



Stress, Gossip, and Cynism: The mediatory role of Abusive Supervisor towards Emotional Exhaustion in the Banking Industry of Pakistan

Muhammad Raza¹, Muhammad Kamran Khan², Syed Shameel Ahmed Quadri³, Wasim Shahid Khawaja⁴

¹ Assistant Professor, Eman Institute of Management and Sciences, Pakistan. Email: sirraza81@gmail.com

² Assistant Professor, Department of Political Science, University of Karachi, Pakistan.

Email: kamran.khan@uok.edu.pk

³ Assistant Professor, Department of Political Science, University of Karachi, Pakistan.

Email: ishameel2007@gmail.com

⁴ Eman Institute of Management and Sciences, Pakistan. Email: wkhawaja@hotmail.com

ARTICLE INFO

ABSTRACT

Article History:

Received: May 28, 2023

Revised: June 28, 2023

Accepted: June 29, 2023

Available Online: June 30, 2023

Keywords:

Stress

Abusive Supervisor

Banking Industry

Pakistan

Funding:

This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

The main objectives of this study are to examine stress, cynicism, and gossip's impact on emotional exhaustion. However abusive supervision is used as a mediator to check the governing role between stress, gossip, and cynicism which cause emotional exhaustion to the employees of the education sector of Pakistan. The research is based on primary data and data collected by questionnaire, Google form survey was used to collect the convenient sampling data of education sector employees working in Pakistan. Smart PIs is utilized to assess measurement and structural models. All Hypothesis was tested and results revealed the association between stress, gossip, and cynicism with the mediating role of abusive supervisor influence on emotional exhaustion. Surprisingly gossip has no impact on emotional exhaustion. This study examines the factors that contribute to emotional exhaustion in subordinates raised as a result of abusive supervision. This has a negative impact on the subordinates' mental health and led to mental and emotional exhaustion. The research significantly proved that the mediating impact of abusive supervision on stress, gossip, and cynicism is related to emotional exhaustion.

© 2023 The Authors, Published by iRASD. This is an Open Access article distributed under the terms of the Creative Commons Attribution Non-Commercial License

Corresponding Author's Email: sirraza81@gmail.com

1. Introduction

Emotional Exhaustion is a threat to employees' psychological health. An abusive Supervisor plays a critical role in providing constructive suggestions to promote the social relationship at work which is an important potential to buffer against threats. The Psychological process is still unclear. Several authors have suggested models for the exhaustion dimension development process. People and their environments are said to be stressed when there is a mismatch between their cognitive and emotional sources & needs of circumstance (Lazarus & Folkman, 1984). A person's level of workplace stress may be influenced by a variety of factors such as the nature of their employment, their coworkers' ethnicity and cultural background, their relationships with coworkers, or a combination of these (Yoo, Eisenmann, & Franke, 2009)n.

As a result of rising job demands, supervisors may find it difficult to expressly separate themselves from the work they do (Sonnetag, Kuttler, & Fritz, 2010). Employee gossip is "speaking or writing that concerns the personal matters of a third party" (Nevo, Nevo, & Derech-Zehavi, 1993). Gossip can have bad repercussions for both targets. Workers can participate in the discussion to exploit their superiors to elevate their own standing (Decoster, Camps, Stouten, Vandevyvere, & Tripp, 2013; Noon & Delbridge, 1993). Supervisors may engage in unkind behavior in reaction to a co-worker's predisposition to gossip because they feel abusive conduct may be utilized to "send the message that errors will not be accepted.

Following the previous assumption, we hypothesize that workplace bullying may come from a subordinate who is seen as a gossiper (Tepper, 2007). The concept is deepening emotional exhaustion over time leads to increased cynicism and subsequently high degrees of inefficacy. Exhausted individuals with emotional exhaustion, increasingly adopt cynicism as a coping mechanism (Cordes & Dougherty, 1993).

In this research, it is proposed that the link between subsidiary gossip and severe supervision may be explained theoretically by the supervisor's avenging ideas. Our method is based on the notion that most individuals wish to avoid gossip since it is an anti-social habit. Individuals endeavor to maintain or even increase their resources, such as time and vigor, and coercion to these resources can outcome in stress which can have pessimistic impacts on supervisors' temper & performance (Hobfoll, 1989; Sonnentag & Krueger, 2006).

The connection between cynicism, occupational effectiveness, and psychological exhaustion in relationship to burnout syndrome. With this context in mind, the goal of this research is to determine the elements that influence workers' feelings of "emotional exhaustion". Using an explanatory framework, our research investigates whether endurance and emotional pain may help us better comprehend and explain how abusive supervisors and cynicism are linked to emotional weariness (Glasberg, Eriksson, & Norberg, 2007; Kalliath & Morris, 2002). As a consequence, given that organization is a form of social organization in which employees are confined to huge pressure and whacking in order to achieve effective performance, employees will have an isolated attitude toward their work performance as a result of the injustice outcomes or rewards that do not correlate to their work. Employees who are cynical may claim statements like, "I've gotten less passionate about my performance" or "I have become much more cynicism about the potential benefits of my studies" (Schaufeli, Martinez, Pinto, Salanova, & Bakker, 2002). "Abusive supervision" have gotten a lot of attention (Tepper, 2007). Only a few researchers have looked at the predictors of this conduct (Hoobler & Brass, 2006; Tepper, Duffy, Henle, & Lambert, 2006). The goal of the research is to the addition of small knowledge about situational characteristics that anticipate "abusive supervision" by investigating another likely contextual cause of a kind of abuse.

The aim of this research is to study the impact of abusive supervisors on their subordinates, particularly those related to stress, gossip, and cynicism, which creates a psychological effect and leads to emotional exhaustion. It also intends to uncover the most noticeable component that affects the weariness intensity of subordinates and then seeks to discover how the exhaustion level is developed. As a result of their abusive behavior, abusive supervisors may create a difficult environment for their subordinates to work with enthusiasm. The research supports these findings by using stress, gossip, and cynicism as independent factors. Abusive supervisors as mediating emotional exhaustion as dependent variables. Over the period of time, the job has become stressful. Global research has revealed three distinct elements of "Emotional Exhaustion": pressure, cynicism, & professional inefficacy. The phrases emotional weariness, gossip, and stress" is often used in the literature to refer to work-related issues. Numerous research has been conducted to determine the incidence of tiredness and its implications on individual psychological health. Several research studies have been conducted internationally on Emotional Exhaustion with its relationship to Stress, and Gossip. But a limited study has taken place on the effect of Abusive Supervisors with Cynicism in Pakistan.

- Cynicism is used in different studies, although it is not used in the relation of "Abusive Supervisor" and "Emotional Exhaustion".
- This study will analyze the effect of Stress, Gossip, Cynicism rewards with Emotional Exhaustion and a Mediating variable of an Abusive Supervisor

According to certain studies, there is a strong link between stress and gossip, which leads to Emotional Exhaustion from abusive supervisors to their subordinates. However, cynicism has not been considered in conjunction with stress and gossip, as well as an abusive supervisor who causes emotional exhaustion. The aim of this study is to highlight the impact of Abusive Supervisors in the workplace that can lead their subordinates to emotional exhaustion. We need to identify the relationship between stress, gossip, and cynicism with the mediating role of the Abusive Supervisor causing Emotional Exhaustion. Every organization strives to gain a competitive advantage over its competitors, and in order to do so, it must demonstrate its

technical and staff skills and competencies. The behavior of supervisors is very important in leading or depriving their subordinates.

1.1. Research Questions

- What is the mediating role of an Abusive Supervisor in relation to Gossip, Cynicism, and Stress towards Emotional Exhaustion?
- What is the impact of Stress, Gossip, and Cynicism towards Emotional Exhaustion?

1.2. Objectives

The research objective of this study is to analyze the facts that are involved to create emotional exhaustion among subordinates due to abusive supervision. This can damage the subordinates' psychological health and will also create a state of mental and emotional exhaustion. The study will investigate the effect of abusive supervision on emotional exhaustion.

2. Literature Review

2.1. Stress and Emotional Exhaustion

Jiménez-Ortiz et al. (2019) mentioned Stress has been defined as a protracted reaction to persistent expressive and interpersonal demands. There are three sorts of stress, according to the considerable literature: "exhaustion, cynicism, or professional inefficacy.

- Emotional exhaustion, tension, and stress are relations usually used in writings connect to work-related problems.
- A number of studies have identified the prevalence and possession of stress among health experts and pupils in health-related sectors such as dentistry, nursing and medicine according to Jiménez-Ortiz et al. (2019)

From the above discussion, we have found that "Emotional exhaustion" may emerge when someone suffers a period of severe stress in their professional or personal life. When individuals experience emotional exhaustion, it may make them feel emotionally drained, stressed, and exhausted. These sentiments tend to build up over a lengthy period, however, individuals may not notice the early warning signals. This may have substantial consequences on a person's daily life, relationships, and conduct. "Emotional exhaustion" and stress are more common among those who work in stressful positions. Studies show that individuals with high job demands, as well as those who are concerned with work-related ideas even when they are not working, are at greater risk. Anyone who works in a job they despise has a poor job fit, works long hours, and has a feeling of inadequacy at work is more likely to suffer from "emotional exhaustion". Stress always increases emotional exhaustion so it shows a direct effect on the job performance of employees. When someone faces mental stress conditions it always leads to emotional exhaustion and declined focus, as a result, job performance also declines. Therefore, we prove our Forth Hypotheses with the above Statements.

H₁: Stress has a strong effect in leading to emotional exhaustion among subordinates.

2.2. Gossip and Emotional Exhaustion

Foster (2004) present's definition of gossip as an act of making, listening to, and partaking in negative words about another individual. In any office, gossip is sometimes considered a useless discussion about absent employees, and research seems to be divided on how gossip originates and what role it serves.

According to Michelson, Van Iterson, and Waddington (2010), gossip is a dynamic process whose outcomes are influenced by the interplay of the gossiper, the responder, and the target together referred to as the gossip triangle. This is often the case because members of analogous or cognate groups are familiar with one another's values and ethics and share the same frame of reference. As two parties' consistency and agreement rise, the possibility of chatter increases as well as described by Kurland and Pelled (2000).

Arluke and Levin (1987) argue that since gossip provides positive information, it might provide a more realistic, lived reality than objective explanations. Sommerfeld, Krambeck, and Milinski (2008) argue that positive gossip, in particular, promotes collaboration among group

members, as well as reciprocity, trust, and reputation among individual members. Negative gossip, on the other hand, is effective at deepening social relationships mentioned by Bosson, Johnson, Niederhoffer, and Swann Jr (2006).

As a result, a gossip is a useful tool for learning and validating social principles and norms. Domestic and personal concerns are the main sources of emotional exhaustion under nonworking conditions.

Mulki, Jaramillo, and Locander (2006) and Van Jaarsveld, Walker, and Skarlicki (2010) "found emotional tiredness increases interpersonal disputes and lowers employee self-efficacy in the office". Maslach (2018) define on the link between emotional tiredness, efficacy, and interpersonal disputes are similar. Emotional tiredness can lead to gossip and interpersonal disputes, according to Linden, Keijsers, Eling, and Schaijk (2005).

A. Jahanzeb, Memon, Tunio, and Shah (2016) and S. Jahanzeb and Fatima (2018) conducted research to see if there is a link between the two. Through the sequential meditational role of protective silence and emotional weariness among employees. Their findings suggest that those who have been shunned have been ostracized. Individuals use defensive silence to protect themselves from unwanted psychological effects.

This study reveals that gossip shows a positive impact on the workplace and employees' job performance. When individuals gossip about their coworkers, it may bring them closer to one another, increase the degree of trust between them, and enhance their ability to work together, all while allowing them to share more than just rumors and gossip. Both negative and good slander may benefit personal growth. Isolation may lead to depression, according to the CDC. This sickness may be cured by gossip since it brings people together. Since workplace gossip may boost employee productivity, now is the time to do something about it and make a difference. Business leaders should reevaluate their opinions on gossiping after reviewing new research, which shows that talking may really benefit employees in the workplace. It's important to note that gossiping is a vital part of any workplace. People spread and hear rumors for many reasons, including curiosity, discussion of the behavior of others, and simple conversation. As a business owner, you shouldn't ban gossip from the workplace because it can motivate employees to improve their work and their skills. A great way to unwind and lighten the mood at work is to engage in casual conversation with coworkers about non-work-related topics or people. Group celebrations, such as a common task for all employees, should be encouraged by employers. It's a good way to bring the team together. In order for them to be more productive, they should engage in constant conversation and gossip. The above study explains that gossip does not show any negative impact on "emotional exhaustion." Infect research shows that gossips avoid emotional exhaustion by decreasing stress and creating a friendly environment which rejects the above hypothesis. From the above study, we came to know the positive impact of Gossip in the workplace which doesn't leads individuals to emotional exhaustion. Our claim: There is any negative impact of Gossip on Emotional Exhaustion is not identified in any of Pakistan's research as yet.

H₂: Gossip has a strong effect in leading towards emotional exhaustion among subordinates.

2.3. Cynicism and Emotional Exhaustion

According to Maslach (2018) "emotional exhaustion is a phenomenon of being emotionally exhausted." Workers who are emotionally drained will notice that he or she is ardently tired. Emotional exhaustion is defined as a "mental state in which one's emotional possessions are emotionally stressed and tired". Excessive involvement in the work system.

Employees who are cynical express their dissatisfaction with their company. This could be because of workers' unfavorable experiences, which could result from a variety of factors such as poor working conditions, negative performance evaluations, unclear administrative policies, and so on (Wilkerson, Evans, & Davis, 2008). Three stages of cynicism were identified by Dean Jr, Brandes, and Dharwadkar (1998). First, the employee has the impression that things aren't quite right in the workplace. This could be the result of different levels of impracticality among employees in relation to their bosses. Workers will be skeptical about a company if they believe the executives do not operate properly and as a result, the company

does not function as it should. Second, workers' cynicism will negatively impact an organization's business.

The Impact of Cynicism on "Emotional Exhaustion" to employees considers every aspect of the organization should be criticized. This might be due to the worker being a perfectionist, in which case he or she would constantly critique everything that is not proper for his or her ideals. This might be due to someone's disdain for his or her supervisor/organization. Being an opponent will not make someone happy. When individuals grumble about everything, their emotional energies are depleted. After a review of the literature and complete research on cynicism it is observed that cynicism has a direct relation with "emotional exhaustion." cynicism increases and "emotional exhaustion also increases as a result job performance decline. The study's goal was to see whether emotional exhaustion and cynicism had any effect on work performance or prosocial behavior in any way, shape, or form. University students did a survey of two hundred sixty-two employees. As a precaution against typical technique variance bias, the free and interdependent factors were gathered about thirty days apart. Lower task and context performance, as well as prosocial conduct, were all linked to feelings of emotional tiredness and professional inefficacy. There was a substantial partial mediating role for cynicism in "emotional exhaustion", inefficacy & other factors, including enhanced job performance, and social conduct. Using a burnout process model, this study examines how burnout affects performance and prosocial behavior in the workplace. So, the higher level of cynicism will create an increased level of emotional exhaustion. Therefore, we proved the sixth hypothesis:

H₃: Cynicism has a strong effect in leading towards emotional exhaustion among subordinates.

2.4. Abusive Supervisor, Stress, and Emotional Exhaustion

Jiménez-Ortiz et al. (2019) demonstrate that emotional weariness hinders both individual and social performance, resulting in lower quality work and harming mental stability.

Bacharach, Bamberger, and Conley (1991) said emotive exhaustion is a "state instigated by psychological stresses made on people" These needs may originate from inside the firm (job requirements) and from external influences such as society and consumers.

According to Rowney and Cahoon (1988), ineffective leadership behavior alters the anticipation or expression of stress and tiredness. Additionally, it assists employees in coping with stress-related issues. Leadership that is authoritarian and very control-oriented may exacerbate stress: a boss who continually offers subordinates directives Such phrases as 'effort more rapidly,' 'work perfectly,' 'you may do more,' or speed up, we don't have much time left cause visible physiological stress signs in workers (e.g. improving diastolic & systolic "blood pressure").

Tepper (2000) studies on "abusive supervision" (supervisors' preconceptions of the large extent to which their immediate supervisors interact in the prolonged monitor of aggressive inform and influence behavior patterns toward them" –examples are including prevaricating, public criticism, and suppress) has shown a slew of adverse consequences for supervisors'

Our findings add to the corpus of studies on causes of "abusive supervision" by suggesting that subordinates' views of supervisor abuse are linked to supervisor stress perceptions. Difficult work circumstances do not have to be related to abusive management; in other words, manager pressure does not cause abusive management, and irrevocably impair the relationship between management and workers. Supervisors' physical activity levels are examined to see whether they have an influence on their relationships with their coworkers. A link was found between subordinates' stress and abusive supervision by their superiors. Emotional exhaustion and the effects of abusive supervision are linked in some way. Using hierarchal multiple regression, in a research data was taken from 290 subordinates who had direct supervisors. Emotional exhaustion was favorably linked to abusive supervision. Exhaustion was influenced by both the perceived support of coworkers and one's own vulnerability to emotional contagiousness. When peer social support is strong, it seems to have a surprisingly large impact on the link between "abusive supervision" and "emotional

tiredness". These results are discussed in detail by the writers before they come to a conclusion (Wu & Changya Hu, 2009). So all the above discussion proves that abusive supervisor has a negative impact on employee performance by increasing emotional exhaustion in employees. Supervisors' behavior plays an important role in order to build their employees or breaking them. The above Study proves the negative mediating role of abusive supervisors with stress towards emotional exhaustion.

H₄: Abusive Supervision has a mediating effect on relationship with Stress leading towards emotional exhaustion among the subordinates.

2.5. Abusive Supervisor, Gossip, and Emotional Exhaustion

"Subordinates' perceptions of the amount to which supervisors display aggressive nonverbal and vocal actions are referred to as abusive supervision." This rule does not apply to physical contact. In different situations, the perception of a superior's actions may alter. In addition, various subordinates will have varied perspectives about their bosses. It's also been proven in the research that subordinates with abusive Supervision have more turnover and a negative attitude toward their career and life. Employees who witness more violence from their supervisors get emotionally weary and abuse their peers explained by (Menon & Priyadarshini, 2018).

Gossip is a regular occurrence in the social sphere, and it may be found in both open forums and face-to-face conversations. In this study, gossip is defined as an unpleasant explanation around a third party when he or she is not present. Employees share both negative and positive gossip about coworkers in their own teams, according to previous studies, and negative gossip is aimed toward those employees who have fewer friends. There have also been studies that demonstrate that gossiping about others might assist to relax employees and bring them closer together in an organization. In order to create social parallels, women have been shown to encourage discussion in same-gender associations.

"Emotional exhaustion" is a term used to describe a state of being emotional Maslach's theory established the foundation for the definition of burnout. Burnout, according to this hypothesis, includes three components: emotional weariness, decreasing sense of competence, and social withdrawal, with anxiety having the greatest effect on a person.

According to the above studies, it is concluded that the Leader Members and Social Exchange bad gossiping make the leaders abusive supervisors which results in the emotional exhaustion of employees. Theories have been used to investigate the underlying mechanisms and effects of supervisor abuse. The relationship between abusive leadership & unproductive work habits, the purpose to quit a job, and emotional exhaustion has been conducted. 472 bank employees in Punjab, Pakistan, were surveyed for this study. There is a positive relationship between emotional exhaustion, anti-organizational behavior, & plans to leave, but emotional intelligence was not found to be a moderator in this study's findings. Workers who have been subjected to abuse may, according to research, benefit much from developing their emotional intelligence. Companies need to be aware of the detrimental effects of abusive conduct by managers and take steps to avoid such behavior by establishing ethical leadership and developing HR policies that encourage subordinates, decrease stressful circumstances, and minimize maltreatment among workers.

As a result, we expect that negative supervisor feelings (as an emotional response to subordinates' bad gossip) lead to abusive supervision based on empirical and theoretical data.

As a result of Employees may utilize gossip to cope with their dissatisfaction. Unpleasant thoughts and feelings about their employers, it is demonstrated that abusive supervisors play a negative influence in the association between gossip and emotional exhaustion which is our claim in hypothesis 2 is proven.

H₅: Abusive Supervisor has a mediating effect in relationship with Gossip leading toward Emotional Exhaustion among subordinates.

2.6. Abusive Supervisor, Cynicism and Emotional Exhaustion

Employees' disdain of their employer manifests itself as organizational cynicism. This could be because of worker's unfavorable circumstances, which could originate from a variety of factors such as a poor performance appraisal, poor working conditions, confusing management policies, and so on.

Organizational cynicism can also be caused by the process of transformation mentioned by Wilkerson et al. (2008). When an employee perceives that the transformation is not operating properly, he may lose faith in the firm. According to James and Shaw (2016), so, workers can aim his cynicism towards the firm or administration. "Cynicism" is linked to undesirable characteristics such as isolation and a lack of optimism.

Kuo (2010) & Dean Jr et al. (1998) define Cynicism has helped to define cynicism, leading to a number of related research, such as an analysis of cynicism's effect & on "Chinese employees" to measure their level of cynicism; As a consequence, we based our findings on the cynical definitions. Increasingly long work days, increased workloads, ineffective management, and new workplace agreements are all factors to consider.

Employees with cynicism beliefs ascribe such events to their supervisors, leaders, and authorities during a period of poor organizational development and defective adjustments. These workers just don't trust management practices and don't believe their voices are heard by their bosses, resulting in poor or non-existent performance discovered by Wanous, Reichers, and Austin (2000).

Individual views, attitudes, and behaviors are all influenced by social ideals, environmental variables, and interpersonal relationships. Although Pollock, Whitbred, and Contractor (2000) imply that Individuals and their social contexts function similarly to connections and nodes in a bigger network. As far as I can tell, "social information theory" doesn't explain how or where influence comes from. In order to address the needs of individuals' social/psychological well-being, the network requires nodes. As a consequence, it is reasonable to accept the correlation between gossip and cynicism because of the following:

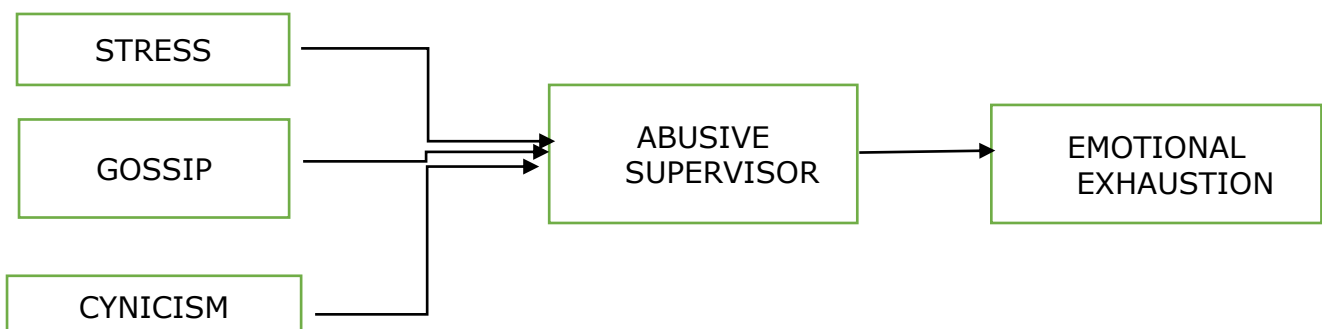
- Contextual information conveyed by gossipers and bystanders is included in gossip explained by DiFonzo, Bordia, and Rosnow (1994)
- The transmission of information via gossip necessitates social context. Presented by Rosnow and Georgoudi (1985)

All the literature proves that in any relationship cynicism whether it is in some workplace or any personal relationship creates a negative impact on the emotional condition of that person. Abusive supervision creates cynicism in subordinates and this cynicism leads towards "Emotional Exhaustion." There is a direct relationship between all these factors including abusive supervisor, cynicism, and emotional exhaustion.

The above studies prove the negative impact of cynicism and appositive workplace behavior. But in our approach, we will find out that is there any negative role of the abusive supervisor in a relationship with cynicism towards emotional exhaustion.

H₆: Abusive Supervisor has a mediating effect in relationship with Cynicism leading towards Emotional Exhaustion among subordinates.

Figure 1: Conceptual Model



3. Methodology

3.1. Population and Sample Size

The chosen population for this study was more than 10k, because the city of Karachi, Pakistan, is estimated to have a population of more than 24 million people, hence, this research is restricted to that region. This will result in the utilization of a probability sample population on education, which will comprise personnel from different educational institutions. Because the random sample approach is convenient for collecting data from the people working in the education sectors in Karachi, and because this quantitative research will gather data from primary sources, the random sampling technique will be used in this study. In this study, the target population is many people, and due to the high population size the method of sampling is (Raosoft.com), that is presenting that if the population size is not able to know and we can't find it because of the large population then the sample size can be 377. Therefore, the study's sample size is 377 with a 5% margin of error and 95% confidence level.

3.2. Questionnaire Design

The data will be collected by questionnaire, which will be formatted in an easier structure, in the form of multiple-choice questions, which are known as close-ended questions, which is less time-consuming for respondents, and data will be smoothly analyzed. The questionnaire will be filled out by several employees, and students. This option aids in the discovery of relationships between variables. The questionnaire is in a form of a Likert scale, for each question, there is an option chosen from (1-5) in the form of 1. Strongly Disagree, 2. Disagree, 3. Neutral, 4. Agree, 5. Strongly Agree. These options help to find relations among variables. Stress variable items were measured by the scale of (Liu, Jiao, & Nian, 2022), Gossip variables items were measured by (Kuo et al., 2015), cynicism and abusive supervisor variables items were measured by adopting the scale of (Ezeh, Etodike, & Chukwura, 2018), and Emotional exhaustion is measured by adopting the scale of (Schaufeli et al., 2020).

3.3. Data Analysis Methods

In addition to the collection of respondent reviews, the data will be analyzed using the Smart PLS for statistical methods such as reliability, regression, and correlation to determine whether or not the project fills a gap in the literature and whether or not the study's aim has been achieved. The association between an independent, mediating, and dependent variable is determined according to the sample size (Ozgun, Kleckner, & Li, 2015).

4. Findings and Results

4.1. Measurement Model

The data has collected from 377 respondents and analyzed through smart PLS software. Consistency is reliability. That is, repeating an instrument or test should have the same findings. First, the measurement model was tested for reliability and validity. Table 1 shows the results of reliability and validity. All the outer loadings of independent variables cynicism, stress and gossip, dependent variable emotional exhaustion, and mediating variables abusive supervisor are greater than 0.7 showing the reliability of the dataset of independent, dependent, and mediating variables. Internal consistency of scale items is measured by composite reliability, also known as construct reliability, in the same way that Cronbach's alpha is. It's the difference between the overall scale score variance and the total variance of the real score. In table 1, the value of composite reliability, AVE, and rho-A is shown which shows that all values are perfect.

According to Fornell and Larcker (1981), Several recent critiques claim that they do not consistently reveal a lack of discriminant validity in common research contexts. The Hetrotrait-Monotrait table correlation ratio is an alternative approach for measuring discriminant validity based on the multitrait-multimethod matrix. This unique method was utilized to assess discriminant validity, and the results are shown in Table 3 the HTMT value exceeds the value of 0.85, and discriminant validity is an issue (Hair, Ringle, & Sarstedt, 2013). In table 1, the highest HTMT correlation value is 0.836 Emotional exhaustion with Cynicism, which shows an adequate level of discriminant validity and reveals an acceptable level of the measurement model.

Figure 2

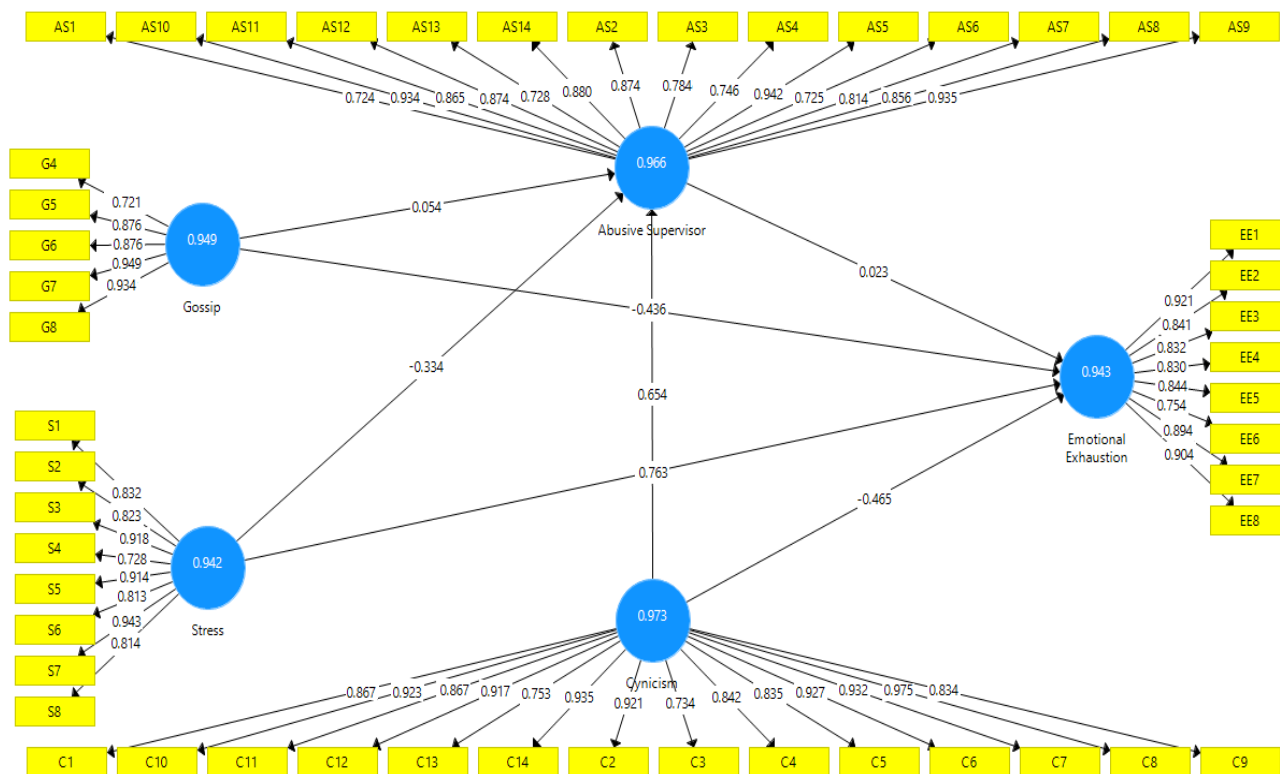


Table 1: Construct Reliability and Validity

Variables	Items	loadings ^a	AVE ^b	CR ^c	rho_A ^d
Gossip	G4	0.721	0.774	0.973	0.835
	G5	0.876			
	G6	0.876			
	G7	0.949			
	G8	0.934			
Stress	S1	0.832	0.853	0.869	0.964
	S2	0.823			
	S3	0.918			
	S4	0.728			
	S5	0.914			
	S6	0.813			
	S7	0.943			
	S8	0.814			
Cynicism	C1	0.867	0.891	0.886	0.935
	C2	0.835			
	C3	0.927			
	C4	0.932			
	C5	0.975			
	C6	0.834			
	C7	0.921			
	C8	0.734			
	C9	0.842			
	C10	0.923			
	C11	0.867			
	C12	0.917			
	C13	0.753			
	C14	0.935			
Abusive supervisor	AS1	0.724	0.748	0.934	0.895
	AS2	0.942			
	AS3	0.725			
	AS4	0.814			
	AS5	0.856			
	AS6	0.935			
	AS7	0.874			
	AS8	0.784			

	AS9	0.746			
	AS10	0.934			
	AS11	0.865			
	AS12	0.874			
	AS13	0.728			
	AS14	0.880			
Emotional Exhaustion	EE1	0.921	0.696	0.856	0.798
	EE2	0.841			
	EE3	0.832			
	EE4	0.830			
	EE5	0.844			
	EE6	0.754			
	EE7	0.894			
	EE8	0.904			

Table 2: Discriminant Validity Fornell-Larcker Criterion

	Abusive Supervisor	Cynicism	Emotional Exhaustion	Gossip	Stress
Abusive Supervisor	0.814				
Cynicism	0.768	0.927			
Emotional Exhaustion	0.675	0.658	0.906		
Gossip	0.676	0.587	0.675	0.948	
Stress	0.786	0.567	0.768	0.765	0.853

Table 3: Hetrotrait-monotrait (HTMT)

	Abusive Supervisor	Cynicism	Emotional Exhaustion	Gossip	Stress
Abusive Supervisor					
Cynicism	0.764				
Emotional Exhaustion	0.543	0.836			
Gossip	0.654	0.367	0.667		
Stress	0.765	0.657	0.657	0.754	

4.2. Structural Model

Analyzing the structural model using a bootstrapping technique and a sample size of 5000 by looking at the p-value, beta, and matching t-values. The table 4 shows whether the hypothesis is supported or not and interprets that the H1 hypothesis is accepted but the effect is negative because of (b = -0.334; t= 6.256, p= 0.040) and rejected the null hypothesis is accepted. The second hypothesis shows the relation of gossip with emotional exhaustion with mediating effects of abusive supervisor (b= 0.054, t=3.543, p= 0.005) and interpreted that the H2 is accepted and the null hypothesis is rejected. The third hypothesis in the above table shows the values (beta=0.654, t=7.633, p= 0.004), and interpreted that the value of beta is positive, the level of significance is less than 0.05 and supports H3. The fourth Hypothesis shows that the relation of stress with emotional exhaustion has a value of (beta=0.763, t=2.543, p= 0.000) and is interpreted that the beta value is positive with an acceptable significance level. therefore, accept H4 and reject H0. The fifth Hypothesis shows that the (b= -0.436, t value= 1.675, p= 0.653) showing the negative beta value with exceeds acceptable limits of significance level, hence proof that the H5 is rejected and the null hypothesis is accepted. Lastly, the above table presents that the H6 is accepted and the null hypothesis is rejected and because of the negative beta value the effect is negative but the significance level is less than 0.05. which interpret the relation between variable (b=-0.465, t= 3.135, p= 0.024).

Table 4

Hypothesis		Beta	T-value	Decision	P-value
H1: Stress→Abusive Supervisor→ Emotional Exhaustion		-0.334	6.256	Supported	0.040
H2: Gossip→Abusive Supervisor→ Emotional Exhaustion		0.054	3.543	Supported	0.005
H3: Cynicism→ Abusive Supervisor→ Emotional Exhaustion		0.654	7.633	Supported	0.004
H4: Stress→ Emotional Exhaustion		0.763	2.543	Supported	0.000
H5: Gossip→ Emotional Exhaustion		-0.436	1.675	Not Supported	0.653

Figure 3

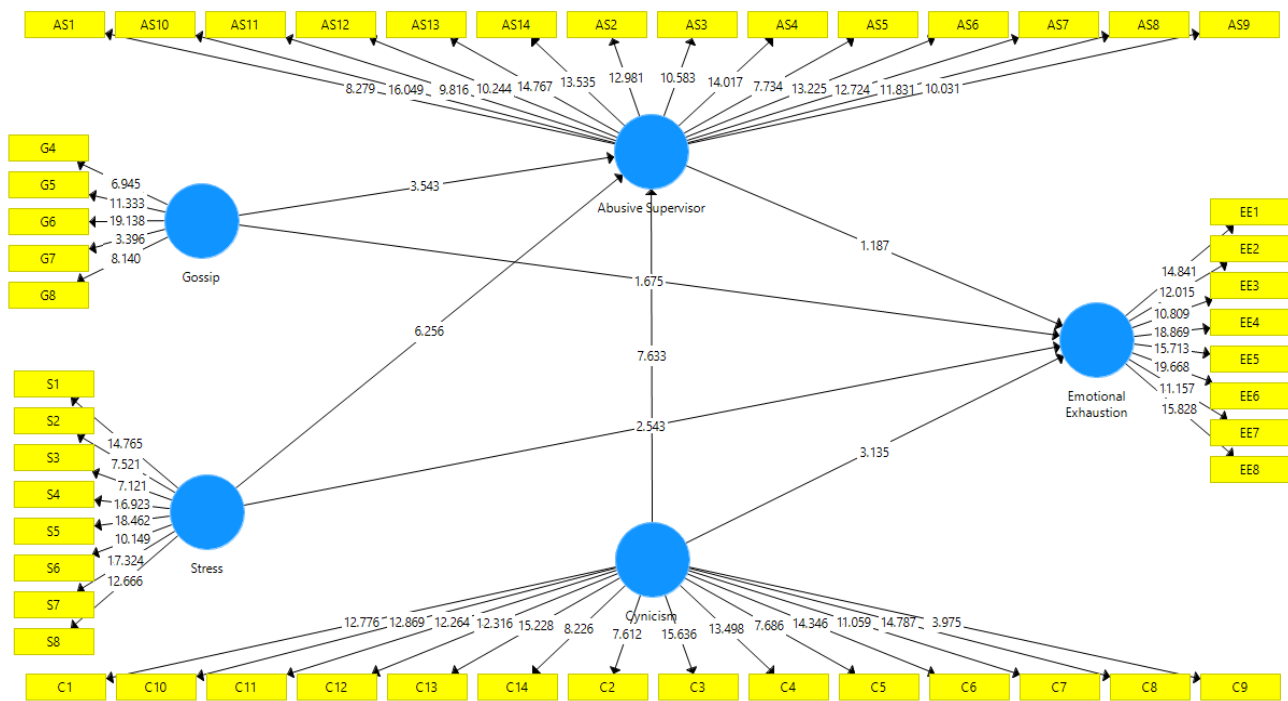


Table 5: Q² and R² value

Construct	R ²	Q ²
Emotional Exhaustion	0.553	0.436
Abusive Supervisor	0.535	0.346

The table 5 shows the cross-validated redundancy calculated by blindfolding. An abusive supervisor accounts for 0.535 or 53.5 percent of the variation in emotional Exhaustion ($R^2 = 0.535$), while emotional exhaustion explains 55.3 percent of the variance in the model ($R^2 = 0.553$). The R values of 0.553 and 0.535 are more than the 0.26 value (Cohen, 1998) to indicate a meaningful model. Furthermore, Q² was estimated for this study using cross-validated redundancy approaches. As observed in the table, both Q² values are greater than zero, the emotional exhaustion has 0.436 and the abusive supervisor has 0.346 showings that the model is predictively relevant.

5. Discussion

The research came to the conclusion that the H1, H2, H3, H4, and H6 hypotheses are accepted, while the H5 null hypotheses are accepted. This indicates that emotional exhaustion can influence by the mediating effect of an abusive supervisor in the case of stress, gossip, and cynicism. The research was based on chapters 3 and 4, as well as the research responses and interpretations. On the other hand, emotional exhaustion is directly attributed to stress and cynicism. The findings of the impact on the emotional exhaustion variable demonstrate that the p-value is less than 0.05, which indicates that there is a significant association between the variables. In addition, the beta value is positive for H2, H3, and H4, for H1, and H6 beta value is negative but the level of significance is acceptable indicating that these hypotheses are supported. This demonstrates that there is a relationship between the independent variable and the dependent variable with a mediating effect and that the null hypothesis has been rejected.

Furthermore, the results show that there is a strong relationship between the variables because the majority of respondents are strongly in agreement on questions related to the variables. In addition, the H5, hypotheses are not supported since the beta value is negative and the p-value is more than 0.05; hence, the findings indicate that these hypotheses is significant but with a negative impact. In addition, it can be seen from the replies that a bigger proportion of respondents are in agreement, and not only moderate agreement, with the questions that are relevant to the hypothesis. Because of this, the conclusion that can be drawn is that not this variable is substantially contributing to rising emotional exhaustion with the mediation function of an abusive supervisor.

6. Conclusion

This phase completes the research, presents the study's summary, and offers the study's conclusion with accurate and unambiguous findings. This chapter provides a synopsis of the research paper titled "The moderating effect of abusive supervisor in relation to stress, gossip, and cynicism toward emotional exhaustion." This research also investigates the consequences and limitations of the several variables included in a study.

A research questionnaire is also shared at the end of this chapter, and it has two sections: demographic data of respondents, which include education, experience, designation, and experience of respondents in dealing with emotional exhaustion, and the second section is related to the collection of respondent's views on variables, which are used for further analysis and help in finding results. To define the study's purpose.

We investigate the role of the most important components in the development of emotional exhaustion in the educational sector. The effects of stress, Gossip, and cynicism on emotional exhaustion have all been studied, with the abusive supervisor acting as a mediator.

6.1. Managerial Implications

This study is centered on Stress, Gossip, and Cynicism, which are investigated with the Effects of Emotional Exhaustion that have a Huge Impact due to Abusive Supervisors in the Educational Sector. Stress, cynicism, and gossip are studied as independent variables in this research. This research assists students as well as workers in dealing with emotional tiredness in a more efficient manner.

Additionally, it helps cover a vacuum in knowledge on how to handle abusive supervisors, which in turn helps minimize stress, cynicism, and gossip. This helps academics go ahead in the research period. In a similar manner, the findings of this research play a very crucial role in the educational system in Pakistan. This is because the findings of this study fill a vacuum in the area of managing emotional weariness brought on by the abusive conduct of supervisors. It has had relatively little attention paid to it in the past in Pakistan, particularly in relation to stress, gossip, and cynicism

6.2. Limitation

The limitation of the study in this research is there are only a few variables have been studied that as stress, cynicism, and Gossip with mediating effect of an abusive supervisor and their effect on the emotional supervisor. However, there is also the possibility of studying many other variables with the effect of emotional exhaustion (Cordes & Dougherty, 1993). While this study only looks at subordinates' subjective perceptions of supervisor abuse, it's possible that the true frequency with which supervisors abuse their employees isn't captured in our findings. This problem can constrain the managerial implications of findings. However, by integrating the views of members of a workgroup, the study may come to a consensus on the extent to which a supervisor participates in abusive supervision.

Although the shared views of abusive supervision would not always match the actual frequency of the supervisors' maltreatment of employees, such a common viewpoint has a larger Abusive Supervision and Emotional Exhaustion management effect. When members of a workgroup believe that their supervisor exhibits abusive supervision practices on a frequent basis, organizations may conduct supervisor-focused measures to prevent a repeat and should provide a place for employees to reduce stress, gossip, and cynicism (Meurs & Perrewé, 2011).

6.3. Future Recommendation

Many factors can be recommended for future research. Many variables are still not a part of this research scope, or out of scope. Therefore, researchers could study more deeply the external and internal impact of stress, gossip, and cynicism and their impacts on failures, delays of projects due to abusive behavior from supervisors, and other technical implementation ERP or other factors that make the better position of supervisor.

In addition, they may do in-depth research on a potential solution to the problem of how they might improve the relationship between supervisors and students, or between supervisors as a boss and workers, by using a third party or any other solution as a mediating effect.

References

- Arluke, A., & Levin, J. (1987). *Gossip: The Inside Scoop*. In: New York: Plenum Press.
- Bacharach, S. B., Bamberger, P., & Conley, S. (1991). Work-home conflict among nurses and engineers: Mediating the impact of role stress on burnout and satisfaction at work. *Journal of organizational Behavior*, 12(1), 39-53. doi:<https://doi.org/10.1002/job.4030120104>
- Bosson, J. K., Johnson, A. B., Niederhoffer, K., & Swann Jr, W. B. (2006). Interpersonal chemistry through negativity: Bonding by sharing negative attitudes about others. *Personal Relationships*, 13(2), 135-150. doi:<https://doi.org/10.1111/j.1475-6811.2006.00109.x>
- Cohen, D. L. (1998). Theories of the corporation and the limited liability company: How should courts and legislatures articulate rules for piercing the veil, fiduciary responsibility and securities regulation for the limited liability company. *Okla. L. Rev.*, 51, 427.
- Cordes, C. L., & Dougherty, T. W. (1993). A review and an integration of research on job burnout. *Academy of management review*, 18(4), 621-656. doi:<https://doi.org/10.5465/amr.1993.9402210153>
- Dean Jr, J. W., Brandes, P., & Dharwadkar, R. (1998). Organizational cynicism. *Academy of management review*, 23(2), 341-352. doi:<https://doi.org/10.5465/amr.1998.533230>
- Decoster, S., Camps, J., Stouten, J., Vandevyvere, L., & Tripp, T. M. (2013). Standing by your organization: The impact of organizational identification and abusive supervision on followers' perceived cohesion and tendency to gossip. *Journal of business Ethics*, 118, 623-634. doi:<https://doi.org/10.1007/s10551-012-1612-z>
- DiFonzo, N., Bordia, P., & Rosnow, R. L. (1994). Reining in rumors. *Organizational Dynamics*, 23(1), 47-62. doi:[https://doi.org/10.1016/0090-2616\(94\)90087-6](https://doi.org/10.1016/0090-2616(94)90087-6)
- Ezeh, L. N., Etodike, C. E., & Chukwura, E. N. (2018). Abusive supervision and organizational cynicism as predictors of cyber-loafing among federal civil service employees in Anambra State, Nigeria. *European Journal of Human Resource Management Studies*.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, 18(1), 39-50. doi:<https://doi.org/10.1177/002224378101800104>
- Foster, E. K. (2004). Research on gossip: Taxonomy, methods, and future directions. *Review of general psychology*, 8(2), 78-99. doi:<https://doi.org/10.1037/1089-2680.8.2.78>
- Glasberg, A.-L., Eriksson, S., & Norberg, A. (2007). Burnout and 'stress of conscience' among healthcare personnel. *Journal of advanced nursing*, 57(4), 392-403.
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2013). Partial least squares structural equation modeling: Rigorous applications, better results and higher acceptance. *Long range planning*, 46(1-2), 1-12.
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American psychologist*, 44(3), 513. doi:<https://psycnet.apa.org/doi/10.1037/0003-066X.44.3.513>
- Hoobler, J. M., & Brass, D. J. (2006). Abusive supervision and family undermining as displaced aggression. *Journal of Applied psychology*, 91(5), 1125. doi:<https://psycnet.apa.org/doi/10.1037/0021-9010.91.5.1125>
- Jahanzeb, A., Memon, P. A., Tunio, J. A., & Shah, S. S. A. (2016). Impact of corporate governance and firm-level control variables on dividend policy of service trade sector of Malaysia. *Economic and Social Development: Book of Proceedings*, 446. doi:<https://doi.org/10.1007/s10869-017-9525-6>
- Jahanzeb, S., & Fatima, T. (2018). How workplace ostracism influences interpersonal deviance: The mediating role of defensive silence and emotional exhaustion. *Journal of Business and Psychology*, 33, 779-791.
- James, M. S., & Shaw, J. C. (2016). Cynicism across levels in the organization. *Journal of Managerial Issues*, 83-100.
- Jiménez-Ortiz, J. L., Islas-Valle, R. M., Jiménez-Ortiz, J. D., Pérez-Lizarraga, E., Hernández-García, M. E., & González-Salazar, F. (2019). Emotional exhaustion, burnout, and perceived stress in dental students. *Journal of International Medical Research*, 47(9), 4251-4259. doi:<https://doi.org/10.1177/0300060519859145>
- Kalliath, T., & Morris, R. (2002). Job satisfaction among nurses: a predictor of burnout levels. *JONA: The Journal of Nursing Administration*, 32(12), 648-654.
- Kuo, C. (2010). *Cynicism in Chinese organizations: Conceptual and empirical analysis*. Research project report. Retrieved from

- Kurland, N. B., & Pelled, L. H. (2000). Passing the word: Toward a model of gossip and power in the workplace. *Academy of management review*, 25(2), 428-438. doi:<https://doi.org/10.5465/amr.2000.3312928>
- Lazarus, R. S., & Folkman, S. (1984). *Stress, appraisal, and coping*: Springer publishing company.
- Linden, D. V. D., Keijsers, G. P., Eling, P., & Schaijk, R. V. (2005). Work stress and attentional difficulties: An initial study on burnout and cognitive failures. *Work & Stress*, 19(1), 23-36. doi:<https://doi.org/10.1080/02678370500065275>
- Liu, M., Jiao, R., & Nian, Q. (2022). Training method and system for stress management and mental health care of managers based on deep learning. *Mathematical Biosciences and Engineering*, 19(1), 371-393. doi:<https://doi.org/10.3934/mbe.2022019>
- Maslach, C. (2018). Burnout: A multidimensional perspective. In *Professional burnout* (pp. 19-32): CRC Press.
- Meurs, J. A., & Perrewé, P. L. (2011). Cognitive activation theory of stress: An integrative theoretical approach to work stress. *Journal of management*, 37(4), 1043-1068. doi:<https://doi.org/10.1177/0149206310387303>
- Michelson, G., Van Iterson, A., & Waddington, K. (2010). Gossip in organizations: Contexts, consequences, and controversies. *Group & Organization Management*, 35(4), 371-390. doi:<https://doi.org/10.1177/1059601109360389>
- Mulki, J. P., Jaramillo, F., & Locander, W. B. (2006). Emotional exhaustion and organizational deviance: Can the right job and a leader's style make a difference? *Journal of Business Research*, 59(12), 1222-1230.
- Nevo, O., Nevo, B., & Derech-Zehavi, A. (1993). The development of the tendency to gossip questionnaire: Construct and concurrent validation for a sample of Israeli college students. *Educational and Psychological Measurement*, 53(4), 973-981. doi:<https://doi.org/10.1177/0013164493053004010>
- Noon, M., & Delbridge, R. (1993). News from behind my hand: Gossip in organizations. *Organization studies*, 14(1), 23-36. doi:<https://doi.org/10.1177/017084069301400103>
- Ozgun, C., Kleckner, M., & Li, Y. (2015). Selection of statistical software for solving big data problems: a guide for businesses, students, and universities. *Sage Open*, 5(2), 2158244015584379.
- Pollock, T. G., Whitbred, R. C., & Contractor, N. (2000). Social information processing and job characteristics. A simultaneous test of two theories with implications for job satisfaction. *Human Communication Research*, 26(2), 292-330. doi:<https://doi.org/10.1111/j.1468-2958.2000.tb00759.x>
- Rosnow, R. L., & Georgoudi, M. (1985). Killed by idle gossip: The psychology of small talk. *When information counts: Grading the media*, 59-73.
- Rowney, J., & Cahoon, A. (1988). *A preliminary investigation of burnout dimensions in intact work groups*. Paper presented at the A paper presented at the International Congress of Psychology, Sydney, Australia.
- Schaufeli, W. B., Martinez, I. M., Pinto, A. M., Salanova, M., & Bakker, A. B. (2002). Burnout and engagement in university students: A cross-national study. *Journal of cross-cultural psychology*, 33(5), 464-481. doi:<https://doi.org/10.1177/0022022102033005003>
- Sommerfeld, R. D., Krambeck, H.-J., & Milinski, M. (2008). Multiple gossip statements and their effect on reputation and trustworthiness. *Proceedings of the Royal Society B: Biological Sciences*, 275(1650), 2529-2536.
- Sonnentag, S., & Krueger, U. (2006). Psychological detachment from work during off-job time: The role of job stressors, job involvement, and recovery-related self-efficacy. *European Journal of Work and Organizational Psychology*, 15(2), 197-217.
- Sonnentag, S., Kuttler, I., & Fritz, C. (2010). Job stressors, emotional exhaustion, and need for recovery: A multi-source study on the benefits of psychological detachment. *Journal of Vocational Behavior*, 76(3), 355-365. doi:<https://doi.org/10.1016/j.jvb.2009.06.005>
- Tepper, B. J. (2000). Consequences of abusive supervision. *Academy of management journal*, 43(2), 178-190. doi:<https://doi.org/10.5465/1556375>
- Tepper, B. J. (2007). Abusive supervision in work organizations: Review, synthesis, and research agenda. *Journal of management*, 33(3), 261-289. doi:<https://doi.org/10.1177/0149206307300812>
- Tepper, B. J., Duffy, M. K., Henle, C. A., & Lambert, L. S. (2006). Procedural injustice, victim precipitation, and abusive supervision. *Personnel psychology*, 59(1), 101-123. doi:<https://doi.org/10.1111/j.1744-6570.2006.00725.x>

- Van Jaarsveld, D. D., Walker, D. D., & Skarlicki, D. P. (2010). The role of job demands and emotional exhaustion in the relationship between customer and employee incivility. *Journal of management*, 36(6), 1486-1504.
- Wanous, J. P., Reichers, A. E., & Austin, J. T. (2000). Cynicism about organizational change: Measurement, antecedents, and correlates. *Group & Organization Management*, 25(2), 132-153. doi:<https://doi.org/10.1177/1059601100252003>
- Wilkerson, J. M., Evans, W. R., & Davis, W. D. (2008). A test of coworkers' influence on organizational cynicism, badmouthing, and organizational citizenship behavior. *Journal of Applied Social Psychology*, 38(9), 2273-2292. doi:<https://doi.org/10.1111/j.1559-1816.2008.00391.x>
- Yoo, H. L., Eisenmann, J. C., & Franke, W. D. (2009). Independent and combined influence of physical activity and perceived stress on the metabolic syndrome in male law enforcement officers. *Journal of occupational and environmental medicine*, 46-53.