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Investigating the Relationship between Personality Traits and Workplace Bullying: Moderating Role of Work Climate

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ABSTRACT

The research on bullying at work has risen significantly over the last 26 years. This paper is intended to study and summaries the current empirical research on fundamental and interfering processes in antecedents–bullying relationships. Numerous elements contribute to the emergence of bullying aspects of the work environment and character of workers. While the attributes of the work environment are proven precursors of bullying, research on personality as precursors of bullying remains unclear. The thesis explores the association between five aspects of personality (extraversion, openness to experience, neuroticism, agreeableness and conscientiousness) and the vulnerability to abuse in workplaces, focusing on the principle of victim precipitation. However, research indicates mixed results surrounding associations between the other five attributes and bullying at work. The research was undertaken by a combined number of 165 full-time Pakistani administrators from Bahawalpur Pakistan organization. The findings indicate a negative association with workplace bullying between extraversion, openness to experience, agreeableness and conscientiousness. Neuroticism on the other hand shows positive connection with bullying at work. In this thesis researcher has also examine the moderating role of work environment between workplace bullying and extraversion, openness to experience, neuroticism, agreeableness and conscientiousness. This thesis also discusses the contribution/implication of the theory and practices.



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Introduction

Bullying exploitation in the work environment is a developing worldwide issue. Workplaces bullying increases the casualty's employment, ailment, Non-attendance, insecurity, aim to leave the work, and evasion from social business related cycles, and diminishes their prosperity, work fulfillment, work commitment and confidence (Nielsen & Einarsen, 2012, 2018). Therefore, a comprehension of both the use of harassing strategies and workplaces bullying exploitation is a significant critical issue in the field of research. Human Resources faculty and managers in general

the survivors of workplaces bullying explicitly needed to help them all the almost certain understand who the harassers are. A significant issue that firms are presently facing in general is the existence of bullying amongst workers. Workplaces bullying known as a type of personal offense/abuse, that contains kept devaluing or hazardous practices concerns in any event at least one or more worker (Shields & Wilkins, 2009), that are genuinely unpretentious (e.g., unnecessary remaining burdens, tireless work monitoring, individual jokes, tattle) to express and recognizable (abuses, dangers, and so forth). Bullying is a genuine psychosocial occupational hazard and is accounted for to happen consistently in workplaces, with a commonness assessed at 11–18 percent. Even more alarmingly, reports and outlines demonstrate that the repeat of bullying at workplaces has expanded lately 27 percent, (Workplaces Bullying Institute, 2014).

Relationship between specific personality traits and workplace bullying may not be direct and this statement needs to be challenged theoretically and observationally. Future inquiry between personality traits and workplace might discover the rounded link between personality traits and workplace bullying (A.-K. Samnani & Singh, 2012). For instance, workers might be bound to meet bullying at workplaces at lower and significant degrees of appropriateness, however, note at middle level. Moderators and mediators ought to likewise be analyzed the association of personality and bullying as research propose that moderators and mediators assist us with bettering comprehend the uncertain idea of the connection between constructs. Examination need to embrace an individual-climate viewpoint and completely inspect the association of individual and workplace factors, (for example, organizational climate) as predecessor of workplace bullying. By Utilizing an individual circumstance interactionism standards, workers character could likewise fill in as a border conditions to impact worker insight and response towards working environment harassing (A. K. Samnani & Singh, 2016).

Workplace bullying has discovered in modern research as profoundly predominant miracle in subcontinent and arising countries for example Pakistan (Majeed & Naseer, 2019). Nurses are found amongst the most hassled workers in sub continental countries for example Pakistan in light of their tendency of work and long hours of working in health sector. It is stated that nurses employing in Pakistan sparkles adverse feelings of bullying at work that can overflow from work to the family spaces inducing personal rudeness. Additionally, a couple of current examinations have featured that nurses in Pakistan are more helpless against occurrence of bullying and are more likely to witness bullying at works as criticism, annoying or defamatory conduct and it has become a core issues tormenting each profession and organization internationally with unrealistic ramifications for its casualties. Especially the sector like health care in an emerging nation like Pakistan grips huge significance for analyzing how and when nurses insight of workplaces bullying may trigger degenerate work practices.

The objective of the existent study was to test the moderation model in Health area of Pakistan by applying the victim perception theory, we have directed research of the effect of the personality trait (Extraversion, Conscientiousness, Agreeableness, Openness, Neuroticism) through of work climate on workplaces bullying. The causal connection between individual characteristics and bullying might be multifold (Nielsen & Einarsen, 2018). However, we may likewise hypothetically anticipate a forward causation, whereby individuals low in personality traits may confront amore bullying over the long period of time, since they either seem to be obvious objectives or can't adapt to and stop the undesirable treatment. An endless loop of occasions may likewise create among bullying and changes in close to home strength, in that individuals low in personality traits may face all the more bullying, which again may lessen their degrees of toughness, making them significantly more inclined to being.

Literature Development

Victim Precipitation Theory

Victimization is the procedure of becoming victimized or becoming a victim. The term victim of crime generally refers to some individual, entity, or group that has suffered harm or loss because of an illegal action (Hussin & Zawawi, 2012). Researchers have stated that human personality behaviors or personalities are a vital portion of describing why exploitation/ misuse happen in work (Henle & Gross, 2014a). This could be defensible on the grounds of the victim precipitation concept/theory (Aquino & Lamertz, 2004), which indicates that certain workers are extra prone to exploitation in the office than many others due to the behavior traits they display i.e. proactive victims and obedient victims.

It is explored the role of negative effect, which quantifies a worker's overall propensity to encounter negative feelings, for example, dread and tension, as an individual trademark that inspires oppressive practices from others. Provoking victims denote to people who pay to their own victimization by demonstrating some psychological or behavioral trends (e.g., irritation, and produce stress and conflict, destructions of social standards, adapting or generating behavior) that provoke violence from other people. Victim provocation includes the victims acting in a fashion that leads to victimization.

While submissive or passive victims discuss the people who become so since they pose themselves as a simple or susceptible goal due to their personalities such as flaws in their character like non self-esteem or are more reflexive, nonaggressive, anxious, uncertain, and informally quiet, unassertive and nervous (Aquino & Lamertz, 2004) . Victims may be designated due to their character as the bully spots flaws within the victim's character, such as an absence of social services, a propensity to evade battle, and an incapability to manage differently, the victim could aggravate hostile behavior inside a bully (Einarsen, Raknes, & Matthiesen, 1994). For the current research, we'll inflate the sufferer precipitation concept by depiction the Big Five classification to determine character personalities that are suggestive of submissive and provocative sufferers.

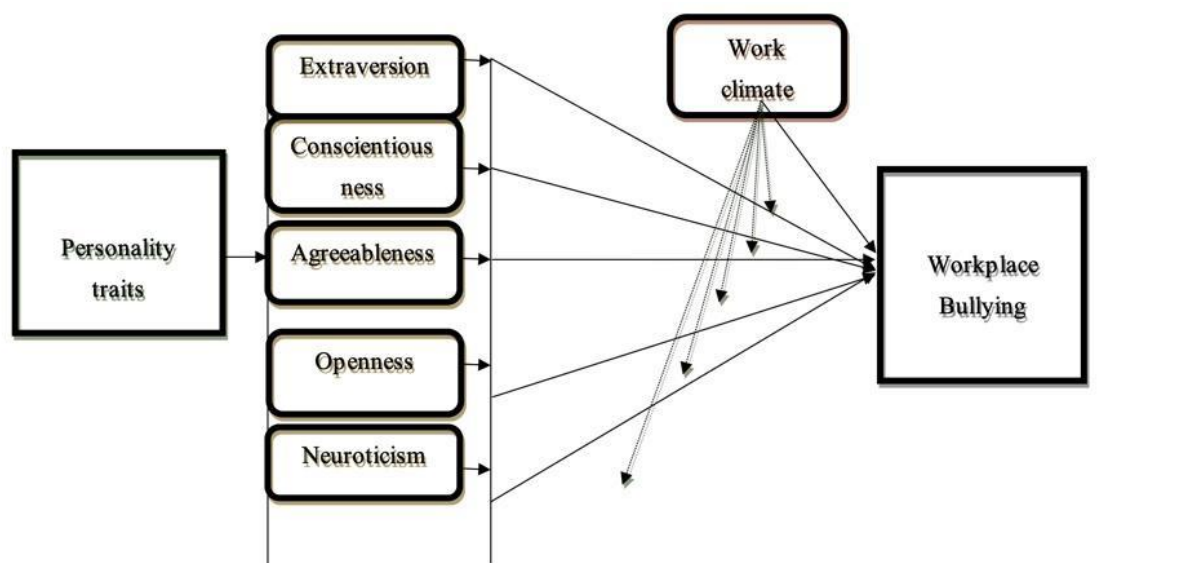


Fig. 1: Research model of personality traits and workplace bullying; with a moderating role of work climate

Extraversion

Extraversion concerns to ones favored amount and strength of social interaction (Pervin, 1993), in other words, an individual's taste towards openness, fluency, and passion searching (Dunn, 2000). Extravert individuals are subject to knowledge optimistic feelings. Indication also proposes that extraverts contribute extra in societal dealings and devote additional time in shared circumstances than do introverts and, owing to their societal ability, are most probable to catch interactive

connections more worthwhile (Watson & Clark, 1997). Back in meta-analyses, extraversion has been established to be linked to particular well-being, advanced job satisfaction but distinct to organizational and interpersonal deviation. The Goal behavior tool, a connection between extraversion and aggravation might be multifold. On the one hand, it can be claimed that exceptionally extravert persons require attention and a propensity to control, sets and conversation something that may aggravate coworkers and thereby prompt violent behavior

H1: There is a negative relation between Extraversion and exposure to workplace bullying.

Conscientiousness

Conscientiousness is the person's level of association, steadiness, and motivation in objective organized behavior (McCrae & Costa, 1991), and identifies with the "resistor of motivations". People scoring high on this measurement will in general be outdated, coordinated, and reliable (Pervin, 1993). Meta-analysis discoveries display an unmistakable positive connection among conscientiousness and employment fulfillment, while solid adverse affiliations have been set up with respect to social and structural abnormality. As to introduction to harassment, asserted, based on scientific work with genuine instances of harassing, that numerous objectives will in general be excessively reliable and coordinated, which both are qualities of high conscientiousness.

In light of both the Target conduct and Negative discernment components little stages of conscientiousness may possible be connected with exposure to harassing. For example, workers who don't convey their work on schedule or on the other hand who doesn't act in accordance with expected guidelines will most likely be exposed to nearer checking by leaders. On the off chance that these employees see this checking as ill-conceived, out of line and precise, they may see and understand it as certain type of provocation or harassment.

H2: There is a negative relation between conscientiousness and exposure to workplace harassment.

Agreeableness

Agreeableness alludes to the degree that an individual or employee is amiable, understanding, and conciliatory (Cervone & Pervin, 2015). It is found that people who are high in agreeableness experience more certain effect and, for the most part, have more significant levels of well-being. Discoveries demonstrating that higher levels of agreeableness are identified with higher employment fulfillment, while being contrarily connected with relational and authoritative deviation, accordingly recommending that people with high characteristic experience on a general positive work circumstance, people with a low score might be all the more effortlessly associated with provocation.

With respect to the target performance mechanism, folks who are low in agreeableness are reportedly distrustful and uncertain (McCrae & Costa, 1987). In the light of a Negative discernments instrument, this question in others may likewise make them realize the cases of workplace badgering in any event, when scarcely exist. An undesirable connection among provocation and cordiality can be possible through the Reversed causality system. That is, as orderly and on-going provocation is an extraordinary societal stress, the situation is very conceivable that an objective turns out to be considerably more distrustful and hesitant toward others after expose to harassment.

In use together the hypothetical systems appear to highlight adverse connection among agreeableness and harassment.

H3: Agreeableness shows negative relation with experience to workplace harassment.

Openness

Openness denotes to an person's concern in culture and the partiality for innovative actions, skills, and passions, and is linked to methodical and imaginative creativity, conflicting philosophy, and political broad-mindedness. Individuals who notch lower on honesty are inclined to be traditional and conformist in their viewpoint and conduct and favor acquainted procedures to new adventures,

and usually have a wider selection of welfares. But as it's probable that vulnerability to harassment can make workers more reticent in societal circumstances and so draw from connections it is probable that harassment affect the willingness attribute via retreated mechanism in which bullying contributes to reduced levels of openness to new adventures. This type of retreated association between the factors has been shown in the hitherto defined research by Nielsen & Knardahl, (2015) because vulnerability to bullying at standard was linked with a substantial decline in notches on willingness a couple of decades later.

Openness to encounter depicts 'the broadness, perceptiveness, ingenuity, and intricacy of a individual's emotional and empirical life. This attribute exhibit whether someone is independent or creative and portrays a individual taste for an assortment of tasks over a rigorous monotonous. Individuals who notch low on transparency will in general be customary, conventional in their viewpoint and conduct, and favor natural schedules to new encounters, and by and large have a smaller scope of interests. Receptiveness mirrors an adaptable, innovative and mentally inquisitive methodology in managing upsetting circumstances (Watson & Hubbard, 1996b), also it's been contended that men with elevated notches on this attribute, evaluate circumstances as less hostile when related with men with low scores.

H4: Openness is negatively related to exposure to workplace bullying.

Neuroticism

Neuroticism alludes to change versus enthusiastic insecurity and focuses to whether an individual will in general be loose and steady, or restless and effortlessly furious. People with higher notches on this characteristic are described by sensations of anxiety, stressing, and uncertainty. Meta-investigations display that neuroticism is adversely identified with work fulfillment and absolutely identified with relational and authoritative deviation. Concerning harassment, neuroticism and the connected develop negative affectivity, has been discovered to be definitely identified with harassment in both meta-investigations (Bowling & Beehr, 2006) and future examinations.

In light of their basically critical environment, neurotic people involvement more adverse lifecycle occasions than do other individuals. Henceforth, subsequent the target conduct and the undesirable discernments instruments, it is sensible that they moreover have a serious threat of being uncovered to, just as seeing, work harassment. (McCrae & Costa, 1991) however, because of the horrendous idea of presentation to workplace harassment, it is likewise conceivable that individuals become extra apprehensive and shaky as a result of delayed experience to provocation, along these lines proposing a reversed causality relationship, where harassment reasons change in the character of the objectives.

To decide if the normal relationship between neuroticism and exposure to harassment remains accurate, the accompanying theory will be tried:

H5: There is a positive relation exist between neuroticism and exposure to workplace harassment.

Work Climate

There have been not many endeavors to analyze (A.-K. Samnani & Singh, 2016) the part of the work atmosphere in encouraging (or diminishing) tormenting conduct. The exertion atmosphere/climate may assume a significant part in clarifying the clashing discoveries in the literature. We center around two work atmosphere/climate categories. To begin with, the work atmosphere may speak to a help public work atmosphere for representatives. There are various psychosomatic, societal, and administration linked perspectives that may decide a helpless social work atmosphere. Additional, a significant element is that there is apparent force imbalance between work environment tormenting and character qualities (Einarsen et al., 2011; A.-K. Samnani & Singh, 2012).

Work job qualities, for example, job struggle, job vagueness, work weakness, job over-burden, task self-sufficiency, social help, and ability usage may likewise bring about expanded tormenting within the sight of a work atmosphere of force awkwardness/imbalance since representatives (A.-K. Samnani, 2013) who exhibit worry about their work job, for example, vulnerability about their work assignments and duties, may will in general get seen as powerless by directors and colleagues.

H6: A work climate will moderate the connection between workplace bullying and personality traits.

Methodology

Procedure

This study considered the relationship among employees of hospitals workplace bullying, personality traits and work climate. Data were collected from private and government hospitals of nurses. Management of hospitals was informed via electronic mail and personally. Before the surveys were coursed, the researcher met with HR administrators to explain the plan of the investigation. The significance of the study and the objectives to be met are additionally talked about with HR managers. The medical clinic administrators were educated that the essential explanation regarding the study was to assemble employee's opinions, perceptions and beliefs.

The questionnaires were straightforwardly given to administrators by the researchers. Employees were given an envelope and an introductory letter that guarantees the protection of review just as a bring parcel back. Respondents were approached to present the questionnaire to their supervisor from where the researcher gathered them after one and half week. The questionnaire comprises of identification code of employees for the reason that data collected from the nurses can be linked and combined for investigation. A specific identification code has been assigned to each employee. The questionnaire having, measures of workplace bullying, personality traits and work climate were distributed to 200 nurses of hospitals. The nurses recorded their responses about workplace bullying, personality traits, and work climate. The researcher distributed 200 questionnaires out of which 165 were given back for employees, so 35 were never returned. So, the overall response rate of the respondents was 82%. The average span of control for every supervisor was eight to ten nurses.

Research Design

The current study employed a quantitative technique with a cross sectional approach (Albassami, Hameed, Naveed, & Moshfegyan, 2019; Hameed & Naveed, 2019; Hamid, Shahid, Hameed, Amin, & Mehmood, 2019; Ul-Hameed, Mohammad, Shahar, Aljumah, & Azizan, 2019). The contributor appropriate current inspection will be accumulation of registered nurses employed in government, private and voluntary population of Bahawalpur hospitals. Current quantitative investigation evidence is assembling cross section-ally over histrionic adoption like questionnaire. Non probability sampling approach, convenience sampling is recycled in the process of course directed toward build up sample going for nurses in the character of impressive survey demands conscious report including departmental knowledge. Well liked conformity along the present sampling practice 20 to 25 questionnaires were disposed all 20 introductory prisoners which was draftee wound up own touch of researcher. Expressive introductory prisoner has circulated questionnaires furthermore envelopes directed towards their companion at organization. Questionnaires have been returned to researcher through the introductory prisoners.

Population

Individuals or organizations having homogeneous attributes form a group which is further named as population of study. Total number of respondents involved in the study was 165, who were working in the government and private hospitals of Bahawalpur. Notable hospitals in the study were Bahawalpur Victoria hospital, Benno Cancer hospital, Combined Military Hospital and iqbal hospital Bahawalpur. Furthermore, gender of respondents was concerned 132 were females 80% of total sample and 33 were male which are 20% of total sample size. The purpose was to check

the relationship between workplace bullying and personality traits while considering the work climate as a moderator.

Table. 1 Population and sampling

Name of Hospitals	Number of Respondents
Bahawalpur Victoria hospital	105
Benno Cancer hospital	23
Combined Military hospital Bahawalpur	20
Iqbal hospital Bahawalpur	17
Total	165

Sampling Technique

In survey methodology sampling is considered a subset of individuals from population to estimate or determine the characteristics of whole population because it was not possible to gather information from whole population due to scarcity of time and other resources. In order to ensure reliability of sample chosen for data collection, it is significant cant to focus on sampling design and technique. It includes ways through which sample is selected for ensuring its reliability and true representation of population. Regarding the present study, the researcher used convenience sampling approach (a type of non-probability sampling). The researcher has used non-probability convenience sampling because of the limitations in availability of the participants, their busy schedule, privacy concerns and time constraints. While, in convenience sampling, a sample of units or people is obtained, who are most conveniently available, Putting it another way, it is collection of information from members of the population who are conveniently available to provide it. It is best to obtain some “quick” information to get a feel for the phenomenon or variables of interest (Sekaran & Bougie, 2016). To collect data questionnaires were circulated among nurses from private and government hospitals of Bahawalpur.

Different types of testing reliability are used. Mostly in SPSS reliability test has been use to test the scales validity. Reliability test has been used through Cronbach’s alphas coefficient (Sekaran & Bougie, 2016). According to Nunnally, (1978), the value of the Cronbach’s alpha should be greater than 0.7 which is acceptable. It is estimating the internal consistency, which shows that how items are related between each other as a group. This considered the reliability of the scale. To test the reliability test in SPSS v.23, the values show more acceptable range considering 0.71 to 0.96. The values which show the result more than 0.6 it is considered to be in the average range, while greater than 0.70 or higher show the values are more within better range of the reliability test. Table 3.6 shows the alpha’s value of all constructs which are used in this study. The reliability of the dependent variable show the value to 0.878 which is close to 0.9 is more acceptable as described by. The scale of the independent variable like personality traits is showing the Cronbach ‘alpha value for extraversion to 0.833 which is good, conscientiousness is 0.702, agreeableness is 0.723, openness is 0.712, neuroticism is to 0.960, all the values are more than 0.7 so all are acceptable and good. Work climate the value of alpha is 0.761.

Table 2 Reliability Test

Constructs	Number of Items	Cronbach's Alpha
Workplace bullying	7	0.878
Extraversion	4	0.833
Conscientiousness	4	0.702
Agreeableness	4	0.723
Openness	4	0.712
Neuroticism	4	0.960
Work climate	6	0.761
Total	33	

Descriptive statistics enable us to manage large data in practical manner (McDowall & Saunders, 2010). The mean value explains the central tendency of responses, shows where the average response falls while the standard deviation let us understand deviation from average point. For workplace bullying mean value is 2.4 which indicate that majority of response is towards “now and then”. Extraversion, conscientiousness and Agreeableness have mean value approximately 2.7, 2.5 and 2.5 respectively which indicates that majority of response is toward disagree, and for Openness and neuroticism it is 3.2 and 3.0 indicating that major response is toward neutral. The work climate mean value is 2.6 which indicate that most of the respondents are towards disagreeing. The standard deviation tells us how many responses deviate from mean value. When there is high deviation it indicates outliers are present in the data. The standard deviation value must be less than 1; all the variables have standard deviation value less than 1 and falls between 0.72-0.95.

Data Analysis

Correlation

Table 4.4 displays workplace bullying and extraversion has a correlation of 0.560 which signifies positive and strong correlation. This means increase in workplace bullying also increases extraversion personality trait. The value among workplace bullying and conscientiousness is 0.859 which indicates correlation is positive and strong. This means when workplace bullying increases then conscientiousness will also increase. Workplace bullying and agreeableness shows a correlation value of 0.898 that is positive and strong. This means when workplace bullying increases then agreeableness personality trait will also increase. The value of correlation linking workplace bullying and openness is 0.461 which means a positive and moderate correlation value. This means increase in workplace bullying also increases openness personality trait. Workplace bullying and neuroticism shows a correlation value of 0.446 that is positive and moderate, it explains that higher level of workplace bullying will lead to increased neuroticism personality trait. The value of correlation linking workplace bullying and work climate is 0.838 which means a positive and strong correlation value.

The p-value is significance value, if it is less than or equal to 0.01, then the hypothesis is accepted at 1% which means there is 1% chance of error in results whereas if p-value is less or equal to 0.05

then it means there is 5% chance of error in results. The table 4.4 indicates that all the values of correlation are significant at 1% chance of error.

Table 4.4 Correlation Analysis

Variables	1	2	3	4	5	6	7
Workplace bullying	1						
Extraversion	0.560**	1					
Conscientiousness	0.859**	0.520**	1				
Agreeableness	0.898**	0.559**	0.946**	1			
Openness	0.461**	0.426**	0.395**	0.405**	1		
Neuroticism	0.446**	0.381**	0.369**	0.391**	0.812**	1	
Work climate	0.838**	0.531**	0.903**	0.888**	0.408**	0.404**	1

*Correlation is significant at the 0.05 level (2-tailed)

**Correlation is significant at the 0.01 level (2-tailed)

Regression Analysis

The association between variables that actually exists is determined by regression analysis. The quantitative method for measuring the association between variables was introduced by Altman & Krzywinski, (2015) and named the process as regression Number of methods used to evaluate the association among variables. To anticipate the relationship between variables correlation is not enough. Correlation shows the true association between the variables, up to which extent one variable relies on another. There is no multi-collinearity as demonstrated by the findings of the correlation study that the coefficients of correlation were smaller than 1.

Table 4 Regression analysis of Workplace bullying and Personality Traits

Predictor	B	R ²	Adjusted R ²	Significance
Personality Traits	0.810	0.656	0.654	.000

The results are listed out in table 4.5. It shows the model summary which is actually R², adjusted R² and Beta. The B co-efficient shows the per unit change in one variable which is caused by another variable. The R² shows the change in dependent variable which is caused by independent variable. Newly updated form of R² is defined as modified R² and is optimized for the number of predictors inside the model. In this research R² is 0.656 this signify about 65% variations in the workplace bullying is explained by personality traits. The significance value shows that a personality trait is significantly associated to workplace bullying.

Table 4.6 Regression analyses of Personality Traits and work climate

Predictor	B	R ²	Adjusted R ²	Significance
Work climate	0.785	0.616	0.614	.000

From the results of regression analysis it is concluded personality traits has a positive and significant association with work climate where the value of B is 0.785 and it demonstrate one unit change in personality traits and work climate will be increased by 78%. The value of R^2 shows 61% variation in personality traits caused by work climate. The value of significance also reveals both variables have positive and significant association.

Table 4.7 Regression analysis of Workplace bullying and work climate

Predictor	B	R^2	Adjusted R^2	Significance
Work climate	0.838	0.703	0.701	.000

The Table 4.7 shows individuals perceptions was positively associated with workplace bullying at the significance level of $p=0.000$. This association was clearly described by the results of the study where B is 0.838 and explains if there is one unit change in work climate than workplace bullying will be increased by 83%. R^2 value shows 70% variation in workplace bullying caused due to work climate.

Testing Theoretical Relationships

The process of regression is conducted by numerous methods i.e. Baron Kenny, (1986) however in this study Hayes (2008) method is used to carry out analysis due to its appropriateness. The approach is obsolete as it applies a requirement of complete influence of moderation causation although, from the view point of some researchers, it is not required, and even a barrier to measure the true impact (Preacher & Hayes, 2008). According to these researchers, even if no hints of direct influence are identified between the predictor and outcome variable, the indirect impact through moderation is also probable. Furthermore, because social sciences data is often troublesome due to the circumstances, structure and background of respondents, the bootstrapping strategy for moderation in Hayes (2008) method improves the probability of reliable outcomes as the sample is separated into several tiny bits and pieces and analysis are carried out on smaller sub-samples.

Moderation Analysis

By using Model 1 the moderating role of work climate between personality traits and workplace bullying was analyzed. It has been concluded from Table 4.8 that work climate act as moderator between extraversion and work-place bullying as the p value is smaller than 0.05 and the value of $p=0.00$ is indicating a significant value. The value of t is 2.88 which is greater than 1.9. The lower and upper limit is 0.04 and 0.20 respectively and contains same signs which shows zero does not present between them and this leads to the acceptance of hypothesis. Hence H_a i.e. a work climate moderate the relationship between extraversion and work-place bullying.

Table 4.8: Moderation analysis results for work climate on relationship of extraversion and work-place bullying.

Variables	B	SE	T	P	LL 95%	UL 95%
Extraversion*work climate! Workplace bullying	0.12	0.04	2.88	0.00	0.04	0.20

Fig 4.3: scatter-plot graph for extraversion and work-place bullying in the presence of work climate

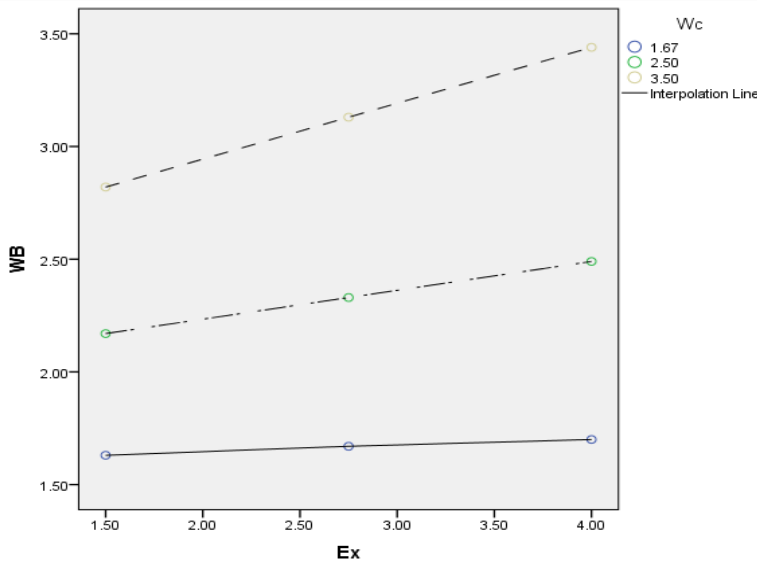


Fig 4.3 shows that, extraversion is on X-axis and workplace bullying on Y-axis. Work climate is a moderator and the value of blue interpolation line (i.e. 1.67) which represents low level of work climate. In the graph the value of green interpolation line (i.e. 2.50) which represents moderate level of work climate. And interpolation line brown (i.e. 3.50) in the graph representing high level of work climate.

Table 4.9: Moderation analysis results for work climate on relationship of conscientiousness and work-place bullying.

Variables	B	SE	T	P	LL 95%	UL 95%
Conscientiousness*work climate! Workplace bullying	0.10	0.04	2.50	0.01	0.02	0.18

Fig 4.4: scatter-plot graph for conscientiousness and work-place bullying in the presence of work climate

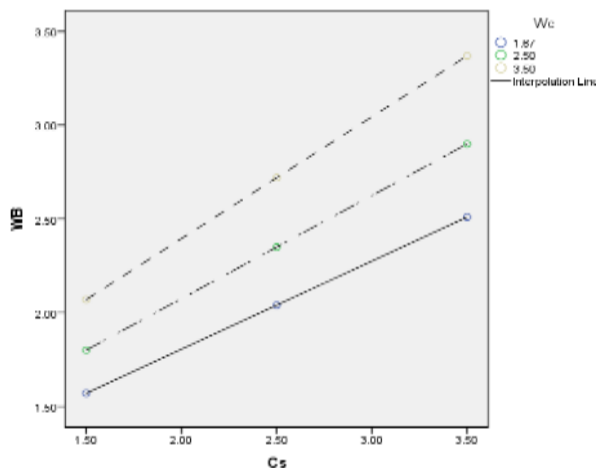


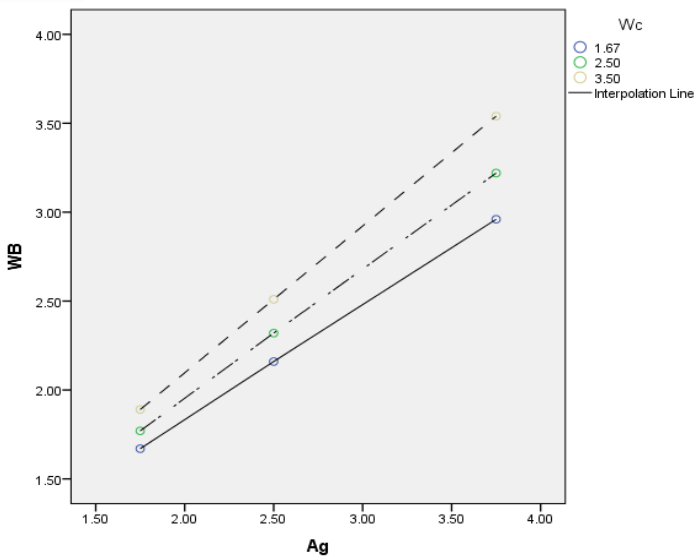
Table 4.9 shows that work climate act as moderator between conscientiousness and work-place bullying as the p value is smaller than 0.05 and the value of p=0.01 is indicating a significant value. The value of t is 2.50 which is greater than 1.9. The lower and upper limit is 0.02 and 0.18 respectively and contains same signs which shows zero does not present between them

and this leads to the acceptance of hypothesis. Hence Ha i.e. a work climate moderate the relationship between conscientiousness and work-place bullying. In the fig 4.4 blue, green and brown lines represents low, moderate and high level of work climate respectively.

Table 4.10: Moderation analysis results for work climate on relationship of agreeableness and work-place bullying.

Variables	B	SE	T	P	LL 95%	UL 95%
Agreeableness*work climate! Workplace bullying	0.10	0.04	2.71	0.01	0.03	0.17

Fig 4.5: scatter-plot graph for agreeableness and work-place bullying in the presence of work climate



It has been concluded from Table 4.10 that work climate act as moderator between agreeableness and work-place bullying as the p value is smaller than 0.05 and the value of p=0.01 is indicating a significant value. The value of t is 2.71 which is greater than 1.9. The lower and upper limit is 0.03 and 0.17 respectively and contains same signs which shows zero does not present between them and this leads to the acceptance of hypothesis. Hence Ha i.e. a work climate moderate the relationship between agreeableness and work-place bullying. In the fig 4.5 blue, green and brown lines represents low, moderate and high level of work climate respectively.

Table 4.11: Moderation analysis results for work climate on relationship of openness and work-place bullying.

Variables	B	SE	T	P	LL 95%	UL 95%
Openness*work-climate! Workplace bullying	0.11	0.05	2.14	0.03	0.01	0.21

Fig 4.6: scatter-plot graph for openness and work-place bullying in the presence of work climate

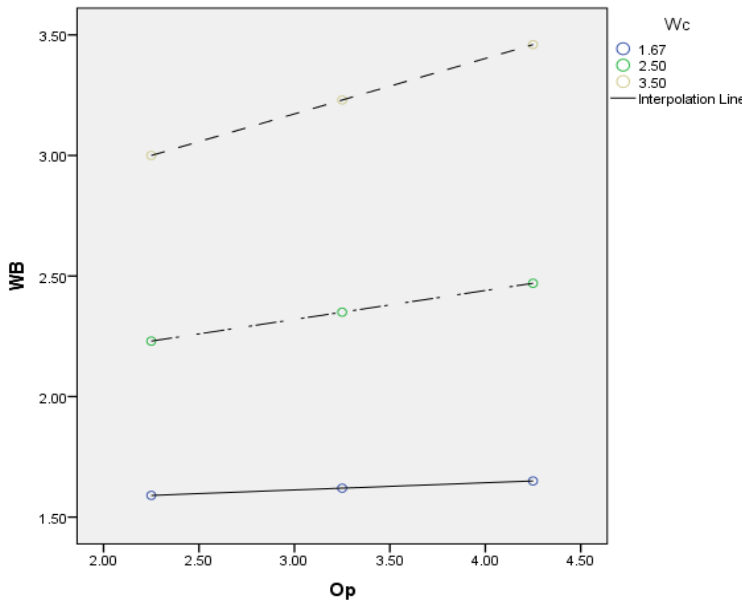
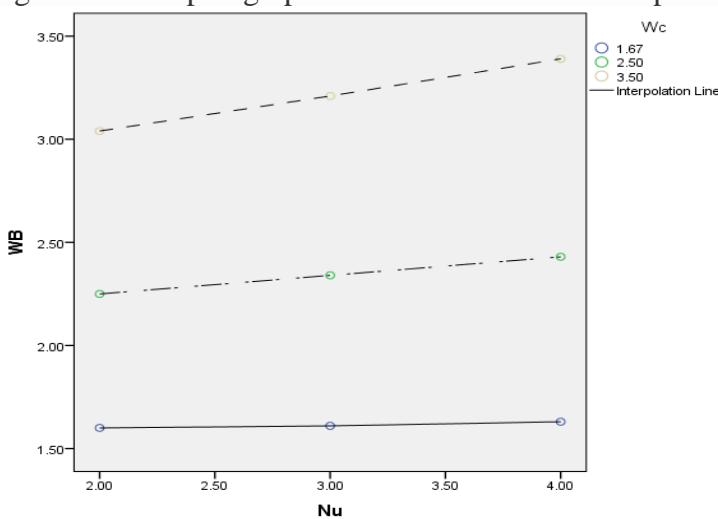


Table 4.11 summarized the result that work climate act as moderator between openness and work-place bullying as the p value is smaller than 0.05 and the value of $p=0.03$ is indicating a significant value. The value of t is 2.14 which is greater than 1.9. The lower and upper limit is 0.01 and 0.21 respectively and contains same signs which shows zero does not present between them and this leads to the acceptance of hypothesis. Hence H_a i.e. a work climate moderate the relationship between openness and work-place bullying. In the fig 4.6 blue, green and brown lines represents low, moderate and high level of work climate respectively.

Table 4.12: Moderation analysis results for work climate on relationship of neuroticism and work-place bullying.

Variables	B	SE	T	P	LL 95%	UL 95%
Neuroticism*work-climate! Workplace bullying	0.12	0.04	2.42	0.02	0.02	0.16

Fig 4.7: scatter-plot graph for neuroticism and work-place bullying in the presence of work climate



It has been concluded from Table 4.12 that work climate act as moderator between neuroticism and work-place bullying as the p value is smaller than 0.05 and the value of $p=0.02$ is indicating a

significant value. The value of t is 2.42 which is greater than 1.9. The lower and upper limit is 0.02 and 0.16 respectively and contains same signs which shows zero does not present between them and this leads to the acceptance of hypothesis. Hence H_a i.e. a work climate moderate the relationship between neuroticism and work-place bullying. In the fig 4.7 blue, green and brown lines represents low, moderate and high level of work climate respectively.

4.5 Summary of Accepted/Rejected hypothesis

Table 4.13 given below show the summarized results of the hypotheses under this study.

Hypothesis	Statement	Results
H1	There is a negative relation between Extraversion and exposure to workplace bullying.	Accepted
H2	There is a negative relation between conscientiousness and exposure to workplace harassment.	Accepted
H3	Agreeableness shows negative relation with exposure to workplace harassment.	Accepted
H4	Openness is negatively related to exposure to workplace bullying.	Accepted
H5	There is a positive relation exist between neuroticism and exposure to workplace harassment.	Accepted
H6	A work climate will moderate the relationship between workplace bullying and personality traits.	Accepted

Conclusion

The study found that cumulative sensitivity to bullying behavior, which favored a reverted causal process, projected less toughness in the nurses. A weaker impact has been observed in the direction opposite endorsing the process for the forward cause. This reinforces the belief that the association between harassment and personality can be multiplied and, to a degree, forms a viscous circle. In addition to earlier data, bullying should also be remembered that exposure to bullying actions in the workplace tends to affect psychological robustness and also in professional healthcare workers. Therefore, the vulnerability to abuse at work may not only impact the health and well-being of the affected workers but also decrease coping resources of the employees, rendering it even more sensitive to potential workplace intimidation or other difficult and demanding conditions. The results demonstrate how important it is to discourage bullying and to respond effectively when bullying appears to reduce the consequential effects. In Pakistan most vulnerable and ultimate objects for bullying are healthcare nurses. Our research is important and essential in this context, because it explores a specific work vulnerability mechanism which demonstrates how nurses subjected to bullying lost their resources and attempted to recover them by means of deviancy. Nurses who are vulnerable to long-term bullying can demonstrate a weakening mental intensity that could reduce their capacity to resist and deal with stress. Our thesis explores the moderation model and unfolds new procedures and requirements for injections of nursing in Pakistani context in an Asian cultural.

Implications of the Study

Theoretical Implications

The Objective behind this research was to investigate the connection between personality's attributes and disclosure to workplaces bullying; moderating role of work climate. The present research contributes to the surviving workplace studies by contributing to the small number of article exploring the person level experience of abuse in workplaces. The current study has twofold theoretical implication. The first essential aspect of this work is to support personality characteristics as potential precedents to bullying in the workplaces. The essence of 'individual' by using the 'Big Five' as a formal context Hypothesis of temperament 'has been endorsed. The outcomes uncovered that extraversion, openness to experience, agreeableness, and conscientiousness were adversely connected with bullying in the workplaces. The new critical input from the inquiry into personality and bullying, based on victims' precipitation theory, offers a strong, hypothesis for the personality-bullying relationship that has been missing from established bullying literature. These discoveries additionally give knowledge into the kinds of bullying practices. It is proposed that bullying can be isolated into two various types, specifically destructive and difference related bullying. In this regard, the victim might be harassed on the grounds that they are surveyed as effortlessly vanquished and, consequently, are obvious objectives to the predator's aggression. Clash related to bullying, then again, is incited by business related clashes which grow into a bullying circumstance. Employees low in honesty, openness to experience; agreeableness and conscientiousness may include in question related bullying, while workers low in extraversion might be victims of predatory bullying.

Managerial Implications

Managing bullying is considered worry for associations and people. Better principles, protocols and approaches that discourage and defend workers from bullying are required. In Pakistani organizations, strategies, like other anti-bullying policies around the world, should be outlined and fortified, for example, "zero-resilience bullying strategy at work" and "management with respect. "These approaches ought to incorporate an obvious obligation to bullying-free environment and a perfect explanation of nature and types of bullying practices and the standard of effects of the corporate directives not being respected. Human resource professionals should already provide rules and train themselves for immediate identification and management of bullying. Legitimate channels to report occurrences of working environment bullying and complaint mechanism to deal with the instances of bullying inside Pakistani organizations should be framed. It is viewed that number of employees feel hesitant while registering any complaint straightforwardly about accordance of bullying due to huge societal classes differences, there should be an arrangement of proper complaint cell where people can registered their complaint against harassment.

HR specialists should also work on fostering professional etiquette, friendly behaviour and employee friendliness. With respect to personality-bullying relationship, research exploring the kinds of employees that are destined to become focuses of bullying can support associations to identify hazard people and engage them with the apparatuses and resources they need to stop abuse. The findings suggest that workers with poor conscientiousness, agreeableness, and extraversion and to experience are more likely to be the target of bullying in the workplaces. It is critical for managers to understand the character attributes of their subordinates and tackle them in like manner. For example, employees low in conscientiousness will in general be scattered and thoughtless; consequently, their managers ought to give clear guidelines and direction and set significances for them. Appropriate and timely training and workshops for employees on self-awareness may be especially useful as it might assist them with distinguishing their shortcomings and approaches to successfully defeat them. Such meetings may likewise give workers aptitudes that bring about more compelling and fitting social collaborations. This, thusly, would help in recognizing a

potential target as opposed to holding up until the individual turns into a victim and suffer the impacts of persistent harassing.

Future directions and Limitation

While the findings of this study validated the hypothesized relationships, it is important to consider certain recognitions. Firstly, cross sectional design was used, which doesn't permit the causal associations between personality and workplace bullying to be drawn. Future study will seek to carry out longitudinal research studies. Secondly, based on the results, we state that some features of persons potentially lead people to violence by someone else. At the same time, though, it is accepted that not only the personalities, but also the expectations of the participant (pessimistic beliefs framework) play a crucial role in evaluating how a person is a bully. It is a construct in interpretation. Thus, during an evaluation of the outcomes or antecedents of bullying, human expectations should be considered. In future, individual understands regarding bullying and their personality traits should be covered. Thirdly, in future investigations there could also be additional unspecified factors contributing to the bullying paradigm to further outline offender and aggressor identities. For instance, the kind of family, socioeconomic status, academic achievement, social interaction and peer recognition, depression or anxiety. Fourthly, In order to further explain the nature of bullying at work, we propose that the researchers should look at the relationship between human and occupational environment variables (culture, atmosphere, leadership styles, working requirements and so on) as a backdrop to bullying at the workplace, taking the 'Interactionism theory of behavior' from. The model of personal interactionism may also be used as a boundary state to control the understanding and response of workers to the bullying of the workplace (A. K. Samnani & Singh, 2016). Lastly, although all the measures used are reliable and customized for the Pakistani community, the information obtained by questions alone does not represent the current situation. Prejudice resulting through the use of survey questions for information gathering should be taken as assumed.

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