



Examining the Influence of Workplace Bullying on Job Burnout: Mediating Effect of Psychological Capital and Psychological Contract Violation

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ABSTRACT

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Workplace Bullying (WB) is a general and severe issue on workplace in the current era resulting in adverse concerns for both employees and organizations. The issue of workplace bullying needs to be investigated on workplaces to identify the adverse effect on employees' attitudes and behaviors. The study investigates the direct association between linking between workplace bullying and Job Burnout (JB); and indirect association through the mediation of Psychological Contract Violation (PCV) and Psychological Capital (PC). The data were collected by using purposive sampling technique from 310 nurses through self-administered questionnaires employed in public and private hospitals of Lahore, Pakistan. The Structural Equation Modelling (SEM) analysis was utilized for hypotheses testing. The outcomes demonstrate that workplace bullying is directly positively related to job burnout. In other words, employees who face the workplace bullying or being bullied experience the burnout. The findings also reveal that workplace bullying indirectly influence the JB through intervening role of PC and PCV. In other words, workplace bullying reduces psychological capital which result in job burnout among employees, and result in psychological contract violation which lead toward job burnout among employees. This study provided initial empirical evidence regarding the intervening effect of psychological capital and psychological contract violation between the relationship of workplace bullying and job burnout. The implications, limitations and future directions are also discussed.

The improvement of innovation and changes in medical consideration has resulted in consistently expanding all the requirements of the medical administration. Specifically, the job of nurses has been expanded as the medicinal network perceives the significance of patient responsibility. Cheung and Yip (2015) explained that nurses have to perform their duties in intense situations under serious tasks load, which results in enormous mental pressure and expanded danger of nervousness, despondency and sleep disorder. Miller (2008) directed exploration to examine the methodologies on the accessible nursing HR, and found that fundamentally enhancing the remuneration package is not a decent strategy into determining lacking nursing personnel; one should concentrate on the effects of non-fiscal components. The medicinal area in Pakistan has verifiably been more engrossed with cure in preference to care. Accordingly, Pakistan keeps on delivering countless doctors each year; on the other hand, the nursing workforce has to a great extent been neglected. Badil, Ali and Siddiquie (2017) suggested studies be conducted that will determine factors causing in nurses' everyday life. As per an overview, half of students of medical confronted bullying in Pakistan for the most part as verbal maltreatment (Shiwani & Elenin, 2010).

Signs of bullying appeared in an investigation of experts in Pakistan incorporate spreading rumours, backbiting, harsh and unfavorable comments, wrong allegations, dangers, verbal and physical maltreatment, degrading and insulting, addressing certifications and giving terrible reference (Shiwani & Elenin, 2010). Workplace Bullying can be described as work environment provocation that consolidates replicated improper and threatening conduct proposed to hurt, terrify or degrade others (Einarsen, Hoel, Zapf, & Cooper, 2011). Bullied workers are at expanded risk of anxiety, pressure, tension, and material abuse (Brotheridge & Lee, 2010). Research has additionally featured the negative impacts of workplace bullying on burnout (Deery, Walsh, & Guest, 2011). Burnout is the adverse mental result of expanded job-related pressure, showed in feeling depletion, depersonalization (a state in which one's thoughts and feelings seem unreal or not to belong to oneself), and a diminished feeling of individual achievement (Maslach, Schaufeli, & Leiter, 2001). Giorgi, Dubin and Perez (2016) recommended that workers who exposed to workplace bullying are bound to experience the ill effects of burnout than the individuals who do not.

Psychological Capital is related to an employee's certain perspective including four essential parts: optimism, resilience, self-efficacy and hope (Luthans, Avolio, Avey, & Norman, 2007). Psychological capital is an influential methodology for growing administratively individuality and lessening employment burnout (Luthans et al., 2007). The mental capability of an individual might be enhanced and they suggested various policies to enhance psychological resources (Luthans et al., 2007). However, there is minimal logical research analyzing subjective instruments that clarify how bullying influences workers' behaviors (Parzefall & Salin, 2010). Mainly psychological structures are probably going to counter the effect of bullying and its reasons, together with reevaluation of its particular condition that is the whole work connection. Parzefall and Salin (2010) stated that similar re-evaluations are considered into a psychological contract, characterized here as faith on the subject of mutual understanding between a worker and the association.

The exploration of psychological contract has emphasized observed commonality, obligations and guarantees. The promises can be made reprehensively, verbally or casually (Rousseau, 2001). In view of this elaboration, the promises made by the relationship with organization may not be seen formally. Syed (2010) stated that if an employee was appreciated and rewarded in any organization, at the point it was thought that remunerate is accessible for the other workers but respect, acknowledgement or advancement all relies on the commitment and value of their work. Morrison and Robinson (1997) reported that at the point when associations neglect to keep at least

one of their guarantees as represent of psychological contract, it causes apparent infringement, thus along these lines prompts the sentiments of outrage, question, and deception called as violation (Morrison & Robinson, 1997). Rousseau (2001) reported that any conduct that challenges a worker's regard and values like bullying is viewed as increasingly customized and in connection outcomes are more sentimental responses likewise, discouragement, outrage, rejection and rage (for example violation). In the present study we investigated the relation of workplace bullying and job burnout through mediating variables (i.e., psychological capital and psychological contract violation).

Literature Review and Hypothesis Development

In the current study, the conversation of resource theory was used to investigate and frame workplace bullying outcomes in organizations. The conversation of resource theory used to examine the relationship between WB and JB through PC and psychological contract violation. The conversation of resource theory gives a general structure to clarifying the stress procedure and its results (Hobfoll, 2001).

The three principles of COR theory addressed by different researchers are the primacy of resource loss, resource investment and paradoxical. It has been proved in literature that COR theory has been utilized in examining the aspects of workplace bullying and job burnout relationship by many researchers. Rousseau (2001) stated that conversation of resource theory is used in accessing the resource attain and vice versa in impacting representatives' apparent disclosure to workplace bullying and performance of the other working environment resources (self-rule, cooperation and civil cooperation) in the circle of either resource gain or loss. Many authors utilized COR theory while examining workplace bullying which exhibits that unpleasant events increase unfavorable results like job burnout (Maroco & Campos, 2012). In utilizing the Conversation of resource theory, the most valuable and fundamental resources related to workplace bullying might be observed as Psychological contract violation by workers (Priesemuth & Taylor, 2016), and this results in unfavorable outcomes. Lam Kraus, and Ahearne (2010) noted that those employees responses to workplace bullying vary in accordance with the available resources. Utilizing COR hypothesis, one can debate that work environment and positive settings, that have to be part of as an essential working environment resource (Halbesleben, 2006), may be useful in confronting the effects of workplace bullying.

WB and Job Burnout

A huge number of employees over various divisions experience bullying in their working environment (Giorgi et al., 2016). Workplace bullying is portrayed by authors as a scope of bad negative practices focused on an individual or gathering, for instance overlooking or barring, putting down remarks, spreading negative gossips, underestimating one's commitment, and undermining one's uprightness (Giorgi et al., 2016). In nursing sector, the cost of bullying is very high as they have to serve directly to the patients and their role in health care services in negotiable as they perform their duties in complex and high-pressure environments (Giorgi et al., 2016).

Bullying, in medical clinics and in various associations, has connected to self-revealed burnout and the inclination to quit (Giorgi et al., 2016). Burnout is a mental disorder that happens because of delayed commitment in organizational circumstances that are emotionally requesting (Maslach et al., 2001). Burnout, as potential negative results of workplace bullying, in any case, stay, all things considered, unexplored in the research area (Allen, Holland, & Reynolds, 2015). Allen et al

(2015) described that it is for sure that in relation to bullying and job burnout further studies should be conducted to explain bullying and job burnout.

Intervening Role of Psychological Capital

Luthans et al (2007) described that bullying at work has by and large been concentrated as far as its negative effect, which gives us writing adjusted in favours of what does not function rather than what works. The rise of positive psychology has carried with it an updated spotlight dependent on the reason that maybe we can get familiar with fixing what is broken, by examining what isn't broken (Brent & Brett, 2015). The rise of positive psychology has carried with it an updated spotlight dependent on the reason that maybe we can get familiar with fixing what is broken, by examining what isn't broken (Brent & Brett, 2015). Psychological capital has been raised as vital away to foster and empower ideal employee's execution (Luthans et al., 2007).

Burnout is anything but an unconstrained technique rather occurs in stages, as earlier researchers explained that it occurs in three stages of burnout which pursue one another and convey causes and manifestations autonomously (Schaufeli & Bakker, 2004). Psychological capital has been raised as vital away to foster and empower an ideal employee's execution (Luthans et al., 2007). Luthans et al. (2007) gave a complete meaning of psychological capital as individuals' certain mental condition of advancement. The burnout, according to Maslach et al. (2001), is the basic stage of enthusiastic fatigue that describes the exhaustion of an employee passionate loss. For attendants, delayed burnout not just harms their very own psychological and physical wellbeing, yet additionally diminishes their work energy and quality, which can provoke to medical mismanagement (Cassidy, McLaughlin, & McDowell, 2014).

Intervening Role of Psychological Contract Violation

The environment where an individual more than once and over some undefined time frame is presented to wrong behaviors, managers or subordinates is considered workplace bullying (Einarsen, 2000). The psychological contract (PC) speaks to a vital structure for understanding business connections (Rousseau, 2001). Employee wants to work at environment circumstances that add to their values while negative work environment circumstances, such as bullying, have the contrary impact. The loss of resource might be seen as Psychological Contract Violation by the representatives as they experience sentiments of hurt, treachery and being misled (Rai & Agarwal, 2018).

Morrison and Robinson (1997) stated that unwritten common faith between employee and his organization is concluded as Psychological contract and further explained that it is as a psychological contract violation which is the phase of betrayal and rage when an employee's trusts are neglected and his organization fails to satisfy at least one of his promises. Any employee violated that psychological contract must be reported as discouraging expression that leads towards breach (Singh, Suar, & Leiter, 2012). The violation has likewise been related to organizational culture failure, for example, lower authoritative citizenship diminishes duty, fulfilment and faith which infuse burnout (Pate, Trost, Levin, & Dowda, 2000). Rai and Agarwal (2018) suggested that future studies should examine Psychological Contract Violation as a potential mediator between workplace bullying and its connected variables which unveil more valuable suggestions and empirical inference.

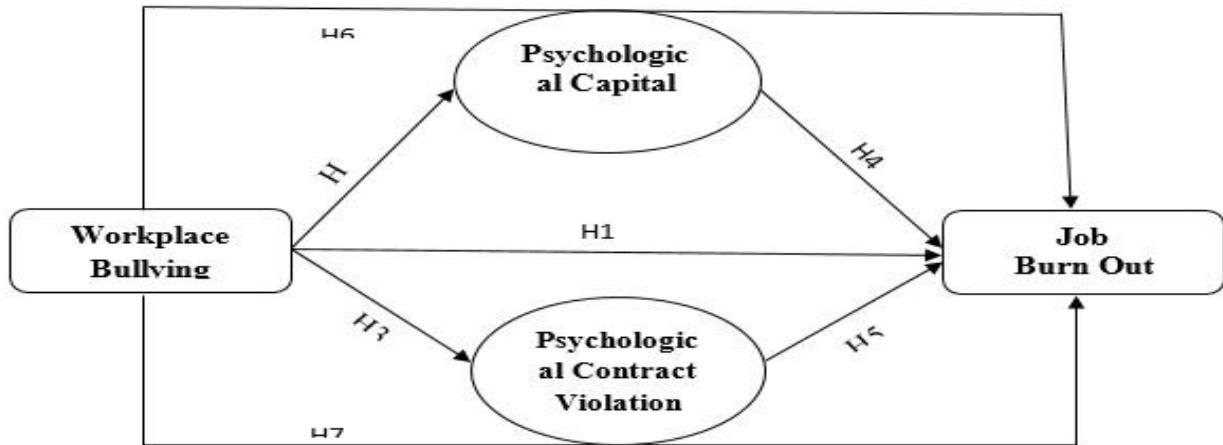


Figure 1. Theoretical framework

Research Questions and Research Hypotheses

The research questions of the study are:

Does workplace bullying have a direct effect on job burnout among nurses?

Does workplace bullying have an effect on job burnout through the mediating effect of psychological capital among nurses?

Does workplace bullying have an effect on job burnout through psychological contract violation among nurses?

The hypotheses of the study based on a literature review are following:

H₁: Workplace bullying is positively related to job burnout.

H₂: Workplace bullying is negatively related to psychological capital.

H₃: Workplace bullying is positively related to psychological contract violation.

H₄: Psychological capital is negatively related to job burnout.

H₅: Psychological contract violation is positively related to job burnout.

H₆: Workplace bullying is related to job burnout through psychological Capital.

H₇: Workplace bullying is related to job burnout through psychological contract violation.

Methods

Procedure and Sample

This study examines the relationship between WB and JB via mediating variables including psychological capital and psychological contract violation on the bases of the response given by nurses of two private and two public sector Hospitals of Pakistan located within the boundaries of Lahore. In this study, data was collected through a survey questionnaire. Through the purposive sampling technique, available nurses were chosen. The item respondent ratio used for the study was 1:5 which is recommended by Bentler and Chou (1987) and the sample size of 47:235. In total, 340 questionnaires were distributed to employees in different hospitals. We received 310 questionnaires back and the overall response rate was 91 percent.

The demographic characteristics indicated that the participants were female nurses (n = 310, 100%). There was a variety of age group of respondents. The major age cluster was 20-29 years (n = 213, 68.7%), second-largest age group out of sample was 30-39 years (n = 89, 28.7%), followed

by 40-49 years ($n= 4$, 1.3%) and the lowest age group out of the sample was 50-59 years ($n = 2$, 0.6%) and 60 years and above ($n=2$, 0.6%). Out of sample, higher number of nurses were single ($n = 168$, 54.2%) and lower number of nurses were married ($n = 142$, 45.8%). All the nurses who responded to the questionnaire were bachelors ($n = 310$, 100 %). In this study, the employees who responded to the questionnaire had the experience of working for 5 to 10 years. Almost, 95 employees had the experience of working from 1 to 5 year (30.6%) and 215 had the experience of working from 5 to 10 years (69.4%). The permanent nurses in hospitals were 248 (80%) people and 62 were contract employees (20%).

Measures

Bullying has been measured by using 22-items Negative Acts Questionnaire (NAQ) (Einarsen, Raknes, & Matthiesen, 1994). Burnout has been measured using the 9-item scale developed by Iverson, Olekalns and Erwin (1998). The psychological capital was measured using the Psychological Capital Questionnaire (CPC-12) (Lorenz, Beer, Pütz, & Heinitz, 2016), which is a 12-item measure. Psychological contract violation PCV was measured with a four-item developed by Robinson and Morrison (2000). These responses were measured on five-point Likert scale.

Analysis Strategy

To check the association between latent variables, the correlation coefficient was used in the current study. Hooper, Coughlan and Mullen (2008) gave the ranges for determination of strength between variables on the bases of correlation coefficient. Structural equation modelling (SEM) was utilized to test hypothesized conceptual model in the current research. The SEM is multivariate technique for the analysis used to determine the relationships which are stated through conceptualized model with the collected data (Hooper et al., 2008). For SEM identification, Bollen (1989) recommended two steps 1) Re-specification of SEM as CFA measurement model, 2) view structural components as path model. If these two components identified simultaneously then the model will be considered identified.

Results

Measurement Evaluation

In the current study, two-step analytical techniques were utilized to test the hypothesized relationships between variables of the study. First CFA was utilized to decide the measurement model validity (Kline, 2005). Confirmatory factor analysis directed to coalesce measurement model. At first, fit indices were used for the appraisal of measurement model. The goodness of model fit speaks with data collected from real world to model measurement (Furr & Bacharach, 2013). CFA is an entirely adaptable device for instruments reliability test. Composite reliability was used to test reliability of constructs (Furr & Bacharach, 2013).

Chi-square fit index is often used a fit index which demonstrates the goodness of fit of the measurement model. The value of chi-square should be lesser than 3 as suggested by Bagozzi and Yi (1988). According to Table 1, the value of chi-square is lesser than 3 ($\chi^2 = 3439.435$, $df = 1209$, $\chi^2/df = 2.84$). The comparative fit index ranges from 0 to 1. If the value of CFI is lesser, it shows poor fit and if CFI value is greater, it shows good fit. In this study, CFI value of measurement model is 0.902 which approximately 0.95 (suggested). Cheung and Rensvold (2002) state that if the values of CFI and NNFI equal to 0.90, then further consideration can be given to model. Value of Non-normed fit index (NNFI) is equal to 0.56 which is acceptable. Browne and Cudeck (1993)

recommended that the value of RMSEA should be less than 0.08. In the current study, the value of RMSEA = 0.07 which is lesser than 0.08 represents good fit.

Table 1

Model Fit Statistics of Measurement Model

χ^2	Df	χ^2/df	CFI	NNFI	RMSEA
2937.62	1029	2.855	0.912	0.872	0.077

*Suggested by Cheung and Rensvold (2002)

Construct Reliability and Convergent Validity

The reliability was checked through the composite reliability in AMOS and it should be greater than 0.70 (Fornell & Larcker, 1981). The CR is greater than 0.70 (Table 2). For convergent validity confirmation, the CR should be greater than 0.70 and AVE ought to be equivalent and more prominent than 0.50 (Fornell & Larcker, 1981). The composite reliability of all constructs is more noteworthy than 0.70 and AVE are more than 0.50 of all constructs.

Table 2

Construct Reliability and Convergent Validity

Factor	Mean	Std. Deviation	Composite Reliability CR > 0.7	Average variance Extracted (AVE) ≥ 0.5
WB	3.6460	.88744	0.991	0.836
PC	3.5774	.93756	0.965	0.712
PCV	3.2444	1.12802	0.921	0.746
JB	3.6262	.81820	0.957	0.716

Construct Correlation and Discriminant Validity

The discriminant validity was checked through AVE (Fornell & Larcker, 1981). The squares root of AVE should be greater than the correlation between any pair of latent variables (Zait & Berteau, 2011). Table 3 shows that the values of squared correlation are lesser than the values of AVE, that is the discriminant validity is fully established.

Table 3

Construct Correlation and Discriminant Validity

Discriminant Validity	Factor	Correlation	Squared Correlation	AVE ₁ AVE ₂ (AVE _s should be > r ²)	Discriminant Validity
WB <-->	PCV	0.309	0.095	0.836 0.746	Established
WB <-->	JBO	0.462	0.213	0.836 0.716	Established
WB <-->	PC	-0.228	0.051	0.836 0.712	Established
PCV <-->	JBO	0.283	0.080	0.746 0.716	Established
PC <-->	JBO	-0.288	0.082	0.712 0.716	Established

Hypotheses Evaluation

In this section, we tested the hypothesized relationships between variables of the study. SEM has a different approach than regression as it has a more interactive interface. It also has the ability to manage much larger models, variables which are the actual outcome of the results. SEM is useful in many ways as it can easily calculate the impact of an independent variable on the dependent variables. Another favorable position in which SEM can be utilized is by choosing the direct and indirect former effect on variables. AMOS is the best tool for testing hypothesis (Byrne, 2013).

Standardized regression coefficient from workplace bullying to job burnout is 0.362 which is significant, $t = 6.25$, $p < 0.05$, thus H₁ was supported. Standardized regression coefficient from psychological capital to workplace bullying is -.228 which is significant, $t = -3.4$, $p < 0.05$, thus H₂ was supported. The standardized regression coefficient from workplace bullying to

psychological contract violation is 0.309 which is significant $t = 5.425$, $p < 0.05$, thus H₃ was supported. The standardized regression coefficient from psychological capital to job burnout is -0.204 which is significant $t = 3.333$, $p < 0.05$, thus H₄ was supported. The standardized regression coefficient from psychological contract violation to job burnout is 0.171 which is significant $t = 3.162$, $p < 0.05$, thus H₅ was supported.

Table 4

Results of Structural Model

Hypothesis	Hypothesized Path	B values	t value	p-value	Results
H1	JBO <-- WB	0.362	6.25	***	Supported
H2	PC <-- WB	-0.228	-3.4	***	Supported
H3	PCV <-- WB	0.309	5.425	***	Supported
H4	JBO <-- PC	-0.204	3.333	***	Supported
H5	JBO <-- PCV	0.171	3.162	0.002	Supported

Role of Psychological Capital as Mediator

As shown in Table 5, the H₆ was confirmed indicating that the psychological capital mediates the relationship of workplace bullying and job burnout.

Table 5

Direct and Indirect Path Coefficients of Mediation

Predictors	Direct effects	Indirect effects via PC	Total effects
WPB	0.42 (significant) at $p < 0.05$	0.044 (significant) at $p < 0.05$	0.462

Role of Psychological Contract Violation as Mediator

As presented in Table 6, the H₇ is was confirmed showing that the psychological contract violation mediates the relationship of workplace bullying and job burnout.

Table 6

Direct and Indirect Path Coefficients of Mediation

Predictors	Direct effects	Indirect effects via PCV	Total effects
WPB	0.414 (significant) at $p < 0.05$	0.0496 (significant) at $p < 0.05$	0.464

Discussion and Conclusion

In this study, the association between workplace bullying and job burnout was examined. Based on question 1, H₁ was developed. For testing the hypotheses, SEM was used for analysis and results showed that there is positive significant relationship between these two variables that is upheld by the previous studies as well. H₁ disclosed how vulnerability to work environment tormenting does undermine representatives' enthusiastic vitality at work bringing about higher burnout (Trépanier, Fernet, & Austin, 2013).

To testify research question 3, three hypotheses were developed H₂, H₄ and H₆. Results revealed that there is negative association between workplace bullying and psychological capital as well as negative relationship between psychological capital and job burnout. However, there is partial mediation between workplace bullying and job burnout through psychological capital among nurses. Previous studies also support the results of this study (Raza, Ali, Ahmed, & Moueed, 2017; Raza, Moueed, Ali, 2018; Raza, Naseem, Moeed, Ahmed, & Hamid, 2018).

There is a significant positive association between workplace bullying and psychological contract violation and these outcomes are acknowledged by the past studies as well. Results show that there is positive relationship between workplace bullying and psychological contract violation

as well positive relation between psychological contract violation and job burnout. However, there is partial mediation between workplace bullying and job burnout through psychological contract violation among nurses. The H3, H5 and H7 confirmed in this study. Proof recommends that a larger amount of burnout decreases work execution (Singh et al., 2012). This is on the grounds that employees 'experiencing burnout is probably going to diminish the measure of work they do and may keep away from assignments that strain their energies and creates stress. Emotional depletion can prompt depersonalization (psychological detachment) and decreased individual achievement in nurses and leads towards psychological violation. The results are consistent to the previous studies (Ali, Lodhi, Raza, & Ali, 2018; Raza, Ali, Ahmed, & Ahmad, 2018; Raza, Moueed, & Ali, 2015).

The significance of the study can be acknowledged based on its scholarly and administrative commitments. There is a scholastic commitment of this research. This investigation is first directed in the hospitals of both private and public sector hospitals in Pakistan. There had been no investigation which gauges the relationship between WB and JB through the intervening role of PC and PCV. This study fulfilled this gap of inadequate literature among nurses.

Workplace bullying creates adverse results in developing a positive attitude among nurses towards their jobs. Role of nurses in hospitals is very crucial, and one cannot neglect their contribution in the health care sector, thus it is very important to understand the problems of the nurses as they face with workplace bullying. In the current study, the conservation of resource theory was used to build the relationship between workplace bullying, psychological contract violation, psychological contract and job burnout. From last two decades, workplace bullying captivated significant scholarly and professional concern as a result of expanded frequency of incidents and worse effects on workers and organizations.

Further, the significant positive relationship between workplace bullying and job burnout shows that nurses who experience bullying are more fragile to burnout. The health sector is the most traumatic industry and the external environment influences the nurses directly which can cause adverse outcomes, demoralise the staff and damage their physical and emotional health, further nurture the environment of stress, disappointment and frustration.

The result associated with the mediating variables of psychological capital and psychological contract violation and their roles as a mediator was also checked in the current study. The results showed that there is partial mediation in the variables as there is significant positive relationship between dependent and independent variable and there is positive relation between dependent and independent variable though mediating variables.

This study has certain limitations. The data were collected from hospitals of Pakistan located within the territory of Lahore. Future studies can focus on hospitals located in other cities as well. Moreover, in the present study convenient sampling technique was used to collect the data; the other sampling techniques might be utilized to collect data. Third, the model of current study can be further explored through mediating variables of job burnout.

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