CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY, ISLAMABAD

Impact of Workplace Bullying on Employee Health through Self Esteem: Power Distance as a Moderator

by

Ghulam Mujaddad Ud Din

A thesis submitted in partial fulfillment for the degree of Master of Science

in the

Faculty of Management & Social Sciences
Department of Management Sciences

2018

The dissertation is dedicated for the sake of Allah, my Creator and my Master. My great teacher and messenger, Muhammad (May Allah bless and grant him), who enlightened the purpose of our life.

To my loving mother, who never stop giving of herself in countless ways, her unprecedented prayers, and the lessons she taught me to work hard with dedication and confidence. She made me believe that my imaginations will drive, I can get anything I want, but to have firm belief behind all my ideas, to stick with my goals and have an undying faith.

CAPITAL UNIVERSITY OF SCIENCE & TECHNOLOGY

ISLAMABAD

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Acknowledgements

First and foremost thanks to Almighty Allah for blessing me with wisdom and strength to complete the dissertation. The research on the Impact of Workplace Bullying on Employee Health through Self Esteem: power Distance as a moderator has been undertaken for the partial fulfillment of the requirement of the degree of Master in Science (Human Resources Management).

Being the MS graduate at Capital University of Science and Technology has been a magnificent as well as challenging experience to me. During the degree, I have found influential directions in shaping my academic career. Here is a humble tribute to all those people.

I would like to pay the profound admiration to Dr. S. M. M. Raza Naqvi for his irreplaceable supervision and for providing the indispensable knowledge of HRM all through the way to accomplish the degree. I would like to express my deepest gratitude towards my mother, my beloved brother and sister; particularly my dearest uncle Tasawar Hussain who stands by my side when things look bleak, and my friends Salman Sarwar, Umer Sarfraz, Asad, for their unprecedented prayers support and encouragement for making this possible.

Abstract

Purpose of this study was to examine the Impact of workplace bullying on employee health working in different Public sector Colleges of Pakistan. The study also explores the mediating role of self-esteem in this particular relationship and moderating role of power distance. The survey was conducted on employees working in Three Public Sector Colleges currently operating in Islamabad, Dina, Mandra, in Pakistan. Data was collected from 256 personnel through convenience sampling technique, using adopted questionnaires consisting of measuring each variable on five point likert scales. For data analysis statistical tools such as reliability, correlation and Regression were tested. Results indicate workplace bullying has negative and significant relationship with employee health. The mediating role of Self-esteem between the relationship workplace bullying and employee health was also supported by results. While the moderating role of Power Distance between workplace bullying and employee health was supported by the result. Therefore, organizations should create and promote a mutually trusted environment, and supervisor Support can be used an important buffer to reduce the negative emotions and employees health problems for the effective functioning of organizations.

Keywords: Workplace Bullying, Self Esteem, Employee Health, Power Distance.

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Chapter 1

Introduction

The introduction area enlightens the background, significance, scope, underpinning theory, research questions, objectives and key terms used for this research study.

1.1 Background of the Study

Workplace bullying was commonly known for its emergence in many of the organizations where employees are facing critical issues from each other and their sub ordinates (Folkman, Lazarus, & Delongis, 1986) and peers to account for many psychological pressures that result in the form of anger, anxiety, depression that affects an individual from achieving their desired goals and objectives (Zapf, Knorf, & Kulla, 1996). It is commonly defined as an act of harm that demotivates an action of any individual being targeted by the perpetrators to deviate their actions from achieving their desired course of actions (Crawford, 1992). Bullying is known as a deteriorated progression that critically targets the person which at the end has to face serious pressures from his peers and ended up having inferior position through harmful actions of negative actors (Baron & Joel, 1996).

Over the past two decades this factor in any organization has taken an increased attention and authors like (Einarsen, 1999 & Tepper, 2000) have defined many of the losses that organization has to face in terms of human resource and other monetary costs that result in the form of low performance of employees. Workplace

bullying on the other hand not only effects an organization but employee is also the one who suffers in the form of mental depression and physical deviations through anxiety, anger, and over thinking (Vartia, 2001) that might result in strokes, heart attacks, low sleeping hours, low confidence, low self-esteem which leads towards absenteeism, low performance, turnover and sometimes serious problems of suicide might affect an employee through such harmful act of perpetrators in any organization (Lewis & Sheehan, 2003).

An organizational culture is one of the most important factors that are responsible for an emergence of this factor among peers and their supervisors (Hoel, Cooper, & Fragher, 2001). Diversified cultures having employees from ethnic backgrounds can lead towards personal conflict of misunderstanding ideas and though processes that at the end will results in group conflict and those who are reluctant to involve in social groups and think of themselves as different entities has to face some serious troubles regarding working procedures (Vega & Comer, 2005). Moreover language is another important dilemma for miscommunication of ideas and sharing of knowledge among employees and those individuals having low self-esteem will face low self-confidence and low acceptability among employees will lead towards above mentioned problems employee might face in organization to pursue his goals and objectives (Qureshi, Rasli, & Zaman, 2014).

Power imbalance is one of the most important issues that can be as major cause for workplace bullying between top level management and employees working for the major cause. Power distance is mainly categorized as high-power distance and low power distance (Cooper & Thatcher, 2010). Employees having high power distance maintain a clear distance among their sub ordinates and mainly are of the believers that their sub ordinates are bound to obey what they are directing. Employees on the other hand are of the view that abusive behavior and strict actions taken by their supervisors are necessary action that must be taken and is taken for the wellbeing of organization (Littlemore, 2003). They are supposed to obey the direction they seek from their supervisors and are held responsible for their low performance that can affect their mental and physical health in journey towards accomplishment of goals and objectives (Farh, Hackett, & Liang, 2007).

Low power distance leaders can maintain an emotional relationship and allow two way communications. Employees on the other hand merely take the orders as final and strongly believe to have their input in every task and even in decision making process (Latane, 1981).

This series of actions contribute a lot towards workplace bullying and exposure to this factor may welcome several symptoms like depression, anxiety, anger, over-thinking, psychological health problems, and mental loss to contribute full potential for better performance of tasks in group and individual level (Harvey, Treadway, & Heames, 2007). This situation is a clear indication for both personal and group conflict among employees because of the fact any organization when starts believing that improper distribution among employees is a right thing to pursue welcomes such conflicts which can harm the core values of an organization and different styles of management. Such conflicts will lead an employee to behave rudely and this will raise a clash between perpetrator and targeted employee (Salin, 2003).

Employees having low self-esteem can be a major victim for workplace bullying as those employees already have low level of self-confidence and those who are unable to get themselves adjusted in social groups and are not familiar with ongoing ideas and though processes will ultimately face certain abusive behaviors from theirs seniors that eventually is a major cause of isolation and thinking of not motivated and rewarded on their achievements will endorse them to think negatively and sense of blame towards an organization will affect their both professional and personal lifestyles to achieve their desired targets (Trzesniewski, Donnellan, Moffitt, & Caspi, 2006).

Acquaintance concerning an emotional impression of bullying is compulsory, not only for theoretical motives, but also from a quantifiable and functional perspective. The distressing values of oppression may lead fatalities to seizure to mental health counselors for assistance. To inaugurate precise verdict and successively deliver appropriate support or therapy, one prerequisite a systematic understanding of how victimization is veteran by the victim and how acquaintance to bullying may affect the victim's work, health and life condition (Carnero, Martinez, & Mangez, 2010). Bullying on the other hand may cause toxic atmosphere which

can reduce the motivation of individual to work under stated span of time, lack of concentration will deviate him to over thinking about those activities that are happening in organization against him, this phenomena will give rise to absenteeism, poor productivity and at the end low quality and poor performance will affect his overall rating and may welcome turnover stage to quit and suffers from internal depression that might sometimes force him to do suicide (Mayer, Kuenzi, & Salvador, 2009).

1.2 Problem Statement

From the past few years every organization is having serious problems regarding workplace bullying and are investing huge amount of revenue to establish several styles of management to control this loss in the form of potential human resource and financial down tracks. With aim to reduce formalization and centralization organizations are strongly working to establish strong relationship between supervisors and subordinate, peers, because their mutual efforts will benefit organization to achieve their desired objectives. Workplace bullying needs to be examined in a different way with systematic and sustained procedures to find out its root cause and organizations are keenly dedicated to find out ways through which employee protection in terms of both emotional and physical terms can be guaranteed. For this purpose it is important to analyze the mediating factors that contribute towards low employee health and give hype to workplace bullying. This study in addition to above developed argument tends to examine employee's self-esteem as a mediator because it has an important impact towards development of employee behavior (Einarsen, Hoel, Zapf, & Copper, 2003).

Past literature has contributed a viable relationship of workplace bullying and employee health, but a detailed identification through various indicators have never been tested. This model will help an organization to account for several reasons that are responsible for the negative behaviors as well as indicators that are harmful for organization. Furthermore, this research study will enable to highlight several styles of management that are not appropriate and are a root cause of

workplace bullying. Power distance as a moderator will enable to highlight several imbalance and inequality that is considered normal and is accepted by almost every organization (Hofstede, 1993). In Pakistan no such valuable outcome with such combination of constructs have been documented to examine the issue of workplace bullying and health problems under sheer light of culture that is considered an important fact that affect the development of any organization.

1.3 Research Questions

The present study intends to find answers for these questions:

Question 1: What is the relationship between workplace bullying and Employee health?

Question 2: Does Self Esteem mediate the relationship between workplace bullying and Employee health?

Question 3: Does power distance moderates the relationship between workplace bullying and Employee health?

1.4 Research Objectives

The overall objective of the study is to progress and assess an integrative model to explore the relationship between workplace bullying and employee health through mediator Self Esteem. It will also find that does Power Distance affect the relationship of workplace bullying and employee health as a moderating variable.

This study intends to consider following objectives:

- To find out the relationship between Workplace Bullying and Employee Health.

- To find out the mediating relationship of Self-Esteem between Workplace Bullying and Employee Health.

- To find out the moderating relationship of Power Distance between Workplace Bullying and Employee Health.

1.5 Significance of the Study

This study aims to investigate an impact of workplace bullying on employee health and is important for two major considerations one from research point of view and second is from organizational point of view. The study intended to highlight several important factors regarding the health of employees that can help an organization to handle the conflicts that can harm the organizational productivity and profitability (Howell & Hall-Merenda, 1999). This research study had highlighted several important mediating issues like self-esteem which is a major contributor towards increased workplace bullying and is responsible for low self-confidence and welcomes several major symptoms like anxiety, anger, and depression, psychological and physical concerns. Furthermore it helps the future research to consider an important moderator that is a major player to enhance workplace bullying. As improper balance of power is a common dilemma that is now examined in almost every organization and is considered as a golden rule to be kept with elite people.

Pakistan is a country having visible concerns of the chosen constructs with ability to increase the strength of this research study. This study is important because both employee and employer has to undergo with mutual consensus to avail the opportunities from both existing and new markets Pakistan is state having dictatorial behavior from supervisors over their employees with high power distance culture that serves as a significant factor to explore valuable outcomes for this research study (Asad & Khan, 2003).

1.6 Underpinning Theory

The underpinning theory which supports this model is Affective Event theory. This theory specifies that work actions and environment affect the sentiments of employees and these feelings further lead them to perform and counter (Weiss

& Cropanzano 1996). Means whatever ensues in workstation and the measures that befall and employers and supervisors behavior, all has impression on forces emotion and retorts. Comparison for this theory with this theoretical framework, workplace bullying is a distinctive of environment where employees are preserved unfairly and lopsidedly then in such type of atmosphere Self Esteem of employees tends to be reduced. Having such toxic atmosphere where employees have less self-sufficiency and control them will not act like a part of organization and their self-esteem will be reduced and with such low self-esteem employees will encounter several problems that are both mental and physical in nature. They will merely accomplish those errands that are vital for the job retraining and will not display organization citizenship behavior anymore.

1.7 Knowledge Gap

Many studies have been conducted on workplace bullying and its impact on employee performance but there is not much literature regarding its effect on employee health problems. Previously, hardly any study has tested the relationship of workplace bullying and health problems, and specifically the one with moderator of power distance has never been tested earlier. This study will help the organizations to deal with the negative behavior of coworkers with each others to overcome the situation by having the support from their supervisor. This study shows up the importance of self esteem and how one can control the situation at work, according to his capabilities and the importance of a deeper awareness of the unexpected consequences of a depleted supervisor support.

1.8 Key Terms and their Definitions

1.8.1 Workplace Bullying

Workplace bullying is a situation where collaborators are uninterruptedly maltreated and persecuted by fellow subordinates or supervisors through recurring

set of activities like insult, verbal abuse, teasing, social exclusion, isolation that continues to degrade the work of any targeted individual (Einarsen et al, 1994).

1.8.2 Self-Esteem

Self-esteem is defined as thought processes, actions, beliefs and sentiments about their own personality, self-image and importance that is influenced and shaped by the opinion of others (Rosenberg, 1965).

1.8.3 Power Distance

Power distance is defined as a tendency to incur inequality and improper distribution of power which is normal and is of the view that it must be kept in the hands of elite individuals (Hofstede, 1993).

1.8.4 Employee Health

Employee health is defined as a state of condition in which an individual rather supervisor or subordinate is either capable to achieve its desired outcome and is considered fit both mentally and physically to accomplish organizational objectives (Beehr & Newman, 1978).

Chapter 2

Literature Review

This chapter delivers the citation and comprehensive elucidation in various adoptions of variables that are included for this research study with details provided as follows:

2.1 Workplace Bullying and Employee Health

Workplace bullying is defined as the repeated actions and exposure of negative acts over a period of time in any organization, among peers, sub ordinates and co-workers to restrict an efficiency of individuals to achieve their desired goals (Nielsen, Matthiesen, & Einersen, 2010). Negative actions that include abuse, tease, ridicule and social exclusion will eventually are the primary reasons for employees and subordinate to deviate from his prime goals (Mikkelsen & Einarsen, 2002). Work place bullying had normally involved face to face interaction at any organization or official working place but now days with increase inclusion of technological advancements author had vocalized the name as cyber bullying that targets the subordinates and peers through emails and other social media websites (Weatherbee, 2010).

Workplace bullying can take many of the forms like abusive supervision that target has to face directly from the concerned supervisor without any of the loophole in the given tasks or projects (Tepper, Moss, & Duffy, 2011). Furthermore, social

undermining that includes an unnecessary interfering of employees, peers, subordinates in the desired task of target to deviate his actions from achieving its desired outcomes and restricting him to develop positive relationship at work place. Incivility is one of the emerging issues that act as low intensity deviant with strong intentions to harm the target (Hershcovis, 2011).

In addition to above mentioned argument body of literature had characterized the predictors of workplace bullying into three major categories that are perpetrator characteristics, target characteristics and situational characteristics (Hershcovis & Reich, 2013). Workplace bullying along with these characterizations also is responsible for the major costs that includes human costs, organizational cost and spillover cost (Pearson & Porath, 2009). Perpetrator is often considered to be a person that at one time was bullied and of course to overcome anger he or she will lead down his peers through fouls action and abusive arguments (Zapf & Einarsen, 2011). Any person having this kind of characteristics is having low self-esteem and will target those having low confidence and are easily griped into his actions that directly not only effects their motive to achieve their desired actions but ultimately after sometime it will directly affect the health of employee through tension and anxiety allows him to think for hours and harm his actions to achieve his desired goals (Ferris, Spence, & Heller, 2012).

Such pressure from dominant employees, subordinates will lower the confidence of target peers and restrict them to participate in their tasks, refrain them to put valuable insights and at the end organization has to bear a huge cost of losing such valuable employee through turn over actions, absenteeism, and low morale to participate in accomplishment of goals and objectives that are directed from top level managers (Francoili, Hogh, Costa, & Hansen, 2016). Moreover the research along with characteristics of perpetrators has also thrown some light on target characteristics that is the second category of workplace bullying. Employees in every organization possess certain behaviors that clearly indicate low confidence and low self-esteem that restrict them to participate in their respective tasks and projects directed from their supervisors. This of course can be a clear indication of supervisory abusive. Similarly literature has also highlighted several other factors

like rigidness, disagreed tone, non-participative attitude will tend to have higher level of negative affinity among targets that is the major source of bullying by perpetrators in an organization (Zapf & Einarsen, 2011).

This eventually will affect the health of employees and disturb their mental psyche to think in negative way for every peer and subordinate. With this behavior they merely work for short span of time and ultimately results in low performance, absenteeism, no incentives and bonuses and turnover ratio for such employees is huge in every organization (Einarsen & Nielsen, 2015). Organization on the other hand has to face huge cost in terms of both human resource and monetary terms because they have to recruited from zero level and train their employees for their desired goals and objectives. Secondly any of their goal oriented employees if suddenly faced such pressures from their peers and subordinates will directly affect both health of an employee and organization to earn revenues in this competitive era (Hurley, Bradbury, & Brownie, 2016).

Psychosomatic and psychological symptoms such as depression, isolation, and social ignorance, unnecessary stress, less sleeping hours, over thinking, over consciousness, reserved behavior, low self-esteem, anger and helplessness are the most observed targeted symptoms that are being analyzed in employees that are targeted by perpetrators in any organization (Qureshi, Rasli, & Zaman, 2014). As discussed in above literature employees, peers, and their subordinates whose supervisors are more dominant and abusive tends to have more depression and anxiety that opens the path for internal stress and hidden anger that slowly prevails and allow hate to originate for their supervisors. This personal grudge can be seen in less involvement for their proposed work and results in overall low performance and most likely to welcome third category of workplace bullying that is situational characteristics that are the major cause of aggression among any of the employee, subordinates and peers in any organization (Turska, 2015).

Stressful work environment which is being created by employees, peers, supervisors, in the organization such as low job autonomy and high work load tends to welcome mental stress and sickness among employees and this according to research is a slow process that took many months sometimes years to originate but

inside any of the employee is creating tension and anxiety that allows him to over think on normal actions for number of hours that is the main source of aggression among target employees which directly effects the health in number of ways and welcomes personal conflicts among peers and their supervisors. So the research indicates a proper balance of workload among different employees as this is also one of the major cause of arousal of situational characteristics that give space for hidden anger which disturbs the mental health of employees (Spagnoli & Balducci, 2017).

Leadership style is one of the most important situational factor that is highlighted, as reported by many targets to have such leaders that are less charismatic and are having more abusive personality (Woodrow & Guest, 2017) and less fair with employees who are dedicated and perform their tasks in given span of time will not receive any kind of appreciation and results in depression though low job autonomy and higher work load is also major cause that directly effects the health of employees (Arnold, Connely, & Gellatly, 2017).

Moreover laissez fair leadership style and non contingent punishment styles are also discussed in the fair category of bullying in any organization that restricts their employees to work freely and restrict them to provide valuable insights for the successful accomplishment of goals and objectives (Nguyen, Grover, & Nguyen, 2017).

Individuals having poor social competencies and having any kind of personality disorder or complex about any personality trait can easily become victim of bullying and those organizations having more complex hierarchical chains and autonomy of power lies in upper managerial bodies tends to observe more outcome cases of bullying where individuals tends to face severe mental disorder, distractions, anger, hate, over thinking patterns that directly harm the health of employee to pursue his career in same organization and with perpetrators who are continuously busy to highlight his mistakes and loop hole that restrict him to achieve its desired goals and objectives (Magee, Gordon, & Robinson, 2017).

In addition to above mentioned argument role ambiguity and organizational conflict is also one of an emerging issues for workplace bullying that give rise to wrong

perception of expectations, objectives and designed tasks. Poor organizational environment with unstated and unclear standard operating procedures, Un clear roles of employees and un fair chain of command is also one of the prime reasons that welcomes bullying among low esteem employees and results in poor health and mental disorder which sometimes leads to major problems like anxiety, anger, high blood pressure and over thinking for nights just to escape the trap employees are having in organizations (Woodrow & Guest, 2013).

As far as situational factors like leadership style is concerned some of the social factors also are responsible for unnecessary abusive supervision and dominancy factors on subordinates and according to social interactions theory proposed by (Felson, 1992, (Einarsen, Raknes, & Matthiesen, 1994) individuals that are more likely to disobey social norm and responsibilities are more likely to be highlighted for aggressive behavior and falls into target characteristics which tends to deviate their actions from original goals and objectives. Cultural factor is an important consideration that needs to be discussed as it has many roots that welcome bullying among organizations (Salin, 2003). Diversity in organizations for having employees from different ethnic backgrounds is an important aspect for workplace bullying as many employees have their comfort zone and those who are not having flexible personality will face such issues among their peers and subordinates (Trittin & Schoeneborn, 2017).

Language is another social factor for socio cultural adaptation that must be included as a native while going for any international market because individuals as discussed in above mentioned argument that are having low socio cultural adaptation and lacks cultural knowledge, ability to learn native language and ability to develop social interactions will fall in the category of bullying which is major threat for the health of employees to pursue their motive for desired purpose (Croucher, Zeng, Rahmani, & Cui, 2017). These problems will be responsible for the major hurdle for organization that is communication barrier among employees which in turn affect the overall performance of every level of management and huge turnover ratio which results in huge human and spill over cot for organization to

bear at every stage of their proposed tasks and objectives (Verheij, Groeneveld, & Kuyper, 2017).

These symptoms and elements give rise to harm the health of employee in every way that contributes to have stress strokes, heart attacks, mental disorders, more stress on the job give rise to job dissatisfaction, evoke negative thoughts for peers, psychological distress, depression, that results in clinical level of anxiety, that built an intention to quit job, absenteeism, sick leave, excessive use of drugs, low sleep quality and sometimes suicide is the most severe case that is being observed in many employees that are victims of this work place bullying (Tuckey & Chen, 2017). So these immediate issues must be solved through proper set of actions taken by top level management in order to maintain a proper balanced among every employee for having equal burden of work load and avoid low level of leadership styles to be adapted so that both organization and its employees will work dedicatedly to achieve mutual goals and objectives (Montes, Fuentes, & Han, 2017).

Therefore on the basis of above developed argumentation it was hypothesized that:

H1: Workplace bullying negatively related to Employee health.

2.2 Self-Esteem as a Mediator between Workplace Bullying and Employee Health

Different employees strive for different levels of thirst at different levels of outcomes. Some strive for carrots, others on sticks, but few have been categorized to pursue their career through negative interpersonal treatment with coworkers and seek benefit from outcome they seek from this phase of organizational wellbeing and this negative treatment is categorized as workplace bullying which is noted by many authors as social stressor and is responsible for many harmful outcomes like mental disorders and psychological stress and adaptation disorders (Herchcovis, 2011).

Association of bullying can be attached with many of the outcomes like psychological, emotional and physical damage having any loop hole for achieving any outcome or adjustment in any of the diversified workplace where any individual faced any of the difference between his personality trait and other peers working in same organization can be a major cause of bullying (Cenat, Hebert, & Darivois, 2014). This cause of bullying is estimated to be huge costly for organization to bear in terms of both human resource that includes absenteeism, paid leaves, intentions to leave jobs, diversions in achieving tasks in time, less creativity and employee turnover. Indirect losses can include negative publicity of organization in market, potential loss of customers from the market, lesser pool of candidates for job applicants and damaged repute will cause severe harm for organization to bear for longer span of time (Einarsen, Skogsted & Nielsen, 2016).

Research has highlighted several issues for typical targeted characteristics that falls into category of bullying by perpetrators and is one of the stream lined cases for self-esteem to act as a mediator, but one of the main issue that is of great importance and is needed to be discussed to enhance body of knowledge for this research study is lower self-esteem for individuals or how negatively one feels about himself among his peers and subordinates (Escartin, Zapf, & Vandick, 2013). Most of the psychological theories have proposed several cases for individuals who have low self-esteem and are relatively consider themselves entirely different from those peers, subordinates that were working with themselves in different groups and teams to accomplish several goals and objectives (Sang, Li, & Zao, 2016). These salient features carry a high state of risk for achieving isolation and eventually with some span of time falls into category of bullying in many of the ways through abusive supervision, anger, and high work load from false leadership style (Ferris & Lein, 2014).

To exemplify an above stated argument research had shown a group of victims that were facing serious problems regarding workplace bullying and had shown clear responses regarding their personality and was given responses of different personality and creative minds (Baillien, Bollen, Euwema, & Witte, 2014) that

were not actually accepted by their peers and resulted in isolation from organization that actually had given space for low self-esteem of individuals having low self-confidence by not recognizing their achievements and ability to accomplish something different leads a clear sign of bullying for those targeted characteristics (Orth, Robins, & Cogner, 2016).

One of the prime estimations of social interaction theory is that any individual will always look for social groups and social interactions for development of self-esteem rather focusing on merely individual characteristics is not enough and part of self-esteem that has to be derived from the motivational outcome of social interactions will be led down clearly by ignorance and isolation from every social group at every stage of life (Ferris, Lance, Lein & Huiwen, 2014). This isolation gives rise to many of the negative outcomes that are the basic reason for bullying or non-acceptance of such targeted characteristics in an organization and having low self-esteem in any targeted individual give rise the attempts of bullying that will result in lower employee health (Reitz & Stefanidi, 2016). On the other hand those individuals who are having strong acceptance in their societal groups are having high level of self-esteem and are having more chances to stay out of this risk and more chances for them to stick for their goals and objectives reducing their chances to leave their job through high level of performance (Bajaj, Robins, & Pande, 2016).

Level of self-esteem or how positively or negatively one feels for himself is very important for the case of ostracism as it is clearly indicated by social interaction theory as well as self-verification theory that those individuals who are having low self-esteem give rise to many of the chances to fall in the category of ostracism (Peng & Zhuang, 2016) and with this risk in hands many of the individuals tends to welcome many of the chances to provoke anger, hate, over thinking, mental disorders, low self-confidence by realizing that they have many of the negative insights that are restricting their talent to prove themselves as a successful employee and they blame their actions on careless leadership, improper distribution of work load etc. furthermore ability for realization of negative assumptions to be taken as right is one of the main cause that give rise for lower self-esteem and results in many doubts on self-verification theory to get to know yourself in positive and

analyze your competencies to pursue your goals and objectives (Hauge & Einarsen, 2011).

While focusing on mediating role of self-esteem level for harmful health of employee's research cannot negate valuable outcomes drawn from negative interpersonal behaviors that give rise to rejection and lower self-esteem (Noor, Bashir, & Earnshaw, 2015). For this purpose both contingent and global self-esteem needs to be discussed for proper contribution of workplace bullying that can harm the health of employee working in any organization. Contingent self-esteem is the stated perception of one person to stake its self-esteem by giving worth to perceived success or failures. Like in other words contingencies of person is based on those perceptions that makes us realize extremely good or bad in any stage of life (Rocaboy, 2006).

According to symbolic interactionism view for self-esteem argued that any individual can sense its self-rooted behavior through interpersonal relationships and our notion to realize our self-perception is based solely on how other view us, and workplace bullying through mediating role lower self-esteem can definitely harm the health of employees (Hood, Jacobson, & Jacobson, 2017) because whenever any of the individual will not seek what he or she had perceived or expected from the society will give chance to originate many of the diseases like anxiety, strokes, heart problems, diversions in thinking, lack of concentration, anger, hate for peers and ultimately give chance for absenteeism, paid leaves and eventually the results in turnover (Selin & Notelaers, 2017).

Therefore there exists a strong relationship between self-esteem level and relationship with other and according to socio meter theory that evidenced an above developed argument that self-esteem is primarily relying on individuals concerned social groups and it works as a warning system of sorts with assumption of low self-esteem that reflects a risk of being bullying or excluded from the group (Francoili L., 2015) Ostracism may be predominantly demoralizing to one' self-confidence level because one may not know why one is being hated, and any endeavors to secure description are met with silence. As a result Characters are left to psychologically file all of their adverse appearances which may have occasioned in

ostracism, which complexes the effects of a lack of social collaboration (Jaafar & Jalali, 2017).

Exclusion from any of the social or external groups give rise to have ostracism because as discussed in aforementioned argument level of self-esteem is primarily concerned with belonging and accepted perception and views of others, with several meta analytic summaries of literature had given room to develop strong argument for lower self-esteem which acts as a strong mediator between workplace bullying and harmful aspects of health of different target get characteristics working in different organizations (Taylor & Updegraff, 2007). Individuals having low self-esteem tend to perceive themselves as useless commodities and in comparison to other peers they have different perceptions and their inability to be accepted among their social pressures and external groups give rise to hate themselves, their opinion which welcomes interpersonal conflicts among peers that puts negative impact on their overall performance (Xu, Huang, & Robinson, 2015). Not only performance but their overall health will affect directly that represents their behavior in non-professional way which overall harm the organization as a whole (Reilly, Robinson, & Banki, 2014).

One the other hand individuals having high self-esteem tends to focus on their job specification and are accepted by every peer and subordinate, scores high level of performance, able to meet time lines and are having strong mental health that allows to think creatively and provide valuable insights for the wellbeing of organization to excel and pure its goals and objectives in such competitive era to maintain distinguished role performance for high self-esteemed employees following norms and disciplined chartered governed by organization (Whelpley & Mcdaniel, 2016).

Self-esteem is commonly explained as an expression and notion of being good enough or bad enough at any point of commonality and differentiation and individuals having high self-esteem do not believe any superiority complex of being better than any of their sub ordinates rather they consider themselves as an equal candidates to pursue organizational goals and objectives (Blascovich & Tomaka, 1993). On the other hand individuals having low self-esteem are often falls into

different category of being involved several types of confused thoughts and unable to meet timelines that gives rise to many of the conflicts at both personal and professional level (Erol & Orth, 2011).

Importantly, self-esteem does not essentially imitate individual aptitudes, or uniform how an individual is appraised by others. Personalities with precise temperament traits are more expected to have involvement upsurges in their self-esteem they go through lifespan, explicitly, entities that are passionately stable, meticulous, and extraverted incline to show more positive self-esteem expansion than individuals who are low on these behaviors (Baillien, Camps, & Dewitte, 2015). Another important aspect of self-esteem are the fluctuations it shows according to change in the behavior of external entities or contingencies that denotes with success or failures of life, certain good or bad experiences that can impact the change in one's life is important consideration (Orth, Robins, & Meier, 2009). On one side of the coin high contingent self-esteem is merely considered to be more reactive because of unstable sense of self confidence in individual makes them unable to fight for global competition (Kernis & Goldman, 2006).

In the present era of competition among organizations employees are facing diverse pressures due change in their diverse market situations, changing technological advancements, and rising conflicts to have maximum job performance is causing maximum problems for an employees to pursue their career and is becoming potential source of job stress for them (Slid, Czajkowski, & Leif, 2016). Past few years have brought up with visible change in working patterns of employees which now a days have required more flexible personalities to perform variable tasks under one roof to achieve mutual interested goals and for those who are unable to show variable relaxation in their personalities are facing severe problems regarding their relationships among peers and their existing importance in organization is also effecting with this condition that not only effects their working scenarios but is causing serious problems on their both mental and physical health (Pohling, Buruck, & Leiter, 2016).

Health is one of the most important considerations for both employees and organization. Mental sickness and illness is in turn a huge cost for both side of the

coin and those employees who are failed to indulge with their social pressures will result to falls for their victims to be targeted as work bullying at every task the perform and those employees having low self-esteem will face many inner reactions like anger, ignorance, hate which not only result in absenteeism, and turn over but their health will face major problems like strokes, heart attacks, high blood pressures, and sometimes severe case towards suicide (Lakey, Hirsch, & Nsamenang, 2014).

Job stress and other negative situational characteristics have been considered as most harmful factors that can affect employee's health for instance those jobs that are high in demand and are having low control headed for strain comebacks in employees. Moreover, heavy burn outs due to huge workloads can leads towards reduction in mental health and incivility can cause many problems with mental ability to take part in many initiatives and specifically employees having low self-esteem tends to be targeted by perpetrators that can increase overall performance of employee in an organization (Elliott & Doane, 2015).

In addition to above developed argumentation, organization justice is now a day's booming like a rage of fire that contributes a lot for mental disorders and reduced health of employees. Those targeted individuals that are having low self-esteem can easily be infected with several negative provoking thoughts if of not getting fair attention from their supervisors (Ouyang, Sang, Li, & Peng, 2015) and in ability to meet timelines will lead towards abusive supervision will ultimately give rise to absenteeism and reduced health of employees that bears huge cost on the shoulders of organization for losing its potential employees (Pila, Sabiston, & Brunet, 2015). This mental illness can cause harmful impacts that can affect the ability of employees to produce valuable results in an efficient way that can made an organization capable to achieve its goals in an efficient an effective manner (Riggle, Edmondson, & Hansen, 2009).

People may be aware of the problems that they are facing in an organization that can harm their compatibility to produce valuable results. Due to sudden shift in human race and technology shift in human behavior is now a must requirement from every employee, but those who are unable to understand the current notion

and are having state of low self-esteem are unable to get themselves adjusted in among their sub ordinates and social groups (Swislo, Friederike, & Orth, 2013). This ultimate ignorance as discussed in above developed literature will make that person realize its inabilities to perform task and this state will than transform into failure of achieving their desired goals and objectives (Sulochana, Kurien, Suvarna, & George, 2013). Applying these stereotypes to one's self will decrease their self-esteem and decreased self- efficacy will result in decreased self-respect. This decrease in self -esteem will lead to question him about its failures and this transformation is than a serious threat for both his health and for organization to lose its potential employee in pursuing both personal and organizational goals (Corrigan, Bink, & Rusch, 2015).

The chief supposition causal of this examination is that high self-esteem deliberates assistances for mental and interactive health. As a hypothetically defensive factor, high self-esteem is accompanying with gratification of psychosomatic desires and general physical well-being, (Swislo et al, 2013). Therefore, personalities with high self-esteem appear to hold optimistic prospects for accomplishment that are tied with resources to cope potential guilt over failure. At disguise assessment then self-esteem may bid impending for a series of relational and psychosomatic ills (Whelpley & Mcdaniel, 2016).

Stress is another factor that has been discussed in the literature as an equal important fact that needs to be highlighted in this argument. Individuals despite of having high self-esteem might face several difficulties regarding their optimal output in an organization because of tough working environment and uneven distribution of work load (Siegrist, 2016). So for those individuals that are having low self-esteem will face severe outcomes when they are put under high stress and are asked to complete high work load under competitive time pressures. Moreover authors like have discussed a positive relationship between stress and high depression that leads towards unclear mission and vision for both employee and an organization (Lepine, Zhang, & Rich, 2016). Similarly results taken from extremely high self-esteem are also not considered to be healthy and are effective for

healthy employee health because in some extent literature had discussed a positive variability that exist in individuals having secure self-esteem that somehow is linked with self-relevant performances that also is one of the negative impact that employee will face in the form of negligence and group conflicts to achieve mutual goals and objectives (Pierce, Gardner, & Crowley, 2016).

As discussed in aforementioned argument contingent self-esteem is an important factor that boost the level of confidence and enhances an ability to achieve its desired outcomes, but on the other hand it serves as a major factor towards harmful side effects that employee has to face from the perpetrators because of ego involvement that employee will develop in search of self-worthiness (Svedberg, Hallsten, Narusyte, & Blom, 2016). These happenings in any organization will leads towards political planning from its peers and other subordinates that underestimate his abilities and he himself in some way will lost his real motive to achieve organizational goals (Orth, & Robins, 2014). So mediating role of self-esteem despite having high or low level can be a serious target of bullying by perpetrators that eventually disturbs the overall effectiveness of both employee and organization and this level of self-worthiness will in turn effect the health of an employee and shape his hate and anger to deviate its efforts from real path of success and give rise to unstable self-esteem that welcomes anxiety, depression, strokes, over thinking, and in other way due to this contingent self-esteem report for greater alcohol consumption, over doze of medicines and sometimes as discussed in early arguments will be a great reason of suicide among employees and is considered valid reason of having negative relationship towards employee health (Orth, Robins, & Widaman, 2012).

Therefore on the basis of above developed arguments it was hypothesized that:

H2: Self-esteem mediates a relationship between workplace bullying and employee health.

2.3 Power Distance as Moderator between Workplace Bullying & Employee Health

The main concept of power distance was derived as study of cross cultural values and for organizational perspective it can be taken as the tendency to which any individual can believe and accept the fact that power in any organization can be distributed unequally (Hofstede & Bond, 1984). Those individuals having notion declined towards high power tendency will be having autocratic behavior and are the believer of one way communication. They merely involved any of the subordinate in any of the decision making phase for accomplishment of goals and objectives, rather they always look for their leaders to provide any relevant direction for achieving their goals and objectives, they accept decisions from themselves, and obey instructions given by themselves (Farh, Hackett, & Liang, 2007).

On the other hand low power distance believer are of the view that they must be given an authenticated power to express their own views and rely on their solutions for the problems they have or had encountered, they are more likely to improve their own sense of control and low power distance leaders and followers always look views as opposition to have more appropriate solutions and take necessary actions they think are right for accomplishment of goals and objectives (Bai, Dong, & Liu, 2016).

The problem of creating a value in any organization is becoming one of the major problems in any organizations between every employee and leader to fight for their own self-interest to have better know how regarding emerging trends of globalization and interactional activities happening in any organization is causing severe problems for the management to face emerging issues of workplace bullying between employees and leadership personnel's. This ultimately has given space for many of the group conflicts to take place among many professional groups working in organizations to achieve mutual interested goals (Brown & Trevino, 2009).

Workplace bullying was a prominent factor that can be observed in cultures that are declined for high power distance because of the fact that peers and subordinates will always look for the direction they seek from their supervisors and other

authentic personnel's that are leading their tasks and they don't take such behavior as a wrong implementation because they never have contributed towards any stage of decision making rather they always have seek directions from their supervisors (Loi, Lai, & Lam, 2012). They believe the fact that they are living in a culture where seniors and other supervisors have the right to abuse and demotivate their subordinates to achieve desired goals and objectives (Anderson & Brion, 2014). On the other hand individuals who are working in low power distance cultured organizations are of the view that they have their own opinions and they have the right to participate in decision making styles and actions that sometimes can create conflict among leaders and their subordinates which can cause high mental and physical problems but individual having high power distance as discussed above perceived the situation as a rightful cause that can benefit their organizations as a whole, so they avoid complaining and blaming their officials for any ill treatment for their mental and physical problems (Blader & Chen, 2012).

Investigating any kind of power distance relationship is a dyadic relationship between employees and their leaders. Leaders having high power distance orientation always exert their strong influence on their employees and are involved in doing what is necessary to make sure that organizational goals are meeting exactly in a way they have planned for (Chan, Huang, Snape, & Lam, 2013). Social influence theory has strongly implemented the skills shadowed from individual characteristics that may have an important effect on creating efficiencies on targeted individuals and political skill is one of an important factor discussed in the literature that debates about how strong are the political norms and values of any leader are strong enough to handle the situations in severe cases (Erkutlu, 2016).

Power distance is strong moderator and is strong factor for cross cultural value and as it strengthen a relationship because of that fact that every leader acts as a formal heads of their groups and every concerned supervisors have a desire to implement only what they have planned for especially in high power distance organizations are declined for only one way communication style that clearly skip the input of other employees in any stage of decision making and which they might

not take in any wrong direction because they have always obliged the direction they have seek from their supervisors (Hershcovis, Neville, & Shan, 2017).

Leaders who are declined for high power distance unintentionally will eliminate their social belongingness and emotional attachment with their employees clearly defining a rational stance and maintain distance which in turns can arise unawareness among employees and is a major cause of abuse , anger and demotivation that clearly are the signs of workplace bullying in any organization (Vidyarthi, Anand, & Liden, 2014).

So high power distance clearly impedes a flow of socio emotional resources between a leader and an employee that weakens the emotional relationship between any concerned supervisor and its subordinates working in any organization (Lin, Wang, & Chen, 2013).Alternative way to envisage this anticipated moderating consequence is to recognize that, because employees having low power distanced environment are more aligned with their leaders to contribute what they have in their minds and low power distance circumstances impaled a strong influence to have mixed methodological outcome based on their mutual consensus (Tyler, Lind, & Huo, 2000), but high power distanced always induce employees to treat leaders as their foreseen fathers and implement their orders as ultimate authority figures. This factor will eliminate social belongings and therefore exerts a positive relationship that strengthens a bonding between employee health and workplace bullying (Rao & Pearce, 2016).

Employees working under those leaders that are having high power distance will always show respect to their supervisors, instead of rising any conflict and having fear of their supervisor, they avoid to inform their supervisor regarding the bullying behaviors which he or she facing from their peers, and subordinates at workplace. (Rauniyar, Ding, & Rauniyar, 2017). This perspective in turn will develop a low level of exchange among both parties which in turn strengthen a positive relationship of bullying environment. With such environment chances to rise conflict, anxiety, anger and depression, stress, which effect the employee health in the organization, employees start thinking that now they should leave the organization (Hwang & Francesco, 2010).

Since such environments are often criticized a reward leading structures where every leader can sometimes work to achieve its common goals and objectives and such environment can lead towards excessive criticism, verbal abuse, harassment, degrading their subordinates which can in turn effect their both mental and physical health but instead of complaining and absenteeism it will give rise to inner depression that an employee can face regarding its working output to accomplish common goals (Lian & Ferris, 2012). With such exposed real bullying behaviors where insults and abusive attitudes towards subordinates is a normal act in any organization that every employee will feel emotional loss on his account for not working and producing at optimal level to secure good feedbacks from their supervisors which in turn will affect their mental and physical efficiency to produce effective outcomes which in turn will be a result of bullying at both personal and group level that affects his overall performance to secure sustainable competitive edge in an organization (Rafferty & Lloyd, 2010).

Therefore on the basis of above developed argumentation it was hypothesized that:

H3: Power Distance moderates the relationship between Workplace bullying and employee Health, so that it strengthens the relationship.

2.4 Theoretical Framework
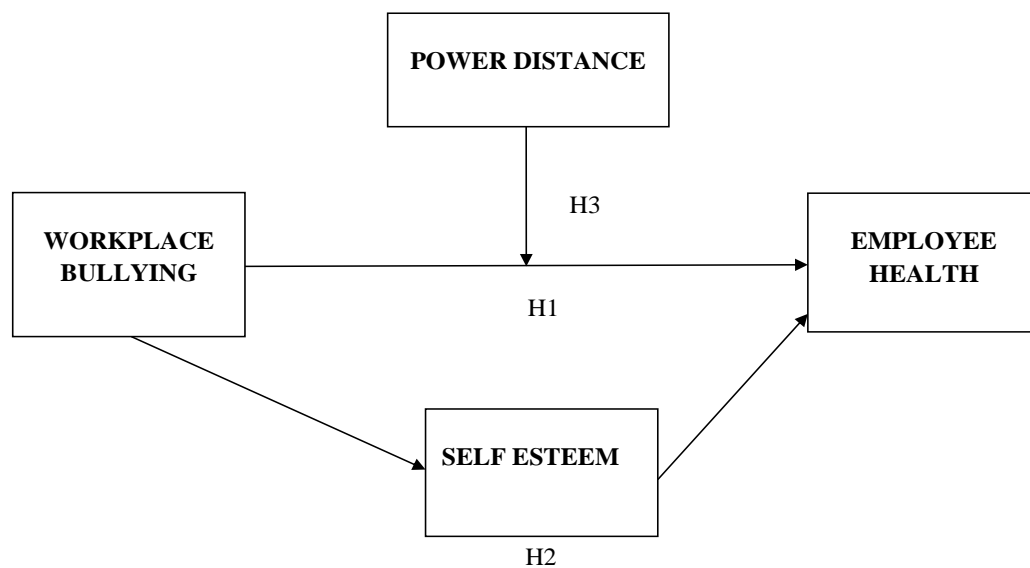
Independent Variable: Workplace Bullying

Dependent Variable: Employee Health

Mediator: Self Esteem

Moderator: Power Distance

Chapter 3

Methodology

This chapter discusses research methods used in this study in order to test proposed hypothesis, with aim to provide description about population, sample, sampling techniques and the methods.

3.1 Research Design

This is a quantitative study in which survey method was to pleat the evidence from large population based on respondent's perception survey design is the most appropriate used to investigate the impact of workplace bullying on employee health through mediation of self-esteem, with the moderating effect of Power distance.

3.2 Unit of Analysis

In the present study, unit of analysis was peers and their subordinates, working in the public-sector colleges of Pakistan. Hence, the responses of peers, and their subordinates of public sector colleges of Pakistan were recorded to test the hypotheses.

3.3   Research Type

Research type is cross sectional because data collected at one point of time and from multiple respondents.

3.4   Pilot Study

Pilot study was conducted for to be assured that questionnaires were valid and the respondents easily understood them. After the collection of 50 responses, the reliability of variables was assessed which showed the satisfactory alpha coefficient values.

3.5   Population and Sample size

Population for the present study consists of peers, and their subordinates working in the public-sector colleges of Pakistan determined sample size of 300. Accordingly, three hundred questionnaires were distributed of which 256 completely filled questionnaires were received. These responses were used for data analysis. The overall response rate remained 85.33 per cent.

3.6   Sampling Technique

Sampling technique which being used in present study was the convenient sampling. Main purpose of this technique was to overcome the hurdles of money and time constraints problems. There is large number of public sector colleges in Pakistan, so that was not possible to approach every public-sector college and relevant staff working therein. Convenient sampling technique which was adopted and it was assumed that the data collected was representative of the whole population of supervisor and peers and their subordinates working in public sector colleges of Pakistan.

3.7   Instrumentation

3.7.1   Workplace Bullying

Twenty-two items scale (Einarsen, Hoel & Notelaers, 2009) was used to measure workplace bullying. Items are responded to using a 5-points Likert-scale where 1 for (Strongly disagree) and 5 for (Strongly agree). The sample items for Workplace Bullying include "Someone withholding information which affects your performance" "Being humiliated or ridiculed in connection with your work".

3.7.2   Employee Health

Twelve items scale by Goldberg (1970) was used to measure employee health. All the items are responded to using a 4-points Likert scale where 1 (Never) to 4 (Frequently). The sample items for Health include "Able to concentrate" "Under stress" "Feeling unhappy and depressed".

3.7.3   Self-Esteem

10 items scale from Rosenberg (1965) was being used to measure Self Esteem. All items are responded for using a 5-points likert-scale where 1 for (strongly disagree) and 5 for (strongly agree). Items for self-esteem include (I feel that I am a person of worth or at least on an equal plane with other) (I feel that I have a number of good qualities).

3.7.4   Power Distance

Dorfman and Howell's (1988) six-item Power Distance Orientation Scale was used to measure Power Distance. 5-point Likert scale used from 1 for (Strongly disagree) and 5 for (Strongly Agree). Sample items includes "Managers should make most decisions without consulting subordinates" "Managers should seldom ask for the opinions of employees."

3.8   Control Variables

The Demographic variables i.e. gender, age, qualification, experience and organization were controlled in regression analysis infect these demographic variables are having a significant impact on other variables so because of this the true impact of Workplace bullying on Employee health and the mediating role of Self-esteem cannot be determined and the moderation of Power distance.

3.9   Data Collection Technique and Time Frame

For this study quantitative technique which was used and the questionnaires were distributed to collect data. Infect it is the most commonly used method in research studies. The time which spent for collecting data for this study was approximately one and half month. The scales that were adopted in this study, are already have been used in the previous literature. The data was collected from public sector colleges of Pakistan (Wapda staff college Islamabad, and Applied Technical college Dina of National Logistics Cell, Applied Technical college Mandra of National Logistics Cell).

3.10   Data Analysis Tools

For the analysis of collected data bootstrapping was used in SPSS 21. Different statistical tests were used to examine reliability of the data, correlation among the variables, regression and the descriptive statistics.

3.11   Reliability Analysis

Cronbach's Alpha shows how much the data is consistent and reliable. According to the rules value of coefficient alpha should be equal to or greater than 0.70 otherwise a variable is not considered reliable.

TABLE 3.1: Instrumentation, Items & Reliabilities, Sources.

Variables		Items	Reliability
Workplace Bullying (IV)	Einarsen, Hoel & Notelaers, (2009)	22	.82
Self Esteem (Med)	Rosenberg (1965)	10	.83
Power Distance (Mod)	Dorfman and Howell's (1988)	6	.86
Employee Health (DV)	Goldberg (1970)	12	.77

3.12 Sample Characteristics and Demographic Characteristics

Biographical characteristics included in study for assessment of idea of the respondents. Personal information was collected.

TABLE 3.2: Gender.

	Frequency	Percent	Cumulative Percent
Male	201	78.51	78.51
Female	55	21.4	100.0

Out of 256 respondents, 201 they were male, 55 they were female, according to percentage of 78.51% male & 21.4% female.

TABLE 3.3: Age.

	Frequency	Percent	Cumulative Percent
20-30	75	29.29	29.29
31-40	90	35.1	64.39
41-50	48	19	83
51-60	43	17	100

The respondent age between 20 to 30 years were 75, and the respondent between 31 to 40 years ages were 90, age between 41 to 50 were 48 ,and age between 51 to 60 were 43.

TABLE 3.4: Qualification.

	Frequency	Percent	Cumulative Percent
Bachelor	95	37.1	37.1
Master	110	42.96	81
MS/Mphil	51	19	100.0

For educational level of respondents in terms of number in years, 95 (37.1%) they were Bachelor 110 (42.96%) were master and 51 (19%) were having 16 years or above education.

TABLE 3.5: Experience.

	Frequency	Percent	Cumulative Percent
1-5	120	47	47
6-10	85	33	80
11-15	51	20	100.0

Respondent having experience of 1 to 5 years were 120 (47%), 5-10 year experience respondents were 85 (33%), while the respondent having experience more than 10 years were only 51 (20%).

Chapter 4

Results

4.1 Descriptive Statistics

Descriptive statistics explain summaries regarding the sample size and observations being made about data. It inform us about basic details of data which has been collected as sample size, maximum value, minimum value, mean value, and standard deviation of data. The Descriptive statistics present large sum of data in a summarized and arranged form.

TABLE 4.1: Descriptive Statistics.

Variable	Sample Size	Minimum	Maximum	Mean	Std. Deviation
Gender	256	1	2	-	-
Age	256	1	5	-	-
Qualification	256	1	5	-	-
Total Experience	256	1	5	-	-
Workplace Bullying	256	1	5	3.88	.217
Self-Esteem	256	1	5	4.32	.034
Power Distance	256	1	5	4.13	.008
Employee Health	256	1	4	2.84	.042

The table showing the data relating to maximum, minimum & average values for each variable and shows the mean & standard deviation. First column of table contains detail of variables, second column tells about the sample size of study, third and fourth column showing the maximum and minimum mean values of data collected. Maximum value of Gender is two as gender being measured on two category where one for male and second for female. All the four variables of study measured in values from one to five. The IV i.e. Workplace Bullying has mean of 3.88 and standard deviation of .217 where as DV Employee Health showing mean & standard deviation values of 2.84 and .042. The mediator of study, Self-Esteem showing mean of 4.32 & standard deviation of .034, moderator of the study, Power Distance showing values as 4.13 & .008.

4.2 Correlation Analysis

TABLE 4.2: Correlations among variables.

	Variable	1	2	3	4
1	Workplace Bullying	1			
2	Self Esteem	-.61**	1		
3	Power Distance	.35**	-.25**	1	
4	Employee Health	-.65**	.59**	-.42**	1

*. Correlation is significant at the 0.05 level (2-tailed)

**. Correlation is significant at the 0.01 level (2-tailed)

(WB = Workplace Bullying, SE = Self Esteem, PD = Power Distance and EH = Employee Health)

Table shows that the correlation between the variables of this study. Workplace Bullying is negatively and significantly correlated with Self Esteem of employees with (r = -.61**). Self Esteem is positively and significantly correlated with Employee Health (r = .59**). Workplace Bullying is negatively and significantly correlated with Employee Health with (r = -.65**). Power Distance is negatively

and significantly correlated with Employee Health with (r = -.42**). Correlation between Workplace Bullying and Power Distance is significant (r = .35**).

4.3 Regression Analysis

TABLE 4.3: Direct and Mediation analysis results.

Effect of IV on M		Effect of M on DV		Direct effect of IV on DV in presence of M		Total effect of IV on DV		Bootstrap results of for Indirect Effects	
β	t	β	t	β	t	β	t	LL 95% CI	UL 95% CI
-.31**	-15.0	.63**	13.6	-.53**	-14.92	-.40**	-3.57	-.45	-.63

n = 256, IV = Work place Bullying, M = Self Esteem, DV = Employee Health

Hypothesis one presented in the present study was Workplace Bullying has a negative impact on Employee Health. The results in the above table provide a strong justification for this hypothesis, as there is no zero present between the LL 95% confidence interval and UL 95% confidence interval (-.45, -.63). So the first hypothesis of the study is accepted.

Hypotheses two of the study Self Esteem, to mediate the relationship between Workplace Bullying and Employee Health. From Table 4.3, it can be observed that total effect of Workplace Bullying on Employee Health has a significant relationship but the strength is weak with low beta value i.e. -.40**,and has lower and upper limits of -.45 and -.63 respectively, while zero is not present in the 95% confidence interval. So it can be concluded that Self Esteem mediates the Workplace Bullying & Employee Health relationship. Hence the mediation hypothesis (H2) is accepted.

TABLE 4.4: Moderation analysis results for Power Distance on relationship of Workplace Bullying and Employee Health.

Variables	β	SE	t	P	LL 95% CI	UL 95% CI
WPB× Power Distance → Employee Health	-.13	.04	-3.27	.0001	-.31	-.45

n = 260, Control variables were, Age, Gender, Experience and Qualification.

4.4 Moderation Analysis

Hypothesis 3rd of the study Power Distance moderates the relationship between Workplace Bullying and Employee Health, such that if Power Distance is high than the negative relationship between Workplace Bullying and Employee Health would be strengthened. From Table 4.4, it can be observed that interaction term of "WPB and the Power Distance" moderates on the relationship of "Workplace Bullying and Employee Health" having the upper & lower limits of -.31 and -.45, so zero is not present in 95% confidence interval, so it can be concluded that Power Distance moderates Workplace Bullying and Employee Health relationship and third hypothesis is accepted. That proves that moderator links this relationship between IV and DV, and provides a strong support to the acceptance of hypothesis 3.

TABLE 4.5: Hypothesis Results Summary.

H1: Workplace bullying is negatively related to Employee Health.

(Accepted)

H2: Self Esteem mediates the relationship between Workplace bullying and Employee Health.

(Accepted)

H3: Power Distance moderates the relationship between Workplace bullying and Employee Health so that it strengthen the relationship.

(Accepted)

Chapter 5

Discussion and Conclusion

5.1 Discussion

The main aimed of study to test proposed research framework drawn with the help of previous literature to clarify the probable associations between Workplace bullying and Employee Health through the mediation of Self-esteem and moderating role of Power distance. This chapter discusses findings of the study and also provides the justification of the results and offers insights for practitioners and theorists.

Present study examined three hypotheses regarding the impact of Workplace bullying on Employee Health through Self-esteem and moderating role of Power distance. First, the association between Workplace bullying and Employee Health was tested. Secondly, the mediating role of Self-esteem between Workplace bullying and Employee Health was analyzed and moderating role of Power distance was tested between Workplace bullying and Employee Health. Demographics were controlled while testing these associations. Generally, a good support for most of the proposed hypotheses is observed through empirical analyses.

Question 1: What is the relationship between Workplace bullying has on Employee Health?

The first hypothesis which is "Workplace bullying is negatively related to Employee Health" proposed a negative association of Workplace bullying and Employee Health. This study found a negative and significant relationship between them and the results of regression analysis provide a strong justification for the hypothesis 1 of this study. According to the past study, the social interaction of employees is a important part of work and the employees daily experience in the organization (Dormann & Zapf, 2004). Workplace bullying not only effects an organization but employees are also victim who suffers in the form of mental depression and physical deviations through anxiety, anger, and over thinking (Vartia, 2001) that might result in strokes, heart attacks, low sleeping hours, low confidence, low self-esteem which leads towards absenteeism, low performance, turnover and sometimes serious problems of suicide might affect an employee through such harmful act of perpetrators in any organization (Lewis & Sheehan, 2003).

Same is the case in this study, when employees, peers, in the organization interact with each other, because they are bound to deal with each other according to organization official requirements which automatically results in emotional exhaustion and ultimately leads to serious health problems. Those organizational which are having poor environment with unclear standard operating procedures, and unfair chain of command is also one of the prime reasons that welcomes bullying among low self esteem employees and results in poor health and mental disorder which sometimes leads to major problems like anxiety, anger, high blood pressure and over thinking for nights just to escape the trap employees are having in organizations (Woodrow & Guest, 2013).

Question 2: Does Self esteem mediate the relationship between Workplace bullying and Employee Health?

The second hypothesis "Self esteem mediate the relationship between Workplace bullying and Employee Health" also tested significant which means the mediator plays a mediating role between Workplace bullying and Employee Health. The result shows that due to Workplace bullying, Self esteem is depleting and because of this depleting effect employees in the organization, and those who are having low self esteem cannot endure the situation are most likely to abuse their peers, which

after some time create serious health problems due to over thinking regarding the dispute and literature also support these same findings. Level of self-esteem is very important for the case of ostracism as it is clearly indicated by social interaction theory as well as self-verification theory that those individuals who are having low self-esteem give rise to many of the chances to fall in the category of ostracism (Peng & Zhuang, 2016), and because of this situation individuals tends to welcome many of the chances to provoke anger, hate, over thinking, mental disorders, low self-confidence by realizing that they have many of the negative insights that are restricting their talent to prove themselves as a successful employee and they blame their actions on careless leadership, improper distribution of work load etc. Yam et al. (2016) demonstrated that those individuals who are having low level of self esteem faces more serious health issues due to workplace bullying than those who are having high level of self esteem. Christian and Ellis (2011) found that senior business students, whose self esteem is low, are most likely to abuse, and start over thinking regarding the matter even when they are at their homes, which leads to serious health problems. Due to lack of self control resources, mostly individuals in the organization tend to give up their impulses, and they slowly lose their interest in organizational requirements and shows deviant behaviors (Loewenstein, 1996).

Question 3: Does Power Distance moderate the relationship between Workplace Bullying and Employee Health?

Result showed that Power Distance moderate the relationship, because there is no zero present between lower and the upper limit in 95% confidence interval. Results showed moderator is changing the direction of the relationship between Workplace Bullying and Employee Health and the negative relationship between them is weakened. Literature also support these findings like Diestel and Schmidt (2011) found that if individuals in the organization are having support from their supervisor and job autonomy let their employees to deal with the regulatory job stressors and able them to use better self-regulatory resources. Power distance is strong moderator because of that fact that every leader acts as a formal heads of their groups and every concerned supervisors have a desire to implement only what they have planned for especially in high power distance organizations. (Hershcovis,

Neville, & Shan, 2017). This situation creates the reason of leaving their job and job dissatisfaction, serious health problems, Satisfaction among employees only comes when they are given the support from their supervisor to overcome the critical situation. Top management of Pakistani organizations should stop this bureaucratic environment so that employees could feel free to discuss their issue with them so employees could work better in the organization.

5.2 Theoretical Implications

Previous studies discussed that the workplace bullying impact on employee health, but this study also extended work by explaining the mechanism by which this relationship occurs. Study used self-esteem as a mediator that led workplace bullying to employee health. This study proved this relationship that Self-esteem mediates this relation of workplace bullying and employee health. This study using power distance as moderator because before it, this work regarding workplace bullying being done in the other western cultures, but Pakistan having different context, culture finally this study helped for checking that does it relates with Pakistan context, culture or not. This study also reflects the importance of power distance in Pakistan context.

5.3 Practical Implications

Present model of workplace bullying and employee health has a number of practical implications. In terms of practice, self-esteem of the employees opens up the door to interventions, which can be used to reduce the potential negative effects of workplace bullying on employee health. For instance, this study is suggesting that in the organizations supervisor should give their employees fully support and autonomy at work by giving, independence, freedom and discretion procedures to be used to accomplish a given task. Another thing that organizations can do to overcome the negative effects of workplace bullying by reconsidering on "work with a smile" policies. Whereas encouraging emotion control might help an organization

for short time, but there will be a risk on compromising the quality of employees, peers, relationships in the long run. Additionally, Self-esteem availability is an essential underlying driver of workplace bullying in the organization because this study suggests that employee's health problems can also be reduced by replenishing employees Self-esteem. Organizations can help their employees to regain Self-esteem by allowing them to take short breaks at work (Trougakos, Beal, Green, & Weiss, 2008). Similarly, past research also has shown that self-affirmation training can be proved helpful to facilitate employees, peers in the organization to regain depleted resources (Schmeichel & Vohs, 2009). All these streams of research point to a wide range of interventions through which organizations can reduce the issue of employee's health problems in the organization.

5.4 Limitations

Although the present study has pronounced theoretical and practical implications, but still having some limitations:

Firstly, present study is cross sectional instead of longitudinal, the longitudinal studies usually include more time period and resources which presents a comparatively clearer picture. Therefore, this study is unable to find the impact of Workplace Bullying on Employee Health in a time continuum.

Second limitation of this study including common method technique for collection of data which is through survey questionnaire, so detailed interviews can be useful for detailed responses.

Thirdly the data is collected only from the employees of WASC Islamabad and NLC Dina, and NLC Mandra whereas it can be collected from other employees, who are working in same colleges in different cities of Pakistan, which may help to make the study more authentic.

Population of the study is specifically three public sector colleges in Pakistan, so the scope of study and its implacability of results to other public sector colleges in Pakistan.

5.5   Future Research Directions

Although this research examined Self esteem depletion due to workplace bullying when employees, peers are interacting with each other in the organization, behaviors of peers, lead to serious health problems. For instance, impression management requires employees to behave in a socially desirable way. Moreover, future researchers may use different moderator to buffer the negative effect of workplace bullying, like Social Support, as a structural support from a mixture of relationships such as family, friends, colleagues, etc. Those Individuals who are having higher level of social support have more choices to cope the stress than those who have low Social Support (Pilcher & Bryant, 2016), so it can be possible that high Social Support leads to high Self esteem and should conduct this study under some other theory like conservation of resource theory.

5.6   Conclusion

Employees work can be demanding in the organization, employees are likely to face many difficult tasks that can deplete their Self-esteem. In this study, it is established that socially undesirable interaction of employees in the organization can have adverse effects on their health problems. This study also demonstrated the effect of supervisor support which helps employees, to regain their Self-esteem. This study highlighted the importance of a Self-esteem, and its effect on employee health caused by workplace bullying at work, and the importance of a deeper awareness of the unforeseen consequences of a depleted supervisor support.

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Appendix

Dear Respondent,

I am a MS scholar at CUST Islamabad, intending to conduct research on the topic of "Impact of workplace Bullying on Employee Health through Self Esteem and moderating role of Power Distance". In this regard, I have prepared the following questionnaire, and request you to kindly fill all the questions and return the questionnaire. I appreciate your cooperation in filling out this questionnaire. This research is expected to contribute good insight into the topic. Anonymity and confidentiality in filling this questionnaire will be taken high care of.

Thank you for your cooperation,

Sincerely

Mujaddad ud Din

MS Scholar,

Capital University of Science & Technology, Islamabad.

In the following questions (Section 1, 2 and 4) please respond on a scale of 1-5 where; 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree where section 3 consist of four point scale; where , 1 = Never, 2 = sometime, 3 = Often, 4 = frequently.

	SECTION 1: WORKPLACE BULLYING	1	2	3	4	5
1	Someone withholding information which affects your performance.					
2	Being humiliated or ridiculed in connection with your work.					
3	Being ordered to do work below your level of competence.					
4	Having key areas of responsibility removed or replaced with more trivial or unpleasant tasks.					
5	Spreading of gossip and rumours about you.					
6	Being ignored or excluded.					
7	Having insulting or offensive remarks made about your person, attitudes or your private life.					
8	Being shouted at or being the target of spontaneous anger.					
9	Intimidating behaviors such as finger-pointing, invasion of personal space, shoving, blocking your way.					
10	Hints or signals from others that you should quit your job.					
11	Repeated reminders of your errors or mistakes.					
12	Being ignored or facing a hostile reaction when you approach.					
13	Persistent criticism of your errors or mistakes.					
14	Having your opinions ignored.					
15	Practical jokes carried out by people you don't get along with.					
16	Being given tasks with unreasonable deadlines.					

17	Having allegations made against you.					
18	Excessive monitoring of your work.					
19	Pressure not to claim something to which by right you are entitled (e.g. sick leave, holiday entitlement, travel expenses).					
20	Being the subject of excessive teasing and sarcasm.					
21	Being exposed to an unmanageable workload.					
22	Threats of violence or physical abuse or actual abuse.					

SECTION 2: SELF ESTEEM	**1**	**2**	**3**	**4**	**5**
1	I feel that I am a person of worth, or at least on an equal plane with others.				
2	I feel that I have a number of good qualities.				
3	All in all, I'm inclined to feel that I am a failure.				
4	I am able to do things as well as most other people.				
5	I feel I do not have much to be proud of.				
6	I take a positive attitude toward myself.				
7	On the whole, I am satisfied with myself.				
8	I certainly feel useless at times.				
9	I wish I could have more respect for myself.				
10	At times, I think I am no good at all.				

SECTION 3: HEALTH	**1**	**2**	**3**	**4**
1	Feeling unhappy.			
2	Thinking of self as worthless.			
3	Losing confidence.			
4	Feeling unhappy and depressed.			
5	Could not overcome difficulties.			
6	Capable making decision.			
7	Face up problems.			

8	Able to concentrate.				
9	Enjoy normal activities.				
10	Play useful part in things.				
11	Under strain.				
12	Lost much sleep.				

SECTION 4: POWER DISTANCE	**1**	**2**	**3**	**4**	**5**
1	Managers should make most decisions without consulting subordinates.					
2	It is frequently necessary for a manager to use authority and power when dealing with subordinates.					
3	Managers should seldom ask for the opinions of employees.					
4	Managers should avoid off-the-job social contacts with employees.					
5	Employees should not disagree with management decisions.					
6	Managers should not delegate important tasks to employees.					

SECTION 5: DEMOGRAPHICS

	1	2
Gender	Male	Female

	1	2	3	4	5
Age	20-30	31-40	41-50	51-60	60 and above

	1	2	3	4	5
Qualification	Matric	Inter	Bachelor	Master	MS/PhD

	1	2	3	4	5
Experience	1-5	6-10	11-15	16-20	21 & above