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Article

Effect of workplace bullying and incivility on employee performance: Mediating role of psychological well being

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Abstract: Workplace bullying (WB) and workplace incivility (WI) appear to be the most alarming events with a potentially threat to the entire workforce and organization. Considering their implications, this research study is examining the effect of WB and WI on employee performance (EP) in the presence of psychological well-being (PW) among both relationships. Sample of the female employees (Nurses) working in the health care units and hospitals of the Azad Jammu and Kashmir (AJ&K), Pakistan was taken to collect the data. Data were collected from female nurses and their supervisors working in the public sector hospitals of AJ&K, Pakistan. The current study uses AMOS 21.0 for empirical analysis to estimate the "Structural Equation Model (SEM)". The results of SEM show that WB and WI negatively influence nurses' performance in Azad Jammu and Kashmir's health sectors. Moreover, PW mediates the association between WB and EP. Similarly, the effects of WI decrease in the presence of PW. The current study provides theoretical and practical implications for Pakistan's health sector regulators and other stakeholders. It also sheds highlight on the importance of a stress-free environment for health sector employees and postulates that employee productivity may be enhanced after eliminating bullying and incivility at the workplace. Further, the study guides managers to create stress-free environments and policies to enhance employee's productivity.

Keywords: workplace bullying; workplace incivility; employee performance; Azad Jammu and Kashmir

1. Introduction

Bullying at the workplace has been observed as an unwanted or negative event that occurs at the workplace and has drastic outcomes for employees' productivity. The issue of bullying and its influence on performance has gained the concentration of the academic and public sectors globally. It has been clarified via observation that an unfavorable workplace environment is a significant issue with overwhelming outcomes for workers, companies, and the general population (Tuckey et al., 2022).

Bullying is a crucial issue in the health sector, influencing the performance of nurses and other staff. Since workplace bullying influences not only nurses' health staff but also patients (Stelmaschuk, 2010). A "medical caretakers" congregation proclaimed that "most attendants in the lion's share are exposed to bullying behavior at various organizations of their profession." Therefore, nursing is considered a "vocation with the extremely basic pace of bullying in discrete notion based on how it is managed".

Likewise, in the health sector and social insurance, laborer impasse work, long working hours, fewer compensation, low self-sufficiency, and decreased chances of everyday life cause low activity execution and inefficient performance and productivity.

As per Selye (1956) bullying affects in-role performance, causes psychological distress and "mental burden," and interrupts daily activities. Conferring to Selye (1956) stress denotes individual response to workplace incidents and happenings that negatively affect role performance via work overload, feedback deficiency, role conflict, anxiety cases, and organizational and technological changes. Likewise, research by Jamal (1984) examined stress and the in-role performance association of blue-collar personnel. Jamal (1984) indicated that stress happens because of an unsecured environment, policies, and incidents in an organization, thus causing poorer productivity and performance.

Andersson and Pearson (1999) indicated that workplace incivility is defined as a "minor form of interactive hurt". Thus, workplace incivility can cause swerve damage among employees, especially front-line workers like nursing staff in hospitals.

Naseer (2021) proved that incivility among nurses in the health sector causes swerve damage and cause low productivity among nurses. The primary characteristic of incivility, i.e., the "destruction of workplace rules". Each organization has customs and outlooks that cause mutual and acceptable conduct and understanding among employees. This mutual understanding encourages support within organizations. Incivility damages mutual understanding and values, thus interrupting the organization and employee's welfare (Andersson and Pearson, 1999; Lim and Teo, 2009) secondary characteristic is "vague intent". Accordingly, sometimes mastermind's goals become unclear to the target due to the mastermind's rude behaviors, misunderstanding, unfamiliarity, and personality (Andersson and Pearson, 1999), thus causing inefficient performance of employees. The last characteristic of incivility is "squat force". Hence, hostile acts include bullying, incivility, and brutality. This influences employee performance and leads to belligerence and intensifying conflicts (Lim et al., 2008).

Current research study aimed to analyze the effects of workplace bullying and workplace incivility on employee performance. Furthermore, determining the effects of workplace bullying and workplace incivility on psychological well-being of female nurses is also the objective of this research. Finally, testing the mediating role of psychological well-being in the relationships between both independent variables and the dependent variable is worthful and major objective of the research study to fill the theoretical gaps in existing literature. Abubakar et al. (2022) also suggested few important things that are supportive for gaps considered for current research study.

Service sector is struggling from prevalence of negative events especially from workplace bullying and workplace incivility in terms of bad mental health and ultimately with lower productivity of employees (Abubakar et al., 2018; Wheeler et al., 2010). Both events are emerging issue in health sector specifically and are causing swerve damages among healthcare staff especially female nurses. Organizations regardless of their nature facing civility related issues as well, civil behavior of co-workers, patients or attendants, and supervisors can play positive role. Contrary to this incivility can be harmful for employees and organizations as well. Emotional intelligence and social intelligence could be tools to handle such a problem creating

events (Hershcovis, 2011). Incivility is not only prevailing in society or social life of people but is also present in organizations or workplaces in shape of humiliation, discrimination, impatient language and harsh behaviors (Pearson et al., 2000).

Health industry of various countries especially of Pakistan is suffering from the prevalence of negative events. Workplace bullying and Incivility both have drastic outcomes for organizations regardless of nature of organizations but health industry of AJ&K, Pakistan is suffering a lot. Therefore, current research study is designed to explore the consequences of workplace bullying (WB) and workplace incivility (WI) for employee performance (EP) of female nurses in the presence of psychological well-being (PW).

Prevalence of negative events at workplaces is dilemma for managers and health sector for all is suffering badly. Health sector is one of the most important sectors as it is responsible to maintain the health related, injury related and nutrition related issues among the individuals of society. Therefore, peace of mind and good mental health should be there to all front-line workers and nurses. By having good mental health nurses can play better role for patients, their job performance and overall effectiveness of the organizations as well.

Hence, current study aimed to study the effects of workplace bullying and workplace incivility on employees' performance in the presence of psychological well-being. Although, many researchers already attempted to find out the consequences of negative events such as workplace bullying and workplace incivility for employee performance in the shape of individual relationships. Particularly using both negative events to measure the employee performance in presence of psychological well-being is novelty of current research.

As negative events are predictor in current research study, employee performance is outcome and psychological well-being is mediator, therefore Affective Events Theory (AET) by Weiss and Cropanzano (1996) is overarching theory for conceptual framework of the study. Affective Events Theory Weiss and Cropanzano (1996) suggest that every activity at workplace is an event and all the events lead towards emotions among the individuals working in the workplaces. Finally, those emotions result in outcomes that may have positive or negative effects for individuals depending upon the nature of events and then intensity of emotions due to the events.

2. Review of literature

2.1. Workplace bullying

Bullying in the workplace occurs in numerous forms. An excessive workload is an anonymous form of bullying in the workplace, influencing employees' performance by reducing their efficiency. In the light of literature, bullying refers to a person doing such actions, leading to 40% of bullied employees and stimulates quitting jobs after suffering from bullying (Zogby, 2002). Hence, workplace bullying is directly associated with in-role performance as the employee works proficiently and is comfortable in a healthy workplace (Khalique et al., 2018). Likewise, in the healthcare sector, nurses quit their position and job after suffering from bullying behavior (Jonason et al., 2015).

According to Ahmad (2018), bullying is said to be the negative behavior among

workers intended based on "proper or informal power imbalance", resulting in serious consequences. Fisher-Blando (2008) investigated workplace bullying and its Consequences on Job Productivity. Fisher-Blando (2008) explored that about 75% of candidates perceived bullish behavior during their job life, while 47% of candidates stated that they faced bullying during their whole career life, and 27% confronted the victim of a bully in the previous year. Likewise, Hebron and Humphrey (2014) explored "Aggressive Behavior and its Effect on Job Satisfaction and productivity" and revealed that workplace bullying influences workers' performance. Accordingly, workplace bullying also breaks the company's morale and financial position. Yahaya and Ramli (2009) examined the occurrence and variety of psychological and physical bullying. Yahaya and Ramli (2009) also indicated an association between workplace bullying, job performance, and job satisfaction.

As bullying influences, the performance of employees. Therefore, workplace bullying cases must be exploited regularly because it is the organization's responsibility to protect employees from all kinds of negative behavior in the workplace. Organizations must remove the action that brings down personal health, company work, and convenience and leads to a downgrade. Thus, Keashly and Jagatic (2011) indicated that the leader's responsibility to resolve the such issue to enhance the mutual benefit of both enterprise and workers.

2.2. Workplace bullying and employee performance

Paais (2018) scrutinized bullying behavior faced by "Bank Maluku" staff and indicated that bullying negatively affects performance, and consequently, organizations have to bear economic and productivity losses (Buchanan and McCalman, 2018; Mone and London, 2018; Weber et al., 2018).

Workplace bullying adversely affects the performance of frontline workers like female nurses in Azad Jammu and Kashmir, Pakistan. They also reveal that workplace bullying reduces the employees' psychological well-being, and low employee performance affects the overall productivity of health-related organizations in Azad Jammu & Kashmir, Pakistan (Shahid and Sajid, 2020). Furthermore, bullying negatively disturb organization by "inhibiting innovation and creativity" (Einarsen and Mikkelsen, 2003; Laschinger, 2014; Laschinger et al., 2012, 2013). According to previous research, bullying either from supervisor or co-worker results in disengagement, loss of motivation, and poor health (Glambek et al., 2018; Malik et al., 2019; Namie and Namie, 2009; Vartia, 2001; Volk et al., 2019). Further, Laschinger and Fida (2014a) discovered that workplace bullying causes bad associations between workers and supervisors. Thus, bullying hurts the performance of individuals, and bullying is an influential factor that can cause damage to organizations on a large scale as it contributes to low productivity, low job performance, and increased turnover intentions.

Based on the available literature, the hypothesis formulated for the current study is as follows:

- **H1:** There exists significant negative influence of workplace bullying on employee performance.

2.3. Workplace incivility

Cortina et al. (2001) defined workplace incivility as "rude work behaviors, work-linked anxiety, disruption, and disgruntlement." M. Pearson and Anderson (1999) defined workplace incivility as a "squat force harming the target in contravention of workplace ideals and displaying a lesser amount of high opinion for others." As a result, Vogelpohl et al. (2013) stated that unconstructive organizational attitudes apply a smaller amount in "organizational residency attitude".

During the last two eras, the issue of workplace negativity is said to be the principal issue for organization and employee behavior. Numerous studies investigated various kinds of negative workplace behaviors influencing individuals and organizations. Correspondingly, workplace aggression, bullying, incivility, deviance, and abusive supervision influence employees' work attitudes, behaviors, and well-being. Targets of these negative workplace activities face stress and lower productivity (Bowling, 2005).

In overseas nations, a DNP (Doctor of Nursing Practice) degree is defined as "BSN and MSN degree holder's nurses" to enable capable nurses to meet modern health care structure. However, this tendency is not applicable in the Pakistan health sector. DNP does not offer MSN and BSN degrees to nurses to make them "autonomous practitioners"; thus, they have to suffer from incivility in the workplace (Minnick et al., 2011).

Despite improving the ownership attitude, Diploma Health Nurses (DHN) nurses involuntarily grow hatred against workplace discourteous behaviors when they are attacked by triggers and insulting attitudes (Porath and Pearson, 2012). Riskind et al. (2000) postulated that these attitudes, in turn, decay job satisfaction damage and work roles psychological health. DNP suffers from "inert belligerent behaviors and is deprived of professional rights" at a greater rate (McNamara, 2012). Roberts et al. (2011) and Itzkovich and Heilbrunn (2016) elucidates that discourteous and uncivil behaviors harm employees' self-worth, damage-nursing profession, and the health system. Because DHN nurses are not involved entirely in clinical decision-making, thus their careers are affected by others' decisions and behaviors (Bakker and Bal, 2010). Further, incivility's influences on DHNs harm job performance and threaten patient security (King et al., 2017).

Suffer exhaustion is the outcome of prolonged divergence between "a person and work aspect" (Maslach, 1986). Incivility causes stress and loss of productivity that leads to suffering exhaustion. Communication refers to access to information regarding the matters and functioning of the organization. This information is kept confidential, which causes less autonomy and incivility in the healthcare sector. Bano et al. (2021) revealed that incivility is causing damage to the mental health of the nurses, and finally, incivility badly affects the performance of nurses in Pakistan.

Thus, incivility at the workplace causes "work behaviors, work-linked anxiety, disruption, and unhappiness". These factors consequently lead to inefficiency, job turnover, job dissatisfaction, and then the performance of employees.

Thus, it is hypothesized for the current study that,

- **H2:** Workplace incivility has a significant negative impact on employee performance.

2.4. Mediating role of psychological wellbeing

Psychological well-being is an important component of an "individual's self-assessment" related to fundamental work understanding (Johari et al., 2018). Ryff and Singer (1998) indicated that psychological well-being characterizes "positive functioning" and procedure of "persistent improvement" at the workplace. Further, psychological well-being includes engagement with existential encounters, chasing meaningful objectives, personal development, and treating others in good manners (Forbes et al., 2019; Keyes, 2007).

Emmanuel Olatunde and Odusanya (2015), identified that job satisfaction, psychological well-being, and its contributing factors promote working environments and quality, thus causing job satisfaction, self-esteem and productivity.

Likewise, Johari et al. (2018) specify that well-being enables workers to work professionally and augment performance through feedback on work tasks. (Wright and Bonett, 2007) scrutinized the "moderating role of psychological well-being" and showed that employees perform efficiently in the presence of psychological well-being. Daniels and Harris (2000) established stronger relations between well-being and employees and organizational performance (Wright and Cropanzano, 2000b). Wright and Bonett (2007), with a sample of 112 US West Coast managers, directed that well-being mediates the association between workplace satisfaction and incivility. Jonason et al. (2015) and Alshehry et al. (2019) recommended that psychological well-being is necessary for "employee's motivation and less exposure to workplace incivility in the nursing profession" (Alshehry et al., 2019; Megeirhi et al., 2020).

Previous literature postulates that "capabilities, nursing-brilliance indicators and monitoring of proceedings on specific obligation" are abilities of the nursing profession (Laschinger et al., 2013). These abilities are evaluated in the presence of a licensed, adaptable, modern health system and psychological well-being (A Megeirhi et al., 2018; Whelan et al., 2006). Overhead works reveal that psychological well-being is a mediating variable among workplace bullying and workplace incivility, and these both have negative outcomes for the psychological health of the employees and lower psychological well-being and performance of employees.

So, it is hypothesized that:

- **H3:** Psychological well-being mediates the relationship between workplace bullying and employee performance.
- **H4:** Psychological well-being mediates the relationship between workplace Incivility and employee performance.

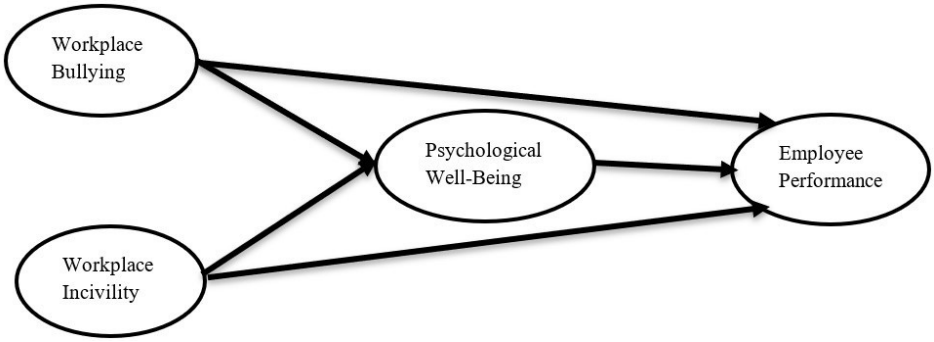

Figure 1. Research model.

Research model in current study is based on the Affective Events Theory (Weiss and Cropanzano, 1996). As in current study workplace bullying and workplace incivility are considered as negative emotions, these events evoke negative emotions and finally result in low performance. Therefore, rationale of study is based on suggestions of affective events theory (AET), hence the theory is overarching theory for the conceptual framework of the study.

3. Methodology

3.1. Data collection and sampling

Quantitative technique has been deployed by researchers in current research as the data were collected with help of structured questionnaire. Scales used in current research are self-reported scale for WB, WI, and PW. However, supervisor rated scale to collect the responses for EP was used.

If in research study when population and is unknown are its up-to 1,000,000 researchers are suggested to target at least 384 sample size for data collection (Creswell, 2016). However, Gravetter and Forzano (2018) suggested that larger the sample size accurate will be the results. Therefore, considering the importance of suggestions of both mentioned studies 1200 survey forms were distributed for data collection and sampling technique used in current research is convenient sampling.

As female nurses are always busy with their patients and work in shift-based routine. During the different visit it is not possible reach to all the nurses because of their busy and complex routine therefore while decision about sampling technique convenient sampling was best choice for researchers.

Female nurses were targeted to collect the data against the workplace bullying, workplace incivility and psychological well-being, however their immediate supervisors were contacted/visited by researchers to collect data about the performance of the nurses. As the pertaining variable specifically, independent variables are of negative connotation and related to abuse, humiliation and are negative events, hence the cultural setting of organizations in country like Pakistan, female nurses of female workforce of service sectors are facing numerous issues related to mistreatment, discrimination, harassment and humiliation. Therefore, nurses working in public sector of Pakistani health sector were chosen to conduct the study.

As in current research, researchers have collected data from female nurses working in Pakistani public sector hospitals and numerous tasks are always waiting for such job. Nurses have to face both gender patients and to bear the behavior of attendants. Therefore, population selected to conduct research on workplace bullying, workplace incivility and well-being is most appropriate for the study. Random sampling is somehow mathematical approach to select the sample (Wiersma and Jurs, 2005), but convenient sampling under non-probability class is necessary when we need to approach the busy scheduled employees to get maximum responses (Singleton and Straits, 2012). So, convenient sampling technique has been chosen for current research. Likewise, the cross-sectional survey method was adopted for data collection due to its reduction in common technical biases (Podsakoff et al., 2003).

Data were collected by self-administered questionnaires, questionnaires used in current research are based on few sections. Firstly, researchers have used control

variables like age of participants, qualifications, and experience of respondents. Secondly, for workplace bullying, workplace incivility and psychological well-being female nurses were approached by researchers to collect data for research study. Finally, immediate supervisors of all participant nurses were approached by researchers to get data related to performance of female nurses through supervisor rated questionnaire. To collect the response regarding workplace bullying, workplace incivility, and psychological well-being, self-rated instruments were used (See Appendix A). To avoid the biasness, data related to employee performance were collected through supervisor rated questionnaires (See Appendix B).

3.2. Instrumentation

Researchers have used various authors' developed scales to collect the data. To measure the workplace bullying researchers have used Negative Acts Questionnaire (NAQ) developed by (Zapf et al., 2003). This scale consists of 22 items based on point 5 Likert Scale that ranges from 1 Never to 5 Daily. Secondly, to measure the workplace incivility among the female nurses researchers have adopted the scale developed by (Cortina et al., 2001). This scale is comprised of 9-items and is also based on point-five Likert Scale, ranging from 1-strongly disagree to agree 5-strongly. Further, Psychological well-being was measured by using the scale General Health Questionnaire (GHQ) developed by (Goldberg and Blackwell, 1970). It has 9-items in total and scale rating for this ranges from 1-strongly disagree to agree 5-strongly agree. Lastly, to collect data for employee performance from female nurses supervisor rated scale developed by (Borman and Motowidlo, 1997; Williams and Anderson, 1991) was used. 21-items are there in scale 17-items from this scale are related to task performance and rest of 4-items are related to contextual performance. Point 5 Likert scale was used to get response that anchors from 1-strongly disagree to agree 5-strongly agree.

4. Findings

Multiple statistical procedures were selected for data exploration, but the main technique for data analysis was structural equation modeling (SEM) through AMOS 21.0 software. According to Anderson and Gerbing (1988), SEM is said to be two-staged, involving "measurement and structural model". The measurement model analyzes all latent variables with associated objects through the accomplishment of Confirmatory Factor Analysis (CFA) before the assessment of SEM.

Data were analyzed through three phases. The first phase consists of each research instrument's descriptive statistics and reliability calculation. Reliability analysis has been performed to measure the internal consistency of pertaining scales of the study. As per the internal consistency must be equal to greater than 0.70 in research of social sciences and related fields (Nunnally, 1994). Secondly, Pearson Correlation test was performed and as per suggestions/recommendations of Kline et al. (2005), correlation between the variables must not be greater than 0.85 for discriminant validity.

4.1. Reliability analysis

The result of the reliability analysis is presented in **Table 1**, which depicts that the reliability of WI is 0.881 with 9 items. The reliability of PW is 0.788 by 10 items, and EP has 16 items with a reliability of 0.881.

Table 1. Reliability analysis.

Variable	Reliability	No of items
WB	0.877	22
WI	0.881	9
PW	0.788	10
EP	0.881	16

Instrument's validity

Average variance extract (AVE) is referred to the sum square of all of the factor loadings divided by the total number of items. The acceptable value of *AVE*. i.e., the convergent validity, is >0.50 (Hair et al., 2010) However as per findings of (Fornell and Larcker, 1981) values for *AVE* or convergent validity are also acceptable if they are < 0.50, but in this case the composite reliability must be greater than 0.60.

Therefore, as per results of current research, values of *AVE* and *DV* for scale of workplace bullying are found 0.50 and 0.63 respectively and are in acceptable range (**Table 2**). Another independent variable in current research is workplace incivility and *AVE* value for scale is 0.56 and value of discriminant validity is 0.68 (**Table 3**) and are above the benchmark values. Psychological wellbeing is the mediating variable in current research and was measured through GHQ-12 items and *AVE* value of scale was found 0.52 and *DV* value of this scale was found 0.62 (**Table 4**), hence this scale is found good enough to use. Finally, validity test was performed for the scale of dependent variable i.e., employee performance and convergent validity (AVE) is found 0.51 and the value for *DV* is 0.58 (**Table 5**).

Table 2. Validity of WB.

Name of variable	Items	Factor loading	Item decision	*AVE* score	*CR* values	*DV* values
WB	-	-	-	0.50	0.93	0.63
	WB1	0.51	Included	-	-	-
	WB2	0.72	Included	-	-	-
	WB3	0.65	Included	-	-	-
	WB4	0.66	Included	-	-	-
	WB5	0.74	Included	-	-	-
	WB6	0.67	Included	-	-	-
	WB7	0.66	Included	-	-	-
	WB8	0.68	Included	-	-	-
	WB9	0.70	Included	-	-	-
	WB12	0.69	Included	-	-	-
	WB13	0.62	Included	-	-	-

Table 2. (*Continued*).

Name of variable	Items	Factor loading	Item decision	*AVE* score	*CR* values	*DV* values
	WB14	0.64	Included	-	-	-
	WB15	0.52	Included	-	-	-
	WB16	0.71	Included	-	-	-
	WB17	0.65	Included	-	-	-
	WB19	0.51	Included	-	-	-
	WB20	0.56	Included	-	-	-
	WB21	0.52	Included	-	-	-
	WB22	0.56	Included	-	-	-

Table 3. CFA of WI.

Name of variable	Items	Factor loading	Item decision	*AVE* score	*CR* values	*DV* values
WI	-	-	-	0.56	0.88	0.68
	WI1	0.73	Included	-	-	-
	WI2	0.70	Included	-	-	-
	WI3	0.76	Included	-	-	-
	WI4	0.71	Included	-	-	-
	WI5	0.67	Included	-	-	-
	WI6	0.64	Included	-	-	-
	WI7	0.50	Included	-	-	-
	WI8	0.62	Included	-	-	-
	WI9	0.71	Included	-	-	-

Table 4. Validity of PW.

Name of variable	Items	Factor loading	Item decision	*AVE* score	*CR* values	*DV* values
PW	-	-	-	0.52	0.81	0.62
	PW1	0.73	Included	-	-	-
	PW2	0.59	Included	-	-	-
	PW3	0.72	Included	-	-	-
	PW4	0.60	Included	-	-	-
	PW5	0.65	Included	-	-	-
	PW7	0.52	Included	-	-	-
	PW9	0.51	Included	-	-	-

Table 5. Validity of EP.

Name of variable	Items	Factor loading	Item decision	*AVE* score	*CR* values	*DV* values
EP	-	-	-	0.51	0.89	0.58
	EP1	0.52	Included	-	-	-
	EP3	0.61	Included	-	-	-
	EP5	0.52	Included	-	-	-
	EP6	0.56	Included	-	-	-
	EP7	0.56	Included	-	-	-
	EP8	0.51	Included	-	-	-
	EP10	0.61	Included	-	-	-
	EP11	0.60	Included	-	-	-
	EP12	0.54	Included	-	-	-
	EP13	0.51	Included	-	-	-
	EP14	0.63	Included	-	-	-
	EP15	0.51	Included	-	-	-
	EP16	0.62	Included	-	-	-
	EP17	0.59	Included	-	-	-
	EP18	0.57	Included	-	-	-
	EP19	0.57	Included	-	-	-

4.2. Confirmatory factor analysis

Confirmatory factor analysis of workplace bullying. WB is measured by asking "22 questions" from respondents. According to Cua et al. (2001), items with "factor loading greater than 0.50" are considered for further analysis, while the rest were dropped. As per analysis, three items contain a value less than 0.50, so these items were excluded. "*AVE*, *CR*, and *DV*" were assessed to find accepted range values.

Confirmatory factor analysis of workplace incivility. WI is measured by asking "9 questions" from respondents. According to Cua et al. (2001), items with "factor loading greater than 0.50" are considered for further analysis, while the rest were dropped. All 9 items of WI were included for further analysis because they fulfilled the criteria. "*AVE*, *CR*, and *DV*" were assessed to find accepted range values.

Confirmatory factor analysis of psychological well-being. PW is measured by asking "12 questions" from respondents. According to Cua et al. (2001), items with "factor loading greater than 0.50" are considered for further analysis, while the rest were dropped. As per analysis, 5 items contain a value less than 0.50, so these items were excluded. Values of "*AVE*, *CR*, and *DV*" were estimated for finding within accepted range values.

Confirmatory factor analysis of employee performance. EP is measured by asking "21 questions" from respondents. According to Cua et al. (2001), items with "factor loading greater than 0.50" are considered for further analysis, while the rest were dropped. As per analysis, 4 items contain a value less than 0.50, so these items

were excluded. Values of "*AVE*, *CR*, and *DV*" were estimated for finding within accepted range values.

Hypotheses analysis. For hypothesis analysis, current research conducted regression analysis. The theoretical framework is split into different models; the first part, the independent variables' impact, was tested with the dependent variable via regression analysis. While in the second part, mediating variable impact was tested among the relationships of selected negative events and employee performance.

4.3. Model 1 direct relationship

Table 6 indicates the regression analysis of WB and EP. Statistical results show that significant and negative influence of WB on EP with "coefficient = −0.18, $p < 0.001$". Salin (2003) postulates that bullying negatively influences the productivity and performance of employees by creating a stressful atmosphere, violence, workload, and dominating work behavior. Further, in the health sector, bullying influences performance through "long working hours and irregular work schedules". Therefore, the results support Hypothesis 1 of the study.

- **H1:** There exists significant negative influence of workplace bullying on employee performance.

Table 6. Regression weights.

	Estimate	***C.R.***	***P***
WB→EP	−0.18	−5.539	0.000
WI→EP	−0.11	−3.204	0.001

Table 6 indicates the regression analysis of WI and EP. As per the results, WI negatively and significantly influences EP "with coefficient = −0.11, $p < 0.001$". Therefore, it has been found that incivility is not good for nurses' performance and causing harmful effects. Prevalence of incivility is not good for organizations as it increases intentions to leave the workplace, absenteeism and decreasing the organizational commitment (Aiken et al., 2012). Thus, these findings of current research are providing support to H2 of the study.

- **H2:** There is a significant negative impact of workplace incivility on employee performance.

4.4. Model testing of psychological well-being

Table 7 is showing results of effects of WB and WI on PW of the female nurses in health sector of AJ&K, Pakistan. Results revealed that there negative and significant relationship between WB and PW (coefficient = −0.10, $p < 0.05$). Similarly results in the table are also showing that there is negative and significant relationship between the relationship of WI and PW (coefficient = −0.12, $p < 0.05$). Although these relationships were not proposed in hypotheses of this research but it's essential to report the both relationships by considering their importance. When employees are bullied in organizations their psychological wellbeing diminishes and mental health of employees is found at risk (Kadilak et al., 2014). Employees who frequently experience the negative events have lower psychological well-being (Mayhew and

Chappell, 2007).

Table 7. Regression weights.

	Estimate	***C.R.***	***P***
WB→PW	−0.10	−2.892	0.004
WI→PW	−0.12	−3.605	0.000

Table 8 shows a direct analysis of dependent and independent variables. Direct analysis indicates that WB has negative significance and influence on EP with "coefficient = −0.21, $p < 0.001$". The direct impact of WI on the EP is also negative and significant with "coefficient = −0.14, $p < 0.001$". Further, statistical results specify the significant and negative influence of PW on EP with "coefficient = −0.27, $p < 0.001$". Higher level of psychological well-being is essential to enhance the performance, motivation and job-related satisfaction of workforce (Jonason et al., 2015).

- **H3:** Psychological well-being mediates the relationship between workplace bullying and employee performance.

Table 8. Direct effect.

Results of direct effect	**Estimate**	***C.R.***	***P***
WB→EP	−0.21	−6.542	0.000
WI→EP	−0.14	−4.317	0.000
PW→EP	−0.27	−8.347	0.000

Table 9 indicates the indirect analysis of "WB on EP in the presence of PW." As per statistical results, WB significantly and positively influences EP in the presence of PW with a "coefficient = −0.29, $p < 0.001$". Hence, the impact of WB on EP in the presence of PW. The results support H3 of our study.

Table 9. Mediation analysis.

Results of direct effect	**Estimate**	***LL* 95% *CI***	***UL* 95% *CI***
WB→PW→EP	0.029	0.063	0.091
WI→PW→EP	0.023	0.058	0.086

As per results shown in **Table 9**, workplace bullying has affected the PW of the female nurses and statistical findings indicated that there is significant positive relationship between WI and EP in the presence of PW "coefficient = 0.23, $p < 0.001$". Therefore, H4 got support from the results and mediating role of PW in between the relationship of WI and EP is proven. Numerous outcomes like job satisfaction, employee performance, and turnover intentions are dependent to workplace environment and psychological wellbeing if at positive level can help the employees to cope with the prevalence of negative events at workplaces (Wright and Cropanzano, 2000a).

- **H4:** Psychological well-being mediates the relationship between workplace incivility and employee performance.

Results are persistent with Emmanuel Olatunde and Odusanya (2015). According to Emmanuel Olatunde and Odusanya (2015), psychological well-being improves working environments, satisfaction, productivity, and work quality. Likewise, (Jonason et al., 2015; Mayhew and Chappell, 2003) specifies that psychological well-being enhances job performance and satisfaction through "empowering leadership, feedback, increasing self-esteem, workers' commitment towards the job, thus mediate the association between bullying and performance".

4.5. Discussion

Testing the role of negative events for performance of female nurses was the major objective of current research. Empirical analysis was conducted with structural equation modelling (SEM) by using AMOS-21.0. Results in current research revealed that performance of nurses is declining when negative events are prevailing at workplaces. This supported the H1 of current research and results are persistent with the findings of (Khalique et al., 2018; Mehmood et al., 2021). Results in current research study also depicted that workplace incivility is also negatively playing its part for performance of female nurses and this supported the hypothesis 2 of the research, results are congruent with the findings (Hutton and Gates, 2008; Kavaklı and Yildirim, 2022; Saleem et al., 2022) of as they also found that incivility is causing swerve damages for performance, productivity and increasing turnover intention among employees respectively. Similarly, Smith et al. (2018) reported that incivility is affecting the performances of nurses and badly and also causing problems for hospitals environment and health of patients (Smith et al., 2018). Prevalence of negative events is harmful for performance of employees and results of current research study found that workplace bullying and workplace incivility both are contributing worst for decline of psychological wellbeing of female nurses as well and similar findings were reported by Lim and Teo (2009) that incivility is harmful for job satisfaction and wellbeing of employees. Lewis and Malecha (2011) reported that uncivil behavior form co-workers is at its peak in USA hospitals and creating numerous problems for female nurses, minorities, and management as well. Negative events like workplace bullying and incivility are causing damages to well-being of employees at their workplaces (Laschinger and Fida, 2014b). Concluding this discussion with remarks that both of the negative events are harmful for employees in various aspects (Aiken et al., 2003; Lewis and Malecha, 2011; Smith et al., 2018).

Employees' well-being can play its positive part for coping of the negative events at workplaces, but prevalence of negative events is increasing in such a way that employees' being is also suffering. Results of current research study have shown that psychological well-being mediates the relationship between workplace bullying and employee performance hence H3 got support from results and similar results for found for the relationship of workplace incivility and employee performance. Therefore, H4 also is supported by results. Although the both relationships were not addressed by any research in literature but up to some extent similar to the findings of Diener et al. (2010), they found that bullying and incivility are causing damages to employees' wellbeing and increasing turnover intentions among employees in the presence of psychological well-being (Cooper et al., 2019; Guest and Conway, 2011). Bullying

and incivility are also not good for self-esteem of workforce and affective the organizational commitment of workers in negative (Hoel et al., 2001; Quine, 2001). Therefore, results of current study are suggesting that negative events at workplaces should be tackled timely to avoid the swerve consequences on employees at individual level and on organizational effectiveness as whole.

4.5.1. Theoretical implications

Current study contributed for literature by addressing the issues prevailing in the health sector of Pakistan. Negative events were tested in current study to measure their impact on well-being of female nurses and then to check the performance of female nursing staff when such negative events are prevailing in the health sector. Therefore, the research framework used in current research under the implications of AET is novel contribution by authors in the body of literature.

4.5.2. Practical implications

Supervisors, supervising the female nurses can develop the friendly environment for female nursing staff and can formulate and implement the strategies to eradicate the prevalence of negative events from workplaces. Gender justice and even special care for female nurses can help to tackle the issues. Listening the victims of such events may help managers to minimize the events by implementation of appropriate strategies.

4.5.3. Limitations of the study

The current study is restricted to the consequences of incivility and bullying on nurses' performances. However, nurses' performance can be measured after adopting policies that reduce incivility, to analyze how beneficial these policies are. Current research findings are depending on negative events and their effect on employee performance in the presence of psychological wellbeing. Future researchers can us culture as the moderating effect in the relationship. Culture also is an important factor that can contribute for the performance of employees. Besides this any dark leadership can be point of interest as tested in a study by Mehmood et al. (2023). Despotic leadership can play its role to extend the findings of current research.

5. Conclusion

As countries like Pakistan females are not feeling convenient to work at workplaces especially in health sector because masculine culture is playing its role as a dominant factor to affect the performance of females in various aspects. Therefore, to determine performance of female nurses was the major focus of current research study. Current study highlighted that negative events like workplace bullying and workplace incivility are playing their role to minimize the psychological wellbeing of female nurses in health sector of Azad Jammu and Kashmir, and finally their performance was found lower. To reach these results researchers used SEM with the help of AMOS-21.0. Two questionnaires were used to collect the data, one was used to collect the data from nurses and other was used to collect the data from immediate bosses/supervisors of the nurses. A back-to-back coding system was adopted to classify the questionnaires. Overall, all the hypotheses of the study were found supported by results.

Initially, regression analysis is conducted to analyze the influence of bullying and incivility on the performance of nurses. As per statistical results, workplace incivility and bullying positively and significantly influence employee performance. These results are providing support to H2 of the research study. Workplace incivility and bullying both have negative consequences for efficiency, productivity, and performance of the employees. Therefore, findings of current research are congruent with the results reported by Smith et al. (2018), they claimed that effects of incivility have negative consequences for efficiency of nurses and consequently for health of patients and environment of hospitals as well.

Further, in the current study researcher has also used mediating analysis to analyze the "direct and mediating role of psychological well-being". A direct analysis specifies that psychological well-being positively and significantly influences performance. Mediation results indicate that psychological well-being mediates the association between bullying and performance. Likewise, workplace incivility and bullying in psychological well-being decreased employee performance. These findings indicate that there is a positive association between "well-being and employee performance.

Implications, suggestions, and recommendations

The aim of this research study was to examine the effects of workplace bullying and workplace incivility on employee performance by targeting the female nurses that are working in health sector of Azad Jammu and Kashmir. Findings of the research suggest that administration should consider the importance of events and must help the individuals to cope such events and provide them social and organizational support to get rid. Training programs and appropriate policy making should be there to eradicate such events. Hospital management should listen to the voice of nurses against such events and help them to tackle.

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Appendix A

Questionnaire for nursing staff (Female)

Dear Respondent,

Thank you for agreeing to be a part of this research initiative. I am XYZ, a student of PhD (Management Sciences) at University of XYZ. I am surveying for my thesis. You are requested to please spare your precious time and fill the questionnaire. It is assured that the information obtained will purely be used for academic research, and not for commercial purposes.

Gender:

Male	Female

Age group:

20–35	36–45	46–55	56–60	61 and above

Experience:

1–5	6–10	11–15	16–20	20 and above

Qualification:

Inter.	Bachelors	Masters	M.Phil	PhD

For each item of the statement below, please indicate the extent to which you agree or disagree with the following statement by (✔) the appropriate number as per following rating scale where:

Strongly disagree	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
1	2	3	4	5

Note: Please tick (✔) one option.

Section I.

The following statements relate to your opinion about workplace bullying. For each item of the statements below, please indicate the extent of your agreement and disagreement by ticking (✔) the appropriate number.

1	Someone withholding information which affects your performance	1	2	3	4	5
2	Being humiliated or ridiculed in connection with your work	1	2	3	4	5
3	Being ordered to do work below your level of competence	1	2	3	4	5
4	Having key areas of responsibility removed or replaced with more trivial or unpleasant tasks.	1	2	3	4	5
5	Spreading of gossip and rumors about you	1	2	3	4	5
6	Being ignored, excluded or being sent to Coventry	1	2	3	4	5
7	Having insulting or offensive remarks made about your person (i.e. habits and background), your life private your or attitudes	1	2	3	4	5
8	Being shouted at or being the target of spontaneous anger (or rage)	1	2	3	4	5
9	Intimidating behaviour such as finger-pointing invasion of personal space, shoving, blocking/barring the way.	1	2	3	4	5
10	Hints or signals from others that you should quit your job	1	2	3	4	5
11	Repeated reminders of your errors or mistakes	1	2	3	4	5

12	Being ignored or facing a hostile reaction when you approach	1	2	3	4	5
13	Persistent criticism of your work and effort	1	2	3	4	5
14	Having your opinions and views ignored	1	2	3	4	5
15	Practical jokes carried out by people you don't get on with	1	2	3	4	5
16	Being given tasks with unreasonable or impossible targets or deadlines	1	2	3	4	5
17	Having allegations made against	1	2	3	4	5
18	Excessive monitoring of your work	1	2	3	4	5
19	Pressure not to claim something which by right you are entitled to (e.g. sick leave, holiday entitlement, travel expenses)	1	2	3	4	5
20	Being the subject of excessive teasing and sarcasm	1	2	3	4	5
21	Being exposed to an unmanageable workload	1	2	3	4	5
22	Threats of violence or physical abuse or actual abuse	1	2	3	4	5

Section II.

The following statements relate to your opinion about workplace incivility. For each item of the statements below, please indicate the extent of your agreement and disagreement by ticking (✔) the appropriate number.

1	Put you down or was condescending to you in some ways?	1	2	3	4	5
2	Made demeaning, rude, or derogatory remarks about you?	1	2	3	4	5
3	Addressed you in unprofessional terms, either publicly or privately?	1	2	3	4	5
4	Made jokes at your expense?	1	2	3	4	5
5	Yelled, shouted, or swore at you?	1	2	3	4	5
6	Paid little attention to a statement you made or showed little interest in your opinion?	1	2	3	4	5
7	Ignored or excluded you from professional camaraderie?	1	2	3	4	5
8	Doubted your judgment in a matter over which you have responsibility?	1	2	3	4	5
9	Ignored you or failed to speak to you?	1	2	3	4	5

Section III.

The following statements relate to your opinion about psychological well-being. For each item of the statements below, please indicate the extent of your agreement and disagreement by ticking (✔) the appropriate number.

1	Have you recently been able to concentrate on whatever you're doing?	1	2	3	4	5
2	Have you recently lost much sleep over worry?	1	2	3	4	5
3	Have you recently felt that you were playing a useful part in things?	1	2	3	4	5
4	Have you recently felt capable of making decisions about things?	1	2	3	4	5
5	Have you recently felt constantly under strain?	1	2	3	4	5
6	Have you recently felt you couldn't overcome your difficulties?	1	2	3	4	5
7	Have you recently been able to enjoy your normal day-to-day activities?	1	2	3	4	5
8	Have you recently been able to face up to problems?	1	2	3	4	5
9	Have you recently been feeling unhappy or depressed?	1	2	3	4	5
10	Have you recently been losing confidence in yourself?	1	2	3	4	5
11	Have you recently been thinking of yourself as a worthless person?	1	2	3	4	5
12	Have you recently been feeling reasonably happy?	1	2	3	4	5

*****Thanks for your participation*****

Appendix B

Questionnaire for Supervisors

Dear Respondent,

Thank you for agreeing to be a part of this research initiative. I am xyz, a student of PhD (Management Sciences) at University of XYZ. I am surveying for my thesis. You are requested to please spare your precious time and fill the questionnaire. You are requested to please spare your precious time and fill the questionnaire. It is assured that the information obtained will purely be used for academic research, and not for commercial purposes.

Gender:

Male	Female

Age group:

20–35	36–45	46–55	56–60	61 and above

Experience:

1–5	6–10	11–15	16–20	20 and above

Qualification:

Inter.	Bachelors	Masters	M.Phil	PhD

For each item of the statement below, please indicate the extent to which you agree or disagree with the following statement by (✔) the appropriate number as per following rating scale where:

Strongly disagree	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
1	2	3	4	5

Note: Please tick (✔) one option.

Section I

The following statements relate to your opinion about employee performance. For each item of the statements below, please indicate the extent of your agreement and disagreement by ticking (✔) the appropriate number.

1	How often this employee does adequately complete assigned duties?	1	2	3	4	5
2	How often this employee does fulfill responsibilities specified in job description?	1	2	3	4	5
3	How often this employee does perform tasks that are expected of him/her?	1	2	3	4	5
4	How often this employee does meets formal performance requirements of the job?	1	2	3	4	5
5	How often this employee does engage in activities that will directly affect his/her performance evaluation?	1	2	3	4	5
6	How often does this employee neglect aspects of the job he/she is obligated to perform?	1	2	3	4	5
7	How often this employee does successfully perform essential duties?	1	2	3	4	5
8	How often this employee does help others who have been absent?	1	2	3	4	5
9	How often this employee does help others who have heavy workloads?	1	2	3	4	5
10	How often this employee does assist supervisor with his/her work (when not asked)?	1	2	3	4	5
11	How often does this employee takes time to listen to co-workers' problems and worries?	1	2	3	4	5
12	How often this employee does go out of way to help new employees?	1	2	3	4	5

13	How often this employee does take a personal interest in other employees?	1	2	3	4	5
14	How often this employee does passes along information to co-workers?	1	2	3	4	5
15	How often this employee's attendance at work does is above the normal.	1	2	3	4	5
16	How often this employee does give advance notice when unable to come to work?	1	2	3	4	5
17	This employee does not take undeserved work breaks?	1	2	3	4	5
18	How often this employee does spend great deal of time with personal phone conversations?	1	2	3	4	5
19	How often does this employee complain about insignificant things at work?	1	2	3	4	5
20	How often this employee does conserve and protects organizational property?	1	2	3	4	5
21	How often this employee does adhere to informal rules devised to maintain order?	1	2	3	4	5

*****Thanks for your participation*****