The Impact of Workplace Bullying on Organizational Commitment: A Structural Equation Modeling Assessment

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ABSTRACT

The goal of this research was to investigate the effect of workplace bullying on organizational commitment. Also, the analysis the mediating role of self-esteem in this particular relationship and mod explores Power distance erasing function. The survey was carried out on employees and peers working in the public sector universities of Pakistan. Via convenience sampling, data was collected from 236 employees of the Public Sector Universities of Pakistan. Data was analyzed by using structural equation modelling technique in Smart-PLS3. PLS-SEM represents significant relationship as the entire proposed hypotheses were supported. Results show that bullying in the workplace has negated a strong and significant relationship with organizational commitment. The mediating role of Self-esteem between the workplace bullying relationship and organizational commitment was backed by effects as well. While the Power Distance's moderating function between the outcomes was supported by occupational bullying and organizational commitment. Accordingly, a mutually trusting ecosystem should be created and encouraged by organization; a significant buffer can be used for the efficient functioning of organizations to reduce the negative feelings and also help to increase the organizational commitment. This research is not only for education sector, it is also helpful for all sectors like Agriculture, industrial and mining sectors. This research talks about how to tackle bullying activities during work.

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1.   Introduction

Workplace bullying has spread worldwide in recent years. Researchers study workplace bullying. Today's global company needs require HR methods that can build a long-term workforce. Research has shown that workplace bullying takes the form of unmanageable workload, lack of respect for opinions and views, and sensual assault (Bentley, 2015)., which can cause psychological and work-related stress (Rai & Agarwal, 2018). When workers build social exchange relationships between organizations, they appear to perform well and demonstrate successful work attitudes and behaviors (Hendricks et al., 2018) with integrity as a balance (Morand, Merriman, & Deckop, 2020). Theoretical studies have examined workplace bullying, including emotional abuse, harassment, victimization, and antagonism (Akella & Seay, 2022). These factors hurt the company and lower staff performance and dedication, resulting in poor performance. Bullying in the workplace increases anger, anxiety, and overthinking, which can lead to heart attacks and strokes, low confidence and self-esteem, absenteeism, poor performance, and job retention (Akbolat, Amarat, Yildirim, Yildirim, & Taş, 2022; Vranjes, Elst, Griep, De Witte, & Baillien, 2022). A new gender study (Akella, D., et al., 2022) examines how

indirect aggressive methods, which are considered normal female behaviors, greatly influence various forms of bullying.

Organizational commitment affects job satisfaction, performance, and efficiency. Workplace bullying also lowers employee engagement. According to recent research, power distance is an important internal factor in any organization, a moderator in social conditions for management activities, and the best value for understanding employment relationships. Power imbalance is the difference between powerful and powerless people. Hofstede (2019) defines distance as manager control over employees. High power distance orientation means using a lot of power on staff, whereas low power distance orientation means using a little power. Organizational commitment is the close relationship between employees and the company in which they fulfill their duties and help achieve goals (Kreitner & Kinicki, 2013). According to Rayton, Yalabik, and Rapti (2019), commitment is defined as employees' dedication to the firm. Employees become more dedicated to the organization and want an immense commitment to the organization when the organization feels threatened. Employees' future readiness depends on organizational commitment. Low power distance is linked to organizational commitment, unlike high power distance. This study examines how workplace bullying lowers employee self-esteem and affects organizational commitment. Self-esteem is a person's self-worth and values (Swann, 2016). Organizational commitment depends on self-esteem. It improves management-employee relations and confidence. Psychologists usually define self-esteem as an individual's emotional judgment of their values. Self-esteem is a person's contentment with their talents (Sekiguchi, Hayashi, Sugino, & Terada, 2019). If treated well at work, employees are very loyal. Work stress, especially, lowers self-esteem. Mental instability and low self-esteem result from stress. These issues demotivate, discourage, and bore workers (Whelpley & McDaniel, 2016). That will lead to low employee self-esteem, poor performance, and inability to meet organizational goals.

Workplace bullying is a growing issue that has garnered attention in previous research. The ILO considers workplace bullying a global occupational health and safety issue. Physical and psychological workplace violence will be a major issue in the new millennium, according to the ILO. The world has taken workplace bullying seriously. Workplace bullying lowers employee dedication and performance, resulting in poor results and missed targets. Employees experienced tension, worry, and poor behavior. Most firms take different steps to identify and address workplace bullying. When managers and subordinates have a short power distance, employees are more motivated, love their work, and devote to the company. The main question is how workplace bullying behaviors affect organizational commitment. With these structures, there is no precious consequence that affects organizational commitment.

1.1. Problem Statement

As shown above, the company had many workplace bullying difficulties that affected organizational devotion. Most companies detect, analyze, and resolve workplace bullying's main causes. The major purpose is to boost employees' self-confidence and personal values to boost company loyalty. To improve teamwork and understanding, it also seeks to bridge communication gaps between managers and staff and peers and subordinates. This goal requires analysis of the mediating factor's effects on organizational commitment. This study investigated employee self-esteem as a mediator component, which affects employee behavior and self-values, according to (Hoel, Lewis, & Einarsdottir, 2017). As a moderator, power distance can highlight organizational unfairness and imbalance. When evaluating workplace bullying and organizational commitment using these theories, there is no such precious consequence, acknowledged as a significant reality that promotes organizational growth. Low power gaps between managers and subordinates motivate, attach, and commit employees to the organization.

1.2. Theory

This paradigm is based on Affective Event Theory (AET). This theory claims that workplace practices and settings affect employees' emotions, which encourage them to perform and rebel (Weiss, Suckow, & Cropanzano, 1999). Meaning that everything that happens at work, including repercussions and bosses' actions, affects how individuals feel and respond. The Affective Event theory may assist explain workplace bullying's negative effects on organizational commitment. If this idea is compared to this theoretical framework, workplace bullying may be a sign of an unjust and imbalanced workplace that lowers employees' self-worth. In a toxic workplace with

poor self-sufficiency and self-control, employees won't feel like they belong and will have low self-esteem, which can lead to mental and physical health problems. They'll only do what's needed for job retraining.

2. Literature Review

2.1. Organizational Commitment

Employee awareness and attachment to one or more goals can be achieved by diversified thinking that affects behavior (Matzler, Renzl, Mooradian, von Krogh, & Mueller, 2011). A commitment is a long-term partnership built on shared ideals and success. Employers and employees have it (Neininger, Lehmann-Willenbrock, Kauffeld, & Henschel, 2010). Affective, normative, and continuity commitments exist. Employee attachment is the main goal of each of these categories (Gill, Meyer, Lee, Shin, & Yoon, 2011). Affective commitment is a company's employees' positive emotional relationship to staying there. Employees feel they owe the company, which is called normative commitment. Continuity commitment is when an employee wants to stay with the organization. Absenteeism, job involvement, job happiness, work experience, and organization citizenship behavior are affected by organization commitment (Farrukh, Khan, Raza, & Shahzad, 2021). Mak et al. (2018) discovered that high-commitment personnel had higher job satisfaction and are more attached to their organizations. From the previous explanation, employees are more devoted, efficient, and emotionally linked if workplace bullying is not allowed. Workplace bullying hurts organizational commitment and employee performance. Negative activities like abuse, teasing, harassment, discrimination, and social exclusion are the main causes of workplace bullying (Einarsen, Hoel, Zapf, & Cooper, 2020). Poor organization environment with unstated and unclear operating procedures, unclear employee roles, and unfair chain of command invites bullying, which leads to zero performance and employee problems like anxiety, depression, fatigue, heart attacks, and suicide. Therefore, top-level management must take action to maintain balance between managers and employees, avoid negative actions that cause bullying, and create mutual understanding between employees and managers to achieve goals and objectives (Ariza-Montes, Arjona-Fuentes, Law, & Han, 2017).

2.2. Workplace Bullying

Western workplace bullying, Repeated unfavorable ideas about someone can degrade, irritate, and stress a workplace (Keashly, 2015). Bullying is a global issue, and organizational, legal, structural, and cultural aspects determine what constitutes bullying (Fox, Farrington, & Ttofi, 2012). We struggle to define what starts bullying. Everyone knows assaults and threats are wrong. However, these actions are rare in the bullying sample (Einarsen et al., 2020). Bullying vary among cultures based on norms, communication, value systems, and hierarchies (Fox et al., 2012). From the above description to several criteria that show academic bullying. The organization must spend a lot to prevent and reduce bullying. Workplace bullying causes employee problems. Training is the best way to improve their anti-bullying knowledge. To address workplace bullying, HR policies must be used. Therefore, higher management must take prompt action to establish a balance between workers' work and duties to help the organization and employees achieve their goals. Therefore, on the basis of above discussion we hypothesized that:

H_1: Workplace bullying negatively related to organizational commitment.

2.3. Self-Esteem

Self-Esteem is self-love. Self-esteem shows we are respectable and significant. William James, the pioneer of Western psychology, defined self-esteem as "perceived skill in areas of consequence". It shows that self-esteem derives from believing our essentials are beneficial. We think others see us. Most self-esteem-raising efforts fail(Swann, 2016). Self-esteem is required. Mak et al. (2018) link the Lake Woebegone Effect, a superior effect, to self-esteem. According to recent research, many people believe they are more famous, sane, handsome, bright, funny, and nicer than others (Doran, Hanss, & Larsen, 2015). Biased people like themselves. They feel pleased because they think their community is better (Sherman, Brookfield, & Ortosky, 2017). They feel great. High-self-esteem persons often get angry and violent. When people feel disrespected (Baumeister, Smart, & Boden, 2016). Low-self-esteem people believe they are useless due to societal pressure, peer comparisons, and inability to fit in. This mindset promotes peer conflict, which lowers performance (Zhang et al., 2015). In contrast, people with high self-

esteem excel at their jobs, are well-liked by their coworkers and superiors, perform well on performance tests and deadlines, and have stable psychological states that allow them to think creatively and provide important insight for the organization's success and achievement of its goals and objectives in such a competitive environment. High self-esteem attracts employers. Poor self-esteem leads to categorization, contradictory ideas, and ineffective time management, which leads to many personal and professional problems (Krauss & Orth, 2022). In today's competitive workplace, employees face a variety of pressures from changing market conditions, technological advancement, and rising conflicts that can stress them out (Sælid et al., 2022). Self-esteem increases trust and the ability to achieve goals, but it also causes harmful side effects due to ego involvement that employees develop in search of self-worthiness (Svedberg, Hallsten, Narusyte, Bodin, & Blom, 2016). So on the bases of these arguments, we developed hypothesis:

H₂: Self-esteem mediates a relationship between workplace bullying and organizational commitment
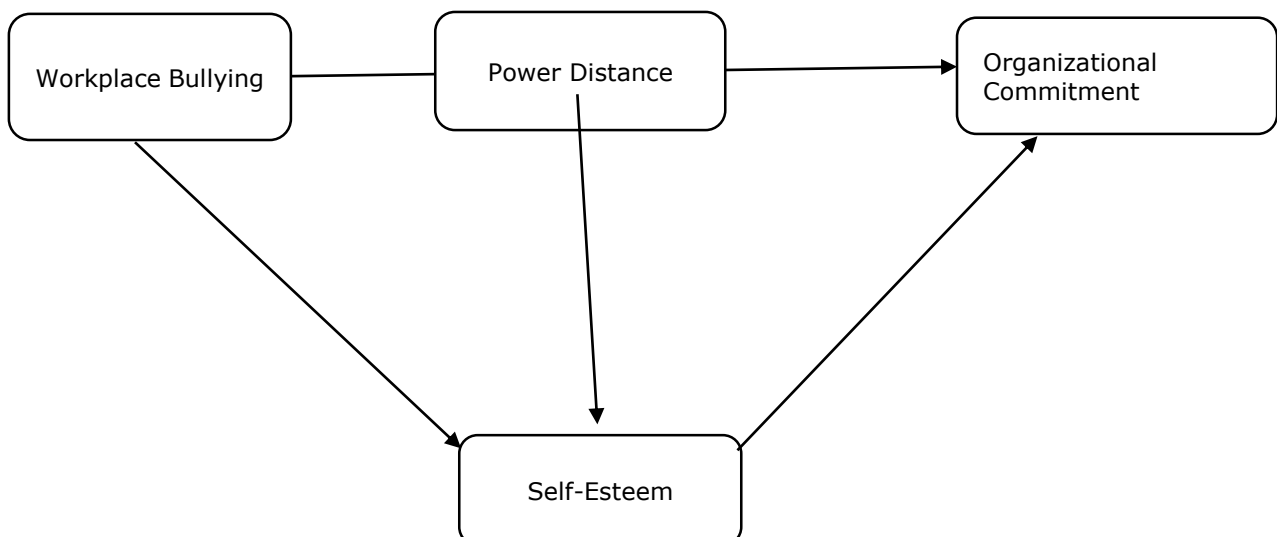
2.4. Power Distance

Power distance, according to (Hofstede, 2019), is the tendency for people to believe and accept that power is distributed unequally in an organization. Power distance occurs when peers, bosses, and employees have different power allocations. High-power people tend to be autocratic and one-sided. They accept others' decisions and follow directions (Liang, Farh, & Farh, 2012). However, when power distance is modest, leaders and followers can work together to achieve goals (Chang et al., 2016). Low power distance leaders and followers have certified power to express their own ideas and solve difficulties. "Creating a value" is the organization's main challenge, both internally and between managers and employees. Every employee and manager fights for their own self-interest and to learn more about new globalization trends and organizational interactional activities that cause many problems for management to deal with serious, new issues like workplace bullying between employees and managers.

Leaders unintentionally alienating their followers can cause them to lose their sense of social connection and emotional attachment, which can lead to abuse, rage, and demotivation (Anand et al., 2022). Employees that work under leaders with a large power gap will always refer to their supervisors instead of fighting or feeling threatened by them, according to (Rauniyar, Ding, & Rauniyar, 2017). They rarely discuss workplace bullying with superiors either. This mentality will eventually lead to group-level communication between the two parties, which will reinforce bullying. Due to workplace conflicts, anxiety, and grief, employees consider leaving (Rauniyar et al., 2017). Therefore, we developed hypothesis on the above discussions:

H₃: Power distance moderates the relationship between workplace bullying and organizational commitment

3. Research Framework
Figure 1

4. Research Methodologies

4.1 Research Design and Sampling Technique

This quantitative survey study investigates workplace bullying as a mediating variable and the power distance factor's moderating effect on organizational commitment to self-esteem. This study is cross-sectional since respondents provided data at one time. This study's target demographic was 500 Pakistani public sector university peers and subordinates. Thus, 500 questionnaires were delivered to the target group and 236 were completed. This study used easy sampling. This study collected data for 1.5 months. Public universities in Bahawalpur, Pakistan, provided the data.

4.2 Data Analysis Tools

Data screening and cleaning were done using SPSS 23 to analyze outliers, missing data, normality, and Multicollinearity. Partially Least Square (SmartPLS 3.0) software would be used for Structural Equation Modeling (SEM) information processing. PLS may work for small samples and complex models (Hair, Sarstedt, Pieper, & Ringle, 2012). Test and build theories with SEM (Ringle et al., 2012). SEM estimation uses two statistical approaches. Variance-based PLS path modeling (PLS-SEM) (Hair et al., 2012) and covariance-based SEM (CB-SEM) (Rigdon, Schumacker & Wothke, 1998) are two methods. Academics use PLS-SEM(Hair et al., 2012). This study analyzed data using PLS-SEM.

5. Results

This study used PLS for inferential data analysis. PLS compares many dependent and independent variables in multivariate statistical analysis. PLS, a variant-based SEM statistical technique for multiple regression, addresses sample size, missing data, and Multicollinearity. PLS is powerful since it doesn't make many assumptions. The sample size and multivariate data (indicators with a categorical scale, ordinal, till the ratio can be included in the same model) are not necessary.

5.1 Measurement Model

Validity and reliability are the two main parameters that the measurement models cannot determine. Reliability is "a test of how consistently a measuring system measures whatever concept it's measuring, whereas validity may be a test of how well an instrument that's developed measures the actual concept it's intended to measure" (Maiyaki & Mohd Mokhtar, 2011). Second, validity of construct, following reliability review, convergent and discriminant validity was assessed.

5.2 Convergent Validity

The High convergent validity indication table showed composite reliability values from 0.88 to 0.94 in this study. The usually derived variance (AVE), which estimates the indicator variation relative to measurement error on the last note, must be more than 0.50 to validate the construct. This study's AVEs, 0.64 and 0.88, were within the recommended range (Table 4.8). All latent variables met the threshold value, indicating convergent validity.

5.3 Individual Item Reliability

Testing factor loadings of all latent variable elements assessed item reliability (Hair et al., 2012). Vinzi, Chin, Henseler, and Wang (2010) suggests maintaining it if an object's loading factor is 0.70 or above. Hair et al. (2012) found that products with loads between 0.40 and 0.70 can be maintained. Field (2009) suggests a minimum factor loading of 0.5. 2 elements were eliminated from 28 in the measurement model analysis. This review retains items with minimum loadings of 0.5 per Field (2009).

Table 1: Loadings, Composite Reliability and Average Variance Extracted

Latent Constructs and Indicators	Standardized Loading	Average Variance Extracted (AVE)	Composite Reliability (CR)
Workplace bullying			
WB2	0.711	0.678	0.766
WB6	0.720		
WB9	0.794		
WB18	0.594		
WB19	0.874		

Self-esteem			
SE2	0.540	0.615	0.822
SE4	0.628		
SE5	0.760		
SE8	0.815		
SE9	0.756		
Power distance			
PD1	0.793	0.586	0.726
PD2	0.769		
PD4	0.854		
PD5	0.710		
Organizational Commitment			
OC1	0.730	0.601	0.788
OC5	0.783		
OC6	0.709		
OC7	0.760		
OC8	0.732		

5.4   Discriminant Validity

Discriminant validity measures how well things distinguish structures or ideas. According to (Hair et al., 2012), discriminant validity requires that the indicator's loading be greater than all of its cross-loading costs and that the construct's highest square correlation with other latent constructs be above each AVE's latent constructs (Fornell & Larcker, 1981). The discriminating validity of the interventions was assessed using the (Fornell & Larcker, 1981) criterion. The diagonal elements of Table show the latent system's root of variance, which resembles the matrix. Unequal validity exists if rows and columns have more diagonal elements than off-diagonal elements. The matrix showed this, validating the discriminants.

Table 2: Latent Variable Correlations and Square roots of Average Variance Extracted

Latent Constructs	Self-esteem	Workplace bullying	Org: Commitment	Power distance
Self-esteem	0.727			
Workplace bullying	0.584	0.790		
Organizational-commitment	0.339	0.398	0.746	
Power distance	0.462	0.408	0.578	0.722

Fornell, and Larcker, (1981) Criterion.

5.5   R² Square

Hair et al. (2012)'s structural model PLS-SEM assessment focuses on R2 measurements and trail coefficient magnitude and significance. Because prediction-oriented PLS-SEM clarifies latent endogenous factors, important target constructs should have high R2. The individual's abilities and subject of study determine R2's high level. Driver study has strong positive customer behavior, yet R2 values of 0.20 are large in domains like 0.75. For market research investigations, R2 values of 0.75, 0.50, or 0.25 indicate significant, moderate, or poor endogenous latent variables in the structural model.

Table 3: Coefficient of determination Values (R square)

Latent Variable	Variance Explained (R^2)
Self-esteem	38.8%
Organizational commitment	44.4%

5.6   Effect Size (F²)

Also helpful is determining the effect sizes (F2) of various latent factors on certain latent variables. The dependent variables' f2 effect size was calculated using f2 analysis, an alternative to R2 (Vinzi et al., 2010). According to Cohen (1988), the f2 values of 0.02, 0.15, and 0.35, respectively, are likely to interpret small, medium, and large effect sizes of the predictive variables. The researcher manually calculated it using the formula: f2 = (R2 included-R2 excluded) / (1-R2included). The effect sizes of certain latent variables, supported by the suggested study model, and thus the moderator's position, are also examined (Cohen, 1988).

Many researchers in the PLS study have used similar evaluation. The moderating influence is assessed by comparing the R2 of the most effect model (model without moderating effect) to the R2 of the full model (model with moderating effect). Based on effect magnitude, this assumption was made. According to Cohen (Henseler & Fassott, 2010), the impact size f2 is calculated using the formula below. When testing the moderator model, Hair et al. (2012) and Henseler and Fassott (2010) found that most influences were simple/single.

Table 4: Effect Sizes of Latent Variables

Latent Constructs	Self-esteem	Org: Commitment
Workplace bullying	0.216	0.054
Power distance	0.361	0.076

5.7 Predictive Relevance of the Model

Blindfolding to determine values and effect sizes can also be used to evaluate the structural model norm. Cross-validate redundancy and group cross-validation. Hair et al. (2012) 's cross-validated redundancy suggestion was examined. PLS-SEM measures the structural model and measurement models to forecast data that matches its system. If the build calculation's cross-validated redundancy value (Q2) is greater than zero for a given value, it is an endogenous variable containing predictive latent explanatory components. Q2 can measure the model's predictive usefulness (Hair et al., 2012). Q2=1SSE / SSO is Stone-Geisser's metric. Hair et al. (2012) suggested choosing a value between 5 and 10 for the omission distance since "otherwise the blindfolding technique generates incorrect results" while blindfolding to calculate Q2. This study uses 9 for d to get cross-validated redundancy metrics for and dependent variable.

Table 5: Cross-Validated Redundancy

Total	SSO	SSE	1-SSE/SSO
Self-esteem	1067	868.610	0.813
Organizational Commitment	1494	1288	0.861

5.8 Structural Model

After assessing the measurement model, or by analyzing the internal model, the structural model was tested as the next stage in the PLS Analysis. By taking into account the R^2 values, effect size (f^2), the model's predictive significance, and goodness of fit, the researchers indicated by (Hair et al., 2012), and Vinzi et al. (2010) attempted to meet this standard (The GoF). The magnitude and meaning of the bootstrapping and trail coefficients were employed to test the research conclusions.

Table 6: Structural Model Assessment

Hypothesis	Relationship	Beta	ST. Error	P Value	Decision
H1	Workplace bullying -> Org: Commitment	0.182	0.075	0.002	Supported
H2	Self-esteem mediates between workplace bullying and -> Org: Commitment	0.236	0.081	0.000	Supported
H3	Power distance moderate between workplace bullying and -> Org: Commitment	0.436	0.071	0.000	Supported

Hypothesis 1 proposed that workplace bullying is negatively related with organizational commitment. The results revealed positive relationship between workplace bullying and organizational commitment with 'β=0.182, p<0.002'. Hence hypothesis 1 is supported.

Hypothesis 2 proposed that self-esteem mediate the relationship between workplace bullying and organizational commitment. The results showed that self-esteem has strong relationship between workplace bullying and organizational commitment with β=0.236, p<0.000'. Hence hypothesis 2 is supported.

Hypothesis 3 proposed that power distance moderate the relationship between workplace bullying and organizational commitment. The results showed the strong relationship of power distance as a moderator between workplace bullying and organizational commitment with β=0.436, p<0.000'. Hence hypothesis 3 is supported.

6.   Discussion and Conclusion

The study investigated the empirically created conceptual framework to understand the potential links between workplace bullying and organizational commitment by mediating self-esteem and Power Distance. Practitioners and scholars can interpret the study's findings in this chapter. This study explored the moderating effects of power distance and three hypotheses on how workplace bullying affects organizational commitment by self-esteem. Workplace bullying and organizational commitment were then examined. Second, self-esteem and power distance were examined as mediators of workplace bullying and organizational commitment. Demographics controlled these connections. Empirical studies support many of the proposed ideas.

6.1   Relationship Between Workplace Bullying and Organizational Commitment

Workplace bullying decreases organizational commitment, according to the study's hypothesis. Workplace bullying decreases organizational commitment. This study found a negative and substantial connection between them, supporting study hypothesis 1. A prior study found that workplace social interaction may affect how individuals view their daily work life (Zapf, Johnson, & Beitler, 2019). Workplace bullying affects organizations and victims, who suffer from worry, rage, and overthinking (Kivimäki et al., 2003). These physical and mental aberrations can cause heart attacks, strokes, poor sleep, low self-esteem, absenteeism, and suicide (Sheehan, 2013). Interactions between colleagues and peers during research are guaranteed to affect each other in accordance with organizational needs, causing emotional exhaustion and serious health consequences. An organization's lousy climate, confusing SOPs, and unequal chain of command promote low-self-worth employees to bully. This causes bad physical and mental disruption, which can lead to major difficulties like anxiety, anger, high vital signs, and overnight overthinking to escape the trap employees are in (Woodrow & Guest, 2017).

6.2   Self-esteem Mediates the Relationship between Workplace Bullying and Organizational Commitment

The second hypothesis, "Self-esteem mediates the association between workplace bullying and organizational commitment," also mediates the relationship between workplace bullying and organizational commitment. Workplace bullying affects self-esteem, which drives employees to insult their peers and overthink the conflict, which can lead to major health difficulties (Al Muharraq, Baker, & Alallah, 2022). These conclusions are backed by research. Self-verification theory and social interaction theory both show that people with low self-esteem are more likely to be ostracized (Zhuang et al., 2019), which makes them more likely to feel anger, hate, overthinking, mental disorders, low self-concept, and other negative emotions. Chan, Yam, and Zhang (2016) found that low self-esteem workers suffer more from workplace bullying. Motro, Gabriel, and Ellis (2019) found that low-self-esteem senior managers are more likely to mistreat and worry about their families. This causes major health issues.

6.3   Power Distance Moderate the Relationship between Workplace Bullying and Self-esteem

Because there is no zero between the lower and upper 95% confidence interval limits, Power Distance moderated the links. The moderator changed organizational commitment and workplace bullying's adversarial connection, reducing it. The literature backs these findings. Diestel and Schmidt (2011) discovered that when supervisors support and provide employees job autonomy, they may self-regulate better. In companies with huge power gap, every leader acts as the rightful group leader and every concerned supervisor merely wants to carry out their own goals. Romanello et al. (2021) If they're dissatisfied at work or have major health issues, this may be a reason to quit. Employee happiness only comes when they get help from their supervisor. Senior management in Pakistani companies should eliminate this bureaucratic atmosphere to let employees feel comfortable voicing their issues and improve the firm's efficiency.

7.   Conclusion and Policy Implications

The horrible study on workplace bullying, stress, emotional weariness, and harassment affects employee performance. Pakistan's workplace bullying problem won't suddenly worsen. Only the Act of 2010, updated in 2014 to include workplace harassment of both genders, tackles this issue. Let's assume there are few steps. Women can sue but should follow men's rights. Pakistan needs new, compelling insights to reduce the impact of new restrictions on businesses and improve performance. Employee productivity is impossible without detecting and treating

this chronic condition. This study demonstrated that unpleasant informal employee encounters can lower corporate commitment. This study also showed how management may assist employees regain self-esteem. Power distance moderates the indirect link between low self-esteem, poor performance, and workplace bullying (Jehanzeb, 2022). Hofstede (2019) Developing nations like Pakistan and India have a big power distance. Because they can't find another employment, employees have had to put up with violent bosses. This study stressed self-esteem and the negative impacts of workplace bullying on organizational commitment (Malik & Sattar, 2022). Thus, recognizing weary supervisor assistance's unintended consequences is crucial. The evidence shows that workplace bullying reduces employee loyalty.

7.1 Theoretical Implications

Despite prior studies on workplace bullying and organizational commitment, this study explains how this link develops (Magbity, Ofei, & Wilson, 2020). Organizational commitment mediated self-esteem bullying and workforce leadership. This study demonstrated that self-esteem mediates workplace bullying and organizational commitment. This study employed power distance as a moderator because Pakistan's circumstances differ from Western cultures. Culture determined whether this study's findings apply to Pakistan's context as Western cultures differ from Pakistan's. This analysis reinforces Pakistan's power gap.

7.2 Practical Implications

Corporate commitment and workplace bullying have practical implications in the current paradigm. Self-esteem can help reduce workplace bullying's harmful impacts on organizational commitment. This study recommends that managers offer their staff the discretion, independence, and freedom they need to execute a task. Reassessing "work with a smile" strategies can help companies avoid workplace bullying. In the near term, emphasizing emotion control may benefit a firm, but it may eventually lower the standards of peers, workers, and relationships. This research demonstrates that raising employees' self-esteem may lower organizational commitment, making self-esteem availability a major contributor to workplace bullying. Employers can boost workers' self-esteem by encouraging them to take short breaks. Self-affirmation training can also help workers recover at work. resource scarcity. Both sectors suggest that firms can utilize a range of methods to enhance employee engagement and performance.

7.3 Limitations and Future Recommendation

Theoretical and practical implications of this discovery are limited: First, the current research is cross-sectional rather than longitudinal, which usually takes longer and requires more resources to get a clearer picture. Thus, this study cannot determine the long-term impact of workplace bullying on organizational commitment. The second problem of this study is that it uses a common approach strategy for data gathering via survey questionnaire, therefore detailed interviews are often needed for detailed responses. Third, while information is also acquired from other employees working at the same universities in different cities across Pakistan, it is only gathered from faculty and subordinates of Public Sector Universities in the Bahawalpur division, which can assist make the study more authentic. The study's population is public sector universities in Pakistan's Bahawalpur Division, which limits its breadth and relevance to other Pakistani public universities. This study focused on the loss of self-esteem caused by workplace bullying, although peer actions in the workplace negatively affect health. For instance, impression management requires personnel to act socially acceptable. Social support, which comes from family, friends, coworkers, and others, may be used in future studies to mitigate the negative impacts of workplace bullying. This study could be conducted under another theory, such as the conservation of resources theory, because people with high social support have more ways to cope with stress than those with low support.

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