

**Effects of Workplace Bullying on Employee
Emotional Exhaustion in Hospitality Industry
Zanzibar**

Hamad Khamis Said

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Approval of the Institute of Graduate Studies and Research

Prof. Dr. Ali Hakan Ulusoy
Director

I certify that this thesis satisfies all the requirements as a thesis for the degree of Doctor of Philosophy in Business Administration.

Prof. Dr. Melek Şule Aker
Chair, Department of Business
Administration

We certify that we have read this thesis and that in our opinion it is fully adequate in scope and quality as a thesis for the degree of Doctor of Philosophy in Business Administration.

Prof. Dr. Melek Şule Aker
Co-Supervisor

Prof. Dr. Cem Tanova
Supervisor

Examining Committee

1. Prof. Dr. Başak Aydem Çiftçioğlu

2. Prof. Dr. Ali Öztüren

3. Prof. Dr. Cem Tanova

4. Prof. Dr. Mustafa Tümer

5. Asst. Prof. Dr. Mehmet İslamoğlu

ABSTRACT

Zanzibar economy is dependent on tourism because 85% of the country's foreign exchange comes from this sector and it makes up close to 1/3 of the GDP (World Bank, 2019). Owing to its nature the sector is a labour-intensive sector, thus, it could be an ideal source of employment opportunities and, hence, poverty reduction in Zanzibar. However, the sector has limited contribution to employment in Zanzibar since the majority benefiting from tourism employment in Zanzibar are non-locals. The industry needs to attract and retain and encourage the training of more locals to ensure its sustainability, however, the image of the tourism industry as a hostile work environment with unfavorable conditions would not help attract employees. Stories of bullying incidents therefore would damage not only the employees and hotels but also the whole industry and the economy. This study aims to investigate how workplace bullying leads to employee emotional exhaustion by testing mindfulness and psychological distress as mediators between workplace bullying and employee's emotional exhaustion. Specifically, it investigates the degree to which psychological distress, and mindfulness predict employee emotional exhaustion under workplace bullying in the hospitality industry.

To test the hypotheses that workplace bullying is positively related to employee emotional exhaustion, and psychological distress and mindfulness mediate the relationship between workplace bullying and employee emotional exhaustion, this study used data from the hospitality industry in Zanzibar in which 426 full-time employees were involved in the data collection and PLS SEM was used to analyze the data.

The study results affirm that employees are emotionally exhausted by workplace bullying in hospitality industry in Zanzibar, and that mindfulness state is a mechanism through which bullying is related to exhaustion. On this basis, the issue of workplace bullying should be well addressed in the employment policy and accordingly be administered.

Keywords: workplace bullying, psychological distress, emotional exhaustion, Zanzibar.

ÖZ

Turizm, Zanzibar ekonomisinin büyümesi için kritik bir sektördür ve ülkenin döviz girişi için önemli bir kaynaktır. Turizm faaliyetleri Gayri Safi Yurtiçi Hasıla'nın %28'i ve döviz girdisinin de %82'sini oluşturmaktadır. Sektör, doğası gereği emek yoğun bir sektör olduğundan, istihdam yaratma potansiyeli yüksektir ve dolayısıyla Zanzibar'da yoksulluğun azaltılması için ideal bir kaynak olabilir. Ancak, Zanzibar'da turizm sektöründe istihdamın büyük çoğunluğu ülke dışından gelen çalışanlar olduğu için sektörün istihdama sınırlı katkısı sınırlıdır. Sektörün sürdürülebilirliğini sağlamak için daha fazla yerli çalışmanı cezbetmesi ve tutması ve teşvik etmesi gerekmektedir. Ancak turizm endüstrisini olumsuz çalışma koşullarına sahip olduğuna dair yaygın imaj yerli halk tarafından bu sektörün işveren olarak tercih edilmemesine yol açmaktadır. Bu nedenle, sektörde çalışanların karşılaştığı zorbalık olayları sadece bu çalışanlara ve otellere değil, aynı zamanda tüm sektöre ve ekonomiye de zarar verebilmektedir.

Bu çalışma, işyerinde zorbalığın çalışanın duygusal tükenmesine (emotional exhaustion) nasıl yol açtığını çalışanların farkındalık düzeyinin (mindfulness) ve psikolojik sıkıntı düzeyinin (psychological distress) bu ilişkiye aracılık rolü üzerinden incelemeyi amaçlamaktadır.

İşyerinde zorbalığın çalışanın duygusal tükenmesi ile pozitif ilişkili olduğu, psikolojik sıkıntı ve farkındalığın işyerinde zorbalık ve çalışanların duygusal tükenmesi arasındaki ilişkiye aracılık ettiği hipotezlerini test etmek için Zanzibar'da konaklama sektöründe 426 tam zamanlı çalışandan elde edilen veriler Kısmi En Küçük Kareler yöntemi Yapısal Eşitlik Modellemesi (PLS-SEM) kullanılarak analiz edilmiştir.

Sonular, iřyerinde zorbalıėın alıřanın duygusal tkenmesine yol atıėını ve bu farkındalık durumunun, zorbalıėın tkenme ile iliřkili olduėu bir mekanizma olduėunu gstermektedir. Bu bulgularımız sonucunda, iřyerinde zorbalık olaylarının azaltılması iin lke genelinde ve sektrde gerekli nlemlerin alınması nerilmektedir.

Anahtar Kelimeler: iřyerinde zorbalık, psikolojik sıkıntı, duygusal tkenme, Zanzibar.

DEDICATION

To my family who remain supportive and willing to allow me put all my efforts and time in my PhD program until the end. Indeed, you are wonderful human being.

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LIST OF ABBREVIATIONS

ANOVA	Analysis of Variances
BoT	Bank of Tanzania
COR	Conservation of Resources
EEX	Emotional Exhaustion
EMU	Eastern Mediterranean University
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
HSCL	Hopkins Symptoms Checklist
MAAS	Mindfulness Attention Awareness Scale
MNDFL	Mindfulness
MoEVT	Ministry of Education and Vocational Training
OCGS	Office of Chief Government Statistician
PD	Psychological Distress
PLS-SEM	Partial Least Square – Structural Equation Modelling
RGoZ	Revolutionary Government of Zanzibar
SDGs	Sustainable Development Goals
SPSS	Statistical Package for Social Sciences
UNESCO	United Nations Educational, Scientific and Cultural Organization.
UNICEF	United Nations Children's Fund.
WPB	Workplace Bullying
ZCT	Zanzibar Commission for Tourism
ZIPA	Zanzibar Investment Promotion Agency

Chapter 1

INTRODUCTION

1.1 Introduction to the background of the study

This chapter discusses the background to the study in which the main concept is discussed. The main issue to be researched is explained to form the research problem, hence, introducing the research objectives. The discussion in this chapter is being formulated to view the researched topic in worldwide, then narrowing it down to a specific point.

To harness the procedural and comprehension of this study, this chapter is formed by the background of the study, the research objectives, stating the research problem, purpose of the study, main contribution of the study, research questions, a list of research hypotheses, significance of the study, assumptions, limitations, and the definitions of the key terms.

1.2 Background of the study

The hospitality industry has the highest ratio of reported incidents of bullying and harassment among all sectors (Ram, 2018). For example, a labor union in Australia, claimed that 86% of the respondents in their survey of employees in the hospitality industry had reported feeling unsafe in their workplace (Bowling, 2017). Such reported alarming situation in the hospitality industry, has necessitated the need for hospitality scholars and leaders alike to emphasize for the employee welfare and

human development for the development and promotion of the hospitality industry (M. A. Rivera, 2017).

The hospitality industry in Zanzibar is an important industry for the growth and development of the economy (UNICEF, 2018). Much of the income chiefly is contributed by accommodations and food services, trade, repairs, and transport and storage activities (BoT, 2019). Zanzibar economy is dependent on tourism because 85% of the country's foreign exchange comes from this sector and it makes up close to 1/3 of the GDP (World Bank, 2019). Owing to its nature the sector is a labor-intensive sector, thus, it could be an ideal source of employment opportunities and, hence, poverty reduction in Zanzibar (Sharpley & Ussi, 2012).

However, the sector has limited contributions to employment in Zanzibar since the majority benefiting from tourism employment in Zanzibar are non-locals (Sharpley & Ussi, 2012). The industry needs to attract and retain and encourage the training of more locals to ensure its sustainability. Zanzibar being a small island nation is experiencing over tourism activities to such extent that coastal areas are seriously damaged due to increasing population and tourist infrastructure (Lange, 2015). Moreover, local villages have greatly suffering from losing their land properties with little or no economic benefits (Lange, 2015). Local people felt betrayed by the Government and investors, as they were promised to be given job opportunities in the sacrifice of their culture by involving in tourism activities yet they have not achieved what they were expecting (Government of the United Republic of Tanzania et al., 2018).

World Bank (2019) aspires to make tourism benefits to be realized to all, in the sense of inclusive economic growth and creating jobs to local people as well protecting their

environment. However, the image of the tourism industry as a hostile work environment with unfavorable conditions would not help attract employees. Stories of bullying incidents therefore would damage not only the employees and hotels but also the whole industry and the economy.

Einarsen et al. (2009; 2004) defined workplace bullying as actions or practices which normally are repetitive and unwanted that have the intention to humiliate, punish and frighten a targeted subject. What distinguishes bullying from acts such as workplace incivility is the persistence of the acts that are targeted towards victims. The humiliation, offense, and distress caused by bullying in the workplace affects employee job satisfaction and motivation (Tag-Eldeen et al., 2017) and more significantly leads to lower work performance (Einarsen et al., 2004). Furthermore, it is ascertained that the existence of bullying leads to psychological distress and emotional exhaustion (Allen et al., 2015). Although there is consensus on the negative consequences of workplace bullying, the literature has not adequately explained the mechanisms through which bullying leads to the outcomes. This limits our ability to address the problem of bullying and alleviate its impact on those targeted by it (Tuckey & Neall, 2014). Much of the prior research investigated mindfulness primarily conceptualizing it as a trait, a predisposition that stays stable over time and varies between individuals, and focused on how it could affect work outcomes or how it could be a moderator (Anasori et al., 2020). However, Brown and Ryan (2003b) found that state mindfulness, as momentary experiences could predict positive experiences regardless of the trait mindfulness and they argue that the antecedents that support or hinder the mindfulness as a state remain unclear. Although a number of studies investigating whether mindfulness can be improved through interventions such as

mindfulness-based stress reduction, mindfulness based cognitive therapy, there is still not adequate understanding of how the ongoing contextual climate at work may influence mindfulness (Olafsen, 2017).

Therefore, in the current study, mindfulness is used as a state which can be influenced by events that we experience. The researcher therefore, goes beyond the prior research and investigate the role of mindfulness and psychological distress as mediators or the mechanisms that explain why bullying leads to emotional exhaustion. In this study, the researcher argues that mindfulness is disrupted by bullying which triggers ruminative thoughts and together with psychological distress led to exhaustion.

Understanding how bullying leads to exhaustion may provide recommendations to help individuals deal with the problem constructively and allow organizations to reduce the negative effects of bullying until it can be eliminated from the organization. As such, this research studies the sample of employees working in the Zanzibar hospitality industry to bridge the knowledge gap about effects of workplace bullying on employee emotional wellbeing. Furthermore, this study stands as managerial and professional guidelines to practitioners and policymakers. To this end, this study uses the framework of the COR theory (Hobfoll, 1989) to explain that bullying erodes resources and leads to employee emotional exhaustion by impeding mindfulness and triggering employee psychological distress.

1.3 Statement of the problem

Maintaining and motivating employees in hospitality industry is important for enhancing quality services and creating competitive advantage (Suksaranruedee & Sucaromana, 2013). Yet, the hospitality industry has the highest ratio of reported

incidents of bullying and harassment among all sectors (Ram, 2018). The growth of the Zanzibar economy is largely depending on hospitality industry, of which 28% of its GDP and 82% of its foreign exchange coming from the industry (World Bank, 2019).

Contrariwise, the sector has limited contribution to employment in Zanzibar since the majority benefiting from tourism employment in Zanzibar are non-locals (Sharpley & Ussi, 2012). The industry needs to attract and retain and encourage the training of more locals to ensure its sustainability, however, the image of the tourism industry as a hostile work environment with unfavorable conditions would not help attract employees. Stories of bullying incidents therefore would damage not only the employees and hotels but also the whole industry and the economy.

This study addresses the problem of workplace bullying in hospitality industry particularly in Zanzibar. This study has important implications for managers in the tourism industry of Zanzibar as well as the policy makers because it provides important findings on workplace bullying and employee burnout in the form of emotional exhaustion. The managers and policy makers need to take necessary preventative measures to make the workplaces safe for employees to have positive experiences.

1.4 Purpose of the study

This dissertation aims to provide information on how bullying can lead to burnout among employees in tourism sector in Zanzibar, provide information on how bullying consumes the ability for mindfulness. And to provide suggestions to reduce bullying and increase mindfulness.

1.5 Main contribution

It is known that bullying has negative outcomes, this study helps us to understand how these negative outcomes are due to inability to be mindful, thus by better understanding it we can find better solutions to this problem.

1.6 Research questions

RQ1: What is the relationship between employee emotional fatigue and mistreatment at work in the hospitality industry?

RQ2: To what extent do psychological distress, and mindfulness predict employee emotional exhaustion under workplace bullying in the hospitality industry?

1.7 Research hypotheses

Hypothesis 1: There is a positive relationship between level of emotional exhaustion and the amount of workplace bullying experienced.

Hypothesis 2: The relationship between emotional exhaustion of employees and bullying is mediated by the psychological distress.

Hypothesis 3: Mindfulness mediates the relationship between workplace bullying and emotional exhaustion.

Hypothesis 4: The workplace bullying experienced by male and female staff does not differ.

Hypothesis 5: Male staff report higher level of emotional exhaustion than female.

Hypothesis 6: The young employees report high levels of workplace bullying cases than the elder staff.

Hypothesis 7: The higher the rank the lower the bullying case is reported.

1.8 Significance of the study

This study conducted in Zanzibar environment provides very important implications both for theory and practice. The significance of this study comes from the fact that

this is the first study to be conducted in the area of workplace bullying in hospitality industry in Zanzibar. This study has opens up the way to other researchers to focus on the area and contributing to the body of knowledge. The results of this study provide an insight to practitioners in the industry to come up with proper mechanism to solve work place bullying challenges. The study expands to the body of knowledge in organizational studies, hence, provides better understanding of the mechanisms that explain why bullying leads to emotional exhaustion.

Moreover, the results of this study have provided with the government of Zanzibar an insight on the current situation regarding with workplace bullying. It is therefore, expected that from the research implications which is provided at the end of this research, the government will consider taking appropriate measures and come up with the required policy to enforce the situation. This by large will have positive effects on tourism industry which is the major source of foreign exchange.

1.9 Assumptions

In this study there are several assumptions that the researcher made during the whole research process. First, the researcher assumes that respondents willingly responded in an honest manner to questions in the questionnaire. Also, we assume that the scales that we translated from the original English versions was understood in the same way in the translated versions and be culturally and socially applicable to use in the context of Zanzibar. For the case of the study sample, we assume that our sample of participants is representative of the hospitality sector in Zanzibar and that those willing to participate and those that did not fill out the survey forms do not form distinct groups. Moreover, we assume that the period during which the data was collected provides an opportunity to reach the typical hospitality employees in Zanzibar.

Therefore, the findings of this study can be trusted as all necessary procedures were followed accordingly during the whole research process.

1.10 Limitations

In doing this research there were several obstacles that in one way or another hampered partly or entire process of the study. First of all was limited budget that the researcher was able to acquire. The intended coverage of this study was to cover the entire Zanzibar regions in both islands (Unguja and Pemba), however, due to the scarcity of fund the researcher could not be able to travel to Pemba. Thus, the researcher was able to collect data from convenient places in Unguja island only. However, this limitation has not destructed our findings because most of the tourism establishments are found in Unguja island.

Reluctances were also part of the constraints that the researcher experienced during data collection. There was a time when researcher went to collect the questionnaires but unfortunately it was found that none of the questionnaires were filled. This was purposely done by either those responsible persons who were assigned to distribute the questionnaires to employees, or by those individual employees who were given the questionnaires to fill in. This problem contributed much to get low response rate.

1.11 Definition of key terms

Generally, the following terms have been used in this thesis as previous literatures indicate.

According to Einarsen et al. (2004) bullying at work is related to those recurring actions and practices aimed against individual or group of workers, that are undesirable by the victim, consciously or unconsciously carried out, which undoubtedly cause

humiliation, offence and distress, which eventually inhibit job performance as well as creating an unfriendly working environment.

Maslach and Jackson (1981) have defined emotional exhaustion as that sense of lacking of energy and a feeling that individual's emotional resources are depleted.

Puustinen (2012) defines psychological distress as the one's general psychopathology which is a combination of depressive symptoms, anxiety and perceived stress.

Bhikkhu and Bhikkhu (2007) offer that mindfulness is what keeps the perspective of appropriate attention in mind. According to Cambridge Dictionary, (accessed online: dictionary.cambridge.org/dictionary/English) mindfulness is the practice of being aware of your body, mind, and feelings in the present moment, thought to create a feeling of calm.

Chapter 2

LITERATURE REVIEW

2.1 Introduction

This chapter discusses the main constructs used in this study which include different concepts and theories regarding with relationship between workplace bullying, psychological distress, mindfulness, and emotional exhaustion in hospitality industry. Moreover, the review of different empirical studies which are related to this study in hand is discussed.

The chapter also, explains about the Zanzibar and hospitality industry. It is divided in to different subheadings. First, talks about Zanzibar political and administration, then the economic overview of Zanzibar. Tourism being one among the hospitality activities is introduced in which we can see different policies and initiatives by the government and other stakeholders. Lastly, tourism trends and economic importance of tourism in Zanzibar is also presented in this chapter to give clear picture of the industry in Zanzibar.

2.2 Workplace bullying

According to (Einarsen et al., 2009; Einarsen et al., 2004) workplace bullying is a repeated and unwanted actions or practices with the intention to humiliate, punish and frighten a targeted subject. Bullying can be distinguished from acts such as workplace incivility owing to the persistence of the acts that are targeted towards victims. The humiliation, offense, and distress caused by bullying in the workplace affects

employee job satisfaction and motivation (Tag-Eldeen, Barakat, & Dar, 2017) and results in lowering the work performance (Einarsen et al., 2004). Furthermore, bullying leads to psychological distress and emotional exhaustion (Allen, Holland, & Reynolds, 2015). Although there is consensus on the negative consequences of workplace bullying, the literature has not adequately explained the mechanisms through which bullying leads to the outcomes. This limits our ability to address the problem of bullying and alleviate its impact on those targeted by it (Tuckey & Neall, 2014).

2.2.1 Forms of workplace bullying

Workplace bullying can be viewed under three distinct sets of behavior (Marcello, 2010). Namely, superordinate, intermediate, and subordinate (Lutgen-sandvik et al., 2007). Superordinate behavior concerning with a broad range of behaviors or engagements which deliberately aim at harming others. The said movements and interactions definitely take place in the workplace. A range of ill behaviors are said to be included in superordinate behavior, such as bullying, aggression, counterproductive behaviors, antisocial and deviant acts, and other injustices (Marcello, 2010).

While superordinate group covers all general harmful behavior, the intermediate group combine the superordinate behaviors and other psychosomatic parts like emotional abuse, harassment, and mistreatment (Marcello, 2010). Other behaviors associated with this group are sexual or ethnic harassment and discrimination which is related to age, race, and disability (Lutgen-sandvik et al., 2007). The third group which constitute subordinate behaviors has to large extent combined behaviors that belong to the intermediate group. In addition, this group is characterized with behaviors such as victimization, incivility, and verbal aggressiveness (Marcello, 2010).

2.2.2 Features of workplace bullying

The features of bullying at work has been categorized in to four categories, namely; intensity, repetition, duration and power disparity (Lutgen-sandvik et al., 2007). The magnitude with which negative behavior is experienced by the victim is considered as the intensity of bullying. It is an array of these negative behaviors that are practiced by the offender to his or her colleague for several time, which by far resulting to a negative effect. Another feature of workplace bullying is repetition of those negative behaviors. Lutgen-sandvik et al. (2007) suggest that for the repetition to be determined the negative acts must happen more than a week.

Moreover, the duration of incidences should be for a period of time, for example Leymann (1990) determine the duration of a six month period. On the other hand, the power disparity, is the fact that an individual who experience bullying is most of time unable to stop such kind of behavior not to happen. Therefore, the individual fall victim of the bullying, the perpetrator knows that the target is unable to stop him or her from doing whatever seem pleasing to him or her.

2.2.3 Antecedents of bullying

The antecedents of workplace bullying have been categorized in to three classes, to mention them individual antecedents, social antecedents and organizational antecedents (Einarsen et al., 2004).

The individual antecedents of workplace bullying are those that are related to the dispositional characters of an individual. It is suggested that the victims of bullying have the tendency of being less independent and extrovert, also, they possess the quality of instability and they are more conscientious (Coyne et al., 2000). The individual antecedents of bullying as discussed by Einarsen et al. (2004) can be looked

in to both, victims and perpetrators. Field (1996) provides that psychopathic personality of a person is contributing factor for perpetrators. To cement the aforesaid point, Einarsen (2000) stress that for the comprehensive model of workplace bullying dispositional and individual aspects of both offenders and victims are necessary element to be included. Einarsen et al. (2004) describe the quality of the victims of bullying that they are cautious, sensitive, insecure, anxious as well as quiet. On the other hand, Einarsen et al. (2004) refer to the perpetrators as being generally aggressive who trusts his/her abilities on doing any action without forethought.

Moreover, social antecedents in the perspective of a social interactionist perspective as perpetuated by Einarsen et al. (2004) cites the social factors as involving either words and/or deeds of individuals as well as actions that evoke or condone aggression. As pointed earlier, social antecedents concerned with social interactions, thus, social interactions should be formed by certain norms, these important norms as stated by Einarsen et al. (2004) which are the norm of reciprocity, injustice perceptions, norm violations, and distributive justice that serve the purpose of the social interactions.

Under organizational antecedents of bullying, Einarsen et al. (2004) explain four categories organizational antecedents of bullying, of which they name those antecedents as work organization, changing nature of work, organizational culture and climate; and leadership. To elaborate this point under changing nature of work, Einarsen et al. (2004) clarifies that economic globalization has played part in most of the discussion under changing nature of work. As far as economic globalization concern, the competition in the global market has increased. The results of that are to organizations to consider on cutting costs which eventually lead to restructuring and downsizing. Furthermore, organizations around the world are facing economic risk

taking and work intensification for the sake of cost reduction. To make situation more complex, organizations are changing from de-layering to learning organization (Sheehan, 1999). All of these aspects pose pressure to managers which subsequently change manager – staff relationship. Therefore, managers would opt more authoritarian approaches in order to bring in changes and in return staff may retaliate for that instance.

In addition, Einarsen et al. (2004) highlights a number of work organization factors signify the occurrence of bullying in workplace. Inappropriate pressure and poor workplace conditions which cause employees to protest, may receive punishing and avenging reaction from superiors. The situation like this, can trigger bullying process. Likewise, role conflict and role ambiguity as features of work organization is associated with bullying, for example, Einarsen et al. (1994) prescribe that when employees perceive inconsistent between demands and values, they may raise their voice to claim their rights. Nevertheless, their action may aggravate hostility with their superiors whom they may exercise over control and increasing pressure to their subordinates. Sometimes, even the physical aspects on environment such that noisy, hot/cold, or overcrowded conditions potential to raise the sense of aggression (Anderson et al., 1996).

Apparently, work environment factors have a wide range influence on bullying. The size of organization and the sector of which organization belong to has found to have impact on prevalence of bullying, for example, especially in public sector higher degree of bureaucracy and stringent rules has been used as strategy for reducing unwanted staff (Salin, 2001).

The organizational culture and climate factors have strong due to the fact that it is instituted by socialization behavior of organization. Organizations normally use different methods to inherit particular behavior from one generation to next, for instance, Einarsen et al. (2004) provides that watch culture employee can learn the same thing, or in the case of an autocratic leadership culture, if the successor has been promoted from the same system it is obviously that they will practice the same. In that scenario, bullying is said to be part of the organizational culture. Einarsen et al. (2004) list that organizations that are highly in degree of conformity and group pressure are inclined to bullying. The occurrence of bullying in organizations which employees and managers are supporting is much higher than organizations which do not have high backing among employees and managers (Einarsen, 1999).

Leadership style and practices can have much impact on bullying in workplace. Einarsen et al.(2004) show different b aspects under leadership that can contribute to bullying in workplace. Organizations with low satisfaction with leadership have high chance to have bullying behavior. Moreover, lack of involvement in decision-making processes is an indication that an organization has bullying behavior. Likewise, Einarsen et al., (2004) explain the factors that are associated with bullying in organization in which communication and co-operation problems, and low morale and a negative social climate have been mentioned as the key factors. Not only that, but also the abuse of power and acting of managers as being powerless, when such kind of managers want to reinstate their power may cause abuses of power. On the other hand, laissez-faire style of management, managers not being aware of or failure to recognize and take immediate action in bullying are the signs of bullying. Apart from

that, leadership style that exert too much pressure to employees, that result in to employees' dissatisfaction signifies existence of bullying.

2.2.4 Prevalence of workplace bullying

The number of bullying victims varies from country to country and from sector to sector, as well from office to office. It is claimed that workplace bullying is job-related problem as proposed by (Demir et al., 2013) in which they focus in the healthcare industry and found that more or less a quarter (24%) of employees had experienced workplace bullying. The problem of workplace bullying has no boundary and is widespread across the world, Arenas et al. (2015) in showing the prevalence of workplace bullying in European Union Countries reveal that the prevalence estimated rate was 1.6% of the employees. Bullying at work has become even more complicated due to the fact that it is practiced regularly and in an organized way for an elongated period of putting (Giorgi et al., 2013).

In some places the prevalence rate of bullying is at alarming situation, for instance, Giorgi et al. (2013) in observing the prevalence rate of workplace bullying among employees in Japan, indicate that the rate of prevalence of bullying at work is 15%. More specifically, Giorgi et al. (2013) appeal that most of the workers who reported high level of occurrence of bullying were women compared with males. In a wider range of countries, bullying at work vary from country to country. For example, in European countries France was reported to have high percentage of bullying at work with 9.5%, while Bulgaria was the least with 0.6% prevalence rate (Arenas et al., 2015).

Bullying at work might have multiple scenarios based on environment in which organization operates. The difficult of tackling this problem is due to its multiple forms

and the nature of perpetrators of the bullying. The prevalence of bullying at work might be more serious as one can imagine. For example, Richardson et al., (2016) alert that the problem of bullying at work is not restricted to a particular type of workers, as it involves people of different calibres. Generally, bullying is exercised in different places, by different people and to large extent, Lund and Ross (2017) discuss that bullying behavior persist in different locales. In health sector where many researches have been conducted regarding with workplace bullying, the problem of bullying seem to have chronic base. From students who are practicing during clinical placement, to professional nurses and doctors, all suffered from high prevalence of bullying (Cheung et al., 2017; Norton et al., 2017; Tee et al., 2017).

2.2.5 Perpetrators and recipients of bullying

Workplace bullying takes different shapes in organizations, there is no specific type or particular arrangement that can be determined as bullying can be experienced by any staff at any level and type of work. For the purpose of identification of the perpetrators and recipients, (Pietersen, 2012) has proposed there are downward bullying, horizontal bullying and upward bullying. The former is when bullying is experienced from boss to employees while the horizontal bullying is from co-worker to co-worker and upward bullying is from employees to boss. The type of bullying to be exercised depends on the organization or country, for example, Rai and Agarwal (2017) provide that in Indian organizations downward bullying is the most predominant form of bullying even if horizontal and upward bullying also is exercised.

It is difficult to say which gender or age is most targeted for bullying. There is no direct answer to that enquiry, Ortega et al. (2009) report that in U.S. total of 56% of workers mentioned managers out of that 69% perpetrators were males compared with females

31%. Subsequently, Rai and Agarwal (2017) account that managers are the most target of bullying in India with 44% and some of them were even victims of bullying. Sometimes co-workers are the perpetrators of bullying at workplace, Fleming (2017) show the picture of bullying in workplace and report that 33% of co-workers were reported as perpetrators of bullying in organization.

Both gender males and females are susceptible to bullying across the world, it is likely that 31.1% of the workers regardless their gender orientation experience workplace bullying (Cunniff & Mostert, 2012). However, some researchers have shown that there are some imbalances in experiencing bullying at work places. To the researcher's knowledge, these differences reported they might be due to reporting of the incidents. Some victims may report the case while others may choose not to report, which in that case, the incident would not be known to others. For instance, in U.S. workplace bullying is rarely reported to the management (van Fleet & van Fleet, 2012).

2.2.6 Culture of the organization and workplace bullying

Culture of the organization is very important aspect for the development of any organization. It is through cultural powers that we are able to know the underlying principles of the organization. Although organizational culture is to some extent, we can argue that is a perception, nonetheless the influences that exerted in organizational environment is by far essential for the growth and development of the organization. Organizational culture is broad and sensitive to organizational prospects; hence, it needs to be taken in to its comprehensive nature, that is internal as well as external of the organization. Understanding of the organizational culture would improve the awareness in different aspects within and outside the organization. In daily chores

managers and subordinates in the organizations face with complex issues that can be dealt with properly through learning from organizational culture.

Organizational culture is not a new phenomenon. The term has been used as an illustrative conception especially in the field of organizational behavior for long time to recognize and encourage best practices in organizations. The work of anthropology such as of Kluckhohn and Strodtbeck (1961) is said to be the roots organizational culture, in which the customs, values and beliefs with their differences across communities are described (Kummerow & Kirby, 2014). More comprehensive Edgar Schein has provided a wide range definition of organizational culture which is taken as suitable for the discussion of organization culture. Organizational culture is a set of fundamental shared assumptions that a community has developed as it solves their internal and external common problems, and which has proven to be true enough to be taught to new members as the correct way to view, think, and feel about those problems (Schein, 2010).

This definition paves a way to managers in organizations to practice their leadership influence using best practices from culture to manage bullying in organization. Managers being leaders in organizations have much influence and can shape the culture of organization (Acar & Acar, 2012). Employees in organizations have tendency to follow organizational norms which act as rules to them, these norms to them become informal rules which in most cases are neither in written form nor enforced by governing body, but employees learn through interactions with their senior staff within organizations through stories, symbols, rituals and even organizational mission and vision. Subsequently, members of the organizations may displayed through different activities and actions within organizations in daily activities (Jones

& George, 2017). Managers in organizations have much influence on their subordinates imparting organizational culture. When they respond to certain issues happened with organizations, is like they communicate with their employees. Demand and constraints sometimes may influence behavior of managers in organizations, for examples formal rules, policies, role expectations, and organizational values. All of these can influence managers even though indirectly, or sometimes if the organization establishes new policy regarding with awarding bonus and performance to sales representatives who have out perform on their job (Yukl, 2013). Schein (2010) provides that managers communicate culture of the organization to their employees by practicing their managerial functions in different ways, how they respond to crisis when encountered in the organization; or managers play role model to their subordinates. Also, when they reward or recognize staff who have done tremendous job, more importantly, managers when it comes to human resource management practices in organization, employees get to learn through their managers.

The discussion above gives an indication that, it is possible that managers or subordinates might use an organizational culture to practice bullying within organization. For example, Samnani and Singh (2012) investigate that compensation systems in the organization is among the sources of workplace bullying. In practicing human resource management practices within organization managers should have understanding on the influence of individual as well as group behavior in organization as well should be in a position to understand the nature of the people and organization relationship (Mullins, 2011).

Organization culture by far is attributed by the national culture, research in workplace bullying across culture by Jacobson et al. (2014) has found that the dimensions of

national culture contribute to both, the occurrence and the form of bullying which however, differ from one country to the other. Jacobson et al., (2014) stated that assertiveness, in-group collectivism and power distance are among the dimension of national culture that have effect on the bullying incidents. This is possible due to the fact that people of the same culture have a similar set of values and beliefs (Nahavandi, 2015). National cultural dimensions have found to have impact on acceptance of bullying as explained by Power et al. (2013) that the difference between high performance orientation culture and future orientation culture exist. Also, high humane orientation has less acceptance of bullying whereas, Confucian Asia are less in acceptance. However, Anglo, Latin America and Sub-Saharan Countries have high acceptance of physical intimidating bullying. No matter similarities in workplace bullying across cultures exist, yet in comparison, physical component of workplace bullying is more popular to employees from Central America than employees from Southern European (Escartín et al., 2011). Moreover, cultural values and norms have significant impact on shaping perceptions of both supervisors and subordinates on intensity of bullying (Khan, 2014).

Disparities on effects of downward bullying among schoolteachers in Australia and Uganda is the sign that that cultural differences have much influence on bullying in work place (Casimir et al., 2012). Organizational culture as perceived by employees contribute much on bullying in workplace especially nurses in which the rate of prevalence is 15.5% in Korea (An & Kang, 2016). On the other side, Seo et al., (2012) suggest that close relationship amongst the society members like Korean act as shield against bullied and bullying.

2.2.7 Effects of workplace bullying

Working environment is a very critical aspect for the success of any organization, because employees always spend significant time in offices while executing their duties (Johnston et al., 2010). For that case, employees need to be engaged to their job for the success of the business. Practically, engaged employees are emotionally attached to their organizations, which in the end, stimulate the sense of organizational citizenship behavior (Markos & Sridevi, 2010). Organizations need to set priority in engaging their employees, especially the talented employees, because they are expensive assets of the organization (Woodruffe, 2006).

Contrary to that, if organizations do not set conducive working environment, letting bullying incidents to happen within working place, would be detrimental to the organizations. Precisely, those who experience workplace bullying eventual develop low job satisfaction (Rodríguez-Muñoz et al., 2009). Either, workplace bullying lead to employees lower their commitments to the organization (Einarsen et al., 2011), while amplifying the incidents of sickness and absenteeism (Kivimäki et al., 2000). Categorically, Ashforth (1994) listed a number of adverse consequences that are caused by workplace bullying especially from leaders to subordinates, for example, employee might feel frustrated, or feeling stress and reactance, sometimes employee might develop the sense of helplessness and work alienation, and even lowered self-esteem and productivity, in other circumstances employee may portray low work unit cohesiveness.

2.2.8 Workplace bullying in the hospitality industry

Hospitality industry requires high level of cooperation among employees and an environment that provides social support through emotional, informational and

instrumental resources is necessary (Ali et al., 2020). However, workplace bullying which damages such cooperation and the organizational environment is seen as a major problem in the hospitality industry in many parts of the world. Some argue that the hospitality industry has a prevalence of poor work organization with high work pressure, low discretion, unregulated managerial control and use of vulnerable workers (Bohle et al., 2018). Studies in Europe and in Australia have demonstrated that this is a serious problem for the industry that leads to employee intentions to leave (Bohle et al., 2018).

In a study conducted among hospitality employees in Korea, bullying was found to be related to coping strategies which in turn lead to counterproductive behavior of employees (Jung & Yoon, 2018). Studies from New Zealand show that hospitality industry practitioners do not have an adequate understanding of the problem (Bentley et al., 2012).

Increasingly, employees in hospitality industry are reporting workplace bullying. For example, it is reported that, an average 16 % of the employees in hospitality industry report to have been subject to numerous undesirable acts at their workplace (Teo et al., 2020). Still much is needed in workplace bullying in hospitality industry, more studies in the area could extend further understanding on the bullying phenomenon (Berlingieri, 2015; Jung & Yoon, 2018). Hodgins, MacCurtain, and Mannix-McNamara (2020) argue that the narrow understanding of the bullying incidence has contributed to the prevalent situation of workplace bullying. The importance of human resources in hospitality industry poses a great need for a great need for increasing research in workplace bullying so that to expand the understanding of the antecedents to workplace bullying (Jung & Yoon, 2018).

The effects of workplace bullying to both organizations and individuals are well documented. Teo et al (2020) maintain that the consequences of bullying include decreases in affective commitment in organization. The of workplace bullying impacts employees as well to the organization. The negative effects for the organization may be in the form of financial cost that the organizations might face, or the behavioral changes in the employees which lead to either poor work performance or employee turnover, and social cost which is losing trust (Rajalakshmi & Naresh, 2018).

Rai and Agarwal (2017a) state that workplace bullying has negative behavioral and health outcomes, reduced job satisfaction, extreme absenteeism, loss of organizational commitment, increased stress, health and psychological problems. When employees face bullying at workplace, employee intention to leave also increases (Bohle et al., 2017) and the resulting high employee turnover can be detrimental in the long-run to organization as they lose important resources (Srivastava & Dey, 2020). The employees' spirit to work is damaged by workplace bullying (Srivastava & Dey, 2020). Others have shown that bullying has a negative impact on hotel employee's wellbeing (Hsu et al., 2019).

There is scarcity of research on bullying in collectivist and high-power distance cultural contexts (Majeed & Naseer, 2019). However, some authors have argued that contrary to the West, in Eastern cultural context the bullying may not always lead to negative outcomes but may result in positive outcomes through eustress, a positive form of stress (Majeed & Naseer, 2019). Research which included data from six continents has shown that Confucian Asia would accept bullying more compared to samples from other countries like Anglo, Latin America and Sub-Saharan Africa country cultural clusters (Power et al., 2013). Using the cognitive appraisal theory of

stress and coping, Majeed and Naseer (2019) have argued that individuals that are able to see bullying as a challenge rather than a hindrance may not be impacted negatively but may even show better performance.

2.3 Mindfulness

Mindfulness is a deliberate responsiveness of the cognition, emotion, and sensation of the present moment without obsessive thoughts of past and future (Kabat-Zinn, 1994). In their efforts to explain mindfulness in the workplace (Dane, 2011), has explained mindfulness that is when a person is concentrating to the moment cautiously and interactively with the environment. Since it appears to be stable over time under normal conditions, it has been conceptualized as a trait that people will have that will determine their predisposition but there are also varying states of mindfulness which in the long run influence the trait mindfulness (Kiken et al., 2015).

2.3.1 Mindfulness in the hospitality industry

The hospitality industry is one of the industries that requires highly skilled workers in controlling their emotions and providing the appropriate tone and facial expressions when serving clients. This is an important step in increasing customer loyalty (Li et al., 2017; Wang et al., 2021). The hospitality industry is overwhelmed by psychological and physiological job-related demands. Employees need to be quick and rational in making decisions and employees that are mindful can easily cope with this current working environment (Malik & Lenka, 2019). The hotel service environment is a complex work setting where employees need to be emotionally intact. The dynamic nature of the hotel work is so demanding for example, sometimes employees may be handling unexpected problems, followed by special customer requests or claims, where the employee needs to have a high level of mindfulness so that they can come up with an effective solution to the problem at hand (Wu & Chen, 2019).

In the hospitality industry where the nature of work needs creativity, mindfulness is an important aspect for employees to have because mindfulness can encourage creativity (Wang et al., 2021). However, authors also demonstrate that this creativity would only be possible if there was a climate of tolerance for making mistakes and trying new things (Wang et al., 2021). Mindfulness is important to both employees and their managers; when employees have higher mindfulness, they are likely to perceive everything in a positive direction (Babalola et al., 2019). As hospitality industry employees are largely interacting with customers face-to-face, mindfulness would help reduce stress, anxiety, depression and worries (Chen & Eyoum, 2021). Mindfulness can affect individual in a holistic way; hence they would be much aware of their current moments and pay much attention to what they are doing in a particular place (Flavian et al., 2020). Employees emotional labor can better be regulated by mindfulness while reducing burnout and fostering work engagement (Johnson & Park, 2020).

Mindfulness can be an appropriate in hospitality industry especially during the global pandemic such as the COVID-19 pandemic. The benefits of mindfulness in the hospitality industry may enhance the tourist wellbeing and their experiences. While fostering the industry sustainability and the employees' welfare (Stankov et al., 2020). The ability that mindful person has in reflecting on the current situation and their ability to calmly make rational choices, would enhance the industry to develop effective strategies applicable to a volatile, uncertain, complex and ambiguous future (Stankov et al., 2020).

Although it is clear that mindfulness is a critical concept for the hospitality industry, mindfulness has not yet received adequate attention in the hospitality (Li et al., 2017; Wang et al., 2021; Wu & Chen, 2019). The limited research that is available has treated

mindfulness as a trait and has modelled it as a predictor or a moderator instead of utilizing it as a state that can be altered by events (Li et al., 2017; Wang et al., 2021). However, it is imperative to understand the antecedents that may alter mindfulness states. For example, there is some evidence that authentic leadership promotes mindfulness because the characteristics of such leadership encourages self-awareness and can facilitate mindfulness of their subordinates (Wu & Chen, 2019). In a study among hospitality employees, mindfulness was tested as a moderator of the relationship between fear of COVID-19 and emotional exhaustion, however, this moderating role was not supported (Chen & Eyoun, 2021). So, in the current study we use mindfulness as a state and test it as a mediator with the expectation that mindfulness can be seen as a factor that is malleable and can be influenced by events such as bullying in the workplace and can in turn impact emotional exhaustion.

2.4 Psychological distress

Psychological distress is a wide and somehow complex concept. Mirowsky and Ross (2003) have explained psychological distress broadly. In attempt to define and explain psychological distress first Mirowsky and Ross (2003) have defined distress as an uncomfortable personal state which is in two major forms, that is depression and anxiety. Mirowsky and Ross (2003) have further explained the first form of distress which is depression that occurs in different states, for example, individual might develop the feeling of sad, demoralized, lonely, hopeless, or worthless. Also, they may whisper wishes that they were dead; the problem might exacerbate and replicating to having trouble sleeping, or even crying; sometimes individual might feel everything is an effort, and being unable to get going.

The second form of distress is anxiety which also give out negative consequences in which a person would express the sense of being tense, and restless, or sometimes to show the habit of getting worried, irritable, and afraid (Mirowsky & Ross, 2003).

Both, depression and anxiety are further subdivided in to two forms each which are mood and malaise (Mirowsky & Ross, 2003). Mood has been stated as the state of being saddened due to depression or the worry of anxiety, while malaise is related to physical states of the human, such that the individual who experience malaise is subject to listlessness and distraction of depression which lead to some irritating complaints such as headaches, stomach-aches, or dizziness of anxiety (Mirowsky & Ross, 2003).

Psychological distress is a personal cognitive related state in which a person develops unpleasant state due to certain circumstances (Mirowsky & Ross, 2003). In most cases, people when face uncertainty they develop psychological distress, for example, Mazza et al (2020) has shown how some people developed psychological distress due to the existence of the COVID-19 pandemic. Psychological distress is associate with mental health problem where those people who have prior mental health case are easily being affected psychological (Daly & Robinson, 2021).

Psychological distress might exacerbate the mental health and lead to longer-term psychiatric disorders (McGinty et al., 2020). The sense of composure is the most important factor in promoting health while predicting burnout, depression and job satisfaction (Ruiz-Frutos et al., 2021). Increasingly, employees in hospitality industry have become more victims of mental health problems, it is argued that over 70% of employees in UK are subject to psychological distress, and burnout (Kotera et al., 2011).

2.5 Burnout

Exposure to long-term stressful and emotional demanding situations leads to burnout (Hammond et al., 2019). The hospitality industry has been characterized by occupational stressor, from both supervisors and customers. As such, the kind of job that staff experience is by nature labor-intensive (Harjanti & Todani, 2019). In that situation where employee is overwhelmed by demand work situation while experiencing little coping resources, there is a possibility to develop burnout (Hammond et al., 2019).

Employee who experiences burnout normally feels emotionally exhausted and demoralized that hamper their achievements and depersonalization (West et al., 2018). The demanding situation that services employees especially frontline hotel employees experience includes with difficult customers, excessive workloads and role stress from their supervisors which ultimately lead to employee burnout (Cheng & O-Yang, 2018). Customarily, the type of job that includes high level of human interactions, and high demanding situation, there is a big possibility to activate emotions (Yang & Lau, 2019).

Employee burnout is the lack of emotion management, employees who cannot manage their emotions they can easily develop emotional dissonance. That is, there would be a contradiction between their emotions (Celiker et al., 2019). When emotional dissonance prolongs, technically employees became incapacitated of balancing between psychological demand and emotional reequipments which later result in to negative consequences such as burnout (Celiker et al., 2019). Emotion management in hospitality industry is paramount (Yang & Lau, 2019), because frontline employees

are vulnerable to negative emotion that sometime would destruct the communication between them and customers.

Employee burnout is related to emotional exhaustion and other negative cognitive outcomes such as feeling of cynicism, and reduced personal achievement (Koutsimani et al., 2019). When emotional resources are depleted due to long-term exposure to work demand, and organizational malpractices employee feels emotional exhausted (Asensio-Martínez et al., 2019).

2.6 Emotional exhaustion

Workplaces have dramatically changed from supportive to more stressful (Bhushan, 2016). As such, it has become necessary to manage our stress so that we can cope with the stressful situation that concurs the working places. Our emotions are very important for our health and our successes. It is known that the workplace is a demanding place where individuals are overwhelmed with many tasks and over ambitions from the seniors. This is because of the business managers traditionally think that pressing their staff hard is the way to improve their businesses (Bhushan, 2016).

However, for the business to work well and prospers, empathy that would bring happiness to the workers is paramount (Bhushan, 2016). In that way, workplace environment become a good place for workers, hence, building strong, and healthy relationships among the employees, and the management, which in turn bring in development and success of the businesses.

Emotions in organizations have significant impact, as such, organizations would have to consider any decision that it may take so that it could not affect their employees.

Because once employees are affected emotionally they might develop distress (Härtel et al., 2010). It is well documented that those organizations that create friendly working environment by understanding and taking care of the employees emotions so that they do not affect them, those organizations normally succeed, because that environment contribute to employees emotional health (Härtel et al., 2010). More importantly, creating conducive working environment that cares for employees would manage anger at workplace. Because anger is an intense emotion that has been provoked by certain stimulus, which can be either internal or external or direct or indirect (Härtel et al., 2010). At that stage is when employee experience emotional exhaustion, and would be ready to react in any style that one think is appropriate as a defensive mechanism.

Emotional exhaustion is the feelings that employees experience when they are not able to continue working, which is resulted due to the depletion of their emotional resources, which occur after an extended exposure to and excessive work demands (Asensio-Martínez et al., 2019). Employees experiencing demanding working situation whether from their supervisors, co-workers or from customers, they become psychologically stressed which eventually led to emotional exploited (Khan et al., 2020). There is a consensus that negative emotional state can help individual to familiarize with a stressful situation though in a short term, nevertheless, in the long run negative emotional states can develop emotional exhaustion (Thompson et al., 2019).

Positive psychological states are important especially in hospitality industry as employees would develop their positive affect and sense of wellbeing, as such, social support can accelerate employees positive psychological states (Jie Li et al., 2018). Employee behavior in hospitality organizations is the corner stone of the industry

development. Employees are required to focus on providing services to customers so that to secure the competitive advantage. Thus, employees' emotions need to be managed so that it would not damage the service provisions (Xu et al., 2018).

2.7 Zanzibar Tourism, Economy and Social context

2.7.1 Zanzibar political and administration

Zanzibar is a semi-autonomous country in Indian ocean. The archipelago consists with two big islands and other small islets. The two big islands (Unguja and Pemba) are the most migrated islands. The union between Zanzibar and Tanganyika was established in 1964 to form the united republic of Tanzania. Zanzibar has a land area of 2,461 km², with the population of 1.5 million (United Republic of Tanzania, 2013). According to the previous population census of 2012, Zanzibar has higher population density compared to Tanzania mainland.

Being a semi-autonomous Zanzibar has defined political and administrative structure. It is a multiparty democratic country governed by the president and two vice presidents. The presidency term is two terms of five years each. The form of government is of National Unity in which constitutionally the first runner is becoming a president and the second runner should achieve at least 10% of all votes to become the first vice president. The second vice president is nominated by the president from the winning part. As such, the Zanzibar Government as officially known as the Revolutionary Government of Zanzibar (RGoZ), is formed by three arms (executive, judiciary, and house of representatives). Geographically, Zanzibar is situated in the Indian Ocean, lying at 39° east and 6° south, 40 km from the mainland Tanzania. The total land area for both islands (Unguja and Pemba) is 250, 000 ha, which is 1660 km² for Unguja and for Pemba is 981 km².

Administratively, Zanzibar is divided into five regions namely; Urban West, North, and South regions for Unguja island, while in Pemba, North and South regions. The three regions which are in Unguja have further subdivided into six districts, and those in Pemba also have further subdivided into four districts. Therefore, Zanzibar has opted local government administration to streamline and foster development by decentralizing decision making to lower levels.

2.7.2 Population and settlement patterns

In 2012 Zanzibar recorded population of 1,303,569 (United Republic of Tanzania, 2013). Of which Unguja island has a total of 896,721 people and Pemba Island has the population of 406,848 people. Zanzibar has the average household size of 5.1 people. Currently, Zanzibar population is among the fast-growing population in the world with the population growth rate of 2.8%. Largely, the Zanzibar population is young and residing in rural areas with an estimation of 68%. Moreover, below 15 years of age describe 43% of the population. The population density might have some implications in islands in the long run, especially on the land use. Land for agriculture to serve for the growing population, as well as for settlements and other amenities (MoEVT, 2015).

2.7.3 Zanzibar economy

Zanzibar is a cosmopolitan country that represents different ethnicities. This composition for long time has had an impact in the economy of the country, as most of the people are business oriented. Zanzibar for long time stood as trading hub which connected East and Central Africa to Middle east and India (World Bank, 2010). The main economic activities in Zanzibar are agriculture and tourism. However, Zanzibar fall short in exporting agricultural product, cloves is the only leading exported product which also started to experience some disappointing situation. Zanzibar government has initiated several programs in order to improve the country's economy. For

example, the Zanzibar Investment Promotion Agency (ZIPA) was established in 1992 to organize and supervise all investments issues. Followed by the establishment of the Commission for Tourism, and the Free Economic Zones Authority. In 2000, the Zanzibar government introduced the country vision 2020, aiming at reducing poverty and improving social services (World Bank, 2010).

The Zanzibar economy is largely depending on cloves for export, tourism industry and subsistence agriculture. Zanzibar started economic recovery measures since mid-980s, it was during this time when Zanzibar shifted from a monopolist economy to free enterprise. The main players of the Zanzibar economy are agriculture, trade, tourism, and the services sectors in general. Furthermore, foreign direct investment (FDI) has been the engine for economic growth in Zanzibar. Tourism sector is in the lead in FDI with over 85% of investment registered in 2011 were in tourism sector, which yielded US\$176m of new foreign direct investment. Zanzibar Investment promotion Agency, which is the mandated authority for investment in Zanzibar is continuing approving new investments projects, which would foster development opportunities in Zanzibar. However, the archipelago has constricted export basket, which results in to negative balance of trade. Figure number 1 is a map of Zanzibar (Unguja and Pemba islands) which shows administrative boundaries.

The Zanzibar economy has shown tremendous increase; in which we see for the Gross Domestic Product (GDP) has risen from 6.4 in 2014 to 7.1 in 2018 with some fluctuations in between. Government collections has increased from 583,281.6 in 2016/14 to 908,808.9 (million) in 2017/18 (OCGSoZ, 2019). To offset its export basket, Zanzibar introduced tourism sector in the 1990s (Rotarou, 2014).

2.8 Tourism in Zanzibar

Zanzibar is blessed to have one of the largest and earliest Swahili stone town in the world. Zanzibar is a multicultural and ethnicity society where Mosques, Hindu temples and Cathedrals are found. The assortment of ethnic Arab, Persian, Indian and European, has led Zanzibar to have an exclusive architect and heritage which gave Zanzibar a chance to be declared by UNESCO as World Heritage Site in 2000 (UNICEF, 2018).

Natural beauty of Zanzibar contributes to tourist visits where they experience diversity of attractions. According to Anderson (2013), Zanzibar has plenty of tourism attractions, from beautiful scenes, to traditional cultural. Chart 1 shows tourist activities between December 2017 and April 2018. Moreover, (Anderson, 2013) provides that Zanzibar internationally is known as a home of nature sports such as diving and fishing tourism.

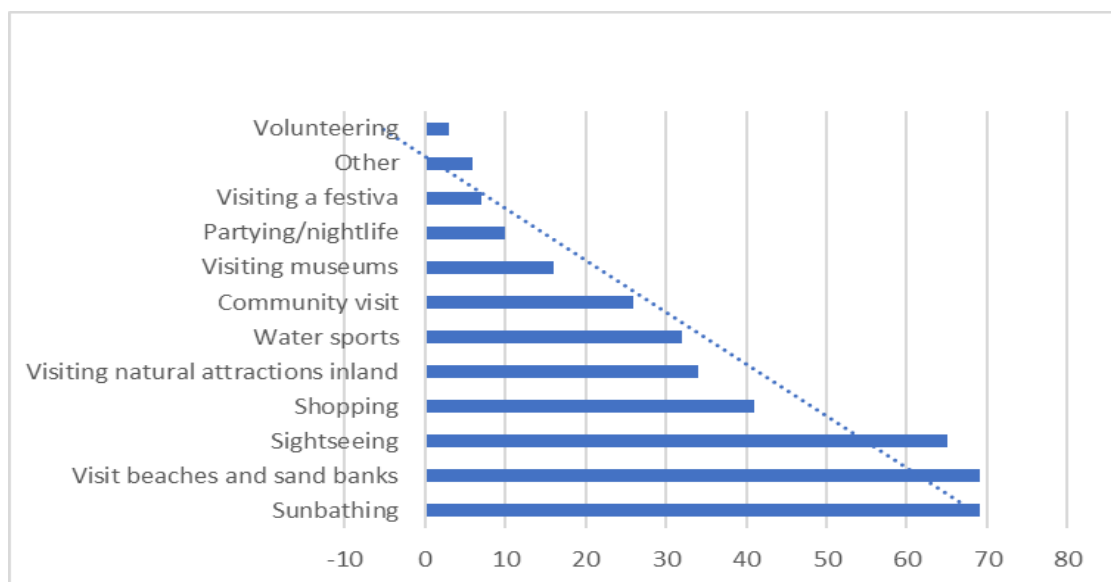


Figure 1. Tourist activities in Zanzibar between December 2017 and April 2018

There are a number of tourism activities that made tourism to visit Zanzibar. As indicated in the Chart 1, 69% of the visitors between December 2017 and April 2018 visited Zanzibar in order to experience sunbathing, and visiting beaches and sand banks. While 65% they visited Zanzibar for sightseeing, 41% shopping and 34% visiting natural inland, 32% of the visitors visited for water sport activities. One among the tourism activities that Zanzibar practices is community visit in which 26% of the visitors came to Zanzibar for that. Zanzibar is rich of museum and is the hole of the House of Wonders, hence, some tourists came to Zanzibar to visit museums 16%. Partying/nightlife is also one among the activities that are being performed and 10% of the visitors who visited Zanzibar between December 2017 and April 2018 came for the same purpose. Zanzibar organizing different events yearly, for example, Zanzibar Bull fighting, traditional festival (Mwakakogwa), Dhow festival, Zanzibar music festival (Sauti ya Busara) and many more, among the visitors who visited Zanzibar between December 2017 and April 2018, 7% were for visiting a festival 7% and 3% were Volunteers.

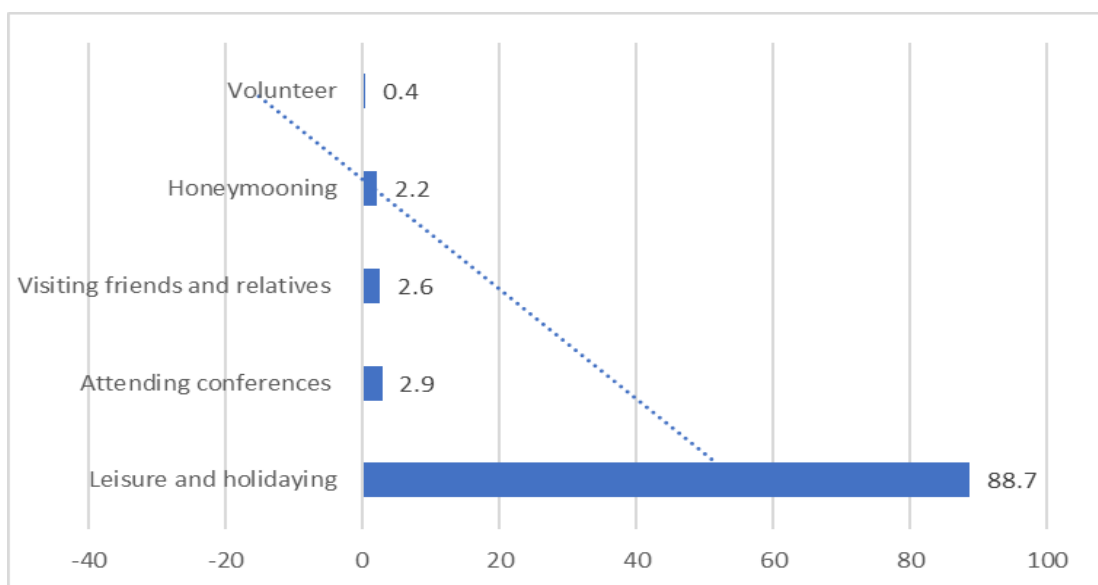


Figure 2. The reasons for visiting Zanzibar

Leisure and holidaying are the leading reasons that appeared during the exit survey (UNICEF, 2018), as indicated in the Chart 2 88.7%.

Number of international tourists is growing exponentially such that it attracts attention. The tourism density rate especially in Unguja island which is the main tourist destination in Zanzibar grew 13 tourists per km² in 1985 to 57 tourists per km² in 2002 (UNICEF, 2018), and the number kept on growing up to 281 tourists per km² in 2017.



Figure 3. Map of the Zanzibar Islands

The largest contributor to Zanzibar GDP is service sector, the sector shows tremendous increase from 41.5 percent in 2013 to 44.7 percent in 2014 (OCGSoZ, 2019). Tourism was the leading contributor with 27 percent to GDP in 2012, consequently, the industry

provided a huge amount of 80 percent in forex earnings. Tourism industry shows improvement and the number of tourists who visit Zanzibar keeps on increasing. Chart 3 shows the trends of international tourists in Zanzibar from 2015 to 2020 in which the total number of arrivals increased until 2019, however due to the pandemic of covid-19 the number of arrivals seem to decrease in the year 2020.

Moreover, tourists' facilities such as hotels and other amenities are improved. According to the office of chief government statistician of Zanzibar (OCGSoZ) that currently in Zanzibar there are 509 registered hotels, of which categorically there are one star to five-star rating which amount 203, while those with single A rating are 244, and double AA rating are 62.

Currently, the Ministry of Tourism and Antiquities in Zanzibar is responsible for the supervision and control of the tourism sector in Zanzibar. However, to make sure the sector is performing well and to the standard, the Commission for Tourism was established to oversee and regulate all tourism activities in Zanzibar. Constitutionally, the commission is responsible for the implementation of tourism policy and master plan of Zanzibar while promoting, assisting and facilitating the efficient development and marketing of sustainable tourism industry. Moreover, the Zanzibar Commission for Tourism is accountable for promoting and developing cultural and eco-tourism with the emphasis on facilitating preservation of tangible and non-tangible heritage (RGoZ, 2009).

Furthermore, in order for the commission to work well in Zanzibar, it is mandated with planning and directing tourism in accordance to government development policy and strategies. More importantly, the Commission has the duty to ensure the vertical and

horizontal coordination inside and outside the tourism industry, regionally, nationally as well as internationally (RGoZ, 2009).

2.8.1 Tourism trends from 2015 to 2020

Zanzibar witnessed sharp decrease in the number of international tourists in the year 2020 compared with the previous five years from 2015 to 2019 (Faria, 2021) as depicted in Chart 3. The global pandemic of covid-19 is the primary cause of this decrease. Chiefly, Zanzibar receives tourists from Europe, for example in January 2020 69.6 per cent of the tourists were from Europe (OCGS, 2020).

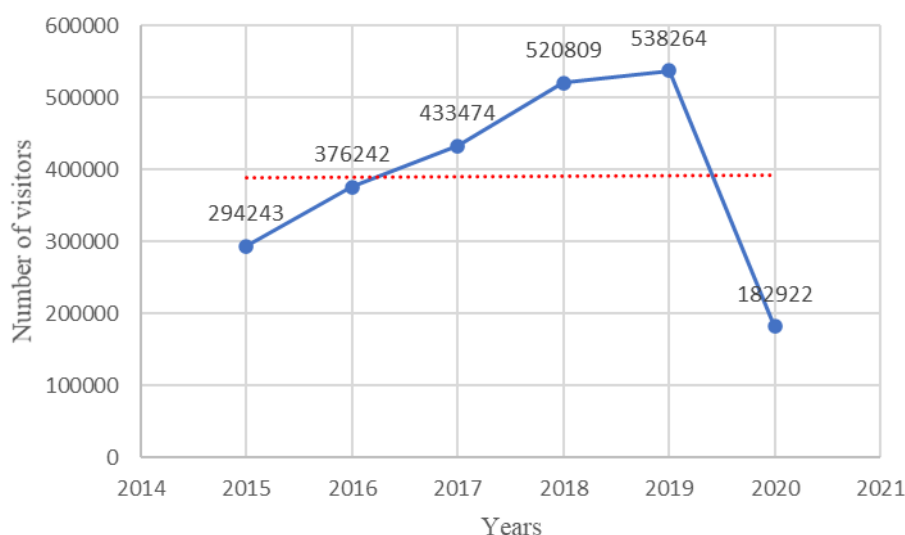


Figure 4. Number of International visitors in Zanzibar from 2015 to 2020
Source: Data from Zanzibar Commission of Tourism

2.8.2 Economic importance of tourism in Zanzibar

Service sector which includes tourism is the only sector in Zanzibar that has shown tremendous increase and contributing to the GDP of the country from 2012 to 2016 (Bureau Wyser, 2018). For example, in 2012 the contribution of the service sector to GDP was 41.5% which kept on increasing to 45.1% in 2016, as seen in Chart 2. Largely, this contribution is made by tourism which is the main source of income and

foreign exchange in Zanzibar economy. To that end, 27% of the Zanzibar GDP is in principle contributed by the tourism sector while 80% of the foreign currency find its source from the tourism sector (Mahangila & Anderson, 2017; RGoZ, 2017).

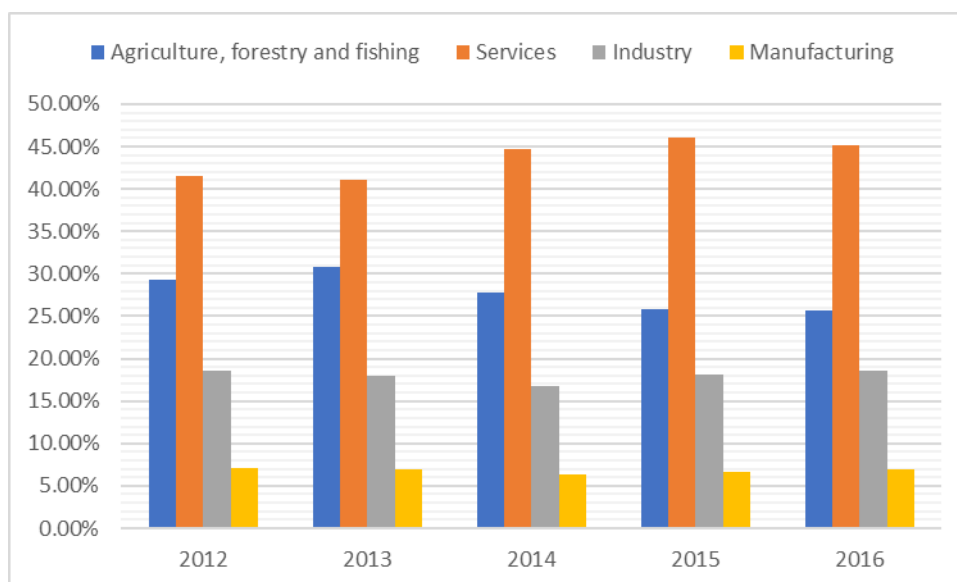


Figure 5. Gross Domestic Product by selected activities, 2012 – 2016
Source: Data from Zanzibar Commission of Tourism

Registered hotels in Zanzibar until 2017 were 473 constituting 8,721 rooms (ZCT, 2017). The distribution of the hotels as seen in the Table 1 shows parallel increase of hotels and number of beds for 46% and 20% respectively between 2013 and 2017 (ZCT, 2017). However, there is slightly dropping of the number of rooms per accommodation from 22 in 2013 to 18 in 2017, this trend signifies that now investors are considering to invest in small accommodation (Bureau Wyser, 2018).

Table 1. Capacity of accommodation per district in Zanzibar in 2017

Location	Establishments	Rooms	Beds
Urban	93	1,403	2,538
West (A)	16	421	833
West (B)	15	210	424
North (A)	112	2916	5,673
North (B)	24	802	1,739
Central	33	903	1,786
South	154	1863	3,561
Pemba	26	203	376
Grand Total	473	8,721	16,930

Source: Data from Zanzibar Commission of Tourism

By far tourism industry is an important employer in Zanzibar, it is estimated that the industry creates about 22,000 direct and 48,400 indirect jobs (RGoZ, 2017). Furthermore, hotels have been found to be the major job provider, in which 16,720 out of 22,000 direct employment which forms (76%) are from hotels. However, locals have yet been satisfied with the types of job of which they occupy, only 46% of managerial positions in hotels and 11 % in restaurants are hosted by Zanzibaris (Bureau Wyser, 2018). It is highlighted that only 9,109 Zanzibaris were working in accommodations and food services in 2016 out of 22,000 direct employments (OCGS, 2017).

Moreover, the linkage between tourism and economic activities by locals is missing, there are great leakages in tourism in Zanzibar. Most of the tourism supplies in Zanzibar are coming from outside Zanzibar (Anderson, 2013). Chart 5 provides statistical presentation for this.

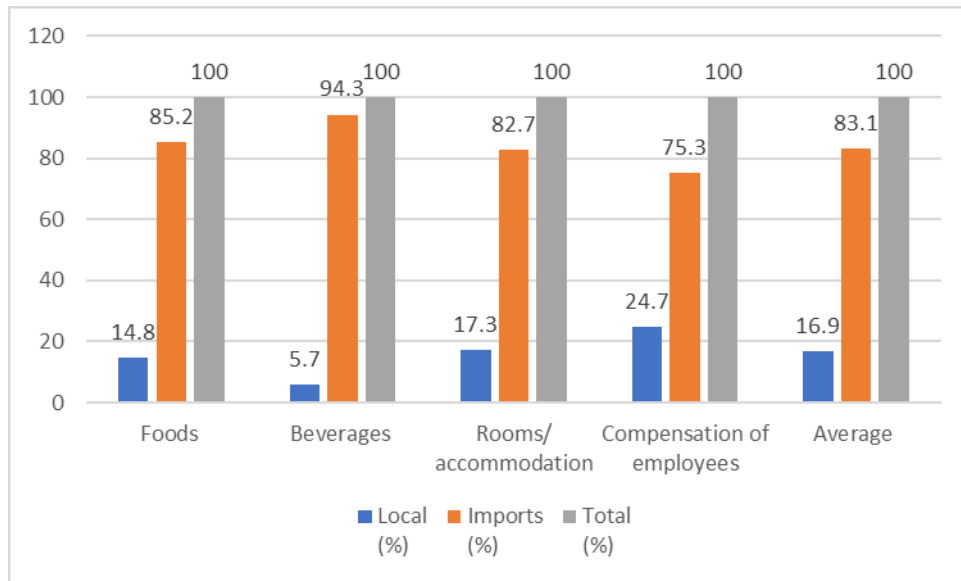


Figure 6. Linkages and leakages of Zanzibar's

Although the income generated from tourism industry have exceeded other income generating activities, and having a potential to employ a large number of people, yet the industry have benefited the locals (Government of the United Republic of Tanzania et al., 2018; Lange, 2015). It was suggested that in order to increase the participation level by locals so that they can benefit from tourism industry, a number of initiatives should be taken care of. Such initiatives are improving education of the labor-force among locals to cater the need of the investors, serious investment in key infrastructure, also, enhancing value chain in the tourism activities and production, and improvement on information management in that can facilitate the tourism sector (Lange, 2015).

Hotel supplies are now greatly available in Zanzibar, yet the locals have not fully benefited from the existing tourism market. Most of the supplies come from either Tanzania Mainland or abroad (Government of the United Republic of Tanzania et al., 2018). There is a perception that products from abroad are much better in quality

compared to the locals, this is the claim that authenticate their decision to buy products from abroad. Zanzibaris have lost their interests in tourism as they see it as parasitic industry to the locals. One of the absurd situations in tourism industry, is the emergence of mass tourism which cause people to be deprived of their natural resources hence causing insecurity to their living. This phenomenon has negatively impacted Zanzibar in which locals are fall short of the community-based natural resources (Okech, 2010). One of the best practices that can be done to ensure the inclusion of the local communities is through practicing tourism in Protected Areas (PA). local communities can benefit from shared tourism revenue through these programs, so sufficing the United nations Sustainable Development Goals (SDGs) (Carius & Job, 2019) which are the key to poverty alleviation.

The Zanzibar Tourism Policy aim at developing the tourism sector so that it can provide benefit to the national income by providing employment opportunities to locals, increasing foreign exchange earnings (Government of the United Republic of Tanzania et al., 2018). As such, different initiatives are done to ensure the local inclusion to the industry, for example, development of Zanzibar Integrated Strategic Action Plan for Tourism (ISAP) which was financed by the World Bank. The aim was on developing local products, minimizing income gape by ensuring equal distribution of economic benefits from tourism and improving tourism attractions to world class standard (Government of the United Republic of Tanzania et al., 2018).

2.8.3 Tourism and environment

Mass tourism has an impact on the lives of the surrounding communities. For the case of Zanzibar one among the environmental problem related to tourism that faces the community is water supply and waste management (Government of the United

Republic of Tanzania et al., 2018). Zanzibar is small islands which are susceptible of environmental degradation. The population is growing very fast, for example, the population grew from 800,000 in 2000 to 1,303,569 in 2016,85. On the other hand, the visitors increased from 86,918 in 1999 to 433,474 visitors in 2017. Practically, this situation put much pressure on the environment and the availability of natural resources (Government of the United Republic of Tanzania et al., 2018).

In conclusion, comprehensive policy is needed to make level ground among the stakeholders in tourism. As we can see, Zanzibar economy is highly depending on tourism industry. There is a huge potential of development through tourism, although currently the industry is suffering from the global pandemic. This time could be a good time for the government and other tourism stakeholders to see the reflection of the industry and propose strong plan and strategies to rehabilitate the industry and make it stronger.

2.9 Theoretical framework

2.9.1 The conservation of resources (COR) theory

The conservation of resources (COR) theory envisages that individuals make every effort to obtain, retain, nurture, and protect those things they value the most (Hobfoll et al., 2018). More broadly, Hobfoll et al. (2018) elucidate that, there are three circumstances in which individuals may become distressed, those situations are, when individuals feel that their essential or important resources are exposed to loss, when those resources are already lost, or when they do not expect to gain what they are fighting for after doing whatever efforts to achieve, regarding with their central or key resources. Basically, COR theory is related to human behavior of need to acquire and conserve resources for survival. In principles, human needs to acquire and conserve

personal and social bonds. More importantly, human is not only capable of acquiring the essential resources in order to respond to the existing situation, but also conserve those resources for future needs.

Arguably, the capability of the individuals to obtain and retain personal, social and material resources portrays to people, families and organizations that they have the ability to meet stressful challenges (Hobfoll et al., 2018). It is further stressed by Hobfoll et al. (2018) that the fundamental principle of COR theory is that there are commonly valued resources such as health, well-being, family, self-esteem and sense of purpose and meaningful in life which are essentially and universal amongst people, even if there are some differences from one culture to others. COR theory formulates that the main stressful conditions that individuals face is a life sequences of events which every member in a culture must pass through. For example, Hobfoll et al. (2018) provide that when individual is fired from work perhaps that would involve earlier warnings or feedback, and possibly a period of burnout. Likewise, it may take account of potentials of other better job or may not, and whether individuals having money in savings or not, but according to COR theory, these objective elements will be the prevailing influences on any outcome.

2.9.2 Hypothesis development

The proposed research model of the current study demonstrates the relationship between workplace bullying (WPB) and emotional exhaustion (EEX) through psychological distress (PD), and mindfulness. The measured relationship among the variables is, psychological distress (PD) and mindfulness mediate the relationship between workplace bullying (WPB) and emotional exhaustion (EEX).

Based on this proposed research model, it is hypothesized that individuals with a high level of mindfulness are subject to less exhaustion under bullying (Anasori et al., 2020). To link this with COR theory, bullying being a stressor leads to psychological stress (Anasori et al., 2020), in which according to Hobfoll et al. (2018) is an individual response on threats to losing resources. In relation to COR tenets, bullying is a system of draining employee's psychological assets and compelling their feelings of higher levels of PD and EEX (Anasori et al., 2020). Therefore, the following hypotheses have been proposed:

Hypothesis 1: There is a positive relationship between level of emotional exhaustion and the amount of workplace bullying experienced

Hypothesis 2: The relationship between emotional exhaustion of employees and bullying is mediated by the psychological distress.

In a favorable working environment, employees would have the opportunity to work and fully concentrate on their tasks. Hence, they would be able to perform their duties well and increase productivity. External factors would not interfere with their concentration as employees would be free from racing thoughts and be able to think and decide rationally. If the same employees are working in a situation where there is unfavorable environment, be it from their bosses or from their peer workers, they will not be in their best state of mind and body. Bullying specifically leads to a resource loss process by eroding job resources as well as personal resources through energy depletion (Tuckey & Neall, 2014).

In the working environment of the hospitality industry, there is a large amount of employee interactions. Employees work together during lengthy shifts, under the pressure of limited resources to satisfy guest demands. The industry has a quasi-

military style hierarchy where the chef in a restaurant requires strict obedience without the employees questioning their authority (Ariza-Montes et al., 2017). Furthermore, the hospitality industry has a large ratio of vulnerable workers (young, minority, women, short term, etc.) which results in large power imbalances (Ram, 2018). This environment creates a structure that can keep bullying and harassment unchecked and tolerated as part of the occupational culture. However, for the victims it creates a feeling of being unsafe. This uncomfortable situation in the workplace, plus the pressures from their job expose employees to psychological worries that comes in the form of stress, which in turn trigger so many ill psychological related outcomes such as fear, anxiety, tension and even depression (Nielsen & Einarsen, 2012). Because of the increasing pressure from work and unpleasant behaviors from their colleagues, employees might develop the feeling that work is beyond their control. Employee mental wellbeing would be disturbed by workplace bullying, which would result to multiple negative behaviors such as anger, psychological distress, aggression, and even efforts to sabotage potential rivals (Goodboy et al., 2017; Rodríguez-Muñoz et al., 2017; Shoss et al., 2016; Vahedian-azimi et al., 2019).

Consequently, if employees in their workplace experience these harsh treatments from either their bosses or co-workers, they will become psychologically exhausted. They become exhausted psychologically because their level of tolerance reaches the inelastic point where they can decide to resign from the organization in order to escape the abuse. In line with COR theory, workplace bullying depletes employees' resources by placing too much pressure on their mental wellbeing hence causing psychological distress as employee attempts to regain their resources. However, as the theory

suggests if the person fails to regain the lost resources, they would be disappointed. In this end, the following hypothesis has been proposed:

Hypothesis 3: Mindfulness mediates the relationship between workplace bullying and emotional exhaustion.

When employees in the hospitality industry are aware of their surroundings and can pay attention to the present moment, observe their feelings and responses they would be able to have more control and be in a better position to focus on what they need to do in their job. Employees with high level of state mindfulness can regulate their psychological state (Scavone et al., 2020). In a heightened state of awareness, employees may not allow annoying behavior to overwhelm them or make them lose control. On the other hand, if employees are not aware or not paying attention to their surroundings, they can easily be irritated by different incidents. Mindfulness as stated by Kabat-Zinn (1994) is when an individual paying attention to the present situation which is non-judgmentally and purposefully. Our level of mindfulness is not static hence, it tends to vary due to different circumstances, whether may change based on factor, that is sometimes the same person may have low or high level of mindfulness and some other time the situation might varies. Also, the level of mindfulness of one person might vary to the other (Hülshager et al., 2018; Reb et al., 2015).

The COR theory states that people would strive to obtain and hold resources for the future (Hobfoll, 1989). Energy is one among the resources that awaken an individual so that they can be able to be mindful hence, be aware of the moment. Mindfulness state may be impaired when stressful situations deplete an employee's energy, which eventually astray the subject out of the main task (Hülshager et al., 2018). Thus, the importance of mindfulness at work is paramount, because is an important resource that

can have profound impact not only to an individual's well-being, but also, to organizational point of view (Zivnuska et al., 2016). Accordingly, we hypothesize that employee emotional energy will drain due to the persistence of workplace bullying. As such, because workplace bullying become a stressor hence, exhaust the employee emotional energy, the employees will be emotionally destructed, which eventually accelerate employee emotional exhaustion. To this end, we proposed the following hypothesis:

Hypothesis 4: The workplace bullying experienced by male and female staff does not differ.

It is assumed that because both gender male and female are working in the same industry, there should be no differences in reporting workplace bullying. Both are experiencing the same situation in either similar or a bit different manner. But the outcome would be the same between the two genders. Several studies have reported that there are no differences between male and female when reporting workplace bullying (McCord et al., 2017; Nielsen et al., 2010; Vartia & Hyyti, 2002). Thus, our assumption was true that there would no differences between gender in workplace bullying experience. Therefore, the following hypothesis has been proposed:

Hypothesis 5: Male staff report higher level of emotional exhaustion than female.

Logically, men are more likely to be emotionally exhausted compared to women. Although there are some contradictory results about the emotional ability that women have over men (Fischer et al., 2018), some studies have proven that women are much better in emotional self-awareness (Meshkat & Nejati, 2017). Emotional self-awareness gives the ability women to understand not only their own emotions, but also

how their emotions affect their performance. In summing up, the following hypothesis has been proposed:

Hypothesis 6: The young employees report high levels of workplace bullying cases than the elder staff.

Age is a crucial factor to neutralize workplace bullying younger employees are more prone to workplace bullying compare to older employees (Lange et al., 2019). Situation like this could be because of the novice of the employees as they could have not come across many difficulties so they could be easily got irritated with bullying. But the case to older employees is different as they could have passed many difficulties so, they might bypass some of the issues and choose not to respond to those situations.

The following hypothesis has been proposed:

Hypothesis 7: The higher the rank the lower the bullying case is reported.

Employee empowerment is important in ensuring consistence and standard service offering in hotel industry. Higher ranking hotels are focusing on providing with competent services to their clients. Hence, they would empower their employees more often compare with lower rank hotel (AlKahtani et al., 2021). Thus, because employees in high rank hotels are given full information and instructions about their task and all required resources are available, they would seldom report bullying incidents.

Chapter 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents research methodology which will be used in this study. More specifically, in this chapter researcher outlines the research questions, research methods and designs, population of the study, sample of the study, sampling procedures, data collection tools, and procedures, and ethical implications. It represents the scientific part of the research which involves the systematic processes in identifying research tools and techniques and procedures (Singh, 2006).

3.2 Research questions

The purpose of this study is to examine the relationship between direct and mediated effect of workplace bullying on employee emotional exhaustion and to assess the extent to which psychological distress, resilience, core self-evaluations, and mindfulness predict bullying in the hotel industry. The sample population of this study will be employees within the hospitality industry in Zanzibar. This section ascertains the actions taken to address the following research questions:

RQ1: What is the relationship between employee emotional exhaustion and workplace bullying in the hospitality industry?

RQ2: To what extent do psychological distress, and mindfulness predict employee emotional exhaustion under workplace bullying in hospitality industry?

3.3 Sample

Research results can be generalized if sampling procedures is done properly. However, it should be taken carefully that if procedures were not taken wisely, it is possible the results to be misrepresentative (Dawson, 2002). Sampling is the procedures used on deciding on the sample size that will be used for data analysis purpose (Singh, 2006). The objective of sampling is to select a set of elements that depict features of the general population of the study (Dattalo, 2008). Choosing proper method of data collection is very crucial because data help in understanding theoretical frame work of the research which is the conner stone of any research (Etikan et al., 2016).

This thesis used purposive sample or judgmental sampling, the choice of the participants in this research was deliberately done according to the qualities that those participants possessed, so the researcher used non-random technique in choosing the participants. Purposive sampling was the right method to be used in this research because it is most effective way to study a particular cultural field (Tongco, 2007), like in this case of employees in hospitality industry.

3.4 Data Collection process

The participants in this study are hospitality employees in Zanzibar working in hotels. The data was collected after the completion of all procedures. In which the latter of approval was issued by Eastern Mediterranean University ethical review board. Then data collection permission from the Office of Chief Government Statistician (OCGS) Zanzibar. The process of data collection took place in a period of three months. Questionnaires were sent to the organizations in separate envelopes, and HR managers were personally contacted by the researcher for easy facilitation. The measures used in the data collection were originally prepared in English language, so the

questionnaire was back-translated into English and Kiswahili languages by two language professionals to ensure that the meaning was maintained (Chapman & Carter, 1979; Mcgorry, 2000). To ensure the validity of the collected data, we conducted a pilot study to see if the translated version of the questionnaire confirm with the original version (Chen & Boore, 2010).

3.5 Research instrument and measurements

3.5.1 Workplace bullying

In measuring workplace bullying, the 12-item scale by (Djurkovic et al., 2008) was used. Recently, Jung & Yoon (2018) used the same scale to measure employee perceptions of workplace bullying with a Cronbach alpha of 0.90. Similarly, the Cronbach alpha coefficient in this current study is 0.92. Examples of items that explain the measurement of workplace bullying asked about unreasonable targets in assigned tasks or being humiliated due to race or ethnicity. The actual questionnaire used both English and Kiswahili is available in the Appendix 4 and Appendix 5 of this dissertation. Responses were arranged using seven-point response scale, the lowest was 1 = never, and the highest was 7 = always.

3.5.2 Mindfulness

This study has conceptualized mindfulness as a state rather than a trait, hence, to measure it, the researcher has used the MAAS-State scale. This scale focuses on the short-term expression of mindfulness by assessing the state of mind by looking at the individual's level of attention and awareness of what is happening in the environment. The MAAS-State scale assesses both recent and current experiences of mindfulness. The scale is made up of 5 items that have been drawn from the 15 item MAAS scale and rephrased to focus on the present state rather than general traits (Brown & Ryan, 2003a). The respondents are asked about the degree that they experienced what was

described in the item statement when they or their co-workers were mistreated. The items were all reverse coded in order to have higher scores representing higher levels of mindfulness. In the current study the reliability of construct was measured with Cronbach alpha coefficient, was 0.74. The example of item statement used was describing that “was difficult to stay focused and wasn't paying attention to what I was doing, the original items can be found in the questionnaire in the appendix 4 and 5. Responses were arranged using six-point response scale, the lowest was 1 = almost never, and the highest was 6 = almost always.

3.5.3 Psychological distress

We used the Hopkins Symptoms Checklist (HSCL-10) this is the mental health scale that is composed by 10 items, this scale was adopted from (Kleppang & Hagquist, 2016) to measure psychological distress. Recently, the scale has been used by Anasori et al. (2020) and the alpha coefficient was 0.91. This current study has produced the alpha of 0.80. The example item statements used were describing the sense of “frightened for no apparent reason and fearful feelings” the original items can be found in the questionnaire in the appendix 4 and 5. The responses were arranged using 1 is the lowest which means Not at All, and 4 is the Highest which means Extremely.

3.5.4 Emotional exhaustion

Employee emotional exhaustion was measured with Maslach and Jackson (1981) scale. Was used to measure emotional exhaustion. The same scale was used by Anasori et al., (2020) and it indicated strong reliability of the scale with an alpha of 0.94. The Cronbach alpha in this current study is 0.80. Some of the statements that were used to measure emotional exhaustion were describing “Emotionally drained and tired at the end of the day”, the original items can be found in the questionnaire in the

appendix 4 and 5. The responses were arranged in 1= Strongly disagree to 7 = Strongly agree.

3.6 Research methods and designs

This dissertation used a quantitative design to measure employee exhaustions and workplace bullying through psychological distress, and mindfulness of employees in hospitality industry. For the easy facilitation in data collection, four research assistants were recruited and trained by the researcher. These assistants were responsible for distributing questionnaires to different selected hotels in Zanzibar, then collecting them and entered the data in to the SPSS software program. The selected hotels and restaurants were drawn from the list of registered hotels in Zanzibar which was available from the Zanzibar Office of Chief Government Statistician.

Before sending the questionnaires to the respected hotels, the researcher applied for the permission to conduct research in Zanzibar. The law requires that in order to conduct any research one should be granted the permission from the office of the Second Vice President Zanzibar.

After being granted the permission, the researcher sent a consent form through email to the selected organizations, upon receiving the consent the questionnaires were distributed to those hotels that agreed to participate in this study. In each targeted area the contacted person was identified, to be precisely, the human resource personnel were in charge. The reason of choosing human resource personnel was to have easy access of respondents because our respondents were all employees randomly regardless of their levels. The duration to collect back the questionnaires was five weeks, this was done purposely to give them enough time to fill in the questionnaires

efficiently. Then, in receiving the questionnaires the assistant under the researcher's supervision did sorting of the questionnaires so that would identify those useable and unusable.

3.7 Population.

The population used in this research are all hotels in Zanzibar. According to the Office of Chief Government Statistician Zanzibar (OCGS,2018) Zanzibar there are total of 509 hotels and restaurants. However, due to the difficulties to reach each and every hotel, and due to the scarcity of the budget the researcher decided to use purposive sampling for easy facilitation of data collection. The researcher could not use probability sampling technique as it could pose some difficulties to reach out to some of the hotels. This, could be one among the limitations of this research, although, it does not alter the meaning of the results of this research.

3.8 Ethical assurances

“behaving ethically requires careful consideration and regular attention whatever profession one practices” (Iphofen, 2009)

Ethical issues have been taken care of during the whole period of preparing this research. Starting from proposal up to data analysis and presentation. All referred sources have been academically acknowledged and well referenced. Data collection process has followed all required procedures, starting with filling ethical conduct form in the faculty, then the form was submitted to ethical committee to get approval. Also, the researcher applied for the permission from the office of the Second Vice President Zanzibar to be allowed to do data collection in selected organizations in Zanzibar. The consent form with the description of the aim of the research were sent to those selected respondents to make sure the participants are aware of the whole project. Data have been anonymously treated; no data was issued or used for the purpose other than

stipulated in the description note. To ensure the trust and consistency of the research assistants, the researcher did verification of data that was entered in to SPSS file by the assistants.

Chapter 4

RESEARCH FINDINGS AND ANALYSIS

4.1 Introduction to findings and analysis

This chapter discusses about the findings of this research in which the partial least squares structural equation modelling (PLS-SEM) was used to analyze data. This method does not impose distributional assumptions on the data and has a focus on prediction in estimating models and it has been designed with a goal of causal explanation (Hair et al., 2019).

According to the said method, data is analyzed in to two stages. In the first stage, is to assess the measurement model by examining item loadings on latent variables, the construct reliability and validity. And the second stage is to assess the structural model (Gerbing & Anderson, 1988).

The presentation of the findings is as follow, first we present the demographic information of the respondents, second is the assessment of the model, the third is the descriptive analysis of the constructs used, and finally, is the assessment of the structural model of the research.

4.2 Demographical analysis of the respondents

The study used purposive sampling in which a total of 900 questionnaires were distributed and 500 collected, however, only 426 of these were usable in the analysis after discarding the questionnaires that had more than 50% of the items with missing

data. Majority of the respondents are male (57.7%), with 20-30 years old making up 67.8% of all respondents. In terms of work experience, 45.5% of the respondents had been employed 1 to 5 years. The respondents were working in five-, four- and three-star hotels, 35% and 32.9% and 27.9% respectively. Table 2 provides detailed information about the demographic information of the participants.

Table 2. Information about respondents

	Bullying				Emotional Exhaustion				
	N	Mean	SD	F	<i>p</i>	Mean	SD	F	<i>p</i>
<i>Gender</i>				<i>0.91</i>	<i>0.341</i>			<i>10.35</i>	<i>0.001</i>
Male	246	1.66	1.08			2.85	1.31		
Female	180	1.57	0.91			2.44	1.27		
<i>Age</i>				<i>2.91</i>	<i>0.037</i>			<i>3.28</i>	<i>0.025</i>
Under 20 years	34	1.97	1.14			2.68	1.30		
Between 20-30 years	289	1.57	0.96			2.67	1.31		
Between 31-40 years	78	1.74	1.13			2.83	1.35		
Between 41-50 years	19	1.42	0.90			2.37	1.17		
Between 51-60 years	6	1.17	0.41			1.50	0.84		
<i>Rating</i>				<i>6.57</i>	<i><.001</i>			<i>3.24</i>	<i>0.027</i>
2 Star	18	1.50	1.04			3.28	1.18		
3 Star	119	1.99	1.29			2.87	1.41		
4 Star	140	1.41	0.66			2.51	1.20		
5 Star	149	1.54	0.95			2.60	1.31		

4.3 Descriptive analysis

4.3.1 Workplace bullying (WPB)

To summarize features from the collection information about different constructs that have been used in this study, we run descriptive analysis. Table 3 shows the summary of statistics for the independent variable which is workplace bullying. Workplace bullying had twelve components/statements, Responses were arranged using seven-

point response scale, 1= Never, 2 = Almost Never, 3 = Occasionally, 4 = Frequently, 5 = Usually, 6 = Almost always, and 7 = Always.

The statements used were meant to assess the bullying experience by the employees, for example when employees were asked if they were given tasks with clearly unreasonable targets or deadlines as one among the bullying incidents, majority they replied never such habit has happened to them total of 219 employees equal to 51.4%. Subsequently, those employees who replied almost never are 130 which is 30.5%.

When we inquired whether employees are being exposed to an unmanageable workload again majority of the employees 273 (64.1%) replied never, while those who said almost never were 98 (23%). Also, employees have stated that they never systematically being required to carry out tasks which clearly fall outside their job description. Total of 210 employees (49.3%) have said never, while 115 (27%) employees said almost never that had happened. A total of 225 (52.8%) have indicated that they have never be assigned a different role against their will, although a total of 114 employees (26.8%) said almost never.

For the case of being a victim of persistent unreasonable criticism of their work and effort, 163 employees (38.3%) said never have had that occasion, while those who were almost never are 143 (33.6%) employees. A good number of employees 216 (50.7%) they said that they never fall a victim of inappropriate attempts to find fault with their work by their supervisors. And 112 employees (26.3%) employees said they almost never have had been victims of such incident.

Moreover, 174 employees (40.8%) have reported that never have been given repeated reminders of their errors and mistakes, while 128 employees (30%) they said almost never have that occurred to them.

Employee have either indicated that they never being humiliated or ridiculed in connection with their work, a total of 258 employees (60.6%). In other way, 82 employees (19.2%) have said almost never have been humiliated or ridiculed in connection with their work. They also, never being the subject of excessive teasing or sarcasm, total of 232 employees (54.5%). But only 93 employees (21.8%) have indicated they almost never being the subject of excessive teasing or sarcasm. In the case of being the target of practical jokes carried out by people they do not get along with, total of 225 employees (52.8%) have indicated never, while 105 employees (24.6%) have said that they almost never. Employees have indicated that they have neither experience offensive remarks or behavior with reference to their race or ethnicity, nor, unwanted sexual attention. Those who said never are 265 (62.2%) and 307 (72.1%) employees respectively. Furthermore, 73 (17.1%) and 57 (13.4%) employees have said they almost never experience offensive remarks or behavior with reference to their race or ethnicity, nor, unwanted sexual attention respectively.

4.3.2 Psychological distress (PD)

This study used Psychological Distress as a mediator, the aim was to measure the extent to which workplace bullying affect the employee's emotional exhaustion through psychological distress. The scale used composed by ten components/statements that assess the level of psychological distress to employees after being exposed to workplace bullying. To measure this, the scale used four-point Likert like scale, 1 = Not at all, 2 = A little, 3 = Quite a bit and 4 = Extremely. This

part was mainly focus on the mental or psychological part of the employees to assess their level of vulnerability under unfriendly working environment. The part is very important as it gives the clear picture of employees' ability to handle stress. Table 3 stipulates the information on the descriptive statistics of the employees' psychological distress.

When employees were asked to state themselves like whether they experience a situation in which they could suddenly scared for no reason, 215 employees (50.5%) said not at all. However, 122 (28.6%) and 57 (13.4%) employees, they indicated that they a little and quite a bit suddenly scared for no reason respectively. Total of 228 employees (53.5%) they said they do not have the feeling of fearful, while 101 employees (23.7%) said a little. Employees who said quite a bit have the feeling of fearful are 66 (15.5%).

Table 3. Descriptive Statistics

Constructs	Indicators	f	%	f	%	f	%	f	%	f	%	f	%	f	%
		Strongly Disagree		Disagree		Somewhat Disagree		Neither Agree nor Disagree		Somewhat Agree		Agree		Strongly Agree	
Employee	EEX1: Emotionally drained	113	26.5	85	20.0	29	6.8	58	13.6	70	16.4	47	11.0	24	5.6
Emotional	EEX2: Tired at the end of the day.	81	19.0	69	16.2	35	8.2	47	11.0	79	18.5	86	20.2	29	6.8
Exhaustion	EEX3 I'm tired when I wake up	83	19.5	70	16.4	49	11.5	52	12.2	63	14.8	76	17.8	33	7.7
	EEX4: Working with people all day puts me under a lot of stress.	171	40.1	114	26.8	35	8.2	35	8.2	32	7.5	29	6.8	10	2.3
	EEX5: I'm exhausted from my job	164	38.5	109	25.6	41	9.6	36	8.5	34	8.0	31	7.3	11	2.6
	EEX6: I'm fed up with my job	167	39.2	123	28.9	27	6.3	33	7.7	26	6.1	33	7.7	17	4.0
		Almost never		Very infrequently		Somewhat infrequently		Somewhat frequently		Very frequently		Almost always			
Mindfulness	MNDFL1: Was difficult to stay focused	6	1.4	7	1.6	19	4.5	45	10.6	75	17.6	274	64.3		
	MNDFL2: Wasn't paying attention to what I was doing.	7	1.6	3	.7	8	1.9	31	7.3	42	9.9	335	78.6		
	MNDFL3: Was thinking about the future or the past	8	1.9	8	1.9	10	2.4	47	11.1	55	12.9	297	69.9		
	MNDFL4 Was doing something automatically without realizing it.	38	8.9	30	7.0	58	13.6	24	5.6	81	19.0	195	45.8		
	MNDFL5: Was rushing through things and wasn't paying attention	43	10.1	60	14.1	57	13.4	41	9.6	63	14.8	162	38.0		
		Not at all		A little		Quite a bit		Extremely							
Psychological distress	PD1: Frightened for no apparent reason	215	50.5	122	28.6	57	13.4	32	7.5						
	PD2: Fearful feelings	228	53.5	101	23.7	66	15.5	31	7.3						
	PD4: Being tight or keyed up	217	50.9	115	27.0	72	16.9	22	5.2						
	PD5: Placing blame on yourself	114	40.8	136	31.9	76	17.8	40	9.4						
	PD7: Having a bad mood	214	50.2	117	27.5	64	15.0	31	7.3						

Constructs	Indicators	f	%	f	%	f	%	f	%	f	%	f	%	f	%
	PD8: Feelings of insignificance	275	64.6	67	15.7	53	12.4	31	7.3						
		Never		Almost never		Occasionally		Frequently		Usually,		Almost always		Always	
Workplace bullying	WPB1: Unreasonable targets and deadlines.	219	51.4	130	30.5	19	4.5	23	5.4	25	5.9	7	1.6	3	0.7
	WPB10: Practical jokes from people who are not friends.	225	52.8	105	24.6	17	4.0	23	5.4	34	8.0	5	1.2	17	4.0
	WPB11: Offensive remarks on ethnicity or race.	265	62.2	73	17.1	27	6.3	9	2.1	24	5.6	5	1.2	23	5.4
	WPB12: Inappropriate sexual attention	307	72.1	57	13.4	9	2.1	18	4.2	22	5.2	5	1.2	8	1.9
	WPB2: Unmanageable workload.	273	64.1	98	23	18	4.2	18	4.2	15	3.5	3	0.7	1	0.2
	WPB3: Tasks outside job description	210	49.3	115	27	34	8	19	4.5	41	9.6	2	0.5	5	1.2
	WPB4: New roles against will.	225	52.8	114	26.8	21	4.9	32	7.5	22	5.2	7	1.6	5	1.2
	WPB5: Unreasonable criticism work.	163	38.3	143	33.6	34	8	34	8	35	8.2	7	1.6	10	2.3
	WPB6: Inappropriately finding fault with work.	216	50.7	112	26.3	24	5.6	27	6.3	33	7.7	6	1.4	8	1.9
	WPB7: Repeated reminders of errors.	174	40.8	128	30.0	45	10.6	26	6.1	25	5.9	13	3.1	15	3.5
	WPB8: Public humiliation related to work.	258	60.6	82	19.2	21	4.9	26	6.1	13	3.1	22	5.2	4	.9
	WPB9: Excessive teasing.	232	54.5	93	21.8	25	5.9	25	5.9	27	6.3	15	3.5	9	2.1

f = frequency, % = percent

Either, 321 employees (75.4%) not at all experienced faintness, dizziness or weakness. While those who said a little and quite a bit is 47 (11.0) and 37 (8.7%) employees respectively. Also, those who said not at all for feeling tense or keyed up are 217 employees (50.9%). While 115 employees (27.0%) said a little and 72 employees (16.9%) said quite a bit. 114 employees (40.8%) said they have not at all blaming themselves for things. While 136 (31.9%) and 76 (17.8%) employees said a little and quite a bit respectively.

Total of 241 employees (56.6%) said not at all that they had difficulties in falling asleep or staying asleep. Meanwhile, 88 (20.2%) and 68 (16.0%) employees said a little and quite a bit respectively. When asked if they are feeling blue, 214 employees (50.2%) said not at all, and the remaining 117 (27.5%) and 64 (15.0%) employees said a little and quite a bit. 275 employees (64.6%) said not at all that they had feelings of worthlessness, while 67 (15.7%) and 53 (12.4%) employees said a little and quite a bit. For the sense that feeling everything is an effort total of 151 employees (35.4%) said not at all, and 52 (12.2%) 49 (11.5%) employees said a little and quite a bit. Total of 273 employees (64.1%) said not at all that they had the feeling of hopeless about the future and those who said a little were 65 employees (15.3%), and 60 employees (14.1%) said quite a bit.

4.3.3 Mindfulness state

Mindfulness state was also one among the mediating variables. This construct used the scale with five components, and it used Likert like scale with six points 1 = Almost never, 2 = Very infrequently, 3 = Somewhat infrequently, 4 = Somewhat frequently, 5 = Very frequently, and 6 = Almost always. Among the 426 employees 75 (17.6%) and 274 (64.3%) employees said Very frequently and almost always that they were

finding it difficult to stay focused on what was happening. While 19 (4.5%) and 45 (10.6%) employees said somewhat infrequently and somewhat frequently. Table 3 display the descriptive statistics for mindfulness.

Total of 335 employees (78.6%) said almost always they were doing something without paying attention. And 31 (7.3%) and 42 (9.9%) said somewhat frequently and very frequently respectively. A good number of employees 297 (69.9%) said they almost always were preoccupied with the future or the past. Nevertheless, those who said somewhat frequently and very frequently were preoccupied with the future or the past are 47 (11.1%) and 55 (12.9%) employees.

A proportion of 81 (19.0%) and 195 (45.8%) employees they said they were very frequently and almost always doing something automatically, without being aware of what they were doing. However, 30 (7.0%) and 58 (13.6%) employees said very infrequently and somewhat infrequently that they were doing something automatically, without being aware of what they were doing. Those employees who said very frequently, almost always and somewhat frequently that were rushing through something without being really attentive to it are 63 (14.8%), 162 (38.0%) and 41 (9.6%). However, 43 (10.1%), 60 (14.1%) and 57 (13.4%) employees said they almost never, very infrequently, and somewhat infrequently that that were rushing through something without being really attentive to it. Table 4.2 clarifies more.

4.3.4 Emotional exhaustion (EEX)

Emotional exhaustion was a dependant variable in this study. It has eight components with the Likert like scale of seven points, Strongly Disagree = 1, Disagree = 2, Somewhat Disagree = 3, Neither Agree nor Disagree = 4, Somewhat Agree = 5, Agree

= 6, and Strongly Agree = 7. Table 4.2 clarifies the descriptive statistics of the emotional exhaustion.

Employees were required to show their level of agreement on the eight statement that explain how they emotionally feel. For example, the statement that describes the feeling of emotion drained due to the work they are having, 113 (26.5%) and 85 (20.0%) employees indicated that Strongly Disagree and Disagree options. Some of the employees were neither agree nor disagree 58 (13.6%), while employees who were somewhat agree and agree are 70 (16.4%) and 47 (11.0%) respectively. In other occasion, employees who strongly disagree, disagree, and somewhat disagree on the statement that describes that they feel exhausted when they finish their daily work, were 81 (19.0%), 69 (16.2%) and 35 (8.2I%). Employees who were neutral who said they neither agree nor disagree with the statement were 47 (11%), but those who somewhat agree and agree were 79 (18.5%) and 86 (20.2%). Refer to Table 3 for more information.

Total of 83 (19.5%), 70 (16.4%) and 49 (11.5%) employees indicated that strongly disagree, disagree, and somewhat disagree on the statement that describes that they feel tired once they waket up in the morning while they have to go to the office. Those who remain neutral by saying neither disagree nor agree are 52 (12.2%). While, 63 (14.8%), 76 (17.8%), and 33 (7.7%) employees indicated somewhat agree, agree, and strongly agree. The statement that describes that when they work with people all day they feel stress total of 171 (40.1%) 114 (26.8%) and 35 (8.2%) employees, indicated that they strongly disagree, disagree, and somewhat disagree. The Table 4.2 gives detail information on these statistics.

The statement that describes that they are exhausted from their job, 164 (38.5%), 109 (25.6%) and 41 (9.6%) employees said strongly disagree, disagree, and somewhat disagree. 36 employees (8.5%) neither agree nor disagree. 34 (8.0%) and 31 (7.3%) employees said somewhat agree and agree with the statement. In the case that describes if they are fed up with their job, 167 (39.2%) and 123 (28.9%) employees indicated that strongly disagree and disagree, while only 33 employees (7.7%) remain neutral. 26 (6.1%) and 33 (7.7%) employees indicated somewhat agree and agree.

For the statement that describing that they believe they are working too hard at their job good number of employees 118 (27.7%), 74 (17.4%) and 31 (7.3%) indicated strongly disagree, disagree, and somewhat disagree. Those who indicated somewhat agree, agree, and strongly agree are 62 (14.6%), 73 (17.1%) and 39 (9.2%) employees. Employees who said strongly disagree and disagree with the statement that describes that when they are directly working with people puts them too much stress are 174 (40.8%) and 86 (20.2%), and 52 (12.2%) employees remain neutral. For those who said somewhat agree and agree, are 42 (9.9%) and 29 (6.8%) employees. Table 3 can be referred for more information.

4.4 The measurement model of the research

4.4.1 Item loadings to the constructs

The indicator loadings of items to the constructs give the reliability for each item by showing how much of the indicator variation is explained by the related construct. The acceptable loading level for the convergent validity of each construct has been recommended 0.708 (Hair et al., 2019) which when squared would give 0.50 and show that 50% of the variation in the indicator can be explained by the construct, many researchers take the threshold of 0.70 (Ali et al., 2018). Some researchers have

recommended loading thresholds as 0.505 (Falk & Miller, 1992). Generally, indicators with outer loadings between 0.40 and 0.70 are candidates for removal, however, researchers are cautioned to consider how much composite validity is improved by removal of an item but at the same time to assess if it would reduce the content validity or face validity of the construct (Hair Jr et al., 2016).

Table 4. Items loading to the Constructs

Constructs	Indicators	Loadings
Employee Emotional Exhaustion	EEX1: Emotionally drained.	0.691
	EEX2: Tired at the end of the day	0.623
	EEX3: I'm tired when I wake up	0.631
	EEX4: Working with people all day puts me under a lot of stress.	0.738
	EEX5: I'm exhausted from my job.	0.801
	EEX6: I'm fed up with my job.	0.735
Mindfulness	MNDFL1: Was difficult to stay focused	0.787
	MNDFL2: Wasn't paying attention to what I was doing.	0.522
	MNDFL3: Was thinking about the future or the past.	0.842
	MNDFL4: Was doing something automatically without realizing it.	0.545
	MNDFL5: Was rushing through things and wasn't paying attention.	0.778
Psychological distress	PD1: Frightened for no apparent reason	0.736
	PD2: Fearful feelings	0.770
	PD4: Being tight or keyed up	0.701
	PD5: Placing blame on yourself	0.703
	PD7: Having a bad mood	0.731
	PD8: Feelings of insignificance	0.633
	WPB1: Unreasonable targets and deadlines.	0.662
	WPB10: Practical jokes from people who are not friends.	0.752
Workplace bullying	WPB11: Offensive remarks on ethnicity or race.	0.776
	WPB12: Inappropriate sexual attention	0.647
	WPB2: Unmanageable workload	0.718
	WPB3: Tasks outside job description.	0.739
	WPB4: New roles against will	0.706
	WPB5: Unreasonable criticism work.	0.667
	WPB6: Inappropriately finding fault with work.	0.731
	WPB7: Repeated reminders of errors.	0.651
	WPB8: Public humiliation related to work	0.782
	WPB9: Excessive teasing.	0.783

4.4.2 The construct reliability and validity

We produced the Cronbach's alpha and the composite reliabilities coefficients in order to confirm the reliability of indicators, (Cronbach, 1970; Werts et al., 1974) as shown in Table 5. As proposed by Gefen et al., (2000) the results of this study meet the minimum tolerable limit for composite reliabilities of 0.70, also, Our constructs loaded above the cut-off point in both loading and the alpha. Also, the Cronbach alpha coefficient levels are shown in Table 5 and all are above the cut off level of 0.70 (Churchill, 1979). Convergent validity was assessed by the agreement or converge of the blocks of items in measuring the construct that they were meant to measure. The Average Variance Extracted (AVE) measures the amount of variance our constructs captured from their indicators compared to the variance due to measurement error and is shown in Table 5 The scores meet the acceptable threshold of 0.50 (Fornell & Larcker, 1981).

Table 5. Cronbach's alpha, Composite reliability, and AVE

	Composite Reliability	AVE	Cronbach's Alpha
Distress	0.86	0.51	0.81
Emotional Exhaustion	0.82	0.50	0.80
Mindfulness	0.83	0.50	0.74
WPB	0.93	0.52	0.92

4.4.3 Discriminant validity of constructs

Using the Fornell & Larcker, (1981) criterion, the square root of AVE as indicated in Table 6 bold numbers in the diagonal was utilized. Fornell & Larcker (1981) have provided that the AVE square root must be greater than the correlation between constructs.

Additionally, as recommended by Ali et al. (2018) we used also used the HeterotraitMonotrait (HTMT) criterion shown in italics above the diagonal in Table 4 and found that they were well below one. The HTMT is the mean of item correlations related to the constructs in relation to the geometric mean of the mean correlations of the items related to the constructs. Table 6 shows that all the AVE square roots are higher than the correlations below which indicate that the measurements have produced acceptable discriminate validity criterion. Additionally, to confirm the convergent and discriminant validity of the measurement, both, cross-loadings and the factor structure matrix of loadings were analyzed. Consistently, the items loaded higher to their fitting constructs.

Table 6. Discriminant validity of constructs.

	Distress	Exhaustion	Mindfulness	WPB
Distress	0.714	<i>0.486</i>	<i>0.361</i>	<i>0.609</i>
Exhaustion	0.386	0.706	<i>0.444</i>	<i>0.430</i>
Mindfulness	-0.275	-0.372	0.707	<i>0.596</i>
WPB	0.528	0.380	-0.497	0.720

4.5 The structural model of the research.

The study hypotheses were tested using the structural model using a PLS. a bootstrapping was performed and the regression coefficients as seen in Figure 2 and Table 7 are based on 426 samples. The Figure 2 and Table 7 show the summary of the relationships. All R-Squares are greater than 0.10, which indicates the analytical capability of the model (Falk & Miller, 1992).

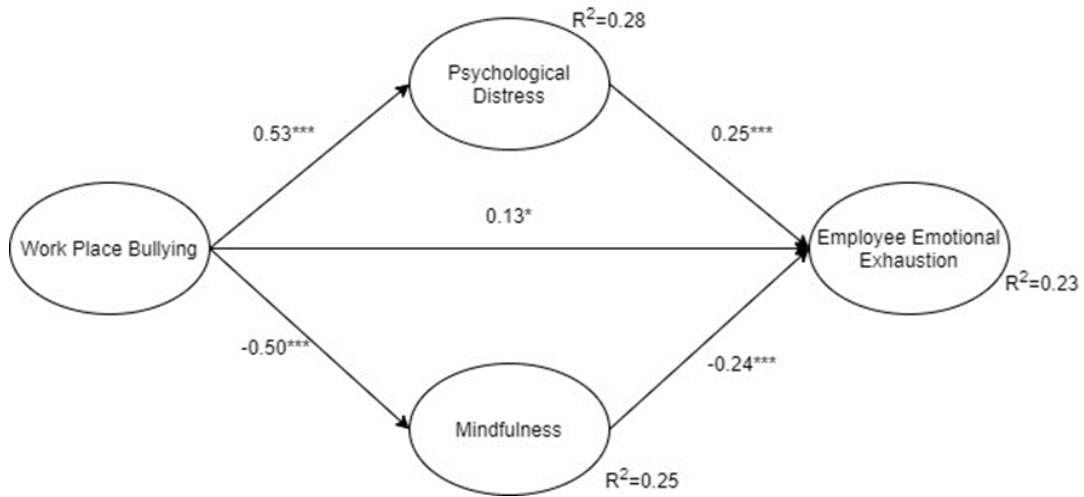


Figure 7. Structural model
 *p <.05; **p <.01; ***p <.001

4.5.1 Direct and indirect effect

This section provides the results for the research hypotheses, and shows the relationships among the research variables.

The Hypothesis 1 proposes that workplace bullying (WPB) positively affects emotional exhaustion (EEX). The results show that WPB significantly predicts EEX (total effect $\beta=0.256$, $p<0.001$ and $\beta=0.129$, $p<0.05$ when the mediators are accounted for), thus, sufficiently offers evidence to support H1.

The Hypotheses 2 and 3 respectively proposed that the relationship between WPB and EEX was mediated by psychological distress and mindfulness. The mediation hypotheses were assessed through the indirect path and as shown in Table 7 WPB→Distress→Exhaustion path ($\beta=0.136$, $t=4.280$, $p<0.001$) and WPB→Mindfulness→Exhaustion ($\beta=0.120$, $t=3.576$, $p<0.001$) were significant. The results as expected suggest that both psychological distress and mindfulness mediate the relationship between WPB and EEX.

Table 7. Direct and indirect effects

	β	<i>t</i>	Bootstrap 95% CI			
			Percentile		BCa	
<i>Direct path</i>						
WPB -> Exhaustion	0.129***	2.025	0.002	0.250	0.001	0.249
WPB -> Distress	0.532***	14.281	0.456	0.600	0.443	0.591
WPB -> Mindfulness	-0.501***	9.691	-0.597	-0.400	-0.587	-0.382
Distress -> Exhaustion	0.255***	4.710	0.148	0.360	0.138	0.351
Mindfulness -> Exhaustion	-0.242***	3.614	-0.366	-0.106	-0.358	-0.096
<i>Indirect effect</i>						
	Point estimate	<i>t</i>	Percentile		BCa	
WPB -> Distress -> Exhaustion	0.136***	4.280	0.077	0.199	0.072	0.195
WPB -> Mindfulness -> Exhaustion	0.120***	3.576	0.054	0.185	0.050	0.181
Total indirect effect	0.256***	6.297	0.180	0.337	0.173	0.329

*p <.05; **p <.01; ***p <.001; BCa = bias corrected accelerated

4.5.2 Analysis of variance (ANOVA)

ANOVA was used to compare the size of variance among group means in comparison to the average variance within groups (Kim, 2014). In this case the comparison was on the bullying case reported by gender, age, hotel rating, also, another comparison was on the level of emotional exhaustion by gender, age and hotel rating. Table 2 provides detailed information about the prevalence of workplace bullying and levels of emotional exhaustion by gender, age, and hotel star rating.

As reported in the Table 2 that workplace bullying experienced by male (Mean =1.66) and female (Mean =1.57) staff does not differ; however, we see men reporting higher levels of emotional exhaustion (Mean = 2.85) compared to women (Mean = 2.44). The age group that reports highest levels of workplace bullying is the youngest group (Mean = 1.97) and we see that the highest age group reports relatively lower levels of bullying and emotional exhaustion (Mean = 1.17 and 1.50) respectively. We also see

more reports of bullying and exhaustion in 3-star hotels (Mean = 1.99) compared to hotels that have 4 or 5-star rating (Mean 1.41 and 2.51, 1.54 and 2.60) respectively.

4.6 General observations

There are some important observations that the researcher made during the data collection process. Tourism industry is an important sector for the economic growth of Zanzibar. Hence, the industry needs important consideration to ensure the country fully benefit from it. However, during the data collection time, the researcher observed some activities that could block the potential of the industry to the Zanzibar economic growth. The following are some of the important notes that were witnessed by the researcher.

Discouraging research policy. In order to get research permission in Zanzibar, one should pay for it. The payment differs, it depends on the level of study program the researcher is (Bachelor degree, Master degree, or PhD), at this level the payment is somehow relatively low. But if the researcher is not a student or the researcher is under the institution, the payment is high. This policy does not encourage researchers to conduct research, especially when the researcher does not have any funder. Even after that payment the researcher does not get any other help instead of the document that shows that the researcher is permitted to conduct particular study.

If there were database of which researcher could get access to data, that could be appropriate to pay for, but we pay and then we pay again for data collection and other logistics. Research is very important for the development of any nation, Zanzibar still is among the least developed countries, more research is needed to assist on the building of strong and competitive economy.

Lack of transparency. The researcher observed that there are some procedures in some of the hotels which the researcher visited are not open. The persons incharge were skeptic of the data collection even after the researcher present to them all the documents and explanation about the aim of the research. Some of them they even did not cooperate with the researcher, hence, for those hotels no data was collected. There was a time a researcher noticed that the management is not transparent even to their staff, for example, one hotel there was a case of some employees were not given their contracts. So, those employees when they saw the researcher, they thought is an officer from labor office, so they went to the HR to demand their contracts with intentions that the presence of the researcher would accelerate their demand. Lack of transparency led to some of managers to lie so that their employees would not participate in the research, because they thought that if they participate, they would disclose some information that they do not want to be known outside.

Lack of confidence. Some of employees are not confident even they are important to their organizations because of the expertise they possess but lack of confidence have made them blind of what they have. Even they are not satisfied with the working environment, they are still working and keep on complaining silently.

Chapter 5

DISCUSSION, IMPLICATIONS, LIMITATIONS AND RECOMMENDATIONS FOR FUTURE RESEARCH

5.1 Introduction to the results, implications, limitations, and recommendations for further research

This chapter forms the core of the research, it is built up in two main areas. The first area discusses elaborate on the results of the research in which the main discussion and hypotheses is explained, moreover, the research implications are discussed where theoretical and managerial point of view is well informed. And the limitations have well been highlighted. The second part is the recommendations for future research.

5.2 Research results

We see that workplace bullying experienced by male and female staff does not differ, however we see men reporting higher levels of emotional exhaustion. The age group that reports highest levels of workplace bullying is the youngest group and we see that the highest age group reports relatively lower levels of bullying and emotional exhaustion. We also see more reports of bullying and exhaustion in 3-star hotels compared to hotels that have 4 or 5-star rating.

Workplace bullying in the hospitality industry damaging employees' emotional stability (Ariza-Montes et al., 2017). The victim of the workplace bullying develops intention to leave the organization due to the stressful situation that they face. The

bullying victim lose organizational citizenship behavior such that they are ready to leave their job (Ram, 2018). Moreover, workplace bullying damages not only employees, but it also impairs the organization (Samnani & Singh, 2012b). Therefore, the decision to work on this study was literally the right decision, for the reason that the hospitality industry now is viewed as not good place for individual to work due to the bad image that has been caused by workplace bullying (Ram, 2018).

The Conservation of Resource Theory (Hobfoll, 1989) posits that, resources are limited and are subject to be replenished once they are consumed. Consequently, if the used resources were not replaced would lead to high mental cost as individual would suffer stress. Our all three main hypotheses are aligned with the study framework. Table 4.6 provides information on how workplace bullying causes employee emotional exhaustion. Working environment is uncertain and is clouded with so many challenges, hence, it is easier for the employees to become emotionally exhausted. Evidently, workplace bullying causes threats to psychological integrity (Anasori et al., 2020). When employees in the hospitality sector are threatened or insulted publicly this may not only be an unpleasant event for them but it may also destroy what they up to that point saw as their status socially, and alter their perception that relationships with others are based on mutual respect. They may begin to question their assumption of a world that is positive where they are not vulnerable. The bullying may make them feel that what their beliefs were naïve and that they need to now take precautions to protect themselves. This may prevent them from using any initiative and in the hospitality industry this may damage the quality of service they provide as well as reduce any extra role behaviors. Our findings are in line with prior research that also demonstrated that workplace bullying and emotional exhaustion are related (Tuckey

& Neall, 2014; Anasori et al., 2020) but we also investigate the role that psychological distress and mindfulness play in this relationship.

We show that levels of psychological distress and state of mindfulness are affected by workplace bullying. Workplace bullying reduces the level of employees' mindfulness. It prevents them from being calm and ruminative thoughts may race in their minds making them replay the negative incidents in their minds and losing their awareness of and attention to the present moment. The decreasing level of mindfulness affects the emotional state of employees leading to emotional exhaustion. When the mindfulness is not lowered, we may be able to deal with negative incidents or criticisms more effectively because we can think more objectively and do not get trapped in negative thought patterns or cognitive distortions. The way we may respond may help to reduce our emotional exhaustion.

Mindfulness is when a person is aware of present situation, which is important aspect to employees to have. When employees are mindful, they decrease the emotional exhaustion. Mindfulness is very important to be considered among the employees due to its role to make employees aware of the situation and make them respond to situations positively. However, it seems that mindfulness is being affected by both workplace bullying and psychological distress. When employees are bullied, they are not in a position to think rationally.

5.3 Theoretical implications

The possibility of mindfulness as a trait moderating the bullying and emotional exhaustion relationship has been investigated in prior research (Anasori et al., 2020). Their study could not detect a moderating role where those who are higher in

mindfulness would be less prone to exhaustion. However, as the COR theory argues, stress is a result of the loss of or the fear of losing valued resources, therefore mindfulness as a state may be depleted due to bullying and fail to support well-being. In the current study we have used mindfulness as a state and thus treat it as a mediator that explains how bullying can lead to emotional exhaustion.

5.4 Managerial implications

Workplace bullying poses many problems for both employees and organizations. In the case of employees, workplace bullying can lead to an employee reducing his or her working performance or even to quit the job. As for the organization, workplace bullying can cause an organization to lose its reputation and also decrease the productivity level.

It is the responsibility of the management of the organization to ensure that they make concerted efforts to prevent any form of workplace bullying. The organizational culture should indicate that any form of intimidation, threats, verbal abuse and other incivilities will not be tolerated. Since the supervisors get their authority from the organization, the organization is responsible how they use that authority. Any supervisor's assumptions that in the hospitality sector supervision can be tough and autocratic should be changed. Management has to create a good working environment that will be free from bullying. Introduction of anti-bullying policy for the organization that will state clearly and condemn anyone who will practice any kind of bullying may be helpful. Policy should outline procedures for reporting any kind of bullying should be clear to all. Management should convene time to time training to their staff to make them aware of the problems that are caused by workplace bullying. Management should create effective information flow within organization, this will facilitate

information sharing among the staff and reduce the possibility of information being used as a weapon against victims. Management should avoid any possible barriers that will prevent their staff to reach them when the staff need to see their bosses.

Furthermore, managers should find a way to increase the level of mindfulness of their staff. As the level of mindfulness of employees is high, they are less affected by bullying. Mindfulness can be reduced by bullying but it can also be enhanced as a state through some forms of intervention. This could be done by introducing meditation programs, also, by having specific workers' day where all staff will get a chance to meet together with their families in which different issues can be discussed and they will get chance to share their different experiences. By doing that, employees will increase their social bond which will create the sense of one family hence improve their working relations and respects to each other.

Workplace bullying has no place in the hospitality industry; it destroys the image of the industry and causes employees distress and exhaustion. Developments of the hospitality industry in small islands have been shown to be related to happiness of the locals (Rivera et al., 2016). Thus, in order to assist the development of the industry, the responsible authorities should enact a special bill for anti-bullying. This will be a guideline for practitioners in the hospitality industry. To ensure the anti-bullying culture prevails among the workers and all stakeholders in the hospitality industry, the responsible authorities should make close and consistent enforcement of its enacted policy. Furthermore, there is a need to conduct periodic training for managers in order to give them knowledge on bullying, as well the potential dangers of workplace bullying.

More importantly, the training should be designed to suggest the mechanisms that will enable managers to stop workplace bullying.

5.5 Limitations and recommendations for future research

Data was collected using a self-report questionnaire in which respondents responded to all measures. This would mean that their responses to some measures may influence how they respond to other measures and also would not eliminate social desirability bias. Although we ensured anonymity and provided sealable envelopes, since the distribution and collection of the questionnaires was facilitated by HR departments, there is a possibility of either over or under-reporting of the instances of bullying.

Another limitation, that this study faces is that the questionnaires were given to HR departments of each responsible organization which took initiatives to distribute them to their staff in both rounds of the data collection, therefore, there would be a possibility of bias in choosing who should be given the questionnaires. Future researchers may choose to give questionnaires direct to respondents. Another possible limitation of this study is that all data was collected from hotels without other hospitality establishments. Future research may conduct cross sectional study by using stratified sampling procedures to choose from different hospitality establishments in which respondents will be drawn. Besides, future research may be conducted using mixed methods. This will allow researchers to cross check and validate their results by comparing between the qualitative and quantitative results, hence allowing them to come up with strong conclusion.

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APPENDICES

Appendix 1: Ethical Approval Letter

 **Doğu Akdeniz Üniversitesi**
"Endem, Bilgi, Gelişim"

Eastern Mediterranean University
"Virtue, Knowledge, Advancement"

99628, Gazimağusa, KUZEY KIBRIS /
Famagusta, North Cyprus,
via Mersin-10 TURKEY
Tel: (+90) 392 630 1995
Faks/Fax: (+90) 392 630 2919
E-mail: bayek@emu.edu.tr

Etik Kurulu / Ethics Committee

Reference No: ETK00-2019-0138 16. 05.2019

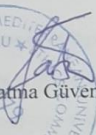
Subject: Application for Ethics.

RE: Hamad K. Said
Faculty of Business & Economics

To Whom It May Concern:

On the date of **16.05.2019**, (Meeting number **2019/15-02**), EMU's Scientific Research and Publication Ethics Committee (BAYEK) has granted, Hamad K. Said from the, Faculty of Business & Economics to pursue with his PhD thesis work "**Effects of Workplace Bullying on Employee Emotional Exhaustion in Hospitality Industry in Zanzibar**" under the supervision of Prof. Dr. Cem Tanova and Assoc. Prof. Dr. M. Şule Aker. This decision has been taken by the majority of votes.

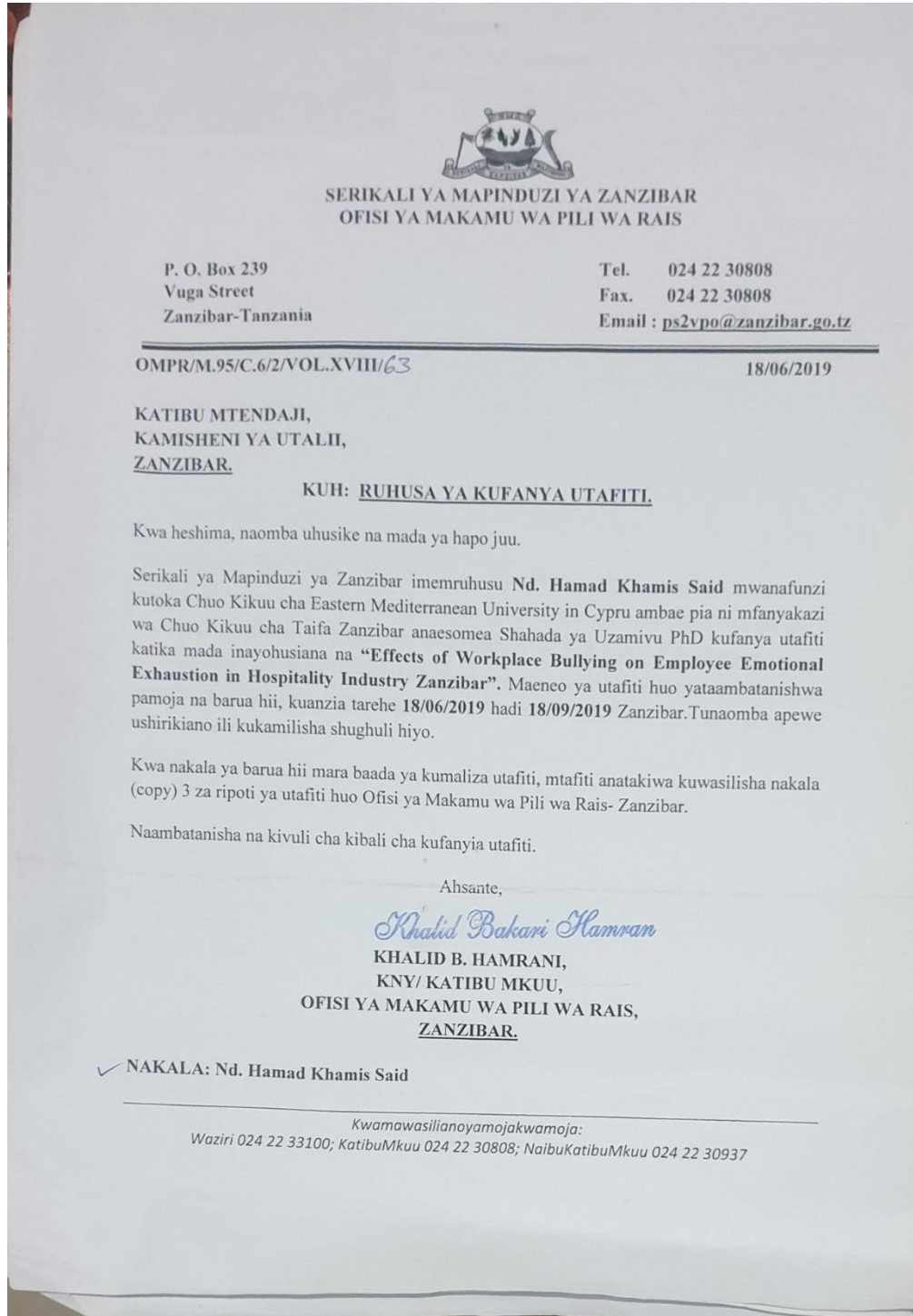
Regards,


Prof. Dr. Fatma Güven Lisaniler
Director of Ethics Committee

FGL/ns.

www.emu.edu.tr

Appendix 2: Letter from the Second Vice President Zanzibar



Appendix 3: Research Permit

REVOLUTIONARY GOVERNMENT OF ZANZIBAR

<p>SECRETARY ZANZIBAR RESEARCH COMMITTEE P. O Box 239 Tel: 2230806 FAX: 2233788</p>	
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RESEARCH/FILMING PERMIT
(This Permit is only Applicable in Zanzibar for a duration specified)

SECTION

Name:	Hamad Khamis Said
Sex	Male
Date and Place of Birth	25/04/1978
Nationality:	Tanzania
Passport Number:	-
Date and Place of Issue	-
Date of arrival in Zanzibar	-
Expected date of departure	-
Duration of study	Three Months. (3)

Research Tittles:

Effects of Workplace Bullying on Employee
Emotional exhaustion in Hospitality Industry
Zanzibar

Full address of Sponsor: P.O.Box 1208

This is to endorse that I have received and duly considered applicant's request I am satisfied with the descriptions outlined above.

Name of the authorizing officer: Abdalla M. Denge

Signature and seal: 

Institution: Office of Chief Government Statistician

Address: P. O Box - 232
Zanzibar.

Date: 14/06/2019

Appendix 4: Research questionnaire English version

Introduction

My name is Hamad Khamis Said, I am a PhD student pursuing my studies in Eastern Mediterranean University under the supervision of Professor Cem Tanova. I would like to invite you to participate in a research study which aims at collecting data for this project as part of my programme fulfilment. Before you begin, take a few minutes to read why you are invited to participate and what will be done with the information you provide. You will be asked to fill out a short questionnaire that aims at investigating effects of workplace bullying on employee emotional exhaustion in hospitality industry Zanzibar. Your individual privacy and confidentiality of the information you provide will be maintained in all published and written data analysis resulting from the study. The study is strictly anonymous. Your participation should take approximately 10 to 15 minutes. We ask you to fill it out with as much accuracy as possible. Please understand your participation is entirely on a voluntary basis and you have the right to withdraw your consent or discontinue participation at any time without penalty. At no instance will you be asked to reveal any personal information. Participation in this study involves no major risks whatsoever, be it physical or emotional. The study is not directly beneficial to the participants; however, it will be of value for the policy direction. You will receive no incentive or payment

Demographic information of the respondents

- 1 **Sex**
Male
Female
- 2 **Marital status**
Single
Married
- 3 **Education Level**
Bellow Ordinary level
Ordinary level
Advance level
Technician Certificate
Diploma
Post diploma
Bachelor degree
Master and above
- 4 **Age group**
Under 20 years
Between 20-30 years
Between 31-40 years
Between 41-50 years
Between 51-60 years

5. Work experience

- Under one year (6 months to 11 months)
- Between 1 and 5 years
- Between six and ten years
- Between 11-15 years
- Between 16-20 years
- Between 21-25 years
- Between 26-30 years

6. Current working position

Please tick where appropriate

7 Type of establishment Put the rank of the hotel/restaurant in the box bellow

1. Hotel	
2. Restaurant	
3. Bungalows	
4. Tours	

8. If your choice above is hotel, please provide the rank of the hotel in star ranking

9. Workplace Bullying

The following behaviours are often seen as examples of negative behaviour in the workplace. Over the last 6 months, how often have you been subjected to the following negative acts at work?



Please circle the number that best corresponds with your experience over the last 6 months:

	Never	Almost Never	Occasionally	Frequently	Usually	Almost Always	Always
1. Being given tasks with clearly unreasonable targets or deadlines.	1	2	3	4	5	6	7
2. Being exposed to an unmanageable workload.	1	2	3	4	5	6	7
3. Systematically being required to carry out tasks which clearly fall outside your job description.	1	2	3	4	5	6	7
4. Being assigned a different role against your will.	1	2	3	4	5	6	7
5. Persistent unreasonable criticism of your work and effort.	1	2	3	4	5	6	7
6. Inappropriate attempts to find fault with your work.	1	2	3	4	5	6	7
7. Repeated reminders of your errors and mistakes.	1	2	3	4	5	6	7
8. Being humiliated or ridiculed in connection with your work.	1	2	3	4	5	6	7
9. Being the subject of excessive teasing or sarcasm.	1	2	3	4	5	6	7
10. Being the target of practical jokes carried out by people you do not get along with.	1	2	3	4	5	6	7
11. Offensive remarks or behaviour with reference to your race or ethnicity.	1	2	3	4	5	6	7
12. Unwanted sexual attention.	1	2	3	4	5	6	7



10. Psychological distress

Listed below are some symptoms or problems that people sometimes have. Please read each one carefully and decide by circling the appropriate number, showing how much the symptoms bothered or distressed you during the last week, including today

	Not at all	A little	Quite a bit	Extremely
1. Suddenly scared for no reason	1	2	3	4
2. Feeling fearful	1	2	3	4
3. Faintness, dizziness or weakness	1	2	3	4
4. Feeling tense or keyed up	1	2	3	4
5. Blaming yourself for things	1	2	3	4
6. Difficulties in falling asleep or staying asleep	1	2	3	4
7. Feeling blue	1	2	3	4
8. Feelings of worthlessness	1	2	3	4
9. Feeling everything is an effort	1	2	3	4
10. Feeling hopeless about the future. ⁷	1	2	3	4

Mindfulness							
	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I was finding it difficult to stay focused on what was happening.	1	2	3	4	5	6	7
I was doing something without paying attention.	1	2	3	4	5	6	7
I was preoccupied with the future or the past	1	2	3	4	5	6	7
I was doing something automatically, without being aware of what I was doing.	1	2	3	4	5	6	7
I was rushing through something without being really attentive to it	1	2	3	4	5	6	7

13. Emotional exhaustion

Below are several statements about how often you feel emotionally overextended and exhausted by your work

Please indicate your agreement or disagreement by circling appropriate number on the line preceding that item.

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Agree	Strongly Agree
1. I feel emotionally drained from my work	1	2	3	4	5	6	7
2. I feel used up at the end of the workday	1	2	3	4	5	6	7
3. I feel fatigued when I get up in the morning and have to face another day on the job	1	2	3	4	5	6	7
4. Working with people all day is really a strain for me	1	2	3	4	5	6	7
5. I feel burned out from my work	1	2	3	4	5	6	7
6. I feel frustrated by my job	1	2	3	4	5	6	7
7. I feel I'm working too hard on my job	1	2	3	4	5	6	7
8. Working with people directly puts too much stress on me	1	2	3	4	5	6	7



Thank you for your collaboration

Appendix 5: Research questionnaire Kiswahili version

Utangulizi

Naitwa Hamad Khamis Said, mimi ni mwanafunzi wa Shahada ya Uzamivu nikiendelea na masomo yangu katika Chuo Kikuu cha Mashariki mwa Mediterania chini ya usimamizi wa Profesa Cem Tanova. Napenda kukualika kushiriki katika utafiti ambao unakusudia kukusanya data za mradi huu kama sehemu ya utimilifu wa programu yangu. Kabla ya kuanza, chukua dakika chache kusoma ni kwanini umealikwa kushiriki na nini kitafanywa na habari unayotoa. Utaulizwa kujaza dodoso fupi ambalo linalenga kuchunguza athari za uonevu mahali pa kazi juu ya uchovu wa kihisia wa mfanyakazi katika tasnia ya ukarimu Zanzibar. Usiri wako wa kibinafsi na usiri wa habari unayotoa itahifadhiwa katika uchambuzi wote wa data iliyochapishwa na iliyoandikwa inayotokana na utafiti. Utafiti huo haujulikani kabisa. Ushiriki wako unapaswa kuchukua takriban dakika 10 hadi 15. Tunakuuliza ujaze kwa usahihi iwezekanavyo. Tafadhali elewa kushiriki kwako ni kwa hiari na una haki ya kuondoa idhini yako au kuacha kushiriki wakati wowote bila adhabu. Hakuna hali ambayo utaulizwa kufunua habari yoyote ya kibinafsi. Kushiriki katika utafiti huu hakuhusishi hatari yoyote ile, iwe ni ya mwili au ya kihemko. Utafiti huo hauna faida moja kwa moja kwa washiriki; Walakini, itakuwa ya thamani kwa mwelekeo wa sera. Hutapokea motisha au malipo

Taarifa binafsi za waliohojiwa

1. Jinsia

Mume

Mke

2. Hali ya ndoa

Sijaowa/olewa

Meowa/olewa

3. Kiwango cha elimu

Chini ya secondary

Sekondari

4. Elimu ya juu

Ufundi

Stashahada

Stashahada ya juu

Shahada

Uzamili

Umri

Chini ya miaka 20

Baina ya miaka 20-30

Baina ya miaka 31-40

Baina ya miaka 41-50

Baina ya miaka 51-60

5. Ujuzi wa kazi

Chini ya mwaka (miezi 6 hadi 11)

Baina ya mwaka 1 na miaka 5

Baina ya miaka 6 miaka 10

Baina ya miaka 11 na miaka 15

Baina ya miaka 16 na miaka 20

Baina ya miaka 21 na miaka 25

Baina ya miaka 26 an miaka 30

6. Nafasi yako katika kazi

7. Uonevu Mahali pa Kazi

Tabia zifuatazo mara nyingi huonekana kama mifano ya tabia mbaya mahali pa kazi. Katika miezi 6 iliyopita, ni mara ngapi umewahi kufanyiwa vitendo vifuatavyo vibaya kazini?

Tafadhali zungusha nambari inayolingana na uzoefu wako zaidi ya miezi 6 iliyopita:

	Kamwe	Karibu Kamwe	Mara kwa Mara	Mara kwa Mara	Karibu	Karibu Daima	Daima
1. Kupewa kazi na malengo wazi au muda uliowekwa wazi.	1	2	3	4	5	6	7
2. Kuwa wazi kwa mzigo mkubwa wa kazi.	1	2	3	4	5	6	7
3. Kuhitajika kwa utaratibu kutekeleza majukumu ambayo ni wazi iko nje ya maelezo ya kazi yako.	1	2	3	4	5	6	7
4. Kupewa jukumu tofauti kinyume na mapenzi yako.	1	2	3	4	5	6	7

5. Ukosoaji usiofaa wa kazi na bidii yako.	1	2	3	4	5	6	7
6. Majaribio yasiyofaa ya kutafuta makosa na kazi yako.	1	2	3	4	5	6	7
7. Kukumbusha mara kwa mara ya makosa na makosa yako.	1	2	3	4	5	6	7
8. Kudhalilika au kudhihakiwa kuhusiana na kazi yako.	1	2	3	4	5	6	7
9. Kuwa mtu wa kejeli au kejeli nyingi.	1	2	3	4	5	6	7
10. Kuwa shabaha ya utani wa vitendo unaofanywa na watu ambao hawapatani nao.	1	2	3	4	5	6	7
11. Maneno au tabia ya kukera ikimaanisha kabila lako au kabila lako.	1	2	3	4	5	6	7
12. Usikilizwaji wa kingono.	1	2	3	4	5	6	7

8. Dhiki ya kisaikolojia

Imeorodheshwa hapa chini ni dalili au shida ambazo watu wakati mwingine huwa nazo. Tafadhali soma kila moja kwa uangalifu na uamue kwa kuzunguka nambari inayofaa, kuonyesha ni vipi dalili zilikusumbua au kukusumbua wakati wa wiki iliyopita, pamoja na leo

	Hapana	kidogo	Kidogo kidogo	kidogo sana
1. Ghafla niliogopa bila sababu	1	2	3	4
2. Kuhisi kuogopa	1	2	3	4
3. Kuzimia, kizunguzungu au udhaifu	1	2	3	4
4. Kuhisi wasiwasi au funguo	1	2	3	4
5. Kujilaumu kwa vitu	1	2	3	4
6. Ugumu wa kulala au kukaa usingizi	1	2	3	4
7. Kuhisi bluu	1	2	3	4
8. Hisia za kutokuwa na thamani	1	2	3	4
9. Kuhisi kila kitu ni juhudi	1	2	3	4
10. Kujisikia kutokuwa na tumaini kuhusu siku zijazo. '	1	2	3	4

9. Kuwa na akili

Chini ni mkusanyiko wa taarifa kuhusu uzoefu wako wa kila siku. Kutumia kiwango cha 1-6 hapa chini, tafadhali onyesha ni mara ngapi au nadra kwa sasa una kila uzoefu. Tafadhali jibu kulingana na kile kinachoonyesha uzoefu wako badala ya kile unachofikiria uzoefu wako unapaswa kuwa.

1. Nilikuwa nikipata ugumu kukaa mkazo kwenye kile kinachotokea.	1	2	3	4	5	6	7
2. Nilikuwa nikifanya kitu bila kuzingatia.	1	2	3	4	5	6	7
3. Nilikuwa najishughulisha na siku zijazo au za zamani	1	2	3	4	5	6	7
4. Nilikuwa nikifanya kitu kiatomati, bila kujua kile nilichokuwa nikifanya.	1	2	3	4	5	6	7
5. Nilikuwa nikikimbilia kupitia kitu bila kuwa makini nacho	1	2	3	4	5	6	7

10. Uchovu wa kihemko

Hapo chini kuna taarifa kadhaa juu ya ni mara ngapi unajisikia kupita kiasi kihemko na kuchoshwa na kazi yako

Tafadhali onyesha makubaliano yako au kutokubaliana kwa kuzungusha nambari inayofaa kwenye laini inayotangulia kitu hicho.

1. Ninahisi nimechoka kihemko kutokana na kazi yangu	1	2	3	4	5	6	7
2. Najisikia kutumiwa mwishoni mwa siku ya kazi	1	2	3	4	5	6	7
3. Ninahisi uchovu wakati ninaamka asubuhi na lazima nipambane na siku nyingine kazini	1	2	3	4	5	6	7
4. Kufanya kazi na watu siku nzima ni shida kwangu	1	2	3	4	5	6	7
5. Ninahisi kuchomwa moto kutokana na kazi yangu	1	2	3	4	5	6	7
6. Ninahisi kuchanganyikiwa na kazi yangu	1	2	3	4	5	6	7
7. Ninahisi ninafanya kazi ngumu sana kwenye kazi yangu	1	2	3	4	5	6	7
8. Kufanya kazi na watu moja kwa moja kunatia mkazo mwingi juu yangu	1	2	3	4	5	6	7
