



## The Mediating Role of Employees' Negative Moods Between Bullying at Work and Organizational Citizenship Behavior Toward Individuals in Egyptian Hotels

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For all people, bullying always sparks unpleasant memories, especially at the workplace when employees may be regularly bullied "verbally/ non-verbally" regardless of their age and position. Such a phenomenon consequently affects the employee mood and creates counter organizational citizenship behaviors. This research aims at shedding light on the mediating role of employees' moods between bullying at work and organizational citizenship behavior in Egyptian hotels. A questionnaire was directed to a random sample of 383 workers in front of-house employees in five-star hotels in SharmElshiekh. The obtained data was analyzed statistically by smart PLS version 3. The research revealed a mediating role of employees' moods between bullying at work and organizational citizenship behavior in Egyptian hotels. The research recommends that hotels should accurately monitor the workplace bullying phenomenon among employees to avoid its exacerbating effects.

### Introduction

Employees in the hospitality industry have always been associated with vulnerable, stressful climates, which leads them to be more dependent on their managers and supervisors (Ram, 2018). These circumstances may increase the incidences of physical and hidden violence such as bullying at work (Ariza-Montes *et al.*, 2017). Bullying at work is a sort of interpersonal mistreatment, which goes beyond incivility, deliberate and repetitive derogatory towards employee(s) and leads to oppressive work environments (Salin, 2003), and may create mental distress and emotional exhaustion (Allen *et al.*, 2015). At the same line, organizational citizenship behavior (OCB) becomes one of the main facets in the hospitality industry, as it helps the organization to face the challenges, improve the industry in the future and exhibit good relations between employees and their co-workers (Ruizalba *et al.*, 2014). Moreover, employees of higher positive moods are always more helpful, creative, and committed to certain tasks than those of lower positive moods (George and Brief, 1992).

### **Bullying at work**

"Bullying at work" as a term, reflects all repeated and intensive abuse in the workplace, and includes violence or aggression. Therefore, it reflects a magnificent stress factor that employees experience on their jobs (Beattie and Griffin, 2014). Bullying can be defined as "all the systematic mistreatment of a superior, a peer or even a subordinate which, if continued, may cause severe psychological social, and psychosomatic troubles to the victim" (Einarsen and Mikkelsen, 2003).

However, several researchers argued that not all negative social behaviors in the workplace can be sorted as bullying, as there are other related phenomena, i.e., workplace incivility, workplace aggression, workplace deviance, workplace harassment, emotional abuse, social undermining, and abusive supervision (Zapf, 2004).

Based on that, bullying differs from another simple incivility that includes relatively more harmful behaviors than other negative behaviors (Baron, 1977). Furthermore, bullying can be done deliberately or even unconsciously and may be directed to one or more workers at the same time and may occur repeatedly and regularly (Einarsen *et al.*, 2011). Again, bullying at work is characterized by the bullies' frequent intention to harm the victim's reputation, performance, and/or social life and lasts for an extended period (at least six months). The bullied person can hardly protect himself from these behaviors (Chiril and Constantin, 2013).

For its direct side effects, MacIntosh (2012) illustrated that most employees who were bullied at work tend to be silent and may quit their jobs without confronting the bullies, and rarely may request counseling or ask for external help. Moreover, bullying at work can decrease productivity (Lewis and Malecha, 2011), poor job performance, reduce creativity (Mathisen *et al.*, 2008) and increase person-related counterproductive work behavior (Hershcovis *et al.*, 2012). In this context, hotels workers are exposed to several stressful situations due to the job characteristics that may include working in a culture of command (Bentley *et al.*, 2012). Such conditions generate negative emotions among employees, which subsequently make hotels breeding grounds for bullying (Mathisen *et al.*, 2008).

On the other hand, bullying at work was linked with several work organization factors such as role ambiguity, role conflict, insufficient decision authority and job demands, i.e: Balducci *et al.*, (2012) argued that workload, role conflict, pay, decision authority, co-worker-support or promotion prospects were directly affecting workplace bullying phenomenon. Moreover, examples of bullying in the hospitality industry are very diverse and includes forms of violence such as physical abuse (Lyu *et al.*, 2016), exclusivism (Hoel and Salin, 2003), verbal abuse or even sexual threats (Kitterlin *et al.*, 2016).

### **Employee mood**

Unlike temperament (which is considered as an affectivity or a trait that reflects a consistent individual differences in behavior that are biologically based and are relatively independent of learning), a mood expresses the person's emotional state (Watson *et al.*, 1988). Hence, the person's mood expresses how he feels over a limited

period and/or in a specific situation (Fiske and Taylor, 1991). However, moods are not momentary emotions that quit instantaneously. A negative or positive mood may last for days or weeks (Morris, 1992). In addition, moods can be carried over from one setting to another (Leventhal *et al.*, 1996).

Watson and Tellegen (1985) developed a scale of two main dimensions emerging from the individual's mood: (1) positive affect "PA", which expresses to what extent a person feels pleasantly; and (2) negative affect "NA", which expresses to what extent a person feels unpleasantly aroused. For more clarification, positive affect can be signified by terms like enthusiastic, happy, active, energetic, alert, and proud, while low positive affect is represented by mood terms as bored and drowsy. High negative affect is expressed by terms like distressed, nervous, and fearful, while low negative affect is formulated by terms as at rest, calm and relaxed. In other words, PA reflects to which extent the individual feels active, enthusiastic, and alert. Hence, high PA is a state of high energy, full of pleasure and concentration (Fredrickson, 2001), while low PA is formulated by lethargy and sadness (Snyder and Lopez 2009). In contrast, NA expresses subjective distress and unpleasable engagement that subsumes a variety of adverse mood states, including contempt, disgust, anger, guilt, fear, and nervousness, with low NA being a state of serenity and calmness (Watson and Clark, 1992).

Although, both PA and NA are of the opposite impression for each other's, the two moods are largely independent and uncorrelated to each other as each one has its measure tools (Terracciano *et al.*, 2006). In addition, it is important to clarify that, without a suitable and reliable scale of measuring moods, it is not feasible to provide empirical support in that field. Therefore, the Positive and Negative Affect Schedule (PANAS) was a useful tool for that purpose. Moreover, The PANAS is the most widely used scale to assess PA and NA (Akhter, 2017).

### **Organizational Citizenship Behavior**

The term (OCB) was introduced by Barnard (1938) when he was trying to study the employees' relations in organizations. Barnard formed it as voluntary behaviors that are not part of the employees' formal requirements and they are not rewarded for doing it. For more clarification, Barnard sorted two types of systems in any organization; formal and informal; The formal system consists of regulations, rules and procedures of the organization where employees develop relationships to achieve organizational goals. The informal system is the base of the concept of OCB. According to Organ *et al.*, (2006), OCB is about employees' contributions that go beyond the content of contractual obligations or obedience to the formal authority. Furthermore, OCB is about employees' behavior that is discretionary, or indirectly recognized by the organizational formal reward system, and that promotes the effective functioning of the organization (Organ, 1988).

OCB is the individuals' tendency towards motivations to go beyond the formal job necessities to help each other's, to align their interest with the organizations' interests and to have an effective concern towards general activities and the mission of the organization (Bolino *et al.*, 2002). Again, OCB helps to improve the organizational productivity, encourages the coordination of activities between team members, and

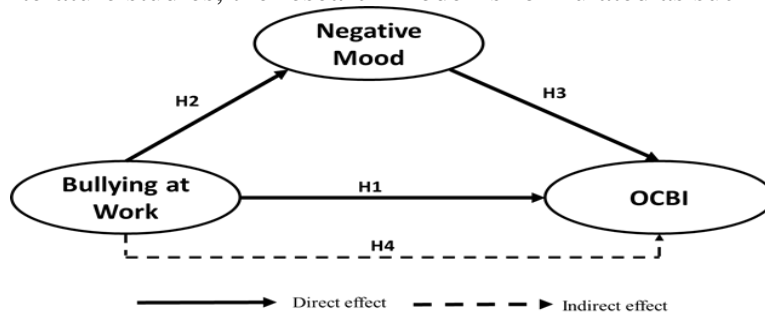
forms organizational environment to enhance learning. Hence, OCB focuses on the concept of individuals' voluntary behavior patterns (Schnake and Dumler, 2003), where these positive behaviors are expected to enhance positive attitudes and ultimately lead to higher levels of happiness (Borgonovi, 2008).

Generally, Organ (1988) classified OCB under five constructs: “Altruism, politeness, conscientiousness, courtesy and civil virtues.” Moreover, OCB may vary depending on several factors such as employees' traits, the job type, the organization policies, and leaders (Podsakoff *et al.*, 2009). According to its objectives, Williams and Anderson (1991) have sorted OCB into two main dimensions: 1) Organizational citizenship behavior directed toward the organization which is assumed to achieve desired success within the organization "OCBO", aims to increase organizational productivity and to protect the organization from harmful and undesirable acts by means of increasing the abilities and skills of employees. 2) Organizational citizenship behavior direct toward individuals "OCBI", which is related to employees' motivation, performance, personal development, and their bond with the organization (Organ, 1988). Later on, LePine *et al.*, (2002) added another dimension that concerns customers as organizational citizenship behavior directed toward customers (OCBC).

OCB attempts to maintain an acceptable balance between employees and the organization, it is reasonable to suggest that all types of behavior are intended to benefit the organization at last (Lee and Allen, 2002). For more clarification, OCB studies highlight that OCBI has indirect effects on maintaining balance in the organization–employee transactions (LePine *et al.*, 2002). OCBI involves behaviors that benefit other employees, such as helping those who are absent or behind in their work and taking a personal interest in others, helping new employees with their tasks and encouraging others to fulfill their obligations. These effects occur by stimulating immediate feelings of gratitude or foster reciprocal social exchanges in groups (Rubin *et al.*, 2010)

**Research model overview**

Based on literature studies, the research model is formulated as such "Figure 1".



**Fig.1.** The proposed research model

**Research hypotheses**

The research hypothesizes the following Hypotheses:

**H1.** Bullying at work has a negative effect on OCBI (Direct effect).

**H2.** Bullying at work has a positive effect on Negative mood.

**H3.** Negative Mood has a negative effect on OCBI.

**H4.** Bullying at work has a negative effect on OCBI (Indirect effect).

## **Methodology**

### **Sample and design**

The study was conducted on a random sample of three hundred and eighty-three (383) employees in five-star hotels (24 Hotels) in SharmElShiekh, Egypt. The obtained data were collected using a questionnaire. Five hundred (500) questionnaires were distributed. Out of which three hundred and ninety-six (396) questionnaires were returned which shows a 79% response rate. Thirteen (13) questionnaires were disposed of because they contained incomplete answers. This sample consisted of 67.4% male and 32.6 females. The age of 46% of the employees ranges from 20 to less than 35 years, 36% ranges from more than 35 to less than 50 years old, and 18% are over 50 years old. Concerning the level of education, 31.6 of the workers were of lower education, 23% of the middle-educated, and 36.4 of those with higher education.

### **Instrument**

The instrument of the study is a questionnaire form. It consists of 4 parts: the first part investigates respondents' demographics (gender, age, education). In addition, hotels profile such as classification and management patterns are identified. The second part of the questionnaire deals with the bullying at work phenomena, which is measured by a seven-item scale developed by Hershcovis (2011) (ridicule or insulting teasing, repeated reminder of blunders, slanders, social exclusion, verbal abuse, devaluation of effort and neglect of opinions). The third part deals with the employees' negative mood. It consists of 10 statements derived from the PANAS scale by Watson and Tellegen (1985). The fourth part consists of 8 statements to investigate the OCBI by Organ and Lingl, (1995).

The questionnaires used a five-point Likert-type scale ranging from “1= completely disagree” to “5= completely agree” to score the responses. The obtained data was analyzed statistically by smart PLS version 3.

## **Results**

This current study utilized SEM via the “Partial least squares PLS” technique to test the hypotheses of the study with SmartPLS-3.0. The proposed theoretical model was examined using the following two-step approach suggested by (Leguina 2015).

### **Assessment of outer measurement model**

To evaluate the outer model's reliability and validity, internal consistency reliability, indicator reliability, convergent validity, and discriminant validity were tested. First, as displayed in **Table 1**, the structures' internal consistency reliability was tested with Cronbach's alpha ( $\alpha$ ) changing from 0.897 to 0.921, and the composite reliability (C.R) ranging from 0.919 to 0.933. Second, indicators' reliability was acceptable as all loading values of the structure indicators were higher than 0.70. Third, convergent validity was evaluated by the average variance extracted (AVE) values which exceeded the satisfactory value of 0.50 (Henseler et al., 2009).

**Table I**  
Assessment of the formative measurement model

The model items	Outer Loading	$\alpha$	C.R	AVE
<b>Bullying at work</b>		0.897	0.919	0.618
WB_1	0.710			
WB_2	0.799			
WB_3	0.785			
WB_4	0.767			
WB_5	0.812			
WB_6	0.815			
WB_7	0.807			
<b>OCBI</b>		0.916	0.932	0.631
NA_1	0.787			
NA_2	0.709			
NA_3	0.727			
NA_4	0.765			
NA_5	0.767			
NA_6	0.816			
NA_7	0.766			
NA_8	0.815			
NA_9	0.761			
NA_10	0.720			
<b>Negative Mood</b>		0.921	0.933	0.584
OCBI_1	0.730			
OCBI_2	0.765			
OCBI_3	0.824			
OCBI_4	0.843			
OCBI_5	0.793			
OCBI_6	0.843			
OCBI_7	0.797			
OCBI_8	0.753			

Finally, three criteria were implemented to assess the discriminant validity of the constructs. They were cross-loading, Fornell-Larcker criterion, and heterotrait-monotrait ratio (HTMT) (Leguina 2015). As indicated in Table (2), the outer-loading for each latent variable - underlined- was higher than the cross-loading with other measurements.

**Table 2**  
Cross loading results

	Bullying at work	Negative Mood	OCBI
WB_1	<b>0.710</b>	0.321	-0.460
WB_2	<b>0.799</b>	0.363	-0.577
WB_3	<b>0.785</b>	0.277	-0.546
WB_4	<b>0.767</b>	0.245	-0.512
WB_5	<b>0.812</b>	0.376	-0.623
WB_6	<b>0.815</b>	0.504	-0.639
WB_7	<b>0.807</b>	0.369	-0.634
NA_1	0.453	<b>0.787</b>	-0.515
NA_2	0.267	<b>0.709</b>	-0.485
NA_3	0.300	<b>0.727</b>	-0.470
NA_4	0.338	<b>0.765</b>	-0.493
NA_5	0.404	<b>0.767</b>	-0.508
NA_6	0.439	<b>0.816</b>	-0.587
NA_7	0.379	<b>0.766</b>	-0.491
NA_8	0.304	<b>0.815</b>	-0.482
NA_9	0.289	<b>0.761</b>	-0.486
NA_10	0.254	<b>0.720</b>	-0.458
OCBI_1	-0.534	-0.421	<b>0.730</b>
OCBI_2	-0.547	-0.456	<b>0.765</b>
OCBI_3	-0.619	-0.531	<b>0.824</b>
OCBI_4	-0.621	-0.604	<b>0.843</b>
OCBI_5	-0.599	-0.554	<b>0.793</b>
OCBI_6	-0.608	-0.520	<b>0.843</b>
OCBI_7	-0.605	-0.563	<b>0.797</b>
OCBI_8	-0.513	-0.482	<b>0.753</b>

As shown in Table 3, the bolded values of the AVEs in the diagonals are higher than the correlation between variables. According to Gold et al. (2001), HTMT values need to be less than 0.90. So were, The study’s values of HTMT (Table 3). According to these results, the model structure has adequate discriminant validity. Consequently, the outer measurement model outcomes deemed strong enough to continue to evaluate the structural model.

**Table 3**  
Inter-construct correlations, the square root of AVE, and HTMT results

	AVEs values			HTMT results		
	Bullying at work	Negative Mood	OCBI	Bullying at work	Negative Mood	OCBI
Bullying at work	<b>0.786</b>					
Negative Mood	0.456	<b>0.764</b>		0.483		
OCBI	-0.733	-0.654	<b>0.794</b>	0.799	0.706	

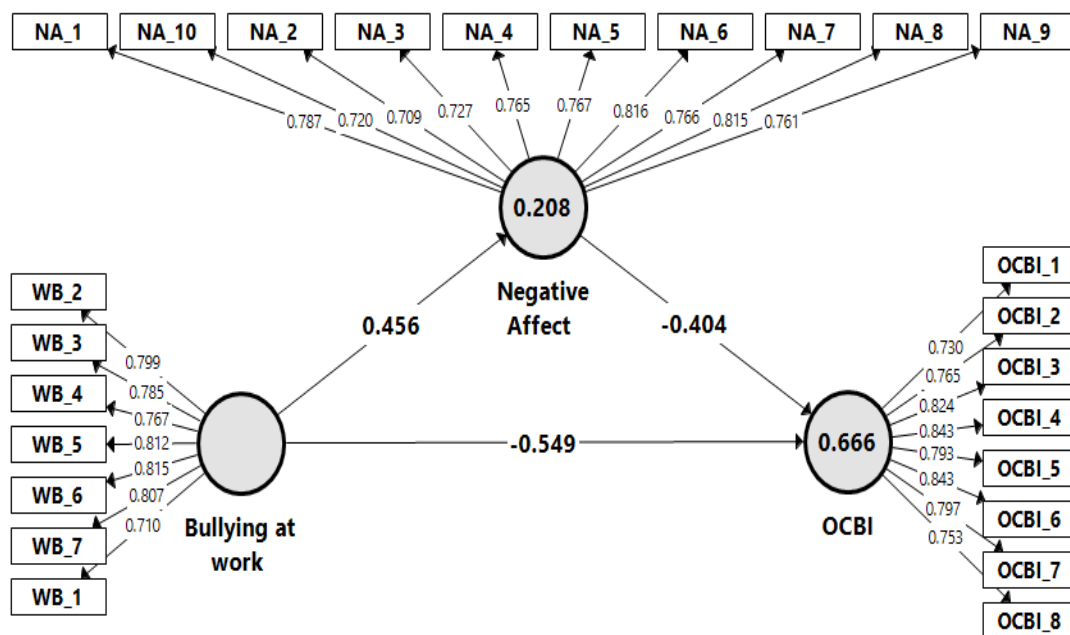
### Assessment of the structural model

The hypotheses were then tested by a structural equation analysis. In particular, the model's predictive capacity and the explanatory power were analyzed (Hair et al. 2016). With the VIF values of the manifest indicators changing from 1.779 to 3.096 below 5, the multicollinearity of the structural model has been verified as inexistent. Next, Chin (1998) indicated that the lower limit for  $R^2$  values is 0.10. Therefore, the  $R^2$  value of Negative Mood being 0.208 and for the OCBI variable being 0.666, are acceptable (Table 3). In addition, The Stone-Geisser  $Q^2$  test indicates a knowledge-sharing value greater than zero (Table 3), indicating adequate predictive validity of the model (Henseler et al. 2009). Accordingly, enough predictive validity for the structural model was also confirmed.

**Table 3**  
Coefficient of determination (R2) and (Q2) of the model

Endogenous latent construct	(R2)	(Q2)
Negative Mood	0.208	0.110
OCBI	0.666	0.391

Lastly, the path coefficient and t-value of the hypothesized association were analyzed using a bootstrapping technique. Table 4 and fig 3 display the hypothesis test results, given the path coefficient values and the relevant significance. bullying at work was found to be in negative and significant correlation to OCBI (direct correlation) at  $\beta = -0.549, p < 0.01$ , so  $H_1$  was supported. Also, bullying at work has a positive effect on Negative Mood at  $\beta = 0.456, p < 0.01$ , supporting  $H_2$ , while negative Mood has a negative effect on OCBI at  $\beta = -0.404, p < 0.01$ , supporting  $H_3$ . The results also confirm that bullying at work has a negative effect on OCBI via negative mood as a mediation variable at  $\beta = -0.184, p < 0.01$ , supporting  $H_4$ .



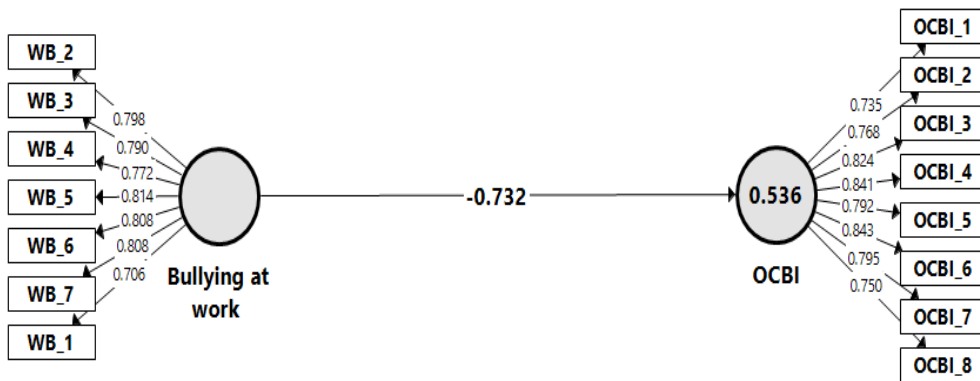
**Fig.3.** The structural and measurement model



**Table 4**  
Path Coefficients

	Beta ( $\beta$ )	t-values	P Values	Results
bullying at work -> OCBI	-0.551	15.077	0.000	supported
bullying at work -> Negative mood	0.456	11.231	0.000	supported
Negative mood -> OCBI	-0.398	8.493	0.000	supported
bullying at work -> Negative mood -> OCBI	-0.184	6.037	0.000	supported

On the other hand, Fig 4 displays that bullying at work has a negative and significant correlation to OCBI ( $\beta = -0.732, p < 0.01$ ) before adding the negative mood variable as a mediation. This supports the role of negative mood variable as a mediation in this relationship. This model meets all criteria for the assessment of the outer measurement model and assessment of the structural model according to the Partial least squares PLS method.



**Fig.4.** The structural and measurement model before adding the mediation effects

**Discussion**

OCB is considered as a voluntary behavior by employees inside hotels that does not fall under the official rewards system's umbrella (Ratnayaka and Samantha Kumara, 2019). Moreover, this voluntary behavior is indispensable, especially when this behavior is directed to individuals "OCBI" in hotels that seek excellence and pioneering (Vasudevan and Mahadi, 2017), Therefore, hotels seek to provide a good work environment dominated by this discretionary behavior, and since it is not subject to the system of formal reward, previous studies have indicated that psychological aspects are the most considerable support for this behavior (LePine et al., 2002).

Accordingly, the current study sought to examine an essential psychological aspect affecting the OCBI in hotels by determining the effect of bullying at work on OCBI through an employee negative mood variable as a mediator. The empirical results of the current study reveal that bullying at work have significant negative influences on OCBI. This finding confirms with the work by Zulkarnain *et al.*, (2016) who said that employee is not powerless to defend himself against bullying. which will cause lots of undesirable interpersonal conflict.

The results also indicated that the workplace bullying has a positive effect on the negative mood, and this is consistent with the opinion of Yahaya *et al.*, 2012 who stated that bullying is a deleterious problem that leads to emotional, physical, and psychological damages to the employees. Moreover, the results revealed that the negative mood variable has a significantly negative impact on OCBI, these confirming the results of Geiger *et al.*, (2019).

Finally, the indirect relationship between the workplace bullying and OCBI via the negative mood variable was confirmed. This means that the negative mood variable as a mediator was able to explain 18% of the size of the direct relationship (about 73%) between bullying at work and the citizenship behavior (Figure 4).

Regarding the direct relationship between bullying at work and citizenship behavior in the first model that includes the mediator, we find it significant, meaning that the negative mood variable is a partial mediator. This confirms that other variables can be used to explain the remainder of the size of the direct relationship between bullying at work and OCBI estimated by 55% (Table 4).

### **Conclusion and Recommendation**

Bullying at Workplace is a critical problem that leads to several damages to employees physically and psychologically, which in turn negatively affects the employees' moods. Consequently, the employees' negative moods create lots of employees' interpersonal conflicts influence OCBI activities. Moreover, the study proved the direct effect of workplace bullying on OCBI. Therefore, the study recommends that hotels should accurately monitor the workplace bullying phenomenon among employees to avoid its exacerbating effects, especially on the psychological and emotional status of employees

### **Future Studies**

Despite the contributions of this study, future directions of the study include investigating the effects of bullying at work phenomena between guests and Egyptian employees. Especially with the cultural and ethnic background of Egyptian society that can enlarge its side effects on both individuals and organization.

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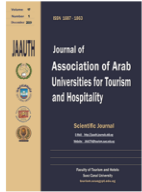
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### الدور الوسيط للحالة المزاجية السيئة للعاملين بين التمر الوظيفي وسلوكيات المواطنة التنظيمية الموجهة نحو الأفراد في الفنادق المصرية

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معلومات المقالة	المخلص
<b>الكلمات المفتاحية</b> التمر في العمل؛ الحالة المزاجية؛ سلوك المواطنة التنظيمية؛ مصر.	من المعروف أن ظاهرة التمر تولد آثارا سلبية على الحالة المزاجية للأفراد، ولاسيما إذا ما تعرض لها العامل بصورة متكررة في موقعه الوظيفي بغض النظر عن مكانته الوظيفية أو مرحلته العمرية. فمثل تلك الظاهرة تولد حالة مزاجية سيئة لدى العاملين وتخلق سلوكيات مضادة لسلوكيات المواطنة التنظيمية الموجهة نحو الأفراد. يهدف البحث إلى إلقاء الضوء على الدور الوسيط للحالة المزاجية السيئة للعاملين بين التمر الوظيفي وسلوكيات المواطنة التنظيمية الموجهة نحو الأفراد في الفنادق المصرية. تم توجيه استمارة استقصاء إلى 383 عامل بفنادق الخمس نجوم بمدينة شرم الشيخ. تم تحليل النتائج المتحصل عليها إحصائيا باستخدام برنامج SmartPLS الإصدار الثالث. خلص البحث الى وجود تأثير معنوي للحالة المزاجية السيئة للعاملين كمتغير وسيط بين التمر الوظيفي وسلوكيات المواطنة التنظيمية الموجهة نحو الأفراد. يوصي البحث بضرورة مراقبة أبعاد ظاهرة التمر الوظيفي التي قد يتعرض لها العاملون حتى لا تتسبب في خلق حالة مزاجية سيئة لدى الافراد والتي بدورها تؤثر بالسلب في أبعاد سلوكيات المواطنة التنظيمية بين الأفراد.