# Negative Events at Workplace and In Role Performance: Implications of Affective Events Theory (AET)

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**Abstract:** In health care centers front line nurses are the major people who are responsible for treatment of the patients thus they need highly supportive organization to perform their tasks efficiently and effectively. Workplace bullying has negative outcomes for any type of organization/employee. Thus this needs to be controlled by the management of the concerning organization. Therefore current research is designed to identify the outcomes of workplace bullying for in role performances of specialized nurses in Pakistan. Psychological distress is also great interest of researcher to use it as mediator among workplace bullying and in role performance. By using convenient sampling technique 200 nurses were selected as sample of current study. In current research self-administered questionnaires are used to collect the data. Latest version of SPSS has been deployed for analysis of data. Further MACRO Process by Preacher and Hayes was used to test the mediation of the current research.

Findings revealed that workplace bullying has drastic results for in-role performance of the specialized nurses and it is also found that psychological distress mediates the relationship among workplace bullying and in role performance. The respondents who have explicit presentation, who fill in as specific nursing administrations suppliers' the outcome of this investigation attested that there is an association between workplace bullying, job autonomy. Besides, results exhibited that movement freedom can play positive task to redesign on in role performance. It is furthermore investigated that psychological distress as an arbiter in this examination. There is critical negative relationship among workplace bullying and on in role performance. The association between work place bullying, workers' in job autonomy and furthermore demonstrated that activity independence can play positive job to upgrade on in role performance.

**Keywords:** psychological distress (PD), workplace bullying (WPB), in role performance(R), and Conservation of resources (COR), specialized nurses (SN).

## INTRODUCTION

### Background of the study

Bullying has a variety of meanings; there is no fixed importance for the word bullying.Workplace bullying has a lot of various assortments also. (Namie, 2003) broadcasted that bullying can be viewed as a constant action that begins with insensitive and savage conduct, it closes viciously. No government or lawful laws have been set up that forestall work environment tormenting from occurring as expressed by (Martucci& Sinatra, 2009). According to Mehmood and Sajid (2020), workplace bullying has adverse effects of performance of frontline workers like female nurses in AJ&K, Pakistan. It is also revealed by them that workplace bullying contributes to reduce the psychological well-being of the employees and finally there is low employee performance that affects overall productivity of the health related organizations in AJ&K Pakistan.

The fundamental viewpoints when talking about bullying in writing generally lead to aggression, negative moves; it incorporates the objective protecting themselves and regularly fizzling and vindictive purpose towards the objective. The outcome can be driven as working environment harassing is a ceaseless and dull malignant activity which can incorporate humiliation, malicious aims, causing pressure, hurt or even sick expectation towards the objective, it very well may be various individuals and the objective may experience difficulty shielding themselves from their endeavors. In this exploration, workplace bullying is expressed as consistent,

monotonous activities that are powerfully suffered and the sentiment of strength and accommodation towards the victimizer and the casualty separately, this was declared by(Einarsen, Hoel, Zapf & Cooper, 2003). Hence, workplace bullying causes a turnover regarding employment and to a great extent. (Wilson, Diedrich, Phelps & Choi, 2011) claim that bullying is a strong variable of employee turnover; they gave this claim in.

Although bullying at workplace is unwanted, it still occurs more in places with unreported authority. When discussing workplace bullying in nursing, we draw the conclusion that workplace bullying effects patients, nurses and other characters involved in the nurse's profession. It is because of this workplace bullying, nurses have higher number of tension, depression and anxiety (Lee et al., 2007, Stelmaschuk, 2010.

The performance of bullying is an up to the minute that has lured the concentration for both academic and public all over the world, globally. Through perception, it was clarified that working environment tormenting is significant collective issue that has been annihilating outcomes on worker also company and the general population. A gathering of medical caretakers announced that most attendants in lion's share are exposed to bullying behavior at various organized of their profession. This is either immediate or circuitous importance it either happens either with the person in question and the victimizer or through an outsider. Abs accordingly, nursing is a vocation with an extremely basic pace of bullying changing in discrete nations based on how it is managed.

Previous discussion indicates negative influence of bullying and Psychological distress upon performance; hence, employees are protected through Job autonomy. Harriss (2019) discussed that Job Autonomy and workplace bullying are inversely yet deeply related and organization' that offer job autonomy to their employees are more likely to thrive than others. Job autonomy is said to be provision of generous freedom in work scheduling, decision-making, and psychological state of "experienced responsibility for work outcomes", consequently leads to higher productivity, performance and motivation towards works and job tasks. This examination analyzes the connection between realities of role performance with meditating role of psychological distress. Moreover, influence of job autonomy upon performance is also estimated among female specialized nurses (front- line nurses) in Pakistan. Description of variables is given below Characterization of variables.

Workplace bullying is conscious conduct that is by and large repeated and makes hurt someone else. It might be verbal, physical, mental, or social. It can either be amazingly undeniable, or it might be kept away from others. It might be a remarkable individual, or a social occasion of individuals, who have more critical command over someone else. As indicated by Olweus (1996), it is a circumstance where at least one people deliberately and over a significant stretch of time sees them to be forced to bear antagonistic treatment with respect to at least one people, in a circumstance wherein the person(s) presented to the treatment experiences issues in shielding themselves against this treatment.

## Difference between General Nurses and /Specialized nurses

General Nurses are just four years confirmation holder. This is called GDNO .After five years of reasonable experience they are qualified to specific preparing. There is important to breeze through passage assessment for specific course, for model Operation Theater course, emergency care unit, intensive care unit, trauma and injury crisis care, pediatric care unit, oncology and bone transplant care, nephrology care unit and so forth.

These nurses are work in their own field and confronting numerous difficulties workplace bullying, psychological distress, and absence of job autonomy during crisis.

## Underpinning Theories

There are various theories and models relating to psychological distress and in role performance in the literature such as Conservation of Resource theory (Hobfoll, 1998) offers a comprehensive framework for understanding the impact of assessment on emotions and performance by focusing on the resources of individual and groups (Buchwald,2003)

Affective Event theory (AET) is a mental model intended to clarify the association among feelings and sentiments in the working environment and employment execution, work fulfillment and practices. AET is underlined by a conviction that individuals are passionate and that their conduct is guided by feeling Affective events theory (AET) is a model developed by organizational psychologists Howard. Mowers (Georgie Institute of Technology) and Russell Cropanzano (University of Colorado) explained how emotions and moods influence job performance and job satisfaction. The model explains the linkages between employees' internal influence (e.g., cognition, emotions, mental states) and their work environment that affect their performance, organizational commitment, and job satisfaction.

## RESEARCH GAP

In current study where each profession has a few issues, the must be tended to so they can handle with the issues which impact their kindness, supportiveness and profitability. In past, various researchers featured the issues in medical care associations explicitly identified with general attendants however practically no examination work

is led on particular medical attendants who work cutting edge. This examination study validates that the specific attendants experienced difficulties of bullying conduct, absence of dynamic. The choice of this subject depends on the understanding that attendant's significance and affectability of assignments.

It will be expected to search for an answer of these rising issues in what capacity will be significant job of the board backing and use cooping procedure to decrease the activity push and improve the quality consideration of patient. Burnout of stress antagonistically influences the patient quality consideration. Mediation will focus at wellspring of worry so as to help representatives. The focal point of this investigation will to decide the effect of employment self- governance on in role performance on all around prepared specific medical caretaker of Pakistan with the interceding job of psychological distress.

Broad examination on psychological distress has concentrated on different predecessors and results. Still various hypothetically huge connections have gotten restricted consideration by analysts. This investigation will extensively look at the effect of work place bullying conduct on females performing on the cutting edges. This examination further analyzes the directing job of mental misery and impact on in job execution of the worker. Also, the degree writing centers essentially around settings have predominately a ladylike culture, while contemplates tending to passionate worry of female staff in a masculine culture like Pakistan is inadequate recorded as a hard copy, subsequently, this assessment will address that whether theoretically emotionalism stress of female laborers changes in masculine culture.

Mental pain is a fundamental bit of delegates working in cutting edge emergency clinic female staff. In Pakistan, research with respect to tormenting conduct and occupation independence of female staff in emergency clinic industry is exceptionally uncommon. Surely, there is deficiency of writing in this viewpoint. Along these lines, the examination is going to address a far reaching hypothetical and exact investigation looking at the effect of psychological distress conduct, work independence on in role performance of the front-line female nurses.

## RESEARCH QUESTION
Following are the particular exploration question:
➢ What is the effect of workplace bullying conduct on in role performance of the specialized nurses in Pakistan?
➢ Weather workplace bullying brings about psychological distress or not?
➢ What is the impact of psychological distress on in role performance?
➢ Is there mediation between workplace bullying and on in job performances well as psychological distress of female specialized nurses in Pakistan hospitals?

## RESEARCH OBJECTIVES
The ultimate objective of this study is to confirm the outcome of work place bullying, job autonomy, on in role performance with the mediation role of psychological distress. The examination is expressed underneath.
1. To explore the workplace bullying for on in role performance.
2. To inspect the mediation role of psychological distress between the workplace bullying and in role performance for the specialized nurses in hospitals.
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## SIGNIFICANCE OF THE RESEARCH:
The reason for this investigation needs to investigate attendant's perception, experiences and comprehension of tormenting conduct at work place and to survey its pervasiveness, development, impact, and reaction to it. This can affect medicinal services suppliers that are now tested by a lack of nursing staff. Another design is to find pace of target worker by tormenting conduct. What is effect of employment self-governance in dynamic for techniques and timetable on in role performance in ranking staff attendants? What is effect of control work independence on psychological distress on in role performance?

This study examines the relationship between impacts of workplace bullying, job autonomy on in role performance with meditating role of psychological distress among specialized nurses of the hospitals (front- line nurses) in Pakistan. After brief introduction, review of literature depicted in chapter 2. Methodology is presented in chapter 3, while results are given in chapter 4. Chapter 5 consists of discussion and conclusion of study.

## LITERATURE REVIEW
## WORKPLACE BULLYING
Workplace bullying can be identified by a number of elements. The most common symptom amongst the victims is to feel anxious while you begin your week. Bullying at workplace takes multiple shapes and forms. It can be indicated by the biased critique, taunting remarks, secluding others and threatening other (Sprigg et al., 2019). As per Baillien et al. (2017) ;Glambek et al (2018) bullying at Workplace is defined as frequently harassing, excluding someone socially, and negative behaviors or deed with targeted individual from long

period. Naseem and Ahmed (2020) demonstrated that negative behaviors badly influence individual moral and leads to consequences of job turn over, poor performance and lower productivity.

Unfortunately, it is still a taboo to discuss what workplace bullying is and how it affects our mental as well as physical health. Bullying can have adverse effects on us which include, trouble sleeping, a headache, and backbone so much so that the victims end up developing sleeping disorders as stated by Nielsen et al. (2015). They are prone to panic attacks, stress and high blood pressure. A survey by Xu et al. (2018) of the University of Copenhagen. The survey was conducted based on the data from approximately eighty thousand male and female employees in the Scandinavian countries. So the report said that the more frequently the participants said that they were bullied the higher the chance of having a heart disease.

Our mental state has a deep impact on how we behave, perform or conduct ourselves in our office. The work load adds stress to our mind and the bullying makes it all the more worst. The employees do not function to the best of their abilities and instead of progressing in their career, they underperform.

As much as workplace bullying is rampant, it is still a taboo to talk about. It is unfortunate to not have an issue as important as workplace bullying highlighted as such and should be normalized the way it has been discussed by Bono & Vey (2007).

Bullying does not only affect the victim but also the person witnessing it. The witnesses become prone to panic attacks, mental illness, and depression to state a few mental conditions. Workplace bullying needs to be studied and understood as stated by Verkuil, Atasayi and Molendijk (2015).

**Psychological Distress**

Before discussing how psychological distress and workplace bullying are related, we need to understand what it means to have a psychological distress that has been extensively explained by James and Albert(2015).

A person having this condition may show a few signs of anxiety, depression, frustration, extreme emotions, sleep depravedness, chest pain, self-care deficit, etc. This state of emotional suffering associated with stressors and demands that are difficult to cope with in daily life. The lack of effective care for and difficulty in identifying psychological distress is frustrating for patients and health professionals, alike. The symptoms may include sleep disturbance, anorexia (lack of appetite) loss of menstruation for women, headaches, chronic pain, and fatigue Trevorrow (2010). Such a person might not be able to identify what he/she is going through because sometimes it is hard to pin an exact issue or cause which bothers that person because apparently nothing seems wrong. In such state, there is confusion and stress. The victims should be offered compassion and allowed to express what they feel. Specialists should be aware of various physical problems and conditions that have known mental conclusions. In the treatment plan, it is important to consider any such problems and oversee them fittingly to improve the patients adapting aptitudes and self-administration abilities, optional to the essential purpose behind psychotherapy (Corrigan, Watson & Barr, 2006).

The vast majority of this exploration has inspected the psychosocial factors adding to trouble in incessant ailment patients outside of a relevant situation. One noteworthy relevant condition with the possibility to impact trouble is the work environment. It is assessed that betweenn15-20% of the working-age populace are probably going to deal with an incessant disease of which roughly 5% is credited to business related causes (Trigueros et al., 2020). The mental status of attendants with business related ailment is settled. Such examinations regularly report that introduction to mental workplaces, for example, high work requests/low control and low work environment uphold are related with both general mental misery and occupation related mental distress (Masuda et al., 2009). Likewise, general life occasions, helpless work-life balance., elevated levels of nonattendance and all the more as of late significant levels of presence/absenteeism (going(or not) to work regardless of feeling unwell/well) have additionally been related with both general psychological distress and employment related mental distress (Masuda et al., 2009). Regardless of the rising pervasiveness of ceaseless disease among the working populace, such factors have only sometimes been analyzed inside the workplace. This speaks to a noteworthy hole in research. This is the only way to rightfully address the issue because such mental and psychological disorders are often ignored and misunderstood so it is important to educate ourselves in this regard as stated by (Masuda et al., 2009).

**Psychological Distress and on in role performance**

Job stressors occurs in form of role and interpersonal conflict, and situational constraints (Peters& O'Connor, 1990) and these factors in turn cause psychological disorder (job dissatisfaction and turnover intention); physical disorder (headache, blood pressure, long-term pathology), behavioral changes (smoking and work withdrawal).

Samsudin, Isahak, & Rampal (2018) led a methodical survey which uncovered that harassing practices were identified with singular results, for example, burnout, mental strain, and unwanted psychosomatic impact Rossiter & Sochos (2018) discovered help for the impact of various types of working environment tormenting and burnout (and its individual three parts passionate depletion, criticism, and expert adequacy). WPB has been recognized as a basic stressor with destructive long-standing wellbeing results for the individuals who

experienced it (Einarsen & Nielsen, 2015). To indicate the relationship among WPB and PD, Einarsen and Nielsen's (2015) longitudinal examination among Norwegian workers uncovered that introduction to harassing anticipated significant levels of misery considerably following five years, and discovered help in ensuing investigations (for example Giorgi, Perminienė et al., 2016). Bardakçı and Günüşen (2016) announced that representatives who experienced harassing detailed progressively enthusiastic weakness and PD. Besides, they have thusly given progressively psychosomatic indications.

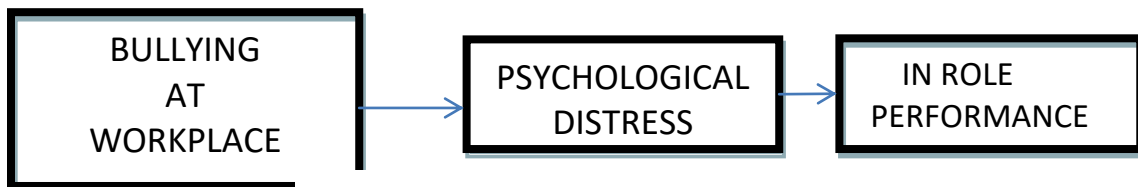**MEDIATING ROLE OF PSYCHOLOGICAL DISTRESS**
As much as workplace bullying was overlooked in the past, it has gained considerable attention lately and is on longer an alien concept as extensively discussed by De Pedro et al. (2008). The bullying can be physical as well as emotional which affects the mental state of the employee nevertheless. An inappropriate joke equates to bullying, overloading with work, discouraging the employee, harassing in any way is bullying and causes psychological distress as described by Nauman, Malik and Jalil (2019). Likewise, stress act as mediating association between bullying and performance at work place. Mathisen, Einarsen & Mykletun (2011) demonstrates the association between stress and workplace bullying and found a positive connection of workplace bullying with the employee stress.
Elham Anasori et al. (2019) employing structural equation modeling analyzed that emotional exhaustion is significantly outcome of bullying and psychological distress mediated this association. Narayanan et al. (1999) scrutinized stressful occurrences at workplace with sample of clerical staff, professors and associates and concluded work overload Wright and Cropanzano (1998) postulated that psychological and physical fatigue cause negative influence on performance through psychological distress.
As per the survey by Yang &Zhao (2018), the psychological distress is a vital cause behind absenteeism and underperformance of the employees. The first and foremost important and know would be to highlight and recognize how important it is to offer job autonomy to the employees and know how it affects the performance of employees as stated by James and Albert (2015).
"Post-traumatic stress disorder" (PTSD) as in post traumatic stress disorder is a sign seen in targets who have suffered from bullying, depression and sadness linked with workplace bullying, hence bullying leads to many mental disorders (Balducci, Alfano, & Fraccaroli, 2009).

**Research Model**



**Hypothesis Development**
H1: There is a significant negative impact of workplace bullying and on in role performance of the nurses.
H2: Psychological distress mediates the relationship between workplace bullying

**METHODOLOGY**
Research paradigm
There are numerous kinds of philosophical methodology alluded to as "paradigm" for sociologies which helps backing and qualities logical request. It very well may be characterize as, "the essential conviction framework or world view that controls the investigation'' (Guba and Lincoln, 1994. 105). As indicated by Bazeley (2003), the decision of exploration paradigm that a specialist takes on can influence the decision as respects to information assortment instrument and the manner in which assortment information is deciphered. Three philosophical methodologies are cosmology, epistemology and procedure (Guba, 1990). Guba (1990) contended that cosmology investigates: reality; ;( as envisioned by analysts ;) and epistemology explores a relationship between what is examined and the individual who will direct research rather, procedure is the way one produces information/information utilizing a particular hypothesis and exploration plan. As indicated by Neuman (2006), in sociologies the analysts; are more disposed to receive positivist and interpretive examination standards. All the more explicitly for sociology quantitative strategies for research are more applicable to positivist examination ideal models. As this paradigm involves precise measures for examination and speculation testing (Neuman, 1994). Subsequently, flow concentrate additionally embraces positivist exploration paradigm as it assists with inducing rationale so as to distinguish and confirm proposed relationship. This paradigm most appropriate our examination as it takes on an essentialist center assuming that the truth is yet to be uncovered. Here scientists, isolate themselves from watched wonder so as to stay as 'objective' as could be expected under

the circumstances and endeavors best to evade predisposition which may impact study finding. Besides, speculation is created subsequent to evaluating hypothesis and mathematical proof is gathered just as investigated, deciphered to test theory. This improves dependability of information gathered (Guba 1990; Neuman 2006).

**Research design**

Research design causes helps research researcher to find away from based on proof for research questions. Research plan which should be exceptional not just assists with comprehension and decipher the examination results it likewise allows researchers' (specialists) in obtaining helpful outcomes (Wiersma and Jurs, 2005).

For nineteenth century, the examination plan which ruled the sociology is "quantitative" in light of the fact that it creates dependable just as approved information utilizing normalized devices and strategies (De Vans, 2001). Quantitative research design(cross sectional analytical study ) clarifies discernible reality in numbers in this way can be estimated to recognize the association, related circumstances and end results (Wiersma and Jurs, 2005). Along these lines, the current investigation can likewise be considered as quantitative as it additionally used quantitative information to assess the relationship among factors. Review method was done to accumulate information which involves the utilization of survey comprising of socioeconomics instruction, experience, local language,   conjugal status and time of target populace. There are various sorts of reviews' which can be completed for instance, self-administrated polls, telephone interviews, On-line overviews, and so forth (Ary et al., 2006). The current investigation explicitly utilized "self-directed surveys" as it involves numerous preferences as most significant is it requires some investment to accumulate information.

**POPULATION AND SAMPLE**

**Target population**

In non-industrial nations, particularly in Pakistan, the medical clinic industry, has watched a heavenly improvement during not many years. The clinic business has extreme market contention; consequently, it has gotten significant for medical clinics' to hold client's devotion by giving them fulfillment. There is elevated level of eye to eye association among forefront representatives' of emergency clinic industry and clients; so regularly take part in mental misery. In the work setting where there is broadened working hours, representatives' become more mental pain which brings about mental discord.

The fringe of this examination is confined to the medical clinic industry, and the objective populace for test I was female representatives who work in the accommodation business explicitly various emergency clinics of Pakistan. As this examination expects to look on the female staff, the populace for this information is just emergency clinics' female forefront administration gives .in such manner, various emergency clinics in Islamabad , Rawalpindi, Peshawar, Lahore, Multan just as Karachi Pakistan navel Shifa emergency clinic were visited.

**Sampling method and sample**

Examining can be characterized as, "the cycle through which a subset of case is picked which assists with making determination about objective populace" (Singleton &Straits, 2005). Inspecting a profoundly needed as it is hard to fit in the whole populace to do investigate. So an agent test of populace is chosen which helps in summing up results. The current utilized an example of particular attendants (specialized nurses) of hospital industry of Pakistan. The day by day exercises of particular medical care providers (specialized nurses) of neighborliness industry are requesting just as mind boggling so this example appears to be suitable to do enthusiastic trouble research.

It has been contended that from numerical point of view arbitrary sampling(probability testing) is best as it guarantees known and equivalent odds of all populace part' selection(Wiesma and Jurs, 2005). Still it isn't achievable to receive likelihood examining as a strategy to choose test when one can't move toward all out populace. For example, it is difficult to choose arbitrary example from all cutting edge female specialist co-ops of neighborliness of Pakistan. For this situation another inspecting technique known as non-likelihood testing would be completed which is the cycle of case choice as opposed to irregular determination (Singleton and Straits, 2005; 132). Non likelihood inspecting in opposition to likelihood examining gives more prominent likelihood of choice for barely any populace individuals. Notwithstanding numerous hard realities as a result of its attainability, it is as yet done as an inspecting strategy to choose test. So the current examination additionally chose to use non-likelihood inspecting strategy to choose test. Hair et al., (2006) recommended that for legitimate use of auxiliary condition displaying one must have at any rate 200 gathered examples. As the point of convergence of this examination is on psychological distress, so the testing outline was decreased to just those female particular medical care providers who collaborate with clients on normal premise who are bleeding edge specialist organizations. Thusly, the principal test in the investigation was 200 (inclusive of        100 respondents of the pilot study) female specialized nursing staff that gives forefront administrations in clinics as serious unit clinical and careful, post employable consideration like high reliance care units of Pakistan.

Consequently, purposive testing procedure was completed as just female just as forefront specialist co-ops were reached. The current investigation has gathered 200 reactions (test size) which can be considered as huge to utilize basic condition displaying properly to yield dependable examination and result. Sampling can be defined as, "the process through which a subset of case are chosen which helps to draw conclusion about target population" (Singleton &Straits, 2005). Sampling a highly required as it is difficult to fit in the entire population to carry out research.

So a representative sample of population is selected which helps in generalizing results. The current used a sample of specialized nurses (front-line female staff) of hospitality industry of Pakistan. The daily activities of specialized nurses (front- line female staff) of hospitality industry are demanding as well as complex so this sample seems appropriate to carry out emotional distress research.

It has been argued that from mathematical perspective random sampling(probability sampling) is best as it ensures known and equal chances of all population member' selection(Wiesma & Jurs, 2005). Still it is not feasible to adopt probability sampling as a procedure to select sample when one cannot approach total population. For instance, it would be impossible to select random sample from all front-line female service providers of hospitality of Pakistan. In this case another sampling procedure known as non-probability sampling would be carried out which is the process of case selection rather than random selection (Singleton & Straits, 2005; 132). Non probability sampling contrary to probability sampling gives greater probability of selection for few population members. Despite many hard facts because of its feasibility, it is still carried out as a sampling procedure to select sample. So the current study also decided to utilize non-probability sampling method to select sample.

Hair et al., (2006) suggested that for proper usage of structural equation modeling one must have at least 200 collected samples. As the focal point of this study is on psychological distress, so the sampling frame was lessened to only those female specialized nurses who interact with customers on regular basis who are front-line service providers. Therefore, the first sample in the study was 200 (inclusive of 100 respondents of the pilot study) female specialized nursing staff that provides front-line services in hospitals as intensive unit medical and surgical ,post-operative care like high dependency care units of Pakistan. Thus purposive sampling technique was carried out as only female as well as front-line service providers were contacted. The current study has collected 200 responses (sample size) which can be considered as large to use structural equation modeling appropriately to yield reliable analysis and result.

**Instrument development**
Information assembled through self-coordinated assessment of public sentiment. There are five-point Likert scale where 1= firmly differ to 5= unequivocally concur. The scale incorporates workplace bullying, on in role performance and psychological distress. There were a few socioeconomics variables, for example, sexual orientation, age, training and experience.

**Data analysis tool**
Data analysis tool SPSS HYSE model 2018. The SPSS process macro version 3 (HYSE 2018). The general examination, for example, relapse, relationship, unwavering quality and legitimacy and intercession are rushed to get the outcome. ONE-WAY ANOVA used to manage segment variance variables.

**Demographics**
For the plan to get , reliable outcomes socioeconomics random data of respondent likewise formed, for example, sex, age, capability and experience . In existing examination endeavors socioeconomics prohibited in relapse investigation. Socioeconomics shows earth shattering consequence of these factors on the speculated model in ONE-WAY ANOVA.

**Data analysis Procedure**
With respect to information assortment longitudinal study configuration helps in diminishing regular techniques inclinations (Podsakoff et al; 2003) so the current examination received a longitudinal study plan. Studies were done independently at two unique occasions which went on for roughly four months. As indicated by bowling (2005) psychological distress of respondents; are requested to gather information. Consequently analysts need to configuration instrument with care to decrease members; capacity to impact. It has been contended by specialists that respondents; lucidity and comprehension with respect to the significance of data they give makes them profoundly energetic to give precise just as complete data (Cannell et al,, 1981). Questionnaires interest more psychological distress as this requires proficiency just as capacity to comprehend and react suitably (Bowling,2005).But taking everything into account, they are sufficiently proficient to comprehend and react in a fitting manner .The respondents who have explicit experience, who fill in as cutting edge specialist organizations; were mentioned exclusively to finish poll. A sum of 220 surveys were distributed,200 surveys were gotten.

**Sample Characteristics**
The segment qualities of test which was comprised of front – line specific female nurses of hospitals are appeared in underneath referenced tables.

**Education**
**Data with respect to female staff capability was likewise assembled. The table appeared beneath shows level of respondent's capability. Consequently, respondents were sufficiently qualified to serve best. The table appeared underneath shows the recurrence appropriation of capability of test.**

**Experience**
Experience of member's shows their length of administration with the association implies how long they have been serving in their emergency clinic. The information concerning experience of representatives has been assembled utilizing clear cut scale.

**Marital status**
Conjugal status of respondents shows the number of they were hitched and the number of were unmarried. . As information was gathered from cutting edge female staff of medical clinic of Pakistan and greatest respondents that is left unfilled box.

**Gender**
All respondents were female specialized nurses.

**Analysis and Result**
Current examination is meant to explore workplace bullying and its outcomes on in role performance in hospital among specialized nurses. The number of inhabitants in the current examination involves the individuals from medical care area of the Rawalpindi Punjab. An estimation of the number of inhabitants in individuals in the medical services area of Punjab will be made.

In this section, the consequences of gathered information are clarified. SPSS programming was utilized to break down the information. Investigation incorporates the outline of socioeconomics, dependability examination, connection examination and relapse investigation. Relapse and ANOVA examination was likewise performed.

**Table 1: Variables description**

| Abbreviation | Variables |
|---|---|
| WPB | Work Place Bullying |
| R | In role Performance |
| PD | psychological distress |

Demographics Variables
There were four socioeconomics remembers for this investigation. The rundown of every segment variable is clarified independently in following segments.

**Age**
Table 2 postulate frequency distribution of respondent's age. As per information depicted in table, majority of respondents are under age 35 i.e. greater that 80%, whereas 12% of respondents lies in age range between 36 to 45. Only 3% responds
are above 65 years old.

**Table 2: Age**

| | Frequency | Percent | Valid percent | Cumulative percent |
|---|---|---|---|---|
| 25-35 | 165 | 82.5 | 82.5 | 82.5 |
| 36-45 | 25 | 12.5 | 12.5 | 95.0 |
| 46-55 | 4 | 2.0 | 2.0 | 97.0 |
| 65 and above | 6 | 3.0 | 3.0 | 100.0 |
| Total | 200 | 100.0 | 100.0 | |

**Experience**
Table 3 indicates job experience of respondents. MAJORITY OF respondents have less than five years' experience i.e. 53%. 38% of respondents have job experience of 6-10 years. Whereas, around 4% of respondents have greater than 11 years' experience.

**Table 3: Experience**

|  | Frequency | Percent | Valid percent | Cumulative percent |
|---|---|---|---|---|
| 1-5 | 106 | 53.0 | 53.0 | 53.0 |
| 6-10 | 77 | 38.5 | 38.5 | 91.5 |
| 11-15 | 9 | 4.5 | 4.5 | 96.0 |
| 20 and above | 8 | 4.5 | 4.5 | 100.0 |
| Total | 200 | 100.0 | 100.0 | |

**Qualification**
As per survey, frequency of respondent's qualification is given in table 4. Majority of respondents are graduate, i.e. 75%. Likewise, 19% respondents have master degree. Respondents with M.Phill and PhD degree are 2% and 4% respectively.

|  | Frequency | Percent | Valid percent | Cumulative percent |
|---|---|---|---|---|
| Bachelor | 151 | 75.5 | 75.5 | 75.5 |
| Master | 38 | 19.0 | 19.0 | 94.5 |
| M.Phill | 4 | 2.0 | 2.0 | 96.5 |
| PhD | 7 | 3.5 | 3.5 | 100.0 |
| Total | 200 | 100.0 | 100.0 | |

Descriptive Statistics Entire Data
Result of descriptive statistics is depicted in Table 2. Mean value of in role performance is around 4 and its represent "agree" on five point scale of questionnaire, which indicates that respondents are agreed that their work performance is reflected by item selected for questionnaire. Likewise mean value of WPB is around 2.57, although it represents "none" on five item scale, but maximum value is around 4, so it represent that respondents suffers from bullying at work place. As per results psychological distress encompass mean value closer but less than 4, which indicated that responds are affected by distress at work place. Three item of job autonomy contains mean value greater than 3, which indicated that respondents are agree that work scheduling, decision making and work method influence their performance.

**Table 2: Descriptive Statistics**

|  | N | Minimum | Maximum | Mean | Std. Deviation |
|---|---|---|---|---|---|
| R | 200 | 1.80 | 4.60 | 3.5300 | .50555 |
| WPB | 200 | 1.32 | 4.41 | 2.5739 | .65407 |
| PD | 200 | 1.80 | 5.00 | 3.3515 | .80038 |
| Valid N (listwise) | 200 | | | | |

Correlation Analysis
Correlation indicates negative or positive association among variables. Correlation analysis is given in table 3. Initially correlation of in role performance with others variable in study is calculated. As per results, in role performance is negatively correlated with WPB (-0.159[*]), while positively correlated with, PD (.193), WSA (.077), and WMA (.041) in addition results are significance with p< 0.05, while performance and DMA are not correlated or with correlation value equal to zero.

**Table 3: Correlation**

|  | R | WPB | PD |
|---|---|---|---|
| R | 1 | -0.159[*] | .193** |
| WPB | | 1 | -.152* |

| PD | | | 1 |
|----|---|---|---|

n = 300, p < 0.05*, p < 0.01**

Reliability Analysis
For analysis of internal consistency reliability analysis is conducted via implying Cronbach's Alpha and results are given in table 4. Cronbach's Alpha of WPB is 0.909, with 22 items, whereas performance (5 items) and psychological distress (10 items) contains alpha value 0.343 and 0.875 correspondingly.

### Table 4: Reliability analysis

| Variable | Cronbach's Alpha | No of Items |
|----------|------------------|-------------|
| WPB | 0.909 | 22 |
| R | 0.643 | 5 |
| PD | 0.875 | 10 |

Regression Analysis
Bullying at Workplace is defined as frequently harassing, excluding someone socially, and negative behaviors or deed with targeted individual from long period. Workplace bullying has a strong negative outcome in victims, low work efficiency and quality. This leads to considerable cost to a hospital in financial sense and also has a destructive effect on the organization growth (Glambek et al., 2018). Thus, initially role of bullying upon in role performance of the nurses at workplace is investigates. Hypothesis is depicted below, and estimated results are provided in table 4.1.
H1. There is significant negative relationship among workplace bullying and in role performance of the nurses.
Naseem and Ahmed (2020) demonstrated that negative behaviors badly influence individual moral and leads to consequences of job turn over, poor performance and lower productivity. So, role of bullying at and in role performance of the nurses is analyzed. Regression is calculated for empirical analysis. Empirical results depicted in table 4.1. Results indicates that performance of workers at workplace is negatively affected by bullying at work place with coefficient -0.1229 and results are statistically significance at 5% with p<0.05. Hence our hypothesis, There is significant negative relationship among workplace bullying and in role performance of the nurses is accepted.

### Table 4.1

| | Coefficient | Se | T | P | LLCI | ULCI |
|----------|-------------|------|---------|-----------|--------|--------|
| Constant | 3.2137 | .1440 | 22.3180 | .0000** | 2.9298 | 3.4977 |
| WPB | -0.1229 | .0542 | -2.2659 | .0245* | .0159 | .2298 |

**,* indicates significance at 1%, and 5% respectively
H2. There is significant relationship among workplace bullying and psychological distress.
Bullying can have adverse effects on us which include, trouble sleeping, a headache, and backbone so much so that the victims end up developing sleeping disorders as stated by Nielsen et al. (2015). They are prone to panic attacks, stress and high blood pressure. Likewise, Bullying also cause burnout, stress and psychological distress so to determine the role of workplace bullying for psychological distress regression analysis is conducted and results are provided in table 4.2. As per results, psychological distress is negatively affected by bullying at work place with coefficient = 0.1856 and results are statistically significance at 5% level with p<0.05 i.e. 0.0320. So, hypothesis there is significant positive relationship among workplace bullying and psychological distress is accepted.

### Table 4.2 Bullying and psychological distress

| | Coeff | Se | T | p | LLCI | ULC |
|------|--------|--------|---------|-----------|--------|--------|
| C | 3.8292 | .2282 | 16.7773 | .0000** | 3.3791 | 4.2793 |
| WPB | 0.1856 | .0860 | 2.1593 | .0320* | .3551 | .0161 |

**,* indicates significance at 1%, and 5% respectively
An ANOVA test was developed Fisher (1953) defined as way to analyze either results of survey, or experiment conducted are significant and indicates "whether two or more population means are equal" via generalizing-

test beyond two means. NOVA analysis is conducted to view overall significance of model. Results of ANOVA are given in below table, and indicated that overall all model is significance with p<0.05

**ANOVA**

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 1.286 | 1 | 1.286 | 5.134 | .025[b] |
| | Residual | 49.574 | 198 | .250 | | |
| | Total | 50.860 | 199 | | | |

[**],[*] indicates significance at 1%, and 5% respectively

H3. There is significant negative relationship among psychological distress and in role

**Performance of the nurses**

A person having psychological distress show a signs of anxiety, depression, depression, frustration, extreme emotion, sleep depravedness, emotional suffering associated with stressors and demands that are difficult to cope with in daily life(Trevorrow, 2010). As per the survey by Yang &Zhao (2018), the psychological distress is a vital cause behind absenteeism and underperformance of the employees. As psychological distress cause depression and inefficient performance, so regression analysis is conducted and results are provided in table 4.2. As per results, psychological distress cause negative influence upon performance of nurses at work place with coefficient=.122. Results are statistically significance at 5% level with p<0.05 i.e. 0.006. Hence, hypothesis is accepted there is significant negative relationship among psychological distress and in role performance of the nurses.

**Table 4.3 psychological distress and in role performance**

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| (Constant) | 3.121 | .152 | - | 20.570 | .000 |
| PD | -0.122 | .044 | -0.193 | -2.768 | .006 |

Mediation Analysis

Job stressors occur in form of role and interpersonal conflict, and situational constraints (Peters& O'Connor, 1990) and these factors in turn cause psychological disorder. Further, stress act as mediating association between bullying and performance at work place (Mathisen, Einarsen & Mykletun, 2011). Rossiter & Sochos (2018) discovered help for the impact of various types of working environment tormenting and burnout (and its individual three parts passionate depletion, criticism, and expert adequacy). WPB has been perceived as a fundamental stressor with dangerous long-standing prosperity results for the people who experienced it (Einarsen and Nielsen, 2015).

So, mediation role of psychological distress in association between workplace bullying and in role performance of the nurses is conducted with direct and indirect effects and results are given below. Results of mediating role of psychological distress calculated through process Procedure for SPSS Version 3.5 by Andrew F. Hayes (2018).

**Total Effect**

For mediation analysis procedure, initially total effects are estimated i.e. regression of independent to dependent variable, without controlling for the mediating variables. Empirical results are provided in table 4.3. Results of total effects regression analysis indicate negative and significance association between bullying and performance at workplace with p<0.05 and value of coefficient is -0.1229.Lower and upper quartiles also indicates significance i.e. zero lies between .0159 and .2298. Hence our hypothesis is accepted.

**Table 4.3 Total effect**

|  | Effect | Se | T | P | LLCI | ULCI |
|---|---|---|---|---|---|---|
| WPB | -0.1229 | .0542 | -2.2659 | .0245* | .0159 | .2298 |

**, * indicates significance at 1%, and 5% respectively

**Direct Effects (controlling the mediating variable).**
Then direct effects are estimated i.e. regression of independent to dependent variable, controlling for the mediating variables. After controlling mediating variable, results indicated positive association between bullying and performance at work place whereas, results are significance at 5%, and P value is less than 0.05 (see table 4.4).

**Table 4.4 Direct effect**

|  | Effect | Se | T | P | LLCI | ULCI |
|---|---|---|---|---|---|---|
| WPB | -0.1489 | .0536 | -2.7773 | .0060* | .0432 | 0.2547 |

**, * indicates significance at 1%, and 5% respectively

**Indirect Effect (Bootstrap assessment) upper and lower confidence interval**
H4: Psychological distress mediates the relationship between workplace bullying and in role performance of the nurses.
For analysis of mediation analysis, indirect analysis is conducted that produce effect of independent variable through path of mediating variable. The "Boot" section is the gauge of the mean genuine circuitous impact in the fundamental populace (this is typically exceptionally near methods for a percentile bootstrap assessment approach (Shrout& Bolger, 2002), applied by means of cycle large scale Version 3 (Hayes, 2018)".Results are depicted in table 4.5 indicates that psychological distress mediates the relationship between workplace bullying and in role performance of the nurses. Moreover, for significance analysis, lower and upper confidence intervals are viewed, if zero does not lie between lower and upper quartile range, then it indicated statically significance results. In current analysis, results are significance statistically, as zero lies between lower and upper boot confidence interval, i.e. -0.0575 and -0.0006. Hence, our hypothesis that psychological distress mediates the relationship between workplace bullying and in role performance of the nurses is accepted.

**Table 4.5 Indirect effect**

| Model | Effect | BootSE | BootLLCI | BootLuCI |
|---|---|---|---|---|
| WPB→PD→R | -.0261 | .0146 | -.0575 | -0.0006 |

**, * indicates significance at 1%, and 5% respectively

**Summary of Hypothesis Acceptance / Rejection**

| Hypothesis | Statements. | Results |
|---|---|---|
| **H1** | There exists significant negative effect of workplace bullying on in role performance. | Accepted |
| **H2** | There is significant relationship among workplace bullying and psychological distress. | Accepted |
| **H3** | There is significant negative relationship among psychological distress and in role performance | Accepted |
| **H4** | Psychological distress mediates the relationship between workplace bullying and in role performance of the nurses. | Accepted |

**DISCUSSION AND CONCLUSION**
Current study is aimed to analyze consequences of bullying at work place upon performance of nurses. The population of the current study comprise of the members of healthcare sector of the Rawalpindi Punjab. The study is based on convenient sampling due to time limitation.
Current study analyze how bullying at workplace influence performance of individuals. A situation in which someone is exposed to hostile behavior on the part of one or more persons in the work environment over a long

period of time. Workplace bullying occurs when employees are exposed to negative and humiliating behavior from long period of time (Nielsen et al. 2011) and suffers from nuisance, wears down, frightens frustration and discomfort. Nielsen and Einarsen (2018) indicate that workplace bullying is regarded as situations where workers are victims to colleagues harassing behavior, and leads to several negative consequences i.e. emotional, emotional and behavioral possessions absenteeism and intentions to leave job. AS per Townend (2016); Griffiths & Sheehan (2016) and Hauge et al. (2010) bullying is said to be phenomenon that cause damages to the performance, self-esteem, anxiety and depression, job satisfaction, turnover and nonattendance.

So, regression is calculated for analysis of bullying and its association with in role performance. Empirical results indicates that performance of workers at workplace is negatively affected by bullying at work place and results are statistically significance at 5% with p<0.05. Hence alternative hypothesis "There is significant negative relationship among workplace bullying and in role performance of the nurses" is accepted results are persistence with Sims and Sun (2012).

Sims and Sun (2012) postulates negative association between bullying and workers satisfaction plus commitment. Samnani and Singh (2012); Rai and Agarwal (2016) demonstrated that organization culture and environment is major cause of bullying. These factors leads to negative influence upon relations of workers with colleagues and employer, their interest towards work tasks, creativity, psychological and physical health and these factors in turn leads to negative performance of individuals (Hauge et al., 2007; Goodboy et al., 2017; Park and Ono, 2017).

Emotions act as a central role in the job stress and indicates the instantaneous response to stressful situations thus boost "subsequent behavior and physiological change" (Payne, 1999; Spector, 1998). Job stressors occurs in form of role and interpersonal conflict, and situational constraints (Peters& O'Connor, 1990) and these factors in turn cause psychological disorder (job dissatisfaction and turnover intention); physical disorder (headache, blood pressure, long-term pathology), behavioral changes (smoking and work withdrawal). Likewise, stress act as mediating association between bullying and performance at work place. Mathisen, Einarsen & Mykletun (2011) demonstrates the association between stress and workplace bullying and found a positive connection of workplace bullying with the employee stress.

Hence, mediating role of psychological distress is analyzed through PROCESS Procedure for SPSS Version 3.5 by Andrew F. Hayes (2018).Initially total effects and direct effects are estimated. Empirical results indicate negative and significance association between bullying and performance at workplace in both cases. Then direct effects are estimated i.e. regression of independent to dependent variable, controlling for the mediating variables. After controlling mediating variable, results indicated positive association between bullying and performance at work place whereas, results are significance at 5%, and P value is less than 0.05. Then indirect effect was tested by means of a percentile bootstrap estimation approach (Shrout & Bolger, 2002), applied via "PROCESS macro Version 3 (Hayes, 2018)". Results are depicted in table 4.5 indicates that Psychological distress mediates the relationship between workplace bullying and in role performance of the nurses. Statistically results are significance at 5% level. Moreover, for significance analysis lower and upper confidence intervals are viewed, if zero does not lie between lower and upper quartile range, then it indicated statically significance results. Hence, results are persistence with Finne, Knardahl and Lau (2011); Baron and Neuman (1996) and our hypothesis that Psychological distress mediates the relationship between workplace bullying and in role performance of the nurses is accepted. Finne, Knardahl and Lau (2011) investigated that mental distress as predictor of bullying at workplace, and lead to severe consequences for the workers as well organization (Baron & Neuman, 1996; Berthelsen, et al., 2011)... Hence, our hypothesis, Psychological distress mediates the relationship between workplace bullying and in role performance of the specialized nurses is accepted.

Elham Anasori et al. (2019) employing structural equation modeling analyzed that psychological distress is significantly outcome of bullying and psychological distress mediated this association. Narayanan et al. (1999) scrutinized stressful occurrences at workplace with sample of clerical staff, professors and associates and concluded work overload Wright and Cropanzano (1998) postulated that psychological and physical fatigue cause negative influence on performance through Emotional exhaustion.

**CONCLUSION**

In this study, workplace bullying and its consequences on performance of workers at work place are analyzed. The population of the current study comprise of the members of healthcare sector of the Rawalpindi Punjab. The study is based on convenient sampling due to time limitation. Initially role of bullying upon in role performance of the nurses at workplace is investigates. Later on, mediating role of psychological distress is investigated that how and when it influence in role performance of nurses. According to Townend (2016), bullying is a phenomenon which causes destruction damages to the performance of an organization. Thus, most employees live in the state of fear during the job and are afraid to share up their problems with their co-workers & managers.

Empirical results indicates that performance of workers at workplace is negatively affected by bullying at work place and results are statistically significance at 5% with p<0.05. Hence alternative hypothesis "There is

significant negative relationship among workplace bullying and in role performance of the nurses" is accepted. Mediating role of psychological distress is analyzed through PROCESS Procedure for SPSS Version 3.5 by Andrew F. Hayes (2018).Initially total effects and direct effects are estimated. Empirical results indicate negative and significance association between bullying and performance at workplace in both cases. The indirect effect was tested by means of a percentile bootstrap estimation approach (Shrout & Bolger, 2002), applied via "PROCESS macro Version 3 (Hayes, 2017)". Results indicate that Psychological distress mediates the relationship between workplace bullying and in role performance of the nurses. Statistically results are significance at 5% level. Moreover, for significance analysis lower and upper confidence intervals are viewed, if zero does not lie between lower and upper quartile range, then it indicated statically significance results. Job Autonomy, in terms of workers 'degree of decisional power about how and when develop their tasks (Parker, 2014).

In sum, bullying and stress are major cause of absenteeism, inadequate and adverse performance at work place. So, managers should make the environment free from aggressive bullying through initiating "anti-bullying policies", adequate check and balance to avoid bullying behavior, counseling of victims and providing support to workers.

## THEORETICAL CONTRIBUTION

In immature nations like Pakistan, not many examinations hypothetically and observationally explored the effect of workplace bullying and in role performance. The consequences of this examination add to the current assortment of information about psychological distress, passionate work in emergency departments of hospital in Pakistan where individuals have restricted information and comprehension about this reality. The discoveries of this examination will help the clinic the executives to establish such a climate where workers show truly felt feelings and devise such procedures to lessen the negative effect of show and enable individual just as authoritative results.

### Practical Implications

The aftereffects of our investigation initially propose clinic the board to think about models of word related decision while recruiting representatives. Just those characters' should be recruited who can deal with the pressure related with performing enthusiastic fumes simultaneously fulfilling feelings of the patients or customers sensibly. Besides clinic the board consistently wants to employ positive characters since they are better ready to give quality consideration to the patients.

Supervisors anyway should understand that enthusiastic pressure effect sly affects work execution and they should think about approaches to lessen its hurtful impacts. One of the ways can be to offer help to bleeding edge female clinic staff .Duke et al (2009) likewise inferred that apparent hierarchical help helped in decreasing negative effect on results. Hence, saw hierarchical help can go about as a support to slow the movement of psychological distress.

Another approach to diminish its destructive impacts can be through preparing of these bleeding edge workers.

## THEORETICAL IMPLICATIONS

Initially, current investigation accentuates that wellbeing framework in Pakistan need such sort of medical caretakers who are able to perform nurture recommending job and face negative working environment practices with solidness and enthusiasm. It is significant for the better exhibition of degree holder specialized front-line female nurses attendants who are the real spine of wellbeing framework.

Furthermore, concentrate likewise turned the consideration towards the significance of recommending job for qualified medical caretakers and an activity to see nurture ahead of time job. Typically work environment workplace bullying, job autonomy and pointless are significant obstacles to get endorsing advancements in nursing. This examination feature the job of hierarchical initiative and it is similarly significant for authority to get moral in their activities and useful in controlling negative practices for attendants.

Thirdly, in this investigation the directing job of hierarchical help featured in a positive manner. At the end of the day, this examination adds to work fulfillment idea so that activity fulfillment of specialized front line care provider (female nurses) involves natural inspiration not the compensation. The lacking regions of nursing practices will address by utilizing this hypothetical data.

Fourthly, the present study provides important implications for hospital industry. The managers in different countries can adopt a universal approach to deal with these issues. The study will help the managers in underdeveloped countries like Pakistan to take advantage from best practices being followed in other parts of the world to deal with negative outcomes of psychological distress.

## LIMITATIONS

Despite the fact that the discoveries of the examination are productive there are sure impediments of the investigation which should be thought of. First constraint is the issue of generalizability as this examination can't be summed up to other non-Pakistani settings as the way of life of Pakistan. Besides, the examining method utilized in the examination was purposive. The example size of the examination was restricted, so as to get more complete data a bigger and various example should be thought of. Furthermore, tests of the investigation were from various medical clinics and various clinics request diverse kind of value care. For example, where there are definite just as show rules to follow and zero resistance on offense and bad conduct with representatives.

## DIRECTION FOR FUTURE RESEARCH

Despite current study analyzes influence of bullying upon performance of nurses, but further analysis can be conducted to analyze influence of bullying at multi categorical level. According to Cleveland and Kerst (1993), lower and clerical staff experience bullying behavior more than those employees in higher position do. Therefore, further analysis can be conducted to indicated influence of bullying at performance of employees at lower and higher hierarchical positions.

In conclusion, in future examinations random factors, for example, work holism, power separation direction, authoritative culture can be explored as arbitrators.

Research should be conduct on other sectors, for example agricultural sectors, industrial sectors, private and semi-private clinics.

Organization needs to improve and implementation rule 2012 E&D (efficiency &discipline).Zero tolerance policy on bullying behavior should be display in the organization.

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