

## **Workplace Bullying as Mediator of Leadership Styles and Self-Concept among Employees**

**Eden V. Tabang, Eva T. Castillo, Flor Villa P. Marticio, Mylene S. Gumarao and Myrtle C. Orbon**

Psychology Department, Adventist University of the Philippines, Cavite, Philippines;  
[nelcas5@yahoo.com.ph](mailto:nelcas5@yahoo.com.ph)

**Abstract:** This study investigated the mediating effects of workplace bullying on leadership styles and self-concept among regular employees of five selected government municipal offices in Region IV, Philippines. Data were gathered from 566 randomly selected regular employees. The study showed that there are three main leadership styles practiced by the immediate supervisors, these are: (1) authoritarian style; (2) delegative style; and (3) participative style, which is the most practiced leadership style. The study also revealed that the respondents never experienced physical, cyber, and sexual bullying and rarely experienced verbal bullying in their workplace. The level of the respondent's self-concept was found high in terms of social, competence affect, academic, and family; while it is only moderate on physical self-concept. Furthermore, it shows that leadership styles, workplace bullying, and self-concept of employees are correlated. In addition, authoritarian and participative leadership styles greatly affect the respondent's social self-concept when mediated by verbal bullying experiences. Furthermore, delegative leadership style, participative leadership style, cyber, and physical and sexual bullying predict self-concept of the respondents.

**Keywords:** Workplace bullying, leadership styles, self-concept, employees