

Spillover Impact of Workplace Bullying on Work Outcomes: The Moderating Role of Job Crafting

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Abstract - Nowadays there has been an increasing tendency in examining environmental forces that are accountable for a wide range of organizational inappropriate behaviors in contemporary workplaces. Throughout many decades, workplace bullying had figured prominently in the difficulties that workers experience. Workplace bullying has been proven to be a significant stressor that can impact the victim's emotional and physical health, and also their overall well-being. There are many factors that cause job stress, disengagement at the workplace, and intention to leave but one of the major and less discussed issues is workplace bullying. This study was intended to find out the effects of workplace bullying on employees of organizations. We track efforts to evaluate and expand theories, along with explaining the relationship between workplace bullying and employment outcomes and its intensity. In doing so, we look at the determinants, effects, and correlations of bullying with workplace stress, turnover intention, work engagement, along with the roles of multidimensional job crafting intervention.

Keywords: Workplace bullying; Work Engagement; Job stress; Turnover intention; Job crafting

1. INTRODUCTION

The 21st century was marked by widespread crises that highlighted a broad range of workplace challenges (Johnson et al., 2020)[60]. The COVID-19 epidemic has worsened these concerns, triggering already existing tendencies such as job insecurity, employee mental-health issues uncertainty, and constant shifts in workplace environment, as well as a drastic drop in the quality and number of available opportunities (Kniffin et al., 2021)[68]; Gorgenyi-Hegy, Nathan, & Fekete-Farkas, 2021)[42]. This study highlights some of key workplace challenges that adversely impacts the working environment, employee's performance, and their well-being (Rabenu, 2021)[92]. The main objective is to determine key underlying factors of these issues and how job crafting can help in reducing these negative outcomes (Svicher & Di Fabio, 2021)[112]. In the workplace, individuals having dissimilar backgrounds and personalities work jointly to achieve specific organizational objectives. In a supportive workplace climate, workers consider themselves secure and energetic (Sunarsi, 2020)[103]. However, the organization's working environment influences the wellbeing of employees as about one-third of the individual's lives spend on work (Pecino et al., 2019)[86]; Liu et al., 2020)[69]. At the workplace, negative violent behaviors such as harassment, bullying, discrimination, emotional abuse, and mortification disrupts employee's wellbeing as well the entire environment (Schermerhorn et al., 2011)[109]. All across the world, bullying is a critical issue that is considerably prevailing in many workplaces (Rosander & Blomberg, 2019)[99].

According to worldwide workplace bullying survey results (2017) conducted by Bonnie Low-Kramen and Carole Spiers, about 69% of respondents have experienced it while 67% experienced workplace bullying on more than three occasions. Bullying at the workplace is considered a societal evil issue that adversely affects employee's morale also the organizational environment (Nielsen & Einarsen, 2012)[85]. Karabulut (2016)[62] stated bullying is a long-term offensive conduct victims of it feel vulnerable in front of the bully. Einarsen (1999) described it as "situations where a person repeatedly and over a period of time is exposed to negative acts (i.e., constant abuse, offensive remarks or teasing, ridicule or social exclusion) on the part of coworkers, supervisors, or subordinates." Workplace bullying severely affects the mental stability of employees furthermore psychological suffering or nervous tension is closely associated with bullying (Vartia, 2016)[124]. Bullying is considered as vocational nerve-wracking concern that has an unfavorable influence on victim's well-being in terms of increasing emotional exhaustion, hopelessness, psychological disorders, and burnout (Nauman, Zahra Malik, & Jalil, 2019; Stallworth & Fox, 2005). As a consequence of workplace bullying, some of the major issues start emerging such as; low productivity, increasing rate of absenteeism, decrease in employee's loyalty and dedication, high rate of sick leaves, increase in employee's turnover claims, and compensation claims (Bassman, 1992)[7]; Gordon, 2019)[41]. Furthermore, various researchers noted that bullying reduces employee engagement and productiveness also increases attrition rate which consequently influences the effectiveness of

the organization (Hoel et al., 2003[52]; Quine, 1999[90]; Djurkovic et al., 2008). Bullies use to subjugated, tyrannized, and torture their targets. Victims of bullying undergo emotional exhaustion, mental illness, anxiety, chronic diseases also they lose their self-esteem, became timid, and feel insecure (Carbo, 2017[14]; Bowling & Beehr, 2006)[11]. Bullying, or the possibility of being bullied, contributed significantly to stress-related disorders and, to a considerable extent, poor health (Saleh Ibrahim, 2021). Bullying also includes hidden psychometric disorders; victims of it experience distress and wretchedness for about twenty-two months (Namie, 2003; Ahumada, Ansoleaga, & Castillo-Carniglia, 2021)[1]. It seems to be crucial to examine into whether workplace bullying leads mental distress, disengagement from work, or an intention to quit the organization. The findings of this research will help legislators and management to better understand how to enhance employee well-being and keep them engaged.

2. THEORETICAL BACKGROUND

In 1972, Heinemann was the first person who described bullying and such violent attitudes. Bullying is a process that increases with time, during which the victim having an inferior position, ends up in front of a bully and becomes a regular target of such unconstructive communal acts. Workplace bullying is a job-related concern that can emerge in any organization, regardless of its size, industry, or geographical region (El Ghaziri, London, & Lipscomb, 2021)[33]. According to Leymann (1996), who is supposed as an originator of workplace bullying, stated that bullying is distressing conduct which has destructive impacts on victims such as victimization, seclusion, or degradation. Moreover, it is defined as “harassing, offending, socially excluding someone or negatively affecting someone’s work tasks” (Einarsen et al., 2003)[28].

Individuals who are exposed to bullying find themselves impotent in this state (Hauge, Skogstad, & Einarsen, 2007)[54]. It was indicated that those individuals who have an irritating and disturbing personality foster anger and violent behavior in others that lead to bullying (Felson, 1992)[35]. Individuals who seemed as nervous, anxious, and with less self-confidence in public gatherings or those who are diligent at work and tries to achieve their targets with hard work and integrity becomes the victim of bullying (Einarsen et al., 1994[31]; Hogh et al., 2021). Targets of bullying stated that jealousy promotes bullying attitudes, most bullies are anxious about their job rank and position due to which they are jealous of others (Einarsen et al., 1994[32]; Bjorkqvist et al., 1994)[9]. Differences in personalities of victim and bully accredited as an act of bullying (Leymann, 1996). Correspondingly it was stated that personal characters and behaviors of victims can be a reason of aggravating violence in others (Einarsen et al., 1994). Furthermore,

the inadequate working environment or cultural aspects of an organization are considered as contributing factors of bullying that consequently decreases well-being of the workforce (Rahm et al., 2019[97]; Neuman & Baron, 1997)[82]. Furthermore, workplace bullying occurred in the form of racial and ethnic discrimination. Bully victimized their target appertaining to their accent, complexion, looks, ethnic, religious, and cultural beliefs (Jandali & Millstein, 2020[58]; UNISON, 2013)[117]. Job Demands-Control Support model (JDC) indicates that with the increase of job demands and stressors at work influences working efficiency and well-being of employees (Karasek & Theorell, 1990)[63]. Moreover, several precedent studies affirmed that emotional behaviors suchlike insomnia, exhaustion, petulance, discontentment, self-sabotage, impotency, desperation, despondency, exasperation are negative consequents of workplace bullying (Niedl, 1996[83]; Randle, 2003[94]; Yamada, 2008[127]; Rodriguez-Munoz et al., 2010[96]; Devonish, 2013).

2.1 Job Stress And Workplace Bullying

Job stress is also known as work-related stress that occurs due to work tasks and other related factors. When work requirements do not match with an individual’s skills and resources it results in psychological and physical destruction (Robert, 2018)[98]. Workplace bullying adversely affects the wellbeing and psychological comfort of the workforce (Nauman, Zahra Malik, & Jalil, 2019; Einarsen, Raknes, Matthiesen, & Hellesoy, 1996)[30]. Bullying has unfavorable outcomes on employee’s mental health, these stress triggering aspects effects work-life along with the personal life of individuals (Karabulut, 2016[62]; Semmer, 2007). Workplace bullying results in psychological distress, have serious negative consequences on employee’s wellbeing also led to workplace exploitation (Leon-Perez et al., 2014). The stress level of employees has a positive relationship with workplace bullying (Poilpot-Rocaboy, 2006[88]; Khalique et al., 2018). The Irish survey report revealed that the level of job stress doubled in employees who experienced violence, bullying, unnecessary emotional demands, and discrimination (Cullinan et al., 2019). Moreover, victims of bullying reported that they had undergone trepidation, anxiety, and wretchedness (Cowie et al., 2002[18]; Hauge et al., 2007[48]; Escartin et al., 2021).

H1: Exposure to workplace bullying is positively associated with job stress.

2.2 Work Engagement And Workplace Bullying

The term work engagement is “positive behavior or a positive state of mind at work that leads to positive work-related outcomes” (Bakhuys Roozeboom & Schelvis, 2019)[3]. It is also explained as “A positive, fulfilling, work-related state of mind that is characterized by vigor,

dedication and absorption” (Schaufeli, Salanova, Gonz lez-Roma, & Bakker, 2002; Bakker & Schaufeli, 2010). Employee engagement at work does not remain the same as it varies with his/her experiences at the workplace (Rai & Agarwal, 2017)[91]. Three psychological conditions facilitate work engagement that is safety, meaningfulness, and availability so it is necessary for an employee to feel himself/herself valuable, safe, and worthwhile (Kahn’s 1990). As per the JDR model that stimulates and emphasis on employee wellbeing, states that factors like disengagement at work and burnout increases when job-related resources are comparatively low and unnecessary work demands are high (Bakker & Demerouti, 2008[4]; Magee, Gordon, Robinson, Caputi, & Oades, 2017)[77]. From various preceding studies it is determined that, work engagement is negatively associated with workplace bullying (Hyung Park & Ono, 2016; Rai & Agarwal, 2017)[91]. Workplace bullying adversely affects employee’s engagement, their productivity also reduces their morale (Meril inen et al., 2019[74]; Guo, Qiu, & Gan, 2021)[43]. According to Meyer’s (2014) engagement model, when employees feel psychologically safe, they remain motivated and perform dedicatedly. However, workplace bullying disrupts the mental health of the workforce which in turn decreases employee engagement and wellbeing (Goodboy et al., 2017).

H2: Exposure to workplace bullying is negatively associated with work engagement.

2.3 Turnover Intention And Workplace Bullying

Turnover intention is stated as an employee's inclination to deliberately depart from a job (Price, 2001; Tett & Meyer, 1993). TI is described by Aydin, Dedeoglu, & Coban (2019)[2] as, "the intention of quitting is that the employee wants to quit his job as a result of dissatisfaction due to various reasons (salary, management style, justice, rewarding, etc.)" In workforce turnover intention and un-employability is highly related to job dissatisfaction (Schermerhorn et al., 2011; Vega & Comer, 2005). Employees who are dissatisfied at work have a high level of intention to leave an organization (Rayner, Hoel, & Cooper, 2002[95]; Jamshaid et al., 2021)[59]. Victims of bullying have a high level of intention to quit the organization, intention to leave is directly related to job satisfaction, and stress at the workplace (McCormack et al., 2009[78]; Quine, 1999)[90]. Abusive supervision, negative personal experience, and mistreatment at the workplace decrease job satisfaction; the more job dissatisfaction more will be an intention to leave (Glambek et al., 2014; Coetzee & van Dyk, 2018). Furthermore, Bassman (1992) noted that bullying results in low productivity, high rate of sick leaves, increasing attrition rate, and compensation claims. Additionally, Djurkovic, McCormack, and Casimir (2004)

indicated that violation, victimization, and such negative acts at the workplace causes voluntarily resigning from the job.

H3: Exposure to workplace bullying is positively associated with turnover intention.

Moderating role of job crafting

Traditionally, job crafting has been viewed from two aspects (Demerouti, 2014)[25]. Wrzesniewski and Dutton (2001)[126], established the original viewpoint. “The term job crafting is a means of describing the ways in which employees utilize opportunities to customize their jobs by actively changing their tasks and interactions with others at work” (M. Berg, Dutton, & Wrzesniewski, 2007). Through job crafting, individuals can redesign their job following their interests and skills so that it results in increasing their job satisfaction, commitment at work, and prevent burnout (Brooks E.D., 2012[12]; Morrow & Conger, 2018). According to the Gallup World census, only 15% of the full-time workforce engaged at work also most of them do not like their job and their supervisors (Gallup, 2017)[38]. It is observed that employees involved in job crafting are more personally satisfied, happier, and feel more valued. Job crafting helps in improving employee’s wellbeing and reducing stress at work (Kohll, 2018[65]; van Wingerden et al., 2017b). Moreover, work engagement and job performance are positively associated with job crafting (Tims et al., 2012[115]; Thomas, 2018[116]; Vakola, Petrou, & Katsaros, 2021)[121]. Individuals with a high level of self-efficacy can perform better by amending their work conditions (Ingusci et al., 2019; Vallerand & Houllfort, 2019). According to the JDR model, “job crafting involves increasing challenging job demands, increasing structural job resources, and increasing social job resources that help in increasing motivation and making work more interesting” (Bakker & Demerouti, 2014). Contrastingly unnecessary job-demands cause exhaustion, nervous tension, work disengagement, and depersonalization in employees (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). Job crafting improves the wellbeing of the workforce and helps in opposing psychologically or behaviorally, negative aspects of the workplace (Berdicchia, Bracci, & Masino, 2021; Kirkendall, 2013; van Wingerden et al., 2017a). Work engagement and other such work outcomes are highly influenced by job resources, also assists in motivating employees to achieve their goals effectively by reducing the pressure of job demands ((Slemp, Zhao, Hou, & Vallerand, 2021[111]; Shahpouri et al., 2016[110]; Soyer, 2018).

H4: Job crafting moderates the relationship between job stress and workplace bullying.

H5: Job crafting moderates the relationship between workplace bullying and work engagement.

H6: Job crafting moderates the relationship between workplace bullying and turnover intention.

3. PURPOSE OF THE STUDY

Workplace bullying is an alarming problem that affects an employee's work outcomes, health, and organization environment. Workplace bullying has become part of our organizational culture. According to WBI (2017) workplace bullying survey, 65% of females and 33% of male targets were bullied by 70% of males. Furthermore, about 61% of bosses and 33% of coworkers were found as bullies. According to the workplace mental health report (2019), 69% of employees who stated that it is safe to remain silent about job-related stress had experienced lower confidence, lower motivation, and low engagement at work (Harlos & Knoll, 2021). Most of the preceding studies shown that workplace bullying is destructive for the physical and mental health of victims, but other factors affected by it suchlike; employee satisfaction,

engagement, stress at work (Bassman, 1992[7]; Quine, 1999[90]; Rayner, Hoel, & Cooper, 2002; Cullinan et al., 2019[20]; Hogh et al., 2021)[53]. These factors were less discussed in previous studies. In Pakistan, that problem is still unconsidered and not remedied. At present, there is a need to evaluate psychological and social aspects for improving the welfare of the workforce in the workplace (Gorgenyi-Hegyves, Nathan, & Fekete-Farkas, 2021[42]; Nandawula, 2021)[81]. The unsuitable environment of the workplace and exhaustion in employees are linked with low output and decrease the efficiency of individuals that consequently affects the performance of an organization. However, job crafting can be a bright spot to enhance the engagement of employees at work and to control the exhaustion rate that occurred due to unnecessary workload and demands (Schaufeli, 2017[105]; Roczniowska & Baker, 2021)[100].

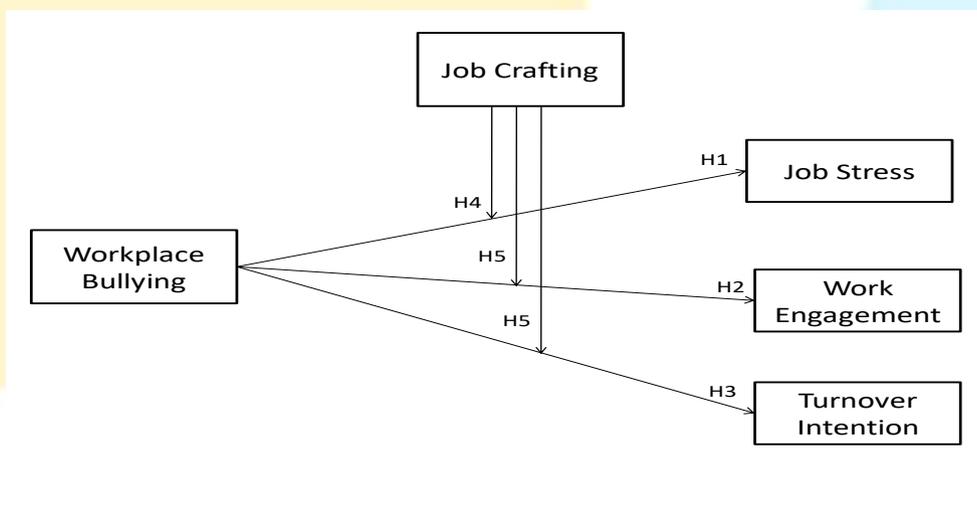


Figure 1 Hypothesized Model

4. METHODS

4.1 Research Design

In the proposed study survey method was adopted, by distributing questionnaires to adequate respondents for measuring variables. The research design selected for collecting data in the respective study is cross-sectional. Data was collected once in a particular period.

4.2 Sample

The target population for this study was employees of the banking sector in Lahore, Pakistan. For this purpose, total of 430 questionnaires were distributed among head branches of scheduled banks by using a simple random sampling technique. Out of these, 418 questionnaires were returned by participants, 18 were discarded due to incomplete information, thus for analysis number of questionnaires considered was 400.

Table 1 Demographic characteristics of the sample

	Frequency	Percentage
Gender		
Female	187	46.8
Male	213	53.3
Qualification		
Intermediate	7	1.8
Graduation	130	32.5
Post-graduation	263	65.8

Age		
Less than 25	25	6.3
25-40	283	70.8
Above 40	92	23.0
Length of services		
Less than 6 months	18	4.5
6-12 months	51	12.8
1-2 years	105	26.3
More than 2 years	226	56.5

4.3 Measuring Tools

While assessing measuring instruments, the measurement must meet up the tests of reliability, validity, and practicality. Pre-existing scales were adopted to evaluate the reliability and validity of the discussed variables.

4.4 Workplace Bullying Scale

To investigate workplace bullying SNAQ nine items scale (International et al., 2018; León-pérez et al., 2019) was used which is a short version of NAQR developed by Einarsen, Hoel, and Notelaers (1997). It is five-point Likert scales varying from (1) never, (2) sometimes, (3) daily, (4) weekly, (5) monthly. The purpose of this scale is to examine whether employees had experienced bullying behavior during the last six months. This scale has admirable internal reliability.

4.5 Turnover Intention

The turnover intention was measured by the TIS-6 scale which was developed by (Bothma & Roodt, 2013)[10]. The items of this scale are consisting of a five-point Likert scale.

4.6 Job Stress

Job stress was measured by using the six items scale, which was developed by (Crank et al., 1995)[19]. The participants were asked to score on a five-point Likert scale (1=never; 5=always).

4.7 Work Engagement

To measure it UWES-9 items scale was adopted which was developed by (Cale et al., 2004)[13]. This scale includes three proportions vigor, dedication, and absorption.

4.8 Job Crafting

To measure job crafting 22 items scale was adopted which was developed by Tims et al. (2012)[115].

5. DATA ANALYSES

The obtained data were analyzed using SmartPLS 3.2.8. Primarily measurement model was examined for evaluating the validity and reliability of the construct (Ramayah, Lee, & In, 2011[93]; Hair et al., 2010). Thereafter structural model was examined to determine the validity of the hypothesized model.

6. RESULTS

6.1 Construct Reliability And Validity

In PLS, the construct reliability was evaluated by outer loadings, convergent validity, average variance extracted, and discriminant validity (Fornell & Larcker, 1981[36]; Chin et al., 1999[16]; Hair et al., 2013). Composite reliability examines the reliability of a construct by measuring outer loadings (Hair et al., 2017; Henseler & Sarstedt, 2013). According to Fornell and Larcker (1981), items having an outer loading value greater than 0.55 can be considered reliable. AVE value ≥ 0.50 signifies that construct explains more than half of variance, however AVE value less than 0.50 signifies error exists in construct (Hair et al., 2013)[46]. Hence as a general proposition for the validity of construct AVE ≥ 0.50 is acceptable while values of Cronbach alpha and composite reliability ≥ 0.70 are adequate (Nunnally & Beinstein, 1994; Pallant, 2001; Henseler & Sarstedt, 2013)[50]. As shown in Table 2, the outer loading values of each item are above 0.7 also Cronbach's alpha and CR values are exceeding 0.9 which indicates the validity of the construct.

Table 2 Construct validity

Construct	Outer Loading	Cronbach's alpha	CR	AVE
WB	0.745 - 0.911	0.951	0.957	0.714
JC	0.703 - 0.842	0.959	0.961	0.543
JS	0.788 - 0.918	0.935	0.948	0.752

WE	0.708 - 0.876	0.926	0.936	0.620
TI	0.749 - 0.915	0.907	0.927	0.681

6.2 Discriminant Validity

Discriminant validity is measured by evaluating cross-loadings among constructs, through HTMT and Fornell-Larcker criterion. Discriminant validity defines distinctiveness or rareness of construct, either the construct is distinctive or not (Hair et al., 2013)[46]. Discriminant validity aims at ensuring that the scale is distinct from other similar concepts. Discriminant validity can be determined by making a comparison of the square root values of AVE with correlations of latent variables.

The square roots of AVE coefficients are available diagonally in the correlational matrix (Fornell & Larcker, 1981[36]; Vinzi, Henseler, Chin, & Wang, 2010)[119]. As shown in Table 3, the discriminant validity test revealed that latent variables are divergent from each other. Furthermore, to attain discriminant validity HTMT values must be in between -1 and 1. As per Table 4, HTMT values are below 0.90 (Henseler, Ringle, & Sarstedt 2015). Thus, as per results construct has admirable discriminant validity.

Table 3 Discriminant validity matrix

	TI	JC	JS	WB	WE
TI	0.825				
JC	-0.225	0.737			
JS	0.431	-0.113	0.867		
WB	0.220	-0.090	0.153	0.845	
WE	-0.158	0.117	-0.028	-0.219	0.787

Table 4 HTMT

	TI	JC	JS	WB	WE
TI					
JC	0.188				
JS	0.458	0.100			
WB	0.191	0.154	0.128		
WE	0.167	0.114	0.077	0.187	

6.3 Structural Model Reliability

In PLS structural model represents whether there is theoretical and conceptual connection between observed data. The purpose of structural analysis is to determine output layer data through input layer data. Moreover, structural model demonstrates connection of dependency; this model helps to examine validity of hypothesized model. While examining structural model the very first step is to determine collinearity in construct which is assessed by VIF values.

relationships between two or more independent variables (collinearity) in the multiple linear regression model” (Salmerón Gómez, García Pérez, López Martín & García, 2016)[104]. VIF value must be less than 5 if VIF values exceeding 4.0 or by tolerance less than 0.2 than there is a problem (Hair et al., 2010).

Afterward next step is to evaluate path coefficient and their significance level. For examining PLS path coefficient analysis bootstrapping method is exercised for evaluating significance level. It is the only technique in PLS to examine significance level of path coefficients (Chin, 2010). VIF is defined as, “The variance inflation factor (VIF) is used to detect the presence of linear

6.4 Path Coefficients & Hypothesis Testing

Significance (p) value must be ≤ 0.05 if the p-value greater than 0.05 than the path coefficient among variables does not consider as statistically significant or valid. However, R^2 value ≥ 0.75 is supposed as significant, while those values that are equal or close to 0.50 supposed as reasonable and such values that are near to 0.25 are supposed as poor (Hair et al., 2014). Though, in social sciences as human behavior are unpredictable so an R^2 criterion is quite different 0.1 or below it is acceptable with low effect.

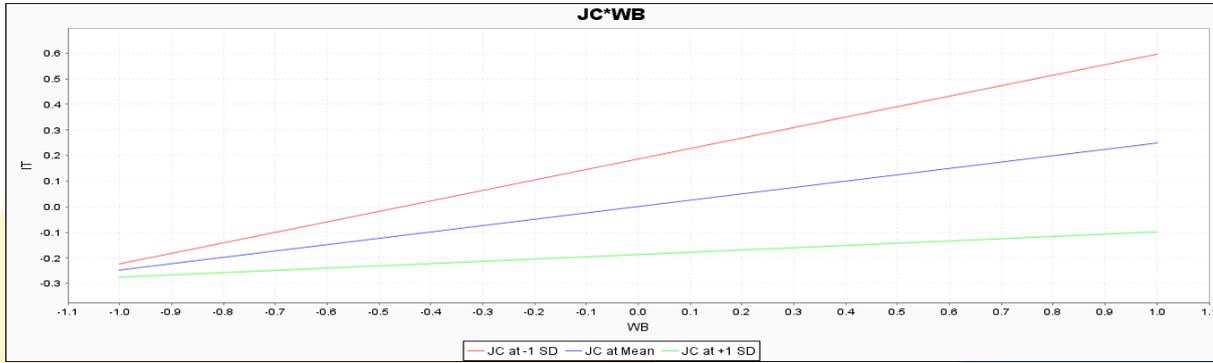


Figure 2 Moderation effect on Turnover intention

According to the results workplace bullying have significant positive correlation with job stress and turnover intention, declares that an increase in bullying cause an increase in stress and intention to leave. While path coefficient of workplace bullying with work engagement is -0.210 ($p \leq 0.05$), shows that an increase in workplace bullying decreases work engagement of

workforce. However, moderation effect, path coefficient analysis was conducted to examine effect of moderator in between dependent and independent variables. The path coefficient of moderator with work engagement is -0.107 and with turnover intention is -0.161 ($p \leq 0.05$) shows that with the increase of job crafting the effect of workplace bullying reduced.

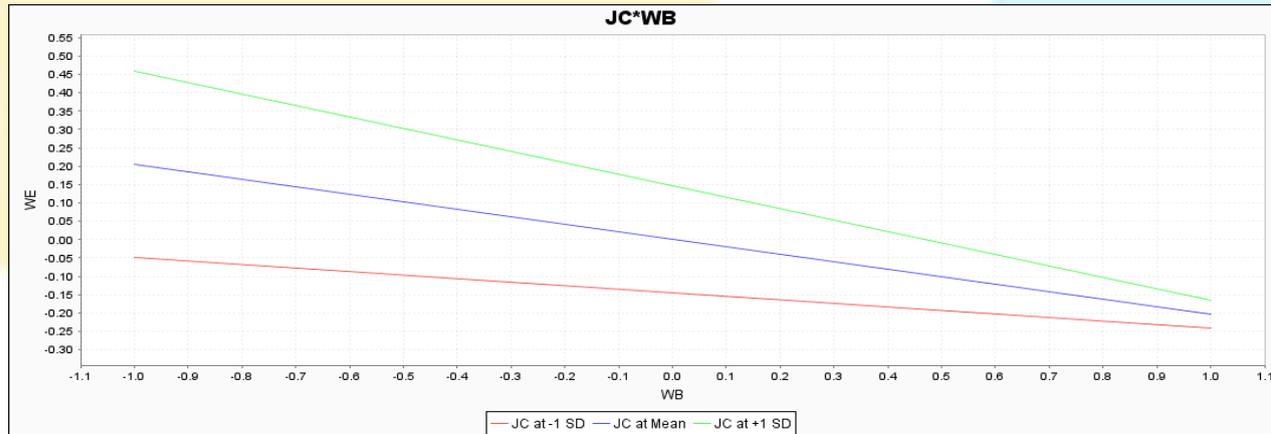


Figure 3 Moderation Effect on Work Engagement

Results declare that job crafting plays a crucial role in reducing the adverse impact of workplace bullying on an intention to leave and work engagement (Zahoor & Siddiqi, 2021; Teng, Cheng, & Chen, 2021) while it does not have significant influence as a moderator in

weakening the relationship between job stress and workplace bullying. As per results, five hypotheses are proven valid. However, H4 established invalid according to which job crafting does not play a considerable role in reducing the impact of workplace bullying on job stress.

Table 4 Path Coefficients Table

Hypotheses	Paths	M	STDEV	Path Coefficients	T-Value	P-Value	Results
H1	WB → JS	0.146	0.048	0.144	2.998	0.003	Supported
H2	WB → WE	-0.220	0.038	-0.210	5.499	0.000	Supported
H3	WB → TI	0.205	0.047	0.202	4.261	0.000	Supported
H4	JC*WB → JS	0.042	0.047	0.041	0.868	0.386	Unsupported
H5	JC*WB → WE	-0.087	0.051	-0.107	2.100	0.036	Supported
H6	JC*WB → TI	-0.168	0.043	-0.161	3.750	0.000	Supported

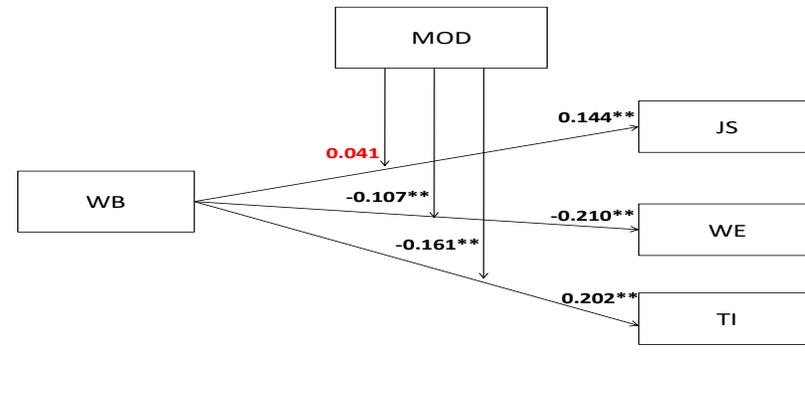


Figure 4 Path Coefficient Diagram

7. STUDY LIMITATIONS

For collecting data cross-sectional study was adopted data was collected once, moreover, a single sample data was obtained from the banking sector. If data would be obtained from multiple sectors from more than one city by longitudinal study method, then we can get more appropriate results. However, these study results are just dependent on obtained facts and figures. Also, most of the individuals were not comfortable disclosing these facts, hence, to avoid biases in such psychological and behavioral study the maximum number of data should be obtained.

8. FUTURE RECOMMENDATIONS

From future prospects, there is a need for further studies on that topic from many aspects. To explore what are the factors behind these evil problems and how to improve employee's well-being. Moreover, new interventions and practices are needed to be adopted for developing employee's skills and enhancing their workability. Furthermore, the moderating effect of job crafting can increase by adding up suitable mediators in that model.

9. CONCLUSION

In the study, data was collected once from the banking sector workforce by adopting a random sampling technique. The purpose of study was to examine the impact of workplace bullying on job stress, work engagement, and turnover intention also to evaluate the moderating effect of job crafting between their relationships. The obtained data was analyzed on SmartPLS. From the study, it is inferred that workplace bullying has a significant impact on work outcomes. Workplace bullying reduces the well-being of employees and has unconstructive consequences on employee's mental and physical health (Yamada, 2008[127]; Rodriguez-Munoz et al., 2010; Devonish, 2013[24]; Glambek et al., 2014[39]; Coetzee & van Dyk, 2018[17]; Escartin et al., 2021[34]; Harlos & Knoll, 2021). As per results, the workforce is facing this issue due to which

job-related stress and turnover intention is also high while the level of work engagement is found low.

It is also perceived that to some extent workers are involved in job crafting that resulted in reducing the negative impact of workplace bullying and improving the well-being of employees (Slemp, Zhao, Hou, & Vallerand; 2021). Therefore, it needs to adopt such policies to confront this hornet's nest additionally to train employees so that they can maximize the use of job crafting interventions (Zhang, Wang, Qian, Parker, 2021)[129].

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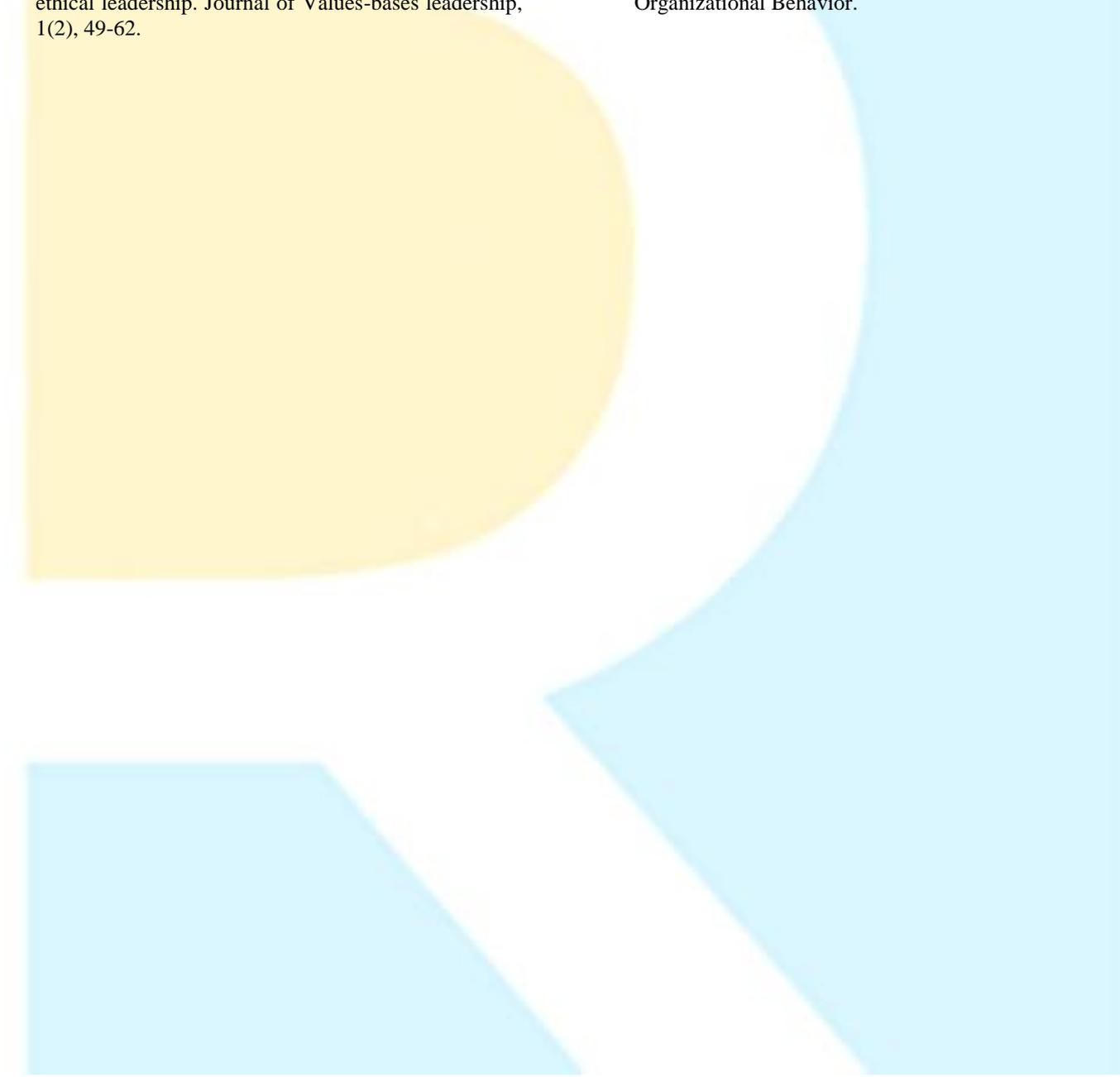
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Annexure

Kindly mark ✓ one suitable option you ever Experienced at workplace (SNAQ-R)	Always	Very Often	Sometime	Rarely	Never
Someone withholding information which affects your performance					
Spreading of gossip and rumors about you					
Being ignored or excluded you					
Having insulted or offensive remarks made about your person, attitudes, or your private life					
Repeated reminders of your errors or mistake					
Being ignored or facing a hostile reaction when you approach					
Persistent criticism of your work and effort					
Practical jokes carried out by people you do not get along with					
Being shouted at or being the target of spontaneous anger					

Kindly Mark ✓ one suitable option (Job stress scale)	Always	Very often	sometime	Rarely	Never
When I am at work, I often feel tense or uptight					
A lot of time my job makes me very frustrated or angry					
Most of time when I'm at work, I don't feel that I have much to worry about					
I am usually under a lot of pressure when i am at work					
There are a lot of aspects of my job that makes me upset					
I am usually calm and ease when I'm working					



Mark ✓ one suitable option you ever Experienced (TIS-6)	Always	Very often	Sometime	Rarely	Never
How often do you dream about getting another job that will better suit your personal needs?					
How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?					
How often have you considered leaving your job?					
How likely are you, to accept another job at the same compensation level, should if being offer to you?					
To what extent is your current job satisfying your personal needs?					
How often do you look forward to another day at work?					

Mark suitable one (JCS)	Always	Very Often	Sometimes	Rarely	Never
I try to develop my capabilities					
I try to develop myself professionally					
I try to learn new things at work					
I make sure that I use my capacities to the fullest					
I decide on my own how I do things					
I make sure that my work is mentally less intense					
I try to ensure that my work is emotionally less intense					
I manage my work so that I try to minimize contact with people whose problems affect me emotionally					
I organize my work so as to minimize contact with people whose expectations are unrealistic					
I try to ensure that I do not have to make many difficult decisions at work					
I organize my work in such a way to make sure that I do not have to concentrate for too long a period at once					
I ask my supervisor to coach me					
I ask whether my supervisor is satisfied with my work					
I look to my supervisor for inspiration					
I ask others for feedback on my job performance					
I ask colleagues for advice					
When an interesting project comes along, I offer myself proactively as project co-worker					
If there are new developments, I am one of the first to learn about them and try them out					
When there is not much to do at work, I see it as a chance to start new projects					
I regularly take on extra tasks even though I do not receive extra salary for them					
I try to make my work more challenging by examining the underlying relationships between aspects of my job					