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Relationship Between Workplace Bullying and Employees' Subjective Well-Being: Does Resilience Make a Difference?

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Abstract
The present study examines the potential protective role of resilience in relation to workplace bullying. Specifically, the study investigates the association between workplace bullying and subjective well-being and whether high levels of resilience buffer the relationship. The study draws on data from a cross-sectional survey of 631 individuals employed in diverse organizations in Accra, Ghana. Results of moderated regression analysis showed that workplace bullying was associated with lower levels of subjective well-being. Although resilience moderated the relationship between workplace bullying and subjective well-being, it strengthened rather than weakened the relationship. The study's findings suggest that relying on individuals' personal resources in dealing with workplace bullying may be counterproductive. The findings underscore the need for organizations to institute measures to offer better protection of employees from exposure to bullying at the workplace.

Keywords Workplace bullying · Subjective well-being · Resilience · Ghana

Introduction

A growing body of literature has shown that workplace bullying is a relatively common occurrence at workplaces and constitutes a major source of distress for many employees. Studies in Europe have reported prevalence rates ranging from 1 to 47% (e.g., Agervold 2007;

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Galanaki and Papalexandris 2013; Nielsen and Randall 2009), while studies in North America have reported prevalence rates ranging from 28 to 46% (e.g., Laschinger et al. 2010; Lutgen-Sandvik et al. 2007). In Asia, prevalence rates ranging from 6 to 55% have been reported in some studies (e.g., Bilgel et al. 2006; D'Cruz and Rayner 2013; Tsuno et al. 2015). Thus, although estimates of prevalence rates vary across methodology, measurement, and national contexts (Ciby and Raya 2015; Samnani and Singh 2012), extant research demonstrates that the phenomenon of workplace bullying constitutes a global societal problem. Workplace bullying has been defined as a repeated and prolonged exposure of one or several workers to negative acts by other individuals at the workplace (e.g., supervisors, co-workers, and subordinates), and where the targets of these negative behaviours are unable to defend themselves (Nielsen et al. 2010). Acts of bullying at the workplace may include physical and verbal aggression, rumours, criticisms, and social isolation, and are usually perpetrated to undermine or humiliate the victim (Nielsen and Einarsen 2012).

The deleterious impact of workplace bullying on the health and well-being of target employees is well documented. For example, workplace bullying has been associated with psychological outcomes such as depression (e.g., Gullander et al. 2014), anxiety (e.g., Reknes et al. 2016), posttraumatic stress disorder (e.g., Laschinger and Nosko 2015), poor sleep quality (e.g., Magee et al. 2015), psychological distress (e.g., Einarsen and Nielsen 2014), and suicidal ideation (e.g., Nielsen et al. 2015). Furthermore, exposure to workplace bullying has been associated with outcomes such as decreased job satisfaction, organizational commitment, and employee voice, as well as increased burnout and turnover intention (e.g., Djurkovic et al. 2008; Livne and Goussinsky 2018; Rai and Agarwal 2019; Trépanier et al. 2015) .

However, the impact of workplace bullying on employee well-being is not a function of only the severity or length of the exposure but also individual's appraisal and coping resources (McVie 2014; Mikkelsen and Einarsen 2002). Accordingly, availability of psychological resources may buffer the negative impact of workplace bullying on well-being. To date, few studies have examined possible moderators of the bullying–outcome relationship (e.g., Djurkovic et al. 2008; Livne and Goussinsky 2018; Naseer et al. 2018; Reknes et al. 2016). While these studies have highlighted the importance of resource availability in attenuating the influence of workplace bullying on psychological health outcomes, they focused predominantly on situational resources such as workplace social support. Little is known about the role of personal psychological resources in moderating the impact of workplace bullying on well-being.

An important personal resource that has received considerable attention in the stress literature is resilience, which reflects individuals' ability to thrive in the face of stress or adversity (Rutter 2006). Resilience has been associated with a number of positive psychological outcomes such as increased positive affect, individual adjustment, and life satisfaction as well as decreased negative affect, anxiety and depression (e.g., Hu et al. 2015; Shi et al. 2015; Zhou et al. 2017). Also, several studies have found resilience as a protective factor that buffers the negative impact of various forms of stressors on individuals' psychological health (e.g., Chen et al. 2016; García-Izquierdo et al. 2018a, 2018b; Hao et al. 2015; Hardin et al. 2018). However, the role of resilience in how workplace bullying exerts its negative influence on employee well-being has been rarely examined. In this study, we examine resilience as a personal resource that may buffer the impact of bullying on employee subjective well-being. Thus, the study contributes to understanding the boundary conditions that serve to diminish or intensify the influence of workplace bullying on psychological health. This would be essential for the development of intervention strategies to enable employees deal with experiences of bullying (Arslan 2016).

In addition, research on workplace bullying has been conducted predominantly in Western countries, with only few studies done in non-Western contexts. Studies on workplace bullying in the African context are even rare. Studies by Amponsah-Tawiah and Annor (2017), in Ghana, and Cunniff and Mostert (2012), in South Africa, are notable exceptions. Amponsah-Tawiah and Annor (2017) found that 6.8% of 631 employees in Accra, Ghana, reported having experienced workplace bullying. Likewise, in South Africa, Cunniff and Mostert (2012) found that 31.1% of 13,911 employees reported experiences of workplace bullying. While these studies contribute to our understanding of the scope of workplace bullying as a problem for employees in different African contexts, it is important to understand the impact of bullying on employees' well-being. Cross-cultural research has shown that the acceptance and tolerance of workplace bullying behaviours vary across cultures (Naseer et al. 2018), suggesting that the impact of workplace bullying on employee well-being likely differs across contexts. Consequently, extant research on the impact of workplace bullying may not readily generalize to the African context.

By drawing on data from Ghana, this study contributes to efforts at examining the cross-cultural applicability of extant research and theory on workplace bullying. Most countries in Africa are characterized by high collectivism and high power distance; these cultural dimensions have been associated with higher tolerance of workplace bullying (Power et al. 2013; Samnani 2013). Moreover, it is argued that national unemployment rates and labour market regulations influence the extent to which employees resist adverse situations at the workplace (McGinnity and Russell 2013). Thus, it is plausible that the relatively high unemployment rate in Ghana, in combination of high collectivism and power distance, might create "a context that enables workplace bullying to thrive" (Naseer et al. 2018, p. 3).

Theoretical Background and Hypotheses

Workplace Bullying and Subjective Well-Being

Subjective well-being, an essential element of quality of life, represents individuals' emotional reactions to life events and their global judgements of their life (Diener 2000). Subjective well-being is conceptualized as comprising an affective component and a cognitive component. Positive and negative emotions are considered reflective of the affective component of subjective well-being while life satisfaction is seen as reflecting the cognitive component of subjective well-being (Diener et al. 2006; Diener and Ryan 2008). According to Diener (2012), higher subjective well-being is characterized by the presence of many positive emotions, fewer negative emotions and satisfaction with life .

We draw on conservation of resources theory in explaining the link between workplace bullying and subjective well-being. The COR theory proposes that individuals are motivated to obtain, retain and maintain resources, and that stress arises from a threat of resource loss, the actual loss of resources, or a lack of returns following significant resource investment (Hobfoll 1989, 2001). In this regard, bullying can be considered as a threat to resources, as employees exposed to bullying expend time and energy in dealing with the situation (Rodríguez-Muñoz et al. 2015). As fewer resources remain to deal with subsequent exposures to bullying, over time, coping with bullying may result in strain and decreased quality of life. Thus, the COR theory suggests that workplace bullying has adverse effect on employees' well-being because attempts to deal with bullying may overtax targets' emotional resources.

In line with the above argument, findings from several studies demonstrate the adverse impact of exposure to workplace bullying on employee well-being. In their meta-analysis of outcomes of workplace bullying, Nielsen and Einarsen (2012) found that exposure to workplace bullying was associated with mental health problems (anxiety and depression) over time. Similarly, among Norwegian employees, Nielsen et al. (2012) found that exposure to workplace bullying was associated with increased odds of psychological distress after 2 years. Also, Malinauskiene and Einarsen (2014) found, among Lithuanian family physicians, that workplace bullying was associated with greater odds of posttraumatic stress, with 40% of victims reporting posttraumatic stress symptoms. More recently, Rodríguez-Muñoz et al. (2015) found, in a two-wave study, that workplace bullying was associated with decreased vigor and increased anxiety. Therefore it is hypothesized that:

Hypothesis 1: workplace bullying will be negatively related to subjective well-being.

The Moderating Role of Resilience

Based on the tenets of COR theory (Hobfoll 1989, 2001), we examine perceived resilience as a moderator of the relationship between workplace bullying and subjective well-being. Although there is no universally accepted definition of resilience, most definitions of the concept emphasize individuals' capacity to thrive or bounce back in the face of adversity or traumatic circumstances (e.g., Britt et al. 2016; Luthans 2002; Masten and Narayan 2012). Following a trait-oriented approach (Britt et al. 2016), resilience is conceptualized in this study as personal qualities that contribute to individuals' ability to cope with persistent exposure to intense stressors and maintain positive psychological functioning. In this vein, resilience is viewed as a form of personal resource that facilitates individuals' stress-coping abilities (Connor and Davidson 2003).

As suggested by COR theory, when faced with stressors such as bullying at work, employees may draw on personal resources such as resilience to protect them from the potentially negative consequences of the experience. Resilience enables positive adjustment to overwhelming events such as workplace bullying by promoting individuals' ability to recognize, understand and respond to such events at the workplace (García-Izquierdo et al. 2018a; Kimura et al. 2018). Thus, employees with higher levels of resilience may be less likely to be affected by resource drain that might arise from workplace bullying, "because they are able to draw upon a solid resource reservoir" (Nicklin and McNall 2013, p. 69).

As stated earlier, the moderating role of resilience in the bullying–well-being relationship in the work context has been rarely examined, and the few studies in this regard have reported mixed findings. For instance, Laschinger and Nosko (2015) examined the moderating effect of four dimensions of psychological capital (hope, efficacy, optimism, and resilience) on the relationship between workplace bullying and posttraumatic stress symptomology among hospital nurses in Ontario, Canada. Only psychological efficacy was found to have a buffering effect on the relationship between workplace bullying and posttraumatic stress symptomology. Outside the bullying literature, Chen et al. (2016) reported that resilience buffered the impact of stigma on psychological distress among caregivers of persons with schizophrenia. Similarly, García-Izquierdo et al. (2018a, 2018b) reported that resilience buffered the impact of burnout on psychological health among nurses and nursing students. Thus, there is indirect evidence to support the idea that

resilience may buffer the negative impact of workplace bullying on well-being. Therefore, it is hypothesized that:

> Hypothesis 2: Resilience will moderate the relationship between experience of workplace bullying and subjective well-being such that the relationship will be weaker for those with higher resilience than those with lower resilience.

Method

Sample and Procedure

The study was based on cross-sectional data obtained from 631 full-time employees in diverse organizations in Accra, Ghana. Data were collected with the help of Executive Master of Business Administration (EMBA) students at a large public University in Ghana who volunteered in distributing questionnaire packages to employees in their respective organizations. A cover letter that explained the purpose and confidential nature of the study was included in each questionnaire package. Participation in the study was entirely voluntary and no inducement was offered to respondents. In all, 750 self-administered questionnaires were distributed, of which 631 usable questionnaires were returned, yielding a response rate of 84%. About 52% of the respondents were males and the majority (60.2%) were married. Majority of the participants (46.3%) were aged between 25 and 34 years. In terms of job level, about 34% of the respondents were junior staff, 46% were in middle management positions, and about 20% were in senior management positions. The participants were mostly highly educated with about three-fourths having at least a bachelor's degree (Table 1).

Table 1 Participants' demographic characteristics

Variable	Frequency	Percentage
Gender		
Male	326	51.7
Female	305	48.3
Age		
18–24	59	9.4
25–34	292	46.3
35–44	170	26.9
45–54	88	13.9
≥ 55	22	3.5
Marital status		
Single	251	39.8
Married	380	60.2
Education		
Up to high school	50	7.9
Diploma (sub-degree)	114	18.1
Bachelor's degree	311	49.3
Postgraduate qualification	156	24.7
Position		
Junior staff	214	33.9
Middle management	290	46.0
Senior management	127	20.1

Measures

Workplace bullying was measured with the revised version of the Negative Acts Questionnaire (NAQ-R) developed by Einarsen et al. (2009), "the most widely used scale in the workplace bullying literature" (Trépanier et al. 2015, p. 109). The NAQ-R is a 22-item instrument designed to measure the extent to which individuals have been exposed to incidences of victimization at work over the past six months. The instrument measures three related dimensions of bullying: work-related bullying (e.g., "excessive monitoring of your work"), person-related bullying (e.g., "being the subject of excessive teasing or sarcasm"), and physical intimidation (e.g., "threats of violence or physical abuse or actual abuse"). Each item on the NAQ-R has five response alternatives: *never* (1), *now and then* (2), *monthly* (3), *weekly* (4), and *daily* (5). The Cronbach alpha reliability coefficient for the scale in this study is .92.

Subjective well-being was measured with the WHO-5 Well-being Index, a five-item instrument designed to assess emotional functioning. The instrument is unidimensional and consists of positively worded items covering positive mood, energy, and general interests (Bech et al. 2003). Participants were asked to rate the extent to which each of the items on the index described how they have felt over the last 1 month on a six-point scale ranging from *at no time* (1) to *all of the time* (6). A sample item is "I have felt cheerful and in good spirits". High scores on the measure reflect high subjective well-being. Cronbach's alpha reliability coefficient for the WHO-5 well-being index in this study is .83.

Resilience was measured with the 10-item version of the Cannon-Davidson Resilience Scale (CD-RISC), a unidimensional instrument that assesses individuals' ability to cope with adversity (Connor and Davidson 2003). Participants were asked to rate each item on five-point scale from 0 (*not true at all*) to 4 (*true nearly all the time*). A sample item is "I can achieve goals despite obstacles". The cronbach's alpha coefficient for this scale in the present study is .80.

Control Variables Gender, age, job tenure, job level, and level of education were included in the statistical analysis, as they are related to subjective well-being (Rai and Agarwal 2019). Gender was coded as 0 ("male") and 1 ("female"); marital status was coded as 0 ("single") and 1 ("married"); age was coded as 1 ("18 – 24"), 2 ("25 – 34"), 3 ("35 – 44), 4 ("45 – 54"), and 5 ("55 and above"); and job level was coded as 1 ("junior staff"), 2 ("middle management"), and 3 ("senior management"). Job tenure was measured in terms of number of years individuals have worked in their current organization. Level of education was scored from 1 ("primary") to 6 ("postgraduate").

Results

All analyses in this study were conducted in SPSS (version 21). Means, standard deviations and intercorrelations for variables used in the study are presented in Table 2. Participants in the study reported moderate levels of subjective well-being and resilience as well as relatively lower levels of bullying. Workplace bullying was negatively correlated with resilience and subjective well-being. A positive correlation was found between resilience and subjective well-being. Among the demographic variables included in the study, level of education was positively correlated with subjective well-being and resilience. Being a junior staff was associated with lower subjective well-being compared to being in a senior management position.

The study's hypotheses were tested by utilizing hierarchical multiple regression analysis. The analysis was conducted in three steps. Demographic variables were included in the model at Step 1 to account for their influence on subjective well-being. Bullying and resilience were both entered at Step 2 of the model, followed by the interaction between the two variables at Step 3. The predictor variables (i.e., workplace bullying and resilience) were mean centred prior to creating the interaction term for the moderation. As shown in Table 3, results of the hierarchical regression analysis showed that the model was significant and accounted for 21% of the variance in subjective well-being ($R^2 = .21$, F (10, 620) = 16.74, $p < .001$).

The demographic variables accounted for 3% of the variance in subjective well-being at Step 1. Workplace bullying and resilience significantly accounted for additional 17 of the variance in subjective well-being beyond the demographic variables ($\Delta R^2 = .17$, F (2, 621) = 65.77, $p < .001$). Exposure to workplace bullying had a significant negative relationship with subjective well-being ($\beta = -.27$, $p < .001$). Conversely, resilience had a significant positive relationship with subjective well-being ($\beta = .30$, $p < .001$). These results support Hypothesis 1, which suggested that experiences of workplace bullying would be associated with lower levels of subjective well-being.

When added at Step 3 of the model, the interaction between workplace bullying and resilience accounted for additional 1% of the variance in subjective well-being. The interaction contributed significantly to explaining the variance in subjective well-being ($\Delta R^2 = .01$, F (1, 620) = 10.19, $p < .001$). We further examined the nature of the interaction effect by plotting graphically using values 1 standard deviation below the mean and 1 standard deviation above the mean on both bullying and resilience. As shown in Fig. 1, the results indicate that resilience strengthened the negative relationship between workplace bullying and subjective well-being. The pattern of interaction observed in Fig. 1 was confirmed in simple slope analysis, which indicated that the negative relationship between bullying and subjective well-being was stronger at higher levels of resilience than at lower levels of resilience. These results contradict the hypothesis that resilience would weaken the negative relationship between workplace bullying and subjective well-being (Hypothesis 2). Thus, Hypothesis 2 was not supported.

Table 2 Descriptive statistics and bivariate correlations of variables in the study

		1	2	3	4	5	6	7	8	9	10
1	Age	–									
2	Job tenure (years)	.66	–								
3	Gender	−.16	−.10	–							
4	Marital status	.54	.39	−.05	–						
5	Education	.12	.02	.00	.15	–					
6	Junior staff[a]	−.42	−.30	.03	−.34	−.24	–				
7	Middle management[a]	.17	.25	.01	.17	.06	−.61	–			
8	Bullying	.02	−.03	.12	.01	−.02	−.01	−.03	–		
9	Resilience	.03	.06	−.01	.00	.13	−.11	.07	−.10	–	
10	SWB	.03	.06	−.06	.00	.11	−.08	.00	−.31	.33	–
	Mean	2.52	6.76	0.48	0.60	4.19	0.32	0.44	1.94	3.82	3.95
	Standard deviation	0.91	6.98	0.50	0.49	0.90	0.47	0.50	0.63	0.64	1.04

a = reference category (senior management); absolute correlation coefficient > .07 are significant at the 0.05 level or better; SWB = subjective well-being; gender (0 = male, 1 = female); marital status (0 = single, 1 = married)

Table 3 Summary of results for regression of subjective well-being on workplace bullying and resilience

	Step 1			Step 2			Step 3		
	B	*SE*	*β*	*B*	*SE*	*β*	*B*	*SE*	*β*
(Constant)	4.14	0.32		3.25	0.38		3.12	0.38	
Control variables									
Age	−0.09	0.07	−.08	−0.04	0.06	−.04	−0.03	0.06	−.03
Gender	−0.13	0.08	−.06	−0.05	0.08	−.02	−0.06	0.08	−.03
Job tenure (years)	0.02	0.01	.10	0.01	0.01	.06	0.01	0.01	.06
Marital status	−0.10	0.10	−.05	−0.07	0.09	−.03	−0.09	0.09	−.04
Level of education	0.11	0.05	.10*	0.06	0.04	.05	0.06	0.04	.05
Junior staff[a]	−0.30	0.13	−.13*	−0.26	0.11	−.12*	−0.26	0.11	−.12*
Middle management[a]	−0.20	0.11	−.10	−0.22	0.10	−.11*	−0.23	0.10	−.11*
Main effects									
Bullying				−0.46	0.06	−.28***	−0.45	0.06	−.27***
Resilience				0.46	0.06	.28***	0.49	0.06	.30***
Interaction									
Bullying x Resilience							−0.28	0.09	−.12**
ΔR^2						.17			.01
F for ΔR^2						65.77***			10.19***
R^2			.03			.20			.21
Adjusted R^2			.02			.19			.20
F			2.77**			17.21***			16.74***

a = reference category (senior management); *df* for F (Step 1 = 7, 623; Step 2 = 9, 621; Step 3 = 10, 620); * $p < .05$; ** $p < .01$; *** $p < .001$

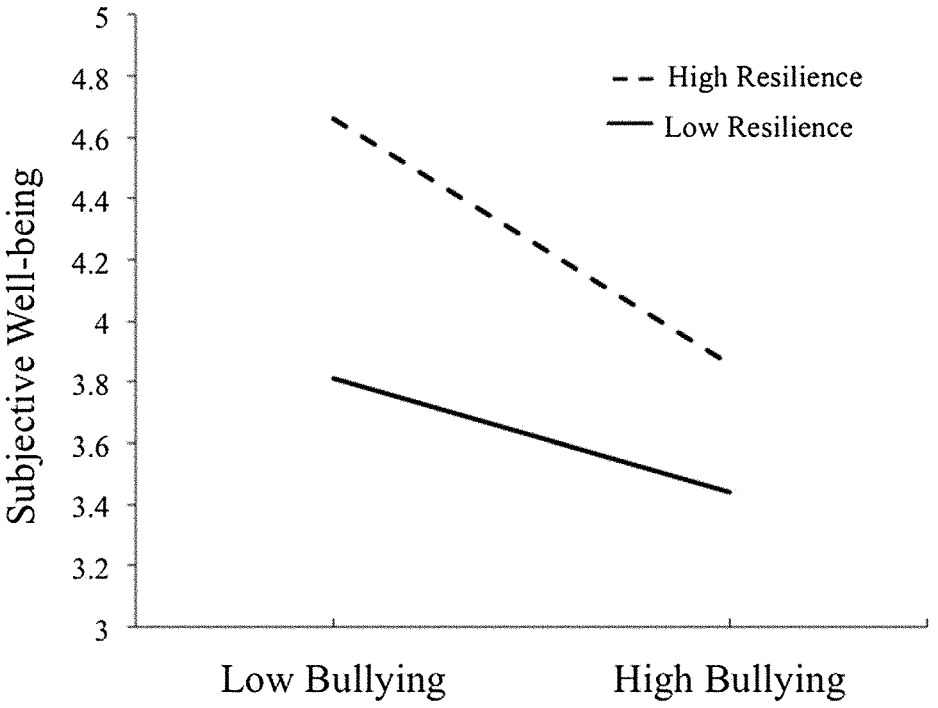

Fig. 1 Plot showing the moderating effect of resilience on the relationship between workplace bullying and subjective well-being

Discussion

This study aimed at investigating the relationship between workplace bullying and employee subjective well-being as well as the moderating role of psychological resilience in the bullying–well-being link. Generally, the results indicated that high exposure to workplace bullying was associated with lower levels of subjective well-being. Contrary to expectation, resilience strengthened rather than weakened the negative relationship between workplace bullying and well-being.

Regarding the link between workplace bullying and subjective well-being, our study is consistent with previous studies that have demonstrated the detrimental impact of bullying on various psychological health outcomes (e.g., Einarsen and Nielsen 2014; Gullander et al. 2014; Laschinger and Nosko 2015; Reknes et al. 2016). The link between exposure to workplace bullying and subjective well-being is also in line with the loss spiral assumption of the COR theory, which suggests that repeated exposure to stressors depletes valuable personal resources, thereby leaving fewer resources to offset further loss of resources leading to feelings of exhaustion and reduced psychological well-being (Hobfoll 1989). Thus, as shown by Tuckey and Neall (2014), frequent exposure to negative acts at work may heighten employees' feelings of being emotionally drained, which may in turn undermine their level of optimism and belief in their own capabilities.

However, our hypothesis that resilience would offer a protective mechanism by decreasing the impact of bullying on victims' well-being was not supported. Our findings indicate that bullying has greater negative impact on well-being of victims with higher levels of resilience than victims with lower levels of resilience. This finding thus, suggests a reversed buffering effect of resilience on the bullying–well-being relationship. Thus, the protective effect of resilience diminishes with increasing levels of bullying. This finding highlights a potential hidden dark side of resilience within the context of workplace bullying. It is possible that employees with higher levels of resilience overly rely on their personal resources in coping with workplace bullying or become overly tolerant of workplace bullying. Thus, extreme resilience may drive victims of bullying to be overly persistent in their attempt to overcome their adversity (i.e., bullying), a goal that may be unattainable (Chamorro-Premuzic and Lusk 2017). It has been suggested that individuals higher on resilience tend to adopt more active coping styles in dealing with stressful situations. While active coping styles are generally thought to be associated with positive outcomes, Reknes et al. (2016) noted that it is possible for active coping styles to be associated with negative outcomes in situations where individuals have less control as in the case of bullying. A high level of resilience with its associated high tolerance level and over indulgence could also result in increased or persistent bullying perpetrated against victims and hence a faster depletion of coping resources, thereby resulting in a significant decline in well-being.

There may be alternative reasons for the observed reversed buffering effect of resilience, given that the study is cross-sectional. For example, it is possible to think of bullying as the moderator and resilience as the independent variable, in which case bullying may decrease or cancel out the advantages of resilience in some way. However, it is not possible to test this explanation with our data. Nonetheless, similar findings showing reversed buffering effects of personal and contextual resources on employee outcomes have been reported in some previous studies in the occupational stress literature. For instance, Reknes et al. (2016) examined the moderating effect of individual coping styles on the relationship between exposure to workplace bullying and anxiety symptoms among nurses. They found that the bullying–anxiety relationship was stronger for individuals higher on instrumental mastery coping. Similarly, in a study examining the moderating role of sense of coherence in the bullying–psychological

health nexus, Nielsen et al. (2008) reported that the impact of high workplace bullying on posttraumatic stress symptoms was worse for individuals with higher sense of coherence.

The present study has some limitations that are worth noting. First, the cross-sectional nature of our study indicates that the link between workplace bullying and subjective well-being should be considered as correlational. It is possible that employees with lower levels of subjective well-being may turn out to be targets of bullying. A longitudinal approach would make it possible to understand the temporal relation between bullying and employee well-being. This is particularly important considering the relatively low mean score on exposure to bullying reported in the study. It is possible that employees who are targets of extreme bullying behaviours do not stay longer on the job. Secondly, the study was based on a convenient sample of employees in one city, which constrains the extent to which the findings can be generalized. Finally, the study focused on only resilience as a protective personal resource against bullying. Other forms of personal resources such as spirituality and optimism may be worth exploring, as extant research have underscored the importance of these resources in dealing with personal challenges (e.g., Van den Brande et al. 2016).

In spite of these limitations, the present study has significant practical implications. The relationship between bullying and subjective well-being suggests the need for organizations to implement measures to help prevent or deal with the occurrence of negative acts in the workplace, as their effects on employees well-being may be destructive. It is therefore important for organizations to intensify efforts at instituting anti-bullying policies to promote employee well-being. Our findings also highlight the role of employee voice in dealing with bullying. Organizations must create a culture that enables victims of bullying to report such acts for appropriate interventions without the fear of further victimization. This would minimize the tendency of victims overly relying on their personal resources in coping with bullying.

Conclusion

Our study is one of the few to examine the relationship between workplace bullying and employee well-being in the African and Ghanaian contexts. The study also extends efforts at exploring boundary conditions for the impact of workplace bullying on employee well-being by examining the moderating effect of resilience. The findings suggest that bullying constitutes a major stressor in Ghanaian organizations and has significant negative impact on employee well-being. In spite of their demonstrated benefits, personal resources such as resilience seem to compromise employee well-being when adopted as a strategy for dealing with workplace bullying. Thus, early intervention would be more beneficial in reducing the negative consequences of workplace bullying.

Compliance with Ethical Standards

Conflict of Interest The authors have no conflict of interest to declare.

Research Involving Human Participants The study was conducted in accordance with procedures governing research involving human participants. Participation in the study was entirely voluntary and did not result in any form of harm to participants. No information that could potentially identify any participant was collected. The study received ethical approval from the Research and Ethics Committee of the Department of Psychology (University of Ghana).

Informed Consent Informed consent was obtained from each participant in the study.

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