

EXPLORING THE DEVASTATING IMPACT OF WORKPLACE HAZING ON BURNOUT: THE ROLES OF PROCRASTINATION AND ROLE AMBIGUITY

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ABSTRACT

The study uses Structural Equation Modeling (SEM) to examine the correlation between workplace hazing, procrastination, role ambiguity and burnout on primary data collected on 480 employees in governmental and non-governmental organizations in Islamabad. The independent variable is assumed to be workplace hazing, the mediating variable is procrastination, the moderator is role ambiguity, and the dependent variable is burnout. Results show that a strong and positive relationship exists between procrastination and hazing in the workplace, with hazed employees more likely to postpone tasks. Role ambiguity supports this relationship by strengthening the effect of hazing on procrastination. Procrastination and role ambiguity, respectively, increase the occurrence of burnout among the employees. These results underscore the adverse impact of the workplace hazing and role ambiguity on worker well-being and performance. The analysis highlights the importance of minimizing hazing habits, enhancing job expectations, and dealing with procrastination issues to reduce burnout and create healthier and more productive work environments.

Keywords: Workplace hazing, Procrastination, Role ambiguity, Burnout

1.1 BACKGROUND OF STUDY

Hazing is the abuse directed at new employees once they are connected to the organizing, depending on the area and sector. This practice may lead to severe psychological and physical damages because of threatening. Studies show that hazing influences emotional reactions, and exposure to hazing activities resulting in adverse consequences such as sadness and reduced group cohesion (Mawritz et al., 2022). Procrastination is a popular example of hazing in the workplace, which is often complained about by employees which adds to frustration and poor satisfaction. Evidence has shown that hazed individuals are less likely to be less engaged, which increases turnover and reduces organizational commitment (Duffy et al., 2019). Therefore it is important to learn about procrastination and hazing to develop a productive, low environment stress workplace. Role ambiguity is a condition that arises when employees experience unclear expectations, which in turn cause stress and have adverse effects affecting people and the environment. The major occupational hazard associated with burnout, poorly orchestrated roles, professional inefficacy, cynicism, and exhaustion. Current study intends to examine causes of employee burnout, especially workplace hazing and procrastination, with the aim of advancing insight and insights on minimizing burnout in Pakistani workplaces. The results can help organizational leaders to enhance workplace culture to promote better health conditions and lower burnout. This study aims to provide a theoretical contribution to the study of the elements that helps to manifest employee burnout, with a specific focus on hazing in the workplace and procrastination. Through the study of these processes, the study aims to extend the current body of knowledge and offer new understanding of the causes of burnout. The findings of the research should provide useful information to practitioners alleviating

burnout in the workplace. The current research aims to contribute to understanding of the impact of workplace hazing on employee burnout and well-being, namely, in the Pakistan public and private sectors. The lessons learned in this study can empower organizational leaders to reconsider and refine their workplace culture, which will eventually lead to less burnout and healthier and more productive work environments. According to Mawritz et al. (2022), workplace hazing is a non-formal practice marked by humiliating behaviors exposed to new employees. It has five types; testing, task-related hazing, verbal and physical abuse, and segregation. Thomas et al. (2021), however, indicate that this is not applicable in every case definition as not all hazing is bad, unlike the consistently bad of harassment. Despite the varied perception of hazing, it is perceived negatively because, in many cases, it results in humiliation or danger for newcomers. Common features of hazing are temporality, unidirectional and coerciveness. As an example, research indicates adverse effects on the group dynamics within nursing teams as a result of hazing rituals. Furthermore, hazing at the workplace has proven to have negative impact on the newcomer adjustment and group cohesion. On the whole, hazing may increase stress and attrition rates among members. Mawritz et al. (2022) prove that workplace hazing affects adversely measures of adaption of new-comers, including person-job fit, social acceptance, and neglect. Thomas et al. (2021) identified that workplace hazing to employees can lead to various adverse consequences to individuals and groups. The consequences include stress on commitment, the strength of the group identity, member turnover and break-up, and endorsement of hazing. Hazing may enhance the homogeneity and cohesiveness of a group of members and ideals.

LITERATURE REVIEW

2.1 Workplace Hazing

The practice of humiliating or abusing co-workers in the workplace to induce hazing, which is toxic culture is capable of throwing a dark cloud over staff morale, eventually resulting in burnout. Although there is no research directly testing the causal relationship between hazing and burnout in its infancy, and the current literature on stress in the workplace is alarming. Studies indicate that hazing, which frequently leads to persistent stress, may directly cause employee burnout, the main symptom of emotional fatigue (Schaubroeck et al., 1993; Nielsen & Einarsen, 2018). The unceasing attack of publicly are humiliation, unrealistic workloads, tight deadlines, and social exclusion in hazing, may make the victims feel exhausted and emotionally exhausted and eventually result in burnout. Hazing inflicts psychological harm not only in the form of stress. The studies by Nielsen and Einarsen (2018) and Einarsen et al. (2011) explores the correlation between bullying at work, such as in hazing, and the feeling of cynicism and weakened sense of personal accomplishment, which are core elements of burnout (Maslach). & Leiter, 2016). Hazing may make workers doubt their capabilities, cynicizing about their job and a lack of identification (Einarsen et al., 2011). Along with the experience of being a victim of hazing, declined self-esteem, self-satisfaction, and self- efficacy which impedes motivation and performance, eventually leads to employee burnout (Einarsen et al., 2009). Individual differences also add to the employees' vulnerability to the negative consequences of hazing. The study by Vartiainen et al. (2017), the less resilient employees are more vulnerable to the adverse effects of work-related stress including burnout. Some personality traits, including neuroticism, may increase individuals' susceptibility to the psychological effects of hazing (Einarsen et al., 2011).

2.1.1 Workplace Hazing and Burnout

The workplace hazing, which involves humiliating or abusing colleagues creates a health-threatening environment, which casts a long shadow in employee health ultimately resulting in burnout. Although the causal connection between hazing and burnout has not been investigated directly yet, the current literature on stress at the workplace remains alarming. Research by Schaubroeck et al. (1993) and Nielsen and Einarsen (2018) confirms that chronic stress, frequently due to hazing, may directly result in staff burnout, the main symptom of emotional fatigue. The relentless humiliating of the public, unrealistic workload with strict deadlines, and social ostracizing, which are typical hazing methods, may leave victims emotionally exhausted, drained, and eventually burned out. Stress is not the only way in which hazing causes psychological harm. A research by Nielsen and Einarsen (2018) and Einarsen et al. (2011) examines the relationship between workplace bullying, such as hazing behaviours, and the sense of cynicism and reduced sense of personal accomplishment, which are central to burnout (Maslach and Leiter, 2016). Hazing may prompt employees to doubt their capabilities, which results in cynicism regarding the work and experience of being detached (Einarsen et al., 2011). Also, the perceived victimization and undermining of the target through hazing may compromise the sense of achievement and self-efficacy, impair motivation and performance, and eventually lead to employee burnout (Einarsen et al., 2009). Individual differences also add to the extent of susceptibility of the employees to the negative impact of hazing. The study conducted by Vartiainen et al. (2017) indicates that low-resilience employees are more prone to the adverse consequences of occupational stress, including burnout. Having some personality traits, including neuroticism, may increase the exposure of individuals to the psychological effects of hazing (Einarsen et al., 2011). Toxic culture such as humiliating or abusing fellow employees at the place of work in order to humiliate them so that they can feel humiliated to a certain extent can cast a dark cloud on employee morale, and ultimately lead to burnout. Although there is no research directly testing the causal relationship between hazing

and burnout in its infancy, and the current literature on stress in the workplace is alarming. Studies indicate that hazing, which frequently leads to persistent stress, may directly cause employee burnout, the main symptom of emotional fatigue (Schaubroeck et al., 1993; Nielsen & Einarsen, 2018). The unceasing attack of publicly are humiliation, unrealistic workloads, tight deadlines, and social exclusion in hazing, may make the victims feel exhausted and emotionally exhausted and eventually result in burnout. Hazing inflicts psychological harm not only in the form of stress. The studies by Nielsen and Einarsen (2018) and Einarsen et al. (2011) explores the correlation between bullying at work, such as in hazing, and the feeling of cynicism and weakened sense of personal accomplishment, which are core elements of burnout (Maslach). & Leiter, 2016). Hazing may make workers doubt their capabilities, cynicizing about their job and a lack of identification (Einarsen et al., 2011). Along with the experience of being a victim of hazing, declined self-esteem, self-satisfaction, and self- efficacy which impedes motivation and performance, eventually leads to employee burnout (Einarsen et al., 2009). Individual differences also add to the employees' vulnerability to the negative consequences of hazing. The study by Vartiainen et al. (2017), the less resilient employees are more vulnerable to the adverse effects of work-related stress including burnout. Some personality traits, including neuroticism, may increase individuals' susceptibility to the psychological effects of hazing (Einarsen et al., 2011).

2.2 Procrastination

Procrastination, which can be described as the act of postponing scheduled activities, especially at work. The practice can intensify any mismanagement of workloads contributing to a substantial economic cost (Paulsen, 2015), the phenomenon is understudied in the area of occupation as opposed to an academic one, although it has adverse effects on productivity and employee health. Procrastination is defined as self-control deficit and is likely to result in both negative emotional conditions such as guilt and anxiety and physical health problems based on related stress. Current literature on workplace procrastination has looked at the occupations of the constantly procrastinating individuals (Nguyen et al., 2013), how they have been measured (Ferrari, 1992), and how well the different temporal orientations forecast workplace procrastination (Gupta et al., 2012). Procrastination in its various forms, as a trait or a condition, negatively affects psychological health and is linked to various negative outcomes including guilt, shame, anxiety, sadness and impaired mental health (Stead, Shanahan, and Neufeld, 2010; Martin, Flett, Hewitt, Krames, and Szanto, 1996; Senecal, Koestner, and Vallerand, 1995). The severe effect of procrastination on physical health can be explained, to a large extent, by the stress it creates (Sirois and Pychyl, 2017; Tice and Baumeister, 1997).

2.2.1 Procrastination and Burnout

Although seemingly distinct, procrastination and burnout may become a twisted web at the workplace. Procrastination, or the process of delaying things, is usually due to perfectionism or fear of loss (Lay and Wrench, 2010). This repeated lateness causes work to accumulate, impending time constraints, and a sense of being overwhelmed (Sirois, 2013). It may be the stress in the form of anxiety, restlessness and lack of concentration (Steel, 2007) which will eventually affect work performance and overall well-being. The problem is severe as procrastination develops a vicious cycle to burnout. Employees who procrastinate have increased risk of developing chronic stress as they accumulate work demands. Consequently, such strains can generate a sense of helplessness and loss of sense of achievement, which are the fundamental attributes of burnout (Maslach and Leiter, 2016). Procrastination is another symptom of burnout that may also result in cynicism towards work (depersonalization) when deadlines are not met and tasks are not accomplished (Hewitt et al., 2020; Tice and Baumeister, 1997). Curiously enough, it is a two-way relationship. Procrastination can be linked to burnout as well. Individuals with burnout may lack motivation and energy to initiate or complete activities, and therefore delay the tasks (Van der Leiden et al., 2008). This only perpetuates the stress and burnout. Measures that organizations can embrace to ensure that employees are not caught in this never-ending circle include time management training, which trains employees to prioritize and avoid procrastination (Sirois, 2014). Additionally, stress management programs may assist employees in offering the tools to minimize the negative effect of procrastination and prevent burnout. Finally, making the job manageable can help to reduce stress and procrastination inclination in general (Burke, 2009). The issue of procrastination and burnout can be addressed at the micro level so that the organizations will be able to create a healthier workplace and improve the well-being of their employees.

2.3 Role Ambiguity

The prior researches on role ambiguity, which found four dimensions: 1) ambiguity in goals and expectations, 2) process ambiguity linked to the goal achievement, 3) ambiguity in priorities, and 4) ambiguity in behavior (Sawyer, 1992). Studies show that there is a relationship between role ambiguity and adverse consequences, but little has been done to investigate the experiences and the strategies used by individuals (Schaubroeck et al., 1993). The existing questions have indicated that role ambiguity can have a curvilinear association with job satisfaction, which poses questions concerning what levels of role ambiguity are best in facilitating learning and motivation. It is crucial to know the ideal levels of ambiguity to be used in management. However, job ambiguity may also mediate the effect of hazing on procrastination. According to research by Tekle (2010), job uncertainty plays a mediating role in the relationship between inefficient work practices and stress at work. Even mild hazing can be felt more acutely by new employees under highly ambiguous circumstances, perhaps with the resultant heightened tendency to delay as a coping mechanism. Conversely, expectations can be more direct leading to a higher likelihood of workers reporting hazing

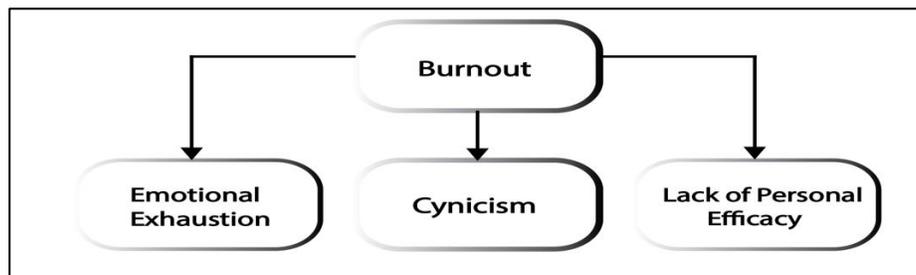
or finding alternative coping strategies other than absconding (Mitchell and Ambrose, 2008). The strength of the moderating effect and the effect of variability in individual personality or coping style remains open to further research. Role ambiguity can lead to the unintended effect of creating an environment in which workplace hazing is promoted. Schaubroeck et al. (1993) remark that long-tenured employees are more prone to attack new employees whose jobs are not yet defined and lack supervision in the organization. Hazing thrives where the conditions are not clear with unclear expectations and unclear boundaries (King and King, 1990). When new employees are not clear about the roles they are assigned, they can be exploited by more advanced people who will use unsuitable initiation rituals to ensure that they establish superiority or cannot help but occupy themselves in times of boredom (Raghavan, 1997). This can negatively impact the health of the new employee and increase the likelihood of stress, poor job satisfaction, and turnover (Nielsen and Einarsen, 2018). Moreover, role ambiguity is a powerful inducer of procrastination. Employees may put off beginning or finishing work entirely if they are unclear about expectations, goals, or task priorities (Bedeian & Armenakis, 1981). As a maladaptive coping strategy, procrastination is used to avoid the tension and possible bad outcomes that occur with role uncertainty. When faced with an unclear task, workers may put things off until the last minute in the hopes that clarity will manifest itself or just to avoid the risk of failing because of ambiguous expectations (Steel, 2007).

2.4 Burnout

The concept of burnout encompasses three essential dimensions: Depersonalization or cynicism leads to decreased personal achievement or a lack of personal effectiveness and emotional fatigue. Emotive expression depicts the fundamental individual strain side of burnout and represents to physical resources and being exhausted of a person's emotions. The depersonalization or cynicism elements refer the interpersonal framework burnout dimension. Decreased achievements denote the evaluation of dimension of burnout and represent to lack of achievement and feeling of incompetence and workplace output. Burnout is consider as a procedure in time: enhancement complying struggles with outside needs which moves towards to emotional collapse, that is a generation for depersonalization, that ultimately indicates the elimination of individuals achievements which adds more exhaustion of emotions in several procedures (Maslach, Schaufeli, & Leiter, 2001; Schaufeli, et al., 2009)

Burnout has profound repercussions that extend beyond individual perceptions and feelings (Goh et al., 2019; Pfeffer, 2018). The repercussions of burnout include diminished innovation and creativity (Huhtala & Parzefall, 2007), as well as an increase in workplace defects, accidents, and injuries (Han et al., 2019; Nahrgang et al., 2011).

Figure 2.1 Dimensions of Burnout



2.5 Mediating Role of Procrastination between Workplace Hazing and Burnout

The correlation between burnout and procrastination is also established. Emotional exhaustion, depersonalization, and a loss of personal accomplishment are common features of burnout caused by ongoing stress, and a lack of ability to effectively manage work activities (Maslach and Leiter, 2016). Procrastination increases the work pressure and stress associated with the work and augments the impact of emotional exhaustion and burnout (Tice and Baumeister, 1997). Moreover, the games of procrastination may trigger a sense of guilt and incompetence, hence reducing self-perception of personal achievement and making a person more likely to experience burnout (Sirois, 2014). There are several empirical studies that support the mediating role of procrastination. A study conducted by Metin et al. (2016) has determined that job stress and procrastination were highly related with each other and, consequently, both of the variables were associated with burnout. Furthermore, Sirois (2014) demonstrated a clear association between the presence of task procrastination practice and increased stress and burnout levels among employees.

2.6 Moderating Function of Role Ambiguity between Workplace Hazing and Procrastination

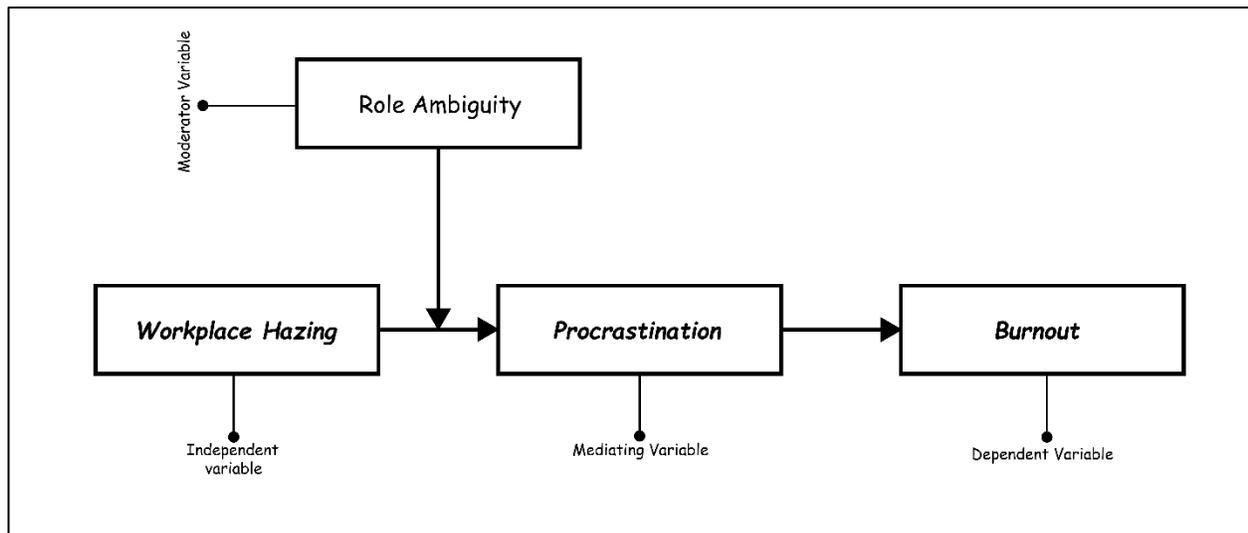
Workplace hazing, when humiliating or abusing other employees, can also be another significant source of stress (Nielsen and Einarsen, 2018). According to a study conducted by Steel (2007), stress is a factor that contributes to procrastination in which people might delay tasks as a coping mechanism. Furthermore, hazing shapes a climate that does not promote psychological safety, which is a sense of security to make mistakes or take risks (Van den Brug et al., 2016). This insecurity can cause procrastination indirectly. On the other hand, the study examining role ambiguity, which is a work state where there is confusion about expectations and responsibilities, presents a more precise view

of how it impacts procrastination. Research by Tekle (2010) suggests that role ambiguity can also lead to counterproductive work attitudes like procrastination. When expectations are ambiguous and workers are left to guess how to do things, workers might struggle to prioritize tasks or even be baffled on how to do it leading to procrastination (Dahl, 2006). Drawing on these findings, our hypothesis can be as follows: role ambiguity could mediate between procrastination and workplace hazing. The mild types of hazing could be more profoundly felt under the conditions of high-role ambiguity that lead to further procrastination as a coping mechanism due to a sense of being overwhelmed and being confused (Tekle, 2010). Conversely, the existence of distinct roles could provide the employees with the ability to report the hazing or find alternative coping strategies, reducing procrastination (Mitchell and Ambrose, 2008).

2.7 Theoretical Support and Framework

Demerouti et al. (2001) proposed the Job Demands-Resources (JD-R) Model that is known to explain employee well-being and organizational behavior. It outlines job demands as task demand that entails sustained effort therefore incurs psychological or physiological costs but job resources help work objectives and personal growth (Bakker and Demerouti, 2007). The research problem of this study is the impact of work place hazing on employee burnout and procrastination as key job demands that create fatigue and stress. Hazing leads to a negative work environment, which fuels emotional fatigue and encourages procrastination as a coping mechanism due to the heightened stress (Kamerade and Richardson, 2018; Schaufeli and Taris, 2014). The inclusion of the JD-R Model in this research has theoretical and practical benefits. Theoretically, it extends the application of the JD-R Model to the full comprehension of the particular role of workplace hazing on burnout and procrastination (Bakker and Demerouti, 2017). The findings can provide valuable insights to administrators of organizations about the necessity of dealing with hazing and defining the duties of the jobs to decrease burnout and improve work-related well-being (Tims, Bakker, and Derks, 2013). This research will contribute to better working environments that are healthier and supportive of workers, as it will offer important insights into such dynamics.

Figure 2.2 Theoretical Framework of Research



Research Hypotheses

- H₁: Workplace hazing has significant effects on burnout.
- H₂: The association between workplace hazing and burnout is subject to mediation by procrastination.
- H₃: Role ambiguity moderates the relationships between workplace hazing and procrastination.

METHODOLOGY

3.1 Design of Sample

It is a descriptive study aimed at examining the behavior of employees in both public and private organizations and collecting data by use of a survey questionnaire. It has a causal and cross-sectional design with data being gathered at one point. The sample was chosen by random sampling in different strata of the population to ascertain the applicability and randomness of the sample (Sekaran, 1983).

3.2 Research Philosophy

This study uses the hypothetic-deductive approach. Our hypotheses have been supported with existing literature and past studies and will be tested empirically to be validated. The quantitative method is normally used to measure large populations. Accordingly, a quantitative research approach will be used to collect data and establish associations

between variables.

3.3 Method of Data Collection

The primary data for this purpose is collected by means of a survey questionnaire administered to personnel in both the public and private sector organizations. 550 questionnaires were distributed and 480 responses were get back. The surveys conducted by self-managed institutions may provide a high level of confidentiality, making it difficult to trace the survey back to the respondents (Bjarnason, 1995). Undoubtedly, the author's virtuous right of principle ensures confidentiality. Nevertheless, the author's design incorporates confidentiality as a significant characteristic. Self-assurance in the questionnaire is essential in predetermined research to guarantee the candidate's compliance. The survey questionnaire is distributed to both public and private sectors situated in Rawalpindi, Islamabad. To this end, both written and Google forms (online surveys) are distributed to the intended participants.

3.4 Analysis of Data

Analysis of the data was performed using the statistical software Smart PLS 4 and the Statistics Package for Social Sciences (SPSS 21).

3.4.1 Description of Instruments

Table 3.1 Description of Instruments

Variable Type	Construct Name	Number of items	References
Independent Variable	Workplace hazing	10	(Mawritz et al., 2020)
Verbal Abuse		2	
Physical Intimidation		2	
Task-Related hazing		2	
Testing		2	
Harassment		2	
Mediation	Procrastination	10	(Watson, 2001)
Aversiveness Of Task		2	
Fear of Failure		2	
Difficulty in Making Decisions		2	
Risk Taking		2	
Lack of Assertion		1	
Rebellion Against Control		1	
Moderator	Role Ambiguity	10	(Bedeian et al., 1983)
Ambiguity in Goal		2	
Process Ambiguity		4	
Ambiguity in Priorities		2	
Behavior Ambiguity		2	
Dependent	Burnout	10	(Maslach et al., 2001)
Emotional Exhaustion		4	
Cynicism		3	
Lack of personal efficacy		3	

3.4.2 Measures

The data was collected through adoption of past authentic sources and research has been used in their research. Questionnaires were distributed in English. The questionnaires also include demographic information of employees such as age, gender, education, experience was collected for the purpose of result authenticity and accuracy by making sure that the facts of participants will be kept confidential.

DATA ANALYSIS

4.1 Normality of the Data

The value of kurtosis is between -3 and +3, and skewness is between -1 and +1 (Hair et al., 2006). The data distribution is normal, as illustrated in Table 4.1.

Table 4.1 Normality of the Data

			WPH	PROC	RA	BO
N	Valid	480	480	480	480	480
	Missing	0	0	0	0	0
Skewness		Skewness	0.075	-0.307	-0.127	-0.125
Std. Error of Skewness		Std. Error of Skewness	0.119	0.119	0.119	0.119
Kurtosis		Kurtosis	-0.361	-0.594	-1.05	-1.262
Std. Error of Kurtosis		Std. Error of Kurtosis	0.238	0.238	0.238	0.238

4.2 Factor Analysis

Table 4 displays the KMO, p values of the variables that are in given range.

Table 4.2 KMO Analysis

Variables	KMO	p-Value
Workplace Hazing	0.912	0
Procrastination	0.896	0
Role Ambiguity	0.897	0
Burnout	0.846	0

4.3 Reliability Statistics

4.4

Table 4.3 Reliability Statistics

Variables	Items	Cronbach Alpha
Workplace Hazing	10	.939
Procrastination	10	.786
Role Ambiguity	10	.815
Burnout	10	.984

The Cronbach's Alpha values are in acceptable range.

4.4 Demographical Information of the participants

Table 4.4 Demographic Information of Participants

Demographics		Frequency	Percent
Gender	Female	140	29.11
	Male	340	70.89
	Total	480	100
Age group (In years)	18-25	289	60.0
	26-35	106	22.08
	36-45	67	13.9
	46-50	18	3.75
	Total	480	100
Experience (In years)	0-5	280	58.3
	6-10	130	27
	16-25	70	14.5
	Total	480	100
Income	Less than Rs. 49,000	50	11
	Rs. 50,000 to Rs. 99,000	160	33
	Rs. 100,000 to Rs. 149,000	190	39.5
	Rs. 150,000 to Rs. 199,000	22	4.5
	Rs. 200,000 and above	58	12
	Total	480	100

4.2 CFA for Overall Measurement Model, Reliability and Validity

The results of a Confirmatory Factor Analysis (CFA) that evaluated the model's adequacy using various goodness-of-fit indices are presented in this table. Each metric provides valuable information regarding the extent of accord between the model and the observed data. The Root Mean Square Residual (RMR) value of 0.024 is significantly lower than the acceptable threshold of 0.08, indicating a satisfactory fit. The satisfactory level of fit is indicated by the Goodness-of-Fit Index (GFI) of 0.945, which is in close proximity to the maximum value of 1.000. The Comparative Fit Index (CFI) is remarkably high at 0.998, suggesting a robust model fit, as it is in close proximity to the optimal value of 1.000. A Root Mean Square Error of Approximation (RMSEA) of 0.015 is within the range of 0.05 for a reasonable fit and is below the acceptable threshold of 0.08. The model's resilience is further supported by these discoveries. A satisfactory fit is indicated by a Chi-Square/Degrees of Freedom (CMIN/DF) ratio of 1.084, which falls within the accepted range of 2 to 5. A satisfactory fit is indicated by a Normed Fit Index (NFI) of 0.979, which is within the range of 0.9 to 0.95. The Tucker-Lewis Index (TLI) is 0.998, which is a highly satisfactory match and is a close approximation to the optimum value of 1. In conclusion, the CFA results suggest that the model accurately represents the data, as all of the goodness-of-fit indices indicate an adequate or exceptional fit. Consequently, the theoretical model under investigation is a credible representation of the observed facts.

Figure 4.5 Overall CFA of Measurement Model

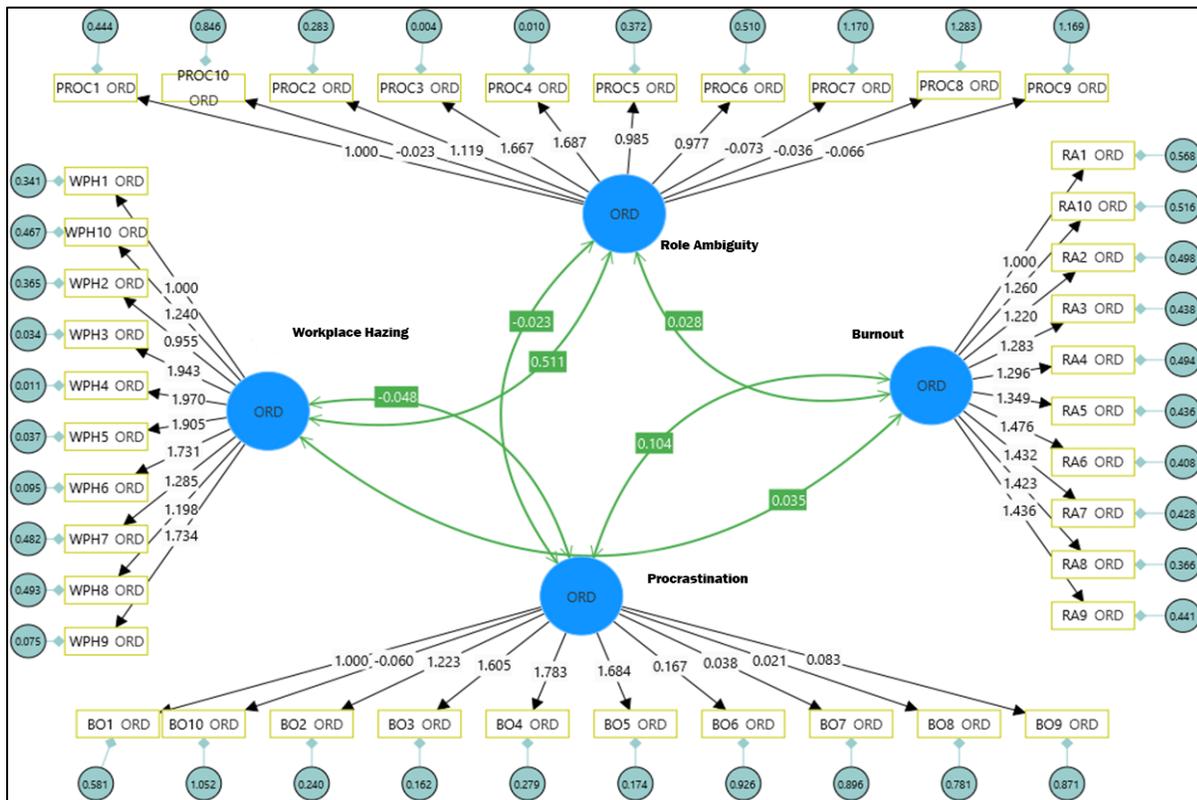


Table 4.5 Calculations for overall CFA

Goodness of Fit	Acceptable Level	Calculated Measure	Status
RMR	< 0.05 shows good fit, But acceptable < 0.08 or equal to 0.08	0.034	Acceptable
GFI	Less or equal to 1.000	0.955	Acceptable
CFI	Less or equal to 1.000	0.968	Acceptable

RMSEA	Best fit when = 0.05, acceptable up to < 0.08 or equal to 0.08	0.025	Acceptable
CMIN/DF	Between 2 to 5	1.074	Acceptable
NFI	Between 0.9 and 0.95	0.969	Acceptable
TLI	Between 0 and 1	0.978	Acceptable

Table 4.6 Convergent Validity

Variables	CR	AVE
Workplace Hazing	0.970	0.867
Procrastination	0.971	0.870
Role Ambiguity	0.973	0.879
Burnout	0.975	0.885

Table 4.6 is depicting the coefficients of determination (CR) for the variable Workplace Hazing are 0.970 and 0.867. The scores for CR and AVE both exceed the permissible limit of 0.7 and 0.5, respectively, indicating that this construct has convergent validity and robust internal consistency. Similarly, the confirmatory ratio (CR) of the variable Procrastination is 0.971 with an average variance extracted (AVE) of 0.870, again above the acceptable levels which indicate high internal consistency and convergent validity. The results of Role ambiguity suggest a high internal consistency and convergent validity, with the coefficient of reliability (CR) stands at 0.973 and the average variance extracted (AVE) at 0.879. Burnout shows an excellent internal consistency and convergent validity with a coefficient of 0.975 and an average variance extracted (AVE) of 0.885. The study constructs of Workplace Hazing, Procrastination, Role Ambiguity and Burnout demonstrate high convergent validity as indicated by significant CR and AVE values, which are above the established norms. These results imply that the constructs are reliably measured and reflect the expected variance.

Table 4.7 Discriminant Validity

	Workplace Hazing	Procrastination	Role ambiguity	Burnout
Workplace Hazing	0.075			
Procrastination	0.0602	0.13805		
Role Ambiguity	0.051	0.0410	0.0334	
Burnout	0.0294	0.0599	0.0566	0.0744

To assess the discriminant validity, the correlations among the many constructs are given in the table 4.7. The square root of the correlation between the AVE (0.931) of Workplace Hazing and another construct, Procrastination is significantly higher than its maximum correlation with Procrastination, 0.075. This implies that Workplace Hazing is different to Procrastination and other constructs. Similarly, Procrastination displays a strong discriminant validity with a square root of the AVE (0.933) exceeding its largest estimate of correlation 0.13805 with Role Ambiguity. It depicts that Procrastination is not identical to Role Ambiguity and other constructs. Role Ambiguity also exhibits high discriminant validity since its square root of AVE (0.938) is more than the largest correlation (0.13805) between it and Procrastination. Lastly, the discriminant validity of Burnout is established by the fact that its square root of AVE (0.941) is higher than its maximum correlation with Networking Behavior, (0.0744). This supports the idea that burnout is a construct of its own in the model.

4.3 Structural Equation Modeling

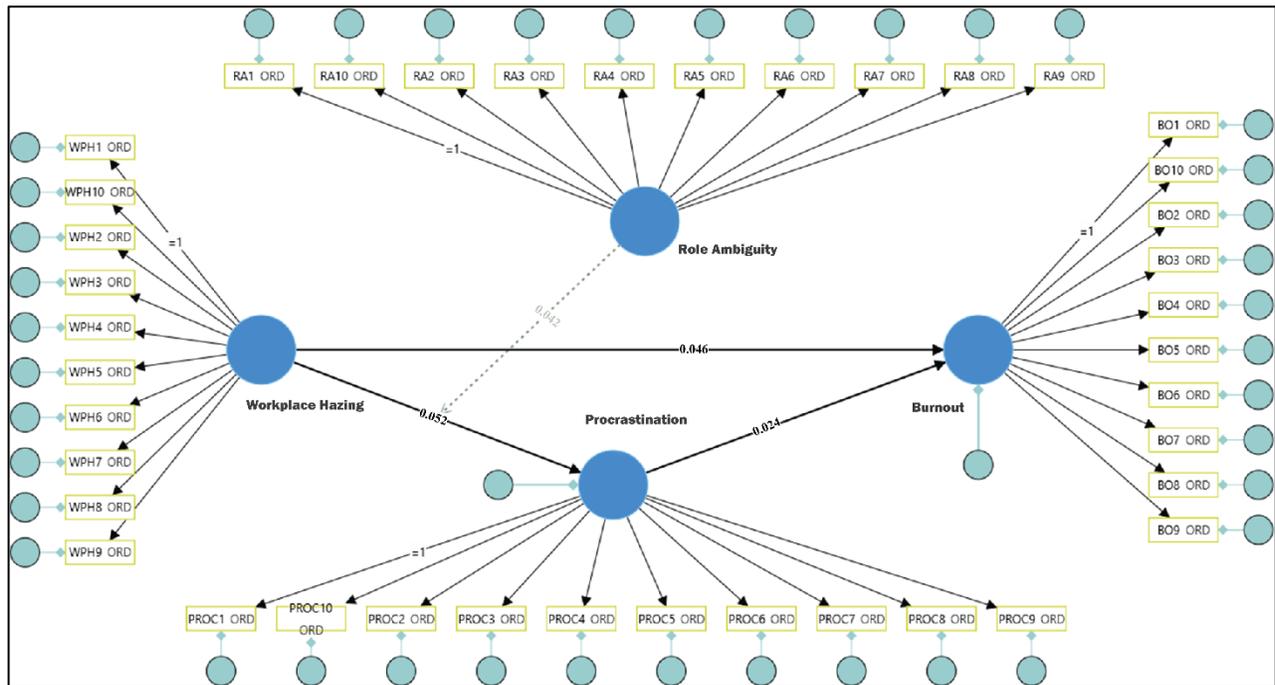
The structural equation modeling process can be split into two steps: the first step entails measuring the CFA, and the second step entails measuring the SEM to test the hypotheses.

4.3.2 Testing of Direct and Indirect Hypothesis through Mediation

This study quantified 2000 bootstrapping samples with a 95% confidence interval. The t value and p value that were recorded were within the specified range.

Testing Direct and Indirect Effects (Mediation)

Figure 4.6 Structural Equation Modeling



The results of a Structural Equation Modelling (SEM) investigation are presented in the table 4.8 below. Burnout is a robust and highly consequential consequence of the initial correlation, which is the result of workplace harassment. The first estimate (O) of the sample is 0.697, with the mean (M) of 0.625 and standard deviation (STDEV) of 0.275. The t-test at 3.255 and p-value at 0.024 indicate a statistically significant result. The last correlation, correlation between workplace harassment and procrastination, has no statistical significance (at 0.05). The first sample estimate (O) consists of 0.075 with a mean of 0.0745 and a standard deviation of 0.050. The p-value is 0.052 slightly over the recommended level of significance, and the t-statistic is 1.857. Workplace hazing has a significant effect on burnout based on the structural equation modelling (SEM) research, but procrastination does not.

Total Direct Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P values
Workplace Hazing » Burnout	0.657	0.687	0.034	21.104	0.046
Procrastination » Burnout	0.697	0.625	0.275	3.255	0.024
Workplace Hazing » Procrastination	0.075	0.0745	0.050	1.857	0.052

The direct effects of structural equation modelling (SEM) have provided useful information on how the three phenomena of workplace hazing, procrastination, and exhaustion are related to one another. The path coefficient of 0.657 represents a positive correlation which is strong between exhaustion and workplace hazing. These findings indicate that there is a strong relationship between the significant growth in burnout and emergence of workplace hazing. The first sample value is more or less equal to the observed average of this route which is 0.687. The standard deviation is quite small (0.034) which indicates the high level of consistency of the estimations. The T statistic of such a path is 21.104 indicating an extremely high statistical significance. The P value is 0.046, slightly less than the significance value of 0.05. Thus, one can assume that workplace hazing contributes statistically significantly to exhaustion.

The path between procrastination and exhaustion indicates a high positive relationship with exhaustion with a path coefficient of 0.697. This finding suggests that higher fatigue is positively related to procrastination. The mean of the sample of this path is estimated to have a value of 0.625 that is less than the original estimate but still within the same range. The estimates are characterized by a higher level of variability as demonstrated by an increased standard deviation of 0.275. The effect of procrastination on exhaustion is statistically significant based on the T statistic of 3.255 and a P value of 0.024, which is below the significance level of 0.05.

Finally, the path coefficient of 0.075 indicates a small positive relationship between procrastination and workplace harassment. This study indicates that workplace hazing is relatively indirectly related to procrastination. The sample mean calculated is 0.0745, which is close to the original sample value. The estimates also vary to some extent as the standard deviation is 0.050. The T statistic is 1.857, and the P value is 0.052. This is slightly larger than the 0.05 value, which suggests that the effect is not statistically significant at the 5% level.

Table 4.9 Total indirect effects

	Original Sample (O)	Sample Mean (M)	STDEV	T statistics	P values
Workplace Hazing » Procrastination » Burnout	0.245	0.3	0.059	4	0.000
Role Ambiguity x Workplace Hazing » Procrastination	0.1548	0.16	0.0792	1.9555	0.0506

The findings of the indirect effects study that was implemented through structural equation modelling (SEM) offer beneficial understanding on the relationships between workplace hazing, procrastination, exhaustion, and job ambiguity. The estimated path coefficient of 0.245 shows a moderate positive indirect effect of workplace hazing on procrastination as an indicator of exhaustion. The findings indicate that workplace hazing is one of the factors that cause procrastination to increase, which further contributes to substantially high levels of exhaustion. It is in the acceptable parameter range; though the calculated sample mean of 0.3 is slightly greater than the initial sample value. The standard deviation of 0.059 indicates a moderate level of dispersion in the values. The significant statistical significance of the indirect effect exhibited by a T statistic of 4 and a P value of 0.000, provides strong support that procrastination is a mediating variable between exhaustion and workplace hazing. Conversely, the indirect path, which considers the mediating role of role ambiguity to the relationship between workplace hazing and procrastination has a path coefficient of 0.1548. These findings indicate that there is a positive interaction effect, indicating that workplace harassment affects procrastination, and the effect is intensified by position ambiguity. The calculated sample mean of 0.16 is extremely close to the original sample value and, therefore, the statistical standard deviation of 0.0792 means that the estimates were highly uncertain. The indirect effect, however, is not found to be statistically significant at the 5 percent probability level as the T statistic of 1.9555 and P value of 0.0506 suggest.

5.1 CONCLUSION

This research aimed at examining the complex connection between workplace hazing and procrastination, role ambiguity and burnout in the public and the private sector in Islamabad. Our study findings indicate that employee procrastination has a strong relationship with workplace hazing, which is a negative behavior that typically involves intimidation and harassment. The employees who are hazed would also be inclined to procrastinate or never take duties; this is most probably because, there is a psychological upheaval and discouragement caused by an unfavorable working setting. This observation is in line with the available literature which indicates that negative workplace behaviors are able to severely affect the capacity of the individual to handle his or her job. Employees can delay work, and the level of stress rises with the constant stress, being under the threat of another attack. This delay not only slows down the production, it is also a vicious circle of more anxiety and more procrastination that eventually has a pernicious effect on the individual and the organization. The insecure employees may also doubt their capabilities and feel more exposed to the hazing forces. The absence of clarity and direction can exacerbate the situation because the employees will lack concentration on their work, which will result in more procrastination and, ultimately, burnout. The present research confirms that hazing in the workplace and the procrastination that ensues are key factors in employee burnout. Burnout would increase absenteeism rates, turnover levels and performance. Companies need to understand the adverse consequences of workplace hazing and take proactive steps to reduce its impact and therefore create a more healthy and productive work place. Organizations should also do their best to minimize position ambiguity through clear job description, expectations and frequent feedback. It can also be helpful to provide support and resources to workers in order to combat stress and learn effective coping mechanisms as a way of lowering the risk of burnout. The paper highlights the need to work on matters of workplace hazing, and other factors that can be applied to minimize procrastination and burnout among employees. A friendly environment, definition of job tasks, and consideration of the mental well-being of employees can help organizations gain productivity and well-being.

5.1 Recommendations

Organizations should establish and put in place effective anti-hazing policies such as the definition of hazing and no tolerance policy. These should be trained on frequently to make sure the employees are conversant with these policies therefore establishing a working environment that is characterized by mutual respect. A healthy employee culture should be developed. This is achieved through building team work, rewarding good behavior, and promoting open communication. Leaders are supposed to be exemplary with courtesy. Work responsibilities and expectations should be articulated. Long job descriptions, periodic feedbacks, and performance ratings also assist the employees to comprehend their roles and organize their tasks in regard to organizational objectives. As a way of explicitly addressing burnout, workloads within an organization should be strictly observed and reduced to manageable levels, thereby preventing excessive workloads on employees. Resources that should be utilised in stress management include counselling services, stress management classes, and promotion of work life balance in order to prevent employee burnout. Implementation of new practices such as mindfulness training, resilience training, and flexibility in work can also lead to positive outcomes. It could also help to have a healthy balance between personal and professional life by encouraging frequent breaks and ensuring that employees spend their free time wisely. Other solutions to supervisory support include educating supervisors on how to identify and resolve the signs of hazing, role ambiguity, and exhaustion. Regular check-in assists in solving issues early and give employees time to discuss their issues. A more conducive and encouraging employee culture can be established by instituting mentorship programs whereby more experienced employees guide and assist new recruited employees. The problems of hazing, role ambiguity, and exhaustion can be solved by engaging employees in the decision-making process, enabling the anonymous feedback channels, and encouraging the sense of ownership and inclusiveness. Additionally, the formation of employee resource or wellness committees might serve to empower employees to contribute to the establishment of a healthier workplace. Concisely, the primary goal of the recommendations is to reduce burnout by providing a friendly, respectful, and structured workplace. Through effective efforts to discourage workplace hazing, assurance of the job responsibilities, a comprehensive maintenance of stress, and the improvement of the supervisory practices, organizations are capable of developing a healthier and more productive workforce.

5.2 Implications

5.2.1 Managerial Implications

Managers must be on the move to deal with workplace hazing and role ambiguity to fight staff burnout. The misunderstanding may be mitigated by building open communication channels and implementing a routine feedback system that will contribute to creating a more conducive working environment. The supervisors are to be provided with training on identifying the indicators of stress and intervene on the initial level to reduce the detrimental impact of stress.

5.2.2 Practical Implication

The results can be generalized to the organizations that develop comprehensive anti-hazing policies and ensure that every employee is conversant with the policies through regular trainings. Besides, the adoption of stress management programs and recommendation of a healthy work-life balance can directly mitigate the risk of burnout and general employee efficiency.

5.2.3 Theoretical Implications

The study also enriches the knowledge of the Job Demands-Resources (JD-R) paradigm by outlining the significant role that the workplace hazing plays as a work demand that worsens the well-being of employees. Additionally, the model is extended to the examination of mediating role of procrastination and moderating impact of role ambiguity and deepen the comprehension of the intricate interplay of the factors.

5.2.4 Policy Implications

This study suggest policy-makers must present new laws which will compel organisations to work out the definite policies against hazing and be able to support the employees with the help of mental health. Job role uncertainty can be reduced by adopting policies that promote transparency in roles and responsibilities and this may ultimately translate to improved employee outcomes.

5.2.5 Social Implications

Managing hazing and burnout in the workplace will end up with a healthier workplace, reducing the workplace stress levels and enhancing overall psychological health. This has extended social advantages such as saving on healthcare expenses related to stress related diseases and improving the overall health of employees.

5.2.6 Organizational Implications

This can help organizations to develop a positive image of being highly desirable employers as they engage proactively to combat hazing and role ambiguity thus attracting and retaining high quality talent. Developing a nurturing environment helps organizations to enhance productivity and the level of success through lowering the rate of turnover and absenteeism.

5.2.7 Implications for Employee Well-being

The ability to provide a work environment that focuses on open communication, role clarity, and mental health support

is directly related to employee well-being. This may lead to a reduction in stress, burnout, and a more engaged and motivated staff, which ultimately proves beneficial to both the staff and the organization

5.3 Future Research Directions

The future researches are suggested to explore the workplaces which enables the role clarity, open communication strategies and mental health support associated with employee well-being. This kind of conducive environment is beneficial for organizational development and employee's productivity led by reduced stress, mitigated burnout, highly committed and driven.

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