



T.C.

ANKARA YILDIRIM BEYAZIT UNIVERSITY  
GRADUATE SCHOOL OF SOCIAL SCIENCES

**SERVANT LEADERSHIP, EMPLOYEE RESILIENCE,  
AND WORKPLACE BULLYING: AN INVESTIGATION  
IN SOMALIA CONTEXTS**

MASTER'S THESIS

**Suheyb Farah GINDHE**

DEPARTMENT OF MANAGEMENT AND ORGANIZATION

Ankara, 2024

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Ankara, 2024

## APPROVAL PAGE

This thesis is prepared by Suheyb Farah GINDHE and titled “SERVANT LEADERSHIP, EMPLOYEE RESILIENCE, AND WORKPLACE BULLYING: AN INVESTIGATION IN SOMALIA CONTEXTS” is accepted by a unanimous vote as a master thesis at Ankara Yıldırım Beyazıt University, Graduate School of Social Sciences, Department of Management and Organization.

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## DECLARATION

I hereby declare that all the data utilized in this study is collected with adherence to academic ethical considerations, and all the sources consulted in producing this dissertation are duly acknowledged. I also declare that all published and unpublished works that are not original to this work are cited and referenced in accordance with the standards of the university (19/08/2024).

Signature

Suheyb Farah GINDHE



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I would like to thank to all those who have contributed to the completion of this thesis.

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## **ABSTRACT**

### **SERVANT LEADERSHIP, EMPLOYEE RESILIENCE, AND WORKPLACE BULLYING: AN INVESTIGATION IN SOMALIA CONTEXTS**

The purpose of this thesis study is to examine the dynamics of workplace bullying by focusing on Somali organizations and to investigate how servant leadership and employee resilience affect this phenomenon. In this empirical study, in which a cross-sectional research design was performed, statistical analyzes were carried out with data obtained from a total of 324 people working in different sectors in Somalia. In this study, first correlation test and then structural equation modeling (SEM) were used to test the study's hypotheses. In this regard, direct and indirect effects were analyzed. The findings show that servant leadership has a negative impact on workplace bullying. Further, employee resilience mediates the relationship between servant leadership and workplace bullying. This thesis study contributes to the literature by examining the relationship between servant leadership, employee resilience and workplace bullying in a different cultural and socio-economic context such as Somalia. Practical implications of this study are discussed along with some research limitations.

**Keywords:** Servant Leadership, Employee Resilience, Workplace Bullying, Somalia

## ÖZET

### HİZMETKAR LİDERLİK, ÇALIŞAN DAYANIKLILIĞI VE İŞ YERİNDE ZORBALIK: SOMALİ BAĞLAMINDA BİR ARAŞTIRMA

Bu tez çalışmasının amacı işyerinde zorbalığın dinamiklerini Somali organizasyonlarına odaklanarak araştırmak ve hizmetkar liderliğin ve çalışan dayanıklılığının bu olguyu nasıl etkilediğini incelemektir. Kesitsel bir araştırma tasarımının gerçekleştirildiği bu ampirik çalışmada Somali'de farklı sektörlerde çalışan toplam 324 kişiden elde edilen veriler ile istatistiksel analizler gerçekleştirilmiştir. Bu çalışmada hipotezleri test etmek amacıyla öncelikle korelasyon testi ardından yapısal eşitlik modellemesi kullanılmıştır. Bu doğrultuda doğrudan ve dolaylı etkiler analiz edilmiştir. Elde edilen bulgular, hizmetkar liderliğin işyerinde zorbalık üzerinde olumsuz bir etkiye sahip olduğunu göstermektedir. Bununla birlikte çalışan dayanıklılığı hizmetkar liderlik ve işyerinde zorbalık arasındaki ilişkiye aracılık etmektedir. Bu tez çalışması, Somali gibi farklı kültürel ve sosyo-ekonomik bağlamda, hizmetkar liderliğin, çalışan dayanıklılığı ve işyerinde zorbalık ilişkisini inceleyerek literatüre katkı sağlamaktadır. Bu çalışmanın pratik sonuçları, bazı araştırma sınırlılıklarıyla birlikte ele alınmıştır.

**Anahtar Kelimeler:** Hizmetkar Liderlik, Çalışan Dayanıklılığı, İşyerinde Zorbalık, Somali

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## LIST OF ABBREVIATIONS

A	Agree
CRPT	Corruption
DA	Disagree
ER	Employee Resilience
HRD	Human Resource Development
MAX	Maximum
MIN	Minimum
SA	Strongly Agree
SD	Strongly Disagree
SD	Standard Deviation
SEM	Structural Equation Modeling
SL	Servant Leadership
SOM	Somalia
WB	Workplace Bullying

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## 1. INTRODUCTION

Somalia has experienced persistent difficulties, such as civil wars, economic downturns, hunger, and corruption (Somalia: Civil War, Intervention and Withdrawal 1990 - 1995, n.d.). The country is known for having a mixed economy that incorporates the public and private sectors (Mire Mohamed, Mohamed & Isak, Najibullah & Halane, Dhaqane, 2019). Economic crises have an impact on organizational dynamics and civil unrest contributes to workplace issues (Klapper et al., 2013). These challenges have a substantial impact on the workplace environment. Despite these challenges, the nation is showing indications of slow but steady progress (The World Bank, 2022). This study, which focuses on the impacts of servant leadership and employee resilience in the particular context of Somalia (SOM), examines the important problem of workplace bullying within this framework.

Furthermore, Somalia has experienced difficult times marked by economic downturns, a noticeable absence of responsibility in the workplace, and widespread corruption. A large body of research, as described by (Hutchinson et al., 2009), highlights the important role that increased corruption plays in creating a negative work environment. According to the (Cambridge Dictionary, 2019), corruption (CRPT) is defined as the participation in unlawful, immoral, or illegal activities, particularly by those in positions of power. This complex problem not only raises moral questions, but it also actively fosters a negative and ineffective work environment. In addition to that, the nation has experienced significant economic downturns, which have contributed to a study which found an association between economic downturns, perceived unemployment, and bullying at work. According to the research, there is a connection between these economic stressors and the occurrence of an unhealthy work environment (Giorgi et al., 2020). These results highlight the ways in which economic difficulties affect workplace dynamics and the possibility of worsening unfavorable circumstances.

In the context of Somalia's complex socioeconomic environment, challenges posed by corruption and a lack of workplace accountability, this study focuses on workplace bullying, a critical aspect of organizational dynamics. Bullying is one of the most common types of abnormal and immoral behavior that workers encounter globally, according to (De Cieri et al., 2019). Bullying victims in the workplace are frequently the targets of malicious gossip,

menial jobs, social isolation, and relentless mockery by those who feel they have more authority over them (De Cieri et al., 2019). According to (Jacobson, Hood, & Van Buren III, 2014), there is a higher reporting of workplace bullying in poorer nations. This suggests that we do a study in Somalia, which is classified as a poor country by The World Bank (2023). The unique conditions of SOM, shaped by historical hardships and contemporary developments, provide a special context for examining the nuances of workplace bullying. The study defines technical terms that are associated with the study before diving into the relationship between Workplace bullying (WB), Servant leadership (SL), and Employee resilience (ER).

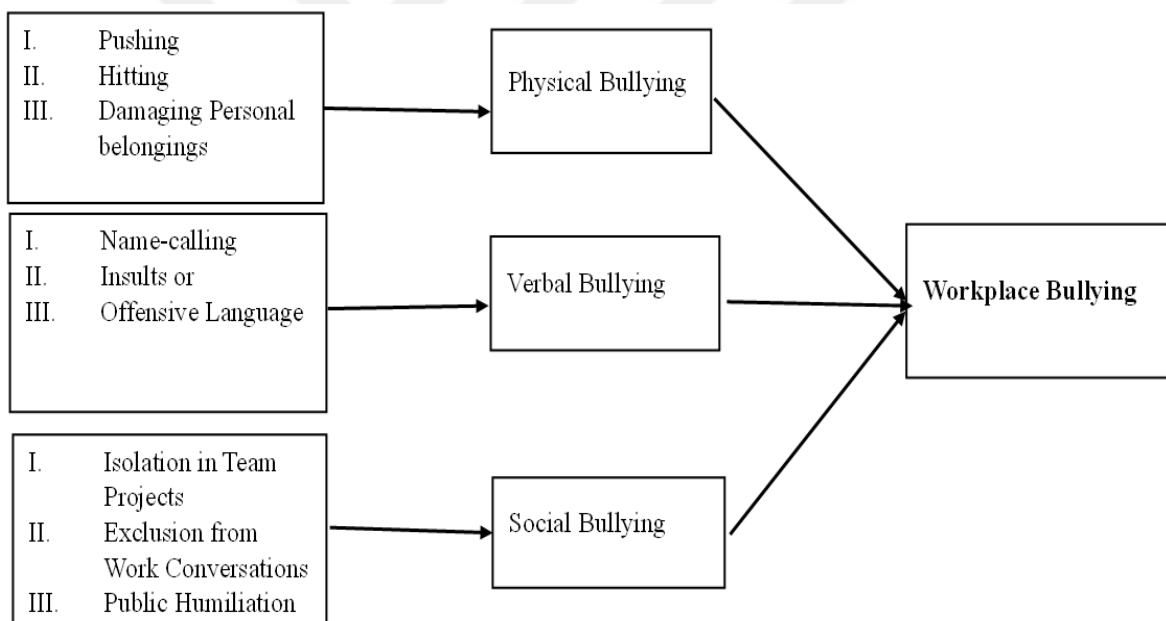
Bullying is the act of hurting or frightening a weaker or less powerful individual, frequently forcing them into doing something against their will. (Cambridge Dictionary, 2023). In addition to that, (Salin, 2003) defined workplace bullying as a type of interpersonal mistreatment that goes beyond simple disrespect and consists of intentional, repeated actions of mockery towards an individual or individuals, as well as the creation of violent work conditions. Bullying in the workplace is characterized as persistent unfair treatment: verbal or physical abuse that is dehumanizing, frightening, or threatening (Anasuri & Robinson, 2023).

As the study delves into the definitions of workplace bullying, it is important to note that different definitions of the term can be found in the literature review. For instance, (Kompella, 2022) describes the term "workplace bullying" as an aggressive actions and harassment of an employee by coworkers or superiors. Additionally, (Grima et al., 2023) define workplace bullying as a form of psychological and relational violence committed against another person in a systematic and ongoing manner with the intention of causing that person physical and/or mental harm as well as excluding them from the workplace. It includes violent action and mistreatment of an employee by colleagues or supervisors, resulting in higher levels of stress and harm to the company (Kompella, 2022).

One of the most common aberrant and immoral behaviors that workers encounter globally is bullying. Bullying victims in the workplace frequently face constant mockery, social exclusion, professional weakening, malicious gossip, and mundane duties from those who perceive themselves to have more authority over them (Ahmad and Sheehan, 2017; De Cieri et al., 2019; Holland, 2020). According to (Nielsen and Einarsen, 2018), such behavior is linked to negative outcomes for its targets, including mental tiredness, decreased

wellbeing, psychological anguish, physical disease, suicidal thoughts, and post-traumatic stress disorder. Bullying at work is a serious, violent, and widespread problem that affects the global sector. It is generally understood to be more severe than rudeness or disrespect when it comes to interpersonal abuse; it is a complicated, intentional, and abnormal set of activities that hurt or damage people and create stressful workplace environments.

In the workplace, bullying may appear itself in a variety of ways, including verbal abuse, physical and social isolation, and other forms of harassment. These forms of bullying can have serious implications for the mental and physical health of employers and professional workers (Peate, 2023). As a result, the study presents a picture of the various forms of bullying that are most commonly found in the workplace, and it demonstrates how different forms of bullying are related to bullying in working environments.



**Figure 1.** Bullying in the Workplace

**Source:** Peate, 2023

The figure above indicates the various forms of workplace bullying that are most common, and it is evident that these forms of bullying have a major negative impact on employers who work in unhealthy environments. The figure indicates the different kinds of bullying that are most common in the workplace and contribute to a greater level of bullying and also the components and types of bullying that are found in workplaces are

shown in the figure that can be found above. These components lead to bullying in the workplace.

According to Greenleaf (1977), the concept of SL refers to a holistic style to leadership that involves engaging followers in several dimensions (such as relational, ethical, emotional, and spiritual) in order to empower them to develop into what they are capable of becoming. The development of followers on the basis of the altruistic and ethical orientations of leaders is the primary objective of this approach. Also, this concept of leadership method known as servant leadership places an emphasis on working together, trusting one another, and respecting one another (Prosser, 2002). According to Van Dierendonck (2011), it is characterized by the motivation of a leader to serve and empower others, and it is related with personal attributes such as humility, genuineness, and stewardship. According to Patterson (2003), this method is also connected to the admirable concepts of love, vision, and empowerment. To put it simply, servant leadership emphasizes prioritizing the needs of followers over the leader's own interests in order to increase output and success.

According to Greenleaf (1977) and Prosser (2002), SL is a style of leadership that places an emphasis on collaboration, trust, and respect, and it requires the leader to actually listen to the ideas and opinions contributed by others. According to Brewer (2010), it is distinguished by a set of values that include listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, dedication to growth, and community building. There is a correlation between this type of leadership and greater job satisfaction as well as enhanced organizational productivity (Brewer 2010). This style of leadership is especially significant during times of crisis, such as economic recessions. Servant leadership is a type of morally-based leadership in which leaders tend to emphasize the fulfillment of the needs of followers, specifically employees, customers, and other stakeholders, rather than fulfilling their own personal desires (Canavesi & Minelli, 2021).

SL is a form of leadership in which leaders guide their followers by serving them, giving them a way to see beyond themselves and their organization and toward the common, greater good of humanity (Beehner, 2020). According to Brewer (2010) and Thakore (2020), the definitions of SL indicate to a collection of values and behaviors that include empathy, listening, healing, awareness, persuasion, conceptualization, foresight, stewardship, dedication to progress, and community building and this leadership approach is distinguished by an emphasis on people and the future, as well as a dedication to employee

development and empowerment (Thakore, 2020). To put it another way, these are the characteristics that are mentioned in the definitions of the variety of academic publications.

ER has been defined as a worker's behavioral ability to make use of work resources to guarantee ongoing flexibility, health, and development at work is known as employee resilience. With the support of the organization, an employee's resilience can be measured by their ability to utilize work resources (Kuntz et al., 2017). This definition refers to the ability of an employee to utilize work resources. In addition to that, the abilities of an employee to recover or get back from challenges, conflict, and failure, or even from positive events, progress, and more responsibility, is a measure of resilience (Luthans, 2002).

Although various scholars define resilience differently, they are generally in line when it comes to its meaning. For instance, Laprie (2008) characterized resiliency as Resilience is a broad or an umbrella term that includes many different qualities, such as the ability to bounce back from adversity and successfully adjust to new situations. Furthermore, Alexander (2019), described the term "resilience" as the ability to bounce back adaptably from hardship or tragedy. Resilience can be identified as the ability to recover or get back from these types of situations. According to Shin, Taylor, and Seo (2012), they defined the term "resilience" as the capacity to recover immediately from interruptions in working.

Further, Dyer and McGuinness (1996) defined resilience as the process by which individuals recover from having to deal with misfortune and continue on with their lives. Resilience is the ability or fact of being able to bounce back fast or immediately from, or resist being affected by, an unforeseen event, disease, etc. (Oxford English Dictionary, 2023). According to Luthans and Lester (2006), Resilience is all about how employees recover from challenges, and it is also about the development of an attitude that assists individuals in recovering from when they encounter with challenges or personal challenges. This attitude also helps individuals become better capable of reacting successfully to challenging or instances of crisis and deal with the challenges which are associated with those situations. The term 'resilience' is subject to various definitions, many of which can be found in scholarly literature.

According to these definitions, resilience is defined as the ability to recover from adversity and overcome challenges or setbacks through the process of rebounding. A global phrase that depicts a process in which individuals recover from adversity, challenges, and

barriers and either move on with their lives or concentrate on getting on with their lives is what the author proposes and considers to be the concept of resilience. From the author's perspective, a resilient employee possesses the ability to overcome obstacles swiftly. Being resilient means overcoming challenges quickly and strong employee resilience improves psychological well-being, productivity, and performance.

### **1.1. Problem Statement**

Bullying at work is a major problem that affects people all around the world (Nielsen and Einarsen, 2018). Bullying is immoral and unethical. Even though it's becoming more widespread, workplace bullying still negatively impacts organizational dynamics and employee well-being. Incidents like this can lead to decreased productivity, lower organizational dynamics, and lower employee well-being. The relationship between workplace bullying, servant leadership, and employee resilience in Somali organizations is not well studied, despite its acknowledged effect. Consequently, it is best to do scientific research on the relationship between workplace bullying, servant leadership, and employee resilience. Therefore, the purpose of this research is to close this gap by analyzing the dynamics of workplace bullying, with a focus on Somali organizations, and explore how servant leadership and employee resilience impact this phenomenon and offering a practical guidance on how to deal with workplace bullying on the unique context of Somali.

### **1.2. Research Questions**

In the last five years, some scholars penned down the dynamics of workplace bullying and different kind of leadership styles that could contribute or mitigate the workplace bullying issues. However, the relationship between workplace bullying, servant leadership, and employee resilience in Somali organizations is not well studied and there is a need to be conducted in this study in Somalia, therefore, this study is involved to address the following research questions;

- How does perceived servant leadership affect employees' perceptions of exposure to workplace bullying in Somalia?
- How does perceived servant leadership affect employee resilience in the workplace in Somalia?

- In Somalia, how does ER impact the relationship between perceived SL and WB?

### **1.3. Significance of the Study**

The research will make a contribution to the current body of literature on bullying in the workplace, SL, and ER. Specifically designed for the context of Somali organizations, in addition to that, the findings of this study will contribute to and support organizations in Somalia that are dealing with workplace bullying. Furthermore, it will help policymakers in making decisions and developing policies and strategies that will lead to a reduction in workplace bullying, as well as an improvement in servant leadership styles and enhance employee resilience in order to mitigate cases of workplace bullying in Somalia. This could promote overall employee well-being, enhance organizational dynamics, and create better work environments.

In order to bridge the knowledge gap that exists in the literature about employee resilience, servant leadership, and workplace bullying within Somali organizations, it poses the highest priority to do research. With the intention of offering a comprehensive understanding of these processes, the purpose of this study is to provide knowledge that is insightful to the ongoing discussion that is taking place all over the world regarding the well-being of employees, dynamics of organizations, with a specific focus on the unique context of Somalia.

### **1.4. Purpose of the Study**

The purpose of this study is to investigate the dynamics of workplace bullying, with a focus on Somali organizations, and explore how SL and ER impact this phenomenon, additionally, the study explores the relationship between bullying in the workplace, SL, and ER within the context of Somali organizations. Specifically, the study will focus on Somali organizations. By conducting an analysis of the dynamics of workplace bullying and studying the impact of servant leadership and employee resilience, the objective of this research is to fill in the gaps that currently exist in the existing body of literature. This will be accomplished by doing the research. The goal of this study is to provide practical insights that can contribute to the areas of addressing and minimizing bullying in the workplace, enhancing leadership abilities, and fostering employee resilience within the context of Somalia. These are all areas that the study wants to contribute to.

The primary objective of this study is to observe and analyze the dynamics of workplace bullying and determine whether or not servant leadership and employee resilience have a positive or negative effect on this problem in Somali organizations. Specifically, the study will investigate the following facts:

- i. Understanding the dynamics of workplace bullying in Somali organizations.
- ii. Explore the relationship between bullying at work and servant leadership.
- iii. Explore how resilient employees might be in handling bullying at work.
- iv. Explore how servant leadership affects employee resilience.

All these four facts are very essential facts towards measuring and focusing on the workplace bullying, servant leadership and employee resilience. Through these aspects, the research will be able to determine the effectiveness of servant leadership and employee resilience (ER) on Workplace bullying (WB).

There was no workplace bullying studies have been conducted in Somalia before. This study is unique and opens up the path for future research in Somalia. This research is crucial and will serve as a reference for future academics interested in doing similar studies in Somalia. This research is unique since it specifically examined how servant leadership and employee resilience affect workplace bullying in Somalia.

This thesis is structured as follows. First, chapter one outlines the thesis introduction, including the study's background, research problem, research questions, significance of the study, purpose of the study, and variable definitions. Chapter two next presents the literature review. As a result of their differences on workplace bullying, servant leadership, employee resilience, and their relationships, it is connected to many academic perspectives. Diverse perspectives create a range of conclusions regarding workplace bullying in Somalia. This chapter will present the gap, contribution, and their relationship. In addition, chapter three discusses the methodology and empirical findings. The conclusion, discussion, significant contribution, and policy recommendations are all included in the fourth and final chapter. This chapter provides a full explanation of effective policy formulation, and the policy recommendations will be put into practice.

## 2. LITERATURE REVIEW

Bullying is one of the most common types of abnormal and immoral behavior that workers encounter globally, according to (De Cieri et al., 2019). Bullying victims in the workplace are frequently the targets of malicious gossip, menial jobs, social isolation, and relentless mockery by those who feel they have more authority over them (De Cieri et al., 2019). And such behaviors that employees are encounter in the workplaces might face some serious conditions such emotional exhaustion, employee distress, psychological distress or mental issues and suicidal ideation or thoughts and condition resulting from extreme stress (Nielsen and Einarsen, 2018; Ahmad and Sheehan, 2017).

Having such a condition of bullying in workplaces, it's the duty or responsibility of organizational leadership to stop or encounter such incidents in the workplaces (Ahmad, 2018). yet, studies on the causes of workplace bullying reveal that dysfunctional and destructive leadership continues to play a major and persistent role in the rise in workplace bullying (Glambek et al., 2018; Holland, 2020). Because of this reason, studies that expand our knowledge of how to prevent workplace bullying through positive, morally driven leadership styles have gained momentum recently (Ahmad, 2018; Islam et al., 2019). Since it incorporates aspects of social responsibility and personal integrity that standard leadership techniques and models overlook, research on these types of leadership has highlighted SL as a noteworthy management style (Lee et al., 2020).

Given that dysfunctional and destructive leadership styles are the root cause of bullying, we can positively argue that servant leadership prevents WB. However, regarding the absolute best of our understanding, researchers haven't taken a look at how SL might be used to combat bullying in the workplace within this body of literature. Which suggests that, the past five years have seen the publication of more than one hundred papers that are associated with SL; nevertheless, there is a lack of knowledge regarding how and why servant leadership might minimize WB (Eva et al., 2019). Especially within the context of Somalia, there hasn't been done with such studies and for this reason the study proposes or presents an approach for effectively addressing workplace bullying by analyzing the mechanisms and parameters related to servant leadership that can potentially decrease occurrences of bullying.

The study focuses on ER, which is defined as an individual's capacity to recover from hardship or personal setbacks (Lester and Luthans, 2006). And ER will act as a tool that mediates or intercedes the relationship between SL and WB, furthermore the study highlights the significance of servant leadership's capacity to increase ER and protect workers prevent bullying at work. Resilience has been inadequately theorized and empirically tested within a work setting," according to a recent study (Cooke et al., 2019).

This chapter explores diverse perspectives on workplace bullying and servant leadership from a range of academics. The focus of the conversation is on how employee resilience and servant leadership affect workplace bullying and the relationships that result from it. In this chapter, several arguments from various scholars will be discussed.

## **2.1. Workplace Bullying and Servant Leadership**

The question of "what is bullying" should be addressed before the study delves into the body of knowledge that exists on this subject matter. After reading articles from various academics and definitions of workplace bullying, (Einarsen, 1999) defined bullying as when an employee is consistently subjected to aggressive behavior at work from one or more superiors or coworkers over a period of time. Having defined workplace bullying and acknowledged its global prevalence, according to (Nielsen and Einarsen, 2018, De Cieri et al., 2019).

Einarsen et al. (2011) described WB as it follows:

*“Bullying at work refers to the act of harassing, offending, or socially rejecting another individual, as well as negatively impacting the work of another individual. It is necessary for the conduct of bullying to occur repeatedly and routinely (for example, on a weekly basis) and over a period of time (for example, approximately six months) in order for the label of bullying (or mobbing) to be assigned to a specific activity, interaction, or process. Bullying is a process that escalates over time, and as it progresses, the person who is bullied is put in a position of weakness and becomes the subject of a series of negative social activities”.*

WB is globally recognized as one of the most common types of abnormal and immoral behavior that workers encounter globally. Bullying behaviors at work have a variety of negative effects, such as anxiety and a threat to the wellbeing of the employees (Rajalingam et al., 2021). furthermore, workplace bullying promotes or is linked to symptoms of post-

traumatic stress disorder. In addition to that, exposure to WB is linked to somatic symptoms and mental health problems (Nielsen, 2014, Nielsen, 2015 and Einarsen, S, 2014). Considering that WB can have serious consequences, and that being exposed to bullying behavior in the workplace is connected with or, to put it another way, it is a risk factor for suicidal thoughts with the form of physically intimidating behaviors (Nielsen et al., 2016), it is important to address the issue of WB. Having such a condition of bullying in workplaces, it's the duty or responsibility of organizational leadership to stop or encounter such incidents in the workplaces (Ahmad, 2018).

Notelaers et al., (2018) states that bad social behaviors, such as making degrading remarks, arguing, directing fingers, or withdrawing employees from the social group or social activities, are examples of the phenomenon that manifests itself and acts as a manifestation of the phenomenon. Negative social behaviors of this nature do not necessarily need to be regarded harmful; however, they become problematic when they are directed toward certain employees on a regular basis and in a consistent manner.

According to Ahmad and Sheehan (2017) and Notelaers et al. (2018), individuals who are the main targets of bullying are subjected to uncomfortable and unwelcome misbehavior at workplace for a period of several weeks or longer, and then they find it impossible to escape from these situations. And as a result of these mistreatments, they suffer from a variety of problems. For example, bullying is closely linked to psychological health problems like anxiety, depression, burnout, and insomnia. These problems frequently lead to an employee's intention to quit, lack of commitment, job dissatisfaction, illness, and absenteeism (Nielsen and Einarsen, 2012; Ahmad and Sheehan, 2017; Meriläinen et al., 2019). According to research conducted by Hoel and Cooper (2000), incidents of bullying have been proven to result in the victim experiencing physical illness, psychosomatic symptoms, decreased job satisfaction, and even the possibility of being expelled from the employment.

Several studies have highlighted that as a result of WB, job satisfaction would significantly decrease. This is because bullying in the workplace is frequently related with feelings of job burnout and the intention to leave the organization and might also leave their professions. As well as a decline in levels of job performance and productivity, which finally results in burnout on the job (Bashir, 2018).

In addition to that, Merilainen et al. (2019) discovered that employees who are experiencing issues related to workplace bullying have a lower level of work engagement and work performance. This is actually caused by a lack of motivation and absenteeism that naturally arises from being exposed to bullying. A decrease in productivity is also a consequence of all of these problems, which are reducing the organization's capacity to perform at its highest level (Branch et al., 2013). On the other hand, reductions in workplace bullying have been shown to increase engagement, motivation, and performance on an individual level (Trepanier et al., 2013).

It is clearly evident that employees are suffering as a result of WB, which is occurring all over the world. We covered the negative consequences of being bullied at work, and some of these adverse effects include, job dissatisfaction (Bashir, 2018), lower level of work engagement and work performance (Merilainen et al, 2019), a lower productivity (Branch et al., 2013), lack of commitment, illness, and absenteeism, psychological health problems like anxiety, depression, burnout, and insomnia (Nielsen and Einarsen, 2012; Ahmad and Sheehan, 2017; Meriläinen et al., 2019; Hoel and Cooper, 2000). Bullying at work is such unacceptable behavior and it's the responsibility of the organizations to stop it.

In addition to that, certain studies have demonstrated that the underlying causes of WB have been linked to a complex interaction between personal, organizational, and sociocultural elements that influence how the issue expresses itself behaviorally in a work environment (Salin, 2003; Samnani and Singh, 2012). In a short describing to that, according to the findings of research, the two most major indications of bullying are the individual characteristics of the targets and the leadership or management approach that is utilized with regard to the workplace (Salin, 2003; Samnani and Singh, 2012; Seigner et al., 2007; Branch et al., 2007; Nielsen, 2013)

Furthermore, the study primarily focuses on SL and it's impacts on managing WB, SL has been described as a type of leadership approach with the main primary objective of serving followers, caring and putting resources into their development as professionals and individuals to advance society as a whole (Page and Wong, 2000) and Page and Wong (2000) states that the world is badly needed for ethical, and effective leadership that serves others which explains that ethical leadership is the only thing to reduce workplace bullying and other forms of unethical behaviors that occurs in the workplaces. The basic or foundational idea of the servant leadership ideology is that meeting the needs and aspirations of followers

is what drives an organization to attain its long-term goals. (Lee et al., 2020). Eva et al. (2019) states or gives a definition of SL

*“SL is an (1) other-oriented approach to leadership (2) manifested through one-on-one prioritizing of follower individual needs and interests, (3) and outward reorienting of their concern for self towards concern for others within the organization and the larger community”.*

As stated by Dutta and Khatri (2017), there is a chance that servant leadership might be regarded as a one-click solution to the current challenges organizations are facing in terms of retaining employees, employee burnout, and intention to leave, as well as the recent problems that are associated with bullying in the workplace. According to the findings of their study, servant leaders are able to provide a supportive and pleasant environment at work by exercising their authority in a manner that cultivates positive connections and strengthens the trust of their followers.

While considering the strong links between bullying and employee fatigue, psychological illness, intention to leave from the organization due to the workplace bullying, (Ahmad et al., 2021) argued that SL may provide a solution to this problem by enhancing the nature of the relationships between coworkers and, eventually, the setting in which workers must carry out their duties. the reason for this is that the behavior of individuals is often impacted by the behavior of their role models when they are engaging in social activities (Bandura,1977). Bandura (1977) stated that through his SLT, which he argued that leaders affect the behaviors of their followers through a process of role modeling, whereby modeling functions as a strong way for transferring values, attitudes, and acceptable actions, he has been able to demonstrate that leaders have the ability to influence the behaviors of their followers.

Employees gain an understanding of what is considered appropriate and inappropriate behavior by observing the actions of their leaders and the consequences that result from those actions over time. The use of social learning has been used for a long time to increase the understanding of the impact that leadership has in the workplace. Many writers believe that role modeling is a very important component of a leader's impact in the workplace (Ahmad, 2018; Eva et al., 2019). In the workplace, leaders are strong exemplars because of their

standing and the authority that they are assigned. Furthermore, leaders have the ability to use their rightful authority to impact the behavior of those who follow them (Brown et al., 2005).

According to Ahmad et al. (2021), When leaders participate in behaviors that are harmful and ineffective, they create a work atmosphere that encourages and fosters behavior that is also inappropriate, ineffective, and abnormal. This allows them to manage bullying in the workplace, which is copied and demonstrated by their followers (Trevino and Brown, 2005). Furthermore, Behavior like bullying is directly observable in a work setting where unstable leadership is common. (Ahmad, 2018), so this suggested that the most common cause of WB is the presence of dysfunctional leadership at organizations. This can be attributed to a lack of accountability, favoritism, or unethical behavior on the part of the leadership. This can result in the creation of a toxic environment in which potentially harmful behaviors such as bullying are more likely to occur and are tolerated. On the other hand, studies on servant leadership gives support to the notion that these leaders are concerned about the well-being of those under their authority and make use of their position of authority to advance the interests of the community as a whole (Greenleaf, 1977).

In the workplace, servant leaders may foster integrity and positive working relationships by acting with consideration and selflessness. Serving others and enabling them to foster a feeling of community is the goal of servant leadership concepts and practices, which are embodied by morally and character-driven leaders (Greenleaf, 1977). SLs focus on the development and well-being of their team members in order to create a climate of trust, respect, and cooperation in which people feel appreciated and encouraged to pursue their career goals. This focus on moral behavior, empathy, and group goals fosters a work environment where people are committed to the success of the organization and its impact on society.

Furthermore, organizations need to embrace a model of leadership that places an emphasis on the well-being and growth of their employees in order to address the increasing occurrence of WB in all over the world (Ahmad et al, 2021). Scholars such as Dutta and Khatri (2017) and Eva et al. (2019) have brought attention to the concept of SL, which stands out as a notable strategy that encourages followers to develop positive behaviors and morals. This type of leadership helps to establish a supportive and respectful work environment, which in turn helps to decrease the number of instances of bullying that occur in the

workplace. This is accomplished by placing the needs of employees as the first priority and making an investment in their career and personal growth.

Additionally, the concept of SL brought onto by Greenleaf (1977), which suggests that when people view their leaders as servant leaders, they are more likely to model these behaviors after them, as shown by the research conducted by Eva et al. (2019). Thus, it follows that workers who are guided by SLs are less likely to experience harmful and immoral actions that are frequently connected to WB. This emphasizes how important it is to have a servant leadership culture in order to create an environment at work where people can respect and assist one another.

Bullying is frequently linked to a poor working condition. Thus, for the problem to be successfully solved, leaders must not only provide for the needs and support of their followers, but also help them grow personally by creating resources that help solve the issue (Stouten et al., 2010). The function of SL in handling WB through bringing forward resilience as a solid mechanism that makes workers feel strong and protected (Ahmad et al, 2021).

We discussed WB and SL in the first part of the literature review, as well as how servant SL improves workplace bullying. Now, we'll talk about the literature review's employee resilience section. As we mentioned in the first part, employee resilience could potentially serve as a mediator in the relationship between WB and SL.

## **2.2. Employee Resilience**

ER is the behavioral ability to make use of resources at work to guarantee ongoing growth, well-being, and adaptability at work. With the support of the organization, an employee's resilience can be measured by their ability to utilize work resources (Kuntz et al., 2017), in addition to that, employee resilience is the ability of an employee to recover or get back from challenges, conflict, and failure, or even from positive events, progress, and more responsibility (Luthans, 2002).

According to (Britt et al., 2016), he stated ER as it follows:

*“(a)basic abilities possessed by the individual, (b) the ability to adapt to adverse events, and (c) the availability of documentation demonstrating positive changes after adversity”*

According to Luthans and Lester (2006), Individuals are able to overcome challenges and personal disappointments when they have a growth mindset, which also prepares them to handle risk management in tough or emergency situations and assists them in responding effectively to these occurrences and it has to do with an individual's ability to effectively manage challenging situations and to sum up this argument, Resilience is a growth mentality.

According to Luthans and Lester (2006), They propose that HRM in organizations, should prioritize resources toward the development of ER so this would enable workers to effectively navigate potentially extremely challenging circumstances. As stated by Nielsen et al. (2016), bullying in the workplace can be considered a form of trauma that has a significant impact on the lives of individuals while they are at work and poses a threat to their health and safety. And it has been claimed that, HRM departments has to make an investment to develop employees to become more resilient (Luthans and Lester, 2006). According to research conducted by Chen and Lim (2012) and Luthans (2002), resilient workers are those that do not give up and are able to keep their motivation up in the face of the challenges they confront.

Furthermore, (Ahmad et al, 2021) proposes that SL is the most effective way to foster ER, which acts as a personal resource to assist in the management of WB situations that occur in the Work environment.

According to (Kim et al., 2017), being a strong person at workplaces helps and gives you the capacity to deal with conflict and negative situations. These conflict scenarios could strongly align with workplace bullying; thus, it is important to be strong so that you can deal with them.

Studies that have been done in the past have shown that people are capable of learning the abilities and methods that are required to develop resilience. Kuntz et al. (2017), for example, have claimed that supportive organizational cultures (for example supported

servant leaders) are what make it feasible for employees to build the ability to withstand adversity or in other words servant leaders may foster or enable the development of ER.

According to (Luthans and Lester 2006), people who are resilient show more resilience in the face of many challenges and risks that arise in the workplace, including bullying-related ones. This shows that they are better able to maintain their positive outlook and bounce back from difficult situations, which eventually aids in lessening the negative effects associated with such events.

Furthermore, Luthans and Lester (2006) offered or recommended for three human resource development strategies, which may be defined as an HRD method that can be utilized to assist the development of employee resilience. A "risk-focused strategy" is the very first strategy, and its primary objective is to prevent or reduce the impact of a threat or stressor (for instance, bullying). As part of the second strategy, which is referred to as the "asset-focused strategy," the objective is to safeguard personnel against potentially damaging occurrences or crises by improving both organizational and personal resources. One example of an organizational resource is servant leadership. The last technique, which is referred to as the "process-focused strategy," goes into risk management and boosts organizational and human resources through improving how individuals understand events or experiences (for example, bullying).

In addition to that, Ahmad et al. (2021) contended that SL might be among the most crucial elements in guaranteeing the use of these approaches in the workplace, which may contribute to the improvement of worker resilience and they argued that, in situations where employees are faced with micro-level threats such as bullying in the workplace, SLs have the power to teach them on how to keep a positive attitude. Studies have indicated that even resilient employees in difficult circumstances, continue to seek encouragement from their leaders or prompts to maintain an optimistic outlook in the face of difficulties (Luthans and Lester, 2006).

Moreover, studies carried out in numerous nations have unequivocally demonstrated that the primary cause of WB is the existence of problematic and abusive leaders. (Ahmad and Sheehan, 2017; Nielsen and Einarsen, 2018). To combat this circumstance, these human resource development strategies must prioritize the development of a servant leadership or have as their primary objective the promotion of the development of leaders who prioritize

the requirements of their followers, the restoration of faith in the leadership, and the enhancement of employee resilience in the face of such adverse events (Ahmad et al, 2021).

Wong and Davey (2007) state that SL contributes to the development of mentoring relationships with followers, which is a common component of human resource development. It's possible that this will make followers more resilient when challenges arise. In addition to that, Servant leaders can help their followers become more resilient by modeling positive behavior (Ahmad et al, 2021).

As stated by Ahmad et al. (2021), the existence of SL creates an environment that encourages employee resilience, which in turn has positive effects on the regulation of behavior in the workplace. There are a number of variables that contributed to the employees' resilience, including the leader's care, motivation, and psychological assistance for the employees' necessities.

Employees' capacity to constructively express both good and bad emotions in the workplace might be regarded a source of resilience, according to a study that was conducted not too long ago (Cooke et al., 2019). Furthermore, Ungar (2013) claimed that resilience should be regarded not only as an individual trait but also as a component of environmental quality. This is because resilience has the capacity to significantly promote interpersonal connections and personal growth and he argued that resilient individuals are less likely to participate in negative behaviors such as bullying, in order to thrive in their workplace environment.

According to Ahmad et al. (2021), SL serves as a safeguarding element in the workplace, which helps employees develop the potential to be resilient. Furthermore, the development of this competence offers a passive approach that contributes to the management of WB, which is violence that takes place in the workplace setting.

### **2.3. Theoretical Framework**

This research aims to investigate the dynamics of WB, with a focus on Somali organizations, and explore how SL and ER impact this phenomenon. And the research is guided by social learning theory (SLT) which has been developed by (Bandura,1977). Furthermore, the idea proposed that in a social context, people's behavior is usually impacted by the actions of the role models they look up to. And it also suggested that employees see

the behaviors of their leaders and the consequences that follow, and they learn about both appropriate and inappropriate behavior. And this theory is mainly used in leadership's influence in a workplace context and these different leadership styles includes servant leadership.

## **2.4. Hypothesis Development**

The concept of SL brought onto by Greenleaf (1977), which suggests that SL involves engaging followers in several dimensions (such as relational, ethical, emotional, and spiritual) in order to empower them to develop into what they are capable of becoming. when people view their leaders as SLs, they are more likely to model their good behaviors after them, as demonstrated by the research conducted by Eva et al. (2019). Thus, it follows that the workers who are governed by SLs are more unlikely to suffer immoral and damaging activities that are frequently associated to bullying at work and this leads to the first hypothesis.

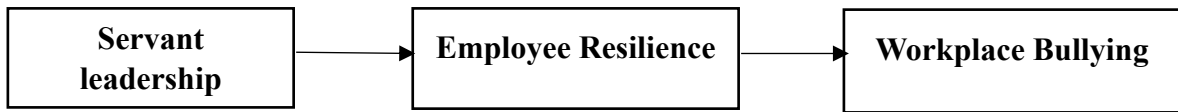
**H1.** Perceived SL negatively related to WB.

As indicated by Ahmad et al. (2021), SL fosters ER by creating a work environment where employees feel valued, supported, and safe or in other words by creating a supportive organizational context, which can help developing employee resilience, it demonstrates that servant leaders, through their support, empathy, and empowerment, can play a role in creating and increasing employee resilience. According to recent studies, servant leadership creates an environment that is protective and increases employees' capacity for resilience. This capacity development provides a backdoor solution for managing workplace bullying. When considered collectively, this discussion demonstrates how SL may increase worker resilience and how this growth can serve as a preventative measure against bullying at work, thus this discussion leads to the formulation of our second and third hypothesis.

**H2.** SL positively associated with ER.

**H3.** ER mediates the relationship between SL and WB.

## 2.5. Conceptual Model



**Figure 2.** Conceptual Model

The figure above shows the conceptual model of this study. The model is developed in the following manner: the independent variable in this study is SL, and the outcome or dependent variable is WB. In addition to this, the research presents the mediator variable known as ER. This variable acts as a mediator between the direct and indirect relationship between SL and WB

### **3. METHODOLOGY**

In this chapter, the study primarily focuses on or provides an empirical data analysis, and it makes an explanation of how the study collects and gathers data from a variety of sources in order to obtain approximated results. In order to obtain estimated outcomes, the research uses quantitative primary data and statistical analysis. In addition to that, the study employed a structural equation modeling (SEM) to test the research model, correlation matrix and descriptive statistics to get the estimated results.

The research design is well tailored on the study's objectives, and it uses a quantitative research approach, which is the best approach for producing the best results and comprehending the dynamics of WB in Somali organizations as well as the ways in which employee resilience and SL contribute to this phenomenon.

With the goal to investigate the dynamics of bullying in the workplace, SL, and employee resilience (ER) within Somali firms, the research is designed to collect data from a number of organizations that operate in diverse sectors. The objective of this study is to explore these relationships. Obtaining information from the health industry, the telecommunications industry, and the banking industry was the primary objective of the study. These are the three industries that have reported having to deal with WB. In addition, the second primary purpose for selecting and collecting data on these industries and organizations is to obtain a wide range of data that is considered to be of critical significance during the process of data analysis. At all times, a substantial portion of the evidence is accompanied by a compelling argument that yields meaningful outcomes. The major data was collected through the utilization of online survey platforms, with GF (Google Forms) being the most prominent option.

The research is carried out in Somalia with a variety of organizations and sectors located throughout the country, as well as in organizational settings. The study includes the participation of all of the employees working for these various organizations and sectors.

#### **3.1. The Research's Sampling Procedure and the Data Size**

The sampling procedure for the study was carried out in accordance with the rules of Gattton's Principle in order to ensure that there was a balance between convenience and

representativeness. According to Gotham (2004), the sample size can be utilized in the study analysis if the number of the sample is determined to be two-thirds of the overall sample size which represents the population in the context of the study. The online survey was distributed to employees working for Somali-owned firms in an effort to raise awareness about the importance of diversity in terms of both demographics and organizational responsibility. A large portion of the community was represented by the sample size, which consisted of 324 individuals who responded to the survey. In accordance with Gatton's concentration on the rigor and validity of scientific research, this method made it possible to conduct an exhaustive analysis of the dynamics of WB, servant leadership, and ER inside Somali businesses.

### **3.2. Data Collection Method**

Google Forms surveys were used to collect data for this investigation. A link to the survey is provided for participants to fill out at their convenience. Structured questions concerning employee resilience, servant leadership, and bullying in the workplace were posed in the survey. Since the responses from participants were kept private and anonymous, honesty was encouraged. The web platform allowed for the rapid collection of data, yielding a large sample size. Online surveys also eliminated regional restrictions, enabling participation from a wide range of locations. Convenience, accessibility, and participant anonymity were given top priority in the data collection technique to ensure data quality and reliability.

### **3.3. Measures**

The items used for the survey were derived from scales that were published. An employee's resilience and servant leadership were evaluated using five-point Likert scales, with 1 indicating "strongly disagree" and 5 denoting "strongly agree." And WB was evaluated by (Ranging 1 equal to never and 5 equals to daily).

A six-item measure created by Sendjaya et al. (2019) was employed to evaluate SL. " I am respected by my leader for who I am, rather than how I make them feel " is one example item.

A seven-item scale created by Einarsen et al. (2009) was utilized to measure WB. " Getting subjected to an excessive workload " is one example item.

ER was evaluated by using three item scale which developed by (Luthans et al. 2007). Sample item include "I've easily bounced back from recent failures at work."

### **3.4. The Empirical Analysis**

The following section presents the data analysis for this study. Understanding the impact of perceived SL on WB and ER as a mediator within organizations based in a Somali context. In this case, a total of 324 questionnaires were found valuable in this study and we distributed across the various sectors through the use of a random sampling technique. Of these questionnaires, 324 were returned with valid information, therefore showing an impressive response rate of the study, and also it shows that this level of participants is needed to know the level of WB that is taking place in Somalia. Additionally, this high level of participation underscores the relevance and urgency of addressing workplace dynamics in Somalia.

The three hypotheses were used to evaluate this in order to determine the association between ER, WB, and SL. The study employed statistical approaches such as Correlation analysis to uncover underlying patterns or structures within a dataset. Subsequently, SEM analysis was employed to determine the connection b/w the variables.

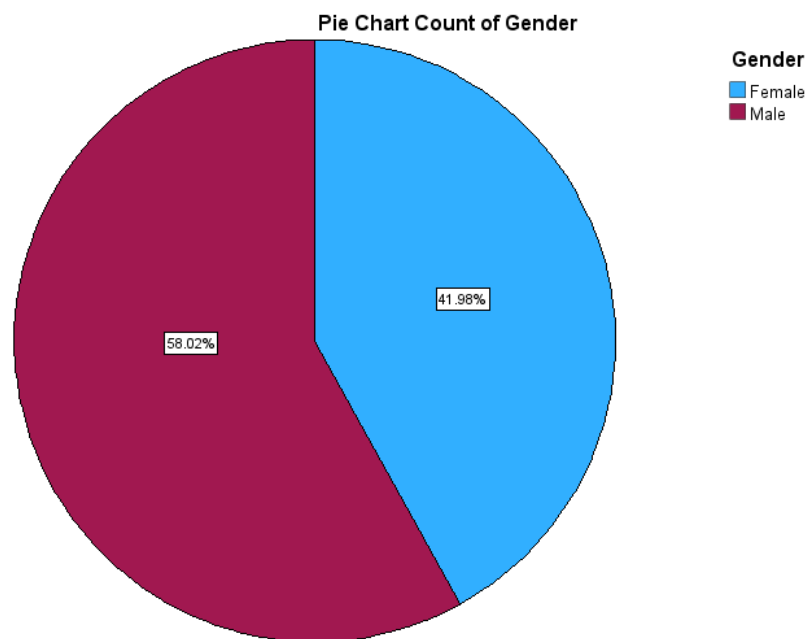
### **3.5. Demographics**

The demographic information of the samples used to build the estimated results is described in this section. The attributes are determined by factors such as gender, age, educational background, academic standing, job title, and work experience.

**Table 1.** Gender Demographic Profile

Gender	Total	Percentage (%)
Male	188	58%
Female	136	42%
Total	324	100%

Table 1 above indicates the gender demographic profile of the participants in the study. And there were 324 respondents. The results of the survey indicate that there was a total of 188 males who responded to the survey questions or participated in the study. Additionally, there were 136 female participants who responded to the survey questions. This provides a minor explanation for the predominance of males in Somali organizations. We can observe that males make up 58% of the population, while females make up 42% of the population.



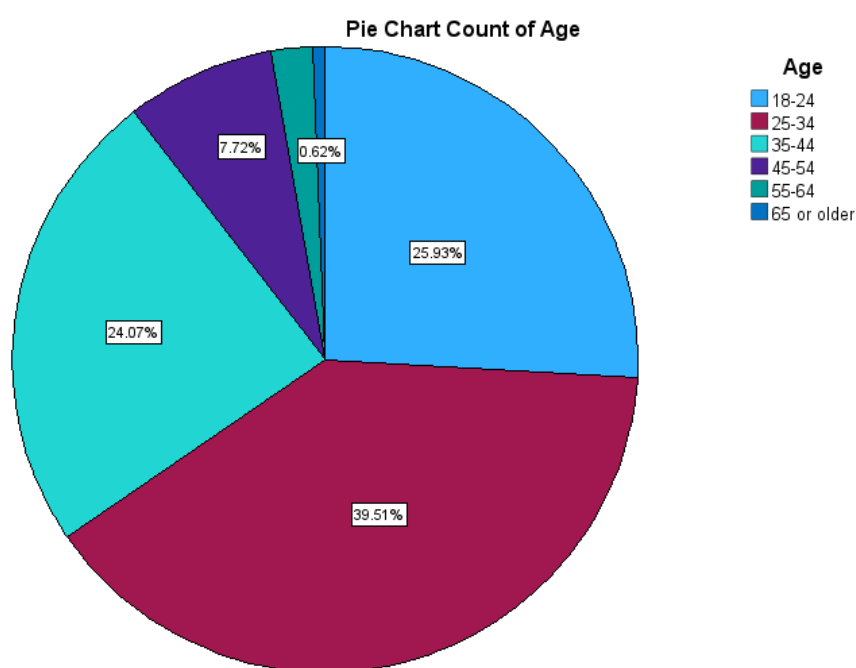
**Figure 3.** Participation's Gender

The figure above represents the rate of the participants in this study. The pie chart shows that the participants consisted of 188 males (58%) and 136 females (42%), indicating a slightly higher participation rate among males. This gender distribution is essential for analyzing the impact of leadership styles across different gender perspectives in the workplace. And the figure shows a gender equality issues, and there is a need to support females to participate the development of economics in Somalia.

**Table 2.** Age of the Participants

Age Boundaries	Employees	(%)
18-24	84	25.9
25-34	128	39.5
34-44	78	24.1
45-54	25	7.7
55-64	7	2.2
65 or older	2	0.6
Total	324	100

The above table shows the age size of the participants that are working in different organizations in Somalia. Participants ranged in age from under 25 to over 55 years old, with the largest group consisting of those between the ages of 25 and 34, which accounted for about forty percent of the total responses. This indicates that younger people in Somalia are more actively participating in the labor force. The largest group of participants was comprised of individuals who were over 20 years old. People who are in this age range make up a sizeable portion of the workforce and are likely to be in the starting to middle stages of their careers. They are also a substantial part of the general population. If they want to improve their careers over the course of a longer period of time, it is absolutely necessary for them to have a thorough awareness of the dynamics that occur in the workplace. Additionally, the chart displays the participation rate at the retirement age of 65 or older, which is the lowest percentage.



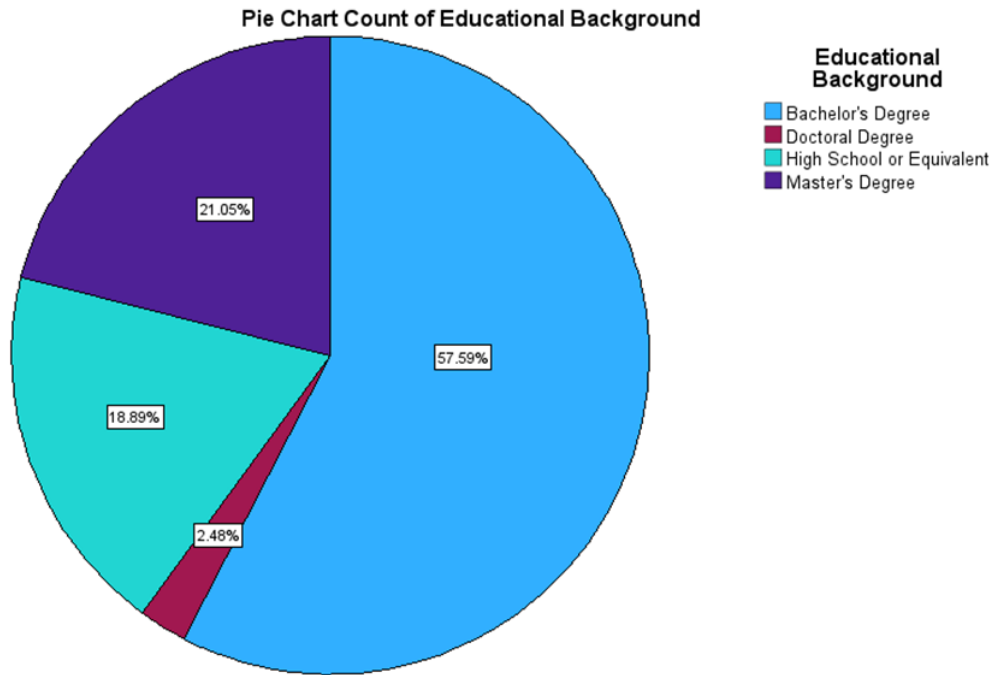
**Figure 4.** Age of Participants

The figure above indicates that a various age group of individuals who participated in the research study. The age group that has the biggest number of participants is the age range that ranges from 25 to 35 years old. This age range accounts for around 40% of the total participants. The age range of 65 years old or older, on the other hand, is the age group that has the lowest number of participants, accounting for around 0.6 percent of the total participants. This age range is the one that has the lowest number of participants. To sum up all, the dynamics of WB can be influenced by age diversity in the workplace or work environment.

**Table 3.** Educational Background

<b>Educational Background</b>	<b>Total</b>	<b>Percentage (%)</b>
High School or Equivalent	61	18.8
Bachelor's Degree	186	57.4
Master's Degree	69	21.3
Doctoral Degree	8	2.5
Total	324	100

The table showed above indicates the range of educational backgrounds that the participants have. It demonstrates that the most numerous participants in this study are those with a bachelor's degree with 57.4 percentage, which indicates that most study participants have a high level of education and could influence their perceptions of workplace bullying whilst the least numerous are those with a doctorate with 2.5% percentage. This suggests that the participants' perceptions of resilience and leadership may be influenced by their educational backgrounds.

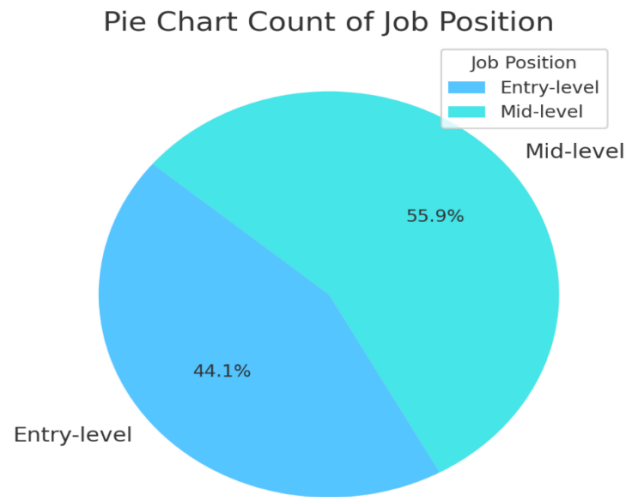


**Figure 5. Educational Background**

**Table 4. Job Position of Participants**

<b>Job Position</b>	<b>Total</b>	<b>Percentage (%)</b>
Entry-level	143	44.1
Mid-level	181	55.9
Total	324	100

According to the table above which presented the data of Job Positions, it can be concluded that the majority of the employees are employed in jobs that are considered to be mid-level with 55.9% percentage. This means that they are in the middle of their careers and have sufficient experience to determine the extent to which they have been bullied in the workplace. Furthermore, the entry-level shows the second highest number of participants after mid-level participants with 44.1% percentage; however, the study focused mostly on normal employees who are positioned in their entry or mid-level positions because these employees are the ones who are most likely to experience bullying in the workplace.



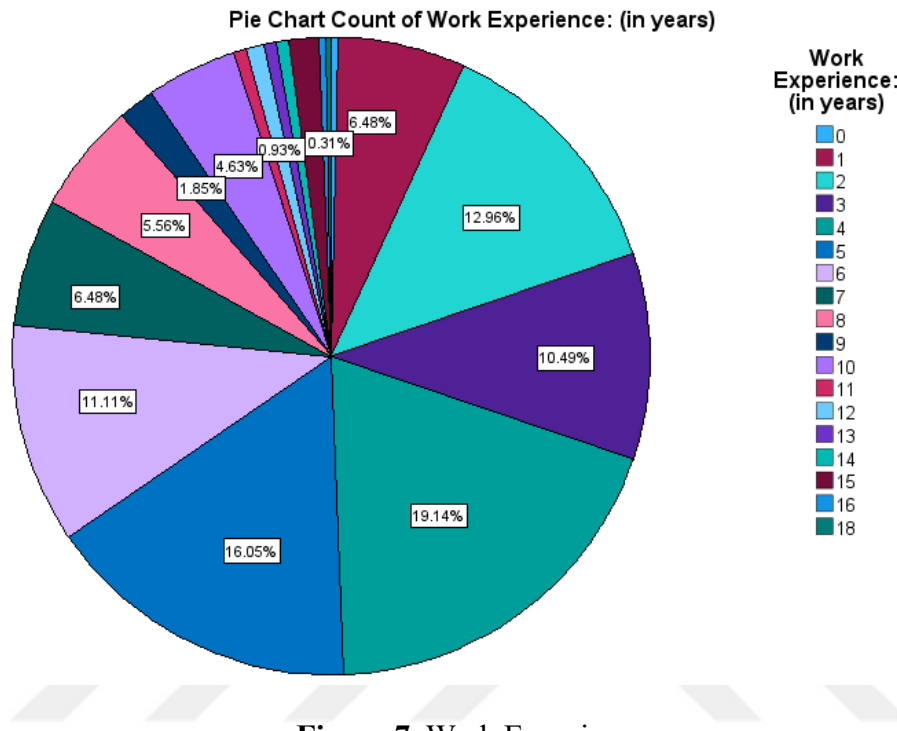
**Figure 6. Job Positions**

The figure above provides a broad view of workplace experiences across different levels of job positions and responsibility; however, the study primarily targeted employees in lower hierarchical positions, who are typically the most employees who are bullied in the workplace. This also demonstrates that entry-level and mid-level job positions are the most participants in this study, with 19.75% and 43.8% respectively, which is a significant number of participants within these hierarchical levels.

**Table 5. Work Experience**

Years	Total	Percentage (%)
0	1	0.3
1	21	6.5
2	42	13
3	34	10.5
4	62	19.1
5	52	16
6	36	11.1
7	21	6.5
8	18	5.6
9	6	1.9
10	15	4.6
11	2	0.6
12	3	0.9
13	2	0.6
14	2	0.6
15	5	1.5
16	1	0.3
18	1	0.3
<b>Total</b>	<b>324</b>	<b>100</b>

The above table shows the years of work experience for each employee that took part in the study. It is clear that the employees with the most experience ranged from one to ten years, which is a good amount of work experience that could affect how they perceived WB and SL.



**Figure 7. Work Experience**

The figure above indicates that the years of experience which ranges from 0 to 18 years, and the biggest number of years is between 1 to 10 years, with a percentage of 94.8 percent. Also, the figure is indicating or represents the percentage as well as the number of years of work experience. Moreover, the employee's perception of workplace bullying undoubtedly will affect their work experience and this experience will undoubtedly be influenced by the number of years of experience they have.

The study goes on to assess the variable items that have been utilized in the survey questionnaires, as well as their perceptions of employees, sorted down by percentage. The table that follows is about to indicate how employees perceive about SL.

And the SL variable used a five-point Likert scales, with 1 indicating "strongly disagree" and 5 denoting "strongly agree."

- i. SA% stands Strongly Agree
- ii. A% stands Agree
- iii. N% stands percentage of Neutral
- iv. D% stands percentage of Disagree
- v. SD% stands percentage of the Strongly Disagree

**Table 6.** Servant Leadership

Perception	Servant leadership	SA %	A %	N %	D %	SD %
1	“My leader does not utilise power for personal gain, but rather in service to others.”	12.6	45.4	30	7.1	4.9
2	“I have the right to challenge my leader's choices and behaviour.”	17.8	50.9	23.6	5.2	2.5
3	“I am respected by my leader for who I am, rather than how I make them feel.”	31.9	43.3	19	3.4	2.5
4	“My mentor assists me in developing morality.”	36.9	38.8	17.8	4.3	2.2
5	“My leader assists me in finding purpose in my workday routine.”	38.3	39.2	17.3	3.7	1.5
6	“My mentor helps me advance both professionally and personally.”	40.6	36.9	17.2	4	1.2

Table 6 indicates that the perception of servant leadership from employees. The table gives details about how servant leaderships are perceived in workplaces in Somalia.

**i. “My leader does not utilise power for personal gain, but rather in service to others.”**

Participants had a very positive opinion of this statement about servant leadership, and a sizable portion of them (45.4%) agreed, suggesting that they generally agreed with it.

**ii. “I have the right to challenge my leader's choices and behaviour.”**

This statement gets a higher Strongly Agree (17.8%) rating than other statements, and the majority of participants agree with it by (50.9%), indicating that they had a favorable perception of it.

**iii. “I am respected by my leader for who I am, rather than how I make them feel.”**

A sizable percentage of respondents strongly agree with this statement, as evidenced by its comparatively high Strongly Agree% (31.9%). Overall, there is a high degree of agreement (combined SA% and A%), 75.2%.

**iv. “My mentor assists me in developing morality.”**

A sizable portion (36.9%) strongly agree with this statement, suggesting that they have a positive view of their leader's impact on their moral character.

**v. “My leader assists me in finding purpose in my workday routine.”**

Strongly Agree (38.3%) and agree (39.2%) on this perception statement are relatively high, indicating that people feel their leader plays a positive role in giving their work significance.

**vi. “My mentor helps me advance both professionally and personally.”**

Positive perceptions of their leader's influence in their development are indicated by the considerable amount of (40.6%) who strongly agree that their leader contributes to their advancement.

The next table is related about Workplace bullying and it indicates on how employees feel and perceive about workplace bullying by percentage and we evaluated by (Ranging 1 equal to never and 5 equals to daily).

- i. Never
- ii. Rarely
- iii. Occasionally
- iv. Frequently
- v. Daily

**Table 7. Workplace Bullying**

Perception	Workplace Bullying	Never %	Rarely %	Occasionally %	Frequently %	Daily %
1	“Getting subjected to an excessive workload”	50.8	29.5	13.8	4.6	1.2
2	“Being rejected or barred from social events linked to work”	45.8	35.4	12	5.7	1
3	“Receiving rude or hurtful comments spoken about your personal life, your views, or your private habits and background”	52.6	30.5	11.4	4	1.5
4	“Getting yelled at or a victim of violent hatred”	42.9	31.5	18.2	5.2	2.2
5	“Someone who constantly brings out your failures or errors”	46.8	32	13.8	4.3	3.1
6	“Ongoing criticism of your efforts and output”	40.1	32.1	18.2	5.9	3.7
7	“Indications or hints from others that you need to resign from your position”	45.7	31.5	13.9	5.9	3.1

Table 7 indicates that the perception of workplace bullying from employees.

**i. “Getting subjected to an excessive workload”**

The majority of respondents (50.8%) said they had never had an unmanageable workload, but a significant number 29.5% said they had experienced it just sometimes or rarely.

**ii. “Being rejected or barred from social events linked to work”**

Nearly half of the people who participated in the survey (45.8%) stated that they had never been ignored or excluded, while a sizeable proportion (35.4%) stated that they had experienced it just occasionally.

**iii. “Receiving rude or hurtful comments spoken about your personal life, your views, or your private habits and background”**

The majority of respondents (52.6%) stated that they had never been subjected to insulting or offensive statements, but a significant number (30.5%) stated that they had experienced it on a rare basis.

**iv. “Getting yelled at or a victim of violent hatred”**

A sizable portion of (31.5%) reported just rarely experiencing this, despite the fact that a big percentage (42.9%) reported never experiencing it.

**v. “Someone who constantly brings out your failures or errors”**

Like with other types, most people (46.8%) said they had never had this, but a large number (32%) said they had only rarely experienced it.

**vi. “Ongoing criticism of your efforts and output”**

Significantly, forty-one percent said they had never received persistent criticism, while thirty-one percent said they had only infrequently received it.

**vii. “Indications or hints from others that you need to resign from your position”**

A similar pattern can be observed here, with the majority of respondents (45.7% of them) stating that they have never experienced this, but a sizeable percentage (31.5% of them) stating that they have infrequently or rarely experienced it.

**Table 8.** Employee Resilience

Perception	Employee resilience	SA %	A %	N %	D %	SD %
<b>1</b>	“Whenever I experience an obstacle at work, I quickly get past it and move on.”	27.1	50.8	16.6	3.4	2.2
<b>2</b>	“.I’ve easily bounced back from recent failures at work.”	33.2	41.8	18.5	5.2	1.2
<b>3</b>	“My life has been able to recover from employment instability recently.”	40.6	35.1	21.2	2.5	0.6

Table 8 contains information that are related to the employee resilience.

**i. “Whenever I experience an obstacle at work, I quickly get past it and move on.”**

When it comes to their capacity to bounce back from failures, a sizeable proportion of respondents (27.1%) are in complete agreement with this statement, showing that they have a high level of agreement. Moreover, fifty-eight percent of respondents are in agreement with this assertion, which provides additional evidence in support of the concept of resilience among workers.

**ii. “I’ve easily bounced back from recent failures at work.”**

In addition, this statement reveals that a sizeable majority of respondents (33.2% to be exact) are in complete agreement, which indicates that employees have a high level of resilience. Furthermore, a sizeable proportion of respondents (41.8%), who are in agreement with this statement, also support the notion that they are resilient.

**iii. “My life has been able to recover from employment instability recently.”**

When compared to the other two statements, this one comes with the biggest or highest percentage of respondents that are in complete agreement or strongly agree with it (40.6%). Furthermore, a sizeable proportion of respondents (35.1% of the total) find themselves in agreement with this statement, indicating that workers believe they are resilient even when confronted with uncertainty

## **4. THE STUDY'S RESULTS**

The analysis for this research is presented in the part that follows. It aims to comprehend how employee resilience functions as a mediator in Somali-based organizations and how perceived servant leadership affects workplace bullying. In this case, a random sample procedure was used to distribute a total of 324 questionnaires were found valuable for this study among the various sectors. This high number of participants shows the degree of involvement and emphasizes how important it is to address workplace dynamics in Somalia.

The three hypotheses were used to evaluate this in order to determine the relationship between ER, WB, and SL. The study employed statistical approaches such as correlation analysis to uncover underlying patterns or structures within a dataset. Subsequently, SEM, correlation matrix, and descriptive statistics to get the estimated results.

The findings demonstrated a strong correlation that may have important implications for decision-makers in organizations in Somalia. Most significantly, this study suggests that SL may be an approach for reducing violent behavior at work because it found a negative correlation between SL and WB. Additionally, there was a significant association between SL and ER, indicating that strong SL practices gave employees more strength to perform their jobs. Resilience has been observed to play a mediating role in the relationship between bullying and leadership, which suggests that resilience functions as a buffer against the bad interactions that occur in the workplace.

The high response rate and the conclusions on the significance attached give further value to this study, which offers insightful information for the creation of policies intended to enhance the working environment in Somalia. These realizations are essential to building a more resilient workforce, which will ultimately result in better organizational performance. It also shows that people are becoming more aware of the importance of this kind of study in influencing community policy and organizational growth.

### **4.1. Descriptive Analysis**

This part explains the descriptive statistics of this study and highlights the key characteristics of the measured variables include Servant Leadership, Workplace Bullying,

and Employee Resilience. The standard deviations and mean scores demonstrate or shed light on the overall patterns and range of opinions for each of these variables. It is very important to comprehend these descriptive statistics in order to examine and evaluate the overall influence of these elements within the study's context and to interpret the findings.

**Table 9.** Descriptive Statistics

Variable	Mean	SD
Servant Leadership	3.93	0.688
Workplace Bullying	1.84	0.734
Employee Resilience	4.05	0.715

#### 4.2. Reliability Test

Cronbach's Alpha ( $\alpha$ ) value is taken into consideration for the reliability of all the study's variables, and all ( $\alpha$ ) values were found to be reliable and all the three variables shows positive internal consistent, as indicated in the table below.

**Table 10.** Cronbach's Alpha ( $\alpha$ ) Value for the Variables

Dimension	Cronbach's alpha ( $\alpha$ )
Servant leadership	0.8785
Workplace Bullying	0.9235
Employee Resilience	0.7920

#### 4.3. Correlation

This part explains the correlation matrix of this study and its implications. The matrix provides insights into the relationships between three key variables: Servant Leadership, Workplace Bullying, and Employee Resilience.

**Table 11.** Correlation Matrix

	Servant Leadership	Workplace Bullying	Employee Resilience
Servant Leadership	1		
Workplace Bullying	-0.565	1	
Employee Resilience	0.547	-0.300	1

- **SL and WB:** -0.565 (negative correlation indicating that higher SL is associated with lower workplace bullying)

- **SL and ER:** 0.547 (positive correlation indicating that higher SL is associated with higher ER)
- **ER and WB:** ER is positively correlated with SL (0.547) and negatively correlated with Workplace Bullying (-0.300)

These results suggest that SL is positively associated with ER and negatively associated with workplace bullying, which might imply that effective leadership could enhance resilience and reduce negative behaviors like bullying in the workplace. Moreover, the negative association between ER and WB suggests that employee resilience may also have the potential to mitigate perceived workplace bullying.

#### 4.4. Hypothesis Testing

In this study, SEM was applied to determine the degree to which the hypothesized model was able to accurately represent the data.

- H1: SL will have a significant negative relationship with workplace bullying ( $\beta = -0.607$ ,  $p < 0.001$ ). This supports the hypothesis that there is an effective perceived SL that will have a negatively related to WB.
- H2: There is a positive impact on SL on resilience of the employees ( $\beta = 0.543$ ,  $p < 0.001$ ), which indicates that the presence of a good servant leadership always adds up to another attribute already present in employees to become more resilient.
- H3: There is a significant indirect effect of SL on WB in the presence of ER as a mediator (indirect effect  $\beta = -0.008$ ,  $p < 0.002$ ), which indicates that servant leadership not only directly reduces WB but also enhances or increases ER, which further contributes to the reduction of bullying at work.

**Table 12.** SEM Results for Hypothesis Testing

Hypothesis	Relationship	Estimate	Std. Error	p-value
H1	SL → WB	-0.607	0.058	< 0.001
H2	SL → ER	0.543	0.047	<0.001
H3	ER → WB	-0.014	0.058	<0.001
H3(Indirect)	SL → ER → WB	-0.008	0.031	<0.002

The results of the hypothesis testing in this study provide significant insights into the relationships between SL, WB, and employee resilience (ER).

In accordance with hypothesis (H1), there is a strong relationship between WB and servant leadership (SL). With a standard error of 0.058, the estimated impact of SL on WB was found to be -0.607, according to the findings. Considering that the z-value for this connection was -10.448 and the p-value was less than 0.001, both of these values indicate that the conclusion is extremely significant. Based on the standardized coefficient (Std. All) value of -0.57, it was demonstrated that there was a significant negative influence. It appears from this that there is a direct and considerable reduction in bullying in the workplace as a direct effect of increased levels of servant leadership.

We investigated the effect that SL has on the resilience of employees (ER) in the second hypothesis (H2). This association was estimated to have a value of 0.543, with a standard error of 0.047. In order to establish statistical significance, the z-value was found to be 11.547, and the p-value was found to be less than 0.001. There was a significant positive effect, as indicated by the standardized coefficient, which was 0.54. As a result, servant leadership significantly enhances employee resilience

The direct influence of employee resilience (ER) on workplace bullying (WB) was investigated within the context of the third hypothesis (H3). There was a standard error of 0.058 and the calculated effect was -0.014 percentage points. Considering that the p-value was lower than 0.001 and the z-value was -10.536, it is clear that there is a significant negative relationship. It was determined that a higher level of employee resilience is highly connected with decrease levels of bullying in the workplace, as indicated by the standardized coefficient, which was -0.49.

Additionally, an indirect influence was hypothesized in Hypothesis 3 (Indirect), which indicated that servant leadership affects workplace bullying through employee resilience (SL → ER → WB). The estimate of the indirect effect was -0.008, and the standard error was observed to be 0.031. With a p-value that was lower than 0.002, the statistical significance of the findings was demonstrated. The standardized coefficient indicates that there is a significant indirect effect of SL on WB through employee resilience. However, this effect is considerable but very modest.

Overall, these findings highlight the fact that SL has a complex relationship with bullying in the workplace, displaying both direct negative impact and indirect effects through resilience. This is despite the fact that SL has a good effect on employee resilience within the workplace. In order to build strategies for leadership that eliminate bullying in the workplace and improve employee resilience in Somali organizational settings, it is essential to have this comprehensive



## 5. DISCUSSION, IMPLICATIONS, CONCLUSION AND POLICY RECOMMENDATION

Bullying is resulting in mental health issues for employees as well as thoughts and actions related to suicide, which affects productivity inside the organization (Nielsen et al., 2016). Organizations have a duty to protect their employees, and this is a critical issue that requires attention. Bullying at work is a well-known problem that has an impact on both employees and companies. Organizations have to deal with this kind of unethical behavior, which includes bullying individuals in work environment. The focus of the study was SL, which has the potential to be an effective approach or mechanism for reducing or eliminating incidents of WB by fostering employee resilience. This study looked at the relationships between SL, perceived WB, and employee resilience in Somali organizations which Somali organizations has been suffered some unique complex issues which include civil war conflicts, political instability, economic instability in workplaces. These conditions can increase stress and conflict within the workplace, potentially leading to higher incidences of bullying. Having stated that, the study's primary focus was on understanding servant leadership, employee resilience, and how these factors affected how bullying at work was seen in Somalia. Additionally, to create healthier and more productive work environments in such demanding conditions, it is essential to fully understand how servant leadership and employee resilience can help to reduce these problems in Somali organizations. When taken as a whole, the findings either provide or demonstrate strong support for the three associated hypotheses that have been examined.

In the first place, the findings of the research showed that there is a negative correlation between bullying in the workplace and SL, which provided support for the **first hypothesis**. This finding is usually in line with a growing body of literature that focuses on building the positive and ethical leadership styles that are effective in deterring bullying in the workplace (Ahmad, 2018; Islam et al., 2019). The SLT, which attempts to understand the influence that leaders have on the behavior of their employees in the workplace through the role modelling of behaviors that encompass compassion, empathy, and humility (Bandura, 1977), matches this study. This theory seeks to understand the influence that leaders have on the behavior of their employees.

Secondly, the results of the research indicated that there is a moderate positive correlation between SL and ER, which provided support for **Hypothesis 2**. This discovery

is consistent with the idea that was put forth by Luthans and Lester (2006), which argues that the resilience of employees may be increased within an organization through the application of human resource development methods. This finding is in keeping with the thought that the study has presented here. The conclusion that this concept has reached is in agreement with this idea. Strategies for human resource development (HRD) need to be implemented by servant leaders within the organization in order to grow or improve employee resilience. A moderate positive association between SL and ER shows that servant leaders' actions help employees deal with stress, hardship. By concentrating on employee development and well-being, servant leaders foster resilience. HRD techniques that promote resilience require continual support, motivation, and resources.

And last, the **third hypothesis** was supported by the findings of the study, which demonstrated that the connection between SL and WB is mediated by the ER. The results of this study indicate that SLs have the ability to assist their followers in developing the resilience that is required to deal with challenging circumstances, such as bullying. It is possible that this would imply that SL offers a protective aspect in the workplace that helps people develop the ability to deal with bullying or in other way to say is that SL fostering an environment where employees are better equipped to cope with and mitigate the effects of bullying. Individuals who are distinguished by their commitment to serving others, moral behavior, and attention to the progress and well-being of their team members are known as servant leaders. These leaders are responsible for cultivating a work atmosphere that is both helpful and empowering while they are in charge. In this supportive environment, employees are encouraged to develop resilience, which may be defined as the ability to recover quickly from failures, adapt to new circumstances, and maintain a positive attitude in the face of adversity. Service leaders not only directly reduce the number of instances of bullying, but they also indirectly boost the psychological capacity of employees to deal with bullying when it does occur. This is accomplished by cultivating a culture that is characterized by trust, respect, and care for others.

### **5.1. Practical Implications**

The findings of this study have a practical implication for organizations, leaders, and managers, especially in challenging environments like Somalia which has been suffered different complex issues which may include civil wars, economic instability and so many

other issues that are related to the country of Somalia. So, addressing workplace bullying in Somalia through servant leadership and developing or increasing employee resilience can lead to a healthier and more productive work environments in Somalia.

First, the research highlights the significant part that organizations play in safeguarding their employees against potentially detrimental behaviors such as bullying. It is possible that fostering SL within organizations can successfully decrease the number of WB events that occur in the workplace environment, given the large negative association that exists between SL and WB. It is recommended that organizations give serious consideration to implementing the concepts of servant leadership at all levels of management. This would involve placing an emphasis on the selection and training of leaders who exhibit characteristics such as empathy, humility, and a deep commitment to the well-being of their team members. Additionally, organizations are required to adopt and enforce supporting policies that clearly describe procedures for reporting bullying and provide adequate support networks for victims. This will help to foster a positive and safe culture in the workplace.

Second, for organizations to be able to effectively address the issue of WB, particularly in tough contexts like as Somalia, they need to have an understanding that SL is an effective form of leadership that can handle bullying at workplaces. Human resource development (HRD) programs should be implemented in organizations with the goal of producing leaders who are able to set high standards of ethics and integrity throughout the organization. It is essential to emphasize the preventative significance of leadership development and to broaden the scope of this attention beyond persons who are now occupying senior formal posts or who aspire to hold such roles. According to the results of the study, workers are more resilient when they believe that their leaders are kind and sympathetic people who put the needs of others before their own. The study found that resilience mediates the relationship between WB and SL, thus practitioners should be aware that the impact of SL on reducing bullying may be indirect. As a result, leaders should constantly demonstrate to their staff workers the value of maintaining resilience using a variety of platforms, including communications and team meetings, and offer them material, emotional, and support. With this assistance, employees will be prepared to deal with bullying in the event that it arises.

## **5.2. Research Limitations**

First, survey questionnaires sent to Somalian organizations served as the basis for the cross-sectional data used in this study. While cross-sectional data can be helpful in determining the relationships between variables at a specific point in time, they are not intended to be utilized in the long run to demonstrate causal correlations. Consequently, the study may not fully capture the dynamic character of workplace bullying, servant leadership, and employee resilience. Future research employing longitudinal designs may yield more insights into the mechanisms behind these connections as well as a fuller understanding of the dynamics of these interactions inside Somali organizations.

Furthermore, even though the study concentrates on Somali organizations, it's possible that the conclusions don't apply to organizations in other cultural or geographic situations. Various sectors and geographical areas have various workplace dynamics, organizational cultures, and leadership styles, which have an impact on how workplace bullying manifests and is handled. As a result, consideration should be used when applying the findings to businesses or sectors of the economy that are not included in the scope of this study.

In addition, the research only incorporates information from three distinct sectors within Somalia: the banking industry, the telecommunications sector, and the health management sector. It is possible that the findings will not be applicable to other sectors within Somalia or to industries that are not included in the scope of this study due to the concentration on a small number of businesses. It is possible that the dynamics of WB and the efficacy of solutions based on SL are influenced by the specific organizational structures, employee demographics, and cultural norms that are specific to each industry. In order to provide a more thorough understanding of the dynamics of WB and SL across various organizational contexts, future study could examine a wider range of industries. Researchers can improve the generalizability of their findings and identify industry-specific characteristics that may impact the linkages between WB, ER, and SL by incorporating a varied variety of industries

This thesis aims to investigate the impact of SL on WB with employee resilience as the mediator for this study and the research is conducted in Somali organizations. The study employs a quantitative methodology, using survey questionnaires to gather primary data from different organizations that are located in Somalia.

This thesis contains and based on three variables which are WB, SL and ER and the main focus of this study is to understand the dynamics of WB, with a focus on Somali organizations, and explore how SL and ER impact this phenomenon. To understand and analyze these complex variables, the study employed a statistical tool that helps us to understand the relationship between these complex variables and the study used Structural equation modelling (SEM), correlation and descriptive statistics to get the estimated results.

The results of the empirical study indicate that there is a significant negative relationship between SL and bullying in the workplace. On the other hand, the findings indicate that there is a significant positive relationship between servant leadership and employee resilience. Furthermore, employee resilience is found to have a negative relationship with bullying in the workplace, and it also acts as a mediator between the relationship between SL and bullying in the workplace.

These findings suggest that SL has the potential to such as minimize or reduce the number of incidents of WB. Furthermore, it demonstrates that servant leadership can enhance the resilience of employees by establishing a work environment that is supportive, trusting, and empowering. This environment allows employees to feel valued, motivated, and capable of overcoming challenges and adversity, as well as dealing with difficult situations, such as bullying. In addition to that, the study's 3 hypothesis was supported.

In addition to that, the empirical analysis of this study indicates that there is a rejection of a null hypothesis or rejects the null hypothesis in this study which means that the study supported the all three hypothesis that we presented in this study.

The primary purpose of the research is to analyze the influence of WB, SL, and ER within Somali organizations. The study's primary objective is to investigate the dynamics of bullying in the workplace. In addition, the specific purpose of this research is to investigate the impact that SL has on bullying in the workplace, to investigate the degree to which employees are resilient in the face of bullying at work, and to investigate the ways in which servant leadership influences employee resilience. As a result, each and every one of these particular goals has been accomplished by determining the impacts that these variables have on one another, and this has been determined through the use of empirical analysis.

Furthermore, the research provides a comprehensive overview of the measures, empirical analysis, and demographic characteristics used in the study. The survey's measures

were developed using published scales, enabling a thorough assessment of workplace bullying, employee resilience, and servant leadership in Somali organizations. The significance of the study's conclusions is highlighted by the high response rate of 99.69%, which emphasizes the necessity and significance of addressing workplace dynamics in Somalia.

In addition, the study employed different number of statistical methods, including structural equation modeling, correlation, and descriptive statistics, were utilized in the empirical study in order to assess the relationship between servant leadership, WB, and employee resilience. The findings demonstrate that there is a substantial relationship between bullying in the workplace, SL, and ER. Furthermore, the findings suggest that successful servant leadership techniques have the potential to decrease or attenuate bullying in the workplace and to promote employee resilience. Furthermore, the study employed to uncover underlying patterns or structures within a dataset and we also used different other statistical approaches in our study which includes SEM modeling which supported our hypothesis.

The research utilized further analysis, which was necessary in order to gain an understanding of some specific features of SL that might potentially contribute to the reduction of WB. These aspects include things like the fact that my leader assists me in generating a sense of meaning out of my everyday existence at work, my leader gives me the right to question his or her actions and decisions and also other similar aspects.

The conclusions of this study, taken as a whole, have significant implications for those who make decisions within organizations, not only in Somalia but also elsewhere. Increasing employee resilience and effectively addressing bullying in the workplace can be accomplished by organizations through the development of SL characteristics and the establishment of a supportive work environment. By contributing to the creation of policies and practices that aim to improve workplace dynamics and promote a resilient workforce in Somalia, these insights contribute to the development of those policies and practices.

## 6. POLICY RECOMMENDATION

Based on the findings or given the empirical findings on SL, WB, and ER in Somali organizations, the study recommends or encourages policy makers to take strategic actions to improve workplace dynamics and foster a supportive environment. The study recommends the following actions to take the policy makers in Somali organizations.

Firstly, the study recommends to the policy makers to invest in ethical leadership programs, specifically servant leadership which we mainly focused on our study and it's recommended to focus on developing servant leadership qualities such as empathy, empowerment and meaningful engagement among organizational leaders. By giving them training and resources, policy makers can ensure that effective leadership practices are developed throughout the organization. Additionally, Strong anti-bullying policies are also crucial. Bullying in the workplace should be explicitly prohibited by these regulations, which should be reinforced by ongoing training for managers and staff. This strategy encourages a respectful and dignified work environment that is safe and welcoming to all.

Secondly, the study recommends to the policy makers to develop programs that build resilience that aimed at empowering employees to effectively manage workplace bullying and adversities and its very important aspect to manage or tackle the workplace bullying through on enhancing the resilience of employees also in order to help employees become more resilient, leaders should actively encourage resilience-building techniques and give them the tools and resources they need. and we recommend to the Somali organizations to give training and workshops that are related to psychological well-being of the employees and these training programs should equip employees with coping mechanisms for workplace challenges, recover from setbacks and effectively manage feedback. These kinds of programs foster an increase in the general resilience of the labor force.

Thirdly, the study advises Somali organizations to give priority to establishing servant leadership development programs into shape which are meant to foster an environment where leaders are considerate, respectful, and empathic. These courses ought to concentrate on giving leaders the know-how and abilities needed to support employees, increase their resilience, and create a positive work atmosphere. HRD programs needs to include a strong emphasis on the value of servant leadership in combating bullying at work and improving worker wellbeing. Organizations should also make sure that all staff members have access

to resources and training to build servant leadership characteristics by expanding their leadership development programs beyond senior formal jobs to include all levels of leadership.

Finally, the research suggests that Somalia's organizations should provide their current managers with resources and equip them to become more servant leaders. These managers should also become more ethical and empathic, rather than simply being managers. Furthermore, we strongly advise the policymakers to implement new rules that significantly restrict the actions of bullying in the workplace.

Somali organizations have the chance to establish a healthy and welcoming workplace that encourages servant leadership, prevents bullying, and increases the resilience of their employees if they put these recommendations into action and ensure that they are implemented. Not only does this contribute to the long-term profitability and sustainability of the organization, but it also ensures the well-being and satisfaction of the employees, which is a significant benefit.

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