

Impact of Workplace Bullying on Employee Performance: Mediating Role of Psychological Well-being

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Abstract

Current research is aimed to study the impact of workplace bullying (WPB) on EP with the mediating effect of psychological well-being (PWB) among the healthcare staff at hospitals in Azad Jammu and Kashmir, Pakistan. For empirical analysis Structural Equation Model (SEM) performed by using AMOS 21.0 to test the hypotheses of the study and to check the different relationships with the help of data collected from 873 respondents. It is found that WPB has negative outcomes for the performance of female nurses in the health sector of AJK, Pakistan. Statistical results indicate that PWB has negative and significance impact on performance; this is because WPB can badly affect the PWB of individuals at workplace. Current study is limited to analyzing negative consequences bullying, but further analysis can be done. E.g., performance of employees can be analyzed after implementation of adequate environment, training of employees and formulation policies that reduce stress at workplace. Current study is applicable for health care sector of Pakistan, as rare studies theoretically and empirically examined influence of bullying on performance of nurses in health sector AJ&K, Pakistan specially with mediating role of PWB. Finding of current research will enable health care sector of Pakistan to formulate strategies and create friendly environment for nurses to enhance their efficiency and performance. This paper theoretically contributes for health care centers to minimize the negative events from workplaces in order to yield better productivity. From the health sector perspectives this study explores that psychological well-being is badly affected by the negative event (WPB) and in result the performance of the nurses is not as required.

KEYWORDS: Human Resource Management; Workplace Bullying; Psychological Wellbeing; Employee Performance.

INTRODUCTION

Workplace bullying is considered as hot research topic in recent years, which resulted in to analyze influence of bullying at workplace on employees and their performances (Kadilak, 2014; Namie & Namie, (2003). Workplace bullying refers to the stubborn, malevolent, extreme pressure, insults, violence, depreciating opinions, inappropriate guidance, power imbalance, dissatisfaction and frustration, insulting and exclusionary intentional or non-intentional behaviors that assert coworker's to leave their job soon (Lutgen-Sandvik, 2005, 2003; Parzefall & Salin, 2010; Salin, 2001). Employees who engage in bullying behavior have three motives that drive their emotions i.e. anger, personal dislike, and selfish gain (Samnani & Singh, 2014). Anger can be indicated as “interpersonal emotion” exposed to others, employee's dislikeness for coworker generates bullying behavior, selfish gain pushes supervisors to display bullying behavior toward employees for sake of performance increment via alarming and pressure behavior (Hakanen, Peeters & Schaufeli, 2018; Strandmark & Hallberg, 2007). Einarsen et al. (2016) recognized that the bullying is not a related to individual stress and health rather it influence whole organization, its productivity, performance and augmented nonattendance percentage. According to Kitt (2004) this phenomenon received greater attention as a significance matter and this recognition originates the attentiveness regarding its prevalence and its negative consequences (Urbanski-

Farrell, 2002). Hollis (2015) indicated cost bearded by organization in presence of bullying is loss of productivity, compromised organizational objectives. Correspondingly, Bullying at workplace encompasses several diverse effects on workforces but according to analysis one of most important domain that receive greater damages due to bullying i.e., employee productivity as it is vital for organizational efficiency (Devonish, 2013). Rayner (2000) assessed that organizations have to bear almost \$30,000 to \$100,000 (Hoel, Sparks, & Cooper, 2001). According to Nielsen and Einarsen (2013), Nielsen (2015) workplace bullying leads to an increase in suicidal thoughts. With such disturbing recent findings, workplace bullying becomes an even more pressing issue and growing silently because of inadequate organizational support and fear of revenge (MacIntosh, 2005; Strandmark & Hallberg, 2007; Francioli et al., 2016, Friedman et al., 2017).

Researchers indicated that managers are considered as top bullying committers i.e., “linking top-down bullying to organizational structures” and via power misuse (Rosigno et al., 2009). Branch et al. (2013) investigated that power and dependency approach is key factor that enable subordinates to act as bullying committer and Rousseau (2014) identified the environment of workplace is key factor that creates bullying action rather than differences among individuals. In numerous fields, bullying is recognized as severe issue e.g. trade unions, human resources (HR) department and professional organizations indicated in previous (Cowie et al., 2002). Kamal and Tariq (1997) investigated that nurses and medical student face bullying higher than others due to ‘their close interaction with opposite gender patients, medical attendants, informal care-givers, paramedical staff, doctors and administrative high-ups’, (Adams & Bray, 1992; Quine, 2001). Current study aims to analyze influence of bullying and wellbeing upon job performance its mediation role in relation between bullying and job performance in health care sector of Azad Kashmir. Previous studies analyzed influence of psychological well-being on performance but its mediation role is not properly analyzed in the relation with both of independent variables of current study that are workplace bullying and workplace incivility and the dependent variable (EP). Thus current study is to address the following research questions:

Q1. How bullying at workplace negatively influence employee’s satisfaction, productivity, and cause frequent turnover, stress, anxiety and in turn effect performance of employee in the health sector?

Q2. How psychological wellbeing act as mediator to reduce stress caused by workplace bullying in order to enhance productivity and EP?

To answer the above research questions, structural equation modeling (SEM) is used to examine the degree of influence of independent variables on dependent variables using a survey of 873 participants from health care centers, clinics, District Head quarter (Hospitals) and Combined Military Hospitals (CMH). The basic aim of the current research is to analyze and give the evidence regarding the relationships of WPB and EP. Moreover, it is also uniqueness of the current research to explore the mediating role of PWB among WPB and EP.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Bullying at Workplace and Employee Performance

Bullying at workplace is rising now day as “harassing, offending, socially excluding or negatively affecting someone's work”. Bullying behavior occurs regularly and repeatedly at particular workplace e.g., daily, weekly, monthly, or over specific time (Budden et al., 2017; Hoel, Zapf, & Cooper, 2001; Khaliq, 2018; Probst, Jiang, & Benson, 2018; Ross, 2017; Vize, Lynam, Collison, & Miller, 2018; Van Wingerden, Derks, & Bakker, 2018; Zapf, 1999). According to study conducted in Swedish, approximately 25percent of population is confronted to bullying behavior, Austrian study of employees in two multiple working places investigated that employees exposed to bullying are 7.8percent and 26percent respectively and after implementation of harsher exposure criterion this ratio went down to 3.5percent (Helge, Cary and Brian (2012); Leymann, 1990; Niedl, 1995; Sauer & McCoy, 2017; Saunders, Huynh, & Goodman-Delahunty, 2007).

As per research conducted previously, whether bullying comes from a supervisor or a coworker, the effects results in a number of issues, including disengagement at work, loss of motivation, and even health complications (Glambek et al., 2018; Malik et al., 2019; Namie, & Namie, 2003; Vartia, 2001; Volk, 2019).

Fox and Stallworth (2005) established that 97percent workforce was confronted to multiple forms of bullying at workplace during five years of their work life. Lutgen-Sandvik, Tracy and Alberts (2007) investigated that bullying also exists in workplaces of US and empirical study revealed 4.7percent of workers became victim of bullying during last two years. As per study of Hogh and Dofradottir (2001) 48percent employees faced bullying from superior authorities, similarly Vartia (2001) reported 13percent of the workers suffered from psychological complaints due to bullying.

Bartlett and Bartlett (2011); Bassman (1992); Cooper (2000); Khalique (2018); Leymann (1990); Hoel and Vartia (2001) indicated that bullying at work place has several consequences on employee performance, efficiency, productivity in form of deprived performance, absenteeism, lower creativity, physical sicknesses, reduction of interest at workplace tasks and duties. As per analysis of Nwobia and Aljohani (2017) bullying at workplace cause intense stress and generates atmosphere of abuse, public degradation, rumors scattering, gossiping and social exclusion and these factors in turn leads to job turnover (Chen, Quine & Mathesien, 2003; Hakanen, Peeters & Schaufeli, 2018).

Paais (2018) analyzed work stress and bullying face by employees of Bank Maluku and postulated that bullying has negative consequence toward performance, and in turn causes company to bear financial and productivity losses and leads to organizations closure (Buchanan & McCalman, 2018; Huang et al., 2018; Huang & Lin, 2019; Mone & London, 2018; Tsai, 2018; Weber, Sadri, & Gentry, 2018). Laschinger and Fida (2014) explored that adverse behavior at work results in bad relationship among employees and manager. Additionally, bullying also negatively affect the organization by inhibiting innovation and creativity (Einarsen et al., 2003; Spence, Laschinger, & Nosko, 2015; Laschinger, 2014; Laschinger, Finegan, & Wilk, 2009).

Likewise, frequently bullied employees generally reported more mental health symptoms when compared to non-bullied employees. (Hansen, Hogh, and Persson, 2011; Vartia, 2001, 2003). Sufferers of bullying express lower self-confidence and severe stress (Posttraumatic stress and hypertension) thus take sleeping pills, and other drugs more frequently. Salin (2001) enforced upon degree of bullying e.g., if negative behaviors occur a monthly then it is defined as bullying while Mikkelsen and Einarsen (2001) describe participants as said to be bullied only if they became victim of negative behaviors weakly. In short, participant who are exposed to negative behavior over extensive time period (thought working life or continually during the past 12 months) with lower frequency e.g., monthly, are considered higher victims of bullying (Probst, Jiang, & Benson, 2018).

Salin (2001) examined that 8.8percent of the respondents exposed to be bullied occasionally and 1.6percent weekly. Similarly, Einarsen and Skogstad (1996) reported 8.6percent and 1.2percent workers were subjected to bullying weekly and monthly. Hogh and Dofradottir (2001) analyzed 19percent of employees faced gossip, bullying behaviors and defamation during previous 12 months, whereas 2percent employees faced teasing daily or twice a month Leymann (1990) indicated that bulling occur for duration of 6 to 12 months widespread throughout professional life. Gardner and Rasmussen (2018) analyzed higher rate of bullying in education sector comparative to health sector i.e. 18percent and 24percent, respectively. Thomas (2005) indicated that 75percent of workers became victim of stress in trade union of United Kingdom. Likewise, small business experience higher rate of bullying due to fewer resources and targets cannot escape themselves from interaction and gossip (Lewis, Megicks & Jones, 2017; Lewis & Orford, 2005). Kingma (2001) investigated that the bullying possibilities among employees of health care is 16 times higher than employees of other services sectors due to complex workplace environment of hospitals, long working hours, irregular work schedules (Leymann, 1990; Laschinger and Fida (2014); Quine (2001); Quine, 1999; Stelmaschuk (2010); Shapiro & Carlson, 2017; Smith & Yang, 2017; Smith, Morin, & Lake, 2017).

There is possibility of dissimilarity of bullying behaviors face by worker at different ranks in organization. Lower ranked workers and supervisor becomes victims of bullying more frequently compared to managers and higher authorities (Hoel, Sparks, & Cooper, 2001; Vitale, La Rosa, Rapisarda, & Laganà, 2017). Leadership is considered as major factor of bullying at workplace (Hollis, 2015), Islam, Ahmed and Ali (2019); Malik, Sattar, Younas and Nawaz (2019) indicated that organizations are obliged to create friendly

atmosphere, ethical leadership, mediation of qualitative and quantitative working atmosphere, unbiased internal complaint department to avoid emotional exhaustion. Barczak, Lassk and Mulki (2010); Devonish (2013); Laschinger, Wong, and Grau (2012) specified the support and attention from boss, trustworthy environment and adequate support encourage employees to work efficiently (Byrne, 2015; Branch et al., 2007; Branch, Ramsay, & Barker, 2013).

Sheehan, McCabe & Garavan (2018) indicates that anti-bullying activities i.e., targeted training to managers, effective HR policies, mediates association between bullying and performance of employees. Correspondingly, creation of psychological consultation department is also essential for stress relief (Malik et al., 2018). Einarsen, Skogstad, Rorvik, Lande & Nielsen (2016) suggested theory of Climate for Conflict Management (CCM) to overcome conflict and bullying behavior. CCM theory indicates organization authorities cope up with bullying situation and increase work engagement through fair dealing and friendly atmosphere (Einarsen et al., 2016). Consequently, current research is aimed to analyzed influence of bullying on performance among nurse and research hypothesis are depicted below:

H1: Workplace bullying has significant negative effect on Employee performance.

Mediating Role of Psychological Wellbeing

Psychological well-being is considered as important element of “individual’s self-assessment” regarding complete work experience (Forbes, Iyengar & Kay, 2019; Rathi, 2010). Ryff (1995) argued that psychological wellbeing represents aspects of positive functioning and process of persistent improvement through life (Ryff & Singer, 1998). Psychological wellbeing involves effective psychological performance and encompasses the perception of engagement with existential encounters in life; for example, pursuing meaningful objectives, personal development, and to bond well with others (Diener et al., 2010; Johanim et al., 2018; Keyes, 2007). Olatunde B and Odusanya O (2015) specified that contributing factors of job satisfaction and psychological well-being improve their working environments and quality of work. Goldman and Michael (2014) employing Authenticity Inventory (AI) and indicated satisfaction and esteem as important indicator of well-being.

Empirical analysis revealed that majority of nurses reported positive psychological well-being i.e. 84.5percent, though 15.5percent have psychological distress, while job satisfaction is positively associated with psychological well-being (Olatunde B & Odusanya O, 2015). According to report of Legatum Prosperity Index, World Happiness and Gallup-Healthways Global Well-Being Index, Malaysia ranked in top 25-28percent globally for happiness, prosperity, productivity and well-being compared with other ASEAN countries due to well-being (Philippines, Indonesia, and Vietnam) (Malaysia Productivity Corporation, 2017). Kovacs, Stiglbauer, Batinic and Gnams (2018) postulated 25-51percent variance in job satisfaction 13-16percent variance in performance due to wellbeing and motivation. Olatunde B and Odusanya O (2015) revealed that majority of nurses reported positive attitude towards job satisfaction due to psychological well-being (Olatunde B & Odusanya O, 2015). According to Cooper, Wang, Bartram and Cooke (2019) social climate mediates the association between “well-being-oriented HRM practices” and “employee resilience”. Daniels, Watson and Gedikli (2017) demonstrated that good social environment enhances employee well-being.

Brown and Ryan (2003) introduced Mindful Attention Awareness Scale (MAAS) measuring exclusive quality of consciousness interconnected with well-being hypotheses and enhanced self-awareness. Grounded on conservation of resources theory Kim and Beehr (2018) specified empowering leadership and well-being contributes positive towards work performances. Previous research indicated that psychological well-being mediate workplace bullying effects such as stress upon job performance. According to studies workplace bullying is negatively connected with job satisfaction (Einarsen et al., 2003; Hoel & Cooper, 2000; Mayhew & Chappell, 2003; Quine, 2001). Consequently, due to this indication, Psychological well-being is considered as important element to mediate association between bullying and performance through increasing self-esteem, satisfaction and workers’ commitment towards job. Psychological well-being is considered as therapy that satisfy workers through providing relaxation, self-esteem and respect, consequently, their efficiency improves and they becomes devoted to organization commitments (Hoel et al., 2011; Lee & Brotheridge, 2006; Quine, 2001). Jonason et al. (2015) suggested that higher level of

psychological well-being is essential for employee's motivation and increment in job satisfaction. Previous studies have investigated association between psychological well-being and performance and act as mediator to reduces stress due to workplace bullying (Hoel & Cooper, 2000; Quine, 1999, 2001).

Johari et al., 2018 demonstrated that well-being through feedback on job performance enables employees to perform efficiently thus leading to enhance job performance. Wright and Bonett (2007) examined moderating role of psychological well-being and postulated efficient performance of employees in presence of psychological well-being and job satisfaction. Daniels and Harris (2000); Wright and Cropanzano (2000) indicated stronger associations between well-being in organization and organizational performance postulated psychological well-being act as predictive of job performance. Using a sample of 112 managers of US West Coast Wright and Bonett (2007) indicated that well-being mediates the relationship between job satisfaction and job separation; likewise, Wright and Bonett (2007) specified that well-being is negatively relation to turnover but with less intensity and Jonason et al. (2015) suggested that higher level of psychological well-being is essential for employee's motivation.

Above literature demonstrates that psychological well-being act as mediating variable and reduces stress, workplace bullying and enhances job satisfaction. So, current research is aimed to analyze mediating role of well-being and research hypothesis are given below.

H2: Psychological well-being negatively influences employee performance.

H3: Psychological well-being mediates the relationship between workplace bullying and employee performance.

RESEARCH METHODOLOGY

Current study is also regarded as quantitative due to quantitative data application in order to explore statistical relationship among variables. Data was collected through "Self-administered questionnaires" collect data from Pakistan healthcare i.e. health sector of Azad Kashmir.

Population and Sample

Pakistan healthcare is divided into sub-systems; "federal governments and provincial governments" competing each other with "formal and informal private" sector. In Pakistan requirements for healthcare has been increased with growth of population, whereas institution dealing with health issues are mostly located in main cities and towns. Targeted population is female nurse staff and their supervisors working in multiple hospitals and health sectors of Pakistan through random sampling and non-probability sampling methods, whereas 1200 survey forms were distributed among selected units from population. Two questionnaires were used, first was administered on female staff (nurses) from the hospitals, health clinics and healthcare centers and second questionnaire was used for the head of the departments or immediate supervisors of the nursing staff while special codes were assigned on the questionnaire to ensure the secrecy of the information. Out of 1200 questionnaires distributed, 912 were received and 39 instruments from the respondents were inappropriate. Finally, 873 responses were used for data analysis and the response rate was found almost 73percent.

Measures/Instruments

Workplace Bullying

Workplace bullying was measured by using the Negative Acts Questionnaire- NAQ (Einarsen et al., 2003) consisting of twenty-two items. Response scale had anchors ranging from 1 "Never" to 5 "Daily."

Psychological Wellbeing

General Health Questionnaire (GHQ) 12-items for psychological wellbeing developed by Goldberg & Blackwell (1970) in current study. Response was rated from 1 strongly disagree to 5 strongly agree.

Employee Performance

Employee performance was measure through Borman & Motowidlo (1993) and Williams & Anderson (1991) 21-items scale first four items from them are regarding the contextual performance and rest of 17 items are regarding the task performance. All questions on the anchors ranges from 1 to 5, 1 strongly disagree to 5 strongly agree.

Data Analysis Methods

Analysis of moment structures (AMOS) was used for analysis of the data collected for the research and to test the developed model and hypothesis based on the data gathered from 873 respondents (Nurses and their Supervisors) working in the health sector of Azad Jammu and Kashmir, Pakistan. For data analysis researcher used AMOS version 21.0. Confirmatory factor analysis, Structural equation modeling is used to determine validity and reliability of the constructs.

DATA ANALYSIS AND RESULTS

Reliability Analysis

To measure the respondents' attitudes toward effects of WPB, questionnaire was adapted from different researchers and reliability analysis was conducted initially. The result of reliability analysis is presented in table 1, which shows that WPB consists of the 22 items, the reliability of this variable is 0.877, The reliability of PWB is 0.749 with 12 items and EP has 21 items with reliability of 0.827.

Table 1: Reliability analysis 1

Variable	Reliability	No of Items
WB	0.877	22
PW	0.749	12
EP	0.827	21

Confirmatory Factor Analysis (Measurement Models)

For the measurement of WB, 22 questions were asked from the respondents. The items having factor loading greater than 0.50 (Cua et al., 2001) included for further analysis, rest of the items dropped. Out of 22 items of WB, three items value is less than 0.50 so we have excluded these items for further analysis, due to poor loading value of three items. The value of "AVE, CR and DV" were estimated to found all values within accepted range.

For CFA of PWB, 12 questions were asked from the respondents. The items having factor loading greater than 0.50 (Cua et al., 2001) included for further analysis, rest of the items dropped. Out of 12 items of PW, five items value is less than 0.50, so we have excluded these items for further analysis, due to poor loading value of three items. The value of "AVE, CR and DV" were estimated to found all values within accepted range.

For the measurement of EP, 21 questions were asked from the respondents. The items having factor loading greater than 0.50 (Cua et al., 2001) included for further analysis, rest of the items dropped. Out of 21 items of EP, four items value is less than 0.50, so we have excluded these items for further analysis, due to poor loading value of three items. The value of "AVE, CR and DV" were estimated to found all values within accepted range.

Hypotheses Testing

Multiple regression analysis implemented to investigate the relationship between explanatory and independent variables (Johnson & Wichern, 2002). Initially, impact of independent variables with dependent variable was analyzed and then mediating impact. Structural Equation Model (SEM) was performed by using AMOS 21.0 to test the hypotheses of the study.

Model Testing of Workplace Bullying and Incivility

Model 1a: Direct Relationship

Table 2 indicates influence of independent variable on dependent variable. And hypothesis is depicted below;

H1: There exists significant negative influence of workplace bullying on employee performance.

The results (See Table 2) shows that WB has significant and negative impact on EP (coefficient = -0.18, $p < 0.001$), thus there exists significant negative influence of workplace bullying on Employee performance. Bullying at workplace negatively productivity and performance of employees through environment of stress, violence, workload, dominating behavior (Salin, 2003). Khalique (2018); Stelmaschuk (2010) indicated higher rate of bullying in health care due to "long working hours and irregular work schedules".

Table 2: Regression weights

			Estimate	C.R.	P
WB	→	EP	-.18	-5.539	.000

Model Testing of Psychological well-being

Results in table 3 indicates that in case of direct impact, WB has significance and negative impact on EP (coefficient = -0.21, $p < 0.001$). In case of influence of PW on EP, statistical results indicated significant and negative impact of PW on EP (coefficient = -0.27, $p < 0.001$).

Table 3: Regression weights

WB	→	EP	-.21	-6.542	.000
PW	→	EP	-.27	-8.347	.000

Model 2b: Indirect Relationship

Table 4 indicates indirect impact of WB in presence of PW. Statistical results indicated that PW has significant and positive on EP in presence of WB (coefficient = -0.29, $p < 0.001$). The direct impact of WB on EP is (coefficient = -0.18, $p < 0.001$), hence results shows that the impact of WB in the presence of PW decreased on EP. The results support hypothesis of our study. Results of current study are persistence with Olatunde B and Odusanya O (2015). Olatunde B and Odusanya O (2015) concluded that contributing factors of job satisfaction and psychological well-being improve their working environments and quality of work. In sum, psychological well-being in form of empowering leadership, feedback, increasing self-esteem, satisfaction and workers' commitment towards job, Psychological well-being is considered as important element to mediate association between bullying and performance (Jonason et al., 2015; Mayhew & Chappell, 2003).

Table 4: Mediation weights

Results of Indirect Effect			Estimate	LL 95% CI.	UL 95% CI
WB	→	PW → EP	.029	.063	.091
WI	→	PW → EP	.023	.058	.086

DISCUSSIONS AND IMPLICATIONS

Main objective of the study is to analyze impact of bullying on the employee performance. Moreover, mediating role of psychological well-being, in the association between bullying and employee performance is also estimated. For statistical analysis, hypothesis formulated and then data estimated through Amos software after formulation of structural equations.

In order to answer research question, research hypothesis was formulated and for empirical analysis Structural Equation Model (SEM) performed by using AMOS 21.0 to test the hypotheses of the study. Statistical results indicate that hypothesis H1 is accepted i.e. there exists negative relationship between workplace bullying and Employee performance is accepted.

Main objective of the study is to analyze impact of bullying on the employee performance. Bullying at workplace harms efficiency and productivity of employee through extreme pressure, insults, violence, and depreciating opinions and these factors in turn worsen productivity in for of deprived performance, absenteeism, lower creativity, unable to completed assigned tasks on time (Bartlett & Bartlett, 2011; Parzefall & Salin, 2010; Salin, 2003).

For empirical analysis, Structural Equation Model (SEM) performed by using AMOS 21.0 statistical results revealed significant and negative influence of workplace bullying on Employee performance. Results indicates that bullying at work place negatively influence productivity of employees and in turn performance at workplace. Results of current study are persistent with Stelmaschuk (2010); Khaliq (2018) and Kingma (2001). Bullying at work place severally affects employee performance especially in field of health care, where bullying influence performance 16 times higher than employees of other services sectors (Khaliq, 2018; Kingma, 2001). Stelmaschuk (2010) and Leymann (1990) indicated that nurses and junior doctors are affected by bullying behaviors relatively greater than others due to “long working

hours, irregular work schedules and heavy workloads” (Quine, 1999; Shapiro & Carlson, 2017; Smith & Yang, 2017). Islam et al. (2019) indicating negative consequences of bullying and suggested to create friendly atmosphere, ethical leadership launch unbiased internal complaint department to bullying at workplace.

Statistical results indicates that has significant and negative impact on EP, hence mediating analysis shows that the impact of workplace bullying in the presence of wellbeing decreased the employee performance. Psychological wellbeing is viewed as subjective, a combination of positive and negative feelings, and self-perceived success in various dimensions of a person’s existence and being (Diener et al., 2010). Olatunde B and Odusanya O (2015) specified that contributing factors of job satisfaction and psychological well-being improve their working environments and quality of work. Current study also analyze direct and mediating role of psychological well-being. Statistical results indicate that psychological well-being has negative impact on performance. Moreover, in mediation analysis psychological well-being mediates the association between bullying and performance. Mayhew and Chappell (2007) found bullying frequently have greater negative effects on their psychological wellbeing than physical assaults. Consequently, due to this indication, Psychological well-being is considered as important element to mediate association between bullying and performance through increasing self-esteem, satisfaction and workers’ commitment towards job (Hoel et al., 2001; Quine, 2001).

CONCLUSIONS

The results of the study show sufficient support for greater part of hypotheses. Initially, research objective was formulated to analyze bullying, at workplace negatively and its influence employee’s satisfaction, Statistical results revealed significant and negative influence of workplace bullying on Employee performance. Results of current study are persistent Khalique (2018) and Kingma (2001); Stelmaschuk (2010). Bullying at workplace harms efficiency and productivity of employee through extreme pressure, insults, violence, and depreciating opinions and these factors in turn worsen productivity in for of deprived performance, absenteeism, lower creativity, unable to completed assigned tasks on time (Bartlett & Bartlett, 2011; Parzefall & Salin, 2010; Salin, 2003).

Current study also analyze direct and mediating role of psychological well-being. Statistical results indicate that psychological well-being has negative and significance impact on performance. Reason of negative results is that Psychological wellbeing is viewed as subjective, a combination of positive and negative feelings, and self-perceived success in various dimensions of a person’s existence and being (Diener et al., 2010) negative feeling overlap positive feeling then well-being postulates negative consequences upon performance. Moreover, in mediation analysis psychological well-being mediates the association between bullying and performance.

LIMITATIONS OF THE STUDY

Current study is applicable for health care sector of Pakistan, as rare studies theoretically and empirically examined influence of bullying on performance of nurses in health sector Pakistan. Current study is limited to analyzing negative consequences bullying, but further analysis can be done. E.g., performance of employees can be analyzed after implementation of adequate environment, training of employees and formulation policies that reduce stress at workplace. In current study, sample of 1000 was selected for data analysis, questionnaire method was adopted for data collection, but 873 respondents gave accurate response. Whereas, remaining 27 respondents as these respondents hesitated to provide data and they left questionnaire with unanswered question, or wrongly filled it. So, in future this issue can be resolved through making sure to respondent that survey will not influence their job security and data will be kept confidential.

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