

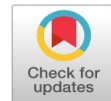
Impact of Workplace Bullying on Job Attitudes: Moderated by Ethical Leadership

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Abstract: The objective of this study was to examine the impact of workplace bullying on job attitudes: moderated by ethical leadership. Results and findings revealed that there is no significant relationship between bullying at the workplace and the deviance of employees. As employees spend most of their daily time at workplaces, the behaviors of employees at workplaces are a major concern for management and organizations. This is Quantitative research, using cross-sectional data to test the hypothesis empirically. SPSS 21 is used for all statistical analysis of data. The study is cross-sectional in nature as data was collected from various sources at one time. Results and findings revealed that there is no significant relationship between bullying at the workplace and the deviance of employees. The correlation between WPB and WPD is significant, but regression analysis has proved insignificance in this relationship. This research will extend the previous literature in two ways; first, we test the direct relationship between Workplace Bullying (WPB) with organizational deviance and individual deviance, its impact on employees' turnover intentions, and its impact on Organizational Citizenship Behaviors (OCB) of employees. Secondly, we will test whether Ethical leadership moderates this relationship or not. This study will fill the gap by stressing PSR in developing and underdeveloped countries and its impact on firms performance.

Keywords: OCB, Bullying, Job attitudes, Moderation analysis, Ethical leadership

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INTRODUCTION

Background

As employees spend most of their daily time at workplaces, behaviors of employee's at workplaces are major concern for management and organizations. Some roots of the workplace bullying are attitudes of supervisors, leaders, and management and job demands (Ciby & Raya, 2014). Workplace bullying is defined as behaviors which are unwanted, repeated, and harmful in nature it negatively affects the work tasks of one or more employees of an organization, and it gets difficult for employees who are being targeted to defend themselves against such type of behaviors or acts (Olweus, 1991). Research on the negative outcomes of workplace bullying is important to study so that in future such behaviors could be avoided, checked and stopped. Workplace bullying includes behaviors like verbal and non-verbal aggression, humiliation, hostile interactions, and hostile communications (DCruz & Rayner, 2013).

Workplace bullying has very severe outcomes which results hindrance in development of productive workplaces (Branch, Ramsay, & Barker, 2013). Employees who become the victim of bullying at workplace, feel themselves helpless and don't have any control as a result they usually engage in negative or deviant behaviors (Salin, 2003). In previous researches it has been proved that workplace bullying increase behaviors like absenteeism rate, turnover intentions and decreased commitment and satisfaction of employees (Fisher-Blando, 2008). Consequences of workplace bullying are both at individual and organizational level which includes anxiety, depression, stress, absenteeism and intentions to leave the job and lack of job satisfaction (Hauge, Skogstad, & Einarsen, 2010).

There are usually two types of bullying in organization one is work related bullying which includes giving meaningless tasks and responsibilities or totally not giving any work to do and one is person

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related bullying which includes teasing, insult etc inflicted on an individual (Einarsen, 2001). Downward bullying is the most common type of bullying which is routed from supervisors to employees working under them, but in some places upward bullying has also been noticed which is from subordinates towards their managers (DCruz & Rayner, 2013). It is usually seen that individuals suffering from bullying in organization have no self confidence. They are not at all satisfied from their jobs, and they continuously search other jobs so that they can leave this organization (Hershcovis & Barling, 2010). Workplace bullying is something that should not be tolerated in the organizations otherwise it stops creativity, self confidence and innovation. Employees stop sharing their ideas and valuable thoughts in organization which goes against innovation and novelty (Zapf & Gross, 2001).

Ethical leadership and ethics are important factors against bullying and these are negatively related to workplace bullying (Plinio, 2009). When leaders demonstrate ethical values then they would like to develop a fair system and under such type of supervision bullying is reduced (Ayuningrat, Noermijati., & Hadiwidjojo, 2016; Mayer, Kuenzi, & Greenbaum, 2010). Under such circumstances, Subordinates would also follow their leaders and would also exhibits ethics and comply fair policies, treat all employees equally and fairly and transform their behavior and become ethical in nature, which would minimize bullying and negative attitudes (Erkutlu & Chafra, 2014). Effective leadership has the ability to maintain a healthy environment at workplace and they could generate positive outcome at workplace for employees.

Problem definition/Research gap

To minimize bullying, organizations should have proper policies and systems which deal with bullying complain (Felblinger, 2011). Employees should know that when they face bullying to whom they should report (Pearson & Porath, 2005). These previous studies also suggest the need of some helpful leadership, so that if employees face bullying they should have trust on their leaders and tell them about their situation. Workplace bullying negatively impact to person who is being bullied and it will also negatively impact on organizational effectiveness (Aleassa & Megdadi, 2014; Putri, 2015). When bullying becomes part of organization then this is the worst type of bullying because in this situation bullying becomes part of organizational culture and then it would negatively impact whole organization more than its impact on individual employees.

Such organizations don't last longer as there is a lot of corruption which leads towards low productivity and eventually bankrupt the whole organization (Einarsen, Hoel, & Notelaers, 2009; Rafiah & Ariyanti, 2017). The main focus of all the previous studies was on the outcomes of bullying, that what would be the outcomes and how it would impact overall organization This research will extend the previous literature in two ways; first we test direct relationship between WPB with organizational deviance and individual deviance, its impact on turnover intentions of employees, and its impact on OCB of employees. Secondly, we will test whether Ethical leadership moderates this relationship or not.

This study will fill the gap by stressing PSR in developing and under developed countries and its impact on firm's performance.

Research questions

Following are the specific research questions:

1. What is the impact of WPB on employees workplace deviance?
2. What is the impact of WPB on employees OCB?
3. What is the impact of WPB on employees turnover intentions?
4. What is the impact of Ethical leadership on workplace deviance employees?
5. What is the impact of Ethical leadership on OCB of employees?
6. What is the impact of Ethical leadership on turnover intention of employees?
7. Does ethical leadership moderate the WPB & workplace deviance relationship?
8. Does Ethical leadership moderate the WPB & OCB of relationship?
9. Does Ethical leadership moderate the WPB & turnover intentions relationship?

Research objectives

1. To find out the impact of WPB on employees workplace deviance?
2. To find out the impact of WPB on employees OCB?
3. To find out the impact of WPB on employees turnover intentions?
4. To find out the impact of Ethical leadership on workplace deviance employees?
5. To find out the impact of Ethical leadership on OCB of employees?
6. To find out impact of Ethical leadership on turnover intention of employees?
7. To find out the combined effect of WPB and ethical leadership on workplace deviance relationship?
8. To find out combined effect of WPB and ethical leadership on OCB.
9. To find out combined effect of WPB and ethical leadership on turnover intentions.

LITERATURE REVIEW

Workplace bullying

It can be defined as "all those repeated actions and practices that are directed to one or more employees, which are unwanted by the victim, which may be done deliberately or unconsciously, but clearly cause humiliation, offence and distress, and that may interfere with job performance and/or cause an unpleasant working environment" (Einarsen, 1999). It is related to unequal power between members in an organization. One person has more power than other so the people who have more power use their aggression over those who have less power and the person with lesser power in result show negative attitudes like damaging organization in different ways and lack of commitment with organization (Hershcovis & Barling, 2010). In workplace bullying sometimes individuals at workplace make groups or individually show their interpersonal grudges against some of their colleagues or some individual employee (Neuman & Baron, 2005).

Workplace bullying could have worse outcomes on individual's health and personality as they feel themselves helpless and have no control and face depression in this state and as a result they can go towards suicidal attempts, so this is something to be taken very seriously, proper policies to check if bullying is happening are very important for organizations (Marchand, Demers, & Durand, 2005). Many previous studies suggest that organizations should take a step forward and develop proper anti-bullying procedures and policies so that at the end bullying doesn't destroy the overall organization so proactive approach is required by organizations in this matter (Martin & LaVan, 2010). Previous researches shows that there are different ways through which management can guess about bullying at workplace, one of which is increased rate of sick leaves, it is an early symptom of bullying and when this is happening management should take appropriate action (Kivimäki, Elovainio, & Vahtera, 2000). Some of the previous studies show that gender might put impact on indulging in unethical behavior as a result of bullying; male members of organization are more likely to engage in unethical behaviors (Kristensen & Smith, 2003).

Workplace bullying and workplace deviance

Workplace deviance can be defined as employee's intentional or voluntary behaviors that are against organizational norms and values; it includes involving in things that are against organization or threatens the employees of organization (Robinson & Bennett, 1995). Workplace deviance includes organizational and interpersonal deviance; organizational deviance includes violence at workplace, sabotage, dishonesty, absenteeism and theft whereas interpersonal deviance includes bullying, blaming other employees at work, aggression and gossiping (Robinson & Greenberg, 1998). There are many unethical behaviors which are also considered as deviant behaviors the difference in workplace deviance is basically behaviors that employees perform in the organization which are against the norms, rule and regulations of the organization where as unethical behaviors are those which comes under law and are considered as violation of laws (Saidon, Galbreath, & Whiteley, 2013). It has also seen that people who involve in unethical and deviant behaviors in organizations are not naturally bad neither they did something like that in their life history, extreme stress nor anger after bullying and disrespect could be one of the reasons (Anand, Ashforth, & Joshi, 2004).

Workplace bullying and unethical, negative behaviors have a strong link because when an employee become victim of bullying he just feel that he does not have any control and power that's why he is facing

all these situations and when employees felt no control then unintentional they engage themselves in negative and deviant behaviors (Anand et al., 2004). Whenever a person feels that he/she is not being treated in a good, respectful and fair manner then it's human nature that they will face stress, anger, anxiety, depression and in any possible way they will vent or release this anger and stress by involving negative and deviant behaviors (Aquino, Tripp, & Bies, 2006). Workplace bullying can be very much harmful for everyone in the organization, it can also influence employees decisions whether to engage in deviant behaviors or not and these deviant and unethical behaviors could cause severe economic damage for organization (Hauge, Skogstad, & Einarsen, 2009).

Negative Feelings which employee experience at workplace such as unfair policies, injustice, irritation are the antecedents of workplace deviance (Bennett & Robinson, 2000). A lot of experimental research concluded that workplace bullying has very severe and harmful results (Einarsen, Hoel, & Cooper, 2002). In this study we will further explore and experiment bullying impact on workplace deviance in which further there are two types individual and organizational deviance. Bullying made individuals frustrated and then they made organizations cripple and made them face unbearable economic loss by involving in activities against organization.

H1: There is a positive relationship between Workplace bullying and workplace deviance.

Workplace bullying and OCB

Organizational citizenship behaviors are also voluntary positive behaviors of employees that improve the effectiveness of organization (MacKenzie, Podsakoff, & Fetter, 1993). Organization citizenship behavior turns out to be one of the key elements that boost the organizational efficiency. It is a complex phenomenon currently rising as a significant characteristic of worker's behavior on job. Organization citizenship behavior is not a necessary part of job but if this behavior is present in organization it will help in enhancement of organization's overall performance (Kashif, Khan, & Rafi, 2011). It is a behavior that is helpful and gives value and benefits to others, and it is not included in worker's job description. These behaviors are not obligatory in job definitions, neither rewarded nor punished by management of organization, and are on voluntary basis (Runhaar, Konermann, & Sanders, 2013).

When bullying at workplace increase then organization citizenship behavior of employees starts decreasing (Aquino et al., 2006). Perception of employees about organizational justice and OCB would be low if at their workplace there is high workplace bullying (Paillé, Bourdeau, & Galois, 2010). If employees face bullying at workplace then they will not be involved in OCB because they will feel that organization does not fulfill employees expectations and not treating them fair so they should not perform extra effort nor they should help their colleagues and consequently they will withdraw their selves from OCB (Spector & Fox, 2002). If organizations will not be fair with employees then they perform or indulge in negative activities which will eventually harm the organization (Liang, 2012). Employees when face workplace bullying then it's not important that they will completely stop exerting OCB, if they get promotions and good salary for work then even though they are bullied, they will perform OCB towards organization because of the benefits they are getting from organization (Liu & Wang, 2013).

OCB could mainly be performed by only those individuals who are satisfied ,well committed with organization, dissatisfied employees would mainly like to take interest in deviant and counterproductive behaviors (Podsakoff, Whiting, Podsakoff, & Blume, 2009). Employees face bullying at workplace and resultantly experience anxiety, dissatisfaction, burnout, unfairness and many more negative feelings, so in the presence of all these negative feelings, it's obvious that no one would want to be the part or citizen of such place and as a result such employees most of the time are unwilling to engage in behaviors like OCB (Kassing & Waldron, 2014) ,therefore we offered our second hypothesis:

H2: There is a negative relationship between Workplace bullying and OCB.

Workplace bullying and turnover intentions

Turnover intention is an individual's conscious want, need or desire to search out a new job in a new organization (Tett & Meyer, 1993). Employees that are not satisfied with the content of their current job they will most probably try finding another job inside the organization and mainly outside

the organization (Van Eetveldt, van de Ven, van den Tooren, & Versteeg, 2013). Employee's turnover intentions will be low when they perceive psychological contract fulfillment in the organization (Van der Vaart, Linde, & Cockeran, 2013). When organizations fulfill its promises made with employees then turnover intentions will be lower (Montes & Zweig, 2009). Human resource experts in the organizations should try to recognize and manage all perceived promises of employees and management should be well aware of how these promises should be fulfilled to reduce the turnover intentions (Botsford Morgan & King, 2012). It's human nature that when they perceive that someone has not fulfilled their promises, then relationship with that individual or organization will be damaged and they will not prefer to remain in a positive relationship with that individual or organization.

There is always an exchange relationship between organization and employees both parties do something beneficial for each other and expect something in return so if one party does not fulfill other's expectations a psychological contract is breached and as a result negative outcomes will be seen e.g., lack of organizational commitment and increased rate of turnover intentions (Alcover, Martinez-Inigo, & Chambel, 2012). Employees exhibit negative attitudes like intent to leave and no commitment towards the organization when they perceive that their organization is not treated them fairly (DeConinck & Johnson, 2009). Turnover intentions of few employees create problems for the entire organization, it is a form of expense for organization because when employees will leave, organizations would require new employees and for that organization has to bear extra cost of recruitment, selection, training etc (Bushra, 2012). In the previous studies, it's been noted that workplace bullying is a very important forecaster and predictor of turnover intention, when there is workplace bullying turnover rate would increase (Van Schalkwyk, Els, & Rothmann Jr, 2011).

H3: There is a positive relationship between Workplace bullying and turnover intentions.

Ethical leadership and workplace deviance

Brown, Trevino, and Harrison (2005) defines ethical leadership as the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making. An ethical leader is the one who has the ability to make ethical climate and then an overall ethical organization (Appelbaum, Deguire, & Lay, 2005).

Ethical leaders can keep up ethical climate through ethical norms, policies and procedures and at the end the whole climate and environment of organization would be according to ethical code and conduct (Schminke, Ambrose, & Neubaum, 2005). The word leadership has been discussed a lot in different researches, leader becomes ethical when he is fair, honest and has good influence over his employees and ethical leadership is negatively linked with unethical behaviors of employees (Khuong & Nhu, 2015). Ethical leaders always take fair decisions, always be honest with their employees and tell them the real situation and communicate with them and usually they set clear rules and regulations about what should be tolerated and what should be not (Dirks & Ferrin, 2002). Everyone in organization under such leader knows rules, punishments and rewards as well and as a result employees trust their leader (Brown et al., 2005). It's not only the responsibility of the ethical leaders to just make clear rules and set rewards and punishments but also from time to time need to discuss these things with their followers and also ask their opinion and give equal opportunities and rights to all employees in setting such policies (Ponnu & Tennakoon, 2009).

It's the responsibility of leaders to communicate properly to their employees that what is right and wrong, to set standards, to tell them about benefits and punishments, to strengthen norms and values in the organization (Trevino & Nelson, 2020). Leadership matters a lot in creating ethics in the organization, as leaders communicate about ethics and as a result unethical behaviors could be minimized.

Whenever there is some ethical perspective in any type of leadership then outcome could be in form of increase in organizational citizenship behavior and decrease in unethical, negative and deviant behaviors of followers (Avey, Palanski, & Walumbwa, 201). Ethical leadership is highly related to positive outcomes from employees because leaders have the ability to put positive influence on employees (Elci, 2013). It's been noticed that Because of presence of ethical leadership in the organization negative

outcomes like deviant behaviors and bullying can be decreased (Miao, Newman, Yu, & Xu, 2013; Stouten et al., 2010). If leaders are unethical towards their followers then most probably employees will indulge in deviant behaviors (Trevino & Nelson, 2020). When the organizational climate is ethical as there are fair procedures and everybody knows about it then it'll minimize ambiguity, everyone knows about their performance and as a result employee's commitment will enhance (Jaramillo, Mulki, & Solomon, 2006).

Ethical leaders give importance to all employees and involve them in decision making in this way employees feel responsible towards their job and this involvement will help in building employees trust on their leader and as a result employees will do everything to make their leader happy and do not indulge themselves in negative behaviors (Zhu, May, & Avolio, 2004).

H4: There is a negative relationship between Ethical leadership and workplace deviance.

Ethical leadership and OCB

After 1970's, organizational citizenship behavior become popular, and it strengthened the belief that such attitudes leads organizations towards success. When there is ethical climate in the organization, leadership is also ethical then it would increase the OCB of employees (Shin, 2012). OCB can enhance the effectiveness of organization which can become a source of competitive advantage for organizations. Leadership behaviors that are related to ethics enhance the OCB of employees (Pitzer-Brandon, 2013). As leaders usually develop, create the culture of organization, and ethical leaders define how things will be worked in this organization. If employee likes organizational culture then they definitely like their leaders and then as a result be involved in OCB.

Social exchange theory is the best theory to describe the relationship between ethical leadership and organizational citizenship behavior.

According to this theory when one party receives benefits from another then they feel it's an obligation to give something good in return of that favor and consequently it will strengthen their relationship of give and take of benefits in future. Whenever employees or team members feel that they are being treated in a fair, caring, ethical and understanding way then in a reaction they will definitely show positive behaviors like OCB towards the organization (Brown et al., 2005). When top management of organization behave in a ethical manner ,this creates an ethical atmosphere which urge other employees to maintain that kind of behavior and this would even enhances the financial performance of the organization and employees become more concerned ,committed and motivated at the workplace (Shin, 2012). It is seen that employees working with ethical leaders most of the time go beyond what are required from them at the job ,the reason could be the social learning theory, as employees watch and learn from their leaders and then implement at workplace (Mo & Shi, 2017).

Ethical leaders are different from other leaders in a way that these are more honest to everyone, works for everyone's benefits, and make fair decisions and when employees get all these positive behaviors then according to social exchange theory employees show their positive behavior in demonstrating OCB (Kacmar, Bachrach, Harris, & Zivnuska, 2011).

H5: There is a positive relationship between ethical leadership and OCB.

Ethical leadership and turnover intentions

Ethical leaders play the roles that are appropriate in any workplace ,such leaders motivates their employees to perform similar tasks and promotes their attachment with the organization, so as a result employees wants to remain with such organizations under supervision of these leaders (Demirtas & Akdogan, 2015). If behavior of employees in the organization is unethical, then it would also negatively impact on overall culture of the organization like putting ones responsibilities on others, blaming others, and in this situation, even though leaders are ethical but because of unethical behavior of fellow employees,it affect turnover intentions of employees positively, so supervisor and employees should all be ethical in order to reduce the turnover intentions (Choi, 2015). When overall climate of organizations is ethical, leaders, mangers and employees all behave in an ethical way, then it will help new employees to fit in the organizational culture quickly and it will also reduce turnover intentions (Dimaculangan & Aguilung, 2012).

Ethical leadership is a positive behavior of leaders as these leaders help, motivate and even become mentor of employees so as a result employees will also show positive behavior in the form of commitment, OCB and to continue the job with the current employer and organization, and put all efforts to make organization successful (Mayer, Kuenzi, Greenbaum, Bardes, & Salvador, 2009). Social exchange theory can also fit in here as according to it when a person receives benefit from another, then he also tries to return him back in form of something ,its like give and take relationship, something in return is expected. Leaders provide benefits to his employees and help them in all the possible ways, then he expect from employees to give the best results and employee feel it as a duty to return best work to their supervisor and put best efforts and provide the expected output. After employee deliver the results he expects to get some benefits for his extraordinary efforts and then supervisor feel it as obligation to give employees benefits in the form of reward, so this is an ongoing process and in this situation turnover rate would be at minimum level.

H6: There is a negative relationship between ethical leadership and turn over intentions.

Moderating role of ethical leadership

According to social learning theory employees who join the organization would learn the values, norms, culture from other colleagues and usually from their bosses, leaders and managers (Smith-Crowe, Burke, & Landis, 2003), so leaders act as role models for employees and when employees follow their leaders and leaders are good ethical persons so if there is someone who is bullying employees then they will even not show negative behaviors just because of what their leader taught them about ethics (Yukl, 2002). Whatever leaders do employees will follow him, so if leaders are ethical then employees will also be ethical and will not show unethical and negative behaviors like dishonesty, theft, sabotage etc. Ethical leaders are not only moral leader and manager but they are also moral persons, and only a moral person can be a good ethical leader who follows ethics himself so that his followers follow him.

Ethical leaders always remain loyal and true to everybody they make decisions on what is right, they are also fair in decision making so they have all the qualities to influence followers so in presence of such leader if there is some sort of bullying then employees will not get frustrated (Mo & Shi, 2017). Employees will not totally detached them self from the organization if leader is ethical, they value their organization to some extent because of good ethical values they learnt from their leader (Trevino & Nelson, 2020).

H7: The relationship between workplace bullying and workplace deviance is moderated by ethical leadership in a way that relationship is weak when ethical leadership is high. That is, workplace deviance will be low following a WPB when ethical leadership is high.

H8: The relationship between WPB and Turnover intentions is moderated by ethical leadership in a way that relationship is weak when ethical leadership is high. That is ,Turnover intentions will be lower following a WPB when ethical leadership is high.

H9: The relationship between WPB and OCB is moderated by ethical leadership in a way that relationship is weak when ethical leadership is high. That is employees OCB remains following a WPB when ethical leadership is high.

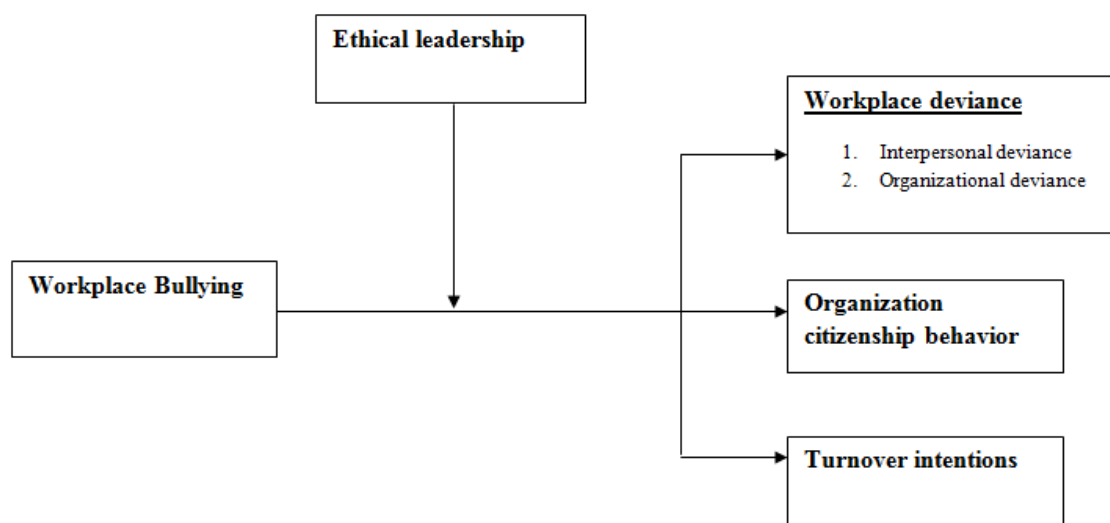


Figure 1. Theoretical framework

RESEARCH METHODOLOGY

Research design

This is a Quantitative research, using cross sectional data to empirically test the hypothesis. SPSS 21 is used for all statistical analysis of data the study is cross sectional in nature as data was collected from various sources at one time. Data was collected only once for research purposes.

Population

The population of this study is employees working in different public and private sector organizations. The survey was conducted for the purpose of revealing impact of workplace bullying on job attitudes: moderated by ethical leadership. To materialize this purpose, serving employees are studied because they were in a better position to communicate on organizations current policies, behavior and recent work related problems and outcomes. Employees working in travel agencies, universities, telecom sector, and banks are our main population.

Sample

Convenience sampling technique is used for an Approx. 250 samples.

Workplace bullying

Workplace bullying was measured by measured by Negative Acts Questionnaire Revised (NAQ-R) of (Einarsen et al., 2009). For each item, the respondents were asked how often they had been exposed to the behavior at their present workplace during the last 6 months. Response categories were (1) never, (2) now and then, (3) monthly, (4) weekly, and (5) daily. One of the questions is Being ignored or facing hostile reaction when you approach.

Workplace deviance

It was measured using 14 items of Aquino et al. (2006). Responses ranged from 1 (strongly disagree) to 5 (strongly agree). First 7 questions are of interpersonal deviance and remaining are of organizational deviance. Few questions are I made fun of someone at work, I put little effort into work.

Turnover intentions

It was measured using 3 items of (Rokhman, 2010). One of the question is I often think about quitting. Responses ranged from 1 (strongly disagree) to 5 (strongly agree).

OCB

The OCB scale was adopted from Podsakoff et al. (2009) based on Organ (1988) five dimensions. Responses ranged from 1 (strongly disagree) to 5 (strongly agree). One of the items is I help others who have been absent.

Ethical leadership

It was measured using 10 items of (Brown et al., 2005). One of the questions is Listen to what employees have to say. Responses ranged from 1 (strongly disagree) to 5 (strongly agree).

Data collection method

All data is collected with the help of self-administered questionnaires. Questionnaires were distributed physically, via Google doc, emails and Facebook. Electronic questionnaire was developed using Google Forms. The survey took 2 months targeting people and getting required questionnaires from them. All the respondents were assured of their data privacy, secrecy and confidentiality and participation was voluntary. They were asked to spare 3 to 4 minutes to spare for filling up questionnaire.

Data analysis techniques

After sorting the questionnaires, data coding was done, it was entered in Statistical Package for Social Sciences (SPSS) and analyzed with the same software in the following sequence:

- o Outlier Analysis
- o Missing values
- o Frequency distribution
- o Descriptive statistics
- o Reliability analysis
- o One Way ANOVA
- o Correlation Analysis
- o Regression Analysis

Reliability test

Table 1: Cronbach's alpha reliability

Variables	No. Of Items	Cronbach's Alpha
Workplace Bullying	16	.939
Ethical Leadership	10	.953
Workplace Deviance	14	.922
Turnover Intentions	3	.903
Organizational Citizenship Behaviour(OCB)	8	.743

DESCRIPTIVE ANALYSIS

Demographics

Table 2: Demographic results

Variable	Options	Percentage
Gender	Male	80.2%
	Female	20%
Age	20 or below	6.2%
	21-30	56.2%
	31-40	24.4%
	41-over	13.2%
Marital Status	Married	41%
	Unmarried	59%
	Divorced	0%
Education	Bachelors	10%
	Masters	43%
	Ms/M.phil	44%
	Phd	1.2%
	Other	2.1%
Tenure	Less than 1 year	26%
	1-5 years	51%
	More than 5 years	23.1%

Mean and standard deviation of study variables

Table 3: Means, standard deviations, correlations and reliabilities correlations

Correlations	Mean	S.D.	1	2	3	4	5	6	7	8	9	10
1.Age	2.45	0.80										
2. Gender	1.20	0.40	-0.07									
3. Marital Status	1.59	0.49	-0.66**	0.25**								
4. Education	2.43	0.77	-0.01	0.05	0.06							
5. Tenure	1.97	0.70	0.49**	-0.22**	-0.51**	0.04						
6. WB	2.44	0.91	0.07	-0.42**	-0.16*	0.01	0.05	(.94)				
7. EL	3.25	0.94	0.04	0.28**	0.02	-0.04	-0.06	-0.67**	(.95)			
8. WD	2.07	0.73	0.01	-0.43**	-0.19**	0.02	0.00	0.53**	-0.58**	(.92)		
9. TI	2.96	1.09	0.07	-0.06	-0.16*	0.08	0.13*	0.32**	-0.32**	0.25**	(.90)	
10. OCB	3.59	0.61	0.03	0.04	-0.03	-0.14*	0.02	-0.20**	0.27**	-0.12	-0.06	(.74)

Alpha reliabilities are represented in parenthesis. * $p < 0.05$. ** $p < 0.01$.

Correlation analysis

Above table contains means, standard deviations, correlations and whereas alpha reliabilities are shown in parenthesis. According to results mean of Workplace bullying is 2.44, whereas standard deviation is 0.91. Mean of Workplace deviance is 2.07 whereas standard deviation is 0.73.

Correlation between workplace bullying and workplace deviance is ($r = 0.53, p < 0.05$) which is highly significant and supporting the planned hypothesis.

Mean of OCB is 3.59 and standard deviation is 0.61. Correlation between workplace bullying and OCB is ($r = -0.20, p < 0.01$).

Mean of Turnover Intention is 2.96 and standard deviation is 1.09. Correlation between workplace bullying and turnover intentions is ($r = 0.32, p < 0.01$).

Mean of Ethical leadership is 3.25 and standard deviation is 0.94. Correlation between ethical

leadership and workplace deviance is ($r = -0.58, p < 0.01$) which is significant and supporting planned hypothesis.

Correlation between ethical leadership and OCB is ($r = 0.27, p < 0.01$).Correlation between ethical leadership and Turnover intentions is ($r = -0.32, p < 0.01$).

Regression analysis

For formally testing the hypothesis i perform regression analysis. In all the regressions gender, education, tenure, income level, marital status was taken as control variables. First of all direct relationships between independent and dependent variables were checked.

H1: There is a positive relationship between Workplace bullying and workplace deviance.

The result in regression table shows that workplace bullying (independent) and workplace deviance (dependent) are insignificantly related ($\beta = 0.09, ns$). The p -value ≥ 0.05 shows the insignificant relationship, which shows that no relationship exists between workplace bullying and workplace deviance. So it is concluded that there is no relationship between WPB and WPD. Hence, H1 is rejected.

H2: There is a negative relationship between Workplace bullying and OCB.

The result in regression table shows that workplace bullying (Independent) and OCB (dependent) are insignificantly related ($\beta = 0.03, ns$). The p -value ≥ 0.05 shows the insignificant relationship, which shows that no relationship exists between WPB and OCB. And conclusion is there is no relationship between WPB and OCB. Hence, H2 is rejected.

H3: There is a positive relationship between Workplace bullying and turnover intentions.

The result in regression table shows that workplace bullying (independent) and Turnover intentions (dependent) are significantly related ($\beta = 0.18, p < 0.05$). The p value < 0.05 shows that there is significant relationship between workplace bullying and turnover intentions. Hence, H3 is accepted.

H4: There is a negative relationship between Ethical leadership and Workplace deviance.

The result in regression table shows that ethical leadership (moderator) and workplace deviance (dependent) are significantly related ($\beta = -0.36, p = .000$). The level of significance at .000 shows that there is significant relationship between ethical leadership and workplace deviance. Therefore it is concluded that there is negative relationship between ethical leadership and workplace deviance. Hence, H4 is accepted.

H5: There is a positive relationship between Ethical leadership and OCB.

The result shows in regression table shows that ethical leadership (Moderator) and Organizational citizenship behavior (Dependent) are significantly related ($\beta = 0.16, p < 0.05$). The p -value shows that there is significant relationship between ethical leadership and OCB. Therefore it is concluded that there is a positive relationship between ethical leadership and OCB. Hence, H5 is accepted.

H6: There is a negative relationship between ethical leadership and turn over intentions.

The results is regression table shows that ethical leadership (Moderator) and Turnover intentions (dependent) are significantly related ($\beta = -0.23, p < 0.05$). The p -value shows that there is significant relationship between EL and turnover intentions. Therefore it is concluded that there is a significant negative relationship between ethical leadership and turnover intentions. Hence, H6 is accepted.

Table 4: Regression analysis

Predictors	Workplace Deviance			Turnover Intention			Organizational Citizenship Behavior		
	β	R^2	ΔR^2	β	R^2	ΔR^2	β	R^2	ΔR^2
Step 1									
Control		0.22	0.22		0.04	0.04		0.02	0.02
Step 2									
WB	0.06			0.26*			-0.03		
EL	-0.36***	0.47	0.25	-0.23*	0.17	0.12	0.16*	0.09	0.07
Step 3									
WB*EL	0.38***	0.57	0.10	0.90***	0.41	0.23	0.14*	0.11	0.02

H7: The relationship between workplace bullying and workplace deviance is moderated by ethical leadership in a way that relationship is weak when ethical leadership is high. That is, workplace deviance will be low following a WPB when ethical leadership is high.

The results in the regression table shows that in the third step impact of independent variables on dependents were checked including moderator. Impact of workplace bullying on workplace deviance in the presence of ethical leadership as moderator is significant as $\beta = 0.38$ and $p = .000$. But the beta is positive and our proposed relationship was negative in nature as deviance would decrease when ethical leadership is high, and it would increase when ethical leadership is low Therefore it is concluded that moderation exist but in opposite way, hence we reject this hypothesis.

H8: The relationship between WPB and Turnover intentions is moderated by ethical leadership in a way that relationship is weak when ethical leadership is high. That is, Turnover intentions will be lower following a WPB when ethical leadership is high.

Regression table shows that impact of WPB on turnover intentions in the presence of ethical leadership as moderator is significant as $\beta = 0.90$ and $p = .000$. But our proposed relationship was negative i.e., turnover intentions would increase when ethical leadership is low and turnover intention would be decreased when ethical leadership is high. And our beta is positive, it's mean moderation exist but in opposite direction Hence, H8 is rejected.

H9: The relationship between WPB and OCB is moderated by ethical leadership in a way that relationship is weak when ethical leadership is high. That is employees OCB remains following a WPB when ethical leadership is high.

Regression table shows that impact of WPB on OCB in the presence of ethical leadership as moderator is significant and $\beta = 0.14$ and $p \text{ (less than } 0.05)$ Therefore it is concluded that relationship between workplace bullying and OCB is moderated by ethical leadership. Hence, H9 is accepted.

Graphical representation of the interaction effect

The following figure depicts the interaction of workplace bullying and ethical leadership on organizational citizenship behavior, the figure shows that low level of workplace bullying with low ethical leadership has less rate of change in OCB, on the other hand in case of high workplace bullying, when ethical leadership would high then it would have a significant high rate of change in OCB.

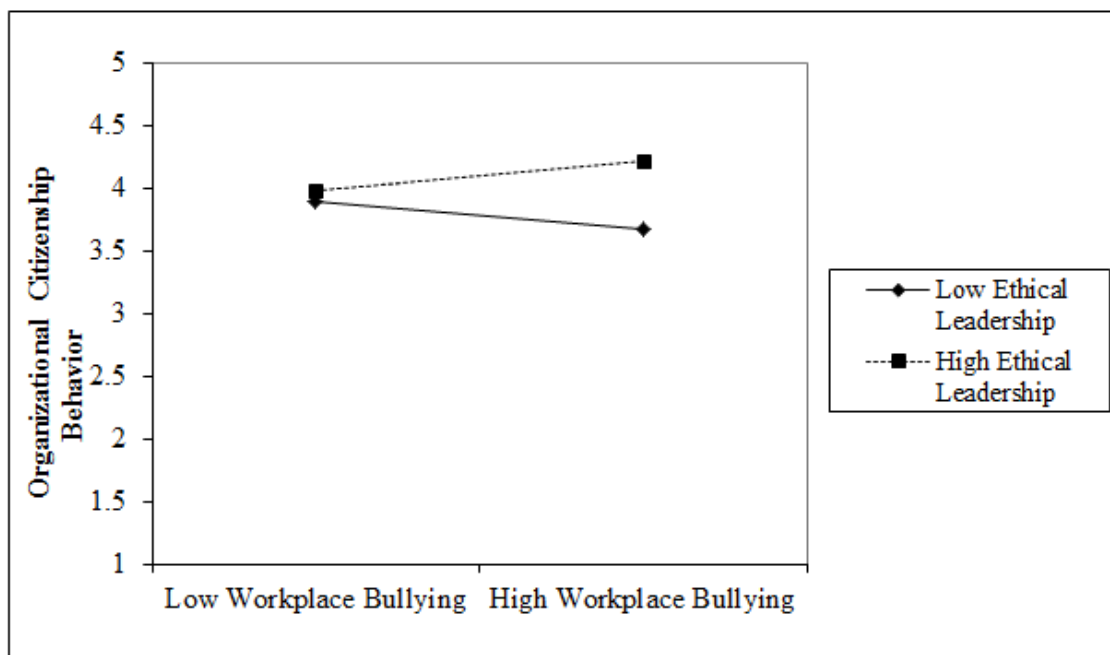


Figure 2. Interaction of workplace bullying and ethical leadership

DISCUSSION

The objective of this study was to examine impact of workplace bullying on job attitudes: moderated by ethical leadership. Results and findings revealed that there is no significant relationship between bullying at workplace and deviance of employees. The correlation between WPB and WPD is significant but regression analysis has proved insignificance in this relationship. Some of previous studies shows that cultures where people bear and tolerate bullying and don't take it seriously then bullying went unobserved and employees might ignore if it happens. Another reason for not involving in negative and deviant behaviors is if employees working with the current organization from a longer period of time and they have some sort of attachment with the organization then despite of bullying they will not indulge in workplace deviance (Harvey, Treadway, Heames, & Duke, 2009).

Secondly this study narrates there is a negative relationship between workplace bullying and OCB. Results show that there is no significant relationship between WPB and OCB. So this hypothesis also has been rejected. There is significant correlation among WPB and OCB but regression analysis has not proved the result. The reason for rejection of this hypothesis might be that OCB is a willing behavior of employees, it's something they want from inside to perform extra efforts for their organization and in return they don't expect any formal rewards nor they put extra efforts in expectation for something in return so if they are being bullied in the organization it would put no impact on their OCB and they continue putting extra efforts (Verdasca, 2015). On the other hand, some employees are very successful in managing conflict situations and successfully avoid conflict situations these people are also successful victims of bullying as they avoid negative and wrong behaviors and don't take these seriously (Zapf & Gross, 2001).

Results also show that there is significant positive relationship between workplace bullying and turnover intentions. Many of previous studies also support our results that whenever bullying increases turnover intentions of employees also increases. Employees exhibit negative attitudes like intent to leave and no commitment towards the organization when they perceive that their organization is not treated them fairly (DeConinck & Johnson, 2009). Employees leave the organization because of their own choice and after facing day to day frustration. Employees that are not satisfied with the content of their current job they will most probably try finding another job inside the organization and mainly outside the organization (Van Eetveldt et al., 2013).

This study also proposed that there is a negative relationship between Ethical leadership and Workplace deviance. If leaders are unethical towards their followers then most probably employees will indulge in deviant behaviors (Trevino & Nelson, 2020). Whenever there is some ethical perspective in any type of leadership then outcome could be in form of increase in organizational citizenship behavior and decrease in unethical, negative and deviant behaviors of followers (Avey et al., 201). These previous studies also support our hypothesis that when leaders are ethical then employees will not indulge themselves in negative acts like deviant work behaviors. This all discussion then finalizes that when there is ethical leadership in organization then there would be no workplace deviance.

This study also verified that leadership behaviors that are related to ethics enhance the OCB of employees (Pitzer-Brandon, 2013). If employees get in some trouble and leaders support and help them in solving that situation, so at the end employees will work best in order to make their leader happy (Audi, 2012). According to social exchange theory all relationships are based on give and take, and when employees get positive behaviors from leaders like fairness, justice, ethics then according to this theory employees show their positive behavior in demonstrating OCB (Kacmar et al., 2011). Social exchange theory can also fit in here as according to this when a person receives benefit from another then he also try to return him back in form of something ,it's like give and take relationship, something in return is expected. Ethical leaders provide an ease for employees working with him, they create working climate friendly so that everyone can discuss openly and give ideas, when there is this type of friendly climate at work then it would decrease turnover intentions of employees, because when needs of employees are fulfilled then there would be no reason for them to leave that organization (Jaramillo et al., 2006). Where there leadership is ethical there turnover intentions of employees will be low and employees will prefer to work with such leaders.

According to social learning theory employees who join the organization would learn the values, norms, culture from other colleagues and usually from their bosses, leaders and managers. Whatever leaders do employees will follow him, so if leaders talk ethical but don't perform ethical behavior then employees will also be least concerned about ethical behavior and will not show ethical and positive behaviors like. According to our first hypothesis if there is workplace bullying then there must be workplace deviance but according to this hypothesis results even if leader is ethical then it would not put impact and will not lessen the workplace deviance this might be because of strong impact of bullying on them and they are so frustrated that they don't concern about what ethical leader is saying. The reason could be that leader just talk about ethics but don't perform ethical behavior so on employees there would be no impact of ethical leaders in this scenario.

This study also assessed the moderating role of ethical leadership in bullying-turnover intentions relationship; i.e., turnover intentions will be lower following a WPB when ethical leadership is high. Results shows no significant relationship exist, reason could be that when there are skilled employees in the organization and they face bullying then they usually prefer and leave the job and got easily another one, so if leader is even ethical then this relationship is insignificant. One of reason could be this study has been done in Pakistan here people just talk about ethics but there are no proper implementation of that so this might be the reason of insignificant relationship of this hypothesis.

This study states that the relationship between bullying-OCB is moderated by ethical leadership in a way that relationship is weak when ethical leadership is high. That is employees OCB remains following a WPB when ethical leadership is high. The results have supported the hypothesis hence it is proved true. Ethical leaders are very loyal, true and honest people they always make the right and fair decisions and they have the quality to influence the followers, so in the presence of such leaders employees usually don't pay much attention to bullying and just concentrate on their work and if they have problem then the leader will take step for them and support them, so in such supportive environment employees will not lessen their OCB with the organization (Mo & Shi, 2017).

LIMITATIONS AND RECOMMENDATIONS

There are few limitations in current study that should need to be acknowledge, sample size of this study was relatively small it is recommended to conduct this study on large scale. This study has been done in Pakistan; it is highly possible that culture affects the findings, and results also depict the Pakistani culture, market trends and organizational conditions. Cross sectional design was used in the study which has high common method biased.

Future studies should also be done on some other Asian as well as western countries to check bullying impact in their context and how ethical leadership moderate in such relationship. There are a lot of other leadership types like servant leadership laissez-faire leadership which could be use as a moderator in place of ethical leadership. It is expected that this current study will flash more interest in exploring workplace bullying and ethical leadership practices of different organizations and institutions. This study is general and does not include any particular industry so future research should do on any specific industry or product; it would also be an addition in the literature.

CONCLUSION

The study has revealed that ethical leadership is a well appreciated practice and it has significant relationships with employee's OCB, WPD and TI. With the help of ethical leadership OCB of employees can enhance whereas WPD and TI could be minimized with the implementation of ethical leadership. The findings of this study suggest that management and human resource department of organizations should focus at the time of hiring to hire the employees who have ethical nature so that when they become leaders they perform ethical actions and guide their followers and subordinates ethically and this could help in creating an overall ethical organization, where people know what is right and what is wrong, and that wrong practices would not be tolerated, and if somebody perform any negative act like bullying then severe actions would be taken against him/her.

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