Impact of Organizational Culture on Psychological Wellbeing of Nurses: Mediating Role of Workplace Bullying

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Abstract:

Organizational culture promotes psychological wellbeing of employees by developing human competencies, abilities, talents, creativity and personal development. In healthcare sector, hierarchical cultures contribute to interpersonal mistreatment including bullying and harassment at workplace and results in stress, depression, burnout and other psychological health issues. Workplace bullying has detrimental effect on psychological health and wellbeing of employees. The present study aims to find the impact of organizational culture on psychological wellbeing of employees with mediating role of workplace bullying. In this research study, we used quantitative research design and a cross-sectional survey was applied. Data was collected from nurses working in public sector hospitals located in Lahore. Data was collected through self-administered questionnaire at the natural work setting after the consent of respondents. We applied convenience sampling technique and a sample of 300 nurses was selected from five public sector hospitals. Findings revealed significant negative association between organizational culture and workplace bullying and between workplace bullying and psychological wellbeing. Organizational culture was positively associated with psychological wellbeing. Moreover, we find significant mediating impact of workplace bullying on the relationship of organizational culture and psychological wellbeing. Participative management style, justice, mutual respect, good interpersonal relationships, social and organizational support may eradicate bullying behaviors and promote psychological wellbeing of nurses in healthcare settings.

Key Words: Organizational Culture, Workplace Bullying, Psychological Wellbeing, Social Support, Stress.

Introduction:

Organizational culture is a set of unwavering core presumptions that people in the organization have formed, discovered, and evolved in the face of challenges in order to adapt to their environment and achieve harmony and coherence (Wressell, Rasmussen, & Driscoll, 2018). A combination of values, sets, beliefs, communication, and explanations of behavior that serves as a

guide for people is known as culture (Awadh, Saad, & research, 2013). The views, values, and social conventions that an employer upholds are included in the organizational culture. They are represented through signs, rituals, myths, language, and memories, all of which have an impact on how people behave in the workplace (Sun, 2008). Further, (Marcus, Aksoy, & Tesfa Alemu, 2022) defined organizational culture which determines an organization's success, is generated not only by the attitudes and behaviors of each individual employee, but also by the collective attitudes and actions of the organization as a whole. A healthier and more productive workplace can be created through the positive organizational culture that values and priorities psychological wellbeing of employees whereas violence, stress, burnout and mental health issues are the outcomes of negative organizational culture (Tran et al., 2023). An organizational culture that promotes discrimination, injustice and mistreatment results in psychological distress among employees and negatively effects job satisfaction and performance (Sun et al., 2023).

Workplace bullying is defined as any form of persistent abuse in which the victim experiences verbal abuse, threats, humiliating or intimidating behaviors, or behaviors by the perpetrators that interfere with the victim's performance generally and are intended to endanger the victim's health and safety (Branch & Murray, 2008). Usually, organizational bullying involves abuse or improper use of power and authority within an organization. Workplace bullying may also be caused by unprofessional management, autocratic leadership, a company culture that tolerates bad behavior against people, and organizational hierarchy (Jennifer, Cowie & Ananiadou, 2003). Bullying as workplace stressor can be a precursor to aggression and harassment and have a negative effect on individuals' stress-coping techniques. The emotional and intellectual abuse as a result of workplace bullying might also threaten employees' wellbeing (Gamian-Wilk, 2017). Workplace bullying is a complex and multifaceted phenomenon which is associated with both organizational determinants and personal variables. Negative organizational climate and work attitudes are the main sources of workplace bullying (Maran et al. 2023). Workplace bullying negatively effects employees' mental health and results in psychological distress and deteriorated employee engagement. The loss or decline of employees' psychological integrity threatens work engagement (Anasori, Soliman & Costa, 2023). In healthcare sector, workplace bullying is a major antecedent of work-related distress and results in psychological wellbeing issues for employees (Ansar, Amen & Sumayya, 2021).

Nurses face increased workloads, low recognition, occupational violence, poor professional relationships which can result in developing psychological issues including anxiety and depression (Hsieh et al., 2021). Psychological wellbeing contributes to the mental health of nursing students and affects their decisions to stay or leave the profession (Zhou et al., 2022). In Pakistan, organizational bullying is a major problem in the healthcare industry. If bullying in the medical field is to be eradicated, it is imperative to increase awareness of the issue. Although workplace bullying has always been a problem for healthcare workers, it frequently goes unnoticed or, even worse, is accepted as part of the system (Noor et al., 2023a). Nurses' work environment contributes to many psychological risk factors threatening the psychological wellbeing and health of nurses (Muhammad, Rahim, Ajmal & Bibi, 2022). Nurses feel oppressed

due to organizational hierarchy and experience discrimination, injustice, hostility and mistreatment at workplace. Bullying and hostility negatively effects psychological health of nurses and result in turnover intentions and poor quality of patient care. Understanding the frequency, types, and impact of organizational bullying is a vital first step in resolving this issue among healthcare professionals (Noor et al., 2023b). Therefore, the present study aims to find impact of organizational culture on bullying and psychological wellbeing of nurses in healthcare sector of Pakistan. Moreover, the mediating impact of workplace bullying on relationship of organizational culture and psychological wellbeing have also been studied to understand the organizational determinants of bullying behaviors.

Literature Review and Hypotheses Development:

Organizational Culture and Bullying

A combination of values, sets, beliefs, communication, and explanations of behavior that serves as a guide for people is known as culture (Awadh & Saad, 2013). The views, values, and social conventions that an employer upholds are included in the organizational way of life. They are represented through signs, rituals, myths, language, and memories, all of which have an impact on how people behave in the workplace (Sun, 2008).Organizational culture refers to common values, assumptions, customs, and behavioral standards within an organization (Pheko et al., 2017) that have been impacted by the history, traditions, and practices of the organization (Martins & Coetzee, 2009) and may be employed to acclimate new employees to the right perspective, assumption, and experience within the particular organization (Schein, 1984). Organizational culture is a phenomena in which all employees believe that an unseen hand guides them in a certain direction. *Researchers* can more accurately detect and direct the behavior of people within an organization when they have knowledge of what constitutes an organization's way of life and how it has been established and maintained (Runtu, Aldrin, & Merdiaty, 2019). Mohsin, Neyazi and Ebtekar (2020) described organizational culture as a set of values, beliefs, philosophies, importance of viewpoints, expectations and values of the individuals associated with an organization. Organizational culture includes openness, flexibility, communication, appreciation, competence and risk taking. Organizational culture influences maximum components of organizational life, together with how decisions are made, who makes them, how rewards are disbursed, how worker performance is affected, who is promoted, how human beings are managed, how the agency responds to its environment, and so forth. Lifestyle actually influences employees' attitudes and behaviors at workplace (Shahzad, Iqbal, & Gulzar, 2013).

Organizational bullying is defined as any form of repeated victimization in which the victims are subjected to verbal abuse, threats, humiliating or intimidating behaviors, or acts committed by the perpetrators that are connected to their work or performance and are meant to endanger their health and safety (Murray, 2008).Bullying at work could be impacted by an organization's culture. It has an impact on workers and organizations in various cultures and was recently seen as a major problem. Over the past two decades, attention to the complicated issue of workplace bullying has grown both locally and globally (Thibault & Kelloway, 2020). In Egypt,

(Arafa et al., 2020) discovered that 92.8% of nurses said they had experienced bullying. Howell (2016) found that among health professions, nurses have the greatest prevalence rates of workplace bullying. Furthermore, there are significant repercussions for patient care, work teams, health organizations, and individual well-being. Furthermore, increased attrition rates, decreased productivity, and even the current nursing shortage have all been attributed to workplace bullying, poor patient treatment and decreased workplace safety. Elewa & El Banan (2019) identified that one of the key obligations of employers is to establish and preserve a climate of trust and respect devoid of rudeness and bullying at work. Bullying is a severe issue that nurses may encounter and research showed that it was growing at an alarming rate. Himmer (2016) stated that one of the strongest organizational factors related to workplace bullying is the nursing organizational culture. Scholars have identified hierarchical culture, unsupportive leadership, toxic work climate, discrimination and injustice as the main factors of workplace bullying (Noor et al., 2023b). Elements of workplace bullying are classified into individual and organizational variables. Individual characteristics include the offenders' high levels of aggression and stress at the workplace, as well as the victims' age, lack of social skills, low self-esteem, and low competency. Despite the fact that organizational characteristics such as abuse of power, unofficial alliances, organizational tolerance, a hierarchical organizational structure and an environment focused on results. Xie and Zhang (2023) found interpersonal mistreatment such as harassment and bullying as the outcomes of dysfunctional organizational culture. Song and Lim (2023) found hierarchical cultures of healthcare work setting as the main antecedent of bullying and turnover intentions among nurses. Hierarchical organizational cultures promotes workplace bullying and hostility and reduces organizational performance (Tabassum, Hashim & Marimuthu, 2023). Verma, Ekka, Singh and Krithika (2023) suggested that positive organizational cultures with strong leadership and efficient human resource management are critical for reducing bullying behaviors.

H1: There is a significant relationship between organizational culture and organizational bullying

Organizational Bullying and Psychological Wellbeing:

Bullying is widely recognized as a serious issue in the context of the workplace. Over the past ten years, alternative unions, professional businesses, and human resources (HR) departments have grown more aware that actions like intimidation, public humiliation, offensive name-calling, social exclusion, and unwanted physical contact have the potential to erode employees' integrity and confidence and reduce productivity. Bullying affects victims physically and psychologically with stress, depression, poor psychological health and diminished performance being the most often reported effects. Employees who have been bullied may, in severe circumstances, need counseling or mental treatment (Zapf & Einarsen, 2007). Bullying may go beyond peer harassment and become a typical, or even encouraged, aspect of an organization's culture. Some organizations have developed clear policies to safeguard their employees from bullying and improve the quality of their mental and social functioning in response to the need to change the workplace cultures (García-Alandete, 2015). Workplace bullying is a form of harassment and social exclusion in which a person is subjected to indirect and subtle forms of mental violence,

also known as terrible acts, in a systematic manner and over an extended period of time. Although there is some debate about potential overlaps between the concept of workplace bullying and other deviant behaviors displayed at work (such as incivility), researchers unanimously recall workplace bullying to be a harassment and social exclusion method (Berthelsen et al., 2011). These acts include being humiliated or ridiculed in connection with your work, being ignored or facing a hostile reaction when you approach and being the subject of excessive teasing and sarcasm among others. The more frequently individuals are exposed to these acts, the more they are considered to have been subjected to bullying. Workplace bullying is detrimental to employees' health (Podsiadly et al., 2017).

The inability to address the situation of being exposed to bullying behaviors at work causes excessive physiological distress over an extended period of time, which in turn causes the negative effects of stress on the physical (such as psychosomatic complaints or sleep disturbances) and psychological (such as decreased self-confidence, an increased sense of vulnerability, and negative feelings like guilt or shame) health of employees. Undoubtedly, a recent meta-analysis has demonstrated that workers who are exposed to bullying frequently experience health-related issues, such as anxiety, depression, or cardiovascular disorders (Nielsen & Einarsen, 2012). Bullying behaviors have detrimental effects on employees' mental health and result in psychological distress (Tsuno, Kawachi, Kawakami & Miyashita, 2018). Mahmood, Bano, Khan and Erdey (2024) found negative association between workplace bullying and psychological wellbeing of nurses. Nielsen, Einarsen, Parveen and Rosender (2023) found poor mental health and wellbeing of individuals as the consequences of witnessing bullying.

H2: There is a significant relationship between organizational bullying and psychological wellbeing

Organizational culture and psychological wellbeing:

Organizational culture is one of the elements that affects workers' psychological health (Behzadi et al., 2020). Organizational culture is connected to the basic values, ideas, and principles that form the bedrock of the management system. Culture is a set of values, beliefs, perceptions, and inferences about the ways of thinking and thinking of members of the organization in common dimensions (Lingmont & Alexiou, 2020). In other words, organizational culture is a collection of fundamental beliefs that members of the organization have established, found, and evolved in response to issues so they could adapt to their surroundings and achieve cohesion and unity (Wressell et al., 2018). A phenomenon known as organizational culture occurs when all employees concur that some unobservable force guides people in a particular path. Also, the results of (Behzadi et al., 2020) indicated that organizational culture has a considerable positive impact on employees' psychological wellbeing. In another study, it was reported that organizational culture had a negative and significant relationship with psychological wellbeing (Ashournejad, Kadivar, Hejazi, & Naghsh, 2018). Additionally, the findings of (Lehane, Hofsöe, Wittich & Dammeyer, 2018) indicated a positive and significant link between interpersonal skills (communication) and psychological well-being (Mahmoudi Eshkaftki, Ghazanfari & Solati, 2020).

Positive organizational culture contributes to the higher levels of motivation, job satisfaction and performance, wellbeing and better overall health of employees that supports psychological wellbeing (Tran et al., 2023). Guthier et al. (2023) described the significance of good leadership behaviors for boosting employees' psychological wellbeing. The researchers focused on creating healthy work environment that promotes psychological health of employees and employee retention. Sun et al. (2023) suggested that psychological challenges at workplace can be reduced through a positive workplace culture that encourages management to ensure employees' psychological wellbeing. Psychological health and wellbeing of employees can be enhanced through a positive organizational culture that promotes respectful work environment, supportive leadership and open communication. Panda (2021) argued that a favorable organizational culture motivate and help employees to support, implement and sustain change for organizational success. A positive organizational culture develops social support, supportive leadership, work-life balance, suitable job expectations, effective regulations and promotes employees' psychological wellbeing (Park, Park & Jo, 2023).

H3: There is a significant relationship between organizational culture and psychological wellbeing

Organizational culture, workplace bullying and psychological wellbeing

An organizational culture that promotes discrimination, injustice and mistreatment results in psychological distress among employees and negatively effects job satisfaction and performance (Sun et al., 2023). Sun et al. (2022) found psychological issues including stress, anxiety and depression that influenced healthcare workers performance due to poor work climate during COVID-19. A negative organizational culture including trauma, abuse and stress contributes to psychological discomfort, melancholy, encompassing anxiety and despair. Disinterest, disengagement and decreased creativity result in mental health issues, dissatisfaction and decreased performance (Karan, 2023). Bullying, hostility, lack of social support, unsupportive leadership, insufficient policies, excessive job demands and lack of work-life balance are the outcomes of negative culture that impact employees' mental health and wellbeing (Safariningsih, 2024).

Sun et al. (2023a) described that negative organizational cultures disregard individual work, reduces creativity, enhances bullying and hostility and contributes to poor psychological health of employees. He highlighted how a positive organizational culture, characterized by supportive leadership, open communication, and a respectful work environment, contributes to higher levels of psychological wellbeing among employees. Marck et al. (2024) found that exposure to workplace abuse and bullying negatively impacts workplace satisfaction and psychological health of employees. The harmful effects of bullying can be reduced through organizational resources such as supportive organizational climate and social support such as co-worker support (Farley, Mukhtar, Ng & Niven, 2023). A positive organizational culture impacts employees' wellbeing by rewarding achievements, promotion and supporting professional development. Resilience can be developed through supportive work environment and trainings that help employees manage bullying and hostility at workplace (Safariningsih, 2024).

H4: Organizational bullying mediates the relationship between organizational culture and psychological wellbeing.
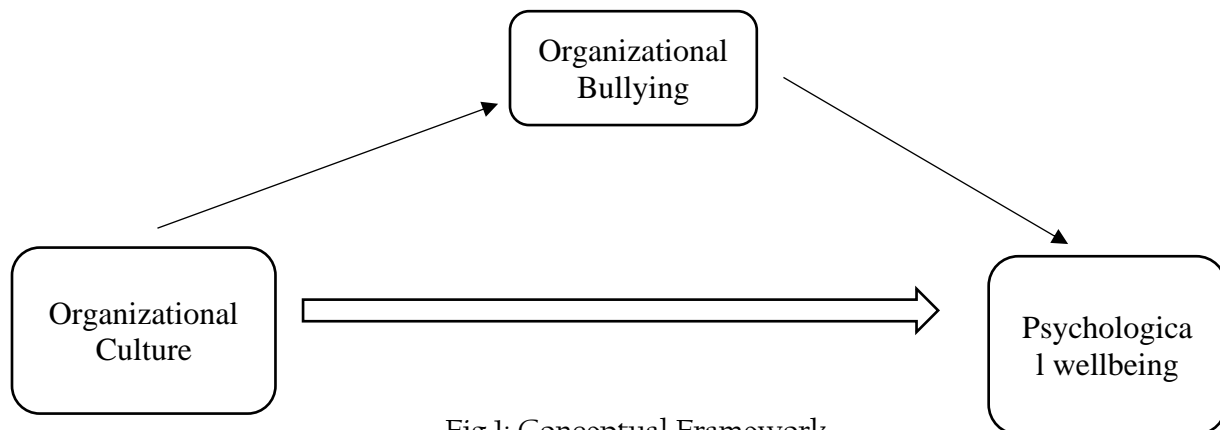

Fig 1: Conceptual Framework

Methods:

A research design is the framework for data collection and interpretation that aims to strike a balance between efficiency and process and relevance to the study purpose. The purpose of research design is to ensure that different research methodologies or procedures are carried out successfully, producing research that is as professional as feasible and generating the most information with the least amount of time and money spent (Kabir, 2016). In this study, we applied quantitative research design with survey research strategy. Questionnaire based survey design was applied. Research philosophy was positivism that describes that objective reality exists and researchers find relationship between different facts or variables. Time horizon was cross-sectional and deductive approach was used where hypotheses were tested framed on the basis of existing theories.

Nurses working in public sector hospitals was the target population of this study. We collected data through self-administered questionnaires and researchers collected data from respondents at their natural work setting. Data was collected from both male and female nurses working at different designations. Data was collected from nurses working in public sector hospitals located in Lahore. With the formal permission of hospital authorities data was collected after getting verbal consent from respondents. We used convenience sampling, a non-probability sampling technique for data collection due to non-availability of the sampling frame. Yong and Pearce (2013) suggested the minimum requirement of the sample size should be 300. This sample size provides an adequate representation of the population and allows for statistical analysis.

Items related to organizational culture, workplace bullying and psychological wellbeing were added in the final questionnaire. We used 5-point Likert scale to measure responses ranging from 1 (strongly disagree) to 5 (strongly agree). For data analysis, Partial Least Square Equation Modeling (PLS-SEM) was used. Sample demographics were also measured to collect data regarding demographic characteristics of respondents. We used Negative Acts Questionnaire-Revised (NAQ-R) to measure workplace bullying by Einarsen et al. (2009) having 22 items. Organizational culture was measured through a 20 items scale developed by San Park (2009). Psychological wellbeing was measured through an 18 items scale developed by Stewart-Brown and Jan Muhammad (2008).

Data Analysis:

Sample Demographics:

Demographic characteristics of the sample including institute, gender and work experience were also measured. Table 1 shows sample demographics.

Table 1: Sample Demographics

Demographics		Frequency	Percentage
Gender	Male	89	29.7
	Female	211	70.3
Institute	SIMS	63	21
	Jinnah Hospital	65	21.6
	Mayo Hospital	55	18.3
	General Hospital	60	20
	Sheikh Zayed Hospital	57	19
Experience	Less than 5 years	83	27.7
	06–10 years	80	26.7
	11-15 years	67	22.3
	16-20 years	37	12.3
	Above 20 years	33	11

Reliability and Validity Analysis:

Partial least Square Equation Modeling (PLS-SEM) was used for data analysis. We applied reflective measurement model to measure reliability and validity of data.

Reflective Measurement Model

Outer loadings:

For each item, outer loading was assessed. As per criteria, items having outer loading greater than 0.5 were included. The items having outer loading less than 0.5 was deleted for final analysis. The items including OC12, OC17 and OC20 were deleted for organizational culture whereas for psychological wellbeing the items PW1, PW2, PW6, PW 17 and PW 18 were deleted. For organizational bullying, OB1, OB13, OB14, OB15, OB16, OB18, OB19, OB20, OB21 and OB22 were

deleted. Table 2 shows outer loadings of items regarding organizational culture, workplace bullying and psychological wellbeing.

Table 2: Outer Loadings

Codes	Outer Loadings	Codes	Outer Loadings
OC1	0.808	WB7	0.795
OC2	0.801	WB8	0.799
OC3	0.738	WB9	0.827
OC4	0.813	WB10	0.769
OC5	0.722	WB11	0.705
OC6	0.825	WB12	0.697
OC7	0.765	WB17	0.517
OC8	0.680	PW3	0.713
OC9	0.623	PW4	0.848
OC10	0.713	PW5	0.759
OC11	0.824	PW7	0.610
OC13	0.690	PW8	0.808
OC14	0.859	PW9	0.821
OC15	0.745	PW10	0.849
OC16	0.718	PW11	0.874
OC 18	0.799	PW12	0.810
OC19	0.808	PW13	0.806
WB2	0.665	PW14	0.723
WB3	0.680	PW15	0.748
WB4	0.768	PW16	0.676
WB5	0.699	PW18	0.729
WB6	0.728		

Construct Reliability and Convergent Validity:
Internal consistency and composite reliability were calculated for construct reliability. The values of Cronbach alpha for organizational culture, workplace bullying and psychological wellbeing were 0.955, 0.924 and 0.947 respectively showing good reliability. The values of composite reliability for all three constructs were greater than 0.90 showing reliability of the instrument used for data collection. Average Variance Extracted (AVE) was calculated to assess convergent validity of all constructs. The values of AVE for organizational culture, workplace bullying and psychological wellbeing were 0.573, 0.583 and 0.597 respectively showing validity of the instrument. The values of Cronbach alpha composite reliability and psychological wellbeing are shown in Table 3.

Table 3: Construct Reliability and Convergent Validity

Construct	Cronbach Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
Organizational Culture (OC)	0.955	0.959	0.583
Workplace Bullying (WB)	0.924	0.959	0.516
Psychological Wellbeing (PW)	0.947	0.954	0.597

Discriminant Validity:

Discriminant validity describes the difference between different constructs. It shows the theoretical difference between constructs and determine that constructs are in fact unrelated to each other. We measured discriminant validity according to Fornell-Larcker Criterion that describes that the correlation of a construct with other constructs should be less than square root of the AVE of that construct calculated along the diagonals. The calculated values revealed that the constructs were theoretically different from each other confirming discriminant validity of the instrument. Table 4 shows the values of discriminant validity calculated according to Fornell-Larcker Criterion.

Table 4: Discriminant Validity

Construct	OC	WB	PW
Organizational Culture	0.763		
Workplace Bullying	0.242	0.718	
Psychological Wellbeing	0.559	0.470	0.773

Structural Equation Model:

Variance Inflation Factor (VIF):

In order to address the issue of multicollinearity among latent variables, the values of Variance Inflation Factor (VIF) were calculated. According to Hair, Ringle, Gudergan, & Fischer (2018), the VIF values close to 1 and less than 5 are acceptable. The VIF values were calculated for all constructs and all items had VIF values within acceptable range.

Path Coefficients:

Path coefficients were measured for testing hypotheses. To find association between study variables, the values of beta coefficient, T-statistic and p-values were calculated. All the hypotheses were accepted and significant relationships were found between organizational culture, workplace bullying and psychological wellbeing as p-value<0.000. The relationship between organizational culture and psychological wellbeing was positive and significant whereas the relationship between organizational culture and workplace bullying was negative and significant. Moreover, the relationship between workplace bullying and psychological wellbeing was also negative and significant. For indirect effects, the mediating role of workplace bullying on relationship of organizational culture and psychological wellbeing was also significant.

Table 5: Path Coefficients

Paths	Beta	T-Statistic	P-value
OC -> PW	0.489	7.908	0.000
OC -> WB	-0.255	3.877	0.000
WB -> PW	-0.273	5.139	0.000
OC->WB->PW	0.275	3.336	0.000

Coefficient of Determination R2 and f2 Effect Size:

Variation in the dependent variable explained by the independent variable is measured through co-efficient of determination R2. It determines how independent variable cause change in dependent variable. The values of R2 for organizational culture and workplace bullying were 0.326 and 0.485 respectively showing that 32.6% change in psychological wellbeing was due to organizational culture and 48.5% change in psychological wellbeing was due to workplace bullying. The value of f2 effect size for psychological wellbeing was 0.256. F2 effect size determines the impact of other variables on dependent variable when the exogenous variables have been eliminated.

Discussion:

The present study aimed to find impact of organizational culture on psychological wellbeing with mediating role of workplace bullying among nurses working in public sector hospitals. H1 was related to the significant relationship between organizational culture and workplace bullying. This hypothesis was accepted and significant negative relationship was reported between organizational culture and workplace bullying. This finding is consistent with literature. Noor et al. (2023a) found that gender discrimination and lack of administrative support were positively associated with horizontal hostility (a type of bullying) among nurses. Xie and Zhang (2023) found the association between dysfunctional organizational culture and most frequent interpersonal mistreatment such as harassment and bullying. The researchers highlighted the significance of organizational culture for promoting a climate of respect and justice at workplace. Song and Lim (2023) suggested to strengthen nursing organizational culture to address bullying and turnover intentions among clinical nurses. Strong and positive organizational culture reduces workplace bullying and enhances organizational performance (Tabassum, Hashim & Marimuthu, 2023). Verma, Ekka, Singh and Krithika (2023) suggested that positive organizational cultures with strong leadership and efficient human resource management are critical for reducing bullying behaviors. H2 was related to the significant relationship of workplace bullying and psychological wellbeing. This hypothesis was accepted and we found significant negative relationship between workplace bullying and psychological wellbeing. This finding is consistent with literature. Mahmood, Bano, Khan and Erdey (2024) found negative association between workplace bullying and psychological wellbeing of nurses. The researchers emphasized the development of stress-free environment for eliminating bullying and incivility and promoting psychological health of nurses. Nielsen, Einarsen, Parveen and Rosender (2023) found poor

mental health and wellbeing of individuals as the consequences of witnessing bullying. Marck et al. (2024) found that exposure to workplace abuse and bullying negatively impacts workplace satisfaction and psychological health of employees. The researchers emphasized safe and stable workplace with accountability and transparency to address workplace bullying and to promote professional development. Workplace bullying has detrimental effects on psychological wellbeing of employees. The harmful effects of bullying can be reduced through organizational resources such as supportive organizational climate and social support such as co-worker support (Farley, Mukhtar, Ng & Niven, 2023).

H3 was related to the significant impact of organizational culture on psychological wellbeing of employees. The hypothesis was accepted and significant positive association was found between organizational culture and psychological wellbeing. This finding is consistent with literature. Positive organizational culture contributes to the higher levels of motivation, job satisfaction and performance, wellbeing and better overall health of employees that supports psychological wellbeing (Tran et al., 2023). Guthier et al. (2023) described the significance of good leadership behaviors for boosting employees' psychological wellbeing. The researchers focused on creating healthy work environment that promotes psychological health of employees and employee retention. Sun et al. (2023) suggested that psychological challenges at workplace can be reduced through a positive workplace culture that encourages management to ensure employees' psychological wellbeing. Psychological health and wellbeing of employees can be enhanced through a positive organizational culture that promotes respectful work environment, supportive leadership and open communication. H4 was related to the significant mediating impact of workplace bullying on the relationship of organizational culture and psychological wellbeing. This hypothesis was accepted and workplace bullying mediated the relationship between organizational culture and psychological wellbeing of nurses. Hierarchical cultures promote power distance and results in hostile, violent and stressful work environments (Kim & Kim, 2021). A negative organizational culture including trauma, abuse and stress contributes to psychological discomfort, melancholy, encompassing anxiety and despair. Disinterest, disengagement and decreased creativity result in mental health issues, dissatisfaction and decreased performance (Karan, 2023). Lack of social support, unsupportive leadership, insufficient policies, excessive job demands and lack of work-life balance are the outcomes of negative culture that impact employees' mental health and wellbeing. A positive organizational culture impacts employees' wellbeing by rewarding achievements, promotion and supporting professional development. Resilience can be developed through supportive work environment and trainings that help employees manage stress and bullying behaviors (Safariningsih, 2024).

Conclusion:

This study provides valuable insights to the relationship of organizational culture, workplace bullying and psychological wellbeing of nurses working in public sector hospitals of Pakistan. This study finds significant negative direct relationships between organizational culture and workplace bullying and workplace bullying and psychological wellbeing of nurses. The culture of healthcare setting contributes to bullying, harassment and stressful work environment for nurses

that negatively impact psychological health and wellbeing of nurses. This study also finds positive significant relationship between organizational culture and psychological wellbeing. A positive and supportive work environment through effective communication and cooperation among nursing staff and contributes to psychological wellbeing, creativity and performance. This study also finds significant mediating impact of workplace bullying on relationship of organizational culture and psychological wellbeing. Negative organizational cultures including trauma, abuse and stress contributes to psychological discomfort, disengagement and decreased creativity and results in psychological distress and decreases overall wellbeing of nurses.

Recommendations and Implications:

In healthcare setting, participative management style should be adopted to change governance mechanisms for eradicating bullying behaviors among nurses. Healthy work environments should be developed through collaborative efforts of hospital administrators, nurse managers and nurses themselves for promotion of psychological wellbeing of nursing staff. Zero tolerance policy should be adopted to control bullying behaviors. Power distance should be reduced by restructuring healthcare organizations and a culture of fairness, social and organizational support should be developed for promoting mutual respect and interpersonal relationships.

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