

**Effect of Employee Empowerment on Affective Organizational Commitment;  
Mediating Role of Work Engagement**

**Sana Ishtiaq**

Department of Business Administration, Lahore Leads University,  
Lahore Pakistan

**Imran Bashir**

Department of Business Administration, Lahore Leads University,  
Lahore Pakistan

**\*Ahsan Ali Ashraf**

Assistant Professor Department of Business Administration, University  
Of Sialkot, Pakistan

**Jawad Tariq**

Department of Business Administration, Lahore Leads University,  
Lahore Pakistan

**Aamir Manzur Wain**

Department of Business Administration, Lahore Leads University,  
Lahore Pakistan

\*Email of the corresponding author: [ahsanali.ashraf@uskt.edu.pk](mailto:ahsanali.ashraf@uskt.edu.pk)

**ABSTRACT**

*Employees are the foundation of hospitality industry and success of this industry depends upon the engaged workers. The purpose of this study is to evaluate and validate the impact of Employee Empowerment on Affective Organizational Commitment with the mediation of Work Engagement in the hospitality industry of Lahore. Data were collected through questionnaire using convenience sampling from 205 employees. The findings revealed that work employee empowerment has a significant effect of affective commitment and work engagement is significantly mediating. The results suggest that work engagement act as a partial mediator of the effects of employee empowerment on affective organizational commitment. Implication of the result are discussed, and direction of future research are offered. This study shows that organization can influence affective commitment of employees by empowering them, giving them challenges and having correct alignment with the goal through work engagement.*

**Keywords:** Employee Empowerment, Work Engagement, Affective Organizational Commitment, Hospitality Industry of Lahore.

**To cite this article:** Ishtiaq, S., Bashir, I., Ashraf, A., Tariq, J., & Wain, A, M (2022). Effect of Employee Empowerment on Affective Organizational Commitment; Mediating Role of Work Engagement. Competitive Social Science Research Journal (CSSRJ), 3(1), 497-509

## INTRODUCTION

Hospitality and tourism industries are considered to one of the most important and the largest industries of a country that helps in economic growth. It is complementary for underdeveloped countries. Pakistan is a country with natural beauty, hilly mountain ranges, such as Hindukash, Karakoram, Himaliyas and The High peaks of Kalam, beautiful valleys like Hunza & Chitral, gorgeous beaches, and the availability of all four seasons. Pakistan has many historical sites from the old civilization to many beautiful structures created by the Mughal Emperors. The multicultural nature of the country also contributes towards the tourism and hospitality industry. Pakistan is now strongly committed to promote the hospitality and tourism industry by involving the private sector, training companies, and highly committed and empowered employees and most importantly implementing some new policies.

The hospitality industry of Pakistan is in existence since the independence. Faletti's was first hotel established in the Subcontinent in 1880. Some great personalities of our history stayed in Faletti's like Quaid-e-Azam Muhammad Ali Jinnah, Allama Muhammad Iqbal, Pandit Nehru, Zulfiqar Ali Bhutto and Dilip Kumar. According to the act of Pakistan Hotel & Restaurant in 1976, it provides the controlling and regulating measures of standard and services to hotels and restaurants for tourists. This study elaborates that employee empowerment, work engagement and affective organizational commitment are interconnected for the betterment of both, the organization and employees.

The current research questions are:

- What is the relationship between employee's empowerment and affective organization commitment?
- What is the role of work engagement as mediator between employee empowerment and affective organization commitment?
- The current research questions are:
- To find out relation between employee empowerment and affective organization commitment.
- What is the role of work engagement as mediator between employee empowerment and affective organization commitment?

This can be identified to focus on the role of employee's empowerment on affective organizational commitment. As the process of empowerment lead to the superior performances in the organizational performance. In result of Employee empowerment and work engagement in this specific scenario, it brings the enhancing employees' outcomes (Arora, 2020; Bartlett et al., 2001; Fareed et al., 2016). It also helps the organization to bring their employees on competitive edge. By doing this employee can improve their job performances that can ultimately increase the organizational performance and affective commitment of employees towards the organization. Moreover, the organizations can arrange the several training sessions for their employees who has low commitment and performance in their job. This research also helps to identify the organizational goals and much satisfied employees with their work. the truly affectively committed employees feel that they are being more valued, confident, and great assets of the industry.

## LITERATURE REVIEW:

Authors has examined the relation psychological empowerment with employee engagement and job insecurity between the workers in government and private organization (Baillien, Cuyper, & Witte, 2011). This study's result uncovers that the huge connection joining job security, psychological empowerment, and work engagement. This study has also demonstrated that job insecurity has an influence on three different components concerning to psychological empowerment (effect, significance, competence) and over work engagement. Furthermore, four components of psychological empowerment (choice, ability, effect) predict work engagement.

Another researcher has researched to look the relationship between Human resources practices and worker's creativity through work engagement as mediator (Renaudin et al., 2018). The research comprises of 400 individuals answered from 110 organization in Pakistan. The outcome demonstrated when workers are empowered and trained enough, they perceived that the organization need them and consider them as a priceless asset of organization and promoted them on the next level by their engagement that consequently leads to the creativity that prompts innovation at worksite.

Authors have studied about role of psychological empowerment and work engagement as like the foundation of job satisfaction in Portuguese hotel establishment (Cho & Lee, 2018; Hansen et al., 2018; High & Young, 2018). The study comprises more than 152 individuals. The study uncovers that the job satisfaction was fundamental approached by work engagement and psychological empowerment. Outcomes similarly provide the framework to understand about the work engagement, motivating workplace and satisfied hotel staff.

According to the above discussion, the following hypothesis is presented.

*H1: Employee empowerment has a positive effect on work engagement.*

Canadian based research on fresh graduate nurses to demonstrate the relation among structural empowerment, work engagement & organizational commitment (Nasir, Bakhtawar; Ashraf, Ahsan Ali; Tariq, Jawad; Din, 2022). The outcomes present that fresh nurses felt more prominent case along with workplace empowerment structures, furthermore, employees job fit came about in the more prominent work engagement, which at last prompted more organizational commitment. Finally, the result shows the strong relationship between them all.

Similarly, Work engagement triggers numerous productive outcomes, among them full of feeling affective commitment, as it is referring to as an employee's emotional; connection to their workplace and attachment with the workplace (Allen et al.,1990). The work engagement and affective commitment have an unexpectedly valid connection (Idemudia et al., 2020). While observing obligations, candidates who are devoted to their work and has experience along with the high level of engagement, will carry a strong emotional commitment to firm's advancement opportunities and assets (Inness et al., 2008; Ullah et al., 2016). Furthermore, work engagement will upskill affective commitment as it has been affirmed in numerous past researches. Some challenges, personal or professional development tends a person positive affection and increase the career commitments (Moreno-Jiménez et al., 2009). After getting the higher positions and authority, employees are devoted their more hours and power to cope up new challenge stress (Crawford,

1999). Such level of achievements leads towards the great level of work engagement and to increase their affective commitment to the organization (Baillien, Cuyper, Witte, et al., 2011).

According to the above discussion, the hypothesis is presented.

*H2: Work engagement has a positive effect on affective organizational commitment*

As to qualities and wants of contemporary knowledge laborers, the possibility of empowerment may assume a significant and positive job by fulfilling their needs. One of the conclusions impacted on empowerment is commitment. A research of Ullah et al. (2016) as of now indicated the relationship. They researched about empowered employees are additionally ready to respond with higher levels of commitment. They define commitment in organization used Raver and Nishii (2010). The concept is defined as “the general strength of an identification & contribution in a specific workplace”.

Howard et al. (2016) specified a positive and significant relationship between the meaning and organizational commitment. At the point where it importance of work and fits in with the personal beliefs, a great score of affective commitment can be predict. Concerning to empowerment and commitment, Daggett (2016) investigated 112 nurses of intense care found a huge connection between nursing staff empowerment and organizational commitment. another comparable study revealed positive and significant relation between different factors of empowerment and organizational commitment. A research of banking and insurance sector by Daggett (2016), in which he shared the positive relation of employee empowerment and commitment to the organization. Authors found that when employees feel empowered in organization, they try to make others empower too to stay positive, committed towards the organizations (Bartlett et al., 2001; Fareed et al., 2016; Guba & Lincoln, 2008; Renaudin et al., 2018).

The research by Manzoor, 2018 was about to emphasize the affective commitment to empower the employees. The research was of Indian banking sector where they conclude that affective commitment of employees tends them to stay connected to the organization and managers are required to empower the employees so they can freely participate in decision making environment to handle their problems efficiently. Empowering the employees is the supreme element in today’s competitive working environment to be on the edge of competition.

According to above discussion, the hypothesis is presented:

*H3: Employee empowerment has a positive effect on affective organizational commitment.*

(Luckhaupt et al., 2013) demonstrate that engaged frontline hotel employees add to support the atmosphere and client loyalty. Sugawara and Nikaido (2014), on the other hand, revealed the characteristic seriousness appreciate hotel frontline employees’ work engagement where representatives working for quick service restaurants were occupied with their occupations if they were high in uprightness (Modecki et al., 2014). Additionally, in the restaurant industry, Hodgins et al. (2014) recommended that adapting techniques are related to work engagement of frontline employees. Lately, Vie et al. (2011) found in the hospitality industry, that work engagement was anticipated by job advantage, work independence and vital consideration. Work engagement further predicts

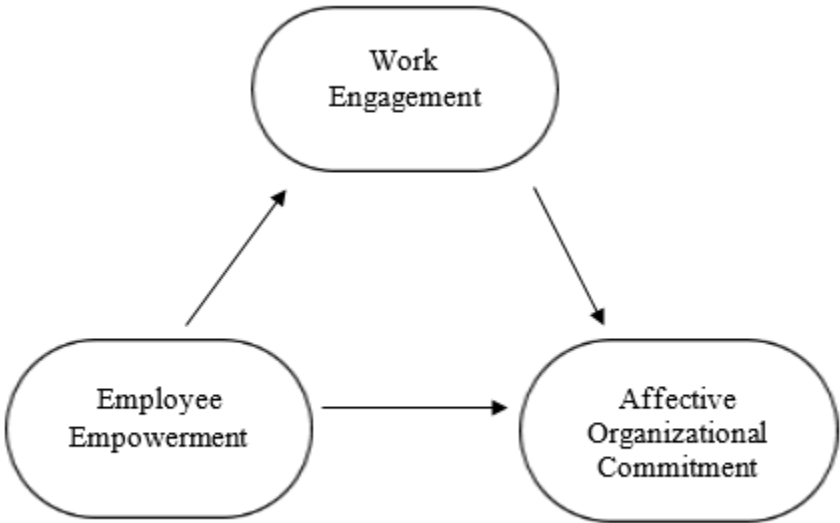
innovative behaviour. Furthermore, Leung (2008) study demonstrated that engagement in work was connected to working environment exclusion and personality traits.

Another researcher used work engagement as a mediator role between high performance work practice and performance outcomes. Social exchange theory presents a feasible hypothetical system for these relationship (Rai & Agarwal, 2018). Hassani et al. (2017) state that, social exchange relationship develops when employers take care of employees, which subsequently incites gainful results (Khurshid, S., Hanif, U., Ashraf, A. A., & Ali, 2022). Accordingly, it appears when the organization deals with employees through the execution of training, empowerment and rewards, representatives are more occupied with their work, promoting better performance results in the workplace. As such, representatives accepting different resources from the organization would be bound to feel great and thankful to the organization through work engagement (Sugawara & Nikaido, 2014).

According to above discussion, the hypothesis is presented:

*H4: Work engagement mediates between employee empowerment and affective organizational commitment.*

This research is to argue that the positive impact of Employee Empowerment on Affective Organizational Commitment with the mediation of Work Engagement. The proposed research framework is showed below:



**Figure 1: Research Model**

## METHODOLOGY:

Research design is the technical configuration that is followed to finish the study and it guarantees that the study is relevant to the problem and will use economical procedure (Kinnear & Taylor, 1996; Churchill & Iacobucci 2005). The research could be done in both natural and controlled environment that is called contrived and non-contrived in research. This study is non-contrived natural setting and field experiment.

The structured questionnaire has adopted from relevant studies and with the help of structured questionnaires that are comprised on three variables i.e. Employee Empowerment (EE), that is adopted from (Perry S. I., 2011), Work Engagement (WE), adopted from (Soyon Paeka, 2015) and Affective Organization Commitment (AOC), adopted by (Soyon Paeka, 2015) . The questionnaire uses 5-point Likert scale to quantify responses; Strongly Agree, Agree, Neutral, disagree, strongly disagree. The adopted questionnaire study is in English.

## RESULT AND ANALYSIS OF DATA

Descriptive statistical analysis on functional assessment used as a framework for the factor loading and Cronbach alpha. The mean of four variables is centered on 4.00 to 3.67. The mean that shows the highest value is 4.00 for workplace bullying, and the lowest offers the mean value, which is 3.67.

**Table 1:**

	No of Respondents	Percent	Cumulative percent
<b>Male</b>	180	87.8	88
<b>Female</b>	25	12.1	12
<b>Total</b>	205	100	100

*H1: Employee empowerment has a positive effect on work engagement.*

The regression analysis result of Employee Empowerment and Work Engagement in the Table 2, it specifies the general understandable part of variance that is ' $\Delta R^2=.072$ ,  $P = .000$ '. Also, Employee Empowerment has significant estimated outcome on Work Engagement ' $\beta=0.268$ ,  $P = 000$ ', which shows a positive relationship between Employee Empowerment and Work Engagement, thus it supports the hypothesis 1. Thus, Employee Empowerment has positive effect on Work Engagement.

H:2 Work engagement has a positive effect on affective organizational commitment.

**Table 2:**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.268 <sup>a</sup>	.072	.067		
a. Predictors: (Constant), EEiv					
Coefficients					
Unstandardized Coefficients			Standardized Coefficients	t	Sig.
B	Std. Error	Beta			
1 (Constant)	1.537	.136		11.318	.000
EEiv	.258	.065	.268	3.968	.000

a. Dependent Variable: MEDwe

The regression analysis result of Work Engagement and Affective Organizational Commitment in the Table 3, it specifies the general understandable part of variance that is ' $\Delta R^2=.049$ ,  $P = .001$ '. Also, Work Engagement has significant estimated outcome on Affective Organizational Commitment ' $\beta=0.220$ ,  $P = .001$ ', which shows a positive relation between Work Engagement and Affective Organizational Commitment, thus it supports the hypothesis 2. Thus, Work Engagement has a positive effect on Affective Organizational Commitment.

**Table 3:**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
a. Predictors:	.220 <sup>a</sup>	.049	.044	.24387	
(Constant),					
MEDwe					
Coefficients					
Unstandardized Coefficients			Standardized Coefficients	t	Sig.
B	Std. Error	Beta			
1 (Constant)	2.667	.074		35.9	.000
MEDwe	.113	.035	.220	3.22	.001

Dependent Variable: MEDwe

### Hypothesis 3

*H:3 Employee empowerment has a positive effect on affective organizational commitment*

The regression analysis result of Employee Empowerment and Affective Organizational Commitment in the Table 4, it specifies the general understandable part of variance that is ' $\Delta R^2=.086$ ,  $P =.000$ '. Also, Employee Empowerment has significant estimated outcome

on Affective Organizational Commitment ' $\beta=0.293$ ,  $P = 000$ ', which shows a positive relationship between Employee Empowerment and Affective Organizational Commitment, thus it supports the hypothesis 3. Thus, Employee Empowerment has a positive effect on Affective Organizational Commitment.

To test the Hypothesis H4 which includes and tested for the mediating effects of Employee Empowerment and Affective Organizational Commitment, process Macros mediation analysis has used to verify the hypothesis suggested by (Hayes & Preacher, 2014).

**Table 4:**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
a. Predictors:	.293 <sup>a</sup>	.086	.082	.23902
(Constant), MEDwe				
<b>Coefficients</b>				
	Unstandarised Coefficients	Standardized Coefficients	t	Sig.
B		Beta		
1 (Constant)	2.667	.069	37.719	.000
EEiv	.145	.033	.293 4.373	.000
a. Dependent Variable : AOCdv				

The direct path consequences from Employee Empowerment to Work Engagement is positive as  $b=0.2583$ ,  $SE= 0.651$  and also  $P<.001$ .

**Table 5: Outcome Variable**

R	R-sq	MSE	F	df1	df2	P
.2683	.0720	.2207	15.7452	1.0000	203.0000	.0001
<i>Dependent variable = MEDwe</i>						
	coeff	se	t	P	LLCI	ULCI
Constant	1.5369	.1358	11.3175	.0000	1.2691	1.8046
EEiv	.2583	.0651	3.9680	.0001	.1299	.3866

**Table 6:**

R	R-sq	MSE	F	df1	df2	P
.3282	.1077	.0561	12.1943	2.0000	202.0000	.0000
<i>Dependent variable = AOCdv</i>						



	coeff	se	t	P	LLCI	ULCI
Constant	2.4860	.0874	28.4409	.0000	2.3136	2.6583
EEiv	.1246	.0341	3.6587	.0003	.0575	.1918
ME						
Dwe	.0783	.0354	2.2138	.0280	.0086	.1481

**Table 6: Summary**

The path from Employee Empowerment to Work Engagement is positive and significant  $b= 0.1246$ ,  $SE= 0.341$  and  $P<0.005$  indicating that Employee Empowerment effects positively on Work Engagement. The path from Work Engagement to Affective Organizational Commitment is positive and significant  $b=0.0783$   $SE= 0.0354$  and also  $P<0.001$  that indicate that Work Engagement effect positively on Affective Organizational Commitment.

**Table 7:**

R	R-sq	MSE	F	df1	df2	P
.2934	.0861	.0571	19.1204	1.0000	203.0000	.0000

*Dependent variable = AOCdv*

	coeff	se	t	P	LLCI	ULCI
Constant	2.6063	.0691	37.7194	.0000	2.4701	2.7426
EEiv	.1448	.0331	4.3727	.0000	.0795	.2101

The path from Employee Empowerment to Affective Organizational Commitment is positive and significant  $b= 0.1448$ ,  $SE= 0.331$  and  $P< 0.001$  indicating that Employee Empowerment effects positively on Affective Organizational Commitment.

**Table 8:**

Total effect of X on Y							
Effect	se	t	P	LLCI	ULCI	c'_ps	c'_cs
.1448	.0331	4.3727	.0000	.0795	.2101	.5807	.2934
Direct effect of X on Y							
Effect	se	t	P	LLCI	ULCI	c'_ps	c'_cs
.1246	.0341	3.6587	.0003	.0575	.1918	.4996	.2524

Direct Effect + Indirect Effect = Total Effect

0.1246+ 0.0202=0.1448

All above result shows significant and positive relationship exists among the variables.

**Table 9:**

<b>Indirect effect(s) of X on Y:</b>				
<b>MEDwe</b>	<b>Effects</b>	<b>BootSE</b>	<b>BootLLCI</b>	<b>BootULCI</b>
	.0202	.0099	.0030	.0419
<b>Partially standardize indirect effect(s) of X on Y:</b>				
<b>MEDwe</b>	<b>Effects</b>	<b>BootSE</b>	<b>BootLLCI</b>	<b>BootULCI</b>
	.0811	.0393	.0122	.1675
<b>Completely standardize indirect effect(s) of X on Y:</b>				
<b>MEDwe</b>	<b>Effects</b>	<b>BootSE</b>	<b>BootLLCI</b>	<b>BootULCI</b>
	.0410	.0197	.0061	.0838

## **CONCLUSION:**

As our main objective of this study was to develop a conceptual framework of the link between employee empowerment, work engagement and affective organizational commitment. To achieve the objective, a comprehensive literature was mentioned, while looking at all the main concepts of the study (employee empowerment, work engagement, affective organizational commitment), breaking each one down into its component's parts. A literature was done using different, articles, books, and research books. To test the model that represent the relationship, it was requisite to collect data and it was collected through developed questionnaire in English. The data was collected from all level employees working in the hospitality industry of Lahore, Pakistan. Based on the collected data and statistical results, the hypothesis represents the relationships mentioned above in the chapter 4. In short, the results showed that all hypothesis accepted and have good reliability that shows the significant relationship among all the variables. It revealed that more employees are committed the more organization could compete others and employee empowerment have a powerful impact on work engagement. The result also contributes to training and to upskill the employees and to increase awareness about the service, competition, customer satisfaction and decision making that affect staff achievement level in comprehensive organizational performance. It also discloses that the relationship between employee empowerment and affective organizational commitment is fully mediating by work engagement. It reflects the important role of empowerment in the relationship with affective commitment.

## **REFERENCES**

- Arora, R. (2020). Mediating role of mentoring functions on linking personality and occupational commitment in Indian organizations. *Human Resource Development International*, 23(3), 283–308. <https://doi.org/10.1080/13678868.2020.1727218>
- Baillien, E., Cuyper, N. De, & Witte, H. De. (2011). Job autonomy and workload as antecedents of workplace bullying: A two-wave test of Karasek's

- Job Demand Control Model for targets and perpetrators. *Journal of Occupational and Organizational Psychology*, 84(1), 191–208.  
<https://doi.org/10.1348/096317910x508371>
- Baillien, E., Cuyper, N. De, Witte, H. De, De Cuyper, N., & De Witte, H. (2011). Job autonomy and workload as antecedents of workplace bullying: A two-wave test of Karaseks Job Demand Control Model for targets and perpetrators. *Journal of Occupational and Organizational Psychology*, 84(1), 191–208.  
<https://doi.org/10.1348/096317910x508371>
- Bartlett, J. E., Kotrlik, J. W. K. J. W., & Higgins, C. (2001). Organizational research: Determining appropriate sample size in survey research appropriate sample size in survey research. *Information Technology, Learning, and Performance Journal*, 19(1), 43. <https://www.opalco.com/wp-content/uploads/2014/10/Reading-Sample-Size1.pdf>
- Cho, S., & Lee, J. R. (2018). Impacts of Low Self-Control and Delinquent Peer Associations on Bullying Growth Trajectories Among Korean Youth: A Latent Growth Mixture Modeling Approach. *Journal of Interpersonal Violence*.  
<https://doi.org/10.1177/0886260518786495>
- Crawford, N. (1999). Conundrums and confusion in organisations: the etymology of the word ‘bully’}. *INTERNATIONAL JOURNAL OF MANPOWER*, 20(1–2), 86–93.  
<https://doi.org/10.1108/01437729910268678>
- Daggett, J. R. (2016). Drama at Dunder Mifflin : Workplace Bullying Discourses on The Office. *Journal of Interpersonal Violence*, November.  
<https://doi.org/10.1177/0886260516681158>
- Fareed, M., Isa, M. faizal mohd, & Wan Mohd Noor, W. S. (2016). HR Professionals’ effectiveness through human capital development, organizational culture and high performance work system: A proposed framework. *International Business Management*, 10(9), 1720–1728. <https://doi.org/10.3923/ibm.2016.1720.1728>
- Guba, E. G., & Lincoln, Y. S. (2008). Paradigmatic Controversies, Contradictions and Emerging Confluences. In *The Landscape of Qualitative Research* (Vol. 1, p. 620). [https://books.google.com/books?hl=en&lr=&id=qEiC-\\_ELYgIC&oi=fnd&pg=PA97&dq=guba+and+lincoln+2005&ots=C4hXBpNt-I&sig=INpiHHRAOrn6\\_HMXRyF9ENB2\\_cU](https://books.google.com/books?hl=en&lr=&id=qEiC-_ELYgIC&oi=fnd&pg=PA97&dq=guba+and+lincoln+2005&ots=C4hXBpNt-I&sig=INpiHHRAOrn6_HMXRyF9ENB2_cU)
- Hansen, Å. M., Grynderup, M. B., Rugulies, R., Conway, P. M., Garde, A. H., Török, E., Mikkelsen, E. G., Persson, R., & Hogh, A. (2018). A cohort study on self-reported role stressors at work and poor sleep: does sense of coherence moderate or mediate the associations? *International Archives of Occupational and Environmental Health*, 91(4), 445–456. <https://doi.org/10.1007/s00420-018-1294-7>
- Hassani, M., Sedaqat, R., & Kazemzadehbeytali, M. (2017). Correlation between the Ethical climate, Job stress and Job Satisfaction in Nurses Mohammad. *Medical Ethics Journal*, 11(July), 63–71.
- High, A. C., & Young, R. (2018). Supportive communication from bystanders of cyberbullying: indirect effects and interactions between source and message characteristics. *Journal of Applied Communication Research*, 46(1), 28–51.  
<https://doi.org/10.1080/00909882.2017.1412085>
- Hodgins, M., MacCurtain, S., & Mannix-McNamara, P. (2014). Workplace bullying and incivility: A systematic review of interventions. *International Journal of Workplace Health Management*, 7(1), 54–72. <https://doi.org/10.1108/IJWHM-08-2013-0030>

- Howard, J. L., Johnston, A. C., Wech, B. A., & Stout, J. (2016). Aggression and Bullying in the Workplace: It's the Position of the Perpetrator that Influences Employees' Reactions and Sanctioning Ratings. *Employee Responsibilities and Rights Journal*, 28(2), 79–100. <https://doi.org/10.1007/s10672-015-9271-8>
- Idemudia, E. S., Olawa, B. D., Wyatt, G. E., & Milburn, N. (2020). Pre-displacement stressors, psychological morbidity, and PTSD symptoms among displaced women by Boko-Haram in North-East Nigeria: The buffering roles of psychological capital. *Journal of Psychology in Africa*, 30(4), 307–314. <https://doi.org/10.1080/14330237.2020.1796032>
- Inness, M., LeBlanc, M. M., & Barling, J. (2008). Psychosocial Predictors of Supervisor-, Peer-, Subordinate-, and Service-Provider-Targeted Aggression. *Journal of Applied Psychology*, 93(6), 1401–1411. <https://doi.org/10.1037/a0012810>
- Khurshid, S., Hanif, U., Ashraf, A. A., & Ali, M. (2022). *Investigating Mediating Role of Work Commitment between Inclusive Coaching & Contemporary Work Behavior: Knowledge building under moderation of capacity*. *Frontiers in Psychology*.
- Leung, A. S. M. (2008). Matching ethical work climate to in-role and extra-role behaviors in a collectivist work setting. *Journal of Business Ethics*, 79(1–2), 43–55. <https://doi.org/10.1007/s10551-007-9392-6>
- Luckhaupt, S. E., Dahlhamer, J. M., Ward, B. W., Sweeney, M. H., Sestito, J. P., & Calvert, G. M. (2013). Prevalence and work-relatedness of carpal tunnel syndrome in the working population, United States, 2010 national health interview survey. *American Journal of Industrial Medicine*, 56(6), 615–624. <https://doi.org/10.1002/ajim.22048>
- Modecki, K. L., Minchin, J., Harbaugh, A. G., Guerra, N. G., & Runions, K. C. (2014). Bullying prevalence across contexts: A meta-analysis measuring cyber and traditional bullying. *Journal of Adolescent Health*, 55(5), 602–611. <https://doi.org/10.1016/j.jadohealth.2014.06.007>
- Moreno-Jiménez, B., Rodríguez-Muñoz, A., Pastor, J. C., Sanz-Vergel, A. I., Garrosa, E., Rodríguez-Muñoz, A., Pastor, J. C., Sanz-Vergel, A. I., & Garrosa, E. (2009). The moderating effects of psychological detachment and thoughts of revenge in workplace bullying. *Personality and Individual Differences*, 46(3), 359–364. <https://doi.org/10.1016/j.paid.2008.10.031>
- Nasir, Bakhtawar; Ashraf, Ahsan Ali; Tariq, Jawad; Din, S. M. U. (2022). How Workplace Bullying Deteriorate Job Outcomes in Education Sector of Pakistan? *Bakhawar. Competitive Social Sciences Research Journal*, 3(1), 390–403.
- Rai, A., & Agarwal, U. A. (2018). Workplace bullying and employee silence: A moderated mediation model of psychological contract violation and workplace friendship. In *Personnel Review* (Vol. 47, Issue 1). EMERALD GROUP PUBLISHING LTD. <https://doi.org/10.1108/PR-03-2017-0071>
- Raver, J. L., & Nishii, L. H. (2010). Once, twice, or three times as harmful? Ethnic harassment, gender harassment, and generalized workplace harassment. *Journal of Applied Psychology*, 95(2), 236–254. <https://doi.org/10.1037/a0018377>
- Renaudin, M., Dal Mas, F., Garlatti, A., & Massaro, M. (2018). Knowledge Management and cultural change in a knowledge-intensive public organization . In *4th Knowledge Management and Intellectual Capital Excellence Awards* (Issue September, pp. 85–96). <https://www.researchgate.net/publication/327542255>
- Sugawara, E., & Nikaido, H. (2014). Properties of AdeABC and AdeIJK efflux systems of

- Acinetobacter baumannii* compared with those of the AcrAB-TolC system of *Escherichia coli*. *Antimicrobial Agents and Chemotherapy*, 58(12), 7250–7257.  
<https://doi.org/10.1128/AAC.03728-14>
- Ullah, M. I., Hamid, K. B. A., & Shahzad, A. (2016). Impact of Transformational Leadership on Knowledge Sharing of Employees and Innovation Capability in the Dairy Sector of Pakistan. *Pakistan Journal of Social Sciences*, 36(1), 87–98.  
<https://media.teckiz.com/pakistan-journal-of-social-sciences/pjss-bzu/2020/04/26/5ea568e4b857b.pdf>
- Vie, T. L., Glasø, L., & Einarsen, S. (2011). Health outcomes and self-labeling as a victim of workplace bullying. *Journal of Psychosomatic Research*, 70(1), 37–43.  
<https://doi.org/10.1016/j.jpsychores.2010.06.007>