

When Trust Breaks: Workplace Bullying and Cynicism among University Staff in Malakand Division

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Abstract

The purpose of this study was to investigate the impact of Workplace Bullying on Employees Cynicism among Faculty members working in different public sector Universities of Malakand Division, KP Pakistan. The study also tested the mediating role of Psychological Contract Breach between Workplace Bullying and Employees Cynicism. Data was collected from 179 Faculty members, teaching in different public sector universities of Malakand Division, through random sampling technique. Workplace bullying was found to have a positive and significant relationship with employees' cynicism. It was also found that Psychological Contract Breach has a fully mediating effect on the relationship between workplace bullying and employees' cynicism as shown by the results. The study has its limitations as it was conducted in a single sector and cross sectional method was applied for data collection. To improve the generalizability of the research findings, Future researchers should use a sample size from different sectors with longitudinal research design. Triangulation and others reported measures of the constructs can further enhance the rigor. The findings of the study offer useful insight for the management of public sector Universities to curb the tendency of workplace bullying and its negative consequences.

Keywords: Workplace bullying; psychological contract breach; employee's cynicism; public sector universities.

Introduction

It's a fact that the world's changing and evolving at a rapid pace. Organizations of various natures have been trying to adapt and rotate so that they can keep up with the rapid evolution of this evolving world. There are numerous external and internal challenges that must be overcome (Samiullah, 2019). How to find ways and means of mitigating bullying and interpersonal stress is a serious issue these days (Richard, 2019). In the current global competition workplace bullying is a serious social issue which hindering the progress of an organization (Salin, 2003). Scholars have been defined Workplace bullying on different way. According to Einarsen (2000). "A situation in which an individual constantly and over a different period of time experiences negative behavior from his co-workers, subordinator and manager once or more time in the shape of abused language, mockery or social exclusion." "The same author has given an another definition of the practice whereby an individual is repeatedly exposed to various types of negative behavior from single person or more called perpetrators." (Einarsen et al., 2003 and Sheehan,2018).

Although bullying in the workplace is similar to other widespread workplace stressors, it has certain specific characteristics of its own, and its impact on the victim is very different (Attell, Brown, & Treiber, 2017). Bullying is an interpersonal phenomenon, limited to specific individuals and not always related to all the personnel of an organization. The bullied is treated with abused and harsh language, social isolation and rude manner (Lutgen-Sandvik et al., 2007). Interpersonal bullying is a type in which one person mocking or exclusion or teasing by another person (Einarsen et al., 2011), and job related bullying, in which a supervisor assigned difficult task with strict deadline with mala intentions or concealed valuable information (Naseer et al., 2018). The workplace bullying is more prominent When there is power difference exists between victim and perpetrator (Mikkelsen & Einarsen, 2002).

Bullying in work place produces negative attitude and if it persistently exists a challenging posture for a long period of time, it may create unwanted behaviors (Rai & Agarwal, 2017). Bullying at work has detrimental effects that affect both the victims and those who observe such acts at work place (Hoel et al., 2002). Nearly all professions are affected negatively by these kinds of bullying behavior (Bentley et al., 2012; Djurkovic, McCormack, & Casimir, 2008; Spence & Nosko, 2015). Bullying at work is a major cause of stress, and stress has a severe negative impact on one's physical and emotional well-being (Attell, Brown, & Treiber, 2017). The targeted person may experience despair, tension, emotional tiredness, and other physical and psychological disorders as a result of being exposed to unpleasant verbal and emotional behaviors (Bowling & Beehr, 2006). Bullying at work has been linked to psychological stress, mental illnesses, and negative consequences in addition to its financial cost. The World Health Organization (WHO) has classified it as one of the top societal dangers, necessitating immediate corrective and preventative efforts (Balducci et al., 2011; Matthiesen & Einarsen, 2004; McCarthy & Mayhew, 2004; Spence & Nosko, 2015).

Psychological contract Breach (PCB) is the mediating variable of the study. It can be defined an employee having some expectation from their working organization that to be fulfilled on time, in reciprocity the organization also have some expectation from the recruited employees in the form of their commitment to his/her job. These mutual expectations establish the psychological contract. This contract is an unwritten These expectations are unwritten, unspoken, mute and blatant commitments between the employees and organization is called psychological contract (Robinson, 1996). It has been defined as “an individual's belief in mutual obligation between that person and other party such as an employer” (Rousseau & Tijoriwala, 1998). It is an individual perception that he/she rendered services to an organization and in the reciprocity expect rewards and opportunity from organization. (Porter, Pearce, Tripoli & Lewis, 1998; Parks, Kidder & Gallagher, 1998; Raja, Johns, & Ntalianis, 2004).

In under developing countries, the issue of work place is more prevailing. The tall hierarchy in most of the organizations, maleness and culture of collectivism in Pakistan paved way for workplace bullying. Bullying at work place creates negative emotions and behavior. Mistreatment among different individuals in a given organization is due to teasing, anti-social and counterproductive behaviors. Workplace bullying can adversely affect the physical, psychological and financial wellbeing of both the employees and organizations of various nature,

Previous studies show that Workplace Bullying is prevailing in universities. Various research studies (Tuzel, 2012; Yaman, 2010; Kalagan, 2009; Tanglu, 2006; Lobinkor & Pagon, 2004) have shown that threatening behaviors are rampant in universities, which are considered seats of knowledge and agents of social change, are not immune to workplace bullying. Despite anecdotal evidence suggesting its existence in higher education institutes in Pakistan, empirical research on the issue is scarce. This research addresses the gap by examining the prevalence of workplace

bullying in public sector universities in the Malakand division. It explores the impact of workplace bullying on employee cynicism, with a focus on the mediating role of the psychological contract. The Main research questions of the study include:

Literature review and Hypothesis development

Workplace Bullying

Workplace bullying is referred to situations where an individual is repeatedly and over a period of time exposed to one or several negative acts (from co-workers, supervisors, or subordinates) in the form of constant abuse, offensive remarks or teasing, ridicule or social exclusion (Mikkelsen & Einarsen, 2002). Workplace bullying is further explained as a practice whereby individuals are regularly and constantly visible to deferent negative behaviors from an individual or individuals called as perpetrators (Einarsen et al., 2005). Workplace Bullying has similarity with the concept of mobbing and harassment at work and principally, it is an exposure of negative treatment by an individual from another person (Einarsen& Nielsen, 2015). In contrast to the routine inter- personal conflicts at work place, bullying has distinct feature of extended regular attacks of negative verbal, nonphysical and indirect acts in ever increasing manner targeted to one or more individuals, and is perceived as exceptionally aggressive, humiliating, and partial by the target (Mikkelsen&Einarsen, 2002).

Shabnam Khan, PirzadaSamiullahSabri& Nadia Nasir (2016) have explored the efficacy of workplace spirituality in higher educational institutes of Lahore city. The results manifested that the work place spirituality greatly retarded the bullying behavior and the productivity of the employees were increased significantly.

Barret-Pugh&Krestelica (2019) has argued that higher education mangers are confronted with workplace bullying but it recurs time and again despite different policies. Studies in Croatia and Australia led to the conclusion that in spite of frequent policy changes for the better, bullying is still rampant and its decline is nowhere in sight. They emphasize on drastic change of management model in order to provide a framework vital enough to manage the strategic cultural changes in the institutions for higher education in these countries.

Employees Cynicism

Cynicism can be defined as “not to like and trust others” (Brandes et al., 2008). The Great Oxford English Dictionary (1989) has defined it as a person who tends not to believe in the sincerity and good-will of the drives and actions that motivate people, who is mocking and has turned it into a habit to emphasize this with his/her smile, who denigrates others and is a fault finder. (Tokgöz, 2008). When this type of belief is joint with negative emotional reaction, it gives birth a critical and disruptive behaviors (Abraham, 2000). As a results, it wakes dishonest and negative attitude towards authority and institutions (Bateman et al., 1992).

According to the research of Munir et al. (2016) there is cynicism in all kinds of organizations and departments. They came to the conclusion that there is relationship among organizational cynicism and turnover intention of the employees, taking in to account the Social Exchange theory Employees at a workplace don't trust their leaders and harbor potential fear that in the long run they shall be exploited and organizational awards shall be withheld. In a nutshell a broad definition of cynicism can be given as, a peculiar mindset, which is characterized by deep hopelessness and wide disillusionment, repulsion and denigration (James, 2005). Frustration (Brandes et al., 2008), social change violation, problems associated with career and structural tensions are considered other causes of employee's cynicism (Özgener et al., 2008)

Writers have classified the various dimensions of organizational cynicism according to their findings and probing. Dean et al. (1998), has defined cynicism as a negative attitude of individuals towards their working organization. Cynicism has three dimensions: Affective, Cognitive and Behavioral. (1) that it affects the attitude of employee or individual in a negative way toward his working organization (2) A belief of employee that the organization lacks integrity(3) disparaging and unduly critical behaviors toward the organization (Naus, 2007).

Psychological contract breach

When an employee enters an organization, he/she harbors some expectations to be fulfilled by this organization in time; in the same manner, organizations cling to certain expectations from the employees recruited, bringing progress by their hard work. These two-way expectations constitute the psychological contract. These expectations are unwritten, mute and professed obligations between the employees and the employer and is termed as psychological contract (Robinson, 1996).It has been defined as “an individual's belief in mutual obligation between that person and other party such as an employer” (Rousseau & Tijoriwala, 1998). In a way , psychological contract is an individual's perception that a promise has been intrinsically made by the organization concerned that it will have to consistently provide rewards and opportunities as a consequence of and in exchange of his sincere services delivered in a sincere detached manner (Porter, Pearce, Tripoli & Lewis, 1998; Parks, Kidder & Gallagher, 1998; Raja, Johns, & Ntalianis, 2004).

Social Exchange theory of Blau (1964) points to the basic relationship of the employee and its work place environment. According to this theory, intimate connections are developed between groups of people and people and organization, based on reciprocal relationships (Cropanzano & Mitchell, 2005; Gouldner, 1960). When the social exchange among the groups and partners is favorable then trust is developed in no time and culminates in the development and prosperity of both the groups (Cropanzano & Mitchell, 2005).

Breaches are also of different types. Distributive breach and Procedural breach are two of the most common types of Psychological Contract Breaches (Pate, 2006). Distributive Breach refers to that situation when the employees feel that there is an unfair, inequitable distribution of rewards and benefits within the organization. Procedural Breach refers to that situation of mutual distrust when the employees are not treated well by the employers. In all kinds of breaches the common point is the complaint by the employee that the organization has not been successful to improve the lot of employees and they complain of exploitation (Kickul & Lester, 2001).

The Relationship between Work Place Bullying and Employee's Cynicism

According to Cole et al. (2006) Positive attitude significantly reduces the intensity of organizational cynicism. Job satisfaction, mutual understanding and cooperation, are some of the positive feelings while negative feelings and attitudes such as tension, anxiety, lack of confidence, dissatisfaction and peer pressure considerably enhance the chances of cynicism (Evans & Bartolome, 1984; Apaydin, 2012). Work place bullying being a dominant organizational stressor has positive relationship with employee's cynicism (Lobnikar & Pagon (2004); Haq, Zia, & Rajvi, 2018). There is a deep relationship between organizational cynicism and bullying behaviors as testified by the study of Firozi et al., (2017).

Pelit (2014) has studied the effects of bullying on employees' cynicism in hotel staff at turkey.

The ambitious study of Baig et al. (2016) exploring the causes of organizational cynicism and its impact on Malaysian teachers and have concluded that cynicism is a very negative attitude so far in the educational sector.

It is beyond doubt that bullying has been in vogue since long in the higher educational institutions all over the world. In this regard several studies (Lobnikor and Pagon, 2004; Lewis, 2005; Tanoğlu, 2006; Yaman, 2007; Kalağan, 2009; Tüzel, 2009) have exposed that the employees have been the

butt of ridicule and intimidations in these higher seats of learning. This study tries to bring in to lime light in an objective way the different kinds of work place bullying faced by the different faculty members in the public sector universities of Malakand Division.

The following hypothesis was developed after taking in to consideration the ground realities by studying the relevant literature.

Hypothesis 1: Workplace bullying has a positive and significant relationship to employee's cynicism.

Effects of Workplace Bullying on Psychological Contract Breach

Johnson et al. (2003) have researched different effects on employees when they applied two types of social exchange violations, i.e., those generating perceptions of psychological contract violation and those with employee cynicism. They found out that cynicism was responsible for mediating the relationship between emotional exhaustion and breach of psychological contract.

Shaukat et al. (2018) have tested the mediating role of Psychological Contract Breach on workplace bullying, organizational commitment and turnover intention of the employees.

When the reciprocal relationship is not favorable, i.e., there are negative intentions for one another and activities are geared by selfish motives, then both employee and employer are suffered in the long run and thus negative attitudes become conspicuous (Robinson, 2008).

Due to consistent bullying experience at the workplace, the morale of the employee is damaged and as a result psychological contract breach occurs (Rai, 2017). Besides the concerned parties i.e., the organization and the employees, not infrequently third parties also intrude in and play vital role in the breach of psychological breach (Ho & Levesque, 2005; Edwards et al., 2003). When the employee is slighted and belittled persistently then it is tantamount to the violation of psychological breach (Parzefall & Salin, 2010). Sometimes the employee is obliged to blame other persons for his suffering and not directly targeting the manager or head of the organization /department. But ultimately the head is responsible for any act of bullying by any person as he is in a position to nip the evil in the bud and can control this heinous act at any point (Hoel & Salin 2002).

Hypothesis 2: Workplace bullying positively related to psychological contract breach.

Breach of Psychological Contract and Organizational Cynicism:

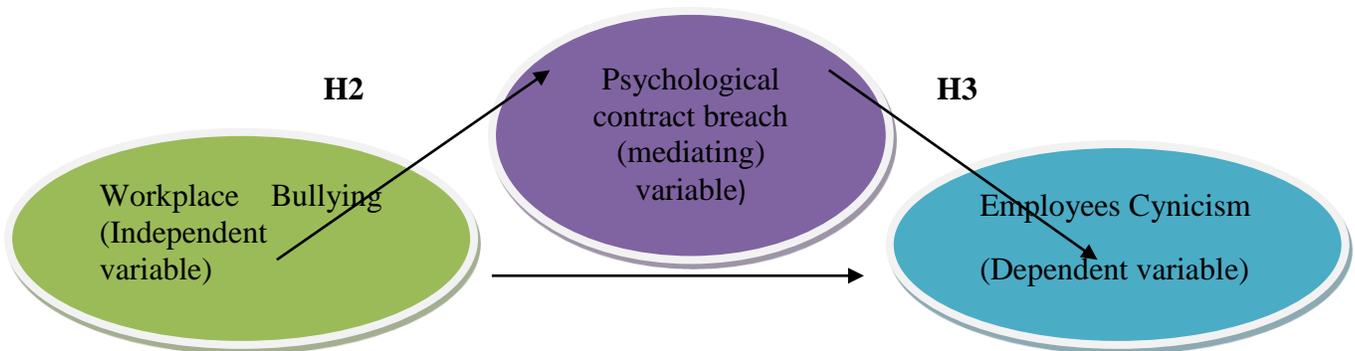
On the impact of psychological contract breach on employee's cynicism a few studies have been undertaken which is exploring the reactions of the employees to the psychological contract breach (Coyle-Shapiro, 2002). It was the pioneer study of Anderson (1996) in which a comprehensive model was put forward and he revealed that PCB ultimately results in to the gradual development of Organizational Cynicism. This study spurred other researchers such as Johnson and O'Leary-Kelly (2003) who analyzed in a meticulous way the drastic effects of this violation on organizational cynicism. The employees come round to feel that their organization/department has no moral code and ethical norms and that their career is at stake due to lack of integrity, thus resulting in to cynicism (Dean et al., 1998; Thompson & Hart, 2007). Once the PC is violated other debilitating outcomes follows in its wake besides cynicism such as deviant work place behaviors, meager contribution and output, and poor performance while in the organization (Bashir et al., 2011; Robinson, 2014; Pate, 2006).

The above mentioned studies have analyzed the mutual relationship between two variables, but no study has yet been conducted, in this connection in any developing country such as Pakistan. It was felt as a dire need to tackle the bullying issue which is raging in public sector universities of this province as elsewhere in the country. New and naive results of this study shall also be of great import for the social sector analysts as new variables will come in to existence.

Hypothesis 3: Psychological contract breach will be positively related to employees' cynicism
 Mediating role of Breach of psychological contract for employee cynicism due to workplace bullying

Previous studies undertaken by the researchers in this field, have taken work place bullying as independent variable and Psychological contract breach as mediator. The results for work place bullying were significant in this connection. In the same way putting the mediator, psychological contract breach vis a vis the dependent variable, employee cynicism. According to the studies of Johnson and O'Leary-Kelley (2003); Haq et al., (2019), PCB is responsible to some extent in mediating the effects of work place bullying on the employees' work related attitudes and behaviors, particularly organizational cynicism and left over. In the current study, to check the mediation effect of psychological contract breach between workplace bullying (independent variable) and employees cynicism (dependent variable), Baron and Kenny (1986) model is used which is one of widely used by researchers throughout the world.

Hypothesis 4: Psychological contract breach will mediate the relationship between work place bullying and employees cynicism.



Population and Sample selection

In the current study, the target population consists of 512 teaching staff of the public sector universities namely (University of Malakand Dir lower, Shaheed Benazir Bhutto University Dir upper, university of Swat, University of Bunir and Abdul wali Khan University Timargara campus, Dir lower) of Malakand Division, Khyber Pakhtunkhawa, Pakistan. The total faculty members are given on website of each university. In the current study, for sample selection the Krejcie and Morgan (1970) formula has used. By using the formula 218 sample size was calculated from total population which is 512 faculty members. The sample size was randomly selected. The target sample size of the study was 218, so the actual number of questionnaire distributed was 218 and response rate was 179, which was used in the study. Some questionnaires were not completed, which were discarded. According to Mugenda and Mugenda (2013), for generalization of finding, a sample size of 10-30% of the population is considered adequate. In our case random sample technique was adopted, as homogeneity was existed among the target respondents.

Data collection and Analysis Method

The questionnaire was used for data collection. The questionnaire is the most appropriate device for descriptive survey studies design. The questionnaires addressed the questions on the factors

inhibiting the fulfillment of work place bullying, employees' cynicism and psychological contract breach.

The questionnaires were checked for consistency and completeness of information after data collection of respondent and before storage. SPSS version 20 was used for data analysis. The data from the questionnaire was cleaned, coded and fed into the computer for analysis.

Measures

The target sample size which was calculated by using Krejcie and Morgan (1970) formula was 218. Out of total 218 target sample size, the actual response was 179 respondents (faculty members working in different universities of Malakand division). Out of total 179 faculty members' male respondents were 158 with 88.3% and female were 21 with 11.7%. The age of respondents was divided into different categories I.e. age between 26-30 were 17 with 9.5%, 31-35 were 71 with 39.7%, 36-40 were 46 with 25.7%, 41-45 were 40 with 22.3% ,46-50 were 05 with 2.8. Similarly, 165 respondents with 92.2% were married and 14 with 7.8 were single out of total 179 respondents. Now looking, to educational background of these respondents, Participants have different qualification like: 12 respondents (6.7%) have a Master degree, 88 respondents (49.2%) have a MS/M Phil degree, 75 respondents (41.9%) have PhD and only 04 respondents (2.2%) having Post Doctorate degree. While teaching experience (in year) of teaching staff working in different public universities of Malakand Division are categorized in 5-10, 11-15, 16-20, 21-25 and 25 years or above. Respondents have 0-5years of experience were 37 with 20.7%, 06-10 years of experience were 93 with 52%, 11-15 years of experience were 43 with 24%, 16-20 years of experience were 03 with 1.7%, 21-25 years of experience were 2 with 1.1% and above 25 years of experience was 01 with 0.5% respectively.

The designation of the respondents are Lecturers, Assistant Professor, Associate Professor and full professor, out of total 179 faculty members, 109 with 60.9% were lecturers, 50 with 27.9% were Assistant professor, 16 with 8.9% were Associate Professor and only 04 with 2.2% were full professors.

Result and Discussion

Correlation Analysis

The correlation values of the study have depicted in Table 1.

Table 1: Correlations

		Workplace Bullying (WPB)	Psychological Contract Breach (PCB)	Employees Cynicism (EC)
Independent variable	Pearson correlation	1	.579**	.507**
	Sig. (2-tailed)		.000	.000
	N	179	179	179
Mediating variable	Pearson correlation	.579**	1	.808**
	Sig. (2-tailed)	.000		.000
	N	179	179	179
Dependent variable	Pearson correlation	.507**	.808**	1
	Sig. (2-tailed)	.000	.000	
	N	179	179	179

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

In the current study, dependent variable employees' cynicism, and the independent variable, workplace bullying, are found significantly correlated. As the correlation coefficient, r, is equal

to.507** with a p value of 0.000. Similarly, a significant correlation has also been observed between psychological contract violation (the study's mediator) and workplace bullying, with "r" equal to.579** with a p value = 0.00).

Regression Analysis

Both linear regression and hierarchical regression analysis were used in the study. To investigate the direct effect of workplace bullying on employees' cynicism, a linear regression model was used. The role of mediation of psychological contract between workplace bullying and employee cynicism was examined by using the Baron and Kenny (1986) model.

H1. Workplace Bullying positively related to Employees' Cynicism

From the table 2, The value of R Square equal to 0.653 show that 65.3% variation occurred due to workplace bullying in employee cynicism. In table 4.4 the value of F-ratio and P are 332.464 and 0.000 respectively which suggest that the overall model is significant. It is showing that the workplace bullying is significantly related with employee's cynicism in teaching staff working in various public sector university of Malakand division.

In table 3, the results of mediation analysis shown that B is equal to 0.646**, with $t=7.821$ and p value equal to 0.000. which show that there is a positive relationship between workplace bullying and employee cynicism. Hence hypothesis NO.01 of the current study has proved.

Table 2 Model summery

Model	R	R Square	Adjusted R Square	Std.Error of the estimate
1	.808	.653	.651	.621

a. predictor: (constant), Mediating variable

Table 4.4 ANOVA

Model		Sum of squares	Df	Mean Square	F	Sig
1	Regression	128.169	1	128.169	332.464	0.000
	Residual	68.235	177	0.386		
	Total	196.404	178			

Predictor (Constant), Mediating variable

Dependent variable: Dependent variable

Tables 3 Regression Results on Effect of Workplace Bullying and Employees Cynicism

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.448	.189		7.668	.000
Independent variable	.646	.083	.507	7.821	.000

a. Dependent Variable: Dependent Variable

H.2: Workplace Bullying will be positively related to Psychological Contract Breach

In table 4, the value of B is equal to 0.615, with $p=0.00$ and vale of t is equal to 9.459. these results of mediation analysis show that workplace bullying significantly correlated to Psychological contract breach (PCB). Hence hypothesis NO.02 of the current study has proved, that there is a positive correlation between Workplace bullying and Psychological contract breach.

Table: 4 Regression results on effects of Work Place Bullying and Psychological contract breach

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	1.357	.149		9.123	.000
Independent variable	.615	.065	.579	9.459	.000

a. Dependent Variable: Mediating Variable

H.3: Psychological Contract Breach will be positively related to Employees' Cynicism

The value of B=0.969, with p=0.000 and t=18.234 in Table 5 show that there is a positive relationship between Psychological contract breach (mediating variable) and employees' cynicism dependent variable of the study. Hence hypothesis NO.03 has proved.

Table: 5 Regression Results on Effects of Psychological Contract Breach and Employees Cynicism

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	.238	.149		1.591	.113
Independent variable	.969	.053	.808	18.234	.000

a. Dependent Variable: Dependent Variable

H4. Psychological Contract Breach will mediate the Relationship between Work Place Bullying and Employees Cynicism. (Mediating effect)

Results shown in Model 01 in table 6 (having B value = 0.646, with p=0.000 and t=7.821) indicates the direct relationship of workplace bullying to employee's cynicism. Model 02 (having B=0.074, p=.286 and t=1.071) showed the mediating effect of psychological contract breach on the relationship of workplace bullying and employee's cynicism.

From both the models it is clear that the B value is not same. And the value of p is also not remained significant. Hence hypothesis NO.04 of the study accepted that psychological contract breach plays full mediating role in the relationship between workplace bullying and employee's cynicism. Table: 6 Regression Results of mediating effects of Psychological Contract Breach on WBC and EC.

Model	Unstandardized Coefficients		Standardized Coefficients			Co linearity Statistics	
	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1 (Constant)	1.448	.189		7.668	.000		
Independent variable	.646	.083	.507	7.821	.000	1.000	1.000
2 (Constant)	.187	.157		1.198	.233		
Independent variable	.074	.069	.058	1.071	.286	.664	1.506
Mediating Variable	.929	.065	.774	14.246	.000	.664	1.506

a. Dependent Variable: Dependent Variable

Discussion

The first hypothesis that there is a significant positive association of workplace bullying and cynicism among faculty members at Malakand Division Pakistan's public universities has been confirmed by the results of regression and correlation analyses in our study. Therefore, the findings of our study are in line with previous research on workplace bullying and employee cynicism.

According to Cole et al., (2006) The intensity of employee cynicism is significantly reduced by positive attitudes, such as job satisfaction, mutual understanding and cooperation. The likelihood of employee cynicism is considerably increased by negative feelings and attitudes like dissatisfaction, peer pressure, workplace bullying, lack of confidence or apprehension. There is a positive relationship between bullying in the workplace and employee cynicism (Evans and Bartolome, 1984; Lobnikar and Pagon (2004). In the Pakistani manufacturing industry, a similar beneficial and significant link between workplace bullying and employee cynicism has been revealed by (Haq, Zia-ud-Din, & Rajvi, 2018).

There is a significant negative correlation between organizational cynicism and bullying in the workplace, according to the findings of a study conducted on workers at the University of Turkey (Çiğdem & Apaydin, 2012). This finding does not correspond to the findings of our present study and studies that have been carried out in West (Lobnikar & Pagon, 2004; Andersson & Bateman, 1997) which found a favorable relationship between bullying at work and organizational cynicism. The Stockholm Syndrome may explain this finding, which is not consistent with the findings in literature. This is a phenomenon in Turkish culture because the characteristics of Stockholm Syndrome, which may be defined as sort of social phenomenon when the captives develop start to like the captors with passage of time and admire them (Auerbach et al., 1994).

The results of this study supported the second hypothesis (H2) and found that workplace bullying causes a psychological contract violation among the teaching staff working in various public universities of Malakand Division. The findings of the current study are therefore in line with already existing research on the relationship between bullying at work and psychological contract violations among employees of various organization.

Shaukat et al., (2018) have conducted study on employees working in a various public sector organization and found a positive relationship between psychological contract breach and workplace bullying. Consistent workplace bullying can have damaged the morale of an employee and consequently cause Psychological contract breach (Rai, 2017)).). Apart from the parties concerned, such as organizations and employees, not infrequently third parties also play an important role in the breach of psychological distress (Ho & Levesque, 2005; Edwards et al., 2003). If the employee is persistently subjected to insulting and mocking, breach of psychological contract occurred (Parzefall & Salin, 2010). In some cases, the employee is not targeting his manager directly for his suffering but blaming other persons. In the result any bullying behavior committed by any person but the supervisor or manager is responsible. Because he is in a position to kill the evil in his blood, and he can control it at any time (Davis, 1965).

Few research studies have been carried out on the relationship between Psychological contract breach and employees or organizational cynicism. Some recent studies have been conducted which exploring the impact of Psychological contract breach and cynic reaction of employees (Cantisano, Dominguez & Garcia, 2017; Coyle-Shapiro, 2002). It was the pioneer study of Anderson (1996), was the pioneer who put forward a comprehensive model that Psychological contract violation gradually cause organizational cynic attitude. This study urged Johnson and O'Leary-Kelly (2003) who examined the dramatic impact of this infringement on organizational cynicism in a meticulous way. The employees come to believe that there is no moral code or ethics in their organization department, and careers are at stake because of fraudulence and a lack of integrity, which makes them cynical (Thompson & Hart, 2006; Dean et al., 1998). Once the Psychological contract breach occurred, it not only cause cynicism but also cause deviant behavior, in the result organization performance and output affected (Kickul, 2001; Robinson, 1996; Pate, 2006).

In these studies, the two variables have been examined in relation to each other and no study has so far been carried out with regard to this connection in any of the emerging countries such as

Pakistan. It was felt as a dire need to tackle the bullying issue and effects on employees' cynicism with the mediating effect of psychological contract breach, which is raging in public sector universities of Malakand division. The social sector analysts will also be greatly affected by the new and naive results of this study, which is to say that there are going to be new variables. The results of this study also showed that, in line with previous studies, the third hypothesis H3 seems to be confirmed and has been shown to have a favorable and substantial relationship between psychological contract violations and employee cynicism amongst The Teaching Staff of Public sector universities at Malakand Division KP Pakistan.

The proposed mediation hypothesis (H4) stating that the relationship between bullying at work and cynicism among employees will be mediated by psychological Contract Violation has been supported by the results of this study. We found that psychological contract breach mediated the relationship between workplace bullying and employee cynicism, which are consistent with findings of previous research shown that work place bullying as independent variable and Psychological contract breach as a mediator.

In this respect, the results of bullying at work have been important. In the same way putting PCB as a mediator and employees cynicism as a dependent variable. According to the studies of Johnson and O'Leary-Kelley (2003) and Haq et al.,(2018), The Psychological Contract Breach (PCB) have mediating effect on the relationship between workplace bullying and work related behaviors, Specifically organizational cynicism and turn over.

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