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***IMPACT OF EMOTIONAL SUPPORT ON WELL-BEING, MEDIATING  
ROLE OF WORKPLACE BULLYING***



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# **FINAL THESIS APPROVAL SHEET**

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## **DECLARATION CERTIFICATE**

I declare that this research work has been developed by the kind guidance of my supervisor **Dr. Aftab Haider** and my efforts, and neither part of this study project has been copied from any source. No portion of This Study project has been submitted anywhere else for the fulfillment of degree requirements in any other University. Furthermore, the similarity index/plagiarism report generated by Bahria University is 17%.

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I would also like to express my sincere and deepest appreciation to my Supervisor Sir Dr. Rafiq Ahmed Khan for his constant guidance and encouragement, without which this work would have not been possible. For his enduring support, I am truly grateful to him.

## **DEDICATION**

I dedicate my thesis to my family members, especially to my father and mother who encouraged and supported me throughout this research work. I attribute all my success in life to the moral, intellectual and physical education I received from them.

## **ABSTRACT**

### **Purpose:**

The research purpose is to find out the impact of emotional support on well-being, mediating role of workplace bullying. To find the impact of the research, data were collected. To find the impact of the research, data were collected from employees of govt. and private educational sectors of through a structured questionnaire and five points Likert scale was used to analyze the results. The characteristics such as emotional support were the independent evaluation criteria and the dependent variable is well-being. Data was collected from 250 employees by mode of questionnaires. To get an extensive picture at a firm level hence study considered top management including CEOs and HR managers. Findings of research indicate that workplace bullying mediates emotional support on well-being. Research findings possibly provide positive practical implications for employees of organizations.

### **Keywords:**

Workplace bullying, Emotional Support, & Wellbeing.

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# Chapter 1

## Introduction

### 1.1. Background of the study

Work involvement has three components: vigour, commitment, and immersion (Schaufeli et al, 2002). A high degree of energy as well as mental fortitude while operating, the determination to put effort into one's task, and persistence even when faced with setbacks are characteristics of vigour (Schaufeli et al, 2006; p. 4). The hallmark of dedication is a person's intense engagement in their profession, which is accompanied by emotions of elation, significance, and pride (Schaufeli et al, 2008). Last but not least, absorption entails being fully present, content, and is characterised by time flying by and difficulties separating oneself from activity.

Employees' perceptions of how much their supervisors regard and care regarding them and how much they contribute to work performance are known as perceived supervisors support (PSS) (Golden and Veiga, 2008). Employees would interpret their supervisor's treatments of them, whether positive or negative, as a measure of the considered support they received from their bosses (Eisenberger et al, 2002). The emotive responses of team members are influenced by their managers (Durham et al, 1997). Support from the supervisor is acknowledged as a key factor in an employee's happiness (Griffin et al, 2001). Effective empirical investigations demonstrate that assessing supervisor support is a key factor in predicting job satisfaction.

Support is frequently further divided into emotional and technical support. Depending on the circumstance, employees frequently favor some types of assistance over others (Thoits, 1985). Supervisors provide crucial support by giving feedback and information about the workplace (Reblin and Uchino, 2008). In order to assist workers in controlling their emotions, managers might also provide them with emotional counselling and assistance (Ury, 1991). The expressions of emotional support include empathy, consideration, consolation, and inspiration (Reblin and Uchino, 2008). When employees receive strong emotional support from their managers, their goals and talents are highly congruent (Galletta et al, 2011; Griffith et al, 2001; Ng and Sorensen, 2008). People who have such aim self-concordance are happier (Xanthopoulou et al, 2009). We contend that job satisfaction is strongly correlated with emotional supervisor's support.

Work engagement is an enduring, ubiquitous affective-cognitive states that is not concentrated on a specific thing, what happened, person, or behavior (Schaufeli et al, 2002). Engagement in nursing is patient-centered and oriented on personal success (Freeney and Tiernan, 2009). Employees that are engaged frequently have good emotions. Employees that are engaged experience high levels of positive emotions including enthusiasm, vigor, and contentment (Bakker and Bal, 2010). Previous studies on the effects of work engagement have shown that it is connected to job satisfaction (Schaufeli and Bakker, 2004; Schaufeli et al, 2008). Similar to this, Giallonardo et al. (2010) showed that nurses expressed higher job satisfaction when they felt their work was more engaged.

Workplace bullying is described as a person being treated unfavorably by another person regularly at work. The victim's severe health issues have been positively related to this significant social stressor (Spagnoli and Balducci, 2017). According to Glambek et al. (2014), bullying at work can have a variety of negative effects, including job instability (Zapf et al., 2001). Described as the "Perceived inability to maintain the intended continuity in a threatened workplace scenario" by (Greenhalgh and Rosenblatt, 1984), job insecurity has been linked to higher levels of psychological distress and stress at work (De Witte, 2005). Additionally, one of the more severe types of stress associated with work is emotional depletion, This manifests in staff as a general lack of compassion, faith, commitment, and spirit (Maslach, 1982). Employees who are under stress at work frequently experience emotional weariness.

Workplace annoyance implies the circumstance in which participants must endure constant obtrusive, invasive, and humiliating indicators. Workplace torture is a crucial aspect of working life and has become a growing focus in business studies in recent years (Einarsen et al., 2009). Tormenting occurs frequently in associations and poses major problems for both the association and its representatives (Rhodes et al., 2010). According to previous research, harassment has a 21 percent occurrence rate for actual attacks and a 79 percent rate for psycho-sensible hostility, and it has significant financial consequences for associations by lowering mental well-being and medical disorders (French & Sutton, 2010; Sutton, 2007). Harassing at work is perceived as a serious stressor that mortally affects a representative's presentation (Hauge, Skogstad, and Einarsen, 2010). Harassing causes a combination of verbal viciousness, and solitary and hostile demonstrations that outcome in profound and actual weariness.

Working environment harassment is a stressor related to work that causes unfavorable effects on victims. (Einarsen et al., 2003) like developed work pressure (Jenkins et al., 2011), mental turmoil (Finne et al., 2011) freak ways of behaving (Litzky et al., 2006), work-family conflict (Raja et al., 2017), close-to-home depletion and sadness (Varhama and Bjrkqvist, 2004; Hershcovis and Barling, 2010). In different terms, harassment in the work environment comprises hostile demonstrations, words, and signals that can influence the singular's personality, pride, and respectability, and put their position in danger.

According to Townend (2016), harassment is a peculiarity that obliterates, and as a result, its occurrence undermines the association's presentation. Scientists claim that the subject of workplace harassment is receiving more attention, and a lot of literature suggests that it hurts both individual and hierarchical performance (Hershcovis & Barling, 2010). Numerous concerns, such as a lack of position explanation, may result in a lack of information to address the unpleasant work environment. Workplace bullying goes by a variety of labels, such as workplace mobbing and really regrettable behavior (Branch, Ramsay, and Barker, 2013). It is common for everyone in the organization, including a manager, subordinate, or pioneer, to engage in workplace harassment (Samnani and Singh, 2012). Recognized from different assessments badgering in the workplace has transformed into the justification behind the decrease in responsibility, low fixation, and creating non-participation (Macintosh, 2005). According to (Hoel and Einarsen, 2010) torturing the work space ultimately brings about massive costs like proficiency disaster, cost of obstacle by a pariah, and high expert compensation claims. Likewise, it costs legitimate liabilities.

There are several distressing aspects of the workplace (such as mental stress, loneliness, and a lack of social support), which can directly affect workers' prosperity. In the previous article, the term "working environment agonizing" refers to ongoing negative events that affect the fundamentals of almost every relationship (Sheehan, McCabe, and Garavan, 2018). In the professional environment, harassment is defined as persistent harm directed at least one person that leads to force irregularities (Carter et al., 2013). Most often, workplace harassment involves presenting unfavorable viewpoints that are repeatedly aimed at the victim, creating a situation in which victims are powerless to defend themselves (Owolabi, 2013). Bothering produces contemplations of shortcomings among the agent which is horrible to the two targets and

witnesses and the relationship overall. Different scientists have been engaged with pestering at fill-in as their subject of fixation all through ongoing years to gain more significant information into the point.

The perception of harassment in the workplace is also the subject of experimental investigation. Harassment is unquestionably a negative hierarchical practice that increases unfavorable well-being outcomes and, ultimately, lowers worker viability at work. It won't go away unless management makes a concerted effort to avoid creating a hostile work environment; failing to do so will make it more difficult for managers to retain employees and drive up operational costs (Leiter et al., 2012). A worker experiences significant depletion when faced with escalating demands on his or her time and resources. Close-to-home weakness is a condition brought on by intense and personal demands (Bacharach et al. 1991). This low degree of occupation fulfillment indicates concerning attitudes regarding jobs if a person isn't happy with how the association is functioning (Altinkurt and Yilmaz, 2014). If workers behave in such a negative way that they experience severe discomfort over a long time, they may eventually experience mental weakness.

People notice that good emotions and actual constraints are inadequate to enable sound working when workers show extreme fatigue (MosphereLee & Ashforth, 1996). Employees who are being subjected to unreasonable pressure or harassment initially assess the situation by presuming they have the capacity or limit to respond (Wright and Hobfoll, 2004). Without assistance, if individuals are unable to adapt, they will repeatedly deplete their resources and energy, which will have an adverse effect on their mental health and interpersonal relationships.

The tendency to experience negative side effects such as disappointment, tension, mindfulness, grumpiness, psychological dysfunction, and wretchedness is known as neuroticism (Schmitz, Kugler, and Rollnick, 2003). A person with high levels of neuroticism reacts negatively to natural pressure, perceive everyday situations as dangerous, and sometimes perceive minor complaints as horribly overwhelming (Hobfoll and Shirom, 2001). Since the advent of important science character studies, neuroticism has been widely recognized. It may also be the main character trait discovered in the field of brain research. Higher psychotic personalities tend to share certain traits, such as impatience and a particularly worried disposition that turns to dreadful components (Nevid and Rathus, 2007). Masochistic employees mention

frightfulness, an unexpected feeling of dissatisfaction, and a dislike of the environment. Some people are better able to display their gloomy attitudes than others; these kids are rash and miserable no matter the weather.

Torture can occur in any workplace, and harassment affects people's abilities and well-being. If someone reports harassment, management may view them as hypochondriacs and overly sensitive (Greenhaus and Beutell, 1985). Numerous studies have discovered that egocentric character traits have troublesome negative consequences extensive clinical research. There is no denying the correlation between dejection and neuroticism. Being neurotic entails having constant restlessness, discouragement, blameworthiness, tension, modesty, and self-assurance (Gray, Stordal, Ronald, and Hellzen, 2012). The phrase "work-family struggle" refers to a situation in which the personal and professional spheres are so intertwined that they affect one another.

## **1.2.Global Scenario**

The work-family dilemma references an instance in which the working and personal environments interact so closely that one affects the other (Wes ley and Muthuswamy, 2005). Work-family conflict is one of the top 10 sources of workplace stress, according to the Public Foundation for Word-related Wellbeing and Wellbeing (NIOSH) America (Kelloway, Gottlieb, and Barham, 1999). Work and family have evolved into incredibly demanding support systems that need a comparable amount of resources, time, and responsibility. Pressures between work and family obligations are brought on by a variety of factors in the work environment, such as routine working hours, time constraints, rigorous work procedures, threatening partners, and a toxic corporate culture.

To determine the relationship among the non-endlessly operating components of life, Roehling and her team (2003) developed three different models. The main hypothesis is known as the "remuneration hypothesis," which holds that a mistake or misfortune in one area can be made up for in another by happiness and satisfaction. The other hypothesis, known as "division," offers insight into keeping the emotions and pain components in these two fields apart from one another, while the "overflow hypothesis" suggests that events that occur in one area have an impact on the other.

Casualties are negatively impacted by the unpleasant work environment's psychological cost. Representatives' negative effects result in diminished effectiveness, resulting in a negative impact on a number of facets of life, including social to familial. With up to 10% of the employed population affected throughout all professions, it is a serious issue (Zapf et al. 2011). Workplace harassment is detrimental to truancy, retention, and job satisfaction, claim Muo and Olufayo (2012). By all accounts, workplace bullying is an issue that cannot be solved and has a considerable adverse influence on both the welfare of individuals and the businesses in which they work.

Threats of bullying at work may leave victims feeling helpless and less secure in their employment, which can have a severe impact on workers' well-being and cause them to run out of resources (Catalano et al., 1986). Job insecurity is regarded as a personal sensation that reflects how each person sees the issue (De Witte, 1999). In light of the transactional model of stress, it is possible to understand the mediation function of job insecurity in the interaction between occupational stressors like bullying at work and emotional weariness.

Despite prior research indicating that it may have an impact on personal issues like mental wellbeing, little is known about the indirect consequences of workplace bullying caused by job instability on emotional exhaustion (Ahmad et al., 2017) and jobs insecurity (Glambek et al., 2014). The second contribution of this study to the literature seems to be an evaluation of the moderating (buffering) effect of religion on the relationship between job insecurity as well as emotional fatigue. According to Nooney (2005), a stress process viewpoint views mental illness as the consequence of being subjected to stresses, and the stress process narrative of religious impacts places emphasis on religion's ability to serve as a stressor buffer.

Even though many previous research (Sharma et al., 2017; King et al., 2001; Schnall et al., 2012) concentrated on the immediate relationship among religion and mental health outcomes, Lorenz et al. (2019) contested that further evaluation emerges from the potential complexity of the link between faith and mental illness and specifically mentioned that religion could have a moderating (buffering) impact on psychological health illnesses including emotional exhaustion.

Since the 1990s, the majority of research on the causes of or risk factors for bullying at work has been concentrated on various characteristics of the workplace, and today, the so-called "work environment hypothesis" has substantial empirical backing (Salin & Hoel, 2020). The rationale for this point of view was clearly summarized as follows: "Bullying has seemed to thrive wherever employees experience contradictory expectations, requirements, and values within their workplace, and where aspirations are viewed as imprecise or unexpected" (Salin & Hoel, 2020). Workplace bullying is defined as a practice of repeatedly subjecting someone to detrimental workplace behaviors from which they are powerless to protect themselves.

Negative behavior can take two forms: direct (such as publicly insulting or humiliating the victim) or indirect (such as spreading rumors about the target or just plain ignoring or excluding them). Bullying behaviors may also be either personal or professional, which includes withholding vital information or forcing the target to perform unpleasant or menial tasks (Lazarus, 1999; Lazarus & Folkman, 1984). Personal bullying behaviors include making disparaging statements about the victim's past or private life. The current study adds fresh information about how the work environment hypothesis can be used to better understand the individual and interpersonal aspects of mental health issues associated with workplace bullying (Einarsen et al., 2020). The paper discusses the circumstances in which mental health issues might result in bullying and pinpoints the mechanism by which this happens.

According to Einarsen et al. (1994), the definition of a harassing workplace is "any situation where at least one individual is exposed to gloomy manifestations throughout some time that one cannot insulate oneself from." As a result, regardless of their unit, it depicts the sensation of being the survivor of constant hostile behavior (verbal, physical, or both). Although the person in charge is typically the one who engages in harassment at work and a lower-switch representative is the victim, partners and even subordinates have been discovered to take part in the abuse.

Bosses can harass employees at work by assigning those tasks that are beyond their scope of expertise due to a need for speed or unfavorable circumstances, giving them responsibilities that are far beyond their level of expertise, or threatening them with termination or other negative outcomes (Beswick, Carnage, & Palferman 2006).



The term "mental pain" refers to a broad range of negative thoughts and emotions that impair one's ability to function at work (Mirowsky & Ross, 2002). Self-destructive ideation, low confidence, a sleeping disorder, increased stress, burdensome side effects (Salin, 2003), social isolation, poor work performance due to dread or excessive caution, and other mental health issues are all caused by workplace harassment (Smith, Vocalist, Hoel & Cooper, 2003).

As a result, no two victims involved at the same time have a similar involvement. This is true because mental pain is an emotional experience that depends on the situation and the person's knowledge of it (Rayner, and Cooper, 2006). Among the causes of mental illness are gruesome encounters (Jacobs, 2004). As the activity may involve brutality or come with dreadful side consequences that affect the person's actual well-being, victims of working environments that are torturous may suffer the negative repercussions of the genuine injury (Mukherjee et al., 2015). Everybody experiences sleep as an unconscious state since it is a biological process that is homeostatically managed.

Sleep is so critical for human health and well-being as well as for the body's ability to repair itself (Hansen, Hogh, Garde & Persson, 2014). Additionally, it is well-known that stress can disrupt sleep and result in a less restorative night's sleep (Kersten et al., 2002; Garde et al., 2011) and that getting insufficient sleep is linked to an increased risk of disease (Cohen et al., 2009; Nilsson et al., 2005). Humans sleep for about one-third of their lives, according to Brown, Basheer, McKenna, Strecker, and McCarley (2012).

The recuperation, energy conservation, and survival of humans are strongly influenced by sleep (Rechtschaffen, Bergmann, Everson, Kushida & Gilliland, 1989). Additionally, it appears crucial for key processes like cerebral growth, learning, memory, emotion control, cardiovascular and metabolic processes, as well as for the removal of pollutants (Cincin et al., 2015; Davies et al., 2014; Xie et al., 2013). Both the general public and people who work frequently have issues with their sleep health (Luckhaupt, 2012; Metlaine, Leger, & Choudat, 2005; Ohayon, 2002; Van Laethem, Beckers, Kompier, Dijksterhuis, & Geurts, 2013). Insomnia is thought to be the most prevalent sleep problem, according to Moreno Jiménez et al. (2008). According to several studies on WB patients, the prevalence of insomnia is higher than average (Björkqvist et al., 1994; Leymann & Gustafsson, 1996).

In addition, WB victims had poorer sleep quality, according to Notelaers, Einersen, De Witte, and Vermunt (2006), and Vartia (2001) discovered that they used much more sleep drugs. Meanwhile, it has been discovered that both physical and mental issues are correlated with poor sleep quality (e.g., Edell-Gustafsson, Kritiz & Bogren, 2002; Nakata et al., 2000). For instance, a meta-analysis by Schwartz et al. (1999) revealed that cardiovascular disease and an increased risk of heart attack are both more common in those with poor sleep quality.

Harassment at work can cause people's energy reserves to leak, which in turn makes work-family conflicts more evident. Based on the aforementioned claim, tormenting and the conflict between work and family are positively related, and when the masochist character acts as a mediator, this relationship is more pronounced when there is a high level of neuroticism. Thus, the focus of the current investigation is on the impact of suffering on the conflict between work and family.

### **1.2.1. Resilience and workplace bullying**

Resilience has been highlighted as one of the significant personal resources needed to combat this ailment. Resilience has a moderating influence on workplace bullying, according to studies (Maidaniuc-Chirila, 2015, Meseguer-de-Pedro et al., 2019). This mediating effect can be attributed, in part, to the concept that workplace bullying is a stressor and even that resilience is the means by which the individual regains equilibrium. The term "dynamic process" used to describe resilience entails a method of dealing with difficult and hostile situations. The American Psychological Association offers another conception of resilience as a process, defining it as "the process of sufficient adaptation in the face of adversity, trauma, tragedy, or major pressures of any kind" (APA, 2011).

Given these, resilience is a protective mechanism that a person develops to combat harmful environmental stressors. Reducing the impact of protective factors, mediates the link between risk and protective factors (Eschleman, Bowling, and Alarcon, 2010). By acting as a cognitive resource for the victim, resilience can also act as a buffer between the psychological suffering brought on by workplace bullying.

For instance, the victim of superior bullying may view the incident as a chance for personal development. By employing this tactic, the person may be able to successfully mitigate

the damaging psychological effects of workplace bullying. Despite the monotonous nature of academics and the potential for bullying in such work contexts, there is little research on resilience among university personnel.

The association between workplace bullying and psychological suffering can be explained by resilience using the Hobfoll (1989) Conservation of Resources (COR) hypothesis. The assessment of difficult circumstances as resource-consuming is one technique. Bullying at work is evaluated by the resilient person as tasking occurrences, and they interpret it in a way that needs less mental and emotional energy.

"An interchange of resources among two individuals viewed by the giver or the recipient as intended to improve the recipient's wellbeing" is referred to as social support (Shumaker & Brownell, 1984, p.11). The several types of social support include instrumental support (such as physical aid or tangible items), emotional support (such as sympathy or concern), informational support (such as knowledge or information), and evaluation support (e.g., affirmation, evaluative feedback; House, 1981).

Notably, the concept of social assistance omits mentioning how the recipient will benefit from it. Although social assistance is frequently regarded as a helpful resource, there are many situations where it does not improve the recipient's wellbeing as intended. Any activity by a manager, coworker, or other employee that is meant to aid another employee but is viewed negatively by the recipient is referred to as inappropriate workplace social supports. Researchers first identified harmful workplace social supports when they were researching the positive impacts of social support networks at workplace. Social support can shield employees from negative psychological and physiological reactions to professional pressures, according to research (i.e., strains; Cohen & Wills, 1985; House, 1981). Social support appears to lessen strains, lessen observed work stressors, and act as a buffer against strains, according to meta-analytic research (Viswesvaran et al., 1999). However, some research have discovered that workplace social supports can worsen the results of stress, and not all studies have demonstrated positive impacts of workplaces social support (Viswesvaran et al., 1999).

Organizational literature on poor mentoring experiences seems strongly connected to that on ineffective social support at work. Despite its intended benefits, mentoring occasionally has a

negative impact on the protégé (Eby, McManus, Simon, & Russell, 2000; Scandura, 1998). Negative mentoring encounters have been linked to reduced job satisfaction, depressed mood, psychological jobs withdrawal, turnover intentions, and plans to end the mentoring connection (Eby & Allen, 2002; Eby, Butts, Lockwood, & Simon, 2004). Individually poor mentoring experiences, while similar to problematic workplace social support, are generally not well-intentioned (e.g., mentors neglect, self-absorptions, and credit seeking), hence many negative mentoring encounters wouldn't be considered harmful workplace social supports.

The implications of information and technology on personnel in Pakistan's hotel business have received scant attention from researchers (Khan et al., 2021). Researchers are beginning to pay attention to the idea of WCB as a recently acknowledged risk factor in the workplace. High employment demand and violence have always been characteristics of the hotel industry. Social media and information technology give people the freedom to say and express whatever they want while maintaining their anonymity. This gives criminals the option to target their victims on more social media platforms and in greater numbers while maintaining their identity a secret. The largely anonymous aspect of social media has had negative effects on employees ever since the hotel business adopted digitization. Thus, the hotel business has serious concerns about how engaged hotel employees are at work.

The individual experience of perceived supervisor assistance has been the main focus of all study done to now. But due to varying levels of support within teams, it is possible that individual views of perceived supervisors support vary greatly among teams (Bliese and Castro, 2000). As a result of employees' embeddedness within groups that in turn impact them, Bliese and Castro (2000) advocated using the sum of group members' opinions of supervisors support. Higher degree contextual impacts are reflected in aggregate constructs than they are in individual items (Sora et al, 2009).

Teams of workers are exposed to similar environmental cues like shared leaderships (Kozlowski and Klein, 2000). A person's view of a supervisor's support seems to be a reflection of the dyadic relationship that person has with that particular supervisor. Team members' shared impressions of a supervisor are still a reflection of a common social reality (Thomas et al, 2005). During repetitive cycles of individuals interactions and persuasion, team members' interactions establish collective norms and contribute to the team's perceptions of

supervisor support. Team members do behaviours that benefit each other when perceived supervisors support is strong, which increases the overall perceptions of supervisor support among the group (DeGoey, 2000).

Direct managers of nurses have an impact on how they behave toward the group in general within healthcare organizations. It makes sense to think of supervisory assistance as shared group resources. In the current study, we characterised the emotional supervisory environments as a contextual characteristic of each team. We are interested in understanding how this supportive emotional supervisory environments affects the relationship among jobs satisfaction and work engagements. Group-level supervisor assistance goes further than the norms of reciprocity because it helps group members cooperate and gives employees access to more resources to help them achieve their goals (Hochwarter, 2006).

Members of the team would feel more knowledgeable and appreciated when they operate in supportive environments (Pohl et al, 2013). Long-term resources might well be added with supervisor support at the groups level (Xanthopoulou et al, 2009). The link between organizational restrictions and job satisfaction may be mitigated by group-levels supervisor assistance (Stetz et al, 2006). The connection among work engagements and job results may be positively impacted by increased socio-emotional resources whenever supervisor support seems high at the group levels and when employee's interactions are good (Wallace et al, 2009).

Hotel staff members must be in a state of positive psychological well-being (PWB), as they operate in a hazardous and exploitative environment (due to, for example, customer incivility or job stress). Due to the labor-intensive nature of the hospitality sector, employees are required to manage a variety of tasks that may be emotionally or mentally taxing. As a result, the job demand models emphasizes that emotionally taxing situations, like WCB, can deplete a person's physical and mental resources and eventually lead to poorer work engagement. The second goal of the study is to examine PWB as a potential mediator between WCB and the work engagement (WE) of hotel employees using the Conservation of Resource (COR) theory.

### **1.2.2. Social support and workplace bullying**

Given that building, resilience is a dynamic process and workplace bullying frequently persists, there is a good chance that personal resources won't be sufficient. Another tried-and-true

coping method for incidents of workplace bullying in this situation is to enlist the assistance of family and friends (Van den Brande et al. 2016). According to Cassidy et al. (2014), By minimizing the link among workplace bullying as well as psychological distress, social support is helpful in lowering the stress it creates. The unpleasant mood that isolation can cause, which is what bullies aim to instill, is countered by the sense of support. Making victims feel excluded is one tactic bullies use to push their will on others. Consequently, It should not be surprising that having seven friends' support networks, particularly those at work, lessens any potential psychological harm that a similar experience may cause.

Taylor (2011) found that to lessen the effects of workplace bullying, perceived social support is just as effective as actual social support. Bullying at work can have a severe psychological impact on an individual if they feel as though their friends are there to defend them even when they are not present. Social support can take many different forms, including when coworkers sympathize with or believe the victim's complaints when they assist with challenging work tasks that are beyond the victim's capacity, and when they offer mental support in assessing the situation in a way that doesn't harm the victim's self-esteem.

The victim is capable of positively understanding supportive gestures from a number of people both inside and outside the organization. According to studies, the assistance of friends has a big impact on a target's capacity to successfully cope with workplace bullying (Blomberg & Rosander, 2019). Supports from the workplace proved particularly successful in lowering the harmful consequences of workplace bullying on the individuals' psychological well-being, according to studies that differentiate whether assistance from the workplaces and support from outside the workplaces (Nielsen et al 2019, Warszewska- Makuch et al. 2015). The additional benefit of receiving support from coworkers at work is that they can help the subordinate take action against bullies or connect with people in higher positions than the bullies.

Social workers support persons who are vulnerable to varying degrees to restore their well-being. One of the careers that contribute significantly to emotional weariness is social work (Lloyd et al., 2002). The disparity between the efforts done and the benefits received in return can be used to explain such a high degree of emotional weariness. Bullying and burnout, in particular, might escalate when there is a lack of social support (Naseer et al., 2016). Furthermore, because persistent stress results in disputes that are associated with bullying,

bullying is linked to burnout. Burnout has been examined in a few studies as a possible adverse effect of bullying (Allen et al., 2015).

Bullying in the workplaces has been regularly related to burnout, and more especially emotional tiredness (Nielsen & Einarsen, 2012). Bullying is systematic, repeated, and persistently unfavorable behavior that is directed at one or more employees and lasts for at least six months. These behaviors might be overt and obvious, such as verbal abuse, a humiliation in front of others, or physical hostility or they can be more covert. Numerous research on workplace bullying especially emotional exhaustion in social workers have focused on the effects of a lack of interpersonal support from supervisors and coworkers. Previous studies have demonstrated that workplace support lowers emotional tiredness (Schermuly & Meyer, 2016).

On the other hand, studies on the absence of social supports from friends and family are few and far between (Sánchez-Moreno et al., 2015). The danger of workplaces bullying and emotional exhaustion within social workers is high (Sánchez-Moreno et al., 2015), so it's crucial to attempt to comprehend the relationships between these three characteristics and social support. By receiving social support from those around them, individuals can lessen workplace bullying and mental tiredness. Both inside and outside the workplace are potential sources of social support. Social support can come from a variety of places, and it can have a wide range of effects on how demanding a workplace is.

According to Naseer et al. (2016), the perception of organizational support and emotional tiredness is mediated by workplace bullying. To our knowledge, no prior research has examined the mediating effect of workplace bullying in the association between social support from family and friends and emotional weariness, albeit this may be due to a lack of prior research. Exploring social-support roles can shed light on these interactions, and the notion that workplace bullying may act as a mediator in the relationship between various forms of social support and emotional weariness opens up an intriguing research area. The current study seeks to further the literature in three specific areas. To start with, we are answering the call to additionally explore support from loved ones, a solicitation that has proactively been placed forward in the writing on work environment harassment and profound depletion (Sánchez-Moreno et al., 2015). Second, by investigating the intervening job of work environment harassing in the connection between friendly help and profound depletion, our work adds to working on how we might interpret this

issue. Third, there is a scarcity of exploration on the job of social help in the working environment harassing and close-to-home weariness among social specialists (Lim et al., 2010).

### **1.3. Statement of the problem**

The prevalence of workplace bullying in a nation like Pakistan causes a lot of emotional exhaustion, but its effects on group cohesion have never been studied. In this study, moderator neuroticism, which has an influence on the link between emotional tiredness and workplace bullying, was used. Negative outcomes occur because a neurotic personality has a poor coping mechanism for stressful situations. Compared to low neurotic workers, highly neurotic employees are more perceptive to their surroundings; they only consider the bad sides of a scenario, which depletes their emotional reserves and causes emotional weariness (Mueller, Simon, & Judge, 2016). No research has yet been done in Pakistan to investigate the relationship between the study's factors.

### **1.4. Significance of the study**

The importance of this research is that it will aid organizations in comprehending how workplace bullying can damage group's cohesion. This study will aid in raising awareness among firms about employee conduct and workplace bullying. The managers will get an understanding of how group cohesion can affect teams and groups. The organization and its officials will benefit from the present study's assistance in dealing with these damaging issues of workplace bullying and its effects on groups. This project will increase knowledge of the effects of harmful group behaviors in the Pakistani environment, where collectivism is a cultural norm. Additionally, this study is moderating the study by using the personality trait known as neuroticism to examine bullying behaviors in addition to the impact of personality traits.

By using the findings of this study, businesses can establish a management style that discourages bullying behavior and fosters an environment that is conducive to motivating and inspiring staff members both individually and collectively, thereby improving performance. Additionally, the results of this study will support managers in maintaining a positive work atmosphere where employees can readily demonstrate their abilities and contribute to the success of the company. Additionally, this study will help people see the importance of comprehending how emotions affect the workplace.



### 1.5. The objective of the study

- To explore the association among emotional support and wellbeing.
- To explore the mediation of workplace bullying between emotional support and well-being.

- **Research Questions**

- What is the association between emotional support and wellbeing?
- Does workplace bullying mediate the relationships between emotional support and well-being?

### 1.6. Conceptual framework



## Chapter 2

### Literature review

#### 2.1. Theoretical Framework

A theory is a way of making sense of a disturbing situation" (Kaplan (1964). The underlying theory of the present research is the Spillover theory. This theory encompasses all variables in the proposed model.

##### 2.1.1. Spillover Theory

Spillover emerges when negative feelings, behavior, anxiety, emotions, and moods from work are transmitted to the family domain (Menino, Rubin, & Brayfield, 2005). The theory of spillover argues that the life domains of a person are integrated; that is, well-being can be passed between domains of life. Past research shows that the spillover from job to family does not affect both genders in quite the same way. Discoveries propose that everyday life and work life cooperate and both pessimistic and positive overflows will occur in individuals' lives, associating in the two ways and that the two fields are more frequently partners than rivals, with results that reinforce each other as opposed to clashing with one another (Roehling et al., 2003; Greenhaus and Powell, 2006).

Strong linkages between the family and professional life can be seen and parallels emerge as a result of the spillover cycle (Edwards and Rothbard) (2000). Negative work-to-family spillover is what we refer to when unpleasant feelings and ideas, such as fatigue, are brought on by an individual from one domain to the other. However, if they create parallels between these life domains, we will refer to this as work-family conflict (Rantanen, 2008).

There are four typical work-family spillover experiences, according to Grzywacz and Marks (2000b): good and negative spillover from family to work and work to family. Due to the workload of their employment, the spillover effect will cause them to feel as though they must sacrifice their time (i.e., their domain) (i.e. work domain). The spillover effect has so far been validated by some research. The study has demonstrated that progress in terms of resources, time, and behavior is typically negative if job activities and family activities are exclusively

arranged in terms of space and time. The study provides additional evidence in favor of the concept of "work flexibility," which encourages people to integrate and extend their time and space beyond obligations to their families and jobs which contributes to beneficial spillover and helps to achieve stable family and work cohesion (Staines, 1980).

## **2.2. Emotional Support and Well-Being**

Prior research by Casper et al. (2011) connected emotional support from supervisors to workers' well-being. They stated that the goal of emotional support should be to help people balance their personal and professional lives. They discovered that a manager's emotional support for their staff can be gauged by how much they value and care about them. These findings showed that receiving emotional support from others enhances well-being to the extent that it is provided as part of an exchange pattern that maximizes resource gains while minimizing resource losses. According to Russo, Buonocore, Carmeli, and Guo (2015), The provisions of emotional supports has been linked to the creation of extra resources, including such psychological adaptability and contexts-dependent resources.

Intending to assist workplace managers and leaders in making wise decisions about how to create or leverage such conditions based on existing knowledge, Bennett et al. (2017) sought to analyze employee well-being at work and concluded that workplace conditions help workers grow across higher levels of well-being (evidence). According to Kelly et al. (2020), when managers foster a family-friendly job environment and provide emotional support, it makes employees feel good about investing resources in scheduling flexibility. This results in success and happiness for the employees.

Numerous aspects of well-being are also correlated with emotional support. Lopez-Zefra (2019) looked studied how psychosocial elements including emotional intelligence and social support, as well as how they interact, can protect against depression and life satisfaction, two cognitive well-being dimensions (positive well-being). He concluded that social support has a direct impact on well-being. Gregory et al. (1996) noted that people continue to build various and changing comforting, consoling, and empathic ways so they can be able to give emotional support to other people who need it in the form of sensitive, knowing, cooperative, and conscious emotions. The most crucial element in developing emotional support abilities is receiving emotional support from family or friends (Mashburn et al., 2008).

Using a sample of Mexican-American adolescents as subjects, Caldwell et al. (2004) looked into how emotional support from a family relates to self-esteem and emotional well-being. The study discovered a link between adolescents' emotional health and self-esteem and the emotional support received from their moms. An expanding body of research has underlined the significance of social support in enhancing overall well-being and lowering stress (Umberson et al., 1996; Sarason, Sarason, & Gurung 1997). Nahum-Shani, Bamberger, and Bacharach (2011) discovered that getting emotional support is associated with greater well-being when an individual perceives a pattern of beneficial exchange as reciprocal. According to these earlier studies, there is a beneficial relationship between employees' wellness and emotional support from a variety of sources.

### **2.3. Mediating Role of Workplace bullying between emotional support and well-being.**

The term "emotional exhaustion" refers to a person's emotionally worn-out and exhausted feelings toward their employment, along with the person's continued physical depletion (Wright & Cropanzano, 1998). When a person is subjected to demands that seem excessively demanding of his time and resources, emotional weariness results. People who are subjected to emotional and psychological demands experience emotional weariness. Work requires mental focus, critical thinking, and analytical skill, which can cause negative emotions to build up and could result in emotional tiredness (Diefendorff et al., 2011).

Employees experience emotional exhaustion when the stress and demands of the workplace surpass the capacity of their emotional resources. As a result, they may change how they behave at work, become emotionally distant from others, and find it difficult to get through the day. Bullying in the workplace is linked to significant detrimental impacts that can be psychological, behavioral, physical, or mental, such as fury, depression, and stress, which can result in suicide events (Einarsen & Mikkelsen, 2003). When employees are exposed to inappropriate behavior, one of the negative effects of bullying at work is emotional tiredness (Karatepe, 2015). Work disturbance and violence may also occur as a result of bullying (Browning, 2008).

According to research, emotional tiredness can have an impact on both an employee's home life and professional life. Previous studies have shown a negative relationship between emotional tiredness and employees' personal lives (Kristensen et al., 2005). Various human or

environmental factors might lead to exhaustion (Shirom, 1993). While individual variables include specific demographic characteristics like marital status, race, and gender, contextual variables include workplace components like work pressures, social support, work culture, etc (Billingsley & Cross, 1992). Self-efficacy that might result in emotional weariness is also a personal characteristic that comprises personality traits and structures (Mills & Huebner, 1998). (Dick & Wagner, 2001).

Poor social connection is another sign of emotional weariness, which is mostly brought on by the job's excessive demands, which frequently lead to workplace bullying (Janssen, Jonge, & Bakker, 1999). The affective event theory's empirical findings showed that a variety of workplace events that employees constantly experience have a triggering effect on their behavior and emotional state.

Typically, investigations on emotional tiredness are based on Maslach's three-part dominant burnout model. According to academics, burnout has three primary elements: depersonalization, weakened personal detachment, and emotional weariness. The first sign of emotional exhaustion is a person's lack of energy and consumption or use of emotional resources; the second is depersonalization, which is apparent in the display of cynicism toward clients, colleagues, and employers; the third and final sign is reduced personal detachment, which denotes a propensity to judge oneself negatively (Maslach and Jackson, 1981).

All of the criteria of the medical administration have steadily increased as a result of increased innovation and changes in medical thinking. Particularly, as the medical community has come to understand the importance of patient responsibility, the role of nurses has expanded. Cheung and Yip (2015) noted that nurses must carry out their responsibilities in demanding circumstances under a heavy task load, which leads to significant mental stress and increased risk of anxiety, depression, and sleep disorders. Miller (2008) researched to analyze the approaches to the available nursing HR and discovered that focusing on the effects of non-financial factors is more effective than fundamentally improving the compensation package in addressing the shortage of nursing personnel. Pakistan's medical community has undeniably become more focused on treatments and cure in preference to care.

Accordingly, Pakistan continues to produce a large number of doctors each year; nevertheless, the nursing workforce has been mostly ignored. Studies to identify the elements influencing nurses' daily lives are proposed to be done by Badil, Ali, and Siddiquie (2017). According to a survey, bullying among medical students in Pakistan affected 50 percent of them, mostly in the form of verbal abuse (Shiwani & Elenin, 2010). Spreading rumors, backbiting, critical remarks, false accusations, risks, verbal and physical abuse, insulting others, addressing credentials, and providing poor references are all indications of bullying, according to a Pakistani investigation of professionals (Shiwani & Elenin, 2010).

Workplace provocation that combines repeated unlawful and threatening behavior intended to harm, frighten, or demean others is known as workplace bullying (Einarsen, Hoel, Zapf, & Cooper, 2011). Bullied workers are more susceptible to stress, pressure, tensions, and material abuse (Brotheridge & Lee, 2010). Additionally, studies have demonstrated how bullying at work negatively impacts burnout (Deery, Walsh, & Guest, 2011). Burnout, which is characterized by feelings of tiredness, depersonalization (the conditions inside which one's emotions and thoughts appear unreal or unconnected to oneself), and a diminished sense of personal accomplishments, can be brought on by increased work-related stress (Maslach, Schaufeli, & Leiter, 2001). According to Giorgi, Dubin, and Perez (2016), employees who are subjected to workplace bullying are more likely to suffer from the negative impacts of burnout effects of burnout than individuals who do not.

Optimism, resilience, self-efficacy, and hope are the four critical components of a person's worldview, which constitute psychological capital (Luthans, Avolio, Avey, & Norman, 2007). Growing administrative individuality and reducing job burnout can be accomplished through the use of psychological capital (Luthans et al., 2007). They offered several strategies to improve psychological resources, believing that people's mental capacity could be increased (Luthans et al., 2007). To clarify how bullying affects employees' conduct, there is, nevertheless, a little logical study assessing subjective instruments (Parzefall & Salin, 2010). Bullying's effects and causes will likely be largely countered by psychological structures, as well as a reevaluation of the condition in which it occurs, which is the entire work relationship. Similar re-evaluations, according to Parzefall and Salin (2010), are included in a psychological contract, which is faith on the subject of mutual understanding between a worker and the association.

The investigation of psychological contracts has focused on shared experiences, commitments, and guarantees. The promises may be given blatantly, casually, or verbally (Rousseau, 2001). In context of this clarification, it's possible that the pledges made in the connection with the organization were not taken seriously. According to Syed (2010), when an employee is recognized and given a reward in any organization, it is assumed that other employees can also receive compensation, but respect, recognition, and career advancement all depend on an employee's dedication and the worth of their job.

According to Morrison and Robinson (1997), when associations fail to uphold even one of their promises made as part of a psychological contract, it results in apparent infringement and, as a result, creates the emotions of wrath, doubt, and betrayal known as a violation (Morrison & Robinson, 1997). Any behavior that violates a worker's regard and values, such as bullying, is perceived as progressively customized, according to Rousseau (2001), and as a result, more emotive emotions, such as discouragement, outrage, rejection, and rage, result (for example violation). In the current study, we looked at the association among workplace bullying as well as job burnout using mediating factors (i.e., psychological capital and psychological contract violation).

The three-part burnout model's development included emotional weariness as a significant variable (Zohar, 1997; Baba et al., 1998). Studies have shown a connection between emotional tiredness and malaise that includes worry, family issues, physiological changes, and significant emotional destabilization (Kahill, 1988). Additional research has shown that fatigued workers are more likely than other workers to become disengaged from their jobs (Cropanzano et al., 2003). Due to their mental and emotional tiredness, workers may put out less effort at work and may even be unwilling to lend a helping hand to others (Mulki et al., 2006). We conclude that a person who experiences workplace bullying also experiences emotional weariness, which can harm the person's family life based on the aforementioned discussion. Therefore, we suggest the following:

### **Research Hypotheses**

**H1:** Emotional support is positively associated with well-being.

**H2:** Workplace bullying mediates the relationship between emotional support and well-being.



## **Chapter No 3**

### **Research Methodology**

The research techniques covered in this chapter will be utilized to test the hypothesis that was put out in the previous chapter. A framework known as methodology is used to build and test out research foundations (Remenyi et al. 1998). A suitable study would always adhere to the supportive research methodology (Buckley et al. 1975). Therefore, it's crucial to employ the best-known techniques with the utmost care and have a thorough understanding of the challenges to be overcome (Amaratunga et al. 2002).

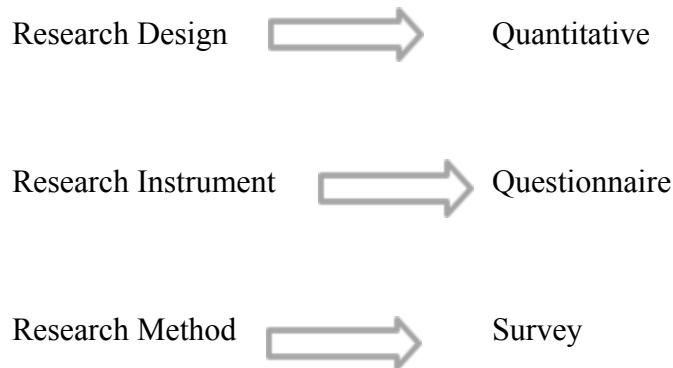
The approach that academics should take when doing their research is known as the research technique. It reflects the strategy used by researchers to formulate the issue, set a goal, and explain the results of the information gathered throughout the study. As a result, this section discusses the research approaches that were employed. It comprises the following: the research topic, sample size, sample characteristics, demographic, primary and secondary data sources, quantitative and qualitative data analysis, result in acceptance, and ethical consideration. In this particular study, an effort is made to look into the mediating function of work-family conflict and workplace bullying.

#### **3.1 Research Design**

Research design is defined as the researcher's plans that show the instruments and techniques utilized to gather and analyze the data (Zikmund, 2013). In other words, a set of techniques used to assess the information gathered about the variables under study is referred to as a research design. The terms "qualitative approach" and "quantitative approach" refer to two research design techniques employed in the social sciences. According to several academics, the quantitative methodology is accurate and effective in contrast to the qualitative study design (De Vaus and de Vaus, 2001).

In this study, employees in Rawalpindi and Islamabad's public sector firms are examined to see how bullying in the workplace affects group cohesion. The way that workplace bullying weakens group cohesion through emotional weariness is also examined. To further strengthen the

link between workplace bullying and emotional weariness, the study additionally focused on the influence of neuroticism as a moderator.



### **3.1.1 Type of Study**

An explanation is provided by the current study. When the emphasis is on cause-effect relationships, the research may be explanatory. When there is a focus on how changes in one variable effect or are accounted for by changes in other variables, this phrase is employed. In an explanatory study, the author uses ideas or hypotheses to explain the causes of an occurrence by outlining the events that led to it. Aiming to resolve the causal relationship between the interventions, scholars are using the notion to investigate the reaction to the problem (Baxter and Jack, 2008). The current study is also a causal relational investigation in which it has been accessed how emotional support for wellness might serve as a mediator for workplace bullying.

### **3.1.2 Study Setting**

In the twin cities of Rawalpindi and Islamabad, the study was carried out. Employees of organizations in the public sectors were given the questionnaires. The participants' anonymity was preserved and questionnaires remained self-administered.

### **3.1.3 Unit of Analysis**

Since this study was aimed to determine the whole impact of workplace bullying on individuals rather than organizations, the unit of analysis used was the individual. An individual, group, organization, culture, or nation might serve as the unit of analysis from which data is acquired.

### **3.2. Population and Sampling**

According to Dixon & Marry (1957), a population is any group of people or objects that share some objectively detectable features. The population is the group of components that the

researcher is interested in learning more about. The entire group of people, events, or intriguing items that the researcher intends to analyze is referred to as the "population."

### **3.2.1 Sampling Technique**

A researcher who wishes to create a random sample usually wants the sample to be representative of the population on some relevant feature (e.g achievement scores). When the researcher wants other subgroups in the sample to also be representative, the problem gets more challenging. In this instance, the researcher used stratified random sampling, a technique that combines stratified sampling and random sampling (Teddlie & Yu, 2009).

Stratified sampling is a particular kind of sampling technique. The researcher splits the population into several groups, or strata, using stratified sampling. Then, a probability sample is chosen from each group (typically a straightforward random sample). There are several advantages when comparing stratified sampling to a random sample.

Sample methodology is a method for selecting a representative portion of the population for stratified sampling. The sample selection process in the current study uses a non-probability technique. The basic objective of stratified sampling is to concentrate on demographic characteristics that are relevant to the researcher's research questions (Ashbrook, 2010).

### **3.2.3 Sample Size**

The number of people or groups that are being investigated is known as the sample size. In quantitative research, the sample size is larger than in qualitative research, which is symbolized by the letter N. The sample size person accurately represented the characteristics of the entire population. "The number of observations in a sample is the sample size" (Evans et al., 2000).

$$\text{Sample (n)} = \frac{N}{1+N (0.05)^2}$$

### **3.3 Pre-Testing**

Before the commencement of the larger study, a pre-test is a questionnaire that is used to assess whether any adjustments are required. Pre-testing enables the detection and resolution of unforeseen issues with questionnaire completion.

Pre-testing was carried out to ensure that the questionnaire could be used before the actual data collection. Five to ten surveys were given to respondents in this phase once the questionnaire had been created to collect data. A few drugs were included in the questionnaire following the pre-testing phase to enhance their work capacity.

### **3.4 Field Work**

Fieldwork describes the situation where travelling to the study region is necessary in order to gather the necessary data for the research. In the current research, the area of study was the universities of Twin cities; some private and Govt. educational organizations. The researcher designed the work plan for visiting those areas.

### **3.5 Statistical Analysis**

Data exploration and the examination of the distributions of values for a particular attribute are frequently aided by statistical analysis. It transforms a quantity into meaningful findings in accordance with the study's objectives. The researcher used quantitative research methods to examine and report the data they had gathered. The responses were analyzed by using a statistical package for social sciences (SPSS).

#### **3.5.1 Uni-Variant Analysis**

A simple type of quantitative analysis would be the uni-variant analysis. The analysis is conducted using a single variable described in terms of the proper unit of analysis. The uni-variant analysis looks into each individual variable in a data collection. One is that it considers both the range and the symmetry of the values. It outlines the manner in which the variable has been responded to. Each individual variable is described.

##### **3.5.1.1 Percentage**

A percentage is a portion of a whole expressed as a numbers between 0 and 100 rather than as a fraction. All of something is 100 percent, half of it is fifty percent, and none of something is zero percent. In the current research, the percentage was calculated in several questions.

$$P=F/N \times 100$$

### 3.5.1.2 Bi-Variant Analysis

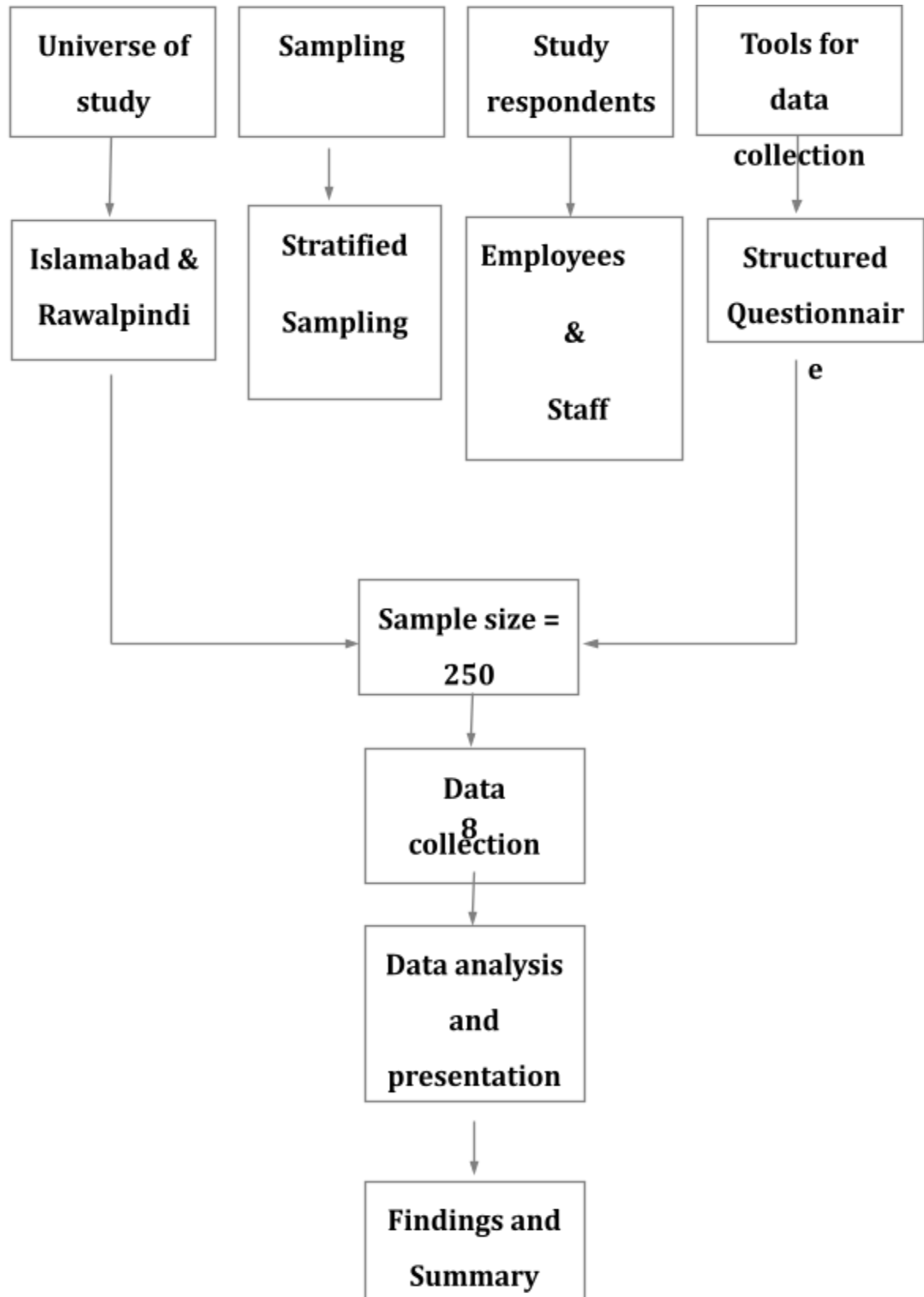
Bi-variant is one of the simplest forms of quantitative analysis. It involves the analysis of two variables to see if the variables are related or not for instance independent variable and the dependent variable. Bi-variant analysis can be helpful in testing hypotheses of association and causality.

### 3.5.1.3 Chi-Square

The most straightforward and practical statistical approach for social sciences research is chi-square. It also serves as useful test for determining whether the independent and dependent variables in the hypothesis are related. In the current research, chi-square was applied to verify the relationship between the two variables.

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

### 3.6. Research Design



## **Chapter 4**

### **DATA ANALYSIS**

The researcher concentrates on the analysis and presentation of pertinent data gathered from the study location in this chapter. The systematic application of statistical methods to characterize and present data is known as data analysis. SPSS was utilized for the analysis of primary data because the study is a quantitative research project. An explanation, a description, and an interpretation of the data have been included in the tabular and visual presentations. The researcher made an effort to present the findings without adding her preferences, keeping the study's goal in mind.

#### **4.1 Uni-Variate Analysis**

The most straightforward type of data analysis is called univariate analysis. Uni is used when there is only one variable in the data because it means "one." Univariate analysis analyses data summarizes the data, and looks for patterns in the data; it does not deal with causation or association. Its main goal is to describe.

The most straightforward kind of quantitative analysis is called univariate analysis. A single variable is described in terms of the proper unit of analysis when the analysis is conducted. Each variable in a data set is individually examined in a univariate analysis. One, it examines the distribution of values as well as their axis of rotation. It describes the type of reaction to the variable.

#### **4.2. Socio-Economic Characteristics**

To determine how the factors have affected the respondents, questions about their socioeconomic backgrounds are asked of the respondents. The study's main theme is the influence of emotional support on wellness and the role of mediation in workplace bullying in Islamabad. It is assessed in light of the respondent's age, education, occupation, and family structure as well as a combination of these criteria. 250 questionnaires were distributed to respondents by the researcher, who then filled them out and asked questions.

#### 4.2.1. Gender

Gender is an essential component of demographics. Gender distributes male and female samples of the population. It's been found that the proportion of male participants was higher than that of females.

Table 4.2.1: Frequency by Gender

<i>Gender</i>	<i>Frequency</i>	<i>Percentage</i>
<i>Male</i>	175	70
<i>Female</i>	75	30
<i>Total</i>	250	100

Table 4.1 represents the gender of the respondents out of a total of 250 (i.e. 100%) respondents, 175 (i.e. 70%) respondents were male while the remaining 75 (i.e. 30%) were female respondents. It is extracted that the majority of the respondents (70%) were male.

#### 4.2.2. Age

Age is an impactful aspect of the demographics; however, participants are reluctant to share their age. In the questionnaire, five separate age groups have been used to gather data about age.

Table 4.2.2: Frequency by Age

<i>Age</i>	<i>Frequency</i>	<i>Percentage</i>
<i>18 to 25</i>	57	22.8
<i>26 to 33</i>	145	58.0
<i>34 to 41</i>	37	14.8
<i>42 to 49</i>	8	3.2
<i>50 and above</i>	3	1.2
<i>Total</i>	250	100

Table 4.2.2 indicates the age group of the respondents while 57 respondents (i.e. 22.8%) were in the age group of (18-25 years), 145 (i.e. 58.0%) were in the age group of (26-33 years), 8 (i.e. 3.2%) were in the age group of (42-49 years) while remaining 3 (i.e. 1.2%) respondents



were above than 50 years of age. It is extracted that the majority of the respondents (58.0%) were from the age group of (26-33 years).

### 4.2.3. Qualification

Education is an essential factor that contributes to the growth and development of the entire nation as well as its international standing. So, to gather data about the qualification level of participants, 5 distinct categories were listed in the questionnaire.

Table 4.2.3: Frequency by Qualification

<i>Qualification</i>	<i>Frequency</i>	<i>Percentage</i>
<i>Bachelors</i>	36	14.4
<i>Masters</i>	106	42.4
<i>MS/ MPhil</i>	89	35.6
<i>PhD</i>	17	6.8
<i>Post PhD</i>	02	0.8
<i>Total</i>	250	100

Table 4.2.3 explains that, out of a total of 250 (i.e. 100%) respondents, 36 (i.e. 14.4%) respondents were bachelors, 106 (i.e. 42.4%) were masters, 89 (i.e. 35.6%) were MS/MPhil qualified while 17 (i.e. 6.8%) were Ph.D., and remaining 2 (i.e. 0.8%) were post-Ph.D. qualified. So it is concluded that the majority of the respondents (42.4%) were master-level qualified.

### 4.2.4. Experience

Employees' experience is the cumulative number of years they have worked across several businesses. Professional experience seems to be a crucial element of demography since it improves people's brains and creativity. Information about the participants' professional backgrounds is included in this section. To gather data on the professional experience of the participants, a different range of categories was defined in the questionnaire.

Table 4.2.4: Frequency by Experience

<i>Experience</i>	<i>Frequency</i>	<i>Percentage</i>
<i>0-5</i>	101	40.4
<i>6-10</i>	112	44.8
<i>11-16</i>	29	11.6
<i>17-22</i>	6	2.4
<i>23-28</i>	2	0.8
<i>Total</i>	250	100

Table 4.2.4 describes the experience of the respondents, 101 respondents (i.e. 40.4%) had 0-5 years of experience, 112 (i.e. 44.8%) had 6-10 years, 29 (i.e. 11.6%) had 11-16 years, 6 (i.e. 2.4%) had 17-22 years of experience while 2 (i.e. 0.8%) had 23-28 years of experience. And it is found that the majority of the respondents (44.8%) had 6-10 years of experience.

#### **4.2.5. Workplace Bullying**

In the current research for assessing workplace bullying, we used the 6 items scale, developed by (Hershcovis, 2011), the item scale comprises of questions which “People treat each other with respect in this organization, Managers lead by example to prevent workplace bullying,

Workers feel confident to speak up about inappropriate behavior”. This scale is based on the five-point Likert scale extending from 1 (strongly disagree) to 5 (Strongly Agree).

#### **4.2.6. Emotional Support**

For assessing emotional exhaustion we used the 6 items scale, developed by (Maslach & Jackson, 1981), the item scale comprises questions which are “How do you feel in the office, when you have a 9 hours shift and workload as well, I feel particularly excited or interested in something”. This scale is based on the five-point Likert scale extending from 1 (strongly disagree) to 5 (Strongly Agree).

#### **4.2.7. Wellbeing**

For assessing well-being we used the 6 items scale, developed by (Netemeyer, Boles & McMurrrian, 1996), the item scale comprises questions which are “When you get appreciation

from the administration, which things make you great full. I feel thanked who bully me and feel awful to be late for the due date.”

<b>Variables</b>	<b>Sources</b>	<b>Items</b>
Emotional Support (IV)	(Maslach & Jackson, 1981)	8
Workplace Bullying (Med)	(Hershcovis, 2011)	7
Wellbeing (DV)	(Netemeyer, Boles & McMurrrian, 1996)	5

### 4.3. Statistical Tools

Statistical Package for the Social Sciences - 21 (SPSS) for data analysis purposes has been used in this research. To analyze the relationships between the two variables (IV and DV), correlation and linear regression were used. The IV in this research is Emotional Support and DV well-being. Using SPSS, regression analysis and correlation were both carried out. Correlation has been used to assess the variable's strength. To ensure the acceptance and rejection of the hypothesis we used regression analysis.

The following analysis has also been performed on the software to study the impact of emotional support on well-being, and workplace bullying as a mediator:

- Frequency Distribution
- Reliability Analysis
- Descriptive statistics

### 4.4. Pilot Testing

While undertaking anything widely, pilot testing is treated as a quite suitable approach. Since it will serve to minimize certain threats including hours spent as well as other resources. Pilot testing is explicitly conducted to verify the usefulness of the scale being used in the research (Van Teijlingen and Hundley, 2001). This enables researchers to think through the study area, study objectives and methods to be included in the analysis. Perhaps it encourages the researcher to analyze the methodologies that are intended to be included in the analysis and how they accomplish effectively and to make adjustments to the items of the instruments where a

need to do so. Researchers before going to perform something on an extensive scale, it is a beneficial and realistic step for them toward performing pilot testing, as it will minimize some risks connected to the cost and other resources. The importance of pilot testing was also proposed by Welman and Kruger (1999) pilot testing tends to show dismissive questionnaire items and suggest inaccuracies in measurement procedures.

Based on aforementioned discussion, Approximately 40 questionnaires had been pilot tested to verify whether or not the findings are in line with the proposed hypothesis. It was ascertained that there was no real concern in the research variables and all the variables were considered completely accurate and reliable. All the scales are harmonized with the threshold value of Cronbach alpha (i.e.0.7)

**Table 4.3: Reliability of Pilot Testing**

<b>Variable</b>	<b>No. of items</b>	<b>Cronbach's Alpha</b>
Wellbeing	5	0.976
Emotional Support	8	0.932
Workplace bullying	7	0.893

#### **4.5. Reliability Analysis**

Reliability applies to the degree to which a scale shows accurate outcomes despite the measures being replicated numerous times. The analysis of reliability is referred to as reliability analysis. To verify the internal accuracy of the instrument which is used for data collection is called reliability analysis.

According to Cronbach (1951), a significant range is between 0 to 1. The higher the value, the more accurate measurement of any construction would be. The scale is considered to be reliable whenever the value is greater than 0.7 whereas the values of scales are less than 0.7, the scale is less reliable. Below is the reliability of the scales used in this research.

**Table 4.4: Reliability of Scales**

<b>Variable</b>	<b>No. of item</b>	<b>Cronbach's Alpha</b>
Wellbeing	5	0.978
Emotional Support	8	0.934
Workplace bullying	7	0.897

Table 4.2.4. It can be seen that the scales employed in this study are highly reliable, and all of the values fall within the acceptable range. The results show that the reliability of well-being is 0.978, and the reliability of emotional support is 0.883 which is higher than the threshold value. The reliability of workplace bullying is 0.898 respectively. All the measurement scales are reliable and also their values are higher than the threshold.

#### **4.6. Data Analysis Procedure**

Scholars typically employ data analysis to reduce and convert the facts together into narrative to assess the effect. The data processing technique seeks to break down a significant amount of information into smaller parts, which gives context. Three fundamental aspects take place while the period of data processing. The 1st is data organization. Summarizing and clustering together lead to being the second accepted tool used to minimize data. Data processing is the 3rd and final approach. Several of the pressing matters expected from scholars when analyzing data is to remain transparent and neutral towards unpredictable trends, behaviors, and outcomes.

To analyze and review the data by using different statistical tools, techniques, and methods the procedure of analysis has been followed:

- Questionnaires have been thoroughly piloted and tested.
- To explain and analyze the characteristics of the sample, a frequency table was produced
- Descriptive analysis consists of standard deviation and means of all variables that were validated.

- For each variable, the reliability analysis was performed to validate the reliability by using Cronbach's Alpha.
- Correlation analysis has been undertaken to assess the existence of a considerable relationship between the variables of this research.
- In an attempt to discover the acceptance and rejection of the hypothesis, Preacher and Hayes's approach was adopted.

## Chapter 5

### Results

This chapter consists of the results of all studied variables. The different analyses were conducted by using software to check the relationships among the studied variables. Further to verify the impact of workplace bullying on work-family conflict with mediating role of emotional exhaustion and neuroticism as a moderator. This chapter covered the most essential part of this research.

#### 5.1. Descriptive Statistics

Descriptive statistics demonstrate the compiled observational information which has been based on the results using different statistical methods. The table below provides descriptive figures of variables which were part of this research including workplace bullying, emotional support, and well-being. For the intent to conduct mean and standard deviation of variables, SPSS was used. The mean value suggests core tendency of the questionnaire responses; it also determines where the common responses lie whereas, the use of standard deviation allows one to clarify the divergence from mean value. It directly demonstrates the outliers because the data may be distorted by outliers. Mean values are then used to indicate that the respondents' replies are inclined towards support or discontent with questions. The below table consists of six columns where the very first column indicated the names of all variables used in this research, a sample size of research is detailed in column two, minimum value and maximum value of the received responses are mentioned in column three and four respectively whereas column five and six indicates the value of standard deviation and mean which are based on collected data from respondents.

Table 5.1

Variables	Sample	Minimum	Maximum	Mean	Std. deviation
Emotional Support	250	1.00	5.00	3.32	0.96103
Workplace Bullying	250	1.00	5.00	2.47	0.98234
Wellbeing	250	1.00	5.00	3.18	1.29618

Table 5.1 shows the minimum and maximum values of the mean and standard deviation of all variables of the current study. The greater mean values reflect the inclination of the respondents towards agreeableness with the questions whereas, the lesser mean values show the dissent of the respondents. The mean and standard deviation values of Emotional Support (independent variable) are 3.32 and 0.96103 which reflects the agreeableness of respondents toward the questions. The mean and standard deviation values of Workplace Bullying (mediator) are 2.47 and 0.98234 showing dissent of respondents towards the questions. The mean and standard deviation of work Well-being (dependent) 3.18 and 1.29618 indicate the agreeableness of respondents toward the questions.

## 5.2 Control Variable

In SPSS, the one-way ANOVA analysis was conducted to check the influence of control variables on the dependent variable of this research. The main objective of conducting this test is to determine if demographic variables have any effect on work-family conflict, the dependent variable of the study. Therefore, our underlying intention was to see the association of variables. Similarly, previous studies have demonstrated the implication of demographic variables as they are likely to impact the proposed relationship McDaniel, Schmidt, & Hunter, (1988). In case, the dependent variable is influenced by some demographic factors then it is important to control the effects.

**Table 5.2: Control Variable**

<b>Control variables</b>	<b>F- Value</b>	<b>Significance</b>
Gender	1.485	0.096
Age	1.755	0.032
Qualification	1.446	0.002
Experience	1.320	0.004

Information regarding control variables is exhibited in table 4.3. As results indicate different values of demographic such as, gender (F= 1.485, P= 0.096), age (F= 1.755, P= 0.032), qualification (F= 1.446, P= 0.002), and experience (F= 1.320, P= 0.004). Based on the above-mentioned values we concluded that only gender value reflects insignificant relationships



so, so gender does not affect the dependent variable whereas, all other demographic such as age, qualification, and experience shows significant values and have an effect on the dependent variable. So, all these demographics require to be controlled while conducting further analysis.

### 5.3 Correlation Analysis

The purpose of correlation analysis is to identify associations between variables, or it can be used to examine the relationship among two variables. Whenever the variables are moving in the same way, a relationship may be described as positive; however, whenever the variables are moving in the opposite directions, a relationship may be classified as negative. The strength of the relationship is also shown by the value of "r". The Pearson coefficient value thresholds are as follows:

- Range of values from 0.1-0.3 indicates weak correlation.
- Range of values from 0.3 0.5 signifies moderate correlation.
- Range of values greater than 0.5 shows a high correlation.

The primary objective of this research is to undertake correlation analysis to determine the correlation between emotional support and well-being, and workplace bullying as a mediator to make the suggested hypothesis true. The table below summarizes the correlation of variables that are hypothesized.

**Table 5.3: Correlation**

Variables	1	2	3
Emotional Support	1		
Workplace Bullying	.493**	1	
Wellbeing	.263**	-.032	1

p < 0.05\*, p < 0.01\*

Information on the relationship between the variables is provided in Table 5.3. As the result indicates, there is a moderately favorable association of 0.493 between workplace bullying and emotional support. The positive number shows that when workplace bullying increases, the level of emotional support would likewise rise. The association between psychological

well-being and emotional support is 0.263, which is a favourable and moderate value. The positive number shows that greater emotional support will also boost well-being to some extent. Bullying at work has a -0.032 correlation value with wellbeing, which is a poor and negative association. The negative value indicates that there is a poor correlation between these two variables.

## **5.4 Regression Analysis**

Correlation Analysis was employed to determine the existence of connections or links between the variables but it only deduced the existence of ties between the variables through inadequate support and offers no proof of the relationships among variables. Correlation dependence is not adequate since it clarifies the relationship among variables but does not establish causal relationships among the variables. So, to discover the causal relationship between variables, regression analysis has been performed to validate the reliance of one variable on other variables to figure out the causal relationship.

Regression analysis uses the following coefficients to explain the statistical association between two variables i.e. Standard Error of regression (SE), the t-value indicates the gap in standard error units, p-value represents that relationships are significant statistically. To check the significance level by the value of the lower and upper level of confidence interval we use a lower level of confidence interval (CI) and upper level of confidence interval (ULCI).

Regression analysis is of two types, the procedure to establish the causal relationship between two variables is known as simple regression or linear regression whereas, to establish the causal relationship of more than two variables is called multiple regression.

In this research, regression analysis was conducted to evaluate the frequency impact of the independent variable on the dependent variable, analysis of mediation was also conducted to test if an independent variable influences the mediator and we further conducted moderation analysis to analyze the role of a moderator whether the association of two variables can be influenced by the third variable.

### **5.4.1. Direct Relationship**

Table 5.4: Direct effect of emotional support on wellbeing

	$\beta$	SE	t	R <sup>2</sup>
Dependent Variable				.1595
WFC				
Constant	1.9599	.3888	5.0412	
Wellbeing	.5076**	.0925	5.4854	
Age	.3734	.1832	2.0378	
Qualification	.0340	.1251	0.3439	
Experience	-.0205	.1512	-0.1353	

N= 250. Unstandardized regression coefficients are reported. Bootstrap sample size=5000  
 LL lower limit, CI confidence interval, UL upper limit \*p < 0.05; p < 0.01

**H1: Emotional support is positively associated with well-being.**

Hypothesis 1 asserts that emotional support is positively associated with well-being. The outcomes given in the table gave adequate rationale for the acceptance of this hypothesis. The three demographics (Qualification, experience, and age) were managed in the primary stage, and then we regressed emotional support on wellbeing.

Results in table 5.4 indicate that emotional support has a positive and significant link to well-being as depicted by the regression coefficient ( $\beta = 0.5076$ ,  $p < 0.000$ ). In addition, the value of ( $R^2 = 0.1595$ ) indicated that emotional support brings 15% variations in workplace wellbeing. Therefore hypothesis 1 is supported.

**5.4.2. Multiple regression**

Mediation analysis was performed to explore workplace bullying as a mediator between emotional support and well-being. Process macros were used for that purpose and model 4 has been used for the analysis of mediation regression.

Table 4.6: Mediation

	<b>Effect</b>	<b>SE</b>	<b>LL95%CI</b>	<b>UL95%CI</b>
<b>The indirect effect of emotional support on wellbeing</b>	-0.1420	.0482	-0.2669	-0.0392

**H2: Mediating Role of Workplace bullying between emotional support and well-being.**

Hypothesis 2 asserts that workplace bullying mediates the relationship between emotional support and well-being. Results, as mentioned in table 4.6, depict that the indirect effect of emotional support on well-being has a lower level of confidence interval and upper level of the confidence interval of -0.2669 and -0.0392 respectively. Both levels have the same negative sign. Hence from the above values, we determine that the mediation occurred. Therefore, hypothesis 2 is supported that, workplace bullying mediates the relationship between emotional support and well-being.

**4.6 Summary of Hypothesis**

<b>Hypothesis</b>	<b>Summary</b>	<b>Results</b>
H1	Emotional support is positively associated with well-being.	Supported
H2	Workplace bullying mediates the relationship between emotional support and well-being.	Supported

## **Chapter 6**

### **Major Findings & Conclusion**

In this section, the research findings and analysis are explained. The study's findings, limitations, lingering questions, and conclusion are all covered in this chapter. The current study developed two hypotheses. The original theory focused on the connection between psychological support and wellbeing. The second hypothesis was about the mediating role of workplace bullying among emotional support and well-being.

#### **6.1. Discussion**

Finding the answers to various important issues about the link and effect of emotional supports on other research variables, such as the influence of emotional supports on well-being and the mediating effect of workplace bullying, has been the driving force behind this study. Data was collected from university employees. The findings were aligned with the proposed model.

The first hypothesis of the study was emotional supports is positively associated with well-being and the outcomes were in favors and confirmed the associations between emotional support and well-being so, the H1 was accepted. The second hypothesis was to check the mediating roles of workplace bullying between emotional supports and wellbeing, results confirmed the mediation effect of workplace bullying so, H2 was accepted.

#### **6.2 Major Findings**

As the researcher discussed before that workplace bullying leads to emotional exhaustion and work-family conflict as well as leads to mental problems like depression and behavioral issues. On the other hand, emotional support helps in controlling major disasters like swear anxiety and mental problems, which lead to psychological issues and suicide. The family, friends, peer group, relatives, and colleagues, emotional support lead to positivity and well-being. Organizations and managers really ought to realize that workplace bullying can cause conflicts between employees' personal and professional lives, which will negatively affect employee motivation and emotional behavior at work, as well as the efficiency of the firm. To minimize workplace bullying, reduce work-family conflicts for employees, and value the

positives and emotional support towards well, this research proposes practical measures to help businesses and CEOs respond positively.

### **6.3. Conclusion**

Workplace bullying often creates negativity and pushes the individual to bad behavior but this research proves that workplace bullying is also a mediator for emotional support on well-being and is also the reason for the strong bonding between family and friends and helps in understanding the political environment of the workplace and help to face the problem strategically. Employees face workplace bullying and push themselves in tough conditions for the better and learn deep knowledge about their field.

Organizations should manage their environment and take steps to keep it positive because not everyone gets emotional support during tough times. And workplace bullying leads to a major disaster which is very dangerous for society. During the research, people face very bad experiences in the workplace. Moreover, due to the toxic environment of the workplace people stay unemployed or prefer to work from home for more efficient work and mental peace.

The first strategy is to take decisive steps to restrict or shut the transmission networks or sources of bullying in the workplace. Available literature suggests that there is a major reason for the emergence of bullying is when employees recognize the environmental complexity in which they are working. Taking into consideration the significance of environmental complexity, organizations or management should make alterations subsequently to restrict the inadequate environment of bullying from emerging. Simultaneously, organizations should cultivate a zero-tolerance environment against workplace bullying. Management should apply certain punitive actions to employees who are involved in bullying and causing adverse implications within the workplace. In addition, management must promote socializing within the workplace between workforces, create approachability and collaboration between employees and discourage unethical behavior in the workplace.

The second strategy would be to assist employees to enhance their psychological resilience capabilities and adaptation skills to the greatest degree. A significant number of researches have proven that employees' psychological resilience capabilities are strongly linked to their overall productivity. Employees with a strong psychological resilience capability can

sustain constructive and healthy feeling in the event of negative external surges, preventing external surges that have detrimental effects on their job and families. In the contrast, people with a weaker capability for psychological resilience can sink under discomfort and exhaustion which could not minimize the effect of detrimental external surges over their own families and job. Therefore, management should also offer non-profit consultation facilities to workers with poor psychological resilience skills, encourage them to cope with external surges adequately, effectively address the potential harm incurred by these surges, and enable them to strengthen themselves and minimize the consequences to the job and organization. Simultaneously, all working people must undertake routine psychological counseling to empower themselves to figure out how to deal with discomfort and react to workplace bullying.

#### **6.4. Recommendations**

Future studies of workplace bullying need to be studied in connection to several other workplace behaviors, including job engagement, organizational commitment, and different factors of work satisfaction to assess the maximum range of its consequences. Other promising topics for future study related to connections between family and work domain are supportive environment at work and supportive home environments are not yet studied in depth (Thomas and Ganster 1995).

Future research can also look at differences between males and females in the occurrence of workplace bullying. Additionally, research on homophobic and transphobia bullying may be fascinating. Future studies could be conducted on a religious basis since there are so many different religions, and because bullying occurs due to people's religious beliefs and systems as well. Studies could be defined as the time delay experiments even though data obtained at different points in time produces better results and eliminates common methods biases.

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## **Appendix A**

### **Questionnaires**

Dear Respondent,

I am a student of MBA Management Science from Bahria University Islamabad. I am intending to conduct a survey on the Impact of emotional support on wellbeing, mediating role of workplace bullying. In this regard, I have prepared the following questionnaire and request you to kindly fill all the questions. This information is helpful for my research and academic purpose only. Your contribution towards this research will be highly appreciated and I assure that your responses will remain strictly confidential. Thank you!

Bahira University, Islamabad



## Questionnaire

**1. What is your Gender?**

- a. Male                      b. Female

**2. What is your age?**

- a. 18-25                      b. 26-33                      c. 34-41                      d. 42-49  
 e. 50 and above

**3. What is your qualification?**

- a. Bachelors                      b. Masters                      c. MS/MPhil                      d. PhD  
 e. Post PhD

**4. What is your total number of experience in the field/ organization?**

- a. 0-5 Years                      b. 6-10 Years                      c. 11-16 Years                      d. 17-22 Years  
 e. 23-28 Years

**5. I would like to know about the work-place bullying. (Please tick the appropriate one).Whereas, strongly agree (S.A), Agree (A). Neutral (N), Disagree (D), and Strongly Disagree (D.A).**

Sr.	Statement	SA	A	N	D	SD
1	People treat each other with respect in this organization.					
2	Workers feel confident to speak up about inappropriate behavior					
3	Instances of alleged bullying are taken seriously by management					
4	Being ignored or facing a hostiles reaction when you approach					
5	Workers understand that bullying is not tolerated in the workplace					
6	Managers lead by example to prevent workplace bullying					

6. Working too much leads to mental stress and emotional exhaustion, do you have any problem with the workload? If yes then mark the appropriate answer.

Sr.	Statement	SA	A	N	D	SD
1	Working with peoples directly puts too much stress on me					
2	I feels fatigued when I gets up in the morning and have to face another day on the job					
3	Hints or signals from others that you should quit your job.					
4	Repeated reminders of errors and mistakes leads to decrease in works efficiency					
5	Being exposed to unmanageable workloads.					
6	Being humiliated or ridiculed in connections with your works					

7. If you need to perform duties, how could you manage the work – family balance?  
Mark the appropriate answer.

Sr.	Statement	SA	A	N	D	SD
1	Due to works-related duties, I have to make changes to my plans for family activities					
2	Things I want to do at home don't get done b/c of the demands my job puts on me.					
3	Pressures not to claim something which by right you're entitled with. (Sick leaves, Travel allowances, holiday entitlements)					
4	Being given tasks with unreasonable or impossible targets or deadlines					
5	Spreading of rumors and gossips about you					

8. When you get appreciation from the administration, which things make you great full? Mark the appropriate answer.

Sr.	Statement	SA	A	N	D	SD
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<b>1</b>	<b>I feel thankful to the people who bully me.</b>					
<b>2</b>	<b>I feel awful to be late from the due date.</b>					
<b>3</b>	<b>I always remember the hard times and learn through.</b>					
<b>4</b>	<b>I feel a lot of pressure during the journey of completion of tasks.</b>					
<b>5</b>	<b>All my performance depends on the surrounding environment.</b>					
<b>6</b>	<b>I can easily do work under pressure, it's mandatory.</b>					