bullying. The correlation value between emotional exhaustion and neuroticism is 0.461 that is positive and moderate value. The positive value demonstrates that the degree ofneuroticismwill also be raised with increased in emotional exhaustion. The correlation value between emotional exhaustion and work family conflict is -0.032 that is negative and weak value. . Thenegative value is indication of negative relationship among these two variables.The correlation value between neuroticism and work family conflict is 0.248 that is positive and moderate value. The positive value demonstrates that the degree of work family conflict will also be raised with increased in neuroticism.

4.5 Regression Analysis

Correlation Analysis was employed to determine the existence of connections or links between the variables but it only deduced the existence of ties between the variables through inadequate support and offers no proof of the relationships among variables.Correlation dependence is not adequate since it clarifies the relationship among variables but does not establish the causal relationships among the variables.So, in order to discover the causal relationship between variables, regression analysis has been performed to validate the reliance of one variable on other variables to figure out the causal relationship.

Regression analysis uses the following coefficients to explain the statistical association between two variables i.e. Standard Error of regression (SE), t value indicates the gap in standard error units, p value represents that relationships are significant statistically. To check the significance level by the value of lower and upper level of confidence interval we use lower level of confidence interval (LLCI) and upper level of confidence interval (ULCI).

Regression analysis is of two types, the procedure toestablish the causal relationship of two variables is known as simple regression or linear regression whereas, to establish the causal relationship of more than two variables is called multiple regression.

In this research, regression analysis was conducted to evaluate the frequency impact of the independent variable on dependent variable, analysis of mediation was also conducted to test if an independent variable influences the mediator and we further conducted moderation analysis to analyze the role of a moderator whether the association of two variables can be influenced by third variable.

4.5.1 Direct Relationship

TABLE 4.5: Direct effect of Workplace bullying on Work Family Conflict

	β	SE	t	R^2
Dependent Variable: WFC				.1595
Constant	1.9599	.3888	5.0412	
Workplace bullying	.5076***	.0925	5.4854	
Age	.3734	.1832	2.0378	
Qualification	.0430	.1251	0.3439	
Experience	-.0205	.1512	-0.1353	

N= 250. Unstandardized regression coefficients are reported.
Bootstrap sample size=5000 LL lower limit, CI confidence interval,
*UL upper limit *p < 0.05;p < 0.01*

H1:Workplace bullying is positively associated to work family conflict.
Hypothesis 1 asserts that workplace bullying is positively associated to work family conflict.The outcomes given in the table gave adequate rationale for the acceptance of this hypothesis. The three demographics (Qualification, experience and age) were managed in the primary stage, and then we regressed work family conflict on workplace bullying.

Results in table 4.5 indicate that workplace bullying has positive and significant link with work family conflict as depicts from regression coefficient ($\beta = 0.5076$, p < 0.000). In addition, the value of ($R^2 = 0.1595$) indicated that workplace bullying brings 15% variations in work familyconflict. Therefore hypothesis 1 is supported.

4.5.2 Multiple regression

Mediation and moderation analysis were carried out by the adoption of process macros for the present study (Hayes, 2013).Mediation analysis was performed to explore emotional exhaustion as a mediator between workplace bullying and work family conflict. Process macros were used for that purpose and model 4 has been used for the analysis of mediation regression. In addition, moderation analysis was undertaken to investigate neuroticism as a moderator between workplace bullying and emotional exhaustion by using model 1.

TABLE 4.6: Mediation

	Effect	SE	LL95%CI	UL95%CI
Indirect Effect of Workplace Bullying on Work Family Conflict	-0.1420	.0482	-0.2669	-0.0392

H2: Emotional Exhaustion mediates the relationship between workplace bullying and work family conflict.

Hypothesis 2 asserts that emotional exhaustion mediates the relationship between workplace bullying and work family conflict. Results as mentioned in table 4.5 depicts that indirect effect of workplace bullying on work family conflict has a lower level of confidence interval and upper level of confidence interval of -0.2669 and -0.0392 respectively.Both the levels have same negative sign. Hence from above values we determine that the mediation occurred. Therefore, hypothesis 2 is supported that, emotional exhaustion mediates the relationship between workplace bullying and work family conflict.

TABLE 4.7: Moderation

Variables	β	SE	T	P	LL95CI	UL95CI
Constant	.5850	.3626	1.6133	.1080	-.1293	1.2993
Int-term	-.1325	.0430	-3.0788	.0023	-.2173	-.0477

H3: Neuroticism moderates the relationship between workplace bullying and emotional exhaustion, in such a way that the positive relationship is strengthened when neuroticism is high and it is weakened when neuroticism is low.

Hypothesis 3asserts that Neuroticism moderates the relationship between workplace bullying and emotional exhaustion, in such a way that the positive relationship is strengthened when neuroticism is high and it is weakened when neuroticism is low. Results as mentioned in table 4.6 depicts thatthe interaction term of workplace bullying and neuroticism moderated on the relation of workplace bullying and emotional exhaustion and has the lower and upper level of confidence interval of -.2173 and -.0477 respectively furthermore both have the same sign. Likewise the interaction term has a regression coefficient (= -.1325.) means thatneuroticism moderates the relationship of workplace bullying and emotional exhaustion such that the relationship will be weaker among the individuals who are high on neuroticism and this relation will be stronger for those who are low on neuroticism.Therefore, we concluded that hypothesis 3 has been supported for moderation.
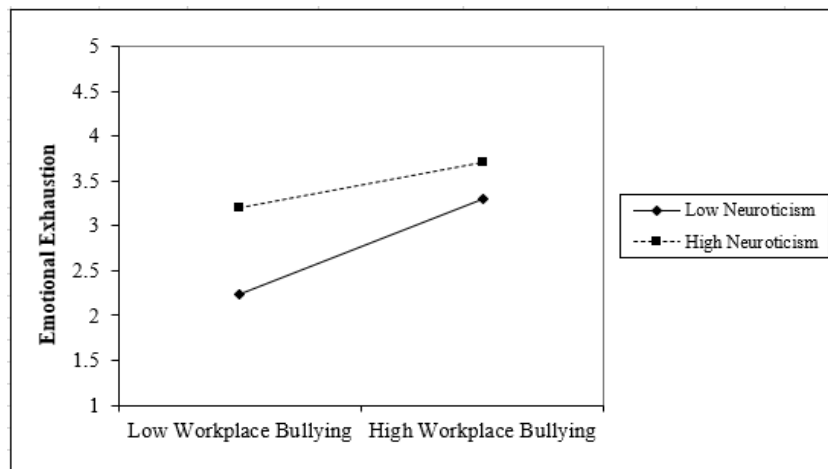

FIGURE 4.2: Interation Graph

As shown in Figure4.2, a simple slope for moderator has been computed to provide further indications of the moderating effect of neuroticism. As seen in the diagram, the slope of the relationship between workplace bullying and emotional exhaustion is stronger for employees who have low neurotic personality and the level of neuroticism is high depicts that employee is highly exhausted and vice versa.

4.6   Summary of Hypotheses

TABLE 4.8: Summary of Hypotheses

Hypotheses	Summary	Results
H1	Workplace bullying is positively associated to work family conflict	Supported
H2	Emotional Exhaustion mediates the relationship between workplace bullying and work family conflict	Supported
H3	Neuroticism moderates the relationship between workplace bullying and emotional exhaustion, in such a way that the positive relationship is strengthened when neuroticism is high and it is weakened when neuroticism is low	Supported

Chapter 5

Discussion and Conclusion

This section focuses on explanations of the research findings and conclusion. This chapter includes findings, limitations, area for further research and conclusion of the study were discussed. Three hypotheses were established in the current research. The first hypothesis was linked to the relationship of workplace bullying and work family conflict. The second hypothesis was about the mediating role of emotional exhaustion among workplace bullying and work family conflict. Third hypothesis was linked to moderating effects of neuroticism.

5.1 Discussion

The motivation for conducting this research is to find the answers to several of the necessary questions regarding the relationship and impact of workplace bullying on other variables of this research i.e. impact of workplace bullying on work family conflict, mediating role of emotional exhaustion and moderating role of neuroticism. Data was collected from private universities employees. The findings were aligned with the proposed model.

The first hypothesis of the study was workplace bullying is positively associated to work family conflict and the outcomes were in favor and confirmed the association between workplace bullying and work family conflict so, the H1 was accepted. The second hypothesis was to check the mediating role of emotional exhaustion between workplace bullying and work family conflict, results confirmed the mediation effect

of emotional exhaustion so, H2 was accepted. The last hypothesis was to check the moderating role of neuroticism and the results validated the moderating role of neuroticism between workplace bullying and emotional exhaustion so, H3 accepted as well. Detail discussion is as follows:

5.1.1 Research Question 1

What is the association between workplace bullying and work family conflict?

To determine the answer to this question that what is the association between workplace bullying and work family conflict, hypothesis 1 had been constructed. Hypothesis 1 suggests that workplace bullying is positively associated to work family conflict. These findings are in line with spillover theory.

These findings revealed that high bullying conditions in the workplace would lead to work family conflict, which will inevitably impact the organization's overall efficiency. Organizations must strive towards measures in order to discourage bullying inside the workplace environment. The prevalence of workplace bullying practices within organizations may also have significant implications in terms of organizations' costs and financial resources. To minimize the existence of bullying practices, organizations should implement an assistive atmosphere for employees (Saunders, Huynh, & Goodman-Delahunty, 2007). In order to reduce bullying events at workplace, a study addressed that task demand must align with the skills and resources, and work overload must be assessed (Lai, Saridakis, & Blackburn, 2015).

Employees undergo multiple forms of bullying as it relies on the organization's working state and culture as the rigid hierarchical workplace atmosphere offers a basis for workplace bullying (Marie, Dip, Debra, Lesley, & Margaret, 2008). However, bullying in the workplace leads to reducing the relationship of workforce with their organizations that further leads to decline the employee productivity. Stress-based illnesses such as lower morale, emotional exhaustion, employee resentment and fear are also triggered by bullying, which inevitably results in a decline in the

organization's competitiveness and performance as well as a surge in the turnover (Denison, 1984).

Taking into consideration the effects of workplace bullying, it is essential to observe that the personal and job relationships of the employee will be compromised. Lambert (1990) describes this spillover of actions from the workplace to other domain of life as, the helpful or negative transmission of thoughts, attitudes and skills from the place of work to the family domain and vise-versa. Malpractices in the work environment may have an effect on an individual's life outside the professional field. When workers undergo dehumanizing treatment in the workplace, employees may transfer their emotional reaction or distress to their home life. The vulnerability among these domains increases to confrontation, resulting in the work family conflict.

5.1.2   Research Question 2

Does emotional exhaustion mediate the relationship between workplace bullying and work family conflict?

To determine the answer to the question that does emotional exhaustion mediate the relationship between workplace bullying and work family conflict, hypothesis 2 had been constructed. Hypothesis 2 states that emotional exhaustion will mediate the relationship between workplace bullying and work family conflict. The findings revealed that emotional exhaustion mediates the relationship of workplace bullying and work family conflict.

Emotional exhaustion has become one of the devastating effects of workplace bullying whenever employees face uncivil acts that make them exhausted (Karatepe, 2015), working complication and agitation can often be seen along with this (Browning, 2008). Level of emotional exhaustion will adversely affect the wellbeing of the person and then will have an adverse interaction with the organization's best functioning. Studies suggest that emotional exhaustion may interfere in order to influence the employees' family domain and job domain. Emotional exhaustion is largely due to unreasonable job demands, which is also a source of

bullying in the workplace (Janssen, Jonge, & Bakker, 1999). A condition of emotional exhaustion indicates that a person has very little resources to handle family obligations and maintain his or her family life (Hall, Dollard, Tuckey, Winefield, & Thompson, 2010). As a result, employee who experience severe exhaustion is likely to experience the work family conflict.

High burnout frequency including emotional exhaustion, contribute to increase degree of work family conflict (Bergman et al., 2008). Previous studies have examined that emotional exhaustion could be used as a mediator among different variable that is abusive supervision as well as work family conflict (Sanqing Wu and Kai Cao, 2015). To satisfy the expectations of workplace, individual spend more resources to solve the workplace related conflicts and once the resources of individual exhausted at the workplace it can be assumed that resources for family domain are also exhausted and that scenario trigger the work family conflict. One of the major outcomes of emotional exhaustion is work family conflict.

Wagner et al (2014) indicated that work life and family life are adversely impacted by emotional exhaustion. Furthermore, investigation revealed that emotional exhaustion endangers the family sphere of individual, promotes work family conflict. (Carlson et al, 2012) observed that emotionally distressed workers leave relatively limited energy to comply with life at home, resulting in increased conflicts with the work family domains.

5.1.3   Research Question 3

Does neuroticism play a moderating role between workplace bullying and emotional exhaustion?

To determine the answer to the question that does neuroticism play a moderating role between workplace bullying and emotional exhaustion, hypothesis 3 had been constructed. Hypothesis 3 states that neuroticism will moderate the relationship between workplace bullying and emotional exhaustion. The findings revealed that neuroticism moderates the relationship between workplace bullying and emotional exhaustion, in such a way that the positive relationship is strengthened when neuroticism is high and it is weakened when neuroticism is low.

In this research, we identified and discussed the severe effect of the negative side of workplace. Thus, we examined moderating role of neuroticism instead of other facets of the five-factor model of personality traits. That this is because neuroticism alone would be specifically applicable to any person's negative emotions; other model factors are consistent with positive feelings.

Neuroticism should have incorporated in the psychosomatic bullying model since it greatly influences people to negative consequences (Watson and Clark, 1984). The argument that neuroticism moderates the link among bullying and emotional exhaustion presumes that the influence of bullying on emotional exhaustion depends on the personality of the victim. There has been clear evidence that capacity to overcome unpleasant stimuli relies upon the personality. In addition, employees with higher neuroticism are more susceptible to experimentally induced emotions of discomfort relative to people with lower neuroticism, as indicated by their struggle to come to their baseline levels (Hennig et al., 1996). Employees with higher levels of neuroticism are less tolerant emotionally than someone with lower neuroticism. Therefore, bullying is probably to cause more detrimental consequences on employee with high neuroticism than individuals with lower level of neuroticism.

Research has found that workplace bullying is a volatile situation for those with a neurotic mindset, because they're very intent on assuming that even an ordinary event is a problem for them (Langelaan, Bakker, Van, & Schaufeli, 2006). The supportive association observed in previous researches between neuroticism and bullying (e.g. Balducci et al.,2011; Glas et al.,2007; Tepper et al.,2001).

5.2 Theoretical Implications

In the present highly challenging workplace, workplace bullying is a prevalent phenomenon. Researchers have conducted a lot of studies on the potential effect of workplace bullying on workforce and organizations, producing a rich amount of knowledge. Even so, there seems to be a lack of studies on the potential effect of workplace bullying on the families of employees and also the mediating process. In attempt to address such gaps, we considered this as the key research concern and

performed an empirical investigation in the Pakistani context. Thus, the findings of this research have theoretical implications.

Furthermore, current research has examined the spillover effect of workplace bullying on employees' family life. Even though significant numbers of studies were directed on the deleterious effects of bullying at workplace but they focused mostly on the consequences of workplace bullying on employee motivation, job efficiency, job involvement, etc. (Babalola et al., 2019). The findings of current research broaden workplace bullying effect from individual level to family level of the employee thus bringing up the black box among workplace bullying and work family conflict.

This research further constitutes a key mediating process as to how workplace bullying influences to work family conflict for individuals. In a few words, workplace bullying leads to work family conflict through mediating effect of emotional exhaustion.

Consequently, the findings of this research also indicated that the association among workplace bullying and work family conflict is moderated by neuroticism. In particular, individuals with lower degree of neuroticism have greater capacity to regulate and manage negative emotions and hold less intense feelings. Accordingly, they would deal with bullying effectively, hold back their negative feelings and decrease the risk of inducing work family conflicts. On the other side, individuals with elevated degrees of neuroticism have deficiency of stability in their emotions and a poorer capacity to alter their inner emotions so they are subject to destructive psychological concerns. Once they undergo workplace bullying, they are going to have massive emotional exhaustion which further lead to work family conflicts.

5.3 Practical Implications

In practical ways, organizations & managers need to understand that workplace bullying will result in work family conflicts of individuals, which orderly influence individuals emotional behavior and work motivation, even adversely impacting

organizational effectiveness. Thereby, this research suggests concrete strategies to assist organizations and executives to respond positively to preventing bullying at workplace and minimizing work family conflicts of employees.

The first strategy is to take decisive steps to restrict or shut the transmission networks or sources of bullying at workplace. Available literature suggests that there is a major reason for the emergence of bullying is when employees recognize the environmental complexity in which they are working. Taking into consideration the significance of environmental complexity, organizations or management should make alterations subsequently to restrict inadequate environment of bullying from emerging. Simultaneously, organizations should cultivate a zero-tolerance environment against workplace bullying. Management should apply certain punitive actions to employees who are involved in bullying and causing adverse implications with in the workplace. In addition, management must promote socializing within the workplace between workforces, create approachability and collaboration between employees and discourage unethical behavior in the workplace.

The second strategy would be to assist employees to enhance their psychological resilience capabilities and adaptation skills to the greatest degree. A significant number of researches have proven that employees psychological resilience capabilities are strongly linked to their overall productivity. Employees with a strong psychological resilience capability can sustain constructive and healthy feelings in the event of negative external surges, preventing external surges that have detrimental effects on their job and families.In the contrast, people with a weaker capability for psychological resilience can sink under discomfort and exhaustion which could not minimize the effect of detrimental external surges over their own families and job.Therefore, management should also offer non-profit consultation facilities to workers with poor psychological resilience skills, encourage them to cope with external surges adequately, effectively address the potential harm incurred by these surges, and enable them to strengthen themselves and minimize the consequences to the job and organization. Simultaneously, all working people must undertake routine psychological counseling in order to empower themselves to figure out how to deal with discomfort and react to workplace bullying.

The third strategy, one of the central personality traits of employee is the degree of neuroticism, and it is an essential element for the detrimental effects of workplace bullying. Individuals having higher degree of neuroticism are very responsive to workplace bullying. Employers must assess and evaluate personality traits in the recruiting phase and also recognize their personality characteristics as an essential aspect in recruitment.For individuals with higher degree of neuroticism who have been hired previously, organizations should help individuals to enhance their psychological condition continuously, establish stable and prosperous feelings and build a better attitude for life and work through the agencies of public welfare for psychological programs.

5.4 Limitations and Future Directions

Even though there are some practical and theoretical implications of this study, there have been some limitations as well that are experienced while performing the studies, including such data was obtained by the methodology of convenience sampling, which can restrict the generalizability of the findings. Data was obtained in the cross-sectional approach considering the time constraint, suggested study needs adequate time and due to insufficient resources it was complicated and challenging to perform research comprehensively.

In addition, the spectrum of the present research was narrowed to employees working in privateinstitutes. This scope limitation could constrain the usefulness of the study analysis with regards to many other core sectors of employment. The inclusion of other significant private sector organizations could increase the validation and the importance of the findings.

Future studies of workplace bullying needs to be studied in connection to several other workplace behaviors, including such job engagement, organizational commitment and different factors of work satisfaction in order to assess the maximum range of its consequences. Other promising topics for future study related to connections between family and work domain are supportive environment at work and supportive home environments are not yet studied in depth (Thomas and Ganster 1995).

Future studies can also be carried out in order to observe how the prevalence of workplace bullying deviates between males and females. In addition, cross-gender and same-gender bullying could be a fascinating concept to investigate.Few further recommendations to conduct research in future are as follows:

Studies can be carried out on the base of time lag experiments,because data obtained at various periods in time produces enhanced outcomes and eliminates the common method biases.

In this study personality trait - neuroticism used as moderator other studies should concentrate on several other forms of individual characteristics, including such introversion, extroversion and consciousness in order to present additional perspectives to the studies of bullying.

Furthermore, future researchers mayexamine intervention related variables to help in reducing the harmful consequences of bullying in the workplace. In reality, a numerous studyhas been presented about practical implications for bullying but examining the theoretical implications in the true organizational setting may be fruitful.

5.5 Conclusion

Prior research commonly draws more focus to the negative effect of workplace bullying on organizational related variables, but very few researchers have investigated the effects of workplace bullying on work family conflict. This research examines the link among the two in the context of Pakistan. The research justifies our hypothesis that emotional exhaustion plays a mediating role between workplace bullying and work family conflict and further validates the moderating role of neuroticism. Also, the results of our research also include a frame of reference for recognizing the consequences of workplace bullying and further enable organizations to identify the role of workplace bullying and mitigate the negative effects through relevant strategies.

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Appendix A

Questionnaires

Dear Respondent,

I am a student of MS Management Science from Capital University of Science and technology Islamabad. I am intending to conduct a survey on the Impact of workplace bullying on work family conflict using emotional exhaustion as a mediator and neuroticism as moderator. In this regard, I have prepared the following questionnaire and request you to kindly fill all the questions. This information is helpful for my research and academic purpose only.Your contribution towards this research will be highly appreciated and I assure that your responses will remain strictly confidential.

Thank you!

Capital University of Science and Technology, Islamabad

Section I: Demographics

Gender

1	2
Male	Female

Age

1	2	3	4	5
18-25	26-33	34-41	42-49	50 and above

Qualification

1	2	3	4	5
Bachelor	Master	MS/M.Phil	PhD	Post PhD

Experience

1	2	3	4	5
0-5	6-10	11-16	17-22	23-28

Section II: Workplace Bullying;1 = Strongly Disagree, 2=Disagree, 3= neither Agree/norDisagree, 4=Agree and 5 = Strongly Agree.

1	I am ridiculed (teased) at the workplace by the manager.	1	2	3	4	5
2	I get repeated reminders of my blunders the workplace by the manager.	1	2	3	4	5
3	There is often slander or rumors about me at the workplace.	1	2	3	4	5

4	I am social excluded from co. Worker work group activities.	1	2	3	4	5
5	I am verbally abused by the manager.	1	2	3	4	5
6	My work and efforts are de-valued by the manager.	1	2	3	4	5
7	My opinions or views ne-glected by the manager.	1	2	3	4	5

Section III: Neuroticism

1	I dislike myself.	1	2	3	4	5
2	I am often down in the dumps.(I feel myself useless)	1	2	3	4	5
3	I have frequent mood swings	1	2	3	4	5
4	I panic easily	1	2	3	4	5
5	I am filled with doubts about things.	1	2	3	4	5
6	I feel threatened easily.	1	2	3	4	5
7	I get stressed out easily.	1	2	3	4	5
8	I often feel blue.(I feel low)	1	2	3	4	5

Section IV: Emotional Exhaustion

| 1 | I feel emotionally drained from my work | 1 | 2 | 3 | 4 | 5 |
| 2 | I feel used up at the end of the workday | 1 | 2 | 3 | 4 | 5 |

3	I feel fatigued when I get up in the morning and have to face another day on the job	1	2	3	4	5
4	Working with people all day is really a strain for me	1	2	3	4	5
5	I feel burned out from my work	1	2	3	4	5
6	I feel frustrated by my job	1	2	3	4	5
7	I feel I am working too hard on my job	1	2	3	4	5
8	Working with people directly puts too much stress on me	1	2	3	4	5

Section V: Work Family Conflict

1	The demands of my work interfere with my home and family	1	2	3	4	5
2	The amount of times my jobs takes up makes it difficult to fulfill my family responsibilities	1	2	3	4	5
3	Things I want to do at home do not get done because of the demands my job put on me	1	2	3	4	5
4	My job produces strain that makes it difficult to fulfill my family duties	1	2	3	4	5
5	Due to work-related duties, I have to make changes to my plan for family activities	1	2	3	4	5