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TECHNOLOGY, ISLAMABAD



**Cyber Bullying and its Emotional  
Impact on Employees Performance with  
Mediating Role of Psychological Distress  
and Moderating Role of Management  
Support**

by

**Rooha Baloch**

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

in the

**Faculty of Management & Social Sciences  
Department of Management Sciences**

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*“I want to dedicate this achievement to my wonderful parents,  
my dear husband and my brothers and sisters  
who support me a lot morally on continual basis.  
Without their support it is not possible for me  
to complete my thesis timely”*



## CERTIFICATE OF APPROVAL

**Cyber Bullying and its Emotional Impact on Employees  
Performance with Mediating Role of Psychological  
Distress and Moderating Role of Management Support**

by

Rooha Baloch

MMS183025

### THESIS EXAMINING COMMITTEE

S. No.	Examiner	Name	Organization
(a)	External Examiner	Dr. Hassan Rasool	UOA, Faisalabad
(b)	Internal Examiner	Dr. Lakhi Muhammad	CUST, Islamabad
(c)	Supervisor	Dr. S.M.M Raza Naqvi	CUST, Islamabad

---

Dr. S.M.M Raza Naqvi

Thesis Supervisor

November, 2020

---

Dr. Mueen Aizaz Zafar

Head

Dept. of Management Sciences

November, 2020

---

Dr. Arshad Hassan

Dean

Faculty of Management & Social Sciences

November, 2020

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## *Abstract*

Rapid advancement of cyber and technology changes the working patterns of every organization, usage of electronic communication devices and other gadgets are the primary reason of cyberbullying that has great an influence of employee job performance due to frequent use of cyber and other communication devices molds the user behavior towards cyberbullying. As the days passed this behavior become stronger day by day so it is the responsibility of an organization to maintain proper check and balance on the employees who are at higher position and more likely to involved in cyberbullying, so in this regard organization should provide awareness to their employee that how to handle that situation by providing best remedies which are favorable for the employee who are the victims of cyberbullying. Affective Event Theory used in present study in order to investigate the direct impact of cyberbullying on employee job performance and also comprehend the moderating role of management support between the mediator and dependent variable. For research thesis data gathered from 258 respondents who are the Govt. sector employee of Pakistan. Present study also explains the influence of cyberbullying on employee job performance with the help of psychological distress that act as a mediator. Findings of this study proposed that cyberbullying has negatively, directly and significantly associate with employee job performance whereas the psychological distress has a significant mediation between the relationship of cyberbullying and employee job performance which is indirect path and the moderating role of management support has significant moderated mediation in between psychological distress and employee job performance. Present study contributes in the field of cyberbullying. furthermore, implications limitations and future direction of present study are also discussed.

**Keywords: Cyberbullying, Psychological Distress, Management Support, Employee Job Performance**



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# Chapter 1

## Introduction

### 1.1 Background of the Study

Cyberbullying is the form of bullying and also include in the account of harassment, this is an aggressive and deliberate act perform by groups or individuals by using electronic devices, action redo overtime against a victim who cannot easily protect herself (Whitney & Smith, 1993; Olweus, 1999). Cyberbullying is the form of bullying and include in harassment category, cyberbullying more observable in recent years as the use of technology such as cell phones, laptop by young people has increased (Smith & Sharp, 1994; Rigby 2002). Bullies hide their original identity and remain unidentified because of electronic communicating devices (Juvonen & Gross, 2008). Main foundation of cyber bullying is the advancement of electronic communication tools (Hendricks, Lumadue & Waller, 2012).

Smith, Mahdavi, Carvalho and Tippett, (2008) categorize the concept of cyberbullying into 7 sub-categories that are (Text message bullying, Images/ video clips bullying, Cell phone call bullying, Email bullying, Bullying through websites, Instant messaging bullying). Other studies statistical analyses reported that most common tools used in cyberbullying that is majority using texting (99.6%), through e-mail (98.4%), Facebook (86.5%), YouTube (75.1%), Instagram (70.9%) and twitter (69.4%), at which texting is dominant and frequently used in cyberbullying (Whittaker & Kowalski, 2014). Increasing rate of cyberbullying is

higher than the other type of social violence instead of society's efforts (Ministry of Education, 2014). Main cause of spread of cyberbullying is the enlarged use of smartphones (Lee & Shin, 2016).

In early research on workplace bullying highlighted that bullying is a downward process (Einarsen & Skogstad, 1996; Rayner, 1997; Zapf & Einarsen, 2011). Interesting result of another studies show that supervisor's vulnerability was only observed when cyberbullying happen because supervisors frequently use digital devices on daily basis to perform their work which give to supervisor's higher chance for cyberbullying (Forsell, 2016).

Some studies show that majority of perpetrators of cyberbullying are boys rather than girls (Ang & Goh, 2010; Chang et al., 2015; Cross et al., 2012; Lee & Lee, 2013). Another Study also found that girls were more troubled by online harassment as compared to boys (Fenaughty & Harre, 2013). Employees with lower organizational positions such as subordinate, entry-level employees are the victims of cyberbullying (Keashly & Jagatic, 2011).

Nature of workplace bullying is emotional and psychological (keashly, 2001) rather than explicit or physical (Forsell, 2016). In cyberbullying use of electronic devices give numerous advantages to the perpetrator like perpetrator is free to create fake accounts on temporary basis and hide their identity (Forsell, 2016). Workplace bullying include negative behavior like not communicating with someone and exclude someone from events (social isolation), ignoring someone and spreading rumors and lies (Einarsen, Hoel & Notelears, 2009).

Now workplace bullying either in form of e-harassment discussed widely because of its harmful effects (psychologically as well as physically) on wellbeing as a whole and also have negative financial implications for organizations (Nielsen & Einarsen, 2012; Samnani, Singh & Ezzedeen, 2013). Workplace bullying generate combination of negative emotions such as aggressive behavior, antisocial behavior that can lead to mental and physical exhaustion (Hershcovis & Barling, 2010; Varhama & Bjorkqvist, 2004) and also weaken the relationships (Rhodes et al., 2010).

Time-lagged design to explain that any type of workplace bullying behavior not only harmful for work-related outcomes but also have negative spill over impact on family circle (Raja, Javed & Abbas, 2017).

## 1.2 Research Gap

Research seeks to fill this gap by exploring new phenomena of bullying that is done through electronic devices and examine its emotional impact on employee performance where society has high dependency on technology. Victims who experience cyber bullying perceive that electronic communication is unable to trace so there is no need to report (Hendricks, Lumadue & Waller, 2012). Research found that individuals who have high level of managerial responsibility and have supervisory position more likely to involve in cyberbullying as compare to individuals who don't have managerial responsibility (Forsell, 2016). Another studies result showed that victimization of cyberbullying and its emotional impact was anger that is extremely negative psychological consequences of cyberbullying (Hassan, Sheha, Gamel & Arafa, 2019). Many form of cyberbullying through which it has been done like placing someone's images on internet without consent, hacking, life threatening emails (Dehue, Bolman & Völlink, 2008). Other research also found that sometimes bullies also send the sexual oriented messages as well as threats include deadly violence (Dehue et al., 2008). Anxiety, depression, drug, alcohol and suicidal ideation are the serious consequences of cyberbullying (Kowalski et al., 2014). Recent literature reveals that cyberbullying cause serious health problems physically, socially and psychologically such as aggression, stress and depression (Finkelhor, Kimberley & Wolak, 2007). There is need to develop successful intervention programs to protect employees against cyberbullying (Zych, Baldry, Farrington & Llorent, 2018).

Therefore, these elements need to be study in the context of technology where most of organization shifts manual to computerized system in order to increase organization effectiveness where every single transaction being done through internet and have frequent use of technology that working pattern mold the individual's



behavior towards cyberbullying because they spend most of their time in using technology in order to perform different organizational tasks. Employees who work in different organizations and being cyberbullied but didn't report because of fake identity of bully and there is no proper witness. Best coping strategies adopted by pupils are blocking, avoiding messages and telling someone, on the other side many cyber victims never told what they experience (Smith et al., 2008).

Connectivity make things easy and also remove the barrier of distance but on the other hand there are some people inside an organization who misuse that resources because of malicious interest and even don't have idea what other people feel, for that purpose need to understand that employee who works in organization how being protected against cyberbullying and how these phenomena be minimized and controlled through management support. However, in most of the organizations there is no appropriate policies to handle cyberbullying cases due to the lack of awareness if there is any policy than employees don't have knowledge about policy therefore it is necessary to give awareness to the employees in this regard.

Most of the employees not reporting, the most common reason is fear of losing their job so they prefer to being silent to protect their job so in this way they carry stress at all time and lose control in personal and professional life as a result performance of employee badly affected, if there is management support and also have well-defined standards and policy for handling cyberbullying in order to decrease the psychological distress so employee feels secure and confident than ultimately employee performance increase. Govt. of Pakistan also provide a unique platform named as Prime Minister Online Complaint Cell in order to connect with the public, in this platform people communicate with the Govt. officials about the issue. Govt. official follow the predefined process first they identify either the issue is authentic, factual, evidence based than they proceed further. After identification of the real issue, case forwarded to the concern Govt. official so they work on it and try to resolve the matter as soon as possible but unfortunately citizen of our country don't know the actual worth of this portal even our youngster have high dependency on technology. Employees who are working in different organization and work at subordinate level frequently use smartphones

and spend most of their time in using Facebook, Instagram, Twitter, WhatsApp but they feel helpless when they experience any negative event at their workplace due to lack of awareness, fear of losing job and societal pressure so for that purpose it is also very important to give awareness and push the people that you must know what is your right, how to respond when you are experience any negative event at workplace at what are the sources available for you that you ask for help in that particular situation. Thousands of cases cast in different programs, best example is Sar-e-Aam at which every second story related to the cyberbullying it also creates another question if victim raise a voice against cyberbullying so the team of this program try to solve the matter at any cost but what about employees? They bear multiple pressure at that time because in most of the cases families fully depend on that single income so fear of losing job again a big dilemma for that employee who are the victim of cyberbullying. In Pakistani context, therefore this study will contribute significantly towards literature as well as towards research study for Pakistani organizations and helpful for employees who are affected by cyberbullying.

### 1.3 Problem Statement

Based on the above arguments it is appear that cyberbullying is the major cause of psychological distress and have direct impact on employee's performance. Cyberbullying explore as new phenomena of bullying for past few years and have lot of room in research domain. However, in Pakistani context cyber bullying cases occur in thousands of numbers and have greater impact on society and nation as a whole.

Organizations can be divided in to different level (management level), this mainly depend on the size of organization (Ward, 2018). Top management have high authority and responsibility, also have higher position as compare to other level of management, these factor leads to cyberbullying. Employee who have higher level position in an organization are more likely to involve in cyberbullying, that clearly dictates by literature.

Present studies main focus on the relationship between cyberbullying and employee performance makes study completely different because this relationship never tested before.

Furthermore, the positive effect of moderated mediation of management support on the relationship of psychological distress and employee performance is still unexplored. Pace of cyberbullying increasing as the use of technology in terms of smartphones increases by youth, this study provides new grounds to help that how to minimize cyber bullying in different organization with the help of management support.

## 1.4 Research Questions

Purpose of present study is to find the answers of following questions on the basis of above mentioned problem statement.

### **Research Question 1**

What is the impact of cyberbullying on employee performance?

### **Research Question 2**

Does cyberbullying at workplace increase the psychological distress?

### **Research Question 3**

Does the psychological distress mediate the relationship between cyberbullying and employee performance?

### **Research Question 4**

Does the management support moderate the relationship between psychological distress and employee performance?

## 1.5 Research Objectives

Studies main objective is to establish and test predicted model to find out the relationship between cyberbullying, psychological distress and employee performance.

Management support added as the possible moderated mediation for the relationship of variables revealed in research model that is cyberbullying, psychological distress and employee performance.

The aim of the study to achieve following objectives

#### **Research Objective 1**

To find the negative impact of cyberbullying on employee performance.

#### **Research Objective 2**

To find out that psychological distress mediates the relationship between cyberbullying and employee performance.

#### **Research Objective 3**

To find out that management support moderates the relationship between psychological distress and employee performance.

#### **Research Objective 4**

To check the impact of cyberbullying on employee performance in Pakistani context.

## **1.6 Significance of the Study**

Present study will make various significant contributions by adding more theoretical content to human resource management and also provide authentic evidence that how employee performance be improved through management support. This study opens door for future research in detail and also help the employees who are being affected by cyberbullying through recognizing the impact of psychological distress and management support in the effective employee performance.

Current study brings new way to understand the cyberbullying and the effective way to handle this dilemma. Cyberbullying is the recent topic, in most of the organization employees are unaware of that even at the same time they are experiencing the cyberbullying, so this study helps the organization to give awareness to their employees and also provide information about it, this study also provide

remedy to cope up with this dilemma through management support. Management support is one of the main source of employees' confidence, at any stage when employees in trouble if management support their employees as a result employees feel that I am not stand alone in this situation that give positive image of organization to the employee.

Therefore, this study provides new perspective to the organization to handle cyber bullying cases by providing an understanding that management support plays a key role to solve the problems that arise at workplace and also boost the employee performance. As a result, employees perceive that organization's management take care their employees and also support them when they facing any problem.

## **1.7 Underpinning Theory**

Different researchers presented various theories whereas in this study the theoretical framework can be justified by Affective Event Theory (AET) that cover all the variables of the present study.

### **1.7.1 Affective Event Theory**

Affective event theory broadly uses to describe the emotions and moods at workplace and focused on to explain that workplace events trigger the emotional reactions of employees which influences the employee's performance and satisfaction.

Experiencing daily hassles and uplifts leads towards the negative and positive emotional reaction that turn into affective driven behaviors and work attitudes (Glaso, Vie, Holmdal & Einarsen, 2011).

Weiss and Cropanzano (1996) argue that workplace events trigger emotional responses which collectively influence on workplace attitude such as job satisfaction, organizational commitment and trust.

Glaso, Vie, Holmdal and Einarsen, (2011) Psychological distress as anxiety, anger trigger negative emotions of employees at workplace. It is also investigated that

emotional experience as a potential mediator between bullying and job satisfaction into intention to leave.

Finding fit the predictions suggested in AET (affective event theory), that negative events that is exposure to bullying will badly affect the work attitudes such as employee performance, job satisfaction and cognitive driven behavior such as intention to leave the organization (Glaso, Vie, Holmdal & Einarsen, 2011). Bullying is the major stressor for employees and influence its performance at the end negative outcomes reveals.

# Chapter 2

## Literature Review

### 2.1 Employee Performance Perspective for Understanding Negative Impact of Cyberbullying

Emotional regulations, appropriate rules and procedures are necessary to make employees properly and efficiently perform their job descriptions and perform also beyond job descriptions to achieve organizational goals (Grandey, 2003). To efficiently operate organizational activities and achieve the goals of organization it is necessary to make employee's perception about organizational environment as positive as possible and it makes a clear difference in perception of employees. Employee performance drive through evaluation of the workers of what they achieve and lose by performing in a specific manner (Koshy & Suguna, 2014).

Employee job performance define as the criteria for redundancy, rewards, penalties, income changes and appraisals (Liao et al., 2012). Employee performance described as it is an employee actions and behavior at the individual level (Campbell, 1990). Overall outcome and success of employee during the certain period of job which is compared with the criteria and standards that already pre-define in advance known as employee performance (Rivai, 2004).

Many studies show that no organization can exist for longer time unless its employees are highly productive. Employees consider most significant factor of any organization that affect the future of organization because they play a key role in order to achieve organization's goals (Koshy & Suguna, 2014).

Employee performance define as an indicator of monetary terms and other outcomes of employees' performance that directly link with the organizational performance as well as its achievements, furthermore other factor also takes into account that is leadership style, working environment, team- work and collaboration with colleagues, career engagement and training are the major elements that determine the employee performance (Anitha, 2013). Employee performance is based on the whole belief of employees as it associated with their conduct and contributions to the accomplishment of organization, further- more, performance appraisals, reward practices, and motivational practices are the pointer of employee performance (Ahmad & Shahzad, 2011).

Major resource of any business is an employee who are responsible to carry out day to day operation of an organization (Mudah, Rafiki & Harahap, 2014). Distinguish characteristics of every individuals influences the employees' performance within the organization (Pawirosumarto, Sarjana & Muchtar, 2017). Employee performance is the combination of compensation and the job satisfaction which is influenced by employees' abilities, skills and their traits (Rivai, 2004).

Globally, both public sector and private sector have higher dependency on their employees in order to get higher level of productivity as a result organizational efficiency achieve (Inuwa, 2016). Employee performance is the percentage of using their skill, abilities and capacity to complete their task successfully within the certain period of time limit (Altindag & Kosedagi, 2015).

Most important challenge for organization management is the employee performance for that purpose organization adopt various effective ways to motivate their employees in order to achieve and offer higher level of employee performance, also increase organizational competitiveness is the key objective of every organization (Lee & Wu, 2011).

Employee must have ability to understand that employee's satisfaction associated



with organization daily tasks, responsibilities and schedules and this factor has great impact on employee's productivity and performance as well (Inuwa, 2016). Now, majority of the employees have higher level of job dissatisfaction which generates boldness among the employees which is not acceptable as a result, failing their performance capability and also their place of work as well (Mowday, Porter & Steers, 2013).

As face-to-face workplace bullying show that except health and physical, bullying also related to different work-related outcomes such as negative work attitude, lower job satisfaction and lower perceived job performance (Hoel et al., 2011; O'Driscoll et al., 2011).

Upto best of the researcher knowledge the research studies uptill now are mainly focused on just one area of cyberbullying (for example, text messaging), or it was taken as just one area of the whole research study. According to the best of researcher knowledge none of the studies in Pakistan has been carried out on cyber bullying so far.

Seven hundred and seventy children of national children home were surveyed in United Kingdom. From which 20% of children of age between 11 to 19 years that belongs to National Children Home (NCH) had been bullied or harassed through intimidating messages by someone else in the UK. And 11% of which declared that they are being involved in sending intimidating messages to somebody else.

Noret and Rivers (2006) delineated a research study in England. 11,227 participants have participated in the survey. The participant aged between 11 to 15 years. The researcher asked them that in past if they were received any type of intimidating, nasty or frightening messages or internet mails. The results showed that almost 7% of the participants reported that they have received and experience this negative phenomenon for at least once in a while, Among these 7% most of them were girls. Over a period of 4 consecutive years from 2002 to 2005 the number of cases of cyber bullying increases and mostly in girls.

Smith, Mahdavi, Carvalho and Tippett (2006) delineated a comprehensive research study of about 92 participants from 14 educational institutions in London. They had categorized cyberbullying into seven dissimilar subcategories.

That includes bullying thorough text message, bullying through unethical pictures or videos clips via mobile phones and emails etc, bullying through phone calls through mobile phones, bullying through emails, bullying in chat-rooms, and instant message bullying through websites.

Occurrence rates of cyberbullying during some last months differed according to the different subcategories of cyberbullying and the place of occurrence of cyberbullying.

Li (2006) conducted a research in Canada and surveyed about 264 participants. The results showed that about 25% of the participants had been bullied through intimidating messages. Campbell (2005) conducted a research in Australia and suggested that 14% of the total participants surveyed are victims of cyberbullying, and 11% had cyberbullied in the past few years.

Ybarra, Mitchell, Wolak and Finkelhor (2006) suggested that about 9% of the total surveyed participants are victims of harassment through internet. At which 38% of sufferers reported psychological distress as a result of cyberbullying.

Raskauskas and Stoltz (2007) conducted a research study and surveyed about 84 participants in the United State of America; 49% among which reported that they had been electronic victims and 71% were targets of traditional bullying.

The previous literature on cyberbullying, along with the spreading of awareness regarding cuberbullying the number of websites about cyberbullying also increases. Previous literature had recognized different characteristics of cyberbullying that habitually differentiate it other forms of bullying. Among which the most prominent feature is that one cannot get rid of it easily.

Because in conventional forms of bullying, the victim is away from of bullying when he/she reaches home until the other day in office but in cyberbullying the victim cannot get rid of bullying because he/she can receive intimidating text messages and emails continuously anywhere and everywhere. The other important feature of cyberbulling is the width of potential spectators. Cyberbullying can approach predominantly large amount of people. The other important feature of cyberbullying is that the perpetrators are invisible and no one can note who is doing this because cyberbullying is not a one to one experience.

The impact of cyberbullying on mental strain and employee's well-being reported higher mental strain and lower job satisfaction who experience cyberbullying rather than those who experience traditional bullying (Sprigg et al., 2012).

Findings of another study also support that cyberbullying is harmful impact than traditional bullying because cyber bullies continuously use electronic communication devices in order to maintain contact throughout the day (Farley et al., 2013). Workplace maltreatment is a major occupational stressor and highly stressful impact on many employees (McAvoy & Murtagh, 2003). Other research found that stress has negative impact on an employees' performance, employees' motivation, task performance, energy and concentration (Glaso & Netlears, 2012; Gustafsson & Skoog, 2012; Staude-Muller, Hansen & Voss, 2012; Sypniewska, 2014). Consequently, bullying continues even when victims are gone from their work (Farley, Sprigg, Axtell & Coyne, 2013).

Workplace bullying increase the ratio of employee turnover and decrease the employee commitment towards job (Hutchinson, Vickers, Jackson & Wilkes, 2006). Cyber bullying has negative impact as well as harmful not only to the victim or individual but also affect and damage the ability of being productive at workplace (Hendricks, Lavelle & Waller, 2012).

It is believed that organizational growth, profitability and success completely depend on the employee performance (Inuwa, 2016). In the world of globalization and competitive environment organization try to hunt those employees who are highly achievers (Pawirosumarto, Sarjana & Muchtar, 2017).

For HR-Perspective it is important to consider the working environment where most of the employees prefer to use electronic devices for performing different business activities in order to communicate with the help of gadgets such as phone or e-mail instead of face-to-face communication (Advisory, Conciliation and Arbitration Service ACAS, 2012).

As a result, cyberbullying spread due to advancement of technological setups (Coyne, Farley, Axtell, Sprigg & Kwok, 2016). Cyber bullying behavior had negative and indirect relationships with health, work-engagement, well-being and intention to quit (Muhonen, Jonsson & Backstaorm, 2017). Negative consequences

of cyberbullying on organization reduced an employee performance at individual level and also decrease the team performance (Coyne, Craig & Smith –Lee Chong, 2004). Resultantly, these negative consequences lead towards lower level of job satisfaction and commitment (Bowling & Beehr, 2006).

There is clear need to conduct further research on workplace cyberbullying in order to better understand their effects at organizational level and individual level as well (Coyne, 2016). So, it is proved on the basis of cited literature that cyberbullying has negative relationship with employee performance as the cyberbullying increase so the level of employee performance decreases.

As a result, these all factors strongly affected on employees' performance when employee experience negative event as cyberbullying at workplace so they are unable to contribute effectively in organization's task and also become less productive at the end employee performance badly affected.

Hence, it is hypothesizing that:

**H<sub>1</sub>:** Cyberbullying negatively and significantly associated, with employee job performance.

## 2.2 Psychological Distress and Cyberbullying

The term psychological distress describes as the symptoms of anxiety, depression, absence of well-being, psychological stress and the absence of other construct which is related to distress like suicide (Burnette, Knouse, Vavra & O' Boyle, 2019). Psychological distress is the negative outcome of cyberbullying. Psychological distress has multi-dimensions and involves in psychological, biological and social influences (Nasheeda et al., 2017; Swearer & Hymel, 2015; Yau & Potenza, 2013).

Psychological factors play a significant role in order to taxing the coping skills of individual (Sanders, 2019). Psychological distress is the same construct like job satisfaction in terms of affective state but their characteristics are different like feeling of unhappiness, feelings of depression and anxiety as well are the key indicators of negative affect and mood (Warr, 1990; Watson & Telgen, 1988).

Clinical perspective of psychological distress is the treatment that is cognitive

behavioral therapies that help to predict that how the individual starts thinking differently, act differently and how they respond to the situations and the stressors in their lives (Burnette, Knouse, Vavra & O' Boyle, 2019).

Negative consequences of workplace bullying include mental disorders (Finne, Knardahl & Lau, 2011), increased job stress (Jenkins, Winefield & Sarris, 2011), emotional exhaustion, depression, and burnout (Hershcovis & Barling, 2010; Verhama & Bjorkqvist, 2004), aggression (Vega & Comer, 2005), and workplace deviant behaviors (Litzky, Eddleston & Kidder, 2006).

Level of psychological distress is different among individuals, understanding these differences is quite difficult due to its consistency and the situational factors (Scarpato, Cogo-Moreira & Swardfager, 2020). Cyberbullying victims associate with anxiety (Garaigordobil, 2011; Kowalski, Limber & Agatston, 2012). Cyberbullying victimization generate more anxiety as compare to traditional bullying (Campbell, Spears, Slee, Butler & Kift, 2012). Other studies result also found that bullying victimization associated with psychological distress and reduced emotional well-being, on the other side also highlight the significance of bullying and importance of avoidance work (Thomas, Chan, Scott, Connor, Kelly & Williams, 2015).

Another research indicates that victims of traditional bullying and cyberbullying is closely linked such as social, emotional and psychological problems (Sanders, 2019). Victims of cyberbullying exhibit higher level of depression, loneliness, psychological distress and anxiety as compare to traditional bullying (Bonanno & Hymel, 2010; Craig, 1998; Jochman et al., 2017; Kim & Leventhal, 2008; Nasheeda et al., 2017; Schneider et al., 2012; Yin et al., 2017) and lower level of self-esteem (Callaghan & Joseph, 1995; Tsaousis, 2016). Psychological factors playing role include deficits in coping skills (Sanders, 2019). Victims of workplace bullying experience a situation that start taxing their energy resources quickly that further lead towards job burnout (Raja, Javed & Abbas, 2017).

Frequency of repeated action to bullying victimization is just factor that influences person's psychological distress and emotional well-being, for better understanding the relationship between bullying victimization and mental health, it is necessary

to examine links with psychological distress and emotional well-being (Thomas, Chan, Scott, Kelly & Williams, 2015).

Various researchers argue that mental health include both frequency and intensity of psychological distress as well as psychological well-being. Eslea (2010) noted that many studies reported that Indirect or relational bullying is more strongly associated with psychological distress.

Workplace bullying is differing from workplace incivility, abusive supervision and social undermining, it consists of both verbal and physical attacks by the perpetrator (Mawritz, Folger & Latham, 2014; Tepper, 2007).

Another studies reveled that youth bullied through internet present a somewhat higher level of psychological distress and lower level of self-esteem as compared to the victims of another type of bullying (Cenat, Hebert, Blais, Lavoie, Guerrier & Derivois, 2014).

Negative event generates the negative consequences if it happens at workplace so it creates various hurdles like psychological, biological and social, in this situation it is quite difficult for individual to perform well as they face negative event at workplace. Literature proves that negative event at workplace are the primary reason of taxing coping skills of individual. Therefore, it is necessary to examine the relationship between psychological distress and cyberbullying.

Therefore, it is hypothesizing that:

**H<sub>2</sub>:** Psychological distress mediates the relationship between cyberbullying and employee job performance.

## **2.3 Management Support Perspective and Cyberbullying**

Top management support considered as the dynamic factor in the success journey for any organization especially in terms of successful implementation and innovation (Sharma & Yetton, 2011). Today, most of the well-established and successful organization considering management support as a business strategy in order to achieve competitive advantage (Dawley et al., 2010).

Top management that supports the organization with required resources and also personally involve in innovation activities that should increase the effect of collective behavior of top management on organizational outcomes (Santos-Vijande, Lopez-Sanchez & Pascual-Fernandez, 2015).

Organization innovation based on the top management support when top management not involved to offer support for the availability of different resources like money, people, time and knowledge that the organizational adaptability is low (Venugopal et al., 2018).

Greenhaus and Beutell (1985) pointed out that some work stressors that induce strain are independent of work demands whereas other work stressors (e.g., extensive time involvement) can produce psychological distress. The presence of job resources (e.g., manager support, schedule control, coworker support) can be used as coping mechanisms against the detrimental effect of cyberbullying on employee outcomes.

Management support is one of the forms of work social support and can be considered as a job resource that can mitigate the positive effect of cyberbullying on psychological distress (Karatepea & Hasan K. 2015). Bakker, van Veldhoven, and Xanthopoulou's (2010) study based on a sample of employees in various industries in the Netherlands showed that management support acted as a moderator of the effects of cyber bullying and emotional demands on task enjoyment and organizational commitment. Management support can serve as an important job resource against the dysfunctional effects of cyberbullying. Employees with adequate support emerging from their management can cope with difficulties connected with cyberbullying, and in turn, improve employee performance.

Researcher focused on the importance of human resource development and top management support in order to increase the job satisfaction and organizational commitment, but most of the human resource development departments have limited top management support (Garavan, 1991; Klein, Wallis & Cooke, 2013). Top management' support and vision have positive impact on employees' attitude towards their job and organization as a whole (Lee, Park & Bakers, 2017). Therefore, employee performance increases and lessen the turnover intention it's just because

of management support (Clark et al., 2008; Dawley, Houghton & Bucklew, 2010). Top management play a significant role in the success of every organization as they play versatile roles like immediately settle down conflicts of interest, motivate the teams at every level of organization either department level or at the team level (Santos-Vijande et al., 2015). Allocate resources that may be human resource or financial resource that is required to run the innovation process effectively, it's possible when top management has ability to provide all these resources (Kuester et al., 2013).

Top management is the most important authority within an organization who allocate resources accordingly (Avolio, 2000). Success of any project also comprises on the top management support, if top management facilitate sufficient resources that may be financial, human resources in a timely manner in order to achieve the business success through successful completion of any project (Boonstra, 2013). Top management directly work within an organization body and can share, provide resources more effectively for various project of the organization (Dwivedi et al., 2013). Top management team responsible to make a balance in order to maintain exploration and avoid exploitation roles and respond according to the changing environment through joint decision making, cooperative behavior and active way of information exchange (Venogopal, Krishnan T.N & Manish Kumar, 2018). Recently, it is proposed that top management support consider as the most important aspect in order to regulate the management system effectively (Lee, Elbashir, Mahama & Sutton, 2014).

Recently, it is observed that proactive commitment of top management teams plays a key role to enhance the functioning, capability, enthusiasm and full cognitive capacity of the employees of middle level and lower level as well (Jansen et al., 2015).

Lower level of behavioral integration of top management is the main cause of organization failure (Carmeli & Schaubroeck, 2006), furthermore, top management with lower behavioral integration leads towards pointless politics and effective conflicts (Mooney & Sonnenfeld, 2001), so in this way employee face stressful environment at their workplace when the top management not give proper attention



to the employee's issues.

More than 20 years of occupational stress research shown that stressful working climate are directly associated with poor mental and physical health (Ganster & Schaubroeck, 1991; Jex & Beehr, 1991). Cyberbullying behavior as a stress creating factor that can lead individuals to various negative outcomes (Hauge et al., 2010; Rodriguez-Munoz et al., 2009). So, in this situation employee exposed to bullying, it is reported that receive low support from their superiors (Hansen et al., 2006; Zapf et al., 1996).

Several studies show that support from superiors reduce the negative impact of workplace cyberbullying (Djurkovic et al., 2004). Task performance, job satisfaction, affective commitment and service recovery performance has positive and direct relationship with management support whereas negative relationship with intention to quit (Chew & Wong, 2008; Karatepe, 2011; Riggle, Edmondson & Hansen, 2009).

If cyberbullying victims perceive less support from management and superiors than the influence of bullying become higher in terms of psychological distress, vice-versa if bullying victims perceive enough support from management and superiors the impact of bullying become lessening through management and superior support.

Top management support also helps human resource development professionals in shaping the successful strategies, executing intervention, and gather support from other influential stakeholder, as well as collaborative perspective of top management provide enough support in order to make employees respectful, valuable that leading employees to commit, satisfy with their organization and work responsibilities (Lee, Park & Bakers, 2017) as a result overall performance of employee and organization become highly effective. Top management use their power to provide adequate support to their employees when they are in crises (Ahmed & Mohammad, 2016). Management support has the crucial in organization and its important for high task liberation group and low task liberation group and similarly significant for both groups (Hwang & Schmidt, 2011). Top management support in multi ways like through proper communication, allocating resources,

take immediate action when employee in a problem and so on, so it is clear that top management play significant role within an organization, for that purpose take management support as moderator in this study.

Therefore, hypothesize as follows:

**H<sub>3</sub>:** Management support moderates the relationship between psychological distress and employee performance. So that employees involve lessening in psychological distress when perceive management support is high rather than low.

## 2.4 Framework of the Study

On the basis of prior study, the independent variable, dependent variable, mediating variable and the moderator have been selected for the present study which is introduce in the research framework.

In this study, Affective Event Theory used as underpinning theory and applied in organizational environment in order to determine that how cyber bullying create psychological distress and affect the employee performance so for that purpose add positive mediated moderation as management support to enhance employee's performance.

Essence of the Affective Event Theory is that at workplace positive and negative both type of events occurs. Positive event is considering as uplift that turn in to positive outcome, negative event is considering as hassle that will turn into negative outcome both outcomes will have strong effect on employee performance.

With the help of Affective Event Theory, we proposed three hypotheses which is not previously tested which is direct relationship of cyberbullying and employee job performance, adding new variable as moderator between psychological distress and employee job performance, and last relationship which were tested in this study is mediating role of psychological distress which was also add as new variable in the relationship of cyberbullying and employee job performance.

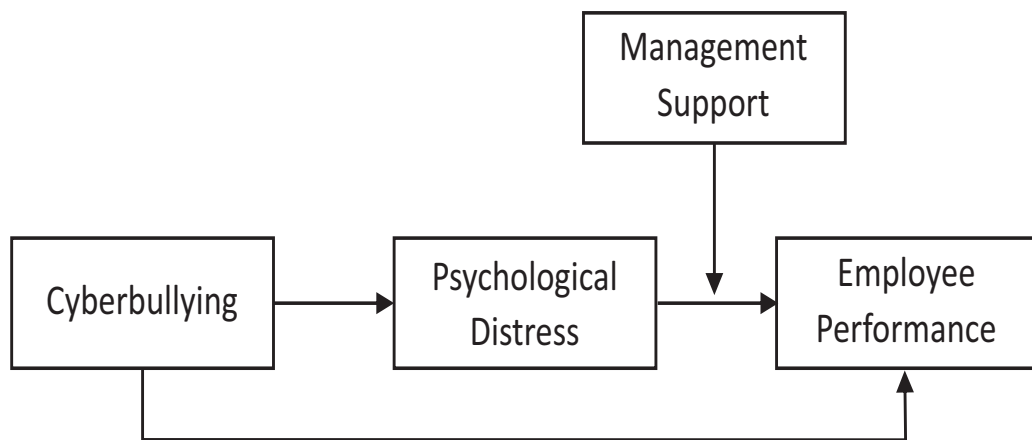


FIGURE 2.1: Research Model

## 2.5 Summary of Hypothesis

Overall three hypotheses were proposed in this study, because other related hypothesis already tested in previous studies so the list of all hypothesis is given below:

- H<sub>1</sub>:** *Cyberbullying negatively and significantly associated, with employee job performance.*
- H<sub>2</sub>:** *Psychological distress mediates the relationship between cyberbullying and employee job performance.*
- H<sub>3</sub>:** *Management support moderates the relationship between psychological distress and employee performance. So that employees involve lessening in psychological distress when perceive management support is high rather than low.*

# Chapter 3

## Research Methodology

This chapter completely depends on the research methods that is used in this study. It is necessary for an empirical research to gather data from suitable sample size, also use the authentic and appropriate instrument for data collection. This chapter is to cover the following points:

- Nature of the study
- Study setting
- Unit of analysis
- Time frame
- Measurement criteria
- Scales
- Population and sample size
- Data collection process and analysis techniques and also cover the scale reliability analysis.

### 3.1 Research Design

Research design of this research is causal and test the hypotheses which are based on the theoretical framework formed based on the review of existing literature.

Quantitative data is any data that is in numerical form such as statistics, percentages etc. Quantitative research focuses on the convergent reasoning not on divergent reasoning. The main objectives of quantitative research which are helpful in this research are as following:

- Data is collected from a structured research instrument.
- The research can also be simulated or repeated which gives its more reliability.
- Research has clearly defined objective and questions, which are required to investigate and find answer.
- All the aspects of the study are decided, before the collection of the data.
- Data is usually in form of numbers, statistics, stimulating and highly charged.
- Numerical data could be analyzed using different computer software.

### **3.1.1 Philosophy**

A research philosophy is a conviction about the technique in which data about a particular phenomenon is first collected then analyzed and then used for a specific purpose. The present study is based on philosophy of research. There are different types of research philosophies that can be used while conducting the research. In present research positivism philosophy has been used. Positivism research is also known as scientific research.

In this type of research, the researcher is concerned with getting information which is objective to the study using scientific methods of research. Methods linked with scientific research pattern comprise experiments and surveys where quantitative data is the standard. This philosophy is useful in conducting reliable analysis of research area that has to be investigated. The hypotheses that are developed in this study are tested through the results obtained from the statistical analysis of the data collected from the respondents.

### **3.1.2 Research Approach**

The research approach plays a very noteworthy role in analyzing the validity and generalizability of the research. There are two types of research approach i.e.

- Qualitative research
- Quantitative Research

One of these two approaches must be used. In exploratory research qualitative research approach is used. Research in social sciences area used qualitative approach in most cases. Various objects, items and events are explained by researcher in this type of approach. This type of research is used to get in-depth information about the study and to understand fundamental reasons, opinions, and motivations and provide basis for identifying problem or an idea which is further used to make a hypotheses for further testing in quantitative research. However in this approach there is chances that researcher show his/her personal biasness during collecting and analyzing data. Due to this reason the result become distorted (Pride et al., 2008).

Quantitative research is mostly used in economics and financial analysis. However social sciences researchers are also focusing towards the use of quantitative approach for conducting research. Quantification of items is basically used in quantitative research approach. Quantification is done for the evaluation of different procedures and processes. This feature made quantitative research very reliable. Generalizability is always very high in this approach. The biasness chances from the researcher side are also reduced in quantitative approach. This ensures results with no misleading aspects (Bryman & Bell, 2007).

### **3.1.3 Study Setting**

In this study, field study uses as study setting instead of an artificial setting, all the variables used in current study were neither operated or manipulated variables nor the controlled variables. Current study associated with the Govt. sector employees

of Islamabad and Karachi, and use references to approach them in order to make them able as they fill up the survey questionnaire easily.

### **3.1.4 Strategy**

In this study data were collected from two methods. Most of the data collected through survey method which is normal method in business and management sciences. Some of the data collected through Google forms. both strategies support us to gather quantitative data that can evaluate by using descriptive statistics.

### **3.1.5 Time Horizon**

It is cross-sectional study and data was collected from one single time and it almost took 6 weeks. Cross-sectional method adopted owing to time limitations and this method help us to complete thesis timely.

### **3.1.6 Research Interference**

There was not any interruption by researcher that disturb the research process which may affect the findings of this study.

## **3.2 Population and Sampling**

### **3.2.1 Population**

Population of this study is sub-ordinate of public sector organizations of Rawalpindi, Islamabad and Karachi. Data is gathered from appropriate sample which represent the characteristics of whole population because it is not possible to study entire population.

### 3.2.2 Sample

In this study sample comprises of five large public sectors organizations of Rawalpindi, Islamabad and Karachi. These organizations include Oil and Gas Development Ltd (OGDCL), State Bank of Pakistan (SBP), Pakistan Broad Corporation(PBC), Ministry of Defense(MOD) and Civil Aviation Authority. In these organization all the management level performing. All these organizations were included to conduct survey except Civil Aviation Authority(CAA).

### 3.2.3 Sample Size

The sample size of this research comprise on 258 respondents.

### 3.2.4 Response Rate

TABLE 3.1: Questionnaire Response Rate

<b>Response</b>	<b>Frequencies</b>
No. of circulated questionnaire	400
Give back questionnaire	270
Useable questionnaire	234
Incomplete questionnaire	36
Questionnaire not returned	130
Response rate %	67.5
Useable response rate	58.5

### 3.2.5 Sampling Technique

It has been recommended by Uma and Roger (2003) that in order to ensure reliability of sample chosen for data collection, it is significant to focus on sampling design and technique. It includes ways through which sample is selected for ensuring its reliability and true representation of population. There must be coherence



among chosen standard for selection and non-selection of items in population. The current research work is using convenient sampling technique and selected population from different educational institutions of Rawalpindi/ Islamabad, Pakistan. This sampling technique is considered to be the most preferable when there is issue of time and budget (Cooper & Schindler, 2007).

It is important to identify target population and to choose sample from that population at the stage of designing (Cooper & Emory, 1995). In current study, 400 teachers have been selected for data collection. According to Sekaran (2003) in order to conduct a research study a sample of 30-500 must be selected, as it is appropriate for a research.

### **3.2.6 Data Collection**

Data collection is very critical part to every kind of research. Results are drawn by analyzing the collected data. Collection of data from reliable resources ensures the reliability of study. The present study has met all the required parameters during collection of data. Data can be of two kinds:

### **3.2.7 Primary Data**

This is also known as first hand data. Primary data is collected during the research works and is used for the particular study. Primary data collected for a particular study cannot be used for any other research. However there are chances of facing criticism regarding the reliability of the collected data because this data is completely collected by human beings and there are chances of biasness from respondent's side. In order to control the biasness issue reliability and validity tools are used (Aaker et al., 2007).

### **3.2.8 Secondary Data**

This type of data is already available in different forms. There is no aspect of exclusivity in this data. Personal biasness cannot be done in this type of data.

Secondary data can be taken from past histories, media forums, books, journals, data bases etc.

Through primary data researcher can find recent information and it can be analyzed for required results (Saunders et al., 2007). The current research is solely depending upon primary data collection method. Primary data can be collected through different means e.g. interviews, surveys, focus groups, informal discussions and observations. Current research is using survey method through questionnaires for data collections. Primary research has high effectiveness as it is easy to manage this data and it also serves as completely new source of gaining information (Sekaran & Bougie, 2010).

There are some difficulties in primary data collection as it is very costly and time consuming and participants are found with very difficulty. This is cross-sectional research, as all data is collected at one time.

### **3.2.9 Procedure**

Data were collected from the employees of Govt. sector through cross-sectional methods at one-time point. In questionnaire, employees were asked to rate the cyberbullying behavior in your concern organization and also the psychological distress that comes from cyberbullying.

Also ask to report about management support and employee job performance from employees who work in public sector organizations.

For this study, self-administered and self-directed questionnaire used in order to gather data. Approach respondents at their workplace, request the manager to cooperate with us in the process of data collection and also assured them that provided information of respondents participation will be kept confidential and inform that provided information only use for educational purpose and not be published or disclose at any cost.

Questionnaires distributed along with an introductory letter that mentioning importance of the study and for voluntary participation demographic of employees will be guaranteed in order to obtain unbiased responses.

### **3.3 Questionnaire Design**

The layout of questionnaire must be made simple so that respondent can easily understand and answer them without consuming much time on it. The reason is that because the form of question asked, language and length will affect the response rate of respondents.

The questionnaire consists of two parts. First part is about the demographics of the respondents and the second part is about questions of four variables included in the study. First part consists of information regarding gender, age, education and experience. In the second part there are total of 32 items in the questionnaire in addition to demographic variables. These 32 items are related to four variables (two dependent variables, one dependent variable and one moderator). This questionnaire was developed depending upon the previous researchers.

#### **3.3.1 Construct Development and Measurement**

Four types of measurement include: nominal, ordinal, interval and ratio scale. However two measurement scales have been used in this research which is interval scale and nominal scale. A nominal scale is a classification of data in which the data are not ordered or measure but the response are allocated to distinct categories. An interval scale uses the numbers to rate objects or events so that the distance between the numbers is equal (Hair et al., 2007). Likert scale which was developed by Rensis Likert falls under this category. It is the type of measurement that allows respondents to identify their attitude by specifying it how strongly they are agree or disagree with the statement; it ranges from very negative to very positive attitude towards any statement or question. All of the variables under the study will be measured on a 5 point Likert scale. It ranged from Strongly Disagree =1 to Strongly Disagree=5.

## **3.4 Scales**

It is necessary to choose the scale carefully that is related to major dimensions and variables of the study. To identify the level of respondents of answer the questions, Likert-scale was adapted.

### **3.4.1 Cyberbullying Questionnaire**

Calvete et al., (2010) was composed two different scales for measuring CB, one is for perpetrator perspective and second for victimization perspective. In current study we will use cyberbullying questionnaire for victim subscale include 9 items (latest version). Response format use to assess how each behavior occurred as CB is follows: 1 (never), 2 (1 or 2 times), 3 (3 or 4 times) or 4 (5 or more times).

### **3.4.2 Psychological Distress**

K10 scale used to measure psychological distress develop by (Kessler & Mroczek, 1992). Scale use five -value for response option for each item- all of the time, most of the time, some of the time, little of the time and none of the time- that were scored from five through to one.

### **3.4.3 Top Management Support**

Five point Likert-scale will use to measure the top management support as the scale of supervisory support (ranging from Strongly-Disagree to Strongly Agree), reported at Rhoades, Eisenberger, & Armeli (2001).

### **3.4.4 Employee Job Performance**

Employee job performance scale is adapted from Liao et al., (2012). Five point Likert- scale used to measure the employee job performance (ranging from '1= unsatisfactory' to '5 = excellent').

TABLE 3.2: Instrument

No.	Variables	Sources	No. of items
1	CBV	(Calvete et al., 2010)	09-items
2	PD	(Kessler & Mroczek, 1992)	10-items
3	SS	(Rhoades, Eisenberger & Armeli, 2001)	04-items
4	EJP	(Liao et al., 2012)	06-items

### 3.5 Statistical Software

In this study, used two software for analysis purpose, one is SPSS 21 and the second one is AMOS.

SPSS 21 statistical software has been used in order to perform various tests named are:

- Reliability analysis
- Frequency Distribution
- Descriptive statistics
- Correlation Analysis
- Regression Analysis. Include (Mediation and Mediated-Moderation) To analyzed the hypothesized relationships and their effects, Preacher and Hayes (2008) method of mediation (MED) and mediated moderation (MED-MOD) as to judge the direct as well as indirect effects more precisely and accurately.

AMOS use to check the model fitness through confirmatory factor analysis (CFA) and also check the goodness of fit via RMSEA, IFI, TLI, CFI, NFI.

#### 3.5.1 Scale Reliabilities

Scale reliability generally use to verify the validity of scale and also shows the internal consistency of scale. Purpose of this test is to determine that No. of

items in scale have strong inter-correlation as to measure the construct. Cronbach' Alpha value has been considering for scale reliability, value must be lie between 0 to 1.

Generally, Cronbach' Alpha value above 0.7 are acceptable whereas lower than 0.7 value shows that lower quality scale has been used to measure the scale. Table (3.2) gives the details of Alpha value of concern scale that is used in current study. All values of Cronbach' Alpha fall in acceptable range therefore, validity has been established.

TABLE 3.3: Scale Reliability

Variables	Cronbach' Alpha	No. of items
CBV	.884	9
PD	.904	10
SS	.840	4
EJP	.791	6

### 3.5.2 Confirmatory Factor Analysis (CFA)

Confirmatory Factor Analysis use to understand an existing model fitness in order to check the suggested hypothesis based on the developed framework met the standards od reliability and also check the validity of developed framework. The results help to understand either the theoretical framework consistent with sample data or not. Most of the researchers in social sciences are agreed to achieve goodness of fit value. These values are:

- Root mean square error of approximation less than 0.10 or less than 0.08 or less than 0.05.
- Value of comparative fit index should not less than 0.08.
- Value of Tucker-Lewis coefficient (TLI) and incremental fit index (IFI) should be closer to 0.90.

In current study, model of fitness and model consistency of suggested model with sample data investigated on the basis of RMSEA, CFI, TLI, IFI, NFI.

TABLE 3.4: Model Fit Summary

	Chi-square	DF	CMIN	RMSEA	CFI	TLI	IFI	NFI
<b>Initial model</b>	1086.5	371	2.929	.087	.853	.839	.854	.794
<b>Modified Model</b>	814.2	359	2.268	.070	.906	.894	.907	.845

Initially results indicates that model is poor fit and need some modification after that modification indices apply in order to make the model fit than model fitness becomes better than before. Findings showed that suggested model of this study is a good model fit along with these new values Chi square=814.2, CMIN=2.268, RMSEA=.070, CFI=0.906, TLI=0.894, IFI=0.907 and NFI=0.845.

### 3.5.3 Sample Characteristics

Sample of the current study consist of 258 respondents. In this study, demographics include (Organization name, Email, Gender, Age, Qualification, Experience). Tabular form use to explain the characteristics of the sample that is used for conducting this study.

According to the frequency distribution analysis, 75.2% were males respondents whereas 24.8% were females respondents.

Another variable of demographics is age. According to the results of sample characteristics respondents were categorized in five ranges. Larger category of the respondents (31-40) years of group that is 104 out of total sample of 258 respondents (40.3%). Second and third category belongs to the age group of (21-30) and (41-50) years of group that is 60 and 61 out of total sample of 258 (23.3) and (23.6), whereas last category of respondent belongs to the age group of (51-60) that is 33 with (12.8). this clearly dictates that majority of the workforce of public and private sector are young adults.

Third variable of demographics is qualification. In this study use five standards

of education that is (Inter level, Bachelor level, Masters, MS. Level, Ph.D. level). Majority of the respondents in this study have masters level education that is 134 out of total sample 258 with (51.9%). Another major respondent has bachelor level education that is 62 respondents and (24%). Third category of respondents has MS. Level qualification that is 48 respondents and (18.6), 12 respondents has Inter level degree with (4.7%), and smaller category of respondents has Ph.D. degree that is only 2 respondents out of total sample of 258 and (.8%). In Pakistan very small number of Ph.D. Employees work in different organization.

Last variable of demographics is experience. According to the frequency distribution analysis, mostly respondents have (0-5) years of experience that is 63 out of total sample 258 and (24.4%). Another group of respondents have (5-10) years of experience that is 62 and (24%), third largest category of respondents have (10-15) years of experience that is 54 and (20.9%), fourth one category of respondents have (20 and more than 20) years of experience that is 54 and (20.9%), whereas last category of respondents has 15-20) years of experience that is only 33 respondents out of total sample of 258 and (12.8%). Results clearly dictates that majority of the employees are young adults and very friendly and frequently use the internet and other electronic devices at workplace.

TABLE 3.5: Sample Characteristics

Description		Frequency	Percent	Cumulative Percent
<b>Gender</b>	Male	194	75.2	75.2
	Female	64	24.8	100
	<b>Total</b>	<b>258</b>	<b>100</b>	
<b>Age</b>	20-30	60	23.3	23.3
	31-40	104	40.3	63.6
	41-50	61	23.6	87.2
	51-60	33	12.8	100



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	<b>Total</b>	<b>258</b>	<b>100</b>	
<b>Qualification</b>	Inter	12	4.7	4.7
	Bachelor	62	24	28.7
	Masters	134	51.9	80.6
	MS.	48	18.6	99.2
	Ph.D.	2	0.8	100
	<b>Total</b>	<b>258</b>	<b>100</b>	

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<b>Experience</b>	0-5	63	24.4	25.2
	10-May	62	24	49.7
	15-Oct	54	20.9	70.2
	15-20	33	12.8	82.9
	20 & above	44	17.1	100
	<b>Total</b>	<b>258</b>	<b>100</b>	

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# Chapter 4

## Analysis

### 4.1 Descriptive Statistics

Descriptive statistics of constructs is in summary form and given below in Table 4.1. The mean value of cyberbullying victimization is 1.5 and the value of standard deviation is 0.75. Mean value for psychological distress is 3.2 with standard deviation of 0.75. supervisory support has mean value of 3.0 and standard deviation of 1.11. The mean of Employee job performance is 3.8 with standard deviation of 0.99.

Higher scores represent agreement with the items whereas lower scores represent disagreement with the items. In this study, descriptive statistics infer that majority of the respondents show the agreement with the items of the instrument.

TABLE 4.1: Descriptive Statistics of Construct

Variables	N	Min.	Max.	Mean	Std. Dev.
CBV	258	1.00	4.44	1.5056	.75333
PD	258	1.50	5.00	3.2764	.75600
SS	258	1.00	5.00	3.0291	1.11286
EJP	258	1.00	5.00	3.8469	.99171
Valid N (list wise)	258				

Descriptive statistics of items provide a general and simple look of the data in a concise and appropriate form. In this study, descriptive statistics of data collected illustrated in a below Table 4.2. For each variable minimum value, maximum value, average value with mean and standard deviation have been reported.

TABLE 4.2: Descriptive Statistics of Items

<b>Items</b>	<b>N</b>	<b>Min.</b>	<b>Max.</b>	<b>Mean</b>	<b>Std. Dev.</b>
CBV1	258	1	5	1.60	.908
CBV2	258	1	5	1.47	.847
CBV3	258	1	5	1.47	.865
CBV4	258	1	5	1.46	.869
CBV5	258	1	5	1.47	.922
CBV6	258	1	5	1.53	1.010
CBV7	258	1	5	1.49	.892
CBV8	258	1	5	1.59	.901
CBV9	258	1	5	1.47	.910
PD1	258	1	5	3.02	1.155
PD2	258	1	5	3.35	1.085
PD3	258	1	5	3.47	1.303
PD4	258	1	5	3.55	1.177
PD5	258	1	5	3.39	1.179
PD6	258	1	5	3.40	1.262
PD7	258	1	5	3.42	1.441
PD8	258	1	5	3.31	1.262
PD9	258	1	5	3.04	1.441
PD10	258	1	5	2.82	1.515

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SS1	258	1	5	2.91	1.332
SS2	258	1	5	2.97	1.281
SS3	258	1	5	3.10	1.346
SS4	258	1	5	3.14	1.339
SEJP1	258	1	5	3.62	1.322
EJP2	258	1	5	3.92	1.134
EJP3	258	1	5	3.77	1.080
EJP4	258	1	5	3.95	1.116
EJP5	258	1	5	3.90	1.176
EJP6	258	1	5	3.92	1.048
Valid N (list wise)	258				

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## 4.2 Correlation Analysis

Purpose of correlation analysis is to check the relationship between two variables. Relationship may be in same direction known as positive relationship and may be opposite direction that is negative relationship. Basically, in this analysis we can measure the degree to which increase in one variable cause change in another variable.

Pearson correlation is an analysis technique that compute correlation coefficient and other dependencies between the two variables. Threshold value of correlation is between -1.00 to +1.00.

- If there is positive relationship than values fall in this group +1.00.
- If there is negative relationship than values fall in this group -1.00.
- In case of no relationship than value of correlation coefficient will be 0.

The results of correlation analysis of this study reported in given below table 4.3.

TABLE 4.3: Correlations

S.No.	Variables	1	2	3	4
1	SS	1			
2	CBV	-.312**	1		
3	PD	.327**	-.277**	1	
4	EJP	.474**	-.428**	.391**	1

\*\* . Correlation is significant at the 0.01 level, \* . Correlation is significant at the 0.05 level. SS = Supervisory Support, CBV = Cyberbullying Victimization, PD = Psychological Distress, EJP = Employee Job Performance.

The above table of correlation analysis represents that the value of correlation between supervisory support and cyberbullying is -.3122 which is negatively significant. The negative sign shows that relationship among these variables is negative. As supervisory support increases than the cyberbullying at workplace decreases. Correlation among supervisory support and psychological distress is .327 which is positive and moderate value. It represents that with increases in supervisory support, the psychological distress increases as well. The correlation value between supervisory support and employee job performance is .474 which is positive and moderate value, this shows that there is positive relationship among these variables. Increase in supervisory support with increases in employee job performance. The value of correlation between cyberbullying and psychological distress is -.277, its negative and moderate value that lead toward negative relationship among these two variables. Increase in cyberbullying, decrease in psychological distress. Correlation among cyberbullying and employee job performance is -.428, its negative and moderate value which represent that relationship between these two variables are negative, increase the level of cyberbullying that employee job performance decreases.

Correlation between psychological distress and employee job performance is .391. It's a positive and moderate value that shows the positive relationship among these variables. Increase in psychological distress with increases in employee job performance.

### 4.3 Regression Analysis

Regression analysis is used to investigate the relationship between two variables. It gives better results than correlation and provides authentic results of predicted relationships among variables. Reliance on correlation is not enough because it clears the relationship between variables and does not describe the causal relationship among all variables, so for that purpose regression analysis is conducted in order to know the dependency of one variable on the other variable.

Regression analysis is used to describe the mathematical relationship between two variables with the help of these coefficients i.e. Standard Error of regression (SE) shows the average distance of observed values from the straight line, whereas *t* value calculates the difference shown in units of standard error, *p* value indicates that relationships are statistically significant, lower level of confidence interval (LLCI) and upper level of confidence interval (ULCI) are also checked to determine the significance level through the value of lower level confidence interval and upper level of confidence interval if zero lies in between these two intervals so the relationship is insignificant.

In this study, regression analysis is used to identify the strength of the influence that the independent variable has on the dependent variable, mediation analysis is used to check whether an independent variable has an effect on the mediator and also check the moderated mediation to investigate the strength of the moderator whether the relationship of two variables is affected by the third variable. Preacher and Hayes (2008) method is used in this study, for the analysis of moderation and mediation by using process Model 4 and Model 14 for moderation and mediation, conduct separate analysis of mediation and moderation.

### 4.3.1 Direct Relationship

In current study, firstly regression analysis use to check the direct relationship between two variables that is an independent variable and dependent variable. Results of regression analysis report in tabular form that is given below.

TABLE 4.4: Direct Effect of X on Y

$\beta$	SE	t	p	LLCI	ULCI
-.3202	.0714	-4.4815	.0000	-.4609	-.1795

Table 4.4 represent that there is favorable and significant relationship between Cyberbullying and employee job performance, value of t is significant and p value is 0.00 this is also significant. Value of lower level of confidence interval and upper level of confidence interval have negative signs it means that hypothesis is accepted. If value of  $\beta$  shows the nature of relationship if  $\beta$  value is positive, it represents the positive relationship.in this hypothesis, value of  $\beta$  is negative, it shows that relationship is statistically negative between cyberbullying and employee job performance.

### 4.3.2 Mediation

TABLE 4.5: Mediating Effect of Psychological Distress between Cyberbullying and Employee Job Performance

Effect of X on M					
$\beta$	SE	t	p	LLCI	ULCI
-.2782	.0603	-4.6173	.0000	-.3969	-.1596
Effect of M on Y					
$\beta$	SE	t	p	LLCI	ULCI
.3875	.0736	-6.1864	.0000	.2430	.5320

<b>Total and direct effect of X on Y</b>					
$\beta$	SE	t	p	LLCI	ULCI
-.5633	.0744	-7.5750	.0000	-.7098	-.4169
<b>Indirect effect X on Y</b>					
Variable	Effect	Boot SE	Boot LLCI	Boot ULCI	
INT	-.1087	.0306	-.1826	-.0589	

Results of above table 4.5 represent that psychological distress partially mediates the relationship among cyberbullying and employee job performance. Total and direct effect of cyberbullying on employee job performance has the  $B = -.5633$ ,  $t = -7.5750$  at  $p$  value of 0.00 whereas the lower limit and upper limit of  $-.7098$  and  $-.4169$  with bootstrapped 95% confidence interval doesn't contain zero. Hence the result of hypothesis 2 is supported and significant.

Results of relationship between X and M showing  $B = -.2782$ ,  $t = -4.6173$  at the value 0.00 with lower limit confidence interval  $-.3969$  and the upper limit confidence interval  $-.1596$ , so these values are in favor and support the H2 which is suggested as the psychological distress mediates the relationship between cyberbullying and employee job performance.

Results of an indirect effect of X on Y i.e. cyberbullying on employee job performance via psychological distress has the lower and upper limit of  $-.2434$  and  $-.0564$  have the same signs that are negative and doesn't contain zero, whereas  $B = -.1087$ ,  $t = -7.570$  and  $p = 0.00$  so the indirect effect is significant. It means there is partial mediation. Therefore, it is concluded that H2 that is psychological distress mediates the relationship between cyberbullying and employee job performance is accepted.



### 4.3.3 Moderated Mediation

TABLE 4.6: Analysis of Moderated Mediation

Paths	$\beta$	SE	t	P	LLCI	UPCI
IV to Med	-0.2782	0.0603	-4.6173	0	-0.3969	-0.1596
IV to DV	-0.3202	0.0714	-4.4815	0	-0.4609	-0.1795
Med to DV	0.2902	0.0707	4.1033	0.0001	0.151	0.4295
(Int_term) Med x Mod	-0.1805	0.0628	-2.873	0.0044	-0.3042	-0.0568

TABLE 4.7: Index of Moderated Mediation

	Index	SE(Boot)	Boot LLCI	Boot ULCI
PD	0.0502	0.0238	0.0117	0.1051

From table 4.6 it is concluded that management support has significant relationship and also act as moderator between psychological distress and employee job performance. So, the hypothesis H3 that is “Management support moderates the relationship between psychological distress and employee performance. So that employees involve lessening in psychological distress when perceive management support is high rather than low” is accepted, because p value is .0044 is indicating significant value whereas value of lower limit confidence interval and upper level confidence interval both have negative signs that represent that there is significant moderated mediation.

## 4.4 Summary of Hypothesis

In this study, total three hypothesis suggested and all were accepted on the basis of above mentioned values.

The first hypothesis was the path from cyberbullying towards employee job performance accepted and the second accepted hypothesis is an indirect path of cyberbullying and its emotional impact on employee job performance through the mediating role of psychological distress. Last hypothesis suggested as the moderating role of management support has significant relationship among the psychological distress and employee job performance. So, the given results of three hypothesis has significant relationship in this study.

TABLE 4.8: Summarized Results

Hypothesis	Statements	Results
<b>H<sub>1</sub></b>	Cyberbullying negatively and significantly associated, with employee job performance.	<b>Accepted</b>
<b>H<sub>2</sub></b>	Psychological distress mediates the relationship between cyberbullying and employee performance	<b>Accepted</b>
<b>H<sub>3</sub></b>	Management support moderates the relationship between psychological distress and employee performance. So that employees involve lessening in psychological distress when perceive management support is high rather than low.	<b>Accepted</b>

# Chapter 5

## Discussion & Conclusion

This chapter comprises on the research discussion and conclusion for practical implication as well as future scopes for further studies. In last limitations of the current study are mentioned.

Purpose of the study is to develop integrated model of cyberbullying, psychological distress with its effect on employee job performance with positive moderator management support. Initially research questions were developed in order to test hypothesis to achieve the purpose of study. Hypothesis, H<sub>1</sub>, H<sub>2</sub>, H<sub>3</sub> were support to the research question and objective as well. Furthermore, results discussed in details.

### 5.1 Discussion

Affective Event Theory (AET) utilize in this study which is proposed by Weiss & Cropanzano, (1996). Reason of conducting research is to catch answers of some required questions which were troubled in the context of Pakistan regarding an existing relationships between cyberbullying and other variables that is use in this study, which includes the relationship between cyberbullying and employee job performance whereas psychological distress act as mediator and the management support plays a role of moderator on an existing relationship between psychological distress and employee job performance.

Main purpose of this study is to observe the effects of cyberbullying, psychological distress, management support as positive moderator on employee job performance.

For this study, data was collected from the employees who were the employees of Govt. Sector and at the subordinate level. Results were consistent with the hypothesized model.

The first suggested hypothesis was cyberbullying negatively associated, with significantly, with employee job performance and the results were in the support so the H1 is accepted. The second hypothesis was psychological distress mediates the relationship between cyberbullying and employee job performance, results of this hypothesis were in favor and it plays a significant role between cyberbullying and employee job performance. Hence, the H2 is also accepted.

Furthermore, the last hypothesis of moderated mediation was management support moderates the relationship between psychological distress and employee performance. So that employees involve lessening in psychological distress when perceive management support is high rather than low, findings reveal that moderator influence the relationship between psychological distress and employee job performance so the H3 is accepted. Additional discussion on all proposed hypothesis of this study in details is given as following:

### **5.1.1 Hypothesis 1: Cyberbullying Negatively and Significantly Associated, with Employee Job Performance**

#### **For H<sub>1</sub> Summary of Results**

Findings confirmed that there is negatively associated and significant impact of cyberbullying on employee job performance with the p value 0.00, therefore the proposed hypothesis is accepted.

### Discussion for H<sub>1</sub>

Results in the favor of H<sub>1</sub> and indicate that there is significant direct effect of cyberbullying on employee job performance with the  $B = -.3202$ ,  $t = -4.4815$ , at the  $p$  value of 0.00, it means findings were statistically significant. Results of H<sub>1</sub> shows that cyberbullying and its emotional impact on employee job performance has statistically significant relationship and direct effect as well, so the results in the favor of proposed hypothesis.

Cyberbullying victims face a higher level of psychological effects of being offline bullied at their workplace at the individual level (Coyne, 2011) that cause low job satisfaction (Bowling & Beehr, 2006). Cyberbullying lead to negative organizational outcomes and at individual level its outcome is also negative (Coyne et al., 2016). Negative event at workplace is the main cause that directly affect the performance of employee.

Continuous occurrence of negative event at workplace consider as serious dilemma because that affect the employee performance, when employee experience negative event at their workplace so psychologically they are disturbed and at the end they are not able to perform effectively in the successful accomplishment of organizational goals. Bullying process based on continuous efforts, so this situation put high impact on employee performance because they face this negative event on continuous basis so their all attention diverts to find out this perpetrator who bullied them by hiding their actual identity.

Furthermore, cyberbullying perpetrator do not stop bullying until they don't want their desirable results so the journey of employee who is the victim of cyberbullying is not an easy because they should perform all the activities effectively at workplace whereas at the same time they are the victim of cyberbullying.

Current study clearly pointed out that cyberbullying causes the negative consequences at workplace and also have high impact on employee job performance so that dilemma need to be resolved or the essential remedies need to be suggested. Cyberbullying has high level impact on employee behavior and attitudes towards job (Coyne et al., 2016).

Results from meta-analysis show that bullying directly associated with health problems, welfare related outcomes, and also highly interconnected with work related outcomes like negative work attitudes, lower level of job performance and lower level of job satisfaction (Hoel et al., 2011).

Employees at workplace try to maintain their performance and for that reason they try to give their best in the overall success of organization. Organization who provide healthy environment to their employees move towards the success whereas organization who don't have strong internal system and also unaware the problems of employees they are facing at their workplace never achieve the desired position because their employees feel alone when they face cyberbullying at workplace and their attention and ability to being productive badly affected and things become worst if this event not stop here, bearing pressure and carry stress at all-time are the major cause of health problems so this argument clearly dictate the impact of cyberbullying on employee job performance.

Therefore, findings of hypotheses 1 answer the research question that were developed that is "what is the impact of cyberbullying on employee performance" so results clearly define that cyberbullying has negative impact on employee performance so the results of hypothesis 1 accomplish the research objective.

Another suggested hypothesis in this study for the purpose is to comprehend the relationship between cyberbullying and employee job performance by using an important variable known as mediator which is psychological distress and its effect on employee job performance and also discover the impact of mediator on employee job performance, moreover details related to the important mediator is discussed below.

### 5.1.2 Hypothesis 2: Psychological Distress Mediate the Relationship between Cyberbullying and Employee Job Performance

#### For H<sub>2</sub> Summary of Results

This is the second accepted hypothesis of this study which is about mediator, according to the statistical results there was a significant influence of psychological distress on employee job performance with the coefficient =-.1087 , with negative lower limit of confidence interval =-.1826, and negative upper limit confidence interval =-.0589 these figures show that the proposed hypothesis got accepted.

#### Discussion for H<sub>2</sub>

In current study second hypothesis suggested that psychological distress mediates the relationship between cyberbullying and employee job performance and the statistical results of this hypothesis also in support of the mediation hypothesis on the basis of these values i.e. coefficient=-.1087, with negative lower limit confidence interval and upper limit of confidence interval -.1826, -.0589 these figures clearly proves that there is a significant relationship among these two variables. Value of p for this hypothesis is 0.00 Which clearly indicate that p value is statistically accepted.

In this study, second hypothesis was proposed on the basis of literature which is previously available for this relationship, negative workplace event trigger the negative emotions of employee. In a cyber-context, increasing alertness in the samples of youth show that cyberbullying has negative impact on psychological welfare on the victims of cyberbullying who experience anger, frustration, anxiety, hurt, depression, sadness and distress (Juvonen & Gross, 2008), Cyberbullying is negative event that cause psychological stress and that psychological stress has negative impact on employee job performance.

Employee do multi-tasking when everyone supports them either working conditions or other related factors but employee not perform a single task effectively when

they are in stress. Continuous stress start taxing the ability of being productive at their workplace, their mind diverts and they are able to perform their task timely as a result bundle of complaints start about their work and at the end the employee become exhausted when there is no moral support at workplace and no one is there to listen what they are facing at that time. Nature of cyberbullying is limitless therefore their volume is high because of their exceptional nature (Heatherington & Coyne, 2014).

Bullying has negative impact on both health and wellbeing (Arseneault et al., 2010), this is the main reason of generating distress, depression anxiety and so on (Cook et al., 2010). Evidence proposed that there is causal relationship among the bullying and emotional well-being (Bond et al., 2001). Majority of the studies illustrate that cyberbullying generate the psychological distress among the employees who are the victims and this distress has significant influence on employee job performance.

Employee victim with psychological distress is unable to perform in an effective as other perform who are not the victim of cyberbullying. Current study discovers the role of psychological distress as mediator between the cyberbullying and employee job performance. Perpetrator continuously bullied the victim until they don't want their desire results, and no one knows that time period how long it is so in this situation employee become detract and forget their goals and achievement and their attention divert and start struggling to find out that person who bullied them but it is not possible when there is ineffective internal control system. Furthermore, statistical findings of accepted hypothesis answer the research question that is psychological distress mediated the relationship between cyberbullying and employee job performance whereas the result of this hypothesis also accomplish the objective of research.



### **5.1.3 Hypothesis 3: Management Support has a Moderating Role between Psychological Distress and Employee Job Performance**

#### **For H<sub>3</sub> Summary of Results**

Results of hypothesis three supports that there is a significant influence of moderation on the relationships between psychological distress and employee job performance. Therefore, management support act as a moderator so the H3 is was accepted.

#### **Discussion for H<sub>3</sub>**

Third hypothesis of this study is suggested that management support moderates the relationship between psychological distress and employee performance. So that employees involve lessening in psychological distress when perceive management support is high rather than low. Results of this last hypothesis show the significant value of p which is 0.00, it means relationship is statistically significant and accepted.

Results of third hypothesis claimed that the management support have positively significant influence on the relationship of psychological distress and employee job performance.

The purpose of conducting this study is to discover the effects of management support in order to prove the moderated mediation on well-defined relationship, and the results of this last hypothesis shows that management support have positive and significant impact so this third variable i.e. management support strengthen the relationship between these two variables. For new project, it is necessary that management provide their significant support so the dilemma related to all new projects will be solved smoothly without any disturbance that lead towards the faster development and rapid growth (Santos-Vijande et al., 2015).

Behavioral integration is when top management involved themselves and provide sufficient support so this approach enables the employees to proactively fulfill

the demands of market, make combine decision with the participation and cooperation of all employees in order to explore new opportunities and exploit the competitiveness (Heaveyet al., 2015).

Management is an important element of every organization and also carried out daily operation effectively so it is proving that without management support, employees are not able to perform their duties in an effective manner, on the brighter side, if there is management support so the employees of that organization work effectively and perceive that management support is always there whenever they are facing any trouble. Management support provide strength to their employees who are the victims of cyberbullying and provide supportive environment so in this way victim of cyberbullying not feel that they are stand-alone but they are in a better position to face that situation more sharply and intellectually.

Support and interest of top management in the professional development of employees seems to crucial in the long-term organizational development of human resource development because the members of top management are the influential who have authority and power to take the decision, decisions to decide how to allocate resources and when, as well as take most of the strategic decision of business and the decisions related to human resource (Sung & Liu, 2016).

Employees commitment, performance and job satisfaction is increased if they perceive that management support their employee's efforts and give respect to them (Lee, Park & Bakers, 2017). It was proposed that perception for top management increases so the psychological distress decreases and that positive effect of management support boost the employee performance when they are experiencing cyberbullying or the victim of cyberbullying.

Therefore, it is summarized that if management support is sufficient for the victims of cyberbullying and according to the statistical results of this moderated mediation hypothesis of this study shows that our third hypothesis also got accepted, so the management support act as moderator on the relationship between psychological distress and employee job performance.

## **5.2 Theoretical and Practical Implication**

This study makes significant contribution not only theoretical but practical as well in the previously available literature by developing a holistic model with the help of Affective Event Theory (AET). In literature, some of the important variables include cyberbullying, psychological distress act as mediator in this study whereas employee job performance plays a role of dependent variable and by adding management support as a new variable that act as moderator on the relationship between psychological distress.

Results of this study shows that serious changes can be noted when an employee experience negative event as cyberbullying at their workplace that generates psychological distress as a reaction which influence an employee job performance, in past literature this relationship is already has been studied. By adding the moderated mediation as management support on the relationship between psychological distress and employee job performance and their statistical results found that management support plays a positively significant moderation. For moderation management support is not tested on the relationship between psychological distress and employee job performance and has not been introduced as moderator for this relationship.

Analysis of our study established the importance of management support for employees who are in trouble and need management support to cope up the situation so in this way psychological distress decreases whereas employee job performance increases. For this study data collect from Govt. sector employees of Pakistan so this make significant contribution for the public sector of Pakistan in the field of cyberbullying.

This study not only contribute theoretically but also represent new insights to practitioner of Govt. sector employees. Our country Pakistan growing rapidly so the public sector transforms their systems manual to computerized and also use new technologies new gadget and various software to connect with each other in order to perform in a more effective manner but now organizations also pay

attention on other environmental factors within an organization which effect the employee performance.

Now thinks become change, in today's world employee treat as an important asset for every organization and most importantly the success and failure depend on the employee performance, our model contributes significantly and helps the employees of Govt. sector by giving awareness of cyberbullying and understand the nature of bullying they are experiencing by making employee aware as they are able to face psychological distress and ask for help for the management of organization so in this way employee will able to maintain their performance at workplace rather than decrease their performance.

This model presents a comprehensive picture that only management support plays a crucial role for the victim of cyberbullying by providing enough support to their employees so in this way public sector also consider this factor as well and develop policies in this regard that deal this kind of events and must be favorable for their employees.

### **5.3 Study Limitations**

There are bundle of limitation in this study which is necessary to address for future research. These limitations are:

In current study, first limitation is that researcher was unable to collect data in time-lag because of limited resources that is financial resources and most importantly shortage of time so it is cross-sectional study. Because of time constraint majority of data were collected from Islamabad, Rawalpindi and at minority level data were collected from Karachi through google forms so the findings of this study not be generalize in the whole Govt. sector of Pakistan because of scarce resources researcher was unable to cover the whole population of Govt. sector so for that flaw generalizability of this study was limited.

Another limitation of this study was highlighted that is sampling technique, convenience sampling technique use to collect data because it was suitable at this

situation in order to reach at shorter period of time. Because of convenient sampling data gathered from employees of Govt. sector located in Islamabad and Rawalpindi, so the outcomes of this study may be not give the authentic result as it generalizes the whole Govt. sectors of Pakistan.

Third limitation, in current study size of sample was 258 that figure clearly dictates that the sample size not include the whole population of Pakistan Govt. sector so the findings of that study not be generalizes due to this restriction.

Fourth limitation, Lack of employee unawareness towards cyberbullying and psychological distress was another limitation of this study.

Last but not the least, in this study our research model only includes one dependent variable, one mediator and only one moderator which play the role of moderated mediation that is flaw of our study so for that reason versatility of this study be limited because of studying limited research model due to scarce resources.

## **5.4 Future Directions**

Various limitation of our study generate different directions and that produce wide range of opportunities for further research in future. On the basis of this particular research study there are some suggestion that will help and open the door for future research in order to conduct various studies in this regard.

The first direction is that the respondent of this study were only the employees of Govt. sector in Islamabad and Rawalpindi, who work at subordinate level so it is recommended to researchers that try to overcome the whole population of Govt. sector and also try to target the private sector such as banks etc. so in this way new sector explore and then that recommendation will help to generalize the results on concern field.

Employee awareness is the second recommendation which is important in this scenario, employee working at different level and also have difference of power and authority. Most of employee exercise their power and authority for their own interest as they give threat to others may be in bullying form. So in this situation

victim of cyberbullying unable to recognize the event they are facing due to lack of cyberbullying awareness so for that purpose it is suggested to researchers that they have space to fill this corner by adding new variable in our proposed research model.

Another recommendation for future research is to add new variables in our proposed research model, as we discussed earlier that in suggested model only one dependent variable, one mediator, one moderator has been studied so there is a lot of room to conduct further research by adding new variable and another opportunity is to add two mediator or moderator in order to present another view in the same field and also enhance the body of language by introducing some new variables in this regard.

We also recommend that for other future research that researchers try to include the larger sample size by including different cities of Pakistan in order to cover a whole population for obtaining better results hence generalizability issue also been resolved that is arise in this study due to limited data and limited resources (Time & Money).

In this study, convenient sampling techniques has been used so researchers should use another sampling techniques and also use an artificial setting for further research. Another opportunity for future research is researcher also use latest statistical software and apply new techniques to analyze data in order to obtain better results so in this way generalizability of future study will be enhanced. All the future recommendation will be helpful for expanding this research model that also help to enhance generalizability of study, provide better results and also increase the body of language if researchers consider these directions in their future research.

## **5.5 Conclusion**

The investigation of how a supervisor or employer who have higher level of managerial position involved in cyberbullying at their workplace as there are so many ways available to bully their employee who work under their supervision. This

studies helps the victims of cyberbullying to understand the event that they are facing and also provide comprehensive image in order to analyze an emotional impact of cyberbullying on employee performance. Our findings also help the management and employees of organization.

For management perspective, the results of our study provides appropriate approach that employee who experience cyberbullying at that time what is management role in this situation. It is necessary for every organization to build a sound and strong internal system, the advantage of effective internal control system is that no one is able to give harm to others and everyone knows if someone doing wrong with other employee so there is strong internal control system where management provide support to those who are facing trouble and on the other side management try to find out the actual dilemma through proper investigation of that particular issue that psychologically create distress among the employee and badly affect the job performance of employee who are victims of cyberbullying.

As far as employee's perspective, this study provides information to victims of cyberbullying as they are able to analyze the situation and better know how to handle it by approaching the management. One thing more, results of this study shows that cyberbullying creates psychological distress so in this situation performance of employee affected so our study helps to understand how to face this situation without being affected and also maintain their performance.

As per findings, cyberbullying negatively, significantly and directly associated with employee job performance whereas results suggested that psychological distress does mediate the relationship between cyberbullying and employee job performance. Also, the management support act as moderator on the relationship between psychological distress and employee job performance it is known as moderated mediation.

Therefore, it is concluded that employee who have higher level of managerial position and have more power and authority are more likely to involve in cyberbullying. Internet and electronic communication devices is commonly used in organization to connect 24/7 in order to work in an more effective way but employee who are in higher position use their power and internet for their own interest as they are in a

position to bully their subordinate by hiding their original identity so in this way they become satisfy to give harm to others, perpetrator continuously bullied until they don't want their desire results so that event also harmful to the organization as a whole so in this study main focused on the management role who actively and positively provide support to their employees as they face negative event intelligently without affecting their job performance and perceiving psychological distress.

Hope the findings of our study serve more to the managers and employees who are the victims in order to enhance the job performance and decrease psychological distress with the required management support, resultantly employee become more confident and give their best.



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# Appendix



**CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY**

**ISLAMABAD**

**Department of Management Sciences**

## Questionnaire

Purpose:

I am student of MS(HR) and doing thesis on **Cyberbullying and its emotional impact on employee performance with mediating role of psychological distress and moderating role of management support**, for that purpose collect data and asks you about some of your personal traits and behaviors to some specific situations at your workplace. This research is purely for academic purpose. Your participation is entirely voluntary but I can assure you that your responses will be held highly confidential. I appreciate your participation in my study.

**Rooha Baloch**

**Personal Profile** (Please provide following information).

Organization Name: \_\_\_\_\_

Email: \_\_\_\_\_

**Gender**Male  Female **Age**

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20–30	31–40	41–50	51–60	60 & above

**Qualification**

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inter	Bachelor	Masters	MS	Ph.D.

**Experience**

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0–5	5–10	10–15	15–20	20 & above

**Supervisory Support**

		0=Strongly Disagree	1=Disagree	2=Neutral	3=Agree	4=Strongly Agree
1	The supervisor is always willing to provide assistance when I have a problem?	0	1	2	3	4

<b>2</b>	The supervisor cares about my opinions?	0	1	2	3	4
<b>3</b>	The supervisors defend and support their staff?	0	1	2	3	4
<b>4</b>	The supervisors usually give full credit to ideas contributed by employees?	0	1	2	3	4

## Cyberbullying Victimization

		0=Never	1= 1 or 2 times	2= 3 or 4 times	3=5 or more times
<b>1</b>	Receiving threatening or insulting messages.	0	1	2	3
<b>2</b>	Posting on the Internet or sending humiliating images of me.	0	1	2	3
<b>3</b>	Writing embarrassing jokes, rumors, gossip, or comments about me on the Internet.	0	1	2	3
<b>4</b>	Hacking me to send messages by e-mail or social networks that could be troublesome for me.	0	1	2	3
<b>5</b>	Recording a video or taking pictures by cell phone while a group laughs and forces me to do something humiliating or ridiculous.	0	1	2	3
<b>6</b>	Recording a video or taking pictures by cell phone while someone hits or hurts me.	0	1	2	3
<b>7</b>	Broadcasting online secrets, compromising information or images about me.	0	1	2	3
<b>8</b>	Deliberately excluding me from an online group.	0	1	2	3
<b>9</b>	Recording a video or taking cell phone pictures of me performing some type of behavior of a sexual nature.	0	1	2	3



## Psychological Distress

		1= All of the time	2=Most of the time	3=Some of the time	4=A little of the time	5=None of them
1	Did you feel tired out for no good reason?	1	2	3	4	5
2	Did you feel nervous?	1	2	3	4	5
3	Did you feel so nervous that nothing could calm you down?	1	2	3	4	5
4	Did you feel hopeless?	1	2	3	4	5
5	Did you feel restless or fidgety?	1	2	3	4	5
6	Did you feel so restless that you could not sit still?	1	2	3	4	5
7	Did you feel depressed?	1	2	3	4	5
8	Did you feel that everything was an effort?	1	2	3	4	5
9	Did you feel so sad that nothing could cheer you up?	1	2	3	4	5
10	Did you feel worthless?	1	2	3	4	5

## Employee Job Performance

		0=Strongly Disagree	1=Disagree	2=Neutral	3=Agree	4=Strongly Agree
1	I understand the criteria of performance review of my organization.	0	1	2	3	4
2	I understand my job and how to carry it out.	0	1	2	3	4

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<b>3</b>	I am able to resolve unexpected schedules on time.	0	1	2	3	4
<b>4</b>	I maintain good record of attendance in this organization.	0	1	2	3	4
<b>5</b>	I can carry out assigned duties effectively and efficiently.	0	1	2	3	4
<b>6</b>	I am very conversant with the standard operating procedure of my job.	0	1	2	3	4