

Grim Consequences of Workplace Traditional Bullying and Cyberbullying by Way of Mediation: A Case of Service Sector of Pakistan

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Abstract: Various studies have been conducted to measure bullying incidence and prevalence in multiple organizational settings based on a variety of methods and research design. Nonetheless, these studies indicate that bullying is a devastating and crippling problem that should be addressed in relation to its adverse effects and implications. This study identified several gaps in the literature when expanded specifically to the service sector of Pakistan, where the problem of bullying is prevalent. This research endeavored to fill in the aforementioned gaps by precisely focusing on organizational climate as a cause of bullying (based on frustration-aggression theory and social interaction approach), technology in relation to cyberbullying, and effects on employee health. Hence, this study contributes to the emergent discussion in identifying the debilitating outcomes of bullying. Results indicated the significant negative relationship of organizational climate and workplace bullying and the grim consequences on employees' health in the form of psychological, physiological, and emotional health distractions.

Index Terms: cyberbullying, Employee health, Service sector, Workplace bullying.

I. INTRODUCTION

In today's professional work environment, bullying is a prevalent issue (Notar, Padgett, & Roden, 2013) and workers are becoming the victims of bullying with the ratio of 1:5, indicated by Giorgi (2010). Braun (2004) reported that at some point in their professional life, about 30% of participants surveyed had experienced bullying at workplace, 27% of employees reported having bullying victimization with them, over the last 6 months and 30% (Visagie, Havenga, Linde, & Botha, 2012) traditional bullying victimization occurred among adulthood at workplace (Kowalski, Toth, & Morgan, 2018). Therefore, the risk of being bullied is increasing, as it is wide spread at workplace of organizations. Antoniadou and Kokkinos (2015) indicated that cyber bullying is a recently emerging form of violence, and is significantly gaining much more media and research attention. This means that, modern technology not only created a borderless world but also upgraded traditional bullying into cyberbullying (Zhao *et al.*, 2016). According to Yoo and Lee (2018), workplace bullying entails grim consequences on employee's health, and may affect their health in an adverse manner.

Given that a healthy workplace is a prerequisite of work, a decent work environment and just employment are essential social determinants of a healthy workplace that produces a

healthy workforce. Therefore, a healthy workforce is the precondition of productivity and economic development (World Health Organization (WHO), 2007). Employee health plays a significant role in the efficiency of any organization. Accordingly, providing a healthy work environment should be the leading priority of each organization. Every work environment is considered healthy if harmful working conditions are absent and health-promoting activities and actions are present. The maintenance of occupational health is costly (i.e., to promote and maintain the highest degree of physical, mental, and emotional well-being of workers) and the burden of such cost is increasing. The WHO Factsheet (2014) indicated that a majority of countries faced an economic loss of 4% to 6% of the GDP because of work-related health issues. WHO (2007) reported that health ministries are conventionally strong in legislative policy-making, particularly in setting standards for occupational health services. However, health ministries in most countries lack sufficient capabilities to monitor and deal with the workplace health trends of workers. Health ministries in most of the countries lack staff members who are specifically dedicated to deal with workers' health issues. Consequently, the implementation of workplace health regulations was determined to be insufficient in most of the countries surveyed, including Pakistan. The Labor Survey (2015) conducted in Pakistan determined that 1 of 25 (4%) workers suffered from an occupational disease, 3 out of 5 (58.6%) workers have consulted medical professionals/doctors, 7 of 12 (7.8%) were hospitalized, and 1 of 5 (20.5%) took time off from work. The Global Competitive Index (GCI) ranked Pakistan 130 out of 142 countries in terms of workers having ill health. Furthermore, the 2015 CGI ranked Pakistan 127th in the sub-index of health, thereby showing that employee health is a serious issue in Pakistani organizations. Therefore, organizations and managers should formulate strategies that can promote their employees' health or at least alleviate their health problems. Accordingly, organizations should be aware about the organizational risk factors that may have a negative association with employee health.

This research proposes that organizational climate can be a major cause of generating workplace violence in the form of traditional bullying and cyberbullying and may have a negative impact on the psychological, physiological, and emotional health (i.e., burnout) of workers. Thus, traditional bullying and cyberbullying in the



workplace are the major factors which negatively affect workers health and should be considerably studied. As Smith (2018) revealed that, so far empirical evidence shows that being a cyber victim has effects so severe and usually more than traditional bullying; whereas those who are the victims of both traditional and cyber bullying simultaneously are the worst affected, but little evidence is present in the past researches to address this issue (Gardner *et al.*, 2016).

Workplace bullying is a complicated and complex phenomenon and associated with the victim and perpetrator's characteristics, as well as the organizational culture or climate of a workplace (Serafeimidou & Dimou, 2016). The number of those who have experienced workplace bullying or continue to experience bullying in organizational settings is increasing (Houshmand, O'Reilly, Robinson, & Wolff, 2012). To date, no universal solution has been developed to limit the flow of this type of behavior. Workplace bullying is emotionally, physically, and economically costly. Organizations are continually losing billions of dollars in high absenteeism and turnover rates, lost productivity, associated litigation, and increasing health care premiums. Thus, research should be conducted to determine the significant causes and effects of this critical issue.

For this purpose, the following questions should be answered:

What types of workplace bullying may occur in service sector organizations?

What are the factors involved in the prevalence of traditional bullying and cyberbullying?

How does bullying affect the emotional, psychological, and physiological health of workers?

How does bullying intermediates the relationship of organizational climate and employee health outcomes?

II. LITERATURE REVIEW

Workplace bullying is determined to be a reality and certainty in current organizations. Giorgi (2010) depicted that 1 out of 5 workers has experienced bullying or been the victim of bullying. Workplace bullying is extensively prevalent and the number of related cases is increasing similar to an epidemic. Previously, employees working in organizations rarely experience serious issues of bullying. However, every individual in the current workplace environment is at risk of being bullied at a certain point in their professional life. Hannabuss (1998) asserted that bullying is no longer a secret. This issue has also been acknowledged as occurring openly and extensively. Moreover, workplace bullying is already a global problem (Nielsen *et al.*, 2009) and has become a critical and urgent issue that researchers and practitioners are attempting to resolve. Zapf and Einarsen (2005) explained that bullying is a predominant problem at work in most countries. Various studies determined that workplace bullying is an interpersonal stressor because that has extensively spread at workplaces in such countries as the US (Lutgen-Sandvik, Tracy, & Alberts, 2007), the UK (Liefooghe & Mac Davey, 2001), Norway (Ståle Einarsen, Raknes, & Matthiesen, 1994), Canada (Leck & Galperin, 2006), Italy (Giorgi,

2012), and Japan (Meek, 2004). These studies concluded that the number of bullying incidents is increasing globally at an alarming rate. Furthermore, the information and communication technology (ICT) revolution over the past few decades has resulted in the development of modern technologies and enabled many people to interact using the Internet and mobile phones. This type of digital interaction is also increasing even at place of work. The use of electronic media and technology within and outside the workplace is rapidly increasing as well. The digital revolution has seemingly prompted an emerging interest in bullying behaviors that are generally mediated by technology. Keith and Martin (2005) revealed that this extensive access of individuals to modern communication devices has provided an alternative medium for bullies to target their victims in the form of cyberbullying. The term "cyberbullying" was coined by Canadian scholar Bill Belsey (Campbell, 2005), who defined cyber bullying as "the use of information and communication technologies to support deliberate, repeated, and hostile behavior by an individual or group who are intended to harm others." Cyberbullying includes the use of ICT to threaten, intimidate, harass, victimize, or bully a person or group of persons. Different terminologies have been used to define and describe this new act, including electronic bullying, SMS bullying, e-bullying, mobile bullying, digital bullying, online bullying, and Internet bullying (Hinduja & Patchin, 2007). Researchers involved in this new field of study initially focused only on adolescents and children, particularly in schools. However, the prevalence of cyberbullying in workplaces of organizations is barely known in detail. Hence, the current study focuses on the causes/predictors of workplace bullying (e.g., cyber and face-to-face) and its consequences in the form of emotional, physical, and psychological health outcomes.

Bullying and cyber bullying in the workplace may be cause by multiple reasons. A few psychosocial hazards for violence in the workplace, mostly bullying and harassment, are related to poor organizational and environmental structures. Organizational deficiencies and the negative behaviors of leaders may likewise be considered hazardous for an organizational workplace (Milczarek, Vartia, & Pahkin, 2010). Organizational climate has numerous dimensions but only the dimensions that are directly related to workplace bullying (based on the literature) are used in the current research while developing the construct of organizational climate. The current study proposes that organizational climate with its dimensions, such as technology usage (e.g., social networking and ICT), cultural norms, changing leadership styles, working conditions, diversity, time pressure, and teamwork, may expand the experience of workplace face-to-face bullying and cyberbullying. Although the negative/destructive outcomes of workplace bullying have already been explored in a variety of occupational settings and in numerous countries, researchers and practitioners should analyze the negative ramifications of workplace bullying in the form of its psychological, physical, and emotional health impacts. Extensive evidence has indicated that bullying is a destructive, disturbing, and crippling problem (Andrea & Crawford, 1992) that may increase the possibility of

damaging victim's cognitive functioning, self-esteem, physical health, and emotional health (Brodsky, 1976; Stale Einarsen & Mikkelsen, 2003; Keashly & Harvey, 2005). Previous research on bullying suggested a strong relationship between exposure to workplace bullying and psychosomatic, mental, and psychiatric health issues among bullying victims. van Heugten (2013) also revealed that individuals targeted by bullying may experience depression, stress, anxiety, and bad physical, emotional, and mental health; these negative effects may also increase with the passage of time. Moreover, social isolation, social maladjustment, low self-esteem, concentration problems, sleep disturbance, anxiety, fatigue, and burnout have been determined to be common symptoms among victims (Hogh, Mikkelsen, & Hansen, 2011). Researchers argued that victims of cyberbullying are more humiliated than offline bullying victims because the former are exposed to a wider audience (Shariff, 2005). Consequently, ontology researchers argued that cyberbullying is strongly related to negative psychological impact compared with offline bullying (Dooley, Pyzalski, & Cross, 2009). Thus, the dual impact of face-to-face and cyberbullying on employee health should be studied. Naseer and Khan (2015) reiterated the importance of conducting a research on the deleterious consequences of workplace bullying on the employees' emotional, physical, and psychological health. Moreover, such research would be substantially valuable if it can be conducted in a developing country, such as Pakistan, where bullying incidences are common, under-reported, understudied, and may be associated with the deteriorating health and well-being of employees. Given that technology usage in workplaces is increasing daily in developing countries, the negative effects of such use should also be studied comprehensively. The current study attempted to address this contention by studying the antecedents and negative health outcomes (i.e., psychological, physical and emotional) of workplace face-to-face and cyberbullying among employees in Pakistan's service sector, particularly in the banking, telecom, hotel, and education sub-sectors.

A. Theoretical gaps in the literature

Workplace face-to-face bullying and cyberbullying and their joint effects in the workplace have yet to be extensively studied and even the prevalence of workplace cyberbullying is relatively unknown (Gardner et al., 2016). Moreover, the academic literature that specifically focuses on workplace cyberbullying among employees is limited (West, Foster, Levin, Edmison, & Robibero, 2014). This comparatively new field of research initially focused only on adolescents and school children (Card & Hodges, 2008; Katzer, Fetchenhauer, & Belschak, 2009), while only a few studies have been conducted on workplace cyberbullying. The nature of workplace cyberbullying is different from youth cyberbullying but the former has yet to be substantially analyzed and currently offers limited information (Lawrence, 2015)

Various studies have been previously conducted and show that various dimensions of organizational climate may cause workplace bullying. However, understanding the causes of cyberbullying as an emerging research area has yet to be completely developed. The literature shows that one of the

important dimensions of organizational climate, that is, technology and social networking, has yet to be extensively studied as a cause of cyberbullying.

Naseer and Khan (2015) explained the immense importance to a developing country, such as Pakistan, to study the harmful consequences of workplace bullying on employees' health. Incidences of workplace bullying in Pakistan are extensive but are underreported and understudied and becomes evident in terms of diminishing employee health and well-being. Moreover, information on the outcomes of cyberbullying in the workplace is limited. Apart from the current research, only a few studies have documented the impact of cyberbullying on employees health (West et al., 2014). Researchers have argued that cyberbullying has more severe effects than traditional bullying, but limited evidence has addressed this issue (Gardner et al., 2016). Accordingly, the present study proposed that burnout and physical and psychological health can be the outcomes of face-to-face and cyberbullying. This study targeted four sub-sectors (i.e., banking, telecom, hotel, and education) of Pakistan's service sector to determine the bullying prevalence, antecedents, and effects on health effects.

B. Reasons for selecting Pakistan's service sector

Statistics show that the mobile market in Pakistan is flourishing with over 300 million users. As of August 31, 2004, the continued growth may increase the number of users for the foreseeable future (Yasser Khan (2012). Evidently, Pakistan's telecommunication industry is emerging rapidly and various national and multinational companies are being established. These companies are from different countries with varying organizational cultures, policies, and practices compared with the Pakistani work environment; hence, employees in these companies have to face different problems, particularly bullying (Bashir & Malik, 2011).

Naseer and Khan (2015) studied the employees working in Pakistan's service sector, particularly the banking and telecom sectors. The aforementioned research analyzed four banks and two telecommunication companies and the results showed the prevalence of workplace bullying in the aforementioned sectors. However, the results cannot be generalized because of the limited number of banks and telecom companies involved. Ahmad et al. (2017) revealed that workplace bullying is also a significant issue among academics (education sector) in Pakistan.

Various studies have also been conducted in Pakistan which shows the prevalence of bullying at workplace of Pakistani educational institutes e.g. research conducted by Razzaghian and Ghani (2014) depicted the occurrence of bullying at workplace of private sector universities of Khyber Pakhtunkhwa; Sadruddin (2013) reported harassment cases at workplace of public and private institutions of Karachi, Pakistan and revealed that harassment is regularly practiced at workplace of Pakistan which genuinely affects the performance of working women and has greater impact on their work efficiency and effectiveness. The aforementioned study reported that 47.9% of academics constantly experience workplace bullying. The levels of perceptions of workplace bullying prevalence were



higher than those reported in studies conducted in the West. In addition, bullying is considerably prevalent among low-level academic workers because of the hierarchical structuring in that is commonly found in Pakistani educational institutions.

Very few number of studies in hotels, catering or tourism services have been conducted (Hannerz *et al.*, 2002; Patah *et al.*, 2010; Vettori & Nicolaidis, 2016, Sajjad, Jillani & Raziq, 2018), specifically focusing on stress and violence and are not showing the level and extent of bullying in this sector. Hence, a detailed research should be conducted to determine the root causes and adverse effects of workplace bullying in all four selected service sectors of Pakistan which include education, banking, telecom and hoteling.

C. Causes/antecedents of bullying:

Frustration–aggression theory and social interaction approach

Ideally, two frameworks may clarify the role of environmental factors as bullying antecedents: frustration–aggression theory by Berkowitz (1989) and the social-interaction approach (Felson, 1992). Frustration–aggression theory highlights the role of external factors in causing negative effects and aggression among workers. The social-interaction approach explains that stressful environments and events may directly affect workers (i.e., induce aggression) and severely affect the victim’s behavior. A stressful environment or event may also induce workers to behave in such ways that persuade others to attack them. In a bullying situation, a worker distressed by stressful or unsatisfactory situation at work may irritate others, thereby possibly aggravating hostile or aggressive behavior. This research also investigates how the environment of the organization, specifically organizational climate, affects the behavior of workers because a negative climate may lead toward aggressive workplace behavior, such as bullying.

D. Risk associated with poor organizational climate

The importance of organizational climate is increasing daily because organizations have to ensure that the workers who have added value to their bottom line should remain part of the organization, continue working for organizational interest, and exert effort to benefit the organization (Brown & Leigh, 1996). However, poor organizational climate may be risky for organizations in terms of producing negativity among workers. Bullying and harassment as psychosocial hazards for workplace violence are associated with poor environment and weak organizational structures and also linked to leaders’ negative behavior and deficiencies in work organization (Milczarek *et al.*, 2010). Bullying may also originate from work design problems, such as role conflicts, incompetent leadership of management, a socially exposed position of the person subject to violence, or a hostile and negative social climate or culture that negatively acts and rewards harassment (Milczarek *et al.*, 2010). Studies conducted in Norway and Finland have proven a significant relationship among low satisfaction with leadership, role conflict, poor flow of information, and bullying prevalence (Ståle Einarsen *et al.*, 1994; Vartia, 1996). Thus the general

organizational climate can be a reason for workplace bullying.

An organizational climate construct for this study is developed by combining several factors extracted from literature. This construct comprises leadership, job descriptions, time pressures, cultural norms, working conditions, and technology. The following hypothesis is proposed based on the aforementioned construct:

H1: Organizational climate has a significant negative relationship with workplace bullying.

E. Challenges to the new work environment

The modern and previous work environments (three decades before) are immensely different from each other. The main difference is the new challenges faced by organizations. Modern challenges comprise organizational structural changes, changes in the nature of an organization, increased competition, and high degrees of technological innovation (Kangis, Gordon, & Williams, 2000; Nair, 2006). Among these new challenges, technology may be specifically related to the prevalence of workplace cyberbullying (Llewellyn, 2009). Thus, the following hypothesis is proposed:

H1a: Positive technology use is negatively related to cyberbullying.

F. Emotional (burnout), psychological, and physiological health impact of bullying

Organizations should act against workplace bullying to reduce the negative effects of such behavior. However, the negative outcomes should be studied first. The current research proposes that workplace bullying may have a negative employee health impact, which can include burnout and ill health (i.e., psychological and physiological) issues. Various studies have investigated the incidences of bullying and the possible consequences by particularly focusing on the relationship between workplace bullying and burnout symptoms. The definition of burnout varies with the variation in context and intensions of researchers. Burnout is commonly defined as “a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who work with people in some capacity” (Maslachi, Jackson, & Leiter, 1996). Ståle Einarsen (2000) and Savicki, Cooley, and Gjesvold (2003) determined that bullying has strong association with psychosomatic complaints and psychological distress, as well as includes experiencing burnout. Bernotaite and Malinauskiene (2017) studied the organizational setting of schools and determined that most cases of bullying are related to three factors of burnout, namely, high emotional exhaustion, high depersonalization, and low personal achievement. Thus, the following hypothesis is proposed as follows:

H2a: Workplace bullying has a significant positive relationship with burnout.

Previous studies have established that workplace bullying is a huge stressor that

severely affects the health and well-being of the targeted victims and also leaves adverse effects in the workplace where such behavior occurs (Hogh et al., 2011). Parkins, Fishbein, and Ritchey (2006) revealed that bullying may have severe consequences on the psychological and physical health of victims. (Bernotaite & Malinauskiene, 2017) studied the teachers in Kaunas' (Lithuania) and determined that occasional bullying is directly related to psychological distress. Okoiye, Anayochi, and Onah (2015) explained that cyberbullying entails harassment/mistreatment by an offender against a physically distant victim. Musharraf and Anis-ul-haque (2018) also determined a positive relationship between cyber victimization and mental health issues. Although offenders and victims lack personal contacts, cyberbullying is emotionally and psychologically destructive to the youth. This negative effect produces strain that provokes victims toward negative behavioral choices and induces feelings of frustration, anger, and depression. A few studies have identified such psychological effects as low self-esteem (Katzner et al. (2009), depression (Didden et al., 2009), and social anxiety (Juvonen & Gross, 2008). Therefore, the following hypothesis is proposed:

H2b: Workplace bullying (traditional and cyber) has a significant positive relationship with ill health (psychological and physiological).

Wilson, Dejoy, Vandenberg, Richardson, and Mcgrath (2004) revealed that organizational climate relates to mental and physical health by influencing job design, job conditions, and psychological work adjustment. MacDavitt, Chou, and Stone (2007) reviewed the studies related to the impact of organizational climate on employee outcomes and determined that burnout is a mental health outcome of poor organizational climate. The following hypotheses is proposed based on the literature:

H3a: Organizational climate has a negative relationship with burnout.

H3b: Organizational climate is negatively associated with ill health (psychological and physiological).

G. Role of workplace bullying as mediator

Organizational climate may contribute in inducing negative behaviors in workers, thereby possibly leading them toward workplace bullying, which may cause negative health outcomes, such as burnout and ill (psychological and physiological) health. Brotheridge, Lee, and Power (2012) supported the role of workplace bullying as mediator. Thus, the following hypotheses are proposed:

H4a: Workplace bullying act as a mediator between organizational climate and burnout.

H4b: Workplace bullying act as a mediator between organizational climate and ill health (psychological and physiological).

H. Theoretical framework of the study

Theoretical framework is developed (Fig1) to investigate the relationship between organizational climate, workplace traditional bullying and cyberbullying and employee health outcomes (burnout and ill-health). Technology (use of ICT's

and social networking) is also taken as one of the important dimensions of organizational climate along with other five dimensions. It is proposed that organizational climate may create workplace bullying and negative use of technology may create cyber type of bullying at workplace as ICT's and social networking is considered to be a common medium/platform for communication at workplace of most of the organizations, specifically this research is targeting the banking, telecom, hotel and education sectors of Pakistan.

Impact of workplace traditional bullying and cyberbullying on health outcomes such as burnout and ill-health (psychological and physiological) is also represented in theoretical framework. This shows that, workplace bullying may mediate the relationship of organizational climate and ill-health outcomes.

III. METHODS

A. Study design and sample

The quantitative research method is used to test the hypotheses of this study. The research objectives also compel data collection via a survey. The target population of the current study comprises officials working in Pakistan's service sector, specifically the four subsectors of banking, telecommunication, hotel industry, and education. Multistage random sampling technique is applied for the selection of the subsectors and their respective organizations. All the registered private and public banks, telecommunication companies, 4- and 5-star hotels, and higher education commission (HEC)-recognized universities are used in the sample frame. Multistage random sampling was adopted to select the suitable sample of respondents that may be representative of the entire population. The sampling strategy comprised three stages. In the first stage, random sampling technique is applied for the selection of each subsector. The service sector of Pakistan comprises four natural sectors. Hence, this study has four strata (see Table I). One sub-sector from each of the four strata was randomly selected. In the second stage, a sampling list of all companies in each sector is generated, thereby providing the total number of companies in each sub-sector.

This study comprises of 6 telecommunication companies; 33 public, private, and Islamic banks; 29 (4- and-5 star) hotels; and 179 public and private universities located in the different regions of Pakistan. On the basis of simple random sampling, 5 telecommunication companies, 5 banks, 5 hotels, and 5 higher educational institutes were selected. In the third stage, officials working in the headquarters or main branches of each selected company were randomly selected. Most of the headquarters or main branches are located in the major cities, such as Karachi, Lahore, and Islamabad.

B. Survey instrument

The present study decided to adopt a 5-point Likert scale for the collection of data. Measures were adopted and adapted from previous studies (standardized questionnaires) and were amended based on the requirement of the study.



The first five dimensions of organizational climate were assessed through a reduced version (17 items) of the MDOQ10 (D'Amato & Majer, 2005). The last dimension of technology was measured based on self-developed questions. The Negative Act Questionnaire (NAQ) (21-item scale, developed by Ståle Einarsen (2001)) was adopted to gather the data related to traditional workplace bullying. The instruments for measuring workplace cyberbullying are limited but considered well-validated measures. The current study measured cyberbullying based on a 10-item scale that we developed using NAQ-R. The burnout questionnaire developed by Maslach and Jackson (1984) was adopted to measure employee burnout in the four types of organizational settings. This study also adopted a few of the items from the short version GHQ-12 item scale to measure the psychological and physical health questionnaire (PHQ). A self-report scale was adopted (a few items based on the study) to measure physiological health.

IV. DATA ANALYSIS

A. Data screening and descriptive statistics

A total of 500 questionnaires were distributed among the workers in the main branches of the selected organizations located in different cities. After a few months, 390 questionnaires were returned (78% response rate). However, 8 incomplete questionnaires and with missing values above 10 were excluded from the analysis. The remaining 382 questionnaires were determined to be valid and appropriate for further analysis. A total of 71% of the respondents were male and 29% were female.

Table I: Selection of service sector companies

s.no	Service sectors	Selected sectors	sub	Total companies	Selected companies
1	Distributive services	Telecommunication		6	5
2	Producer services	Banking		33	5
3	Personal services	Hotels		29	5
4	Social services	Education		176	5

B. Evaluation of Research models

The partial least square structural equation modeling (PLS-SEM) technique, which is an alternative to the covariance-based SEM (CB-SEM), was adopted in this study to theoretically evaluate the developed cause-effect relational model. PLS-SEM can reliably estimate complex models based on a few observations without imposing data distributional assumptions. Given that the current study is an exploratory research, PLS-SEM is statistically beneficial for exploratory research settings that are “simultaneously data-rich and theory-primitive” (Wold, 1985). Statistical analysis was performed using SPSS 21 and Smart-PLS version 3.2. The PLS-SEM results were evaluated in two stages. The first stage involved measurement model analysis, whereas the second stage used structural model analysis. The measurement model analysis includes the measurement of indicator loading, internal consistency, discriminant, and

convergent validity values. To determine the convergent validity, composite reliability (CR) and average variance extracted (AVE) values were used. For discriminant validity, the Fornell–Larcker criterion and cross-loading values were calculated.

Indicator reliability was evaluated based on the factor loading or outer loading values of each item. The outer loading of each manifest variable was evaluated and generally determined to be in the acceptable range of above 0.50. A few of the items (i.e., BOR10, BOD7, CB11, PSY2, PSY8, and PSY12) were excluded based on the outer loading of below 0.50, thereby increasing the CR and AVE values up to the standard point (see Table II).

Appendix A shows the factor loadings of each item. Thereafter, the construct and composite reliabilities of each (reflective) construct is determined. Cronbach’s alpha values were well above 0.7, thereby indicating sufficient reliability of the constructs. The composite reliability of each construct was also relatively high. Thus, the higher the CR value, the higher the consistency of the items will be.

The current study measured convergent validity based on AVE as recommended by Waddock and Graves (1997). An AVE value of 0.50 and above indicates an acceptable range of convergent validity. Table 2 shows the AVE values for the convergent validity of the constructs used in the current study. All values likewise fulfilled the minimum threshold criteria of AVE (i.e., 0.50), thereby providing the acceptable convergent validity for the measurement model of the present study. Discriminant validity was also measured by running algorithm functions in the Smart PLS software. Table III shows that all the manifest variables have cross-loading values that are higher for their related LVs (latent variables) than the other constructs. This result shows the discriminant validity of the measurement model that each of the constructs is having manifest variables a good representative of their assigned LV (Latent Variable).

Table II: Construct Reliability and Composite Reliability

Construct	Cronbach's Alpha	CR	AVE
BOD	0.828	0.898	0.748
BOEE	0.867	0.905	0.657
BOR	0.778	0.74	0.589
Burnout			FORMATI VE
Cultural Norms	0.91	0.957	0.917
Cyberbullying	0.954	0.96	0.668
Ill-Health	0.932	0.94	0.498
Job Description	0.757	0.891	0.804
Leadership	0.892	0.933	0.822
Organizational Climate	0.919	0.932	0.504
Physiological Health	0.893	0.917	0.614
Psychological Health	0.914	0.93	0.599
Technology	0.732	0.84	0.638
Time Pressures	0.887	0.947	0.899
Traditional Bullying	0.965	0.968	0.591

Working Conditions	0.839	0.904	0.759
Workplace Bullying	0.978	0.979	0.589

C. Evaluation of Structural Model

The evaluation of the structural model also includes the determination of the path coefficients based on bootstrapping technique, which evaluates the relationships (paths) between the dependent and independent variables. Furthermore, the t- and p-values were measured to determine the significance of all the paths existing between these variables. Table IV shows the empirical results of the t-value, p-value, and path coefficient values between variables.

D. Hypothesis Testing (Direct effects and indirect effects)

The resultant values indicate that all of hypotheses related to the direct relationships in the research model are accepted. The proposed hypotheses related to the direct relationships are as follows.

H1: Organizational climate has a significant negative relationship with workplace bullying.

The results revealed that the path coefficient value between organizational climate and workplace bullying is -0.762 that shows the negative relationship between variables and the t-value is 38.5 , which is above the critical value of 1.96 . The p-value is also below the threshold value of 0.05 (Hair, Ringle, & Sarstedt, 2011), which shows the significance of the relationship. Thus, H1 is accepted.

H1a: Positive technology use is negatively related to cyberbullying.

H1a is related to technology use and cyberbullying. The results indicated that the path coefficient value between technology use and cyberbullying is -0.463 and t-value is 3.787 (below 1.96) and the p-values is 0.000 , which is significant at the 0.05 level. The findings revealed the negative and significant relationship. Hence, H1a is also accepted.

H2a: Workplace bullying has a significant positive relationship with burnout.

The path coefficient between workplace bullying and burnout is 0.477 with significant t-value of 10.4 (above the threshold value of 1.96) and p-value of 0.000 (below 0.05). Hence, H2a accepted.

H2b: Workplace bullying has a significant positive relationship with ill-health (psychological and physiological).

Workplace bullying and ill-health have path coefficient value of 0.399 , which shows a positive relationship. The resultant t-value is 8.3 and the p-value is significant at the 0.05 level. Thus, empirical statistics is sufficient to support the hypothesis that workplace bullying has a significant positive relationship with ill-health (psychological and physiological). Thus, H2b is also accepted in the current study.

H3a: Organizational climate has a significant negative relationship with burnout.

The path coefficient value between organizational climate and burnout is -0.43 . To test the significance of the path coefficient, the t-value is at 10.8 , which is above the critical

value of 1.96 . The p-value is also significant at 0.000 . Accordingly, the current study determined a significant negative relationship between organizational climate and burnout. Hence, H3a is supported.

H3b: Organizational climate is negatively associated with ill-health (psychological and physiological).

The path coefficient value between organizational climate and ill-health is -0.449 , t-value is 9.75 , and p-value is 0.000 . The coefficient value shows a negative relationship and the t- and p-values are sufficient to the threshold criteria. Empirical evidence indicates that organizational climate is negatively associated with ill-health (psychological and physiological). Thus, H3b is also accepted.

The mediating effects are tested through the indirect effects between the independent and dependent variables via the mediating variable based on the empirical investigation using SmartPLS in two steps. First, the significance of the direct and indirect effects is determined by estimating the beta (path coefficients), p-, and t-values. The second step is related to the calculations of the variance accounted for (VAF) value, which determines the strength of mediation (i.e., partial, full, or no mediation). The VAF value can be obtained by dividing the indirect effect over the total effect.

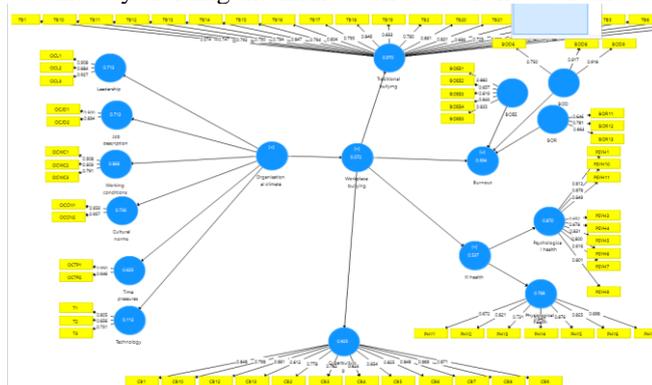


Figure 1: Path Coefficients

Fig 1 shows that the path coefficient value between organizational climate (independent variable) and burnout (dependent variable) is -0.814 . The t- and p-values are significant as $t = 8.626$ and $p = 0.000$. Thus, the direct path OC-BO is significant. The Sobel test analysis is performed to determine the significance or insignificance of the indirect path OC-WPB-BO (by using values from Fig 3). The calculations show that the indirect path OC-WPB-BO is also significant with t-value of -8.374 and p-value of 0.00 . VAF, which is calculated to be 45% , shows sufficient variance. Hair, Henseler, Dijkstra, and Sarstedt (2014) analyzed that workplace bullying partially mediates the relationship between organizational climate and burnout. Hence, H4a accepted.

The path coefficient value between organizational climate and ill-health is -0.756 (see Fig 2), t-value is 8.557 , and p-value is 0.00 . These results show the significance of the direct path OC-I-H.

The significance of the indirect path OC-WPB-I-H is also calculated (by using values from Fig 3) based on the Sobel test and determined to be significant with t-value of -7.113 and p-value of 0.00 .

Accordingly, the relationship between organizational climate and ill-health is



partially mediated by workplace bullying. Thus, H4b accepted.

V. DISCUSSION AND CONCLUSION

The phenomenon of bullying is a serious and complicated problem in the service sector of Pakistan and should be urgently addressed. Previous studies conducted in Pakistan highlighted the prevalence of workplace bullying in various service sectors (e.g., telecommunication industry) and employees have to face different problems, in which bullying is the most serious (Bashir & Malik, 2011). Bullying issues are also faced by banking sector employees (Naseer & Khan) and the academic sector (Ahmad et al., 2017). The levels of perception of workplace bullying prevalence were higher than those reported in studies conducted in the West. In addition, bullying is prevalent among low-level academic workers because of the hierarchical structuring that is often present in Pakistani educational institutes. Only a few studies have been conducted on bullying in the hotel service sector.

Table 4: Path coefficients and significance

Path	b	Sd	t	p
Organisational climate -> Burnout	-0.439	0.041	10.843	0
Organisational climate -> Cultural norms	0.856	0.013	67.548	0
Organisational climate -> Ill health	-0.449	0.046	9.751	0
Organisational climate -> Job description	0.842	0.016	51.349	0
Organisational climate -> Leadership	0.851	0.017	50.483	0
Organisational climate -> Technology	0.539	0.039	13.83	0
Organisational climate -> Time pressures	0.779	0.022	35.277	0
Organisational climate -> Working conditions	0.931	0.007	125.66	0
Organisational climate -> Workplace bullying	-0.762	0.02	38.576	0
Technology -> Cyberbullying	-0.463	0.017	3.787	0
Workplace bullying -> Burnout	0.477	0.046	10.474	0
Workplace bullying -> Cyberbullying	0.938	0.009	110.04	0
Workplace bullying -> Ill health	0.399	0.048	8.309	0
Workplace bullying -> Traditional bullying	0.985	0.001	766.03	0

The current study strengthened the findings of previous research and concluded that two types of bullying (i.e., traditional bullying and cyberbullying) are prevalent in the four selected service sectors of Pakistan. This study focused on the antecedents/causes of both types of bullying and also aimed to determine the direct and mediating relations linking organizational climate (antecedent/cause of bullying), traditional workplace and cyberbullying, and employee health outcomes in 20 service sector organizations. The results were evaluated based on the responses of 382 officials. Frustration–aggression theory of Berkowitz (1989) and the social-interaction approach (Felson, 1992) were used

as bases to propose that the environment of an organization, specifically organizational climate, may affect the behavior of workers. The results indicated that poor organizational climate is one of the factors of workplace bullying. Moreover, technology use, such as social networking and ICTs in the workplace, is directly and significantly related to cyberbullying in the service sector of Pakistan. The multiple dimensions of organizational climate, such as leadership, job descriptions, time pressures, cultural norms, and working conditions, are directly related to traditional bullying. If the organizational climate is poor, leadership is weak, job descriptions are not clear, time pressures are high, cultural norms are not acceptable, working conditions are tough, then potential victims have a high probability of getting bullied. In addition, the negative use of technology (e.g., social networking and ICTs) also results in cyberbullying (Llewellyn (2009). Thus, a positive organizational climate should be created so that workers will be provided with pleasant working environment, where they can work efficiently with relaxed mind and good health. Furthermore, the negative health impact of workplace bullying have been proven in the form of emotional distraction (i.e., burnout, psychological and physiological distress). Workplace bullying is determined to be positively associated with burnout, which is measured by three factors: emotional exhaustion, reduced personal accomplishment, and depersonalization. The results are consistent with the findings of Mathisen, Einarsen, and Mykletun (2008), who also revealed the positive impact of bullying on burnout. Workplace bullying is also determined to be positively associated with psychological and physiological health outcomes. Psychological and physiological symptoms comprise depression, restless feelings and inability to think clearly, anxiety, irritability, headache, digestion issues, high blood pressure, post-traumatic stress disorder, and disturbed sleep, among others. Previous research supported the result that workplace bullying is a huge stressor that severely affects the health and well-being of the targeted victims (Musharraf and Anis-ul-haque, 2018), as well as leaves adverse effects in the workplace of organization where it occurs (Hogh et al., 2011). The current research also concluded that workplace bullying (traditional and cyber) mediates the relationship between organizational climate and employee health outcomes.

Thus, organizations should concentrate on improving organizational climate to avoid bullying behaviors and prevent workers inform experiencing severe psychological, physiological, and emotional health distractions.

VI. LIMITATION AND RECOMMENDATION

This research is a cross-sectional survey-based study, in which causal- and mediation-based hypotheses have been tested. However, Maxwell, Cole, and Mitchell (2011) claimed that mediation results can be biased if the longitudinal design for research is not adopted. Although the hypotheses were proposed based on previous empirical results and strong theoretical foundation, bias can be

present in the mediation results because of lack of longitudinal research design. Another limitation is the measurement scale for cyberbullying given that the scale and criteria are still developing. NAQ-R is used in the current study to measure cyberbullying, but this tool was developed to measure the traditional type of bullying. Moreover, the criteria applied is the same as that for traditional bullying (developed by layman). Hence, a new scale and criteria should be developed specifically to measure cyberbullying. This research only focused on the causes and health outcomes of bullying and cyberbullying but lacks the solution to deal with this devastating issue. Future studies should formulate coping strategies to enable victims overcome the negative health ramifications of workplace bullying.

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Table 3: Discriminant Validity of Variables

Constructs	BOD	BOEE	BOR	BO	CN	CB	I-H	JD	L	OC	PHY	PSY	T	TP	TB	WC	WPB
BOD	0.865																
BOEE	0.792	0.81															
BOR	0.74	0.591	0.7														
BO	0.927	0.897	0.855														
CN	-0.578	-0.598	-0.55	-0.645	0.958												
CB	0.645	0.67	0.622	0.746	-0.583	0.817											
I-H	0.791	0.692	0.741	0.834	-0.641	0.683	0.706										
JD	-0.458	-0.581	-0.51	-0.6	0.655	-0.616	-0.602	0.897									
L	-0.552	-0.531	-0.61	-0.652	0.58	-0.713	-0.637	0.716	0.907								
OC	-0.661	-0.685	-0.66	-0.76	0.858	-0.732	-0.731	0.844	0.845	0.71							
PHY	0.607	0.54	0.549	0.637	-0.479	0.504	0.876	-0.5	-0.432	-0.545	0.784						
PSY	0.803	0.691	0.765	0.846	-0.661	0.705	0.932	-0.58	-0.686	-0.752	0.643	0.774					
T	-0.312	-0.029	-0.38	-0.245	0.258	0.145	-0.348	-0.1	0.26	0.336	-0.251	-0.369	0.799				
TP	-0.563	-0.627	-0.44	-0.611	0.682	-0.507	0.505	0.573	0.509	0.791	-0.382	-0.515	0.284	0.948			
TB	0.62	0.696	0.598	0.746	-0.588	0.9	0.732	0.646	0.712	-0.74	0.62	0.695	-1.28	-0.573	0.769		
WC	-0.624	-0.671	-0.61	-0.723	0.795	-0.7	-0.678	0.765	0.724	0.93	-0.512	-0.693	0.218	0.692	-0.664	0.871	
WPB	0.647	0.704	0.624	0.766	-0.602	0.962	0.733	0.651	0.73	-0.756	0.591	0.717	-0.139	-0.562	-0.985	-0.696	0.768

BOR=Burnout reduced pers BOD=Burnout Depersonalisation, BOEE=Burnout Emotional Exhaustion, BOR=Burnout Reduced Personal Accomplishment, CN=Cultural Norms, CB=Cyberbullying, I-H= Ill-Health, JD=Job Description, L=Leadership, OC=Organisational Climate, PHY=Physiological Health, PSY=Psychological Health, T=Technology, TP=Time pressure, TB=Traditional Bullying, WC=Working Conditions, WPB=Workplace bullying.