

Research article

The Relationship Between Organizational Bullying and Mental Health from the Perspective of Public Sector Employees in Jordan: Occupational Stress and Social Support as Mediating Variables

Dr. Haitham Ali Hijazi ^{a,*}, Dr. Mohammad Al-Bataineh ^b, Dr. Salim Naif Alkaraky ^c

^{*1} Jerash University, Business Department, Jordan.

² Jerash University, Business Department, Jordan, aboqais2003@gmail.com

³ Jerash University, Business Department, Jordan, salimalkaraky@gmail.com

Abstract

This study investigates the relationship between organizational bullying and employee mental health in the Jordanian public sector, emphasizing the mediating roles of occupational stress and social support. Drawing on the Job Demands–Resources (JD-R) framework, organizational bullying is conceptualized as a chronic hindrance demand, while social support functions as a key protective resource. Data were collected from 407 public sector employees using a structured questionnaire. Results indicate that organizational bullying does not exert a significant direct effect on mental health but significantly reduces social support, which in turn strongly affects mental health, demonstrating full mediation. Occupational stress, although increased by bullying, showed a weak and non-significant mediating effect. Among bullying dimensions, verbal bullying, social exclusion/isolation, and task-related bullying had the most detrimental effects on mental health, whereas attacks on professional reputation showed no direct effect. These findings highlight the critical role of social support in buffering the negative consequences of organizational bullying and suggest that interventions enhancing supportive workplace environments are more effective than stress-reduction strategies alone.

Article Information

* Corresponding author.

info@hijazi-km.com

Received: December 23, 2025

Revised: February 19, 2026

Accepted: February 24, 2026

Published: February 25, 2026



Copyright: © This article is published under the Attribution-Noncommercial 2.0 Generic (CC BY-NC 2.0) license. Authors retain the right to copy and redistribute the material in any medium or format but also grant EJMSS the right of the first publication.

Keywords: Organizational Bullying, Mental Health, Occupational Stress, Social Support, Public Sector, Jordan

1. Introduction

Organizational bullying is broadly recognized as a destructive behavior occurring in the workplace that involves repeated experiences of negative acts such as verbal abuse, social exclusion, damage to professional reputation and task-related mistreatment (Samnani & Singh, 2020; Liang et al., 2021). Such behaviors can be particularly pronounced in public sector organizations due to their bureaucratic nature, complex service requirements and high-pressure environments which may amplify the adverse effects of these practices on employee well-being, organizational climate and performance (Alrawashdeh et

al., 2024). Mental health is considered as a multidimensional construct that includes the psychological, emotional, cognitive, and social functioning of employees at the workplace, and it is critical for individuals' effective adaptation to work and sustainable performance especially in demanding and dynamic public service contexts (Taheri et al., 2025; World Health Organization, 2025; Martela, 2025).

Evidence from Jordan and similar settings has linked workplace bullying to various negative consequences such as higher turnover intentions, deviant behaviors and lower levels of employee engagement (Belgasm et al., 2025; Al-Ararah et al., 2024). Research has also shown that factors such as workplace

ostracism, interpersonal conflict, and occupational stress partially help to explain these effects (Salama et al., 2022; Chireh et al., 2025). On the other hand, social support from colleagues, supervisors and peers has been found to buffer the impact of bullying and stress on employee health and performance (Wang et al., 2025). Workplace bullying is a widespread and serious organizational problem that negatively affects both employees and organizations through various destructive and disrespectful practices such as verbal abuse, social exclusion, work sabotage and excessive workloads. These behaviors can damage employees' dignity, competence and belonging while also lowering productivity, increasing absenteeism, turnover and organizational risk (Samnani & Singh, 2020; Liang et al., 2021). Public sector organizations are more vulnerable to workplace bullying than other sectors because of their hierarchical structures, bureaucratic procedures, limited resources and their essential role in providing public services and promoting national development (Alrawashdeh et al., 2024; Belgasm et al., 2025).

Mental health is defined as a multidimensional state that reflects employees' psychological, emotional, cognitive and social well-being at work and it is crucial for ensuring positive organizational climates, performance and adaptability (Taheri et al., 2025; World Health Organization, 2025). Workplace bullying is a major threat to mental health and has been found to be associated with low morale, absenteeism and turnover intentions (Sun et al., 2025). Occupational stress is a key mediating mechanism that helps to explain how and why bullying affects mental health through increasing employees' stress levels and burnout (Salama et al., 2022; Chireh et al., 2025). Furthermore, social support is a moderating factor that can buffer the negative effects of bullying and stress on employee well-being by enhancing their coping resources and resilience (Wang et al., 2025).

1.1 Research Objectives

The purpose of this study is to investigate the issue of organizational bullying and its impact on mental health among public sector employees in Jordan.

2 Literature Review

2.1 Organizational Bullying:

The research on the topic of organizational bullying is consistent in terms of conceptualization of the issue as a repeated, harmful, and power-imbalanced negative treatment. For example, the phenomenon of bullying at work is operationalized as a repetitive display of negative actions that are hard to defend against because of the power asymmetry between the target and the aggressor (Einarsen et al., 2020). The behaviors that are included in the concept of bullying at work range from open verbal abuse to social exclusion and task obstruction. The negative treatment is related to harm in psychological and occupational domains (Liu et al., 2021). Bullying at work is also defined as the regular exposure to mistreatment at work for an extended period that has the potential to negatively impact a person's mental health and job performance. The actions can include an increased risk of ridicule, isolation, and systematic damage to professional reputation (Rodríguez-Muñoz et al., 2021). Bullying at work is also described as a systemic issue that needs to be addressed at the organizational level instead of being treated as an interpersonal problem (Mitsakis & Aravopoulou, 2022). The continuous exposure to negative treatment in the forms of rudeness and disregard for the person's

dignity and sense of belonging can be a sign of organizational bullying (Spagnoli et al., 2023). The research suggests that bullying at work can take both direct and indirect forms of aggression and, as such, should be understood as a multi-dimensional phenomenon (Spagnoli et al., 2023).

Organizational bullying is a complex construct that refers to an array of actions that vary in their visibility, duration, and psychological harm. Recent research shows that it is important to understand the various dimensions of the construct and differentiate between them to capture the employees' experiences and range of negative outcomes more effectively.

Dimensions of Organizational Bullying :

The existing literature differentiates between four primary dimensions of organizational bullying: verbal bullying, exclusion and isolation, attacks on professional reputation, and task-related bullying:

Verbal Bullying: is the type of negative treatment that has the most visibility and recognition as a form of organizational bullying. Broadly defined, this category includes any shouting, humiliation, derogatory comments, personal criticism, and off-color jokes that are directed at a person. Recent research shows that the first step toward bullying behaviors at work is often verbal aggression (Rai & Agarwal, 2020). If verbal bullying is not addressed and stopped by the management, it can become a part of a bully's escalation of aggression tactics over time and can transform into severe and chronic mistreatment. For example, research on workplace verbal bullying has shown that it is related to higher levels of psychological distress and job dissatisfaction as well as increased emotional exhaustion over time (Sarkar, 2020).

Exclusion and Isolation: In contrast to verbal bullying, exclusion and isolation are a form of organizational bullying that is less visible and, in some cases, can be especially difficult to detect if there is no direct confrontation. It may include, for example, the lack of communication, withholding of information, and social exclusion from meetings and other group-related activities. The result of such behavior is its potential to have a negative impact on the employees' sense of their social identity at work (Trépanier et al., 2020). The recent research shows that the exclusion and isolation are associated with heightened loneliness, lower levels of organizational commitment, and higher turnover intentions among employees (Jenkins et al., 2021). The main reason for this is the subtle nature of this type of bullying and the absence of any overt offensive or aggressive behavior on the bullies' side, which can make it especially difficult to address.

Attacks on Professional Reputation: Attacks on professional reputation is another form of organizational bullying that has received less attention but is just as important and detrimental to the targets. This category can include multiple actions that are, in general, directed at undermining a person's credibility, qualifications, or work reputation more generally. For example, it may include spreading rumors, questioning a person's professional competence, and blaming the target for a mistake that they did not cause. The research suggests that this form of bullying at work is among the most harmful of the four bullying dimensions because it targets employees' professional identity and careers at work (Keashly & Neuman, 2021). For example, the targets of attacks on the professional reputation have reported lower levels of trust in their colleagues and supervisors as well as reduced motivation to contribute to the organization

(Spence Laschinger et al., 2022).

Task-Related Bullying: is the last type of workplace bullying and is an intentional form of the bullies' obstruction of the targets' efforts to fulfill their work responsibilities successfully. This can include assigning meaningless amounts of work, setting artificial and impossible deadlines, or intentionally restricting the target's access to the necessary resources to do the job. The research shows that this form of workplace bullying is especially insidious and, in fact, the most harmful of the bullying dimensions because it directly interferes with the target's ability to contribute to the organization (Parzefall & Salin, 2020). This has been found to lead to increased role stress as well as employees' overall performance and burnout over time (Baillien et al., 2021). Since this form of bullying also impacts the organization by lowering its efficiency and productivity through a decrease in output and quality, task-related bullying is harmful at both the individual and organizational levels.

2.2 Employee Mental Health:

Current approaches to employee mental health recognize it as a dynamic and context-dependent state of well-being rather than merely the absence of an illness. As such, the World Health Organization defines mental health as a state of "effective functioning," including the ability to deal with everyday stresses and to realize one's potential in work and social life (WHO, 2022). This positive definition is echoed in the works by Parent-Lamarche (2022), who describes employee mental health as a changeable state determined by work conditions and employees' cognitive, emotional, and behavioral resources to respond to their organization's demands, and Jain et al. (2022), who characterize workplace mental health as a person's psychological condition, shaped by organization practices that reduce risk and increase resource factors, such as stress, bullying, support, autonomy, or leadership. Other conceptualizations are based on the model of job demands and resources, which posits that an individual's well-being is maintained when their job provides them with an appropriate level of support, challenges, and opportunities for recovery (Tan et al., 2023). The concept of mental health is also sometimes defined in the context of the public sector as the ability of an employee to maintain their psychological stability, self-regulate their emotions, and display resilience under the conditions of occupational stress (Anwar et al., 2023). In general, existing literature on the topic of employee mental health views it as an indicator of resilience and positive functioning that should be accounted for as both an individual capacity and an organizational responsibility necessitating preventive and supportive actions.

Dimensions of Employee Mental Health :

The literature on employee mental health mostly views it as a complex and multidimensional construct that reflects employees' overall and psychological, emotional, cognitive, and social factors, which, in concert, enable them to function and adapt at work. Following established approaches in positive and organizational psychology, this study employs a four-dimensional model of employee mental health as consisting of psychological well-being, emotional stability, cognitive functioning, and social integration. When considered together, the aforementioned dimensions offer a holistic account of employees' experiences of mental health at work:

Psychological Well-being: refers to the individual employee's overall sense of satisfaction, positive outlook, and purpose in life. It also includes an individual's experience of self-acceptance, competence, autonomy, personal growth, as well as a sense of meaning and contribution through their work. A number of studies have shown that employees who report higher scores on psychological well-being tend to experience higher levels of resilience and motivation, which protect them from stress, burnout, and disengagement (Keyes et al., 2020). In addition, recent empirical evidence has identified a positive link between well-being and such desirable performance-related outcomes as job performance and creativity (Youssef-Morgan & Luthans, 2021). This positive association is especially strong in work contexts that are more supportive and empowering for employees' autonomy and growth.

Emotional Stability: is a characteristic of an employee's personality that pertains to their ability to regulate their emotions, remain calm and collected under pressure, and avoid the experience of intense negative emotions in response to stressors or other challenges. This dimension is the one most directly linked to the employee's capacity to cope with stressors and potential negative emotional reaction triggers, including high workload, role conflict and ambiguity, and bullying. The bulk of empirical research on the topic has consistently found that employees with high emotional stability are less likely to experience anxiety, depression, or emotional exhaustion at work (Zhang et al., 2021). It is also worth noting that, in addition to the protective effect, emotional regulation skills are important for conflict management as well as for the establishment of positive teamwork and organizational climate (Hakanen et al., 2021).

Cognitive Functioning: is a term that relates to the ability of employees to attend to the task at hand, process the information they receive, solve problems, and make decisions. Mental health problems can lead to the reduction of the cognitive functioning of employees, which in turn results in lower productivity, higher error rates, and challenges with decision-making. For instance, a recent study has found that chronic workplace stress impairs memory and executive functioning, while an intervention designed to improve the mental well-being of employees is associated with better cognitive functioning and overall job effectiveness (Tan et al., 2023). Therefore, it is crucial to maintain one's mental health in order to protect cognitive resources and perform tasks that require higher levels of cognitive effort.

Social Integration: is the extent to which an employee feels accepted, included, and valued by their co-workers, managers, and the organization as a whole. Healthy social relationships with others at work are an important source of both emotional and instrumental support for employees, which can, in turn, help to moderate the effects of various stressors and promote well-being. Research on the topic has shown that employees who experience high levels of social integration are more likely to display organizational commitment, job satisfaction, and pro-social behaviors (Jenkins et al., 2021). In contrast, low social integration, which can be the result of, for example, exclusion, discrimination, or bullying, can lead to feelings of isolation, loneliness, and detachment from the organization.

2.3 Occupational Stress:

Occupational stress is generally considered a multidimensional reaction to a lack of fit between employees' characteristics and

work conditions. WHO defines it as a response to work pressures that are difficult to cope with (WHO, 2020). Other studies describe occupational stress as a state of chronic psychological and physiological arousal due to perceived threats or excessive demands in the work environment (Loerbroks et al., 2021; Mazzetti et al., 2021). In their reviews, researchers also note that organizational stress increases due to “work organization factors, such as bureaucracy, rigid rules, and inflexible policies, and limited or unresponsive organizational support” (Al-Haroon & Al-Qahtani, 2022). Occupational stress was also conceptualized as a cognitive appraisal process in which job demands that are perceived as overwhelming or exceeding one’s coping resources lead to negative strain outcomes (Hori et al., 2023). In general, these sources allow concluding that stress is a dynamic interaction between individuals, their job conditions, and organizations in the workplace. This description supports the use of the mediating variable model.

Dimensions of Occupational Stress:

Occupational stress is a multidimensional construct that results from various organizational conditions that become stressors in the workplace. In the literature, occupational stress is commonly categorized into four main dimensions: workload stress, role ambiguity, role conflict, and lack of support. These four dimensions are sufficient to identify the main sources of stress caused by quantitative and qualitative characteristics of modern organizations:

Workload Stress: The first dimension is caused by excessive quantitative demands from an employee, such as working hours, work pace, the number of performed activities, etc. This is one of the most researched dimensions, as there is evidence of its direct link with employee burnout, job dissatisfaction, and health complaints (Sonnentag & Fritz, 2022). However, more recent studies show that prolonged experience of workload stress can have a negative effect on employee resilience and performance on the organizational level. The latter appears particularly in cases when the experienced demands are not balanced by job resources, such as autonomy, flexibility, or recovery opportunities (Ganster & Rosen, 2023).

Role Ambiguity: The second type of stress is caused by a vague understanding of job duties, expectations, or evaluation criteria. In such cases, an employee does not know how to behave to be most efficient or recognized by superiors, which results in confusion, lower self-efficacy, and anxiety (Mubarak & Noor, 2022). Research has found that this stress dimension has a high correlation with low job satisfaction and organizational commitment. The latter often occurs in highly bureaucratic and rapidly changing work environments (Idris & Dollard, 2020).

Role Conflict: The third type of stress is the result of employees being forced to perform too many or incompatible roles or having to respond to multiple and contradictory demands. Such stressors can take the form of contradictory instructions, incompatible role expectations, or organizational policies mismatching with reality. Role conflict was found to be one of the strongest predictors of emotional exhaustion, absenteeism, and turnover intentions (Rhee et al., 2020). In addition, more recent studies have shown that when experienced over a long period, role conflict can have a negative effect on employees’ trust in management and organizational culture (Javed et al., 2021).

Lack of Support: The last of the most common stressors is the

lack of support, which is an employee’s perception of a lack of emotional, informational, or instrumental support from a supervisor, colleague, or the organization as a whole. In such cases, an employee does not have sufficient resources or social support to respond to experienced stressors. This was proven to cause higher stress levels and lower coping potential (Zadow et al., 2021). However, it is found that a lack of managerial and collegial support not only causes a strain directly but also mediates the effects of other stressors, such as workload or role conflict, resulting in poor mental health outcomes (Brough et al., 2022).

2.4 Social Support:

Social support is a multidimensional and complex concept in organizational and psychological literature. It is generally defined as the “perception or experience of being cared for and having a valued social network to whom one can turn in times of need” (Lahey & Orehek, 2020). In the context of a workplace, social support from supervisors, colleagues, and the organization as a whole is viewed as an intangible and tangible assistance that helps employees to cope with stress and maintain their performance (Newman et al., 2020; Hammer et al., 2022). Thoits (2021) emphasizes that social support is an interactive process that “provides, evokes, and sustains emotional and informational resources, as well as appraisal”. More recent studies conceptualize social support as a multidimensional occupational resource that increases an employee’s ability to cope with stressors while also promoting engagement and organizational commitment (Alharbi et al., 2023).

Dimensions of Social Support:

In the literature, social support is described as both a subjective perception and a resource that can be objectively provided. Four common dimensions of social support in a workplace setting are emotional, informational, instrumental, and appraisal:

Emotional Support: This type of support includes empathy, care, and reassurance that can make a person feel understood and cared for. In the workplace, emotional support from both a supervisor and a coworker can help employees significantly lower their stress levels, increase resilience, and support their psychological health (Li, Wang, Gao, 2021). There is also evidence that it creates stronger interpersonal relationships, improving job satisfaction and preventing burnout (Brougham & Haar, 2020).

Informational Support: Informational support is the provision of advice, information, and knowledge that can help an individual to navigate the problems and make appropriate decisions. It is particularly beneficial in complex organizations with high levels of uncertainty or role ambiguity. Research has shown that informational support can increase employees’ problem-solving abilities, which mediates the negative effects of occupational stressors by increasing perceived clarity and direction (Lee & Kim, 2022). Informational support was also linked to higher employee empowerment and innovative performance.

Instrumental Support: This form of support is more tangible assistance that an employee receives from the organization or another person, such as task help, resource provision, or workload adjustment. It is one of the most concrete types of support and can be directly related to the job demands. Research has suggested that instrumental support can help to reduce strain by either lightening an employee’s workload or providing

additional resources to complete required tasks (Zhang et al., 2023). Instrumental support was also found to play an important role in the context of organizational change, as it allows an employee to better adapt to new technologies or work systems.

Appraisal Support: This is the feedback, recognition, and constructive evaluation that can help employees to assess their performance and support self-efficacy. It was found that workers who received constructive feedback from their superiors or coworkers felt more competent and confident in their work, leading to greater motivation and engagement (Park et al., 2020). Appraisal support was also demonstrated to buffer the effect of occupational stress, as it reinforces a sense of competence and self-worth, which is important for both individual health and organizational outcomes (Jia et al., 2021).

2.1 Theoretical Framework: Organizational Bullying, Occupational Stress, Social Support and Mental Health

This study is grounded in a theoretical perspective that explains how workplace conditions shape employees' psychological well-being. Within this framework, organizational bullying is viewed as a persistent work-related stressor that drains employees' psychological capacities, leading to increased occupational stress and deteriorating mental health (Galanis et al., 2024; Chireh et al., 2025). Bullying harms employees both directly—through emotional exhaustion and reduced well-being—and indirectly by elevating stress levels (Nielsen et al., 2024). Conversely, social support functions as a protective factor that mitigates the harmful consequences of bullying by reducing stress and strengthening individuals' ability to cope, particularly in high-pressure situations (Acoba et al., 2024; Lam et al., 2024; Yılmaz et al., 2025). Support from supervisors, colleagues, and external social networks enhances resilience and improves overall quality of work life. Additionally, the framework incorporates organizational culture and psychosocial safety climate as moderating factors that shape both the occurrence and the effects of bullying. Organizational cultures that reinforce power imbalances or tolerate incivility may legitimize mistreatment, whereas a strong psychosocial safety climate can lessen the adverse impact of bullying on employee well-being (Quinn & Gershenson, 2025; Amoadu et al., 2024).

Accordingly, drawing on the Job Demands–Resources (JD-R) framework, this study explicitly conceptualizes organizational bullying as a chronic hindrance demand that undermines employees' psychological resources over time. Rather than assuming a necessary direct effect on mental health, the model proposes that the impact of bullying is primarily transmitted through key mediating mechanisms. Specifically, occupational stress is examined as a strain-based pathway through which bullying may impair well-being, while social support is conceptualized as a critical protective resource that can either buffer or transmit the effects of bullying on mental health. Therefore, this study explicitly tests a mediation-based explanatory model, allowing for the possibility of full mediation rather than presupposing direct causal effects between organizational bullying and employee mental health.

3. Methodology

The design of the current study is a descriptive correlational survey. The study population included all public sector

employees in Jordan at all posts and all job grades (numbered 234,044 employees), and the study sample was 407 employees. The study used the questionnaire as a study tool.

3.1 Research Hypotheses:

Based on the research statement, the following hypotheses were formulated:

Hypothesis 1: There is a statistically significant relationship at the level ($\alpha \leq 0.05$) between organizational bullying and employees' mental health, either directly or indirectly through mediating mechanisms, in all its dimensions (psychological well-being, emotional stability, cognitive functioning, and social integration), from the perspective of public sector employees in Jordan.

Main Hypothesis 2

There is a statistically significant relationship at the level ($\alpha \leq 0.05$) between organizational bullying and occupational stress, as a mediating variable, in all its dimensions (workload stress, role ambiguity, role conflict, and lack of support), from the perspective of public sector employees in Jordan.

Main Hypothesis 3

There is a statistically significant relationship at the level ($\alpha \leq 0.05$) between organizational bullying and mental health, in the presence of social support as a mediating variable, in all its dimensions (emotional support, informational support, instrumental support, and appraisal support), from the perspective of public sector employees in Jordan.

The combined mediating effects of occupational stress and social support were examined within the structural model.

3.2 Study Tool:

The researcher designed the study tool in the light of a number of previous studies and literature relevant to the current research topic (Alharbi et al., 2023; Al-Haroon & Al-Qahtani, 2022; Amoadu et al., 2024; Anasori et al., 2023; Anwar et al., 2023). The study tool (the questionnaire) consisted of the following sections:

Section One: It included demographic information.

Section Two: It included questions related to the independent variable (Organizational Bullying) and its four dimensions, with (5) questions for each dimension.

Section Three: It included questions related to the mediating variable (Occupational Stress) and its four dimensions, with (5) questions for each dimension.

Section Four: It included questions related to the mediating variable (Social Support) and its four dimensions, with (5) questions for each dimension.

Section Five: It included questions related to the dependent variable (Mental Health) and its four dimensions, with (5) questions for each dimension.

3.3 Statistical Criterion:

A five-point Likert scale was adopted to evaluate the study tool. Each item was assigned one score corresponding to the five response options (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree), which were numerically coded as (5, 4, 3, 2, 1), respectively. For the purpose of data analysis, the following scale was applied:

1.00–2.33 → Low; 2.34–3.67 → Moderate; 3.68–5.00 → High.

3.4 Validity of the Study Tool:

The study tool (the questionnaire) was presented to a group of referees with expertise and academic experience from several public and private Jordanian universities, for the purpose of providing their opinions and ensuring its appropriateness in terms of the number of items, clarity, accuracy, coherence, and consistency, as well as any other remarks they deemed necessary, such as deletion, modification, or addition. This review process, along with the subsequent corrections and adjustments to most of it, is considered as a test of the tool's face validity.

3.5 Reliability of the Study Tool:

To assess the reliability of the study instrument, internal consistency was examined using Cronbach's Alpha coefficients for all study variables and their dimensions. The results are presented in Table (1).

**Table (1)
Cronbach's Alpha Coefficients for Internal Consistency**

Domain	Cronbach's Alpha
Verbal Bullying	0.93
Exclusion & Isolation	0.94
Attacks on Professional Reputation	0.94
Task-related Bullying	0.91
Organizational Bullying	0.96
Workload Stress	0.94
Role Ambiguity	0.93
Role Conflict	0.95
Lack of Support	0.91
Occupational Stress	0.96
Emotional Support	0.92
Informational Support	0.94
Instrumental Support	0.92
Appraisal Support	0.96
Social Support	0.96
Psychological Well-being	0.91
Emotional Stability	0.92
Cognitive Functioning	0.93
Social Integration	0.88
Mental Health	0.94

Table (1) shows that the Cronbach's Alpha coefficients for all dimensions of the study tool (the questionnaire) ranged between 0.88 and 0.96. Reliability is generally considered weak when coefficient values fall below 0.60, while Sekaran and Bougie (2016) suggested that the minimum acceptable level of reliability is 0.70. Furthermore, reliability is regarded as good when the coefficient values reach 0.80 or higher. Accordingly, the values reported in the table provide clear evidence of the tool's reliability, internal consistency, and trustworthiness, as well as its suitability for conducting statistical analysis.

3.6 Test of Normal Distribution

A normality test of the data was conducted based on the

skewness coefficient to examine whether the data used in the analysis followed a normal distribution. The results are presented in Table (2):

**Table(2):
Normality Test of Data Based on Skewness and Kurtosis Coefficients**

Dimension	Skewness	Kurtosis
Organizational Bullying	0.344	-0.879
Occupational Stress	0.005	-0.895
Social Support	-0.057	-0.138
Mental Health	-0.600	0.924

All skewness and kurtosis values fall within the statistically acceptable range of ± 2 , indicating that the data follow a normal distribution. This supports the use of parametric statistical techniques, including multiple regression analysis and structural equation modeling, to test the study hypotheses

3.7 Suitability of the Study Model

Based on the reliability and normality results, the data were deemed appropriate for conducting regression analysis and structural equation modeling to test the proposed hypotheses related to the relationships among organizational bullying, occupational stress, social support, and mental health.

4. Results and Discussion:

4.1 Results

Hypotheses Test:

This section presents the results of the study according to the three main hypotheses formulated to examine the relationships among organizational bullying, occupational stress, social support, and mental health among public sector employees in Jordan.

Main Hypothesis 1:

There is a statistically significant relationship at the level ($\alpha \leq 0.05$) between organizational bullying and mental health, in all its dimensions (psychological well-being, emotional stability, cognitive functioning, and social integration), from the perspective of public sector employees in Jordan.

To test this hypothesis, multiple regression analysis was conducted to examine the effect of organizational bullying in all its dimensions (verbal bullying, exclusion & isolation, attacks on professional reputation, and task-related bullying) on mental health.

**Table (3)
Model Summary for the Effect of Organizational Bullying on Mental Health**

Model	R	R Square	Adjusted R Square	Std. Error	F	Sig.
1	.422	.178	.170	.625	21.750	.000

The model indicates a moderate relationship between organizational bullying dimensions and mental health. The R² value shows that organizational bullying explains 17.8% of the variance in mental health, while the remaining variance is attributed to factors outside the model. The significant F-value confirms the overall explanatory power of the regression model.

Table (4)
Regression Coefficients (Coefficient Table)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	Constant	4.358	.086		50.696	.000
	Verbal Bullying	-.257	.043	-.382	-5.927	.000
	Exclusion & Isolation	-.130	.055	-.214	-2.384	.018
	Attacks on Professional Reputation	.002	.054	.003	.034	.973
	Task-related Bullying	.136	.056	.203	2.429	.016

The statistical analysis revealed that verbal bullying has a significant negative effect on employees' mental health. The more employees are verbally bullied in the workplace, the lower is their mental well-being, suggesting that verbal bullying is a significant predictor of mental health.

There is a statistically significant relationship at the level ($\alpha \leq 0.05$) between exclusion & isolation and mental health in all its dimensions (psychological wellbeing, emotional stability, cognitive functioning, social integration) as perceived by public sector employees in Jordan. The results show that exclusion and isolation have a significant negative effect on mental health. The more public sector employees in Jordan are excluded or isolated in the workplace, the less their mental health is good. This finding supported accepting the related hypothesis.

The study findings indicated that attacks on professional reputation have no significant direct effect on employees' mental health in this study. In other words, there is no direct relationship between this form of bullying and mental health, and the related sub-hypothesis was rejected.

The statistical analysis showed that task-related bullying has a significant negative effect on employees' mental health. The more employees are task-related bullied in the workplace, the lower is their mental well-being, and this supported accepting the related hypothesis.

Main Hypothesis 2:

There is a statistically significant relationship at the level ($\alpha \leq 0.05$) between organizational bullying and occupational stress, as a mediating variable, in all its dimensions, from the

perspective of public sector employees in Jordan. To test this hypothesis, multiple linear regression analysis was conducted to examine the effect of organizational bullying dimensions on occupational stress.

Table (5)
Multiple Regression Analysis of Organizational Bullying Predicting Occupational Stress
Dependent Variable: Occupational Stress

Predictor	B	Std. Error	Beta	t	Sig.
Constant	.590	.072	—	8.190	.000
Verbal Bullying	.128	.036	.129	3.523	.000
Exclusion & Isolation	.013	.046	.014	.278	.781
Attacks on Professional Reputation	.272	.045	.314	6.031	.000
Task-related Bullying	.472	.047	.477	10.063	.000

(Model Summary: R = .858, R² = .736, F = 280.418, Sig. = .000)

The results demonstrate a strong and statistically significant relationship between organizational bullying and occupational stress. Verbal bullying, attacks on professional reputation, and task-related bullying significantly increase occupational stress, with task-related bullying showing the strongest effect. Exclusion & isolation does not have a statistically significant effect.

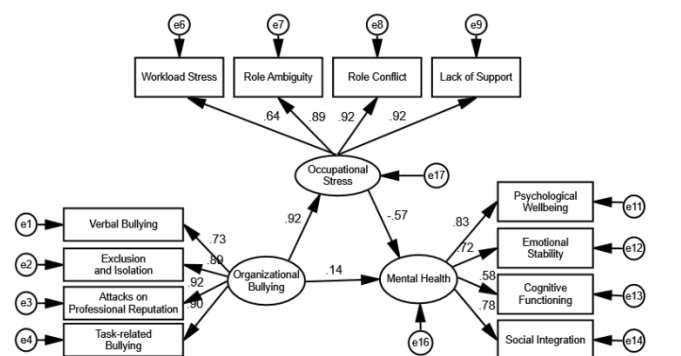
Thus, Hypothesis 2 is partially supported.

Main Hypothesis 3:

There is a statistically significant relationship at the level ($\alpha \leq 0.05$) between organizational bullying and mental health, in the presence of social support as a mediating variable, from the perspective of public sector employees in Jordan.

To test this hypothesis, path analysis using AMOS was conducted following the mediation approach proposed by Baron and Kenny. Figure (1) details results of the path analysis that can be seen below:

Figure (1)
Path Analysis Results for the Mediating Role of Social Support



Path	Estimate	S.E.	C.R.	P
Social Support ← Organizational	-.364	.046	-7.935	<0.001

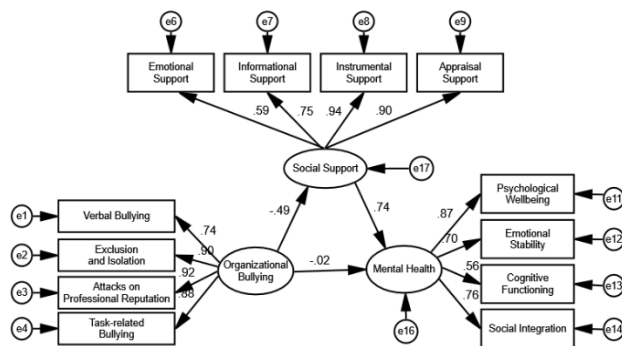
Bullying				
Mental Health ← Social Support	1.051	.103	10.181	<0.001
Mental Health ← Organizational Bullying	-.018	.051	-.359	.719

The results indicate that organizational bullying significantly reduces social support, while social support has a strong positive effect on mental health. The direct effect of organizational bullying on mental health becomes statistically insignificant when social support is included in the model, indicating a full mediating effect.

Accordingly, Hypothesis 3 is fully supported, confirming that social support plays a crucial role in explaining the relationship between organizational bullying and mental health.

In line with the research framework, the combined mediating effects of occupational stress and social support were examined within the structural model.

Figure (2)
Results of Path Analysis for the Direct and Indirect Effects of Organizational Bullying on Mental Health with Social Support as a Mediating Variable



Path	Estimate	S.E	C. R.	P
Social Support ← Organizational Bullying	-.364	.046	-7.935	<0.001
Mental Health ← Social Support	1.051	.103	10.181	<0.001
Mental Health ← Organizational Bullying	-.018	.051	-.359	.719

	Direct Effects		Indirect Effects	
	Organizational Bullying	Social Support	Organizational Bullying	Social Support
Social Support	-.364	.000	.000	.000
Mental Health	-.018	1.051	-.382	.000

The results reveal that organizational bullying significantly increases occupational stress and significantly decreases social support. While occupational stress shows a negative but statistically insignificant effect on mental health, social support demonstrates a strong and statistically significant positive effect on mental health. The direct path between organizational bullying and mental health remains non-significant.

These findings indicate that the relationship between organizational bullying and mental health is primarily mediated by social support, whereas occupational stress exhibits a weak and non-significant mediating role.

Direct and Indirect Effects:

It was noted that organizational bullying was not significantly and directly related to mental health; it only affects it via the indirect paths. Occupational stress, despite being increased by organizational bullying, has a weak and non-significant impact on mental health. On the other hand, social support, despite being decreased by bullying, has a high and significant contribution to mental health deterioration. In general, the model shows that 78% of the relationship between organizational bullying and mental health was fully mediated by social support while the relationship with occupational stress was not significant.

Taken together, these findings confirm that organizational bullying does not exert a direct detrimental effect on mental health in isolation, but rather operates through indirect pathways. Social support emerged as the dominant explanatory mechanism, fully mediating the relationship between bullying and mental health, whereas occupational stress demonstrated a limited explanatory role. This pattern underscores the importance of relational and social resources in shaping employees' psychological outcomes, particularly within public sector contexts characterized by structural demands and hierarchical pressures.

4.2. Discussion

The findings of this study offer a coherent and theoretically informed explanation of the relationships among organizational bullying, occupational stress, social support, and employee mental health within the public sector. The observed moderate mean levels of organizational bullying, occupational stress, perceived social support, and mental health suggest that prolonged exposure to moderately demanding and obstructive work conditions, together with the presence of limited yet available supportive resources, is more likely to result in sustained psychological strain rather than extreme impairment (Bakker, 2023; Demerouti, 2023). Within public sector organizations in Jordan, this pattern reflects structural characteristics such as bureaucracy and resource constraints, generating ongoing pressure while still allowing access to informal resources such as peer support.

Despite these moderate levels, organizational bullying demonstrates a clear and significant effect on mental health. Exposure to bullying is associated with lower well-being across emotional, cognitive, social, and psychological dimensions. This finding aligns with international evidence linking workplace bullying to anxiety, depression, and impaired

functioning (Nielsen et al., 2024; Galanis et al., 2024). Persistent, non-extreme bullying can accumulate over time and substantially undermine well-being.

A differentiated pattern emerges across bullying dimensions. Verbal bullying, social exclusion and isolation, and task-related bullying show stronger and more consistent effects on mental health than reputational attacks. These forms of bullying directly threaten employees' needs for competence, autonomy, and belonging, making them highly salient and difficult to ignore (Rai & Agarwal, 2020; Trépanier et al., 2020). By disrupting task completion and social integration, they reduce coping capacity and amplify psychological harm (Parzefall & Salin, 2020; Baillien et al., 2021). In contrast, reputational attacks do not show a significant direct effect on mental health, consistent with the study's results.

Occupational stress emerges as a mediating mechanism linking bullying to mental health, although its effect in this study was weak and statistically non-significant. In contrast, social support plays a key mediating role. Organizational bullying significantly reduces social support, which in turn strongly affects mental health. The full mediation by social support highlights its critical protective function in buffering the negative effects of bullying (Semmer et al., 2025).

An important finding of this study is the weak and statistically non-significant mediating role of occupational stress in the relationship between organizational bullying and mental health. Although bullying significantly increased employees' perceived occupational stress, this stress did not translate into a direct deterioration of mental health when social support was simultaneously considered in the model. From a JD-R perspective, this finding suggests that stress-related strain may become psychologically "silent" when adequate social resources are available. In other words, while bullying intensifies job demands and stress perceptions, the presence of emotional, informational, and instrumental support appears to neutralize the translation of stress into mental health impairment. This result is consistent with recent research indicating that social resources can substitute for depleted psychological energy and prevent stress from escalating into clinical or functional mental health outcomes.

Overall, these findings confirm that organizational bullying negatively affects mental health primarily through reduced social support, with verbal, exclusionary, and task-related bullying being particularly detrimental. Interventions aimed at reducing bullying and enhancing social support within workplaces are therefore crucial for promoting employee mental well-being.

5. Conclusion

This study provides compelling empirical evidence regarding the underlying mechanisms through which organizational bullying influences employee mental health within the Jordanian public sector. The findings reveal that organizational bullying does not exert a significant direct effect on mental health; rather, its impact operates predominantly through

indirect pathways. Specifically, social support emerged as the principal mediating variable, fully mediating the relationship between organizational bullying and mental health and accounting for 78% of the explained variance. In contrast, although organizational bullying was found to increase occupational stress, occupational stress did not significantly mediate the relationship with mental health, indicating a limited explanatory role within the proposed model.

These results underscore the critical importance of relational and social resources in shaping employees' psychological, emotional, cognitive, and social well-being. The deterioration of social support—whether derived from supervisors, colleagues, or the broader organizational environment—appears to be the central mechanism through which bullying undermines mental health. This suggests that the harmful effects of bullying are less a function of individual stress responses and more a consequence of weakened social and organizational support systems. The findings contribute to the organizational behavior literature by clarifying the mediating structure linking bullying and mental health, particularly within hierarchical public sector settings characterized by structural pressures and formalized authority relations. By demonstrating full mediation through social support, the study advances a relational perspective on workplace well-being, emphasizing that employees' mental health outcomes are strongly embedded within the quality of their social and organizational contexts.

From a practical standpoint, the results indicate that efforts aimed solely at reducing workplace bullying may be insufficient to safeguard employee mental health. Instead, organizations must adopt comprehensive strategies that actively strengthen social support systems, promote supportive and ethical leadership, ensure procedural fairness, and cultivate psychologically safe work environments. Institutionalizing structured peer and supervisory support mechanisms should therefore be regarded as a strategic priority. In sum, this study demonstrates that organizational bullying affects mental health primarily through the erosion of social support rather than through occupational stress. Strengthening social support structures within organizations is thus essential for mitigating the psychological consequences of bullying and promoting sustainable employee well-being.

6. Recommendations

- i. Future models should differentiate between overt/behavioral and covert/relational forms of bullying and specify multiple mediators beyond stress and support, such as organizational justice, identity threat, and loss of social resources.
- ii. It is recommended to distinguish between perceived and received support, as well as support quality (autonomy-supportive vs. intrusive) to capture potential "support backfire" effects.
- iii. Moderators of the stress and support pathways such as PSC and cultural dimensions (power distance) should be included as cross-level moderators in multilevel models especially when studying public agencies.

- iv. Promulgate anti-bullying policies and reporting mechanisms, perform regular PSC audits, and hold managers accountable for civility through KPIs and annual reviews
- v. Train managers in civility, fair feedback, workload management, and role clarity to address stressors that led to task-related bullying (e.g., workload pressure, role ambiguity, and role conflict).
- vi. Formalize peer coaching and supervisor check-ins based on autonomy-supportive principles in order to avoid competence threat activation.
- vii. Standardize processes for task assignment, deadlines, and resource allocation to reduce discretionary abuse and increase transparency.
- viii. Establish active-bystander training protocols, since bystanders to bullying also report negative well-being effects, and may serve as agents of climate change.

Declaration Statement

- The researchers did not receive any funding or support.
- The researchers undertake to provide the necessary data upon request.
- The researchers declare that there is no conflict of interest.

References

- Acoba, E. F., Aguilar-Vafaie, M. E., & Ponce-González, M. C. (2024). Social support and mental health: The mediating role of perceived stress. *BMC Psychology*, 12(1), 318.
- Al'Ararah, K., Al-Salim, T., & Al-Maaitah, R. (2024). Mitigating job burnout in Jordanian public healthcare: The roles of ethical leadership, organizational climate, and role overload. *Risk Management and Healthcare Policy*, 17, 1759–1773.
- Alharbi, J., Alonazi, W. B., & Alqahtani, M. (2023). The role of social support in reducing occupational stress and enhancing organizational commitment: Evidence from healthcare workers. *BMC Health Services Research*, 23, 456.
- Al-Haroon, H. I., & Al-Qahtani, M. F. (2022). Occupational stress and its impact on job performance among public sector employees. *International Journal of Public Sector Management*, 35(7), 815–832.
- Alrawashdeh, M. N., Alshurideh, M. T., Abuhashesh, M., & Masa'deh, R. (2024). Workplace cyberbullying and social capital among employees in Jordan. *Humanities and Social Sciences Communications*, 11, 365.
- Alshamsi, A. I., Almazrouei, S., Al-Falasi, B., & Al-Ali, N. (2022). Psychosocial safety climate moderates the effect of job demands/resources on burnout and engagement. *Frontiers in Health Services*, 2, 824619.
- Amoadu, M., Cobbinah, B., Adusei, S., & Boateng, F. (2024). Preventing workplace mistreatment and improving workers' mental health: The role of psychosocial safety climate. *BMC Psychology*, 12, 312.
- Anwar, A., Abdullah, H., & Aslam, S. (2023). Job stress, emotional exhaustion, and mental health outcomes among public sector employees. *Journal of Public Administration and Policy Research*, 15(2), 45–57.
- Baillien, E., Escartín, J., Van den Broeck, A., & Notelaers, G. (2021). Towards a three-way model of workplace bullying: A daily-diary perspective. *Work & Stress*, 35(1), 1–23.
- Bakker, A. B. (2023). Job Demands–Resources Theory: Ten years later. *Annual Review of Organizational Psychology and Organizational Behavior*, 10, 25–52.
- Belgasm, H., Hammad, A. A., & Suliman, E. (2025). Interpersonal conflict and employee behavior in the public sector: The mediating role of workplace ostracism and the moderating role of empathic listening. *Behavioral Sciences*, 15(2), 194.
- Brough, P., Biggs, A., & Rose, J. (2022). The role of social support in managing occupational stress: A longitudinal study. *Journal of Occupational Health Psychology*, 27(2), 123–135.
- Brougham, D., & Haar, J. (2020). Technostress, work–life balance, and emotional support: The moderating role of flexible work practices. *Human Resource Management*, 59(5), 483–495.
- Chireh, B., Yong, J., & D'Arcy, C. (2025). Workplace stressors and mental health outcomes among personal support workers: A systematic review. *International Journal of Psychophysiology*, 199, 10–27.
- Demerouti, E. (2023). Job Demands–Resources theory in times of crises: new propositions. *Organizational Psychology Review*, 13(1), 3–31.
- Einarsen, S., Hoel, H., Zapf, D., & Cooper, C. L. (2020). *Bullying and harassment in the workplace: Theory, research and practice* (3rd ed.). CRC Press.
- Galanis, P., Katsiroumpa, A., Vraka, I., & Siskou, O. (2024). Association between workplace bullying, job stress, and professional quality of life in nurses: A systematic review and meta-analysis. *International Journal of Environmental Research and Public Health*, 21(4), 1–16.
- Ganster, D. C., & Rosen, C. C. (2023). Work stress and employee health: An updated review and future directions. *Annual Review of Organizational Psychology and Organizational Behavior*, 10, 83–109.

- Hakanen, J. J., Schaufeli, W. B., & Ahola, K. (2021). The role of emotional stability in protecting employees from burnout and depression. *Journal of Occupational Health Psychology, 26*(2), 123–134.
- Hammer, L. B., Truxillo, D. M., Bodner, T. E., & Koppes, S. (2022). The role of supervisor and coworker support in occupational health: A multilevel examination. *Journal of Occupational Health Psychology, 27*(3), 291–304.
- Hori, H., Oi, Y., & Sato, N. (2023). Occupational stress and its relationship with burnout and performance: A transactional perspective. *Journal of Occupational Health, 65*(1), e12358.
- Idris, M. A., & Dollard, M. F. (2020). Psychosocial safety climate, role ambiguity, and employee well-being: A multilevel study. *Stress and Health, 36*(4), 427–439.
- Jain, A., Leka, S., & Zwetsloot, G. (2022). Enhancing mental health and well-being at work: Strategies and interventions. *Safety and Health at Work, 13*(3), 275–284.
- Javed, B., Rawwas, M. Y., Khandai, S., Shahid, K., & Tayyeb, H. H. (2021). Ethical leadership, role conflict, and job outcomes: A moderated mediation model. *Journal of Business Ethics, 170*(3), 559–577.
- Jenkins, M., Winefield, H., & Sarris, A. (2021). Social exclusion in the workplace: A multi-level review and future research agenda. *International Journal of Management Reviews, 23*(2), 147–169.
- Jia, Y., Hou, Z., & Li, Y. (2021). Appraisal support, occupational stress, and employee engagement: A moderated mediation model. *Journal of Occupational and Organizational Psychology, 94*(4), 810–829.
- Keashly, L., & Neuman, J. H. (2021). Workplace bullying and aggression: Impact, prevention, and intervention. *Annual Review of Organizational Psychology and Organizational Behavior, 8*, 241–267.
- Keyes, C. L. M., Dhingra, S. S., & Simoes, E. J. (2020). The relationship of psychological well-being with health and work performance. *Journal of Positive Psychology, 15*(5), 591–600.
- Lakey, B., & Orehek, E. (2020). Relational regulation theory: A new approach to explain the link between perceived social support and mental health. *Psychological Review, 127*(5), 842–859.
- Lam, P. H., Leung, D., & Ma, C. (2024). An extension to the stress-buffering model: Timing of social support matters. *Current Research in Behavioral Sciences, 5*, 100221.
- Lee, H., & Kim, S. (2022). The role of informational support in mitigating the effects of role ambiguity on employee stress. *International Journal of Human Resource Management, 33*(7), 1289–1310.
- Li, X., Wang, H., & Gao, Y. (2021). Emotional support at work and employee well-being: The mediating role of psychological capital. *Journal of Vocational Behavior, 127*
- Liang, Y., Xie, J., & Li, D. (2021). Dimensions of workplace bullying and their outcomes: A review. *Journal of Occupational Health Psychology, 26*(5), 409–427.
- Liu, J., Niu, S., & Zhang, L. (2021). Workplace bullying and occupational well-being: The mediating role of psychological safety. *Journal of Business and Psychology, 36*(5), 899–912.
- Loerbroks, A., Bosch, J. A., & Mommersteeg, P. M. (2021). The association of work stress with mental and physical health outcomes: A meta-analytic review. *Psychosomatic Medicine, 83*(5), 387–396.
- Martela, F. (2025). Well-being as having, loving, and being (preprint). Self-Determination Theory.
- Mazzetti, G., Schaufeli, W. B., & Guglielmi, D. (2021). Coping with job demands and counterproductive work behavior: The role of workload stress, role ambiguity, and lack of support. *Frontiers in Psychology, 12*, 654.
- Mitsakis, F. V., & Aravopoulou, E. (2022). Workplace bullying as an organizational phenomenon: Implications for HRM and leadership. *International Journal of Human Resource Studies, 12*(2), 45–63.
- Mubarak, S., & Noor, A. (2022). Role conflict, role ambiguity, and occupational stress: Evidence from public sector employees. *Employee Relations, 44*(5), 1178–1194.
- Newman, A., Donohue, R., & Eva, N. (2020). Psychological safety, social support, and employee outcomes in the workplace: A systematic review. *Human Resource Management Review, 30*(1), 100680.
- Nielsen, M. B., Rosander, M., & Einarsen, S. V. (2024). Witnessing workplace bullying—A systematic review and meta-analysis of individual health and well-being outcomes. *Aggression and Violent Behavior, 73*, 101928.
- Parent-Lamarche, A. (2022). The relationship between organizational factors and employee mental health: A review of current research. *Canadian Journal of Administrative Sciences, 39*(4), 556–569.
- Park, R., Chun, H., & Lee, H. (2020). Appraisal support and employee performance: The role of feedback quality. *International Journal of Environmental Research and Public Health, 17*(19), 7168.
- Parzefall, M.-R., & Salin, D. (2020). Perceptions of and reactions to workplace bullying: A social exchange perspective. *Human Relations, 73*(6), 962–990.

- Quinn, S., & Gershenson, A. (2025). The impact of organizational culture on bullying behavior in public institutions. *Public Personnel Management*, 54(2), 145–168.
- Rai, A., & Agarwal, U. A. (2020). Workplace bullying and employee silence: A moderated mediation model of psychological contract violation and workplace friendship. *Personnel Review*, 49(2), 425–444.
- Rhee, S., Hur, W. M., & Kim, M. (2020). The relationship of role conflict and ambiguity to employee outcomes: A meta-analytic review. *Journal of Organizational Behavior*, 41(6), 611–628.
- Rodríguez-Muñoz, A., Baillien, E., & Moreno-Jiménez, B. (2021). Short-term effects of exposure to workplace bullying on objective sleep patterns: *An actigraphy diary study*. *Stress and Health*, 40(2), 234–245.
- Salama, W., El-Said, O. A., & El-Said, M. (2022). Impact of work stress and job burnout on turnover intention. *International Journal of Environmental Research and Public Health*, 19(15), 9536.
- Samnani, A.-K., & Singh, P. (2020). Known and unknown aspects of workplace bullying. *Human Resource Development Review*, 19(4), 325–350.
- Sarkar, S. (2020). Verbal aggression in the workplace: Implications for psychological well-being and job performance. *Journal of Aggression, Conflict and Peace Research*, 12(3), 167–178.
- Semmer, N. K., Meier, L. L., & Beehr, T. A. (2025). Social support at work: Helpful or harmful? *Organizational Psychology Review*, 15(1), 1–28.
- Sonnentag, S., & Fritz, C. (2022). Recovery from work stress: The role of psychological detachment and recovery experiences. *Journal of Occupational Health Psychology*, 27(1), 3–15.
- Spagnoli, P., Balducci, C., & Fraccaroli, F. (2023). The multifaceted nature of workplace bullying: Dimensionality and associations with job outcomes. *Journal of Occupational Health Psychology*, 28(3), 215–227.
- Spence Laschinger, H. K., Fida, R., & Read, E. A. (2022). The impact of workplace bullying on professional identity and job engagement among healthcare professionals. *Journal of Nursing Management*, 30(5), 1121–1130.
- Sun, S., Zhang, L., & Li, H. (2025). Workplace bullying and turnover intentions among workers: A meta-analysis. *BMC Public Health*, 25, 23339.
- Taheri, T., Sadeghi, A., & Hashemi, S. (2025). The impact of good governance on organizational health with organizational accountability as a mediator. *BMC Health Services Research*, 25, 12921.
- Tan, L., Wang, M., Modini, M., Joyce, S., Mykletun, A., Christensen, H., & Harvey, S. B. (2023). Workplace mental health: The role of job stressors and resources. *Occupational Medicine*, 73(1), 21–29.
- Thoits, P. A. (2021). Mechanisms linking social ties and support to mental health. *Journal of Health and Social Behavior*, 62(2), 145–161.
- Trépanier, S.-G., Fernet, C., & Austin, S. (2020). Workplace bullying and psychological health at work: The mediating role of need satisfaction and work engagement. *Work & Stress*, 34(3), 261–279.
- Wang, R., Liu, J., & Zhang, Y. (2025). The relationships between social support seeking and well-being: A meta-analysis and review. *International Journal of Environmental Research and Public Health*, 22(3), 1234.
- World Health Organization. (2020). Occupational health: Stress at the workplace. Geneva: WHO.
- World Health Organization. (2022). Mental health: Strengthening our response. WHO.
- World Health Organization. (2025). Mental health: Strengthening our response. Fact sheet.
- Yılmaz, S. E., & Çıtak, Ş. (2025). Exploring the effects of perceived social support and psychological distress through mediation and multigroup analyses in work-related quality of life. *Scientific Reports*, 15, Article 641.
- Youssef-Morgan, C. M., & Luthans, F. (2021). Psychological well-being and workplace outcomes: A positive organizational behavior perspective. *Journal of Organizational Behavior*, 42(4), 467–482.
- Zadow, A., Dollard, M. F., McLinton, S. S., Lawrence, P., & Tuckey, M. R. (2021). Psychosocial safety climate and the buffering role of social support against occupational stress. *International Journal of Environmental Research and Public Health*, 18(9), 4726.
- Zhang, J., Wu, C., & Miao, R. (2021). Emotional stability, stress resilience, and employee outcomes: A longitudinal study. *Stress and Health*, 37(3), 456–465.
- Zhang, J., Yang, F., & Xu, Q. (2023). Instrumental support and employee adaptation during organizational change: The mediating role of stress appraisal. *Stress and Health*, 39(2), 285–297.