

Mediating Role of Psychological Contract Breach between Workplace Bullying, Organizational Commitment & Employee Turnover Intentions

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Abstract

A plethora of researches about the repercussions of workplace bullying has depicted the negative employee emotional reactions, particularly neglecting the rational understanding behind this phenomenon. The current research examines the effect of workplace bullying on organizational work related outcomes. Researchers integrated the social exchange theory, attribution theory and social learning theory so as to suggest and present a model where the inverse association between workplace bullying and organizational commitment is vindicated by psychological contract breach. Furthermore, the positive association between workplace bullying and employee turnover intentions is also explained by psychological contract breach. The research also highlights the employees' beliefs that when an organization declines to meet its commitments towards its employees the organization has to bear repercussions.

In the current study, data was collected from 320 employees of field setting. Results clearly revealed that workplace bullying causes psychological contract breach and it serves as the mediator workplace bullying, employee turnover intentions and organizational commitment. Our results of mediation clearly reflect that effects of bullying deteriorate the organizational commitment as well.

Keywords: workplace bullying, organizational commitment, employee turnover intentions, psychological contract breach.

1. Introduction

As per the convergent point of view presented by Einarsen et al. (2003), workplace bullying is offending, harassing, social boycott or affecting someone's job assignments time and again or for good or for a certain period of time as it is also reassured by Einarsen et al. (2011) & Samnani & Singh (2012) was of the view it is a conspicuous

prevalent behavior which has the hazardous effects on employee's wellbeing and attitudes. According to the unanimous point of view presented by Giorgi et al. (2015); Plopa et al. (2017); Nielsen & Knardahl (2015); Trépanier et al. (2015) undoubtedly workplace bullying has received considerable intellectual attention. Similarly the Meta analysis presented by Nielsen & Einarsen (2012) it has been receiving cognitive surveillance since years. From a mostly prevalent practical notation, a number of the social media reports depict instances of how intimidating behaviors and psychological abuse have diffused in the organizations. Workplace bullying is denotatively known as a frequent constant harassment by one co-worker or peer group member by another staff member for showing attitude that is psychologically and emotionally strenuous (Arynne, 2009). It is unnecessary unpleasing shameful behavior towards peer group or one of them on the regular basis. Many studies differentiated various forms of bullying for instance person related, work related and physical bullying. The bullying associated with is tormenting contains the state of mind as crazy workloads or giving nonsensical due date. Person related bullying incorporates such practices as making ill-bred remarks, prodding, dispersal gossip and playing unfeasible jokes in the work environment. Physical bullying is torturing physically in the workplace (Einarsen & Hoel, 2001). If taking the help of researches is desired, the statistics reflect that organizations lose near about \$6 billion per annum. The sheer reason of losing such a huge amount according to Rayner et al. (2002) is neglecting the underlying reason of workplace intimidation which is bullying.. Hence, we try contributing in the literature of workplace bullying by thorough examination of the detrimental effects of it as if it triggers the psychological mechanism that have the negative effects on employee work life. A more detailed study is conducted to explain how the subjective wellbeing is affected when employee is exposed to the bullying. The after effects of bullying can be explained in terms of employee turnover intentions and decline in the job commitment.

1.1 Workplace Bullying

Bullying or belittling at workplace means niggling, insulting, neglecting, negatively disturbing and maneuvering someone's work assignments. The alternate term of bullying is mobbing which refers to a specific activity, process or interaction that is repetitive and regular over a period of time i.e. regular in context of daily, weekly and period refers to the monthly or in six months. Bullying is a tormenting procedure in which the person is confronted with the belittling acts where its ego is injured due to orderly harmful social deeds (Einarsen et al., 2003). The increasing rate of bullying in the workplaces is approaching the alarming situation it can be said with approximation that in USA 1.7 million citizens and near about 11 percent of UK professional workers are experiencing workplace bullying in every six months. According to the Appelbaum et al. (2012) "Workplace bullying consists of organized harmful conducts performed by the perpetrators over a period of time that plunges victims into a situation in which they realize that they are helpless and insecure enough to defend themselves causing harm to the target immensely"(Einarsen et al., 2011). If it is discretionary, neglected or unchecked then workplace intimidation might yield enormous psychological harm to the victims by the perpetrators as discussed by Hogh et al. (2011). It is evident from the researches that workplace bullying is exercised in several organizations all over the world (Einarsen et al., 2011). Even though the seriousness of this problem is identified, however the best way to manage workplace bullying effectively is still not devised properly. Based on the

prescribed research studies of Cowan and Fox (2015), Kulik et al. (2009) & Frost (2003) collectively consider the workplace bullying as the chronic toxin for the human resource personnel to manage and resolve.

2. Literature Review

2.1 Effects of Workplace Bullying on Psychological Contract Breach

Blau (1964) narrates in Social Exchange Theory that the fundamental aspects of workplace dealings are employee psychological expressions and as per Cropanzano & Mitchell (2005) are the attitudes and behaviors. The fundamental principle of this postulation states that human connections are developed between couple of groups based on reciprocity (Gouldner, 1960). Reciprocation of rewards and benefits help the employees and employer develop their relationship. Due to this favorable social exchange, the trust is developed that helps to retain this relationship for good (Cropanzano & Mitchell, 2005). No doubt the employees also learn the negative attitudes and conspicuous behavior through social learning theory when the exchange is unfavorable and is based on negative intentions that are belittling each other. Respect begets respect and so is the disrespect (Robinson, 2008). In the social exchange theory that is enough to explain the psychological contract one gets informed about how the trust is maintained and devotion is sought. Human resources interpret their jobs and develop their perceptions pertaining to task orientation and relationship orientations where commitments are made in the reciprocal relationship predominantly salaries or supervisory help. When escalation of commitment is neglected or overruled the employees proceed with the sensation that organization is not sincerely acknowledging the services and sheer negligence is leading to the breaching of the psychological contract. According to the Robinson et al. (1994) the unfulfilled commitments lead to mistrust & breach of psychological deed, as a result there is decrease in the tendency of organizational commitment that aggravates turnover intentions, decreases employee efficiency and effectiveness (Zhao et al., 2007). Rai (2017) suggests those employees who have the consistent exposure to workplace bullying they have more tendencies to develop the perceptions of psychological contract breach which in turn results in decreased employee morale.

Even though psychological contract breach (PCB) or psychological contract violation prescribes the inverse deed among the employees and the firms, research depicts that furthermore the factors like the third parties display the behavior that plays a role in PCB (Ho & Levesque, 2005; Edwards et al. 2003) . These social integrations and references predominantly affect understanding of psychological contracts (Robinson, 2008). This is sheer maltreatment by others; this may be conscious or deliberate and unconscious effort, which causes insult and belittling, distress and offense Einarsen et al. (2003) that, leads the victim to suppress resulting in social isolation. Wong & Weiner (1981) is of the view that the target or the victim of being bullied undergoes a psychological stress to the scene and tries to develop understanding of it. While doing so ,the target is conceives the idea that here is “organizational space” for all those deeds that lead to offense, insult and suppression like the ignoring monitoring leads to negligence in punishment. Furthermore, the factors of belittling that prevail at the workplace are there to influence employee understanding of the behavior that they confront. It is to know whether the psychological deed is escalated or breached. It means that organization has violated the psychological deed as per Parzefall & Salin, (2010) by remaining unsuccessful to furnish

conducive work environment (Robinson, 2008). Hence, this all contributes for the target to say something about blaming the firm. The employees tend to associate the reasons of unpleasant incidents to some other persons even though this may be due to assignment of responsibility (Davis, 1965).

Therefore, according to the targets of bullying, the perpetrator in the shape of manager seems even more responsible for the act of bullying than any other bully since firms have high capability and capacity to evaluate the circumstances.

2.2 Effects of Psychological Contract Breach on Employee Turnover Intentions

Empowerment is the delegation of authority, which is concerned with the ability and independence to escalate commitments with determination (Forrester, 2000). Within psychological contract (PC) phenomenon, intentional or deliberate turnover is seldom discussed since breach severely affects the bonding between subordinate and the boss. Psychological Contract breach ignites the employees to question advantages and responsibilities linked with remaining in the bond. The so called bond raises so many doubts as per discussion of various authors like Rousseau, (1995) & Conway & Briner, (2005). Within turnover theory Maertz & Griffeth, (2004) say that violation of PC is anticipated as a fundamental reason of deliberate turnovers. Most current evaluation of employee turnover theory by Hom et al. (2012) proposed once the exit barriers removed “reluctant stayers” can be easily converted into “enthusiastic leavers”. Reasons behind the reluctant stayers might be the prior obligations to stay. Psychological contract breach also is considered as the job related shock that leads to employee turnover (Lee & Mitchell, 1994). Empirical evidences reveal that psychological breach and turnover intention linkages show mixed results (Conway & Briner, 2005). Some studies show a positive relationship Robinson (1996); Robinson & Rousseau (1994) and Bunderson’s (2001). However the meta-analysis which describes and is based upon five studies by Zhao et al. (2007) clearly depict that a non-significant total effect. No doubt the limitations pertaining to methodological context survive in the original research studies like small sample size, turnover data that is self-reported, and inadequate way to differentiate voluntary and forced turnover. Several research studies have been failed to consider appropriately the intervening variables that could explain any association. However many of the studies still explain PC breach playing an important role as a critical factor that encourages deliberate turnovers and on the other hand fewer studies quote it vice versa that remain poorly comprehended. However mostly studies find a positive association between psychological contract breach and voluntary turnovers (Michael, 2013).

- **H₁**: The positive relationship between exposure to bullying and turnover intentions is mediated by psychological contract breach.

2.3 Effects of Psychological Contract Breach on Organizational Commitment

Surplus studies has identified negative association between Psychological Contract Breach (PCB) and workplace attitudes such as Organizational Commitment (OC) and Job Satisfaction (JS). The prior studies have given a deep insight with thorough explanation of the above mentioned connections under the light of social exchange and equity theory. These theories explain and propose that employees search for balanced and transparent exchange relationships (Antonaki, 2014). Furthermore Rousseau (1989) and Coyle-Shapiro and Kessler (2000) argued with same notes that the idea of breaching the

psychological contract has an inverse enormous impact on employee's commitment because it appears to affect the workers' faiths regarding his association with workplace. Whenever a positive ideology is shaped, workers tend to be more dedicatedly committed to organizations, which make them excited towards readiness for accepting more tasks and work assignments. Quratulain et al. (2016) is of the view that due to the breaching of the psychological contract the employees show retaliation through lack of organizational commitment. Therefore, they show the willingness to be indulged in extraordinary work behaviors by curtailing down their inclination towards negative behaviors such as work shirking, negligence in work performance, sheer absenteeism and turnover intentions (Schalk and Roe, 2007). On the other hand, when a negative impression is made like breaching of psychological contract, workers exhibit decreased trust in the employers less dignity towards their organization, and feelings of dissatisfaction may emerge, in order to restore the balance to their exchange relationship (Robinson, 1996; Robinson and Rousseau, 1994). With this line of reasoning, Lester et al (2002) supplied related evidence for the relationship between PCB and OC adopting global measures. Thus, the following hypothesis is formulated:

- **H₂**: The negative relationship between exposure to workplace bullying and organizational commitment is mediated by psychological contract breach.

2.4 Workplace Bullying and Employee Turnover Intentions

In a meta-analysis done by Nielsen and Einarsen (2012) on the aftermaths of workplace bullying. Their relentless effort depicted in meta-analysis let to the confirmation of the fact that when one is exposed to workplace bullying it has the severe after effects on the physical, mental and psychological health issues, employee burnout leads to reduced job satisfaction and in return lesser tendency towards organizational commitment. Fewer studies like if the count is to be given then eleven research studies in the research literature have added intention to leave as the resulting variable. If the intentions to leave are not so much prominent even then it is reflected in some other forms of deviant behavior (Liu & Eberly, 2014). The workers who are hesitant to stay in the workplace and still they don't dare to leave are known as trapped entangled rather forced stayers, those who have been proclaimed as to be engaged in withdrawal deviant behaviors, like uninformed absences and work shirking attitude or detentions along with different types of less productive work attitudes (Hom et al., 2012). No doubt the actual turnover that is the real departure of the employees and deviant behaviors are connected with high costs demanding organizations for urgent replacements, by comprehending the procedure that ignites workers to display turnover intentions is of fundamental importance and quite relevant to the organizational. As mentioned above, research studies have dug out an association between bullying exposure and aggravated turnover intentions. Still we may not be realizing the things that how much long lasting the impact of bullying can be, it depends upon the severity that is the extent of its exercise can be severe and felt sensitively may be transforming in to turnover intentions. Still the researches claim about little understanding of the exposure of bullying and negative behavior from some individuals that is translated into turnover intentions along with the query which are the factors that may contribute to leave the workplace in reaction to this inverse social behavior. We discuss that the association between turnover intentions and exposure to bullying is mediated by perceived psychological contract violation. Further more if an employee is exposed to bullying then feeling betrayed by the firm is more likely to

consider leaving the job. Glambek et al. (2014) postulated that one of the detrimental effects of bullying is exclusion from work. Furthermore, we argue that some tenderhearted employees are likely to be more sensitive by the experience of bullying since perceived breaching of psychological contract play a greater role in describing their turnover intentions, and they feel a stronger association between exposure to workplace bullying and turnover intentions Salin (2017).

- **H₃:** Workplace Bullying has the positive relationship with Employee Turnover Intentions.

2.5 Workplace Bullying and the Organizational Commitment

The counterproductive organizational behaviors have various forms that are more impromptu or sudden and they are the outcomes of the various important antecedents (Kreitner and Kinicki, 2007; Robbins, 2009). Apart from the fact that here is no consistency in operationalizing the workplace bullying phenomenon (Ortega et al., 2009). The converging viewpoints presented altogether by Gumbus and Lyons (2011); Hoel et al., (2003); LaVan and Martin (2008) state that the practice that is generally involved in tenacious behaviors that are more negative one are directed to a specific victim due to perceived disparity in power that produces intimidating workplace ambiance where these victims find themselves unable to protect. Hence workplace bullying is described as a kind of social suppression or hostile, belittling and anti-social attitude portrayed by behavior in an organizational setting (Salin, 2001, 2003; Stagg et al., 2011; Zapf et al., 1996). The term commitment consists of three dimensions: (1) a firm faith in and admitting of the firm's goals and values; (2) there must be a willingness to apply hard core effort on the organization's behalf; and (3) an intense desire to retain the membership in the organization (Mowday et al., 1979). On the other hand, commitment to a workplace has three attitudes: (1) identification with the organizational goals; (2) a feel of getting involvement in firm's responsibilities. Rejecting bullying and job alienation may be the bewitching policies of organizations. Workplace bullying drastically affects the employee organizational commitment Behery & Nasser (2016). Even though the organizations are given more outcomes to flourish but even unable to combat with the workplace bullying all the positive organizational benefits are turned into negative one. From this point of views, in order to best comprehend and enrich organizational and human life, the researchers must come forward to continue to dig out problems and their solutions (Lutgen et al., 2016).

- **H₄:** Workplace Bullying has the negative relationship with organizational Commitment.

3. Research Design

3.1 Methodology

The sample comprises of business professionals in lower Punjab. The data is collected from 20 small and medium sized organizations in Punjab province. The public and private sector organizations are chosen for this purpose like from education sector 14.5 % responses are taken in consideration likewise 20.3 % from retailing, 15.9 % entertainment and 10.9% from local government and 12.3% from professional services. The employees are employed in diverse set of firms. The study is a combination of web –based survey another mode is a covering letter attached with the questionnaires to be filled with confidence by references. The questionnaires were also got filled by the dyadic

communication as well. Statistical Package for Social Sciences SPSS version 17 was used for analysis of data. 61% females and 39 % men responded. There was somewhat higher tendency among females to respond. The mean age was 45 years and near about 8% below 40 years. 65% respondents were between 30 to 50 years and other 27 % were older than 50. Among the respondents with regard to formal organizational position 17 5 were belonging to top managerial positions while 23 % were among middle managerial cadre. There were 50 % professionals in expert positions and 10 //5 as regular officials.

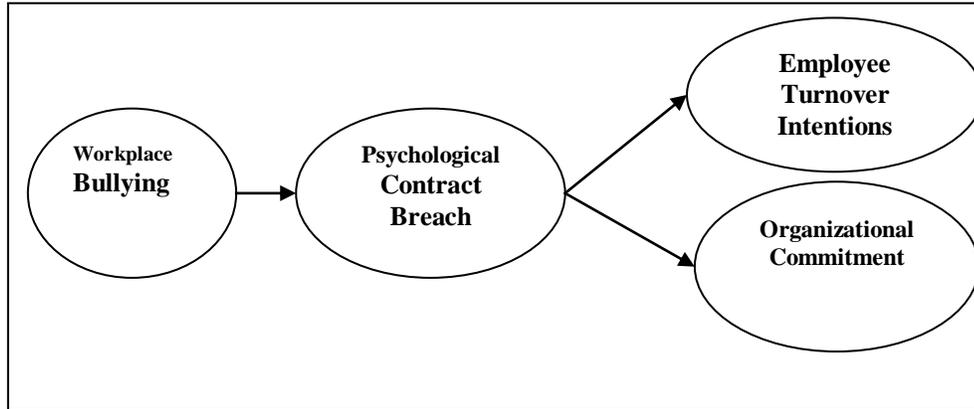


Figure 1: Research Model

3.2 Measurement

Variables of this study are measured with the help of multiple items adopted from prior studies. Eight items measure of Psychological Contract Breach has been taken from the Robbinson and Morrison (2000) to measure the construct. Employee Turnover intentions has been measured through the four items scale of Osborn & Martin 1981. The most popular scale of Workplace Bullying is (NAQ-R) of 23 items, is taken from the (Hauge et al., 2007). So far as the organizational Commitment Scale is concerned 6 Items of Affective Commitment of (Allen and Meyer, 1990) has been taken .Responses to items were rated on five point likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

4. Empirical Results

4.1 Factor Analysis

4.1.1 Validity of Independent Variables Measure

Table 1 presents the factor analysis or principle component analysis (PCA) of twenty three items of independent variable such as workplace bullying (WPB) and result claims that WPB provides a 2 factor solution. Five items were removed due to having lower factor loadings i.e. less than 0.50. Moreover, “Kaiser Meyer Olkin (KMO)” measure is 0.899 that is acceptable and exceeding the recommended value i.e. 0.6 (Kaiser, 1974).

Table 1: Factor analysis of Independent Variable

KMO= 0.899	Component	
	1	2
WPB1	.693	
WPB2	.853	
WPB3	.854	
WPB4	.834	
WPB5	.761	
WPB6	.657	
WPB7	.652	
WPB8	.673	
WPB9	.604	
WPB12		.539
WPB13		.656
WPB14		.718
WPB15		.841
WPB16		.769
WPB17		.777
WPB18		.621
WPB19		.739
WPB20		.559

4.1.2 Factor Analysis of Dependent Variables

Table 2 presents the one factor solution of six items of one of the independent variables such as organizational commitment (OC). No item of OC was removed having lower factor loading (i.e. 0.50). Moreover, “Kaiser-Meyer-Olkin (KMO)” measure is 0.739 that is acceptable and exceeding the recommended value i.e. 0.6 (Kaiser, 1974).

Table 2: Factor analysis of Organizational Commitment

KMO = 0.739	Component
	1
OC1	.986
OC2	.832
OC3	.764
OC4	.629
OC5	.757
OC6	.813

Similarly, table 3 presents the one factor solution of the four items of another dependent variable such as employee turnover intentions (ETI). No item of ETI was removed due to having lower factor loadings (i.e. 0.50). Moreover, “Kaiser-Meyer-Olkin (KMO)” measure is 0.708 that is acceptable and exceeding the recommended value i.e. 0.6 (Kaiser, 1974).

Table 3: Factor analysis of Employee Turnover Intentions

KMO = 0.708	Component
	1
ETI1	.861
ET2	.837
ETI3	.672
ETI4	.678

4.1.3 Validity of Mediating Variable Measure

Table 4 also presents the one factor solution of the eight items of mediating variable such as psychological contract breach (PCB). No item of PCB was removed due to having lower factor loadings (i.e. 0.50). Moreover, “Kaiser-Meyer-Olkin (KMO)” measure is 0.813 that is acceptable and exceeding the recommended value i.e. 0.6 (Kaiser, 1974).

Table 4: Factor analysis of Psychological Contract Breach

KMO = 0.813	Component
	1
PCB1	.688
PCB2	.791
PCB3	.732
PCB4	.755
PCB5	.641
PCB6	.760
PCB7	.718
PCB8	.661
PCB1	.688

4.2 Reliability Assessment

4.2.1 Reliability Analysis

The Cronbach’s Alpha helps to identify the reliability or internal consistency all constructs individually. Table 5 shows the reliable and acceptable values of Cronbach’s Alpha of each variable, which is above the acceptable and recommended range i.e. 0.70.

Table 5: Reliability Analysis

Variable	Value of Cronbach’s Alpha
Workplace Bullying	0.891
Psychological Contract Breach	0.865
Employee Turnover Intentions	0.762
Organizational Commitment	0.746

4.3. Bivariate Correlation

As the objective of the current study is to find the impact of workplace bullying on employee turnover intentions and organizational commitment in the presence of mediator psychological contract breach. So, in order to prove this purpose, the correlation analysis shows the relationship among these constructs. Table 6 shows that workplace bullying is significantly and positively related with the employee turnover intentions but it is negatively but significantly related with the organizational commitment claiming that ETI increases with the increase in WPB but OC decreases with the increase in WPB. Similarly, PCB is significantly and positively related with both WPB and OC.

Table 6: Correlation Analysis

	Mean_OC	Mean_PCB	Mean_ETI	Mean_WPB
Mean_OC	1			
Mean_PCB	-.686**	1		
Mean_ETI	-.962**	.724**	1	
Mean_WPB	-.730**	.833**	.751**	1

4.4 Regression Analysis

Regression analysis was run to show the extent of the impact of workplace bullying on organizational commitment and employee turnover intentions. In table 7, it is clear that except the “β, t. stat, and R²” values of organizational commitment, all other constructs are positively related with each other. But organizational commitment has negative relationship with these constructs showing the inverse relationship. The more is the workplace bullying, the less will be the organizational commitment.

Table 6: Regression Analysis

Model	I.V	D.V	B	t. stat	P	R ²
1	Workplace Bullying	Employee Turnover Intensions	0.751	17.908	.000	0.564
2	Workplace Bullying	Organizational Commitment	-0.730	-16.798	.000	0.532
3	Workplace Bullying	Psychological Contract Breach	0.833	23.720	.000	0.694
4	Psychological Contract Breach	Employee Turnover Intensions	0.724	16.536	.000	0.524
5	Psychological Contract Breach	Organizational Commitment	-0.686	-14.866	.000	0.471

4.5 Mediation

Mediation analysis was performed through regression in order to show the mediating impact of psychological contract breach between “workplace bullying and organizational commitment” and between “workplace bullying and employee turnover intentions” respectively. For this purpose, four step method of Baron and Kenny (1986) was used. In step one, regression analysis was run between WPB and PCB. In step two, regression was run between PCB and in second step, regression was performed between psychological contract breach (PCB) and dependent variables i.e. employee turnover intentions (ETI) and organizational commitment (OC) respectively.

Table 7: Mediation analysis of PCB between WPB and ETI

Steps	I.V.	D.V.	β	t. stat.	P
1	Workplace Bullying	Psychological Contract Breach	0.833	23.720	.000
2	Workplace Bullying	Employee Turnover Intentions	0.751	17.908	.000
3	Psychological Contract Breach	Employee Turnover Intentions	0.724	16.536	.000
4	Workplace Bullying	Employee Turnover Intentions	0.483	6.598	.000
		Psychological Contract Breach	0.322	4.402	.000

Moreover, in step three, regression was run between WPB and dependent variables i.e. ETI and OC respectively. Lastly in step four, regression analysis is run between “WPB and ETI” and between “WPB and OC” respectively in the presence of PCB. Here the intensity of the impact of dependent variable on dependent variable will decrease in the presence of mediator. In first case where PCB is the mediator between WPB and ETI, the results depicts the positive and significant impact for the first three steps and decrease in intensity for the fourth step as well. While in second case where PCB is mediator between WPB and OC, the β and t. stat values are negative for all steps and intensity has also been decreased in fourth step but these are significant. These negative and significant values also show the inverse relationship of WPB and OC in the presence of PCB. Thus, it is proved that PCB is playing the mediating role between “WPB and ETI” and between “WPB and OC”. Results are given in table 8 and table 9.

Table 8: Mediation analysis of PCB between WPB and OC

Steps	I.V.	D.V.	β	t. stat.	P
1	Workplace Bullying	Psychological Contract Breach	0.833	23.720	.000
2	Workplace Bullying	Organizational Commitment	-0.730	-16.798	.000
3	Psychological Contract Breach	Organizational Commitment	-0.686	-14.866	.000
4	Workplace Bullying	Organizational Commitment	-0.515	-6.697	.000
		Psychological Contract Breach	-0.257	-3.341	.000

Table 8: Summary of Tests of Hypotheses

	Hypothesis	Results
H₁	The positive relationship between exposure to bullying and turnover intentions is mediated by psychological contract breach	Accepted
H₂	The negative relationship between exposure to workplace bullying and organizational commitment is mediated by psychological contract breach.	Accepted
H₃	Workplace Bullying has the positive relationship with Employee Turnover Intentions.	Accepted
H₄	Workplace Bullying has the negative relationship with organizational Commitment.	Accepted

5. Conclusion

The predominant contribution of this research paper is to provide the specifically detailed compatible literature on social exchange process and social learning in the organizational workplace. In this research bullying and psychological contract, streams with in-depth insight are keenly integrated by focusing on research on causal attributions. We found that bullying aggravates negative interpretations of the job-based relationship, as workers may put the allegations to the firms in addition to or rather in place of the accusers'. Therefore, a psychological contract breach framework seems to be advantageous factor to realize and understand the process of better comprehension of workplace bullying and its impacts on workers cognition. Secondly, we assessed that workplace bullying has a negative impact on both job assignments and job satisfaction because of attribution processes & social exchange resulting in turnover intentions and lower organizational commitment. In accordance with "affective events theory" Weiss & Cropanzano (1996) the unanimous viewpoints by Thoresen et al. (2003) negative emotional reactions are caused by workplace bullying that blur the worker's cognitive evaluations, consequently producing negative job attitudes resulting in workplace miss-commitments. Furthermore, in accordance with most recent findings, bullying is predominantly detrimental for work satisfaction, the research results depict that the perceptions are negatively influenced of broken promises since its harmful effects are pronounced and informally disseminated via word of mouth of employees even outside the workplace (Plopa et al., 2017; Valois et al., 2012).

In accordance with the article 37.e of the constitution of Islamic Republic of Pakistan, the state shall "make provisions for securing just and humane conditions of work for all". To pursue the policy principle, the government has enacted a law that is "The Protection against Harassment of Women at the Workplace Act, 2010".

In accordance with the constitution, every employee, workers in either blue collar, white collar or menial and manual jobs should be treated with true dignified honor and respect at the organizational workplace. Therefore, no one should be there to tolerate workplace bullying and harassment furthermore if one is the target, and not the chance spectator or the onlooker; it gets hard to come up with such nasty behavior fundamentally one when policies are not put in place by respective organizations. More important is the thing how to

dig out that the worker is being bullied at his workplace or not in addition to devising the strategies to escape from these transgressors for bullying or harassing people at the workplace.

The foremost responsibility of the management is to develop and apply policies, which allow workers & especially females to report incidence where they understand that their workplace performance is going to be affected by bullying. The workers should be given the work environment, which is friendly, transparent and secure, in which jobs can be performed without fear and passionately. The workers need environment where they can easily share work-related issues with the supervisors without fear of losing the jobs. The court of laws which penalize and prohibit workplace bullying should be launched and implemented by the governments (Hussain, 2015).

This study has attempted to analyze the prevalence of workplace bullying in different organizational setups in Pakistan and to uncover and identify any link between workplace bullying and job performance. Our results clearly show that, although workplace bullying is widespread in all the sectors where the samples are taken from, there is significant connection between workplace bullying and job performance. This is for the following possible reasons.

If we have to rank them accordingly:

The fewer number of the jobs in Pakistan as according to the survey of World Bank 2016 Pakistan is included in the list of countries on the tenth position where the unemployment is at the highest level.

The workers willingly tolerate this abusive behavior to avoid the risk of losing the rare jobs in Pakistan.

Since the literacy rate is less than 60 % according to the State minister of education Mr. Balighur Rehman (The News Tribe Jan, 2016). Therefore people are even not aware of their legal rights therefore theory X is the ultimate strategy to deal with them.

The workers especially females are not empowered rather discouraged to report incidents of bullying & harassment by powerful supervisors and managers.

The research on such sensitive and subtle topics in the developing countries like Pakistan really needs a detailed hard work to dig out the reality based responses, as employees think that the agents of the high ups are sent to explore the weaknesses. Weak trust scenarios also can mislead research results.

The Quran says, “O you who have believed, let not a people ridicule [another] people; perhaps they may be not better than them nor let women ridicule [other] women; perhaps they may be better than them. And do not insult one another and do not call each other by [offensive] nicknames. Wretched is the name of disobedience after [one's] faith. And whoever does not repent - then it is those who are the wrongdoers”. (Afridi, 2015).

According to the Holy Prophet (PBUH): “If one has good manners, one may attain the same level of merit as those who spend their nights in prayers”, Sahi Bukhari.

The Prophet (PBUH) said: “the people whom I hate the most and who are the farthest from me on the day of judgment are those who talk uselessly, and those who put down others, and those who show off when they walk”. Tirmidhi

5.1 Limitations and Future Directions

The limitations of the research represent the reservations we faced while going for the conducting research. Cross sectional data is an important an important limitation. The geographical area coverage is the Multan, Khanewal, Lahore, Rawalpindi and Islamabad. However, costs associated with the research have also become a hindrance to increase the scope of research.

Further research in this area can be done by taking the toxic or narcissistic leadership as the moderator variable in between the predictor and the mediator. This research has made the people understand the factors that affect the organizational commitment and the job satisfaction. Consolidated strategies must be launched not only to educate the people but the corporate sector as well to make them learn the evils of bullying at workplace. The devoted employee who is fully satisfied does not leave any stone unturned for the betterment of the organization.

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