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Job Insecurity as a Mediator Linking Work-place Bullying and Emotional Exhaustion: Religion as a Moderator Among Thailand Employees

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Abstract

Academically, despite the widespread acknowledgment of workplace bullying (WPB) as a significant contributor to health-related issues, detailed exploration of this relationship remains limited in scholarly literature. This study aims to address this gap by examining both direct and indirect associations between WPB and emotional exhaustion (EEx). Additionally, it investigates the moderating role of religion in buffering the impact of job insecurity (JIS) on EEx. Employing a quantitative approach, data was collected from 110 employees in Thailand, analysed using Smart PLS. The study utilized a two-stage model, treating WPB as a higher-order construct through manifest indicators. Results indicate significant positive relationships between WPB and both JIS and EEx, with WPB also exerting a significant indirect effect on EEx through JIS. Furthermore, the study reveals that religion moderates the link between JIS and EEx. Methodologically, the research relied on self-reported measures, posing potential issues related to common method variance (CMV). The findings suggest that HR practitioners should prioritize addressing EEx and JIS among employees affected by WPB, emphasizing the prevention of unjust job alterations and encouraging regular religious engagement as a potential protective factor for mental health. This research contributes to understanding and addressing EEx, JIS, and WPB within organizational contexts, offering implications for future research and organizational interventions.

Keywords: Emotional Exhaustion, Religion, Job Insecurity, Workplace Bullying, Thailand.

Introduction

Bullying in the workplace has increasingly emerged as a significant issue (Hidzir et al., 2017). Harassment and bullying are prevalent occurrences in various organizational contexts. For instance, reports indicate that bullying affects 5% to 10% of employees in Europe, and between 10% and 14% in the United States (Georgakopoulos & Kelly, 2017). Matthiesen and Einarsen (2007) underscored bullying as a global concern across organizations, with a prevalence of 3% to 4%, contributing significantly to serious health problems among victims. Hoel et al. (2011) emphasized the severity of workplace bullying on a global scale, urging employers worldwide to acknowledge its impact. WPB is characterized as persistent, unwanted aggression directed at an individual in the workplace, constituting a major social stressor linked to serious mental health issues (Spagnoli & Balducci, 2017). Glambek et al. (2014) suggested that JIS can be directly attributed to WPB. JIS, defined by Greenhalgh and Rosenblatt (1984) as the perceived powerlessness to maintain desired job continuity in a threatened job situation, is recognized as a risk factor for severe psychological and occupational stress (Witte, 1999). EEx represents one of the severe manifestations of workplace stressors, characterized by diminished spirit, empathy, faith, and emotional resilience among employees (Zapf et al., 2001). Employees experiencing workplace stressors often exhibit symptoms of EEx.

This study examines the mediating role of JIS between WPB and EEx. Völlink et al. (2013) proposed that persistent stressors could precipitate mental health issues, particularly when individuals perceive little ability to alter the stressful circumstances. According to the transactional stress model (Folkman, 2013), this hopelessness in changing a threatening condition like JIS can mediate the relationship between stressors such as WPB and psychological well-being. While existing research has established that WPB impacts outcomes such as job insecurity Glambek et al. (2014) and mental health (Ahmad et al., 2017), there is a paucity of studies on the indirect effect of WPB on EEx through JIS. This study contributes to

the literature by investigating the moderating influence of religion on the relationship between JIS and EEx.

While previous research has underscored a direct association between religion and mental health outcomes (Schnall et al., 2012; Sharma et al., 2017), Lorenz et al. (2019) have raised questions about the potentially intricate relationship between religion and mental health, suggesting that religion might mediate the impact of mental health problems such as EEx. This study aims to contribute to this area of inquiry by examining the moderating influence of religion on the relationship between JIS and EEx. In non-Western countries, empirical studies on WPB are relatively scarce (Ahmad et al., 2017). For example, reports from the International Labour Organization indicate that WPB in Thailand has not yet reached alarming levels, although media coverage of such issues is increasing. Bakar and Syafruddin (2017) documented instances of WPB and identified alleged perpetrators based on media reports: "I consistently contend with a heavy workload despite having equivalent responsibilities as my colleagues. They intentionally assign me additional files, even when other colleagues have minimal tasks. Additionally, I encounter challenges when attempting to request time off."

This study identifies the presence of bullying behaviour within Thai organizations. Yosep et al. (2019), as well as Yuwanich et al. (2017), have noted the relatively limited attention given to WPB in Southeast Asian countries like Thailand. Existing research in Thailand has predominantly focused on bullying at the school level. This research aims to investigate both the direct and indirect associations between WPB and EEx in the workplace, while also exploring the moderating influence of religion on the relationship between JIS and EEx within a unified framework.

Review of Literature and Development of Hypotheses

Relationship between WPB and EEx

WPB functions as a mechanism whereby employees are subjected over an

extended period to harmful behaviours and actions—such as weekly occurrences—by superiors or peers who wield perceived formal or informal power imbalances (Spagnoli et al., 2017). These behaviours often induce feelings of exhaustion, anger, fatigue, agitation, and irritability. Einarsen et al. (2009) contend that WPB encompasses physical assault and personal harassment, significantly impacting employees with negative health and behavioural consequences. The theoretical framework of burnout posits emotional exhaustion as its initial phase, necessitating a sequential progression. WPB has been linked to numerous adverse outcomes for its targets, encompassing both health and behavioural issues (Hoel et al., 2002). Workplace stressors like WPB can exacerbate emotional exhaustion, requiring individuals to expend additional emotional regulation efforts to meet work demands. Laschinger et al. (2010) underscored the importance of analysing factors contributing to emotional exhaustion due to its severe impact on employee burnout. Based on this literature, we propose the following hypotheses:

H1: WPB has a significant and positive impact on emotional exhaustion.

The Relationship between WPB and JIS

Maslow (1954) posited that security is a fundamental motivator for job performance. Similarly, Super (1957) asserted that security is among the primary needs and motivations for employment. These perspectives underscore the critical role of security in the workplace. Glambek et al. (2014) argued that WPB behaviours can instil a sense of JIS in victims, thereby complicating the relationship between JIS and WPB. Saunders et al. (2007) conceptualized powerlessness as central to workplace bullying, while Glambek et al. (2014) concluded that victims often struggle to address challenges posed by bullying that jeopardizes job continuity, consequently heightening levels of JIS over time. Spagnoli et al. (2017) highlighted a reciprocal relationship between WPB and JIS, finding evidence of an inverse correlation and emphasizing JIS as a significant factor in understanding WPB dynamics. This discourse sets the stage for the following hypothesis development:

H2: WPB has a significant and positive impact on JIS.

The Relationship between JIS and EEx

Roskies and Louis-Guerin (1990) contended that JIS is a critical issue impacting employees in today's technological and economic environment. Previous studies have demonstrated a robust positive correlation between JIS and EEx (Van den Broeck et al., 2010). Additionally, Li et al. (2010) found that JIS significantly affects EEx, contributing to considerable job strain and pressure. The absence of a sense of belonging within the organization often leads to a marked increase in employee JIS. Employees experiencing job insecurity exhibit poorer health outcomes due to heightened distress linked to insecurity levels. Arslan and Roudaki (2019) noted that when negative attitudes must be managed, EEx tends to focus on work and foster effective interactions with colleagues. Moreover, Li et al. (2010) argued that higher JIS provokes more negative emotions that employees must manage to display appropriate workplace emotions. However, the conservation of resources theory suggests that resource depletion is likely to exacerbate losses due to insufficient resources (Hobfoll, 2001). Overall, JIS jeopardizes current resources, leading to increased losses, such as diminished employee wellbeing. Consequently, this discussion informs the development of the following hypotheses:

H3: JIS has a significant and positive impact on EEx.
H4: WPB has a significant and positive impact on EEx through JIS.

Religion as a Moderator between JIS and EEx

The concept of religion encompasses "a unified system of beliefs and practices concerning sacred things [. . .] that unite all those who adhere to them into a single moral community" (Sosis & Alcorta, 2003). Religion's role as a moderator in the relationship between JIS and EEx is understood within the framework of stress process analysis. Previous studies have identified an inverse association between religion and mental disorders (Lorenz et al., 2019). Idler (1995) posits that religion mitigates the impact of stressors in two primary ways. First, by influencing the initial

appraisal of stressful events, prompting individuals to reinterpret them less severely, potentially as opportunities for spiritual growth or as part of a larger divine plan. Lorenz et al. (2019) suggested that religion played a moderating role in their observational research on the link between life-threatening events and depression. Religion also affects secondary stressors like JIS by bolstering individuals' resilience in enduring prolonged, challenging circumstances. Ellison et al. (2001) concluded that facets of religious involvement could have particularly beneficial effects on mental health for individuals experiencing high levels of stress, with less discernible impacts in other cases. According to this perspective, previous research indicates that religion can mitigate depression and anxiety in individuals facing health challenges and other life stressors, including those encountered in work contexts. Nonetheless, Ellison et al. (2001) noted that religion also moderated the adverse effects of all stressors, including JIS. Thus, the aforementioned points contribute to the formulation of the following hypothesis:

H5: The link between JIS and EEx is moderated by religion.

Methodology

Sampling Technique

Given the rising incidence of workplace bullying across various organizations (approximately 12-14%), 450 questionnaires were distributed to public sector employees in Bangkok, Thailand. Respondents were selected randomly, without regard to tenure, professional background, location, or age. Out of the 450 questionnaires distributed, 110 were returned, resulting in a response rate of 24.44% for the current study. Hidzir et al. (2017) noted that small sample sizes in WPB studies are common due to the sensitive nature of the issues involved. Additionally, this study employed the ten-times rule technique in smart Partial Least Squares (PLS) analysis, as advocated by Hair et al. (2011), which requires that the sample size of each latent variable in the structural path model be at least 10 times the number of structural paths. Therefore, the sample size in this research exceeded the minimum requirement set by the ten-times rule technique.

Furthermore, similar to other research efforts, attempts were made to reach non-respondents after the initial round of data collection. In this analysis, the response rate was deemed not to significantly affect the validity of the test. The inclusion of new data did not substantially alter or undermine the results, leading to the assumption that the lower response rate in the current study did not compromise the accuracy of the findings.

Measurement Scales

The WPB measurement scale utilized in this study was adapted from Einarsen and Raknes (1997), employing the Negative Acts Questionnaire (NAQ) consisting of eighteen negative items. The NAQ has been rigorously developed, validated, and widely applied across various geographical contexts. Similarly, the JIS scale, comprising five items, was adopted from Hellgren et al. (1999). Furthermore, the measurement scale for Emotional Exhaustion included six items, sourced from Firth et al. (2004). Lastly, the measurement of Religion utilized nine items based on Allport (1950) framework. All items were assessed using a 5-point Likert scale ranging from 1 to 5 (strongly disagree to strongly agree).

Analysis and Findings

Demographic Profile

The demographic profile of participants, detailed in Table 1, indicates a predominance of female respondents (74.54%) over male respondents (25.46%). Similarly, the majority of participants fell within the age brackets of 31-35 years (42.72%), followed by 26-30 years (38.18%), 36-40 years (10.91%), 41-50 years (2.73%), 21-25 years (3.64%), and 51-60 years (1.82%). The majority of participants identified as Thai (86.36%), with smaller percentages identifying as Malay (5.45%), Chinese (2.73%), and other ethnicities (5.45%). Regarding work experience, most participants reported having 5-10 years of experience (70.91%), followed by 11-16 years (13.64%), 1-4 years (6.36%), 17-22 years (5.45%), and over 22 years (3.64%).

Table 1: Demographic Profile.

Variables	Description	Frequency	Percentage (%)
Gender	Men	28	74.54
	Women	82	25.46
Age	21 to 25 years	4	3.64
	26 to 30 years	42	38.18
	31 to 35 years	47	42.72
	36 to 40 years	12	10.91
	41 to 50 years	3	2.73
	51 to 60 years	2	1.82
Race	Thailand	95	86.36
	Chines	3	2.73
	Malay	6	5.45
	Others	6	5.45
Work Experience	1 to 4 years	7	6.36
	5 to 10 years	78	70.91
	11 to 16 years	15	13.64
	17 to 22 years	6	5.45
	Above 22 years	4	3.64

Testing of Hypotheses

For this analysis, the hierarchical model of WPB was assessed using the PLS approach. PLS-SEM has been extensively employed in management studies (Chin et al., 2010; Henseler et al., 2009). Smart PLS allows for the simultaneous analysis of both the measurement (outer) model and the structural (inner) model, facilitating a comprehensive evaluation of interrelationships (Chin, 2010). The Smart PLS technique was utilized to assess the validity and reliability of the measurement model, the coefficient of determination (R2) value, and to perform bootstrapping for path coefficients (Henseler et al., 2009). The study identified WPB as a higher-order construct comprising physical intimidation bullying (PIB), work-based bullying (WBB), and PRB.

Measurement (Outer) Model Testing

PLS was employed to assess the two-stage model using a repeated indicator approach to operationalize higher-order components (Tenenhaus et al., 2005). In the first stage of the measurement model, both discriminant validity and convergent validity (CV) were examined for all lower-order components. Subsequently, scores

from the first-order components were utilized to construct a second-order component, WPB (Akter et al., 2011).

Table 2: Results of Measurement Model.

Constructs	Scale Type	Indicators	Loadings	CR	AVE
Emotional Exhaustion	Reflective	EEx_1	0.764	0.931	0.601
		EEx_2	0.731		
		EEx_3	0.840		
		EEx_4	0.722		
		EEx_5	0.714		
		EEx_6	0.763		
Job Insecurity	Reflective	JIS_1	0.875	0.867	0.662
		JIS_2	0.740		
		JIS_3	0.728		
Religion		Re_1	0.746	0.921	0.512
		Re_2	0.613		
		Re_3	0.562		
		Re_4	0.680		
		Re_5	0.676		
		Re_6	0.761		
		Re_7	0.734		
		Re_8	0.815		
		Re_9	0.727		
Physical Intimidating Bullying	Reflective	PIB_1	0.904	0.943	0.789
		PIB_	0.845		
		PIB_	0.734		
		PIB_4	0.840		
		PIB_5	0.762		
Work based Bullying	Reflective	WBB_1	0.835	0.924	0.621
		WBB_2	0.724		
		WBB_3	0.737		
		WBB_4	0.750		
		WBB_5	0.862		
		WBB_6	0.864		
		WBB_7	0.719		
Person related Bullying	Reflective	PRB_1	0.543	0.942	0.725
		PRB_2	0.580		
		PRB_3	0.637		
		PRB_4	0.561		
		PRB_5	0.813		
		PRB_6	0.718		

Discriminant validity and CV analyses were conducted to evaluate the lower-order constructs, with all reflective items exhibiting loading values exceeding the

recommended threshold of 0.50. Table 2 shows composite reliability (CR) values ranging from 0.867 to 0.943, surpassing the recommended threshold of 0.70, indicating strong relationships between indicators and their latent variables. Average Variance Extracted (AVE) values ranged from 0.512 to 0.789, all exceeding the threshold of 0.50. Discriminant validity, assessed by comparing AVE with shared variances, is confirmed in Table 3, where inter-variable correlations and square roots of AVE for lower-order components exceed shared variances, confirming model validity.

Table 3: Inter Constructs Correlations of Lower Order Component.

Constructs	AM	SD	EEx	JIS	PRB	PIB	Re	WBB
EEx	3.10	0.80	0.757					
JIS	3.00	0.90	0.424	0.810				
PRB	1.80	0.89	0.231	0.223	0.840			
PIB	1.45	0.76	0.156	0.261	0.732	0.887		
Re	3.99	0.70	0.265	0.062	–0.052	–0.187	0.714	
WBB	2.20	0.90	0.179	0.093	0.775	0.594	–0.081	0.778

Lower Stage WPB Model Assessment

This study utilized WPB as a reflective higher-order hierarchical component, comprising three reflective lower-order components: PRB, WBB, and PIB, with a total of eighteen indicators. This hierarchical component accounts for the explained variance in its lower-order components, with WBB explaining 81%, PIB 75%, and PRB 89%. The path coefficients from WPB to its lower-order constructs are significant at $p < 0.01$, as indicated in Table 4. Consequently, both the composite reliability and AVE values of WPB exceed the threshold values, standing at 0.954 and 0.552, respectively.

Structural (Inner) Model Testing

Direct Effect

The inner model, as assessed by Partial Least Squares analysis and summarized in Table 5, controlled for variables such as gender, age, race, and work experience across all analyses to mitigate potential influences on independent and dependent latent variables. It is crucial to ensure that integrating these variables

into the research model does not distort the impact of exogenous latent constructs on endogenous latent constructs (Mohamad & Chin, 2019), thereby preventing underestimation or overestimation of the predictors' effects on the endogenous latent construct. The study results indicate that the control variables exhibited no significant impact on EEx, as detailed in Table 5. Bootstrapping analysis revealed a significant direct effect of WPB on EEx (beta value = 0.273, $p < 0.05$), confirming the support for Hypothesis 1.

Table 4: Path Coefficient Results of WPB.

Constructs	R^2 Values	Beta-Values	P-Values
PIB	0.75	0.90	0.01
PRB	0.89	0.96	0.01
WBB	0.81	0.86	0.01

Note: CR = 0.954 and AVE = 0.552

Table 5: Results of Structural Model.

Relationships and R^2	Model 1 with Control Variables, Beta and p Values	Model 2 with Direct Effect, Beta and p Values	Model 3 with Indirect Effect, Beta and p Values	Model 4 with Mediating and Moderating Effects, Beta and p Values
Age	–0.111 (0.366)	–0.187 (0.19)	–0.156 (0.20)	–0.152 (0.16)
Gender	0.006 (0.96)	0.029 (0.83)	0.045 (0.69)	0.003 (0.73)
Race	0.072 (0.40)	0.101 (0.40)	0.081 (0.39)	0.067 (0.41)
Work Experience	0.053 (0.58)	0.113 (0.41)	0.164 (0.18)	0.108 (0.43)
WPB -> EEx		0.273 (0.000)	0.133 (0.21)	0.119 (0.20)
WPB -> JIS			0.262 (0.000)	0.262 (0.000)
JIS -> EEx			0.387 (0.000)	0.387 (0.000)
WPB -> JIS -> EEx			0.113 (0.01)	0.088 (0.03)
JIS*Re _> EEx				-0.244 (0.01)
R^2 (Variance Explained)		0.18	0.25	0.34

Note: *p < 0.05, **p < 0.01

Mediating and Moderating Effects

The indirect effects, as outlined by Baron and Kenny (1986), are depicted in Table 5 (Model 4). The structural path coefficient results indicate that WPB significantly impacts JIS (beta value = 0.262, $p < 0.05$) (H2), and JIS significantly

influences EEx (beta value = 0.387, $p < 0.05$) (H3). Utilizing the bootstrapping method proposed by Preacher and Hayes (2008), the indirect effect of WPB on EEx via JIS was assessed. The results show that the indirect impact of JIS between WPB and EEx is statistically significant (beta value = 0.113, $p < 0.05$), supporting Hypothesis 4. Furthermore, employing an interaction term, the moderating effect of religion between JIS and EEx is observed in Table 5 (Model 4) (Chin et al., 2003). To evaluate these effects, the two-stage approach recommended by Hair Jr et al. (2017) was employed, ensuring all variables were evaluated using reflective items. In the first stage, the mediated model was computed to derive latent factor scores, which were then documented for subsequent Stage 2 analysis without the interaction effect. In Stage 2, these latent construct scores were combined, and the interaction variable (JIS*religion) was created to predict EEx (Hair Jr et al., 2017). The study results demonstrate that the interaction variable is statistically significant (beta value = -0.244, $p < 0.05$), confirming support for Hypothesis 5.

Table 6: Results of Multi-Group Analysis.

Relationships	**t-Values (Work exp between 5 and 10-year Vs Other)**	**p-Values (Work exp between 5 and 10-year Vs Other)**
WPB -> JIS -> EEx	1.684	0.087
JIS*Religion -> EEx	0.088	0.931
Relationships	t-Values (Between 31- and 35-year Vs Other)	p-Values (Between 31- and 35-year Vs Other)
WPB -> JIS -> EEx	0.745	0.502
JIS*Religion -> EEx	0.487	0.628

Moreover, considering that a significant portion of participants had between 5 and 10 years of work experience, there was a concern regarding potential bias against this demographic subgroup in the results. However, participants were categorized into two main groups based on their work experience—5 to 10 years and others. A multi-group analysis tested differences in the indirect impact of WPB on EEx through JIS (H4) and the moderating effect of religion on JIS and EEx (H5) (Henseler et al., 2009). Table 6 shows p-values above 0.05, indicating no significant group differences for H4 and H5. Similarly, although a majority of participants were aged between 31 and 35 years, the data were divided into two main groups—31 to 35 years and others. However, this analysis did not reveal a significant difference, as evidenced by p-values above 0.05 in

Table 6, indicating that the differences between H4 and H5 are not statistically significant. Thus, it was concluded that the outcomes of the inner model for both groups were consistent.

Discussion

While the examination of WPB impacts across different countries is essential (Hoel et al., 2011), empirical evidence on moderating and mediating models appears more prevalent in the literature, particularly in studies focused on Thailand. Consequently, oversimplified models of WPB could result from interactions, interventions, or neglecting effects. This study addresses these gaps by elucidating that the relationship between WPB and EEx is mediated through JIS, and that religion moderates this relationship, acting as a form of social support to mitigate the link between JIS and EEx. The initial findings underscored a significant correlation between WPB and EEx. The adverse impact of a hostile work environment on emotional and mental well-being is widely acknowledged (Sonnentag et al., 2010). Targets of WPB may experience emotional dissonance when they must feign emotions they do not genuinely feel, potentially leading to emotional exhaustion. Moreover, this research revealed that WPB positively influences JIS. Individuals subjected to WPB often experience unwarranted job insecurity, with their professional integrity sometimes compromised (Leymann, 1990). This finding aligns with research by Bordia et al. (2006), indicating that JIS is exacerbated by workplace rumours and gossip, frequently associated with WPB.

Research has demonstrated the positive impact of JIS on EEx. Li et al. (2010) empirically established that JIS significantly influences EEx as a workplace stressor. Moreover, employees facing various work-related stressors, including JIS, often experience higher levels of EEx (Zapf et al., 2001). Furthermore, the findings of this study indicate that the relationship between WPB and EEx is mediated by JIS. WPB contributes to diminished well-being through increased EEx, as employees exposed to WPB perceive their job security as threatened by hostile working conditions. This observation aligns with Völlink et al. (2013), who argue that employees facing WPB may initially perceive the situation as a threat ("primary appraisal"), leading to long-

term perceptions of inadequate coping capabilities ("secondary appraisal"), thereby increasing the risk of psychological disorders such as EEx. Additionally, religion has been observed to moderate (buffer) the correlation between JIS and EEx. This finding significantly contributes to the stress process framework, highlighting religion's role in mitigating psychological distress in daily stressors. The inverse relationship observed between JIS and religiosity on EEx suggests that as religiosity levels increase among Thai employees, the impact of JIS on EEx diminishes. This finding is supported by Lorenz et al. (2019) and Ellison et al. (2001), who argue that religion moderates the negative impacts of various stressors.

Theoretical Contributions

The findings made a significant contribution to the Transactional Theory of Stress (TTS) (Völlink et al., 2013). Researchers observed that as employees perceive JIS and feel powerless to improve their situation in the face of WPB, they experience EEx. Employees may begin to believe they have no choice but to accept their circumstances, leading to feelings of helplessness and fear of job loss, thereby increasing EEx. Consistent with the TTS (Folkman, 2013), the correlation between evaluations of working conditions such as WPB and JIS, and employee functioning such as well-being, underscores the concept of Conservation of Resources (Hobfoll, 2001), which posits that resource depletion leads to further losses. Religion's moderating role in the correlation between JIS and EEx enhances understanding of the stress process. These results support a stress process model that predicts the need for social and psychological resources to cope with chronic stressors and adverse events. According to Burger (2017), psychological and social factors, such as Religiosity (Re), act as moderators in the relationship between mental health disorders and stressful life experiences, enhancing self-esteem, promoting constructive behaviours, and strengthening social networks. Religion's buffering effect on the impact of JIS on EEx may involve a re-evaluation of JIS facilitated by beliefs that events occur for a purpose, contributing to spiritual growth.

Practical Contributions

Based on the research findings indicating the impact of WPB on EEx

mediated by JIS, policymakers in Thailand may prioritize solutions aimed at minimizing JIS among employees. HR professionals should be vigilant about the detrimental effects of workplace bullying, which can lead to job insecurity and potentially job loss. Efforts should focus on preventing unnecessary and unauthorized changes or reassignments of job tasks, as these could disrupt the indirect pathway from WPB to EEx and significantly reduce the mediating role of JIS. Religious organizations, which advocate unity and promote well-being, can contribute to mental health through religious engagement. This involvement can potentially reduce the occurrence of traumatic incidents such as JIS, thereby supporting overall mental well-being among employees.

Limitations and Future Research Directions

Firstly, this study relied exclusively on self-reported measures, potentially introducing response biases due to method variance (Podsakoff & Organ, 1986). Such biases could be particularly notable in this research, as all variables were assessed by the same respondents. Additionally, time delays and the baseline results of the analysis were statistically controlled (Podsakoff et al., 1986). Moreover, the research included a small yet sufficient sample size of 110 respondents. Future studies should consider larger sample sizes to enhance generalizability of the findings. Furthermore, the majority of participants in this study identified as Muslims. Future research could benefit from including participants from diverse religious backgrounds and viewpoints to better understand variations in WPB practices across Islamic and non-Islamic organizations.

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