

Impact of workplace bullying and interpersonal relationships on employee's satisfaction with a mediating role of emotional exhaustion, A study of banking industry of Pakistan



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Abstract

The main objective of this study is to assess the impact of workplace bullying and interpersonal relationships on employee's satisfaction with a mediating role of emotional exhaustion, A study of the banking industry of Pakistan. A conceptual model of workplace bullying in organizational environment dimensions were developed and hypothesized. The major tools used for data collection are questionnaires for employees of the banking sector. The hypotheses are evaluated with the data collected through structured questionnaires from employees of the banking sector. The collected data were analyzed using inferential statistical analysis techniques. The findings of the study show that workplace bullying is common practice to negatively influence employee satisfaction. Based on the finding all workplace bullying and interpersonal relationships dimensions have a significant impact on employee satisfaction. The hypothesis is also developed to explore how workplace bullying can impact employee satisfaction.

To achieve this goal quantitative testing methodology through convenient sampling techniques is used. Based on the testing and evaluation of acquired data, we can conclude that a representative presentation is quite effective. Furthermore, we discovered a vital beneficial association between workplace bullying, interpersonal relationships, emotional exhaustion, and employee satisfaction despite a significant unfavorable relationship. Through data display and examinations, the current study discovered that these factors have a critical impact on the banking sector. This research includes descriptive research design, 5 Likert scale research instrument, Random population and sample size, Primary data collection, SPSS statistic data analysis, etc. workplace bullying leads to increased job satisfaction, citizenship behavior, organizational support, and improved task satisfaction. Overall, the hypothesis is proven, whereas the mediator of emotional exhaustion has an insignificant relationship with workplace bullying and employee satisfaction.

Key words: Workplace Bullying, Interpersonal Relationships, Emotional Exhaustion, Employee satisfaction.

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Chapter 1

Introduction

1.1 Introduction

Workplace bullying is one of the most serious dangers to individuals' security and well-being, as well as a basic indicator of demolishing wellbeing and prosperity among representatives (Blomberg & Rosiner, 2020). Bullying is connected to mental misery and psychosomatic problems in banking (Kvale, 2021). Workplace Bullying is subsequently a word-related wellspring of stress, creating pessimistic results on individuals who are exposed to it, for example, expanded work pressure and mental problem nervousness, unfortunate inspiration, and hostility, lower hierarchical responsibility, and upgraded generally reprisal activities (Samnani & Singh, 2016). Little consideration has been paid to how work environment bullying, as a psychosocial unpleasant occasion, influences people's entire lives in a scope of profound ways. Workplace bullying sets off a chain effect of following actions that extends further than the office and into a person's personal life (Tolfo, 2018). It causes poor working relationships, which contributes to exhaustion of a critical physiological resource, which in turn lowers entire job satisfaction in the banking industry (Rai & Agarwal, 2018).

Bullying is defined as unpleasant, undermining, or insulting conduct that makes others feel ashamed, eventually lowering confidence and putting pressure on the bank job (Prevost & Hunt, 2018). Bullying behaviors may be job-related, such as impressing strict cutoff times and spreading an absurd quantity of work, which leads to increased sensations of occupation-related strain (Akyeampong, 2014). Workplace bullying reveals concerns about their jobs and their capacity to match the company's assumptions in bank work (Rai & Agarwal, 2018). As, work-related anxiety is a common business-related consequence with repercussions for people, organizations, and society, it is critical to investigate the extent to which bullying affects representatives' overall representative fulfillment (Laschinger & Fida, 2014).

The emotional strain is to blame for sleep problems because they affect physiological stimulation, which alters the physiological cycles connected with falling many things in everyday life (Wagner, Barnes & Scott, 2014). Despite the way that experts have discovered various negative effects of the absence of

sleep, we analyze its proposals for representatives' life happiness in this evaluation. Bullying in the workplace has been linked to job difficulties (Niedhammer, 2017). Work responsibilities of many kinds reduce rest quality and induce sleep disruptions. The previous review related restlessness with unfavorable outcomes such as non-appearance and poor task performance. Given their employees' restlessness difficulties, associations may find great benefit (Barnes & Watson, 2019). Sleep deprivation has been linked to job burnout (Vela-Bueno, 2018). It intensifies emotions of rage and weariness while lowering focus and job satisfaction. The effects of job-related stress on employees' sleep and, eventually, life happiness have not been thoroughly investigated (Sonnetag & Fritz, 2015). This can indicate a positive link between work-related anxiety and sleepiness, as well as a negative relationship between work-related anxiety and employee life satisfaction (Malik & Jalil, 2019).

Job satisfaction is a predictor variables analysis that is significant for several reasons. Confidence levels are an objective measures factor that has been employed as a global predictor of job performance (Martela & Sheldon, 2019). People prioritize job fun and job satisfaction over cash. Then, one big benefit of contentment is that people feel much better about themselves and their lives, which improves their overall well-being. It has also been linked to a sense of affluence, as well as joy and job motivation (Judge & Hulin, 2013). According to the possible assumption, when executives suffer work-related anxiousness because of workplace bullying, it depletes their energy resources since they are dissatisfied with their employment (Hobfoll, 2018). This demonstrates that work-related anxiety harms life fulfillment. Furthermore, we dispute that workplace anguish is a significant distressing experience that produces asset shortage on many levels. While workplace bullying causes work-related stress, it also causes increased asset misfortune, which leads to bad mental well-being and restlessness, affecting their life satisfaction (Rosekind & Gregory, 2019).

1.2 Background of Study

Workplace bullying is a common phenomenon in nearly every workplace today, and it may have serious implications. Bullying at work is conduct that has received notice in the research sector for banking (Omar, Salam & Surimi, 2019). Workplace bullying is frequently delineated by a standard institutional test: how to access, enroll, and hold an example populace that is appropriate in size and authentic in construction, and which provides the analyst with the rich raw data required for thorough and legitimate investigation

(Hart, Brannan & Chesnay, 2014). Analysts who are more likely to comprehend this complex relational peculiarity should organize a damaged and, on occasion, hesitant populace who may be unwilling to return to their upsetting encounters of bullying or psychological mistreatment. This investigates sensitive themes that present complex moral, moral, and viable difficulties in a bank job (Hamide, 2020).

Openness to bullying is a successive issue in current working life that might be tracked down in all jobs and organizations, with frequency rates length of up to 20% considering the area, functional classes, and evaluation processes in the financial area (Vartia, 2020). As bullying becomes more prevalent throughout time, the sensitivity to these unpleasant and unwanted activities may vary in both force and breadth (Einarsen, 2015). The preceding activities may be immediate or aberrant, spoken, or unconscious, and often business- or identity, with some cultural stigma. Furthermore, there is often a power differential in the assaulter contact, making it harder for victims to defend themselves in the stressful job of the bank (Heames & Duke, 2019). As mysterious activities have come to the attention of scholars in recent years, the implications of these actions are being studied in several countries, including Australia, Europe, and others (Madero, 2013). Workplace bullying is a crucial issue that reduces the satisfaction of any organization, large or little, in today's environment (Vartia & Kinnunen, 2015). Bullying in the workplace has lately emerged as an important topic of research in development studies. Bullying in the workplace is frequently characterized as both mental workplace bullying and violent workplace assault (Branch, Ramsay & Barker, 2013). Certain specialists believe that the presence of a difficult eve at work at a low rate should be considered a risky scenario (Zapf & Cooper, 2011).

Bullying can have an impact on an underlying personality, cognitive, and job actions, either actively or passively in a bank job (Plopa, 2017). Workplace bullying is not limited to people in positions of power; it may be perpetrated by anybody in the organization, along with a colleague, follower, or innovator (Samnani & Singh, 2012). A few research has described the lower commitment, low focus, and increased levels of turnover in the banking sector (MacIntosh, 2015). Bullying in the workplace led to large expenditures such as slowness, outside conciliation fees, and a high incidence of settlement by a professional (Hoel & Einarsen, 2018). Real commitment costs are also covered. Bullying activities at work will very certainly hinder unionization among people in social situations (Raver & Gelfand, 2005). According to the study, bullying practices are directed toward persons and groups as well; occasionally it

targets people and here and there, and it influences gathers; moreover, groups function in associations (Roscigno, Lopez & Hodson, 2019). As a result, it identifies with a focus on the impact of workplace bullying in organizations on the group.

Emotional exhaustion is defined as being worried and drained by people's passionate assets (Maslach, 2013). Members of the gathering will very likely respond poorly to the organization because of the bullying conduct, based on their perception of force distance. The research picked by work practice representatives reflect the experts' passionate feelings (Miner & Hulin, 2015). Nowadays, the bulk of the working population in both industrialized and developing countries is engaged in the supporting sector (Focal Intelligence Agency). Constant correspondence and collaboration are a regular aspect of providing top-tier benefits, and this makes difficult passionate expectations on representatives. As a result, presidency employees, who are required to convey positive ideas and conceal negative sentiments (Rafaeli & Sutton, 2019). Enthusiastic fatigue, which is described as the experience that one's enthusiastic resources are emptying, and one needs more energy (Andrews & Carlson, 2014).

Employee's satisfaction is an association which enlists one to perform smoothly (Campbell, 2018). Performing employee's aid pioneers in creating strong alliances. One component that influences work execution is instruction. Having the proper education can have a significant positive impact on worker task execution (Ng & Feldman, 2009). There are occasions when a new employee is appropriate for avoiding a position that the organization must fill and further developing execution in that position (Muchinsky & Monahan, 1987). If a person is doing the appropriate task, there is an instant link to execution (Edwards, 2011). There is more responsibility, fulfillment, and motivation for the worker, as well as better overall execution for the representative (Li & Hung, 2010). Representative commitment is a broad topic that discusses the beneficial relationship between representatives and the organization. It also connects worker fulfillment and execution. Workers who are drawn in have a sense of duty and an eager commitment to the organization (Demovsek, 2018). Representatives create a link with an organization, which leads to improved business. If they have a strong connection to their profession, connections with other workers, and the association, they will perform better and serve the organization better (Scarlett Overview, 2020).

1.3 Research Gap

The research seeks to fill this void by looking at emerging workplace bullying and researching the

influence of emotional exhaustion on employee satisfaction in the banking business, where employee values are connected to job satisfaction. Victims of workplace bullying fear that their professional encounters must be exposed because they are untraceable. Employees with a high level of employee and organizational responsibility, as well as a supervisory function, are more likely to engage in workplace bullying than those without management responsibilities, according to one research (Forsell, 2020). According to one research, bullies continue to send very provocative SMS as well as grave damage threats. Workplace bullying has serious consequences, including stress, anxiety, binge drinking, and suicidality (Kowalski, 2019).

Most of the research on risky workplace behaviors has focused on their comprehension, nature, and manifestations (Neuman & Baron, 2017). In contrast, little research has been done on job-related activities that may contribute to deviant behavior, such as workplace bullying. Furthermore, workplace deviant behavior has been identified as a risk to businesses, it is vital to integrate desired, individual-level attributes such as psychological empowerment and job involvement when proposing constructive methods to combat workplace bullying (Meier & Spector, 2016). They are under a lot of stress at that time since, in most situations, families rely only on that one income, and so the dread of losing that job again is a major concern for the individual.

The initial discussion revealed significant gaps in the stream of work on workplace bullying and emotions. In general, current research lacks techniques, positive ones that give bullied victims hope during workplace bullying, hence lowering the negative employee effects of workplace bullying. Alternatively, general positive psychology research has not yet argued for the use of positive psychology models like emotional exhaustion and job concentration to restrict or eliminate negative employee outcomes in bullied employees. Moreover, despite the modern workplace's emphasis on excellent connectivity, and useful tactics, workplace bullying has yet to include in the larger framework. Furthermore, the level of self-improvement has yet to be explored beyond its core recognized characteristics of confidence, hope, resilience, and optimism, particularly from a cultural standpoint. A study of bridge diversity in the concept of workplace bullying has yet to be conducted.

1.4 Problem Statement

Bullying at the workplace is quite common in developing countries like Pakistan, causing enthusiastic exhaustion, but its impact on the group has received little attention. The problem statement is how the variables like workplace bullying and interpersonal relationships are affecting employee satisfaction. To cater to the factor of emotional exhaustion included in most cases. To know the extent to which productivity of the employees affected due to these reasons. This review has an impact on the relationship between the working environment's Bullying and emotional exhaustion. Emotional exhaustion has a weakened mechanism for adapting to upsetting conditions, which leads to negative outcomes (Khurram, Hassan & Fatima, 2020). The more emotionally powerful and clever a person is, the more he or she will affect their job routine independent of the setting, although this varies from person to person. None of the evaluations in Pakistan have yet led to the testing of such a link of elements to examine. All these factors contribute to employee happiness, which can have an impact on productivity. Except for a handful, these factors in the same research have not been undertaken in Pakistan, and they have also not been conducted in private organizations (Yaseen & Naqvi, 2018).

Bullying is the top source of emotional discomfort and has a direct impact on employment satisfaction. Bullying has just been researched as a novel issue, and there is still significant need for research in this field. Bullying incidents occur in the dozens in Pakistani workplaces and have a greater impact on society and the nation (Tian, 2019). Organizations can be divided into many levels (management level), which is largely influenced by the size of the company (Ward, 2018). Top management has greater authority and responsibility, as well as a higher position, than lower levels of management; both variables lead to workplace bullying.

The current study's primary focus on the link between bullying and employee satisfaction distinguishes it from others since this association has never been investigated previously. Furthermore, the favorable effect of moderated managerial support mediation on the connection between psychological distress and employee satisfaction remains unknown. The use of technology in the form of smartphones by youth develops the rate of workplace bullying increases. This study gives new grounds to aid that how to limit workplace bullying in different firms with the help of management support.

1.5 Research Questions

The goal of this research is to look at the relationship between workplace bullying and interpersonal relationships by using emotional exhaustion as a mediator, which has a direct influence on employee satisfaction and satisfaction. It may have a positive or negative impact on the organization based on one's high emotional power. The present study intended to find the answer to following research questions:

1. What is relationship between workplace bullying and interpersonal relationships?
2. Does emotional exhaustion mediate between workplace bullying and interpersonal relationship?
3. Does workplace bullying and interpersonal relationships have an influence on employee's satisfaction?

1.6 Research Objectives

The overall objective of the study is to develop an integrative model by examining the impact of workplace bullying and interpersonal relationships on employee satisfaction using emotional exhaustion as mediator. Based on research questions developed for the study, following objectives of the study are developed:

1. To find out the impact of work bullying and interpersonal relationships on employee satisfaction
2. To investigate that emotional exhaustion as a mediating variable between workplace bullying and interpersonal relationships
3. To know whether the interpersonal relations and workplace bullying influence on employee's satisfaction.

1.7 Aim of Study

Following the identification of gaps in the relevant literature, the current study intends to bridge these gaps in the following manner. First, positive psychology components (psychological capital and job engagement) are proposed as moderators of workplace bullying result linkages in this study. It answers demand for a positive psychology (psychological capital and job engagement) as an individual-level preventative strategy for workplace bullying. It employs a comprehensive measurement of bullying by defining workplace bullying using both classic and contemporary practices criteria (Carbo's, 2009).

The second objective of this research is to investigate workplace bullying as a predictor of workers'

unproductive job conduct. Little study has been conducted to investigate job-related behaviors such as workplace bullying, which may cause workers to engage in workplace incivility. The final goal of this study is to see if positive psychological dimensions (psychological capital and job engagement) have any mitigating impact on workplace bullying employee outcomes linkages. Despite the current trend in positive psychology theoretical and empirical research, testing for the moderating effects of positive psychology and job engagement on workplace bullying and its negative repercussions remained an essential, unexplored issue.

Forcefully for the formation of management scholars who are confident and bold in their use of unique expertise to create internationally important theoretical contributions. Given this, it is recommended that normal-setting research study the idea of job satisfaction for contextual clarity to tap into the cultural relativity of workplace bullying components in Pakistani contexts. To reduce the effects of workplace bullying, it is specifically stated that the Pakistani culture, which is characterized by strong individualism (Hofstede, 1983). It encourages virtues of knowledge, courage, thanks, and repentance within work situations. As a result, the four extra qualities of wisdom, bravery, gratitude, and forgiveness to the whole emotional situation construct are especially applicable to Pakistani contexts for reducing bullying effects on bullied targets.

1.8 Significance of Research

The relevance of the study is that it will assist associations in understanding about which work environment bullying might entail for bunch attachment. This evaluation will assist to create awareness about workplace bullying and employee satisfaction. The current assessment will assist the organization and its approach producers in managing these risky difficulties of workplace bullying and its influence on employee satisfaction. In a Pakistani society where there is a collectivist culture, this research will provide a better understanding of the impact of workplace bullying on employee satisfaction. This assessment will also investigate emotional exhaustion as a mediator variable to determine if it impacts an employee's satisfaction. It will also investigate how interpersonal relationships affect employee satisfaction. Organizations may use this evaluation to create a managerial environment that aims not to endanger conduct and to create a place to effect and rouse representatives individually as well as in gatherings and groups, resulting in a better display. Furthermore, this examination will assist executives in ensuring a safe

atmosphere in which employees may express their abilities and skills, which will surely contribute to the organization's success. This evaluation will also assist in the development of a drive to comprehend the excitement.

1.9 Terminology

Workplace bullying indicates a consistent pattern of abuse from coworkers that causes bodily or mental injury. It might involve verbal, nonverbal, psychological, and humiliating approaches. Bullying in the workplace is typically perpetrated by someone in a position of power over the victim. Bullies, on the other hand, can be peers and, on rare occasions, subordinates.

Interpersonal relationship is a relationship between two or more individuals that might last for a short time or for a long time. This can be accomplished by intervention, solidarity, frequent business encounters, or any other type of social involvement.

Emotional exhaustion is a lifelong illness of physically and psychologically exhaustion caused by excessive professional, personal, and/or persistent stress. It refers to the sensation of being emotionally overburdened and weary by one's labor.

Employee satisfaction is a phrase used to indicate how happy or content employees are with aspects such as their employment, workplace culture, staff satisfaction, and the companies for which they work.

1.10 Organization of the Study

In the introductory part, the variables are identified and explained in which the study is conducted. The relationship between the independent and dependent variables along with the role of mediating variable is explained in the study. The effect of workplace bullying is seen on the employee level of satisfaction while also seeing how interpersonal relationships create an impact whether it is positive or negative.

The previous studies and articles are being accessed which are relevant to the topic. The literature finding and analysis are somehow done which will help the work to go in good progression. The hypothesis is developed based on the existing literature on the relevant topic and deriving the statements from the data. The hypothesis can be proven wrong or right by the findings at the end. The theoretical framework is being developed by that and the theory which is supporting the research topic.

In the third chapter, the methodology is to be described which is used to identify the impact of workplace bullying and interpersonal relationships on employee satisfaction with a mediating role of emotional exhaustion. This chapter includes research design, research instrument, population and sample size, data collection, data analysis, etc. Research onion is showing the whole process of research methodology.

The data is being collected from the sample which is of the ten banks identified in the twin cities according to the random sampling method technique. The data is being collected through a questionnaire a study is through the quantitative method. The data is then analyzed through the SPSS software which helps in the further analysis of correlation and regression and others.

Lastly, the results and findings are interpreted that whether findings are according to the hypothesis formed or it does not support the hypothesis made. Different analysis methods are run through the data to get more accurate and relevant findings.

Chapter 2

Literature Review

2.1 Introduction

Bullying in the banking area has been characterized as a complex connecting with the working environment of the company. The character of both the Buller and the person in question, general qualities of human communication in the association, and different individuals from the work unit, all assume significant parts. Bullying occurrences are characterized by two kinds given their progressive phase (Einarsen, 2012). Professional bullying, psychological bullying, mobbing, and emotional abuse are examples of words now used by researchers and practitioners to define a prevalent but often subtle kind of workplace Bullying in the banking sector (Soares, 2012). Throughout the early twenty-first century, scientific investigation into this phenomenon began in banking jobs (Kulla, 2017). Since then, there has been an increase in academic interest, and workplace bullying has been designated as a "research issue in employees' health and satisfaction (Hoel, Rayner & Cooper, 2019). Bullying is a potent psychosocial hazard in the workplace with significant negative consequences for both individuals and organizations (Hoel & Cooper, 2012). Workplace bullying may be a significant cause of stress with consequences like other workplace stressors (Zapf, 2016). Although isolated acts of Bullying or normal disagreement occur rather often in routine workplace contact, it is suggested that when they occur regularly, they inflict substantial health consequences on targets (Einarsen & Garcia, 2017).

Workplace bullying is an occurrence found in almost every organization which can lead to very dangerous consequences. Bulling at work is reaching behavior that got recognizable consideration in the research field (Perez & Arenas, 2015). Bullying is regularly delineated by a typical systemic test: how to access, enroll and hold an example populace which is proper in size and authentic in construction. It furnishes the analyst with the rich crude information important for hearty and legitimate examination in the banking field (Misago & Landau, 2013). This investigates sensitive themes and presents complex moral, moral, and viable hardships (Fahie, 2014).

Flexibility to bullying in banking is a prevalent issue in a modern job market that may be found

across all occupations and companies, with prevalence rates ranging from 5 to 20%, depending on nation, functional criteria, and evaluation procedures (Nielsen & Einarsen, 2015). Discrimination may be portrayed as a drawn-out process in which the target is exposed to efficient and undesired negative activities at work, whether from employers or acquaintances (Einarsen, Zapf & Cooper, 2016). As pestering consistently increases through time, the susceptibility to these unpleasant and undesired actions might vary in both power and breadth (Einarsen, 2015). The activities may be instantaneous or deviant, vocal or nonverbal, and generally of a corporate or individual character, with some amount of societal restriction. There is typically a power imbalance in the Buller-victim interaction, causing individuals to face difficulties in protecting themselves at jobs (Heames & Duke, 2019).

Bullying practices have recently caught the attention of academics, and their outcomes are being evaluated in countries such as Australia, Europe, and others (Madero, 2013). Working environment difficulties is currently a significant hallmark that reduces the efficiency of every organization, large or little (Vartia & Kinnunen, 2015). Bullying at work exists, as do a variety of heinous behaviors ranging from impoliteness to mercilessness (Baron & Neuman, 2018). Workplace anguish has recently turned into a viral area of investigation in firms that focus on an issue. Banking workplace provocation is also known as mental torture at work and workplace mobbing (Ramsay & Barker, 2013). According to certain specialists, the existence of agony in the workplace at a low incidence should be seen as a problematic scenario in the banking industry (Einarsen & Cooper, 2011). On a global scale, workplace badgering is regarded as a troublesome style of behaving that impedes a person's benefits in any given case (Omari & Paul, 2015). Provocation can directly or indirectly impact a person's physical, social, and occupational proclivities (Plopa, 2017).

Employee satisfaction isn't just associated with a progressive position; it can be done by everyone in the organization, including associates, subordinates, and pioneers (Samnani & Singh, 2012). A few of research have made sense of the lowered accountability, low focus, and growing rate of non-appearance (MacIntosh, 2015). Bullying and irritating ways of behaving at work make certain to lessen unionization among people in group environments (Raver & Gelfand, 2015). As per the review, agonizing exercises are arranged toward people and gatherings too; on occasion, it victimizes individuals and to a great extent, and it impacts the accumulates; likewise, bunches capability in affiliations (Roscigno, Lopez & Hodson, 2019).

Due to the bullying conduct, the individuals from the gathering will probably react contrarily to the association and rely on their insights of force-distance. Studies identified with work practice representatives mirror the passionate reactions of the specialists (Miner & Hulin, 2015). These days, most of the functioning populace is utilized in the assistance business in created just as arising economies (Focal Intelligence Agency). Delivering top-tier advantages frequently necessitates continual engagement with clients and colleagues, which places difficult enthusiastic demands on representatives. As a result, administration workers, who are expected to express pleasant thoughts and hide unfavorable feelings (Rafaeli & Sutton, 2017), are subject to enthusiasm tiredness, which is characterized by the impression that their passionate resources are depleting and that they require energy (Andrews & Carlson, 2014).

Satisfaction is what the organization enlists one to achieve and grow well (Campbell, 2017). Performing employees aid pioneers in creating strong alliances. One component that influences work execution is instruction. The proper education can have a significant positive impact on worker task execution (Ng & Feldman, 2009). There are occasions when a new employee is suitable for a hole that the organization needs to fill and helps to improve execution in that task (Muchinsky & Monahan, 2016). If a person is doing the appropriate task, there is an instant link to execution (Edwards, 2017). There is more responsibility, fulfilment, and motivation for the worker, as well as better overall execution for the representative (Li & Hung, 2015). Member devotion is a broad topic that discusses the beneficial relationship between representatives and the organization. It also connects worker fulfilment and execution. Drawn-in employees have a sense of duty and an eager commitment to the organization (Demovsek, 2018). If they have a strong connection to their profession, connections with other workers, and the association, they will perform better and serve the organization better (Scarlett Overview, 2016).

2.2 Banking Sector of Pakistan

As a financial intermediary for the growth of the economy, the bank plays a significant role. In Pakistan, in the absence of debt market banks plays an important role in the channeling of funds from the depositor to the borrower (Vong & Chan, 2016). A country's economic growth depends on its available resources and the efficient use of those resources. The bank plays an important role in economic growth by supplying the public and private sectors with financial services.

Since liberalization began in 1990, Pakistan's banking sector expanded tremendously. It has

functioned and operated accordingly and has improved the efficiency of banks in recent years (Aftab, 2017). It is widely noted that stable and safe banking networks are required for sustainable economic development. It is important to research the determinants of profitability to address the harmful environmental consequences (Hifza, 2015). Pakistan's financial system serves as a backbone and a strong facilitator for financial institutions.

In the economy, the banking sector plays a key role in promoting the payment system, mobilizing deposits, and allocating funds for the most efficient purposes. The position of banks is significant, according to), as they distribute funds for the highest use of value, restrict risks and costs, and generate economic activity (Musa, 2017). Given its importance in an economy, economic managers are often trying to formulate policies that will help provide banks with a fair playing field, helping them to function on a sound, productive and sustainable basis (Kareem, 2015).

Despite the value of the subject region, a detailed analysis assessing the success of Pakistani banks in the aftermath of the financial liberalization and deregulation steps taken over the past two decades has hardly been identified. There are studies that aim to examine the effect on the banking industry in Pakistan of financial sector reforms. However, parametric, or non-parametric consumer methods are used to test the cost/profit/revenue/output satisfaction of Pakistani banks. Most of them conclude that big banks are comparatively more effective than small banks (Qayyum, 2015). The structure and efficiency of commercial banks in Pakistan are addressed by but his results are focused on restricted evidence (Arby, 2013).

The subjective analysis of banks' productivity issues used the survey method to capture (commercial bankers') consumer views of the need, effects, and strategies adopted by banks in the light of financial liberalization and deregulation initiatives in Pakistan. This was important to examine since they conform to central bank policy and are directly influenced by good or poor policies. The researchers seem to have entirely ignored such an important feature of evaluating the subject problems from the point of view of the stakeholders (Shahid, 2014).

The financial system of Pakistan is dominated by commercial banks. Pakistan's banking system structure underwent major changes right after two thousand when the regulation of the approach of the

banks was related to the most successful global techniques. The privatization of public sector banks introduced noticeable changes in management, framework, and emphasis within the financial sector. Structural and macro-economic variables in the stabilization of trade and business processes are attracting growing attention both domestically and internationally. The size and mobility of global capital flows have made it extremely important to strengthen the structure of the domestic financial system to improve the resilience of fluctuations of capital flows. The soundness of the financial system, especially the banking structure, is, therefore, an important aspect of the influential macroeconomic financial policy effectiveness of the infrastructure at the national level.

The banking sector serves as the central function and part of the recent economic development of financial companies to have a serious supply of finance. Equally, the principle of profitability is much more applicable for non-economic and economic establishments, so financial firms appear to be part of them. Banks rely primarily on a dynamic promotion strategy that determines their success and growth. Satisfaction in the bank has been one of business practitioners' core concerns. The various effects on the market profitability of companies in general and commercial banks, on the prospective development of the overall economy, are closely linked to this issue. As a result, the protocols have progressed a whole lot relative to the way they were in the banking business in the many years that have gone by (Hussain & Bhatti, 2010).

2.3 Workplace Bullying and Interpersonal Relationships

Workplace bullying has out of nowhere turned into an unmistakable point (Woodrow & Guest, 2017). It is a situation where at least one representative is more than once gone after with unwanted ways of behaving at work over a significant period (Leymann, 2016). Any individual from the association could do a negative demonstration (Vermunt, 2015). Workplace bullying has been described as a psychosocial stressor that outcomes from work occasions, with various unfavorable ramifications for the two individuals and the organization (Cooper & Einarsen, 2011). As per one way of thinking in the writing, workplace bullying is a sort of, and consequently an equivalent word for incivility (Raver, 2013).

The reasonable contrasts among clashes and bullying as a component of the bigger conversation on the plenty of ideas in the field of relational abuse and negative way of behaving at work. The hypothetical and strategic issues brought up in this discussion (Memran, 2019). Bullying is a peculiarity that falls under

the wide meaning of relational connections, being stood up to with relational occasions in which representatives see and experience a pessimistic effect (Kate, 2018). We recommend that contention events experienced by bullying casualties vary intrinsically and subjectively from struggle episodes experienced by stream and that this qualification relates to the special separating elements of workplace bullying.

Workplace bullying concept may be identified in conflict encounters of Intimidation workers. In this study to complete a concise judgement every day in which they detailed whether they had been involved in a variety of possible clash occurrences. Thus, there has been a spike in revenue lately in examining the reasons for workplace bullying (Einarsen, 2011). The principal hypothetical system is the "work idea," which sees the bullying as an extreme social stressor incited by both terrible working circumstances and other hierarchical variables (Notelaers, 2010). Late improvements have underlined the need to proceed and get a more top to bottom comprehension of the working environment Bullying by zeroing in on its fundamental relational elements (Neuman & Baron, 2011).

Bullying is a developing peculiarity where the individual being bullied turns into the objective of ordinary terrible local area acts. Considering that this heightening system is driven by an existing relational struggle among parties and their refereeing inclinations. The motivation behind this study is to explore the connection between relational clash and working environment Bullying, as well as the job that clashes play in such clashes bullying connection (Einarsen, 2011).

2.4 Emotional Execution

Emotional Exhaustion is a beginning phase of physical and profound weakening brought about by expanded work in the association and constant pressure. As a rule, when assets are exhausted, the feeling of anxiety rises given the goal being met with the restricted assets accessible (Whiting, Donthu, & Baker, 2011). The exhaustion of assets, at last, prompts pressure (Joeri, 2014). Commitment is the opposite of emotional weariness, which is defined as a pleasant, fulfilling, and professional mood marked by dedication, and it has been proposed that a strong commitment can protect against emotional exhaustion (Lages, 2018). Employees are at the center of the community in many ways, serving as instructors' role models for colleagues. claimed that emotionally difficult times can diminish one's feeling of personal accomplishment and raise hostility toward oneself and one's job (Furnham, 2012).

Relationships with the other two characteristics of weariness (fewer emotions and fewer emotions of personal achievement) are also feasible in the job. Employees may depersonalize themselves because of their poor compassion and more irrational attitude if they continue to experience emotional weariness (Gosserand, 2015). Emotional exhaustion is characterized by a lack of vitality, immobility, persistent tiredness, and a sense of being worn out (Pines & Aronson, 2018). Several experts believe that emotional tiredness is a crucial component of burnout (Cropanzano, 2013). Several studies have found a link between stress and job overload and emotional depletion and burnout (Khani & Mirzaee, 2015). Workload is predictive of emotional fatigue (Fernet, 2012). Emotional tiredness is linked to negative outcomes such as decreased involvement and commitment, illness absence, mental health issues, decreased work satisfaction, and plans to leave (Bolton, 2012).

2.5 Workplace Bullying and Employee Satisfaction

Workplace bullying is a difficult and uncomfortable experience that affects both the bullied and spectators. Bullying has been identified as a key stressor having negative repercussions on psychology, emotion, health, and well-being in studies (Sarker & Prodhan, 2017). People who have been subjected to long-term and continuous workplace bullying have been observed to have worry, suspicion, and depression, as well as headaches, exhaustion, and sleep disturbances. Furthermore, individuals who are bullied at work are more likely to lose confidence (Leisy & Ahmad, 2016), inhibit collegiality and cooperation (Beder, 2014), decrease employee satisfaction (Rong, 2012). It increases employees' depression, make one or more serious work errors (Paice & Smith, 2019), and experience social isolation and stigmatization (Johnson, 2010). The relationships between bullying and emotional exhaustion and job satisfaction are all substantial, and for certain outcomes, they are stronger than those involving standard job stresses (Rodgers & Fogarty, 2020). When stress creates unpleasant feelings and cognitions, one method to manage is to withdraw emotionally and physically from the stressful circumstance (Marcie, 2017). Withdrawing from the situation can be an adaptive response to escape the suffering connected with bullying as well as a kind of self-defense for the individual. Withdrawal among members of organizations can show as thoughts and behaviors linked with intending to quit the group. Intentions to leave are represented in turnover intentions (Ferris et al., 2018).

A few studies have examined the association between workplace bullying and job satisfaction, and

these studies frequently incorporate other psychological and work-related outcomes, such as anxiety, depression, desire to leave, absenteeism, job rating, and work stress. Previous research indicates that job satisfaction is made up of a variety of traits that, when combined, form the whole idea of job satisfaction, which may have its own set of psychological and work-related consequences. Work satisfaction is judged by what is gained or lost in the following categories: self-esteem, growth chances, job stability, social contacts, independence, and financial reward. Furthermore, job satisfaction appears to be validated by the current job satisfaction measurement technique (Kevin, 2018).

Workplace bullying since previous research has connected some of these stressors, including role ambiguity and role conflict, to some of the causes of workplace bullying. These studies, as predicted, show that the targets of bullying view the work environment to be less favorable than those who are not bullied. Similar studies indicate that people who witness bullying report a loss in work satisfaction, albeit to a smaller extent than those who are bullied. However, one study discovered that the repercussions for some witnesses may be worse since the encounter reminds them of earlier bullying experiences. Based on past research, we claim that workplace bullying is associated with a decline in job satisfaction. Furthermore, given today's working environment I believe that controlling for conventional work-related stresses is important to achieve greater clarity on the association between workplace bullying and job satisfaction.

2.6 Interpersonal Relationships and Employee's Satisfaction

One of the qualities that recognize people is the relational connections wherein they are the organizer. They structure connections for utilizing assets to acquire handiness or power through concurrence. Relational connections are characterized as areas of strength between people who work in a similar association. Representatives, who cooperate, as per ought to have solidarity to perform at their most significant level in a business (Guide, 2015). A great many people who work with others can create wanted results and are so useful by speaking with others. Relational communications are essential in the working environment for encouraging trust, good sentiments, and pictures among representatives (Vokic & Heranaus, 2015). Consequently, for this present circumstance to bring about work fulfillment, the association between a boss and a subordinate, or between collaborators, ought to supported and created (Mustapha, 2013). Besides reinforcing social connections connected with their work, the circumstance will increment work fulfillment and encourage a feeling of cooperation.

The cooperative association and outlook might be profitable to the whole organization. Workers were content with social collaboration to some degree since they were given delight and sufficient opportunity to mingle themselves (e.g., one lunch during breaks, between clients, and so on.). Subsequently, they were the chance to encourage a feeling of having a place and joint effort among workers. Connections among pioneers and subordinates can bring about expanded laborer execution and joy.

Having fair interpersonal interactions at work may result in common respect between employees and management. This will contribute to the establishment of greater cooperation, which will be facilitated by enhanced worker awareness. Positive interpersonal interactions at work will lead to higher productivity and fewer arguments and issues to cope with. A fair interpersonal connection at work generates a desirable working environment for people. Employees will feel more at ease going to work and, as a result, will achieve their goals in such an environment. found that interpersonal interactions are one-factor influencing work satisfaction in their study. They also propose that employees be given enough time to interact. Other nations have a tradition of emphasizing interpersonal interactions between individuals from all walks of life, and this lifestyle has also become a part of the working environment, which is supposed to assist people to manage stress and other psychological difficulties. Some of the changes connected with the country's fastest growth and development have become determining factors in interpersonal connections at work, which can affect employee satisfaction both positively and negatively. Developing efficient staff will assist in the demand to become productive before achieving a profitable organization (Duggan & Dennis, 2014)

2.7 Theoretical Framework

Different researchers presented various theories whereas in this study the theoretical framework can be justified by Affective Event Theory (AET) that covers all the variables of the present study.

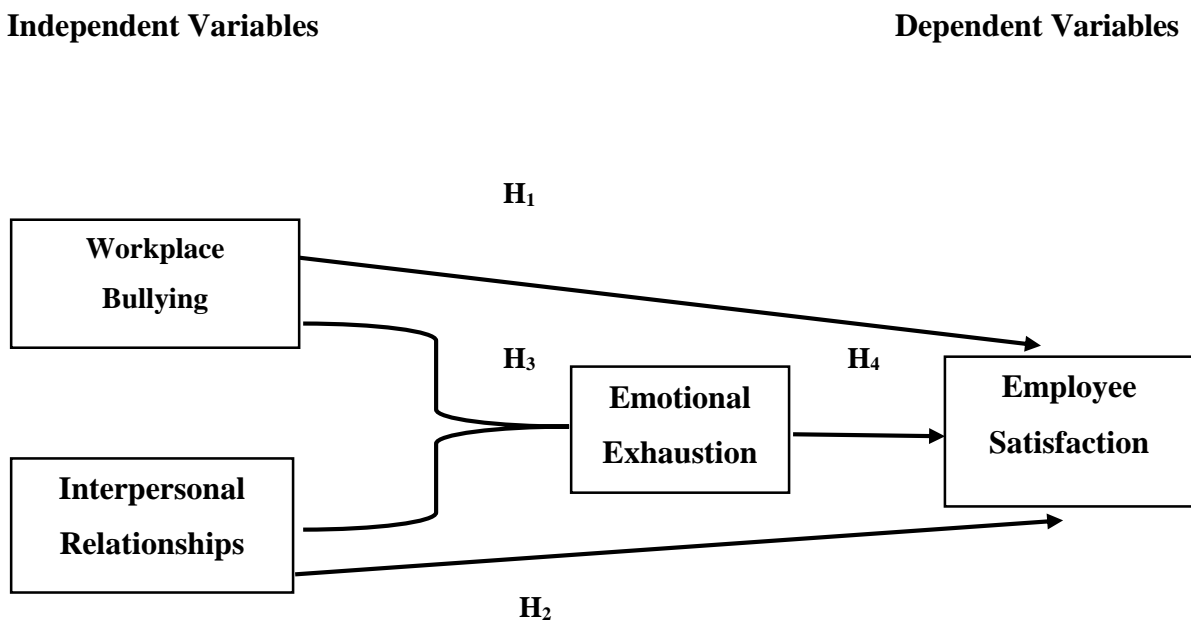
2.7.1 Affective Event Theory

Affective event theory is used to analyze emotional states at work and focuses on explaining how workplace events cause feelings and emotions in employees, influencing their satisfaction and satisfaction. Experiencing everyday ups and downs causes negative and positive emotional reactions, which result in effective driven behaviors and work attitudes (Holmdal & Einarsen, 2011).

Workplace experiences evoke emotional reactions that influence workplace attitudes such as job

satisfaction, commitment, and trust. Psychological distress, such as stress and fury, produces negative sentiments in workers at work. It is also being investigated if emotional experience might function as a mediator between bullying and job satisfaction in deciding intent to leave. The findings are consistent with AET (affective event theory) predictions that unpleasant experiences, such as bullying, was a detrimental impact on work attitudes such as employee satisfaction, job satisfaction, and cognitive-driven behavior such as a desire to leave the company. Bullying causes a lot of stress for employees and has a negative influence on their satisfaction (Holmdal & Einarsen, 2011).

2.8 Conceptual Framework



2.9 Research Hypothesis

H₁: Workplace bullying is negative associated with employee’s satisfaction in banking sector

H₂: Interpersonal relationships associated with employee’s satisfaction of banking sector

H₃: Emotional Exhaustion mediates between workplace bullying and employee’s satisfaction

H₄: Emotional Exhaustion mediates between interpersonal relationships and employee’s satisfaction.

The results of these hypotheses have been discussed in the next chapter.

Chapter 3

Research Methodology

3.1 Introduction

In this chapter, the methodology has been described which is used to find the impact of workplace bullying and interpersonal relationships on employee's satisfaction with a mediating role of emotional exhaustion. This chapter includes research design, research instrument, population and sample size, data collection, data analysis, etc.

3.2 Research Design

It defines research as "the inquiry and acquisition of knowledge," and the approach adopted must be appropriate and practical (Bryman, 2018). To construct the study design, this method was aid researchers in explaining the components, procedures, and research orientations within the framework of research topics (Sick, 2014). The descriptive research design is used in this study. This study focuses on the important findings. It is also a thorough cross-sectional investigation. Desired findings may be determined since statistical information can be obtained and examined using the descriptive survey technique. Surveys, observation, and vase studies, among other descriptive research approaches, may be used to collect a wide range of data (Mohajan, 2020).

3.3 Research Approach

The current study's inquiry employs a deductive research approach. This type of approach was followed entirely. Hypotheses are first generated using a deductive process based on existing literature, and then research procedures are constructed to build and assess those premises. To confirm or refute hypotheses, researchers collect and evaluate a significant quantity of data and information from the literature (Jonker & Pennink, 2010). The deductive method begins with ideas, hypotheses, and observations derived from data. The review is cross-sectional and restricted to the positivist way of thinking, which has been utilized in numerous past examinations. This strategy, which depends on positivism, has for quite some time been utilized in friendly examination. Accordingly, it is viewed as the most elevated sort of insightful thinking. This strategy requires the advancement of very itemized speculations concerning occasions. We then run a trial to check whether the speculation turns out as expected (Uebel, 2019). The

insightful examination is used to show up in an investigation given earlier writing and models. It is a finished strategy for deciding the basic arrangement of the examination.

3.4 Research Strategy

The impact of workplace bullying and interpersonal connections on employee happiness is investigated using a quantitative technique, with emotional weariness acting as a moderator. Because of the need of data collection to inspect the findings, private banking firms were picked. Organizations was chosen based on their hierarchy, nature, and size. The research's design is primarily quantitative, according to the deductive technique of investigation. Empirical approaches are used in evidence-based research. There are several tools available for developing and evaluating hypotheses and ideas on a wide range of topics. The technique of measuring was decided whether this project is completed successfully (Faleiro, 2018).

3.5 Research Interface

As far as information assembling, this study was confronted practically zero hindrances. This study was requiring an assortment of cross-sectional information. It is smart to apply this system since it's been demonstrated to work with contemporary researchers. Most specialists and researchers have viewed overviews as powerful, so we will do likewise. It considers less educational inclusion, which limits the chance of one-sided reactions from respondents. Since the example size is higher while utilizing this sort of the point of interaction, you can gather more quantitative information (Khitmatgar, 2021).

3.6 Research Philosophy

The research philosophy which is adopted is positive research philosophy. Under positivity, only factual knowledge received from experience, particularly measuring, may be believed. In positivist studies, data collection and interpretation are limited. In this type of investigation, the results are usually obvious and quantifiable. Therefore, positivism is based on quantifiable observations that can be statistically studied. Positivism is a philosophy that conforms to the empiricist theory of knowing, which argues that knowledge is gained through human experience.

3.7 Research Instrument

A standardized adaptive questionnaire is used to collect information to measure respondents' sensitivity to the factors of interest for the study which is conducted. In many ways, data collecting has

been completed. Because the current study is quantitative, a questionnaire based on the five Likert scales was designed as the data collecting tool. For primary data collection in this thesis, a validated and confirmed standardized questionnaire was employed. This type of questionnaire, in addition to being simple to interpret, is based on a well-established method of data collection. It is simple to generate charts and graphs when dealing with quantitative data. Questionnaires that employ a Likert Scale do not compel respondents to adopt an either-or position, but rather enable them to remain neutral if they want. After all, responses have been received, analyzing them is straightforward. Questions of workplace bullying are adapted from Workplace Bullying and Employee Satisfaction Among Bank Personnel in Pakistan (Hussain & Aslam, 2015). Questions of interpersonal relationship are adapted from the effect of interpersonal relationship on employee job satisfaction, which is from the case of education department, Hawassa City Administration (Ladissa, 2019). Questions of Employee Exhaustion are adapted from Project role overload and emotional exhaustion as antecedents of project supervisor incivility: The mediating role of time consciousness (Rafique, 2019). Questions of Employee satisfaction are adapted from the impact of emotional labor on employee satisfaction with moderating role of supervisory support (Akhter, 2016).

Variable	Author/ Source	No. of items
Workplace Bullying	Hafsa Hussain and Qais Aslam (2015)	05
Interpersonal Relationships	from Solomon Lemma Ladissa (2019)	05
Employee Satisfaction	Sehrish Akhter (2016)	05
Emotional Exhaustion	Muhammad Rafique (2019)	05

3.8 Measurement of Scale

A structured questionnaire was employed as the primary data gathering instrument. A five-point Likert scale is used to assess the replies received. Using this scale, the complete variable is computed. Anchors with Likert scale numbers include: -

5=Strongly Agree 4=Agree 3= Neutral 2=Disagree, 1=Strongly Disagree

3.9 Data Collection Technique

The intended target comprises managers or CEOs of Pakistan's private banking sector, the surveys is simplified in English for better comprehension. After a thorough evaluation of each scale, the goal is to be communicated to the respondents, and their responses is solicited. Volunteers are provided the information before responding, which encourages participant participation in the survey. SPSS statistics is used to test the data.

3.10 Population

The private banking sector is the target population for this study. There are total of thirty-two commercial banks in Islamabad. The employees are also in great in number. There are 2.8 million employees working there was our target population. We selected ten commercial banks as a targeted population with a respondent figure of 700 employees from JS Bank, Habib Bank, Silk Bank, Allied Bank, Bank Al Habib, Meezan Bank, Faysal Bank, Askari Bank, MCB Bank and UBL Bank.

3.11 Sample Size

The selected sample size according to Krejcie and Morgan Table (1970). This study constitutes the population size of 700 respondents and sample size is 250 accordingly the reference of the table which includes all level of staff who are working in these 10 private commercial banks of Pakistan including (JS Bank, Habib Bank, Silk Bank, Allied Bank, Bank Al Habib, Meezan Bank, Faysal Bank, Askari Bank, MCB Bank and UBL Bank.

3.12 Sampling Technique

A convenient sampling method was used to collect data for this study. This sampling approach is commonly used to acquire data from larger sample sizes.

3.13 Data Analysis Method and Tool

SPSS is used to analyze acquired data. The factor analysis, correlation analysis, and descriptive analysis was used to evaluate the hypothesis (Field, 2019). The data was acquired using a questionnaire and SPSS software. The obtained data is analyzed using regression and correlation. Correlation is used to examine the relationship between variables, and regression analysis to investigate the effect of independent

factors on other dependent variables. Cronbach's Alpha is used to assess the internal dependability of a scale. Correlation is a statistical method for determining the individual connection between independent and dependent variables. The collection link between independent and dependent variables is shown in the regression analysis. The statistics of the coefficient reflect the involvement of factors. To see the effect of mediation the regression model is being used.

3.14 Time Horizon

The data collection of this cross-sectional study is compiled in the final semester comprising of four months.

Chapter 4

Results and Analysis

4.1 Introduction

This section displays the ideas and devices used during the test. SPSS software is used to collect and analyze the research findings. This section validates the consistency and legitimacy of examination model frequency distribution, regression analysis, and correlation are confirmed in this chapter.

The research is conducted on Impact of workplace bullying and interpersonal relationships on employee's satisfaction with a mediating role of emotional exhaustion on banking industry of Pakistan. In this there is one dependent variable which is employee satisfaction and two independent variables which are workplace bullying and interpersonal relationships followed by one mediator which is emotional exhaustion.

4.2 Demographic Descriptions

The material gathered by the specialist has been organized in various ways to make it easier to understand. Representatives from the development industry submit and respond to the survey. The test size was 250 responses from the employees of (JS Bank, Habib Bank, Silk Bank, Allied Bank, Bank Al Habib, Meezan Bank, Faysal Bank, Askari Bank, MCB Bank and UBL Bank.). The demographic table shows the number of representatives available to make up the example size. The socioeconomics are ordered according on orientation, age, education level, and experience.

For the current review, a total of five segment factors were remembered, namely orientation, marital status, age, and designation of the review members, as well as the type of association they have a place with as for their work status, which are introduced in the approaching sub-segment of the outcomes independently.

Table 4.1

1	Research Method	Quantitative research method
2	Research Design	Descriptive
3	Population Frame	700
4	Sampling Techniques	Convenient sampling technique
5	Sample Size	250
6	Time Frame	Cross Sectional
7	Date Procedure and Analysis	SPSS

Table-4.2

Demographics		Frequencies	Percentages	Cumulative Percentage
Gender	Male	187	75	75
	Female	63	25	100
Age	Less than 30 years	82	33	33
	30 – 45 years	126	50	83
	More than 45 years	42	17	100
Level of income	More than 2 lacs	13	5	5
	More than 1 lac	34	14	19
	Less than 1 lac	205	81	100
Bank association	More than 3 years	117	47	47
	More than 6 years	88	35	82
	More than 9 years	45	18	100

4.3 Reliability Test

To assess the validity and completeness of questionnaire questions for each research variable, the reliability test was performed. Cronbach's alpha values fall into four categories. At least an alpha value of 0.9, a value of 0.70-0.9, a value of 0.50-0.70, or less than 0.50 indicate low dependability. Three variables included in this study have a fair level of reliability based on the results of the SPSS (Chang, 2017). Reliability test, as indicated in the table below.

Table 4.3

Cronbach's Alpha

Reliability Test Results Summary				
Variables	Sample size	items	Cronbach's Alpha	Reliability
Workplace Bullying	250	5	0.817	High
Interpersonal Relationship	250	5	0.860	High
Emotional Exhaustion	250	5	0.741	High
Employee Satisfaction	250	5	0.795	High

According to dependability statistics, Cronbach's alpha values are satisfactory for this study. A high level of dependability and consistency is seen from Cronbach's alpha values. 0 to 1 are Cronbach's alpha values, which indicate that the questionnaire and the respondents' replies are both trustworthy. Because the Likert scale has a high Cronbach's Alpha, the questionnaire used in this quantitative investigation is legitimate and unambiguous (Goforth, 2015).

4.4 Normality of Data

Ordinariness testing, as well as skewness and kurtosis, were performed to ensure that the data was normal. Assuming that the information is consistently delivered, the standard deviation values are within the range of - 2 to + 2, indicating that the information is tilted or kurtosis when the characteristics exceed the breaking threshold. Implies, standard deviations, skewness, and kurtosis were calculated and proved that the cumulative data for the given study was typical, as shown in the Table below.

Table 4.4

Variable	Mean ± SD	Skewness	Kurtosis
Workplace Bullying	1.310 ± 0.935	0.284	1.201
Interpersonal Relationship	2.0369 ± 0.741	0.321	0.541
Emotional Exhaustion	4.1251 ± 0.848	0.364	0.374
Employee Satisfaction	3.7841 ± 0.789	0.254	0.021

N = 250; SD = Standard Deviation; Interpersonal Relationships, Workplace Bullying, Emotional Exhaustion, Employee satisfaction.

4.5 Correlation Analysis

Correlation describes and evaluates the strength of the link between dependent and independent variables. The most common correlation coefficient is Pearson r. Our study's correlation results are detailed in the table below.

Table 4.5

		Workplace Bullying	Interpersonal Relationships	Emotional Exhaustions	Employee Satisfaction
Workplace Bullying	Pearson Correlation	1	.		
	Sig. (2-tailed)				
	N	250			
Interpersonal Relationships	Pearson Correlation	-.655**	1	.	
	Sig. (2-tailed)	<.001			
	N	250	250		
Emotional Exhaustions	Pearson Correlation	.694**	.638**	1	
	Sig. (2-tailed)	<.001	<.001		
	N	250	250	250	
Employee Satisfaction	Pearson Correlation	-.734**	.618**	.687**	1
	Sig. (2-tailed)	<.001	<.001	<.001	
	N	250	250	250	250

Correlation between workplace bullying and employee satisfaction

Correlation, r1= -0.734

The relationship between Correlation between workplace bullying and employee satisfaction is significant negative as proven with hypothesis at significance level of 0.01. Value of Pearson correlation is -.734; this implies that workplace bullying, and employee satisfaction have a negative relationship. It signifies that connected in a negative way.

Correlation between interpersonal relationships and employee satisfaction

Correlation, $r^2= 0.618$

The relationship between interpersonal relationships and employee satisfaction is significant at significance level of 0.01. Value of Pearson correlation is .618, which suggests a significant result between interpersonal relationships and employee satisfaction. It means that both variables are connected in a significant way.

Correlation between emotional exhaustion and employee satisfaction

Correlation, $r^3= 0.687$

The relationship between emotional exhaustion and employee satisfaction is significant at significance level of 0.01. Value of Pearson correlation is .687, which suggests a significant result between emotional exhaustion and employee satisfaction. It means that both variables are connected in same way.

4.6 Regression Analysis

Correlation analysis determines the existence of a relationship, while regression analysis is used to determine the nature of the relationship. The table below is commonly used to present the overview of the regression model.

Table 4.6(a)

Regression

	R Square	F	β	t	Sig.
Workplace Bullying	0.512	17.40	4.39	3.033	0.003
Job satisfaction			-0.24	1.67	0.004

a. Dependent Variable: Employee satisfaction

b. Predictors: (Constant), Workplace bullying, emotional exhaustion

The value of R^2 comes out to be 0.512 meaning workplace bullying has significant impact on employee

satisfaction as a mediator emotional exhaustion for negative orientation explains 51.2%. The value for F-test came at 0.512. The study also showed that while the value of β decreased from 4.39 to -0.24 which shows that the relationship between the dependent and the independent variable with emotional exhaustion is significantly mediating as ($p < 0.05$).

Table 4.6 (b)

	R Square	F	β	t	Sig.
Interpersonal Relationships	0.597	14.21	3.12	2.963	0.001
Job satisfaction			0.11	0.74	0.003

a. Dependent Variable: Employee satisfaction

b. Predictors: (Constant), Interpersonal relationships, emotional exhaustion

The value of R^2 comes out to be 0.597 meaning interpersonal relationships has significant impact on employee satisfaction as a mediator emotional exhaustion for negative orientation explains 59.7%. The value for F-test came at 0.597. The study also showed that while the value of β decreased from 3.12 to 0.11 which shows that the relationship between the dependent and the independent variable with emotional exhaustion is significantly mediating as ($p < 0.05$).

Table 4.6 ©

Emotional Exhaustion			
Variables	B	γ^2	Adjusted γ^2
Workplace bullying	.642**	.546**	.427**
Interpersonal Relationships	.612**	.497**	.423**

Highly significant ** $p < 0.05$, significant * $p < 0.01$ No significant $p < 0$

Mediating role of emotional exhaustion between independent variables: workplace bullying and interpersonal relationships, with dependent employee satisfaction is studying the Hayas method using SPSS. This process shows the direct and indirect effect of independent variable on dependent variable in

the presence of mediator, and it should be greater than 1.96 and there should be no zero crossing in bootstrap limit.

Results shown In Table suggest that, Is greater than I.96 for both the variables. It can be observed from that there is significant direct effect of workplace bullying and interpersonal relationships on employee satisfaction. Emotional exhaustion directly mediates the impact of independent variable workplace bullying, interpersonal relationships with employee satisfaction. Indirect effect and direct effect are significant.

Table 4.6 (d)

Hayes Effect

Relationships	Total Effect	Direct Effect	Indirect Effect	Lower Bound	Upper Bound	T statistics
e-WPB<JS <EE	0.521	0.492	0.125	-0.042	0.047	11.125
IPR<JS <EE	0.598	0.514	0.233	-0.0325	0.053	9.124

From the above tables we can say hypothesis H1 is significant and h2, h3 and h4 are significant. A low P-value (< 0.05) means that the coefficient is likely not to equal zero. A high P-value (> 0.05) means that we cannot conclude that the explanatory variable affects the dependent variable. A high P-value is also called an insignificant P-value.

4.7 Anova

Table 4.7

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	60.467	6	15.117	37.142	<.001 ^b
	Residual	15.476	246	.407		
	Total	75.943	250			

a. Dependent Variable: Employee satisfaction

b. Predictors: (Constant), workplace bullying, interpersonal relationships, emotional exhaustion

The ANOVA table indicates that the overall regression model is significant. For the regression model to be significant, F must be more than 4 ($F > 4$) and p must be less than 0.05 ($p < 0.05$). Because the value of F is more than 4 and the value of p is less than 0.05, the overall regression model is significant.

4.8 Coefficients

Table 4.8

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	1 (Constant)	.466	.258		
Workplace Bullying	.510	.075	.385	2.092	.003
Interpersonal Relationships	.487	.077	.262	2.191	.001
Emotional Exhaustion	.459	.217	.291	2.972	.001

Dependent Variable: Employee Satisfaction

Based on the concept, this table indicates the magnitude and significance of the relationship between variables of the study. The contribution made by workplace bullying is 51% with a magnitude of .003. Whereas the contribution made by interpersonal relationships is 48.7 % with a magnitude of .001. However, emotional exhaustion is contributing 45.9 % with a magnitude of .001.

4.9 Results

There were 4 hypotheses which were tested for this study. Following are the findings of the study.

Hypothesis 1: Workplace bullying is negative significantly associated with employee's satisfaction in banking sector

Workplace bullying was independent variable in this research. The SPSS test findings indicate that there is a positive relationship between workplace bullying and employee satisfaction. The statistic indicates that a one-unit increase in workplace bullying was result in a 0.345-unit change significant negatively employee satisfaction. Our hypothesis H1 is entirely supported by these findings. Furthermore, because the p value is less than 0.05, the aggregate value is significant. H1 accepted in terms of correlation and mediation effect. This hypothesis shows a negative significant impact of workplace bullying on employee satisfaction in terms of correlation, regression, and mediation effect. In previous study the relationship was not high and close.

Hypothesis 2: Interpersonal relationships are significantly associated with employee's satisfaction banking sector

Hypothesis 2 accepted in term of correlation and regression. Interpersonal has significant impact on employee satisfaction. The value in shows the significant impact. Interpersonal relationships play positive role for employee satisfaction.

Hypothesis H3: Emotional Exhaustion significantly mediate between workplace bullying and employee's

satisfaction

The SPSS test findings indicate that there is a positive mediating relationship created by emotional exhaustion with independent variables (workplace bullying) and dependent variable (employee satisfaction). The statistic indicates that a one-unit increase in workplace bullying and interpersonal relationships was result in a 0.317-unit change in employee satisfaction. Our hypothesis H3 is entirely supported by these findings. Furthermore, because the p value is less than 0.05, the aggregate value is significant. H1 accepted in terms of correlation and mediation effect. According to this study emotional exhaustion mediation is necessary for employee satisfaction in terms of correlation and regression. It positively plays mediation role between independent and independent factors.

Hypothesis H4: Emotional Exhaustion significantly mediate between interpersonal relationships and employee's satisfaction

Findings indicate that there is a positive mediating relationship created by emotional exhaustion with interpersonal relationships. The statistic indicates that a one-unit increase in interpersonal relationships was result in a 0.345-unit change in employee satisfaction. Our hypothesis H4 is entirely supported by these findings. Furthermore, because the p value is less than 0.05, the aggregate value is significant. H1 accepted in terms of correlation and mediation effect. According to this study emotional exhaustion mediation is necessary for brand equity in terms of correlation and regression. It positively plays mediation role between interpersonal relationships and employee satisfaction.

Hypothesis Summary

Based upon the findings of current study, the hypothesized statements of the study are presented in the Table below. It is depicting an overview of hypothesis that either they are accepted or not because of statistical analysis of data collected from required study population.

Table Summary of Results (Hypothesis Accepted / Not Accepted)

Hypothesis	Statements	Result
H1	Workplace bullying is negative significantly associated with employee's satisfaction in banking sector	Accepted
H2	Interpersonal relationships significantly associated with employee's satisfaction banking sector	Accepted
H3	Emotional Exhaustion significantly mediate between workplace bullying and employee's satisfaction	Accepted
H4	Emotional Exhaustion significantly mediate between interpersonal relationships and employee's satisfaction	Accepted

Chapter 5

Conclusions and Recommendations

5.1 Discussion

The major goal of the analysis is to determine the Impact of workplace bullying and interpersonal relationships on employee's satisfaction with a mediating role of emotional exhaustion, A study of banking industry of Pakistan in this study, the hypothesis is also developed to explore how workplace bullying can impact employee satisfaction. To achieve this goal of a quantitative testing methodology, convenient sampling techniques were employed. Based on the testing and evaluation of acquired data, we can conclude that a representative presentation is quite effective. Furthermore, we discovered a vital beneficial association between workplace bullying, interpersonal relationships, emotional exhaustion, and employee satisfaction despite a significant unfavorable relationship. Through data display and examinations, the current study discovered that these factors have critical impact in banking sector.

Perceptions of the workplace environment, such as interpersonal conflict, were associated with unpleasant emotions, all of which were positively connected to counterproductive actions. Workplace bullying, such as disparaging remarks, continuous criticism of work, and resource withholding, appears to cause more harm to employees. It can have an impact on both an individual's ability to work effectively and the organization's capacity to function well. It is expensive for both the individual and the company. This exposed bullying may be highly costly for firms, damaging the bottom line through an impact on stress and productivity, as well as work satisfaction (Miles, 2019).

A strong link between personality traits and the experience of role conflicts and ambiguity. As a result, it is vital to evaluate a pastor's person factors, or personality qualities, as those variables interact with the force condition of job pressure. A consideration of person factors is crucial for a variety of reasons, including the fact that person variables influence the expectations' role sender has of the pastor or focal person and so decide the kind of pressures they impose on him (Kahn, 1964)

Descriptive statistics such as frequency, mean, or association analyses were developed to assess the context data of participants, to analyze the perspective of survey participants of banking sector facing the

workplace bullying with emotional exhaustion and interpersonal relationships that effect employee Affective event theory is used to analyze emotional states at work and focuses on explaining how workplace events cause feelings and emotions in employees, influencing their satisfaction and satisfaction. Experiencing everyday ups and downs causes negative and positive emotional reactions, which result in effective driven behaviors and work attitudes (Holmdal & Einarsen, 2011).

Workplace experiences evoke emotional reactions that influence workplace attitudes such as job satisfaction, commitment, and trust (Weiss & Cropanzano, 2016). Psychological distress, such as stress and fury, produces negative sentiments in workers at work. It is also being investigated if emotional experience might function as a mediator between bullying and job satisfaction in deciding intent to leave. The findings are consistent with AET (affective event theory) predictions that unpleasant experiences, such as bullying, was a detrimental impact on work attitudes such as employee satisfaction, job satisfaction, and cognitive-driven behavior such as a desire to leave the company. Bullying causes a lot of stress for employees and has a negative influence on their Affective event theory is used to analyze emotional states at work and focuses on explaining how workplace events cause feelings and emotions in employees, influencing their satisfaction and satisfaction. Experiencing everyday ups and downs causes negative and positive emotional reactions, which result in effective driven behaviors and work attitudes (Holmdal & Einarsen, 2011).

Correlation coefficient statistics reveal that the indicators of concern and assurance are high and relevant to overall impact of workplace bullying and interpersonal relationships on employee Affective event theory is used to analyze emotional states at work and focuses on explaining how workplace events cause feelings and emotions in employees, influencing their satisfaction and satisfaction. Experiencing everyday ups and downs causes negative and positive emotional reactions, which result in effective driven behaviors and work attitudes (Holmdal & Einarsen, 2011).

Regression analysis to analyze the influence of each independent variable on the dependent variable was carried out. Regression for this study was found better positive as compared to the previous study by Samra Shahram (2016). Finally, testing of the theories established in this study indicates that all the dimensions of service quality have essential and constructive implications on employee satisfaction. Moreover, workplace bullying, and interpersonal relationships indicators have an important and beneficial effect on employee satisfaction is also influenced in the banking industry. According to the hypothesis,

these independent variables (workplace bullying and interpersonal relationships) are more important to maintain employee satisfaction positively for banking sector on regular basis (Waqar, 2020).

The contributors have a view on the various elements of the standard of responses that were checked in the report, above and above the typical customer in the banking organizations. Furthermore, the hypothesis tested above suggests that each element of workplace bullying, and interpersonal relationships have the ultimate employee satisfaction via emotional exhaustion, The results demonstrate that all uniform contributions of emotional exhaustion related to coefficients have the predicted significant impact and thus are statistically relevant in the banking industry (Farhard, 2019).

Besides, the information uncovered that an expansion in working environment bullying prompts a higher aim to stop and more uneasiness, though a diminishing in working environment bullying prompts expanded work fulfillment, citizenship conduct, hierarchical help, and further developed task execution. By and large, speculation is demonstrated, though the middle person profound depletion has an irrelevant relationship with working environment bullying and the representative fulfillment. working environment bullying with different factors, for example, stress, expectation to leave, authoritative citizenship conduct, and occupation execution. Working environment bullying may affect how individuals act in the business, bringing down task execution and adversely affecting representative health.

5.2 Conclusion

Bullying in the work environment is an issue that causes physical, profound, and mental mischief to representatives. Besides, firms endure misfortunes like diminished execution, worker assurance, and money related uses because of this issue (Cheryl, 2019). A quantitative strategy was utilized in this review to explore the subject of work environment bullying from a hypothetical stance. This study found that corporate societies compound workplace bullying when leaders either don't understand it or excuse it as brutal administration. A preparation program that handles the center reasons, consolidates all laborers at all levels, and gives abilities for adapting to this peculiarity can cultivate an amicable workplace. The influence of workplace bullying behaviors against healthcare workers on job Affective event theory is used to analyze emotional states at work and focuses on explaining how workplace events cause feelings and emotions in employees, influencing their satisfaction and satisfaction. Experiencing everyday ups and downs causes

negative and positive emotional reactions, which result in effective driven behaviors and work attitudes (Holmdal & Einarsen, 2011).

Besides, the people who experience lower levels of working environment bullying conduct show better work execution when contrasted with the individuals who experience significant bullying conduct. Additionally, though the fulfilled representatives will potentially show elite execution at work, the bullying adversely influences the work fulfillment and turnover aim. Thus, the organizations in working environment should foster the strategies that force serious assents on the people who commit the bullying acts and show no resilience to workplace bullying, while at the same time offering the sufficient help for the survivors of the workplace bullying. This will diminish the unfortunate results of the bullying hands on fulfillment, work execution and turnover aim. Our audits of the writing show that the workplace bullying impacts the mentality and ways of behaving of the representatives, regardless of the definition, structure and order of the work environment bullying and the methodology taken by the concentrate regarding this matter. Consistent with the findings of previous research, the current study found a positive association between bullying conduct toward persons and turnover intention, as well as a negative correlation between bullying behavior and work Affective event theory is used to analyze emotional states at work and focuses on explaining how workplace events cause feelings and emotions in employees, influencing their satisfaction and satisfaction. Experiencing everyday ups and downs causes negative and positive emotional reactions, which result in effective driven behaviors and work attitudes (Holmdal & Einarsen, 2011).

Given that most of the prior research had been undertaken in industrialized nations, the current study sought to evaluate the links between workplace bullying, job satisfaction, and job Affective event theory is used to analyze emotional states at work and focuses on explaining how workplace events cause feelings and emotions in employees, influencing their satisfaction and satisfaction. Experiencing everyday ups and downs causes negative and positive emotional reactions, which result in effective driven behaviors and work attitudes (Holmdal & Einarsen, 2011).

Bullying causes a lot of stress for employees and has a negative influence on their satisfaction.in a developing country with a distinct cultural framework. One more critical finding in this study is that it is expected to assess and revise a portion of the definitions (recurrence, technique, and so forth) of bullying

conduct in the ongoing writing, since social collaborations have changed in the past because of the impact of developing innovation. Notwithstanding, the examination to be led in this regard should be planned so that the overall legitimacy of such definitions is guaranteed. At last, the hierarchical pendulum between chiefs' organization and administration practices and worry for employer stability ought to sway so that it makes a unique impact on the peculiarity of work environment bullying and manages it, permitting staff execution and maintenance to work on as per the hierarchical system.

5.3 Recommendations

The fundamental objective of this research is to advocate practical recommendations rather than merely research-oriented work. For the banking industry of Pakistan, the following recommendations are proposed.

First and foremost, supervisors must ensure that there is no aggressive bullying in the workplace. It might be accomplished by the HR department developing antibullying policies and ensuring that all policies are applied throughout the business. Strict regulations and regular checks and balances can help to preserve the environment. Second, adequate personnel training and counselling are required to reduce stress. A pleasant working atmosphere may make employees happy, allowing them to perform better and focus on their task. Furthermore, they might focus on fostering a healthy work atmosphere and employee harmony through teamwork and cooperative conduct. Managers should set a standard for how workers and management should interact. Bullying reporting policies should be included into routine health and safety mechanisms to boost the workplace's efficiency. Top management should be allowed to express their commitment to eliminating bullying. Finally, the educational health program can assist individuals in expanding their knowledge. The HR department should be proactive in responding to bullying allegations to foster positive behavior among workers. There are specific areas where we may focus future study, and the factors can be added in more workplace bullying studies. Furthermore, training and HR rules may be included in the model to identify. To help employees feel comfortable in their employment, organizations should focus on providing a bullying-free working environment. Organizations must implement the Bullying and Harassment at Workplace Prevention Act, 2015. Everyone should be treated equally in an organization if everyone's rights are safeguarded at the same time. Employees should be provided with a welcoming environment as well as sufficient liberty to discuss their concerns with management.

5.4 Research Implications

This study contributes to the organization's efforts to comprehend the link between workplace bullying and employee Affective event theory is used to analyze emotional exhaustion at work and focuses on explaining how workplace events cause feelings and emotions in employees, influencing their satisfaction. Experiencing everyday ups and downs causes negative and positive emotional reactions, which result in effective driven behaviors and work attitudes (Holmdal & Einarsen, 2011).

This finding additionally proposed that administration could possibly diminish the degree of occupation stress by expanding fulfillment with pay, arrangements, work conditions and expanding the connections with representatives in staff meeting. This exploration likewise reveals insight into how work bullying can be impacted towards work execution. There are not many proposals that the administration ought to think about diminishing uncertainty and work heightening stressors. The instances of working environment bullying should be investigated in a maintained and efficient manner since every one of the associations have an obligation to menace shield their representatives from the mental badgering of a work environment. Furthermore, working environment bullying adversely affects an organization's productivity and hierarchical pioneers need to fix this issue successfully which can assist the associations with meeting their objectives (Keashly & Jagatic, 2018).

5.4.1 Theoretical Implications

There are several theoretical implications for this study that banking sector and researchers might exploit. The first theoretical conclusion is that this study gives the baking organizations more opportunities to do more research on working environment content and create some alternative execution that will be useful in the future to achieve employee satisfaction.

5.4.2 Practical Implications

The practical implication is that this study will assist banking management in incorporating the variables highlighted in this study into their working environment about workplace bullying to improve employee satisfaction with interpersonal relationships and emotional exhaustion, which will lead to baking industry with sufficient information about bullying.

5.5 Future Research

Rather than putting forth all attempts made in current review, there are a couple of impediments while doing this review. The future research is recommended to really look at the utilization of complete process of workplace bullying while doing explores so a group of information can be included past writing. However, this scale is tried in various examples of workplace bullying with job satisfaction. Future analysts can likewise incorporate other situational factors like management responses on job satisfaction with bullying as indicator variable and can likewise really look at the effect the overall performance of employees.

5.6 Research Limitations

This research has likewise a few limits, which we face while leading this exploration. Despite the scientific interest in the mentioned findings, some methodological limitations should be considered. Firstly, bullying has been measured through self-awareness which might increase the risk of common method variance, and therefore, the corresponding bias in the key variable must be assumed. Secondly, a related methodological problem could be in the banking sector. Job satisfaction generally results in an underestimation of effects due to a lack of emotional awareness. Using measures of different sources could have been an effective way to reduce further common method variance and social desirability. the casual relation between bullying and the variables considered in our study must be relativized as the data under study is cross-sectional and not experimental. However, we relied on theoretical as well as empirical reasons to present individual, organizational, and contextual factors as antecedents of workplace bullying.

Furthermore, the information assortment for the ongoing review is cross sectional because of time and assets restrictions, as this doesn't allow for making derivation seeing causality between factors concentrate as displayed in speculated model. Essentially, the ebb and flow research think about just venture based associations the limit is the generalizability of the research. As the ongoing study, didn't condition time cognizance with another mediator like organizational conditions should be used in the further research. Accordingly, for future exploration the suggestion is to condition the impact of time cognizance with one more variable that is close to workplace bullying to examine the job satisfaction.

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Questionnaire

Name: _____

Gender: _____

Maximum Education Level: _____

Working Organization: _____

Designation: _____

Work Experience: _____

Scale:

1	2	3	4	5
Strongly Agree	Agree	Neutral	Disagree	Strongly disagree

Workplace Bullying

		SA	A	N	DA	SDA
		1	2	3	4	5
WB1	Someone withholds information, which affects your work satisfaction					
WB2	People spread gossip or rumors about you					
WB3	You are assigned an unmanageable workload					
WB4	Your work is subject to excessive monitoring					
WB5	You have been shouted at or been the target of spontaneous anger					

Interpersonal Relationships

		SA	A	N	DA	SDA
		1	2	3	4	5
IR1	The organization system values the interpersonal relationship between employees					
IR2	The organization has mechanisms to keep healthy interpersonal relationship between employees					
IR3	The organization has mechanisms to keep good traditional interpersonal relationship system					
IR4	The organization facilitate the opportunity to employees to socialize					
IR5	The organization have fixed schedule of staff get together programs					

Employee Exhaustion

		SA	A	N	DA	SDA
		1	2	3	4	5
EE1	I feel emotionally drained from my work					
EE2	I feel used up at the end of the workday					
EE3	I feel fatigued when I get up in the morning and must face another day on the job					
EE4	Working with people all day is really a strain for me					
EE5	Working with people directly puts too much stress on Me					

Employee Satisfaction

		SA	A	N	DA	SDA
		1	2	3	4	5
ES1	I am gaining more satisfaction in pressure					
ES2	I am satisfied with my satisfaction because it is mostly good.					
ES3	My satisfaction is better than other employees with similar qualifications in other organizations					
ES4	The satisfaction in my organization is better than that of other banks.					
ES5	I am improving day by day with more efficiency					

