Academic Article

Coping Mechanisms for Workplace Bullying: The Case of High-Performance Employees

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Abstract: Workplace bullying is a significant issue that adversely affects employee mental health and work performance. High-performance employees often face more bullying than their average counterparts. This study aims to examine coping mechanisms for workplace bullying among high-performance employees through literature review and comparative analysis. The study found that high-performance employees employ four main types of coping mechanisms: (1) adaptive coping, (2) confrontational coping, (3) avoidance coping, and (4) support-seeking coping. The effectiveness of these mechanisms depends on individual factors, organizational culture, and management support. Results indicate that developing appropriate coping mechanisms can reduce negative impacts and strengthen workplace resilience. This study provides recommendations for developing effective organizational policies to prevent and address workplace bullying.

Keywords: workplace bullying, coping mechanisms, high-performance employees, organizational mental health, conflict management

1. Introduction

Workplace bullying is a phenomenon that severely impacts both individuals and organizations, particularly when it involves high-performance employees. This may stem from jealousy, internal competition, or feelings of threat from colleagues. Nielsen and Einarsen's (2018) study found that high-performance employees are 2.3 times more likely to be bullied than average employees, as their success may make others uncomfortable or view them as a threat to their own positions. The success of these employees can trigger defensive behaviors from colleagues who feel insecure about their own capabilities or fear being overshadowed.

In the Thai context, workplace bullying issues have not been studied in depth, especially regarding high-performance employees. While there have been some studies on organizational conflict, there is still a lack of in-depth analysis of specific coping mechanisms for high-potential employee groups. Research by Wilaiwan Saengtong et al. (2020) found that Thai employees primarily use conflict avoidance methods, but it remains unclear how effective these mechanisms are for high-performance employees. The cultural emphasis on harmony and maintaining face in Thai society may influence how employees respond to workplace aggression.

Various forms of bullying, such as social isolation, unconstructive criticism, blocking important information, or reputation damage, all impact employee work performance and mental health. Zapf and Gross (2001) demonstrated that continuous bullying can lead to depression, anxiety, and even resignation. The psychological toll is particularly severe for high-

achievers who may have invested significant emotional energy in their work identity. Therefore, developing appropriate coping mechanisms is crucial for the survival and growth of high-potential employees in organizations.

The impact of bullying on high-performance employees extends beyond individual consequences to organizational outcomes. When talented employees are targeted, organizations risk losing valuable human capital and institutional knowledge. Furthermore, witnessing bullying of high performers can create a chilling effect on other employees' motivation and engagement. This makes understanding and addressing bullying of high-performance employees a critical organizational priority for maintaining competitive advantage and fostering innovation.

2. Background and Significance of the Problem
2.1 Definition and Characteristics of Workplace Bullying

Workplace bullying refers to threatening, harmful, or power-abusive behaviors toward colleagues that are continuous and systematic. Leymann (1996) defined bullying as intentionally malicious acts that occur regularly and persist over time, where victims are in a disadvantaged position and cannot effectively defend themselves. In the Thai context, bullying may manifest through inappropriate language use, exclusion from group activities, withholding important information, or spreading rumors to damage reputation. The subtlety of some bullying behaviors in Thai workplaces, influenced by cultural norms around indirect communication, can make identification and intervention particularly challenging.

Branch and Murray's (2015) study categorized bullying into four main types: (1) physical bullying, such as pushing or shoving, (2) verbal bullying, such as name-calling or inappropriate nicknames, (3) social bullying, such as exclusion from groups or spreading rumors, and (4) cyberbullying, such as sending inappropriate emails or using social media for reputation damage. In today's digital work environment, cyberbullying has become a rapidly growing problem, especially during work-from-home periods during the COVID-19 pandemic. The anonymity and reach of digital platforms have created new avenues for workplace aggression that can be particularly damaging to high-performers who rely on professional networks and reputation.

High-performance employees often face different types of bullying compared to average employees, particularly bullying stemming from jealousy and competition. Porath and Pearson's (2013) study found that high-performing employees are often bullied through credibility destruction, blocking growth opportunities, and creating unsupportive work environments. The severity of such bullying often increases when employee achievements are recognized by senior management or external clients. This creates a paradoxical situation where success becomes a liability, potentially causing high-performers to hide their capabilities or seek opportunities elsewhere.

The psychological mechanisms underlying bullying of high-performers are complex and often rooted in social comparison theory. When colleagues perceive a significant gap between their own performance and that of high-achievers, they may experience threats to their self-esteem and job security. This can trigger defensive behaviors aimed at reducing the perceived threat, either by diminishing the high-performer's success or by creating obstacles to their continued achievement. Understanding these dynamics is crucial for developing effective interventions.

2.2 Impact of Bullying on High-Performance Employees

The impact of bullying on high-performance employees is more complex and severe than on average employees because this group typically has high self-expectations and strong

work motivation. When faced with bullying, they may feel more disappointed and lose work motivation more than average employees. Lutgen-Sandvik and Tracy's (2012) study found that high-performing bullied employees had a resignation rate of 47%, representing a significant loss of valuable human resources for organizations. This attrition rate is particularly concerning given the investment organizations make in developing high-potential talent and the difficulty of replacing such employees.

The mental health impact on high-performance employees when bullied is often more severe than on average employees due to conflicts between self-concept and treatment received. Namie and Namie's (2009) study found that high-performing bullied employees had depression and anxiety symptoms 2.8 times higher than average employees. Physical symptoms such as insomnia, headaches, and digestive problems were also observed, affecting long-term work performance. The cognitive dissonance created when high-performers experience treatment inconsistent with their self-image and organizational value can be particularly destabilizing.

The impact on career development of high-performance employees when bullied is particularly significant because bullying often affects how managers and colleagues perceive that employee's potential and capabilities. Samnani and Singh's (2012) study found that high-performing bullied employees received fewer promotion opportunities and were more likely to be considered "problematic" in the organization, even though their performance remained good. This injustice often makes this group feel discouraged and lose confidence in organizational systems. The long-term career implications can extend beyond the immediate workplace, as damaged professional relationships and reputation can follow employees to new positions.

The organizational costs of bullying high-performers extend beyond direct turnover costs to include reduced innovation, decreased team performance, and cultural damage. When high-performers are marginalized or leave due to bullying, organizations lose not only their individual contributions but also their potential to mentor others and drive organizational excellence. The ripple effects can undermine organizational culture and send messages about what behaviors are tolerated or rewarded.

3. Coping Mechanisms for Workplace Bullying Among High-Performance Employees

3.1 Positive Vocabulary Selection

Adaptive coping is a mechanism that high-performance employees use to adjust their behaviors and attitudes to deal with bullying situations while focusing on maintaining work performance and organizational relationships. Folkman and Lazarus's (1984) study showed that adaptive coping includes changing work strategies, constructive communication, and finding balance between self-assertion and compromise. Employees using this mechanism typically have good emotional skills and can control their emotions in high-stress situations. This approach requires significant emotional intelligence and the ability to separate personal reactions from professional objectives.

A key strategy in adaptive coping is modifying how work achievements are presented to suit the organizational environment. Employees may choose to share credit with colleagues, reduce overt displays of success, or use communication methods that are gentle and respectful to others. Tepper's (2007) study found that employees using this strategy could reduce workplace conflict by 35% while maintaining high performance levels. However, this strategy requires careful attention not to let one's own work decline or be overlooked by management. The challenge lies in maintaining visibility and recognition while avoiding the triggers that provoke bullying behavior.

Developing effective communication skills is a crucial part of adaptive coping. High-performance employees must learn communication methods that don't make others feel threatened, using gentle language, respecting others' opinions, and showing appreciation for team contributions. Hershcovis and Barling's (2010) study showed that employees with good communication skills had a 28% lower risk of being bullied compared to those lacking such skills. Additionally, demonstrating willingness to help and support colleagues is an effective strategy for building good relationships. This involves a delicate balance of showcasing competence while remaining approachable and collaborative.

The adaptive approach also involves developing cultural sensitivity and emotional regulation skills. High-performers must learn to read organizational dynamics and adjust their behavior accordingly. This might involve temporarily suppressing natural tendencies toward high achievement in favor of team harmony, or finding ways to excel that don't threaten others' sense of competence. While this approach can be effective in reducing conflict, it requires ongoing vigilance and may create internal tension for individuals whose natural inclination is toward high achievement and recognition.

3.2 Confrontational Coping

Confrontational coping is a mechanism that high-performance employees use to directly face bullying by asserting their rights, opposing inappropriate behavior, and seeking justice through formal channels. This mechanism suits employees with high self-confidence, clear evidence, and support from management or organizational systems. D'Cruz and Noronha's (2013) study found that properly executed confrontational coping could stop bullying in 62% of cases and create a safer work environment for other employees as well. This approach requires careful preparation and strategic thinking to be effective rather than simply reactive.

Key strategies in confrontational coping include systematically collecting evidence, detailed recording of bullying incidents, and using formal complaint channels in the organization. Employees must know their rights under labor law and organizational policies, as well as how to access support from human resources or labor unions. Rayner and Cooper's (2003) study showed that employees knowledgeable about rights and complaint processes had 3.2 times higher chances of receiving justice compared to those lacking such knowledge. Documentation becomes crucial evidence in formal proceedings and helps establish patterns of behavior rather than isolated incidents.

However, confrontational coping carries risks that must be carefully considered. Direct confrontation may intensify bullying or affect workplace relationships. Employees must assess the strength of their position, management support, and organizational culture before deciding to use this mechanism. Keashly and Jagatic's (2003) study found that in organizations with good conflict management systems, confrontational coping was highly effective, but in organizations with high political culture or weak management systems, this mechanism might harm employees more than help. The timing and manner of confrontation are critical factors in determining success.

The confrontational approach also requires building alliances and support networks before taking action. Successful confrontation often involves having witnesses, documentation, and backing from credible organizational members. High-performers may need to overcome cultural conditioning that discourages direct conflict and learn to frame their actions in terms of organizational benefits rather than personal grievances. This approach works best when employees have established credibility and when the organization has genuine commitment to addressing workplace misconduct.

3.3 Avoidance Coping

Avoidance coping is a mechanism that high-performance employees use to reduce direct confrontation with bullies by changing work patterns, avoiding risky situations, and transferring to other departments or teams. Although this mechanism may be viewed as passive problem-solving, in some situations it becomes the most appropriate choice, especially when bullies have higher authority or when direct confrontation might harm long-term career prospects. Roth and Cohen's (1986) study found that strategic avoidance could reduce stress and maintain mental health in the short term but required long-term plans for sustainable problem resolution.

Effective avoidance strategies include managing time and workspace to avoid direct contact with bullies, using only formal communication channels, and having third parties as witnesses in meetings or communications. Employees may choose to work at different times, use workspace separate from bullies, or request transfers to new projects or teams. Hogh and Dofradottir's (2001) study showed that planned avoidance could reduce bullying frequency by 45% while maintaining work performance. This approach requires strategic thinking about how to maintain productivity and visibility while minimizing exposure to hostile behaviors.

Developing independent work skills and building professional networks outside the organization is an important part of avoidance coping. High-performance employees can use their abilities to create new career opportunities, join professional organizations, build relationships with external clients, and develop transferable skills in the job market. Saks and Ashforth's (1997) study found that employees with strong professional networks had 2.6 times greater flexibility in dealing with workplace conflicts and easier job changes when necessary. This external focus can provide both psychological support and practical alternatives.

The limitation of avoidance coping is that root problems remain unresolved and may affect long-term career development. Continuous avoidance may cause employees to lose learning opportunities, access to important information, or participation in significant projects. Additionally, avoidance may send wrong signals to management that employees lack enthusiasm or have problems working with others. Therefore, using this mechanism requires careful planning and clear goals for long-term problem resolution. The key is ensuring that avoidance is strategic rather than simply escapist, with clear plans for eventually addressing the underlying issues.

3.4 Support-Seeking Coping

Support-seeking coping is a mechanism that high-performance employees use to seek help from individuals or support systems both inside and outside the organization to deal with bullying situations. This mechanism includes seeking emotional support, practical support, and informational support. House's (1981) study showed that social support significantly affects stress reduction and increases ability to cope with difficulties, especially for high-performing employees who often feel isolated and separated from colleague groups. The effectiveness of this approach depends heavily on the quality and accessibility of support networks.

Building internal organizational support networks is an important strategy that must be executed carefully. Employees must identify trustworthy and influential individuals in the organization, such as supportive senior managers, colleagues with good relationships, or human resources staff who understand problems. Building these relationships takes time and patience in developing trust. Caplan et al.'s (1975) study found that employees with direct supervisor support had 3.8 times higher ability to cope with stress compared to those lacking such support. The challenge lies in identifying allies who have both the willingness and ability to provide meaningful assistance.

Seeking external organizational support is equally important, especially consulting

psychology experts or career counselors, joining support groups for people facing similar problems, and using Employee Assistance Program (EAP) services if the organization provides them. Bamberger and Bacharach's (2006) study showed that employees receiving external expert support recovered from bullying effects 2.1 times faster and had greater ability to remain in the organization longer. Additionally, family and close friends are important sources of emotional support for maintaining mental health and positive self-perception. External support provides perspective and validation that may be difficult to find within the organization.

The support-seeking approach requires developing skills in relationship building and help-seeking that may be challenging for high-achievers accustomed to self-reliance. Employees must learn to communicate their needs effectively, reciprocate support when possible, and maintain appropriate boundaries in professional relationships. Cultural factors may also influence the acceptability and effectiveness of different types of support-seeking behaviors. In some contexts, seeking help may be viewed as weakness, requiring careful navigation of organizational and cultural norms.

4. Factors Influencing the Effectiveness of Coping Mechanisms
4.1 Individual Factors

Individual factors play a crucial role in determining the effectiveness of coping mechanisms for workplace bullying, especially for high-performance employees who have unique characteristics different from average employees. Personality is a fundamental factor, where employees with high self-confidence, emotional flexibility, and good problem-solving skills can typically use coping mechanisms more effectively. Connor-Smith and Flachsbart's (2007) study found that Big Five personality traits, particularly Emotional Stability and Conscientiousness dimensions, significantly positively correlated with success in coping with workplace stress and conflict.

Work experience and expertise level influence the selection of appropriate coping mechanisms. Employees with more than 10 years of work experience typically have more diverse knowledge and skills in conflict management than new employees. They better understand organizational culture, internal political relationships, and consequences of using each type of mechanism. Zellars et al.'s (2002) study showed that experienced employees tend to choose adaptive coping and support-seeking more than confrontational or avoidance coping, resulting in better long-term outcomes. Experience provides wisdom about which battles are worth fighting and which strategies are most likely to succeed in specific organizational contexts.

Emotional Intelligence is a crucial factor that helps employees effectively manage their own and others' emotions. Employees with high emotional intelligence can better read situations, understand bullies' motivations, and adjust coping strategies appropriately for each situation. Giorgi et al.'s (2015) study found that employees with high emotional intelligence could flexibly use multiple types of coping mechanisms together, enabling more effective bullying response than employees with low emotional intelligence. This includes the ability to regulate emotional responses, empathize with others' perspectives, and communicate effectively under stress.

Personal values and life goals also influence the choice of coping mechanisms, where employees prioritizing career growth may choose different mechanisms from those prioritizing work-life balance. Risk tolerance, cultural background, and previous experiences with conflict also shape individual preferences for coping strategies. High-performers may have particular challenges if their identity is strongly tied to achievement and recognition, as some coping strategies may require temporarily suppressing these aspects of their professional identity.

4.2 Organizational Culture and Environmental Factors

Organizational culture greatly influences the effectiveness of coping mechanisms for workplace bullying, especially in organizations with strict hierarchical culture and high internal competition, which are characteristics commonly found in Thai organizations. Bullying of high-performance employees is often accepted or ignored by management. Salin's (2003) study found that organizations with cultures supporting unfair competition had bullying rates 4.2 times higher than organizations promoting collaboration. In such contexts, confrontational coping may be inappropriate, while adaptive coping and support-seeking may be more effective.

Human resource management systems and organizational policies are important factors determining employee coping choices. Organizations with effective complaint systems, clear anti-bullying policies, and human resource support make employees confident in using confrontational coping mechanisms. Hoel and Cooper's (2000) study showed that organizations with good conflict management systems had successful bullying resolution rates of 78% compared to only 23% in organizations lacking such systems. Conversely, organizations with weak management systems or high internal politics make employees turn more to avoidance coping or seeking external support.

Colleague relationships and work atmosphere also affect coping mechanism effectiveness. In supportive environments with mutual trust among members, support-seeking coping is highly effective, but in competitive and distrustful environments, employees may need to rely more on adaptive or avoidance coping. Einarsen et al.'s (2003) study found that colleague relationship quality significantly negatively correlated with bullying severity and frequency. Additionally, organizational leadership styles, especially direct supervisor support, influence employee confidence and coping choices.

The formal and informal power structures within organizations also play crucial roles in determining which coping strategies will be effective. High-performers must understand not only the official organizational chart but also the informal networks and influence patterns that really drive decision-making. This knowledge helps in selecting appropriate allies and understanding the potential consequences of different coping approaches. Organizations with transparent processes and consistent enforcement of policies provide more predictable environments for implementing coping strategies.

5. High-Performance Employee Bullying Coping Model (HPEBCM)

5.1 Model Components

From literature review and data analysis, researchers developed the High-Performance Employee Bullying Coping Model (HPEBCM), which consists of four main components with related environmental factors and outcomes. This model emphasizes flexibility and using multiple mechanisms together according to situations, considering the unique characteristics of high-performance employees and the complexity of current work environments. The model integrates cognitive appraisal theory with organizational behavior research to provide a comprehensive framework for understanding and implementing effective coping strategies.

The first component is Situation Assessment, which is a crucial step where employees must analyze bullying characteristics, severity levels, involved persons, and available resources. This assessment helps employees choose the most appropriate coping mechanism by considering various factors such as bully power and position, organizational culture, management support, and potential impacts from using each type of mechanism. Lazarus and Folkman's (1984) study emphasized the importance of situation assessment as a process that greatly influences coping strategy selection and effectiveness. The assessment phase requires both analytical skills and emotional regulation to ensure objective evaluation rather than

reactive responses.

The second component is Coping Mechanism Selection, which includes all four previously mentioned mechanism types, where employees can use single or multiple combined mechanisms as appropriate. Selection must be based on situation assessment results and goals to be achieved, such as maintaining relationships, stopping bullying, or preparing for future changes. The third component is Implementation and Adjustment, which involves actual mechanism application and outcome monitoring with strategy modifications when necessary. The fourth component is Evaluation and Learning, which helps employees develop coping abilities for future situations. This cyclical process enables continuous improvement and adaptation of coping strategies based on experience and changing circumstances.

The model also incorporates feedback loops that allow for real-time adjustment of strategies based on their effectiveness. This dynamic aspect recognizes that bullying situations are not static and that coping responses may need to evolve as circumstances change. The model emphasizes the importance of maintaining flexibility while also having clear objectives and success metrics for each chosen strategy.

5.2 Model Application Process

The HPEBCM application process begins with recognition and acceptance that bullying is occurring, which is an important step because high-performance employees often deny or refuse to accept reality initially, as they may view it as merely normal competition or temporary conflict. Creating this awareness takes time and systematic behavior observation, including listening to feedback from trusted individuals. Notelaers and Einarsen's (2013) study found that high-performing employees took an average of 3.2 months longer to accept being bullied than average employees due to self-confidence and high expectations for work environments.

After recognition, the next step is systematic information gathering and situation assessment. Employees must record occurring events, analyze bullying patterns, identify involved persons, and assess available resources. This information gathering should be continuous and neutral, without letting emotions interfere. Having clear evidence will help decision-making for coping mechanism selection be more accurate. Additionally, consulting neutral persons or experts can help see diverse perspectives and reduce bias in situation assessment. This phase requires discipline and objectivity that may be challenging when emotions are running high.

Planning and coping mechanism selection is a step requiring strategic thinking. Employees must set clear goals, such as stopping bullying, maintaining relationships, preventing career impacts, or preparing for changes. Then select appropriate mechanisms or mechanism sets for goals and situations. Planning must include both main and backup plans, including setting success evaluation criteria and points for strategy modification. Carver et al.'s (1989) study showed that good coping planning could increase mechanism effectiveness by 65% compared to immediate response mechanisms. The planning phase also involves anticipating potential obstacles and developing contingency responses.

5.3 Model Adaptation in Thai Context

Adapting the HPEBCM model in the Thai context must consider unique characteristics of Thai culture emphasizing harmony, respecting elders, and avoiding direct conflict. The culture of "kruna" (kindness) and "greng jai" (consideration) makes Thai employees often hesitant to use direct confrontational coping mechanisms, especially when bullies are senior or higher-positioned. Komatra Jungsetien et al.'s (2019) study found that Thai employees tend to use avoidance and support-seeking coping more than direct confrontation, even when confrontation might be more effective.

In Thai organizations with hierarchical characteristics and "upatham" (patronage) power use, using support-seeking coping mechanisms from high-level authority figures is often more effective than direct fighting. High-performance employees should use their abilities to build relationships with senior management and use informal channels to seek help. Surapong Sotanasetien's (2018) study showed that using "phi-nong" (sibling-like) networks and personal relationships in workplace problem-solving is highly effective in Thai contexts, especially in conflict management and support creation.

Adapting adaptive coping mechanisms in Thai contexts must emphasize face-saving and respecting others. High-performance employees should avoid expressing superiority or causing others to lose face. Using polite language, showing humility, and giving credit to others are important strategies. Additionally, using intermediaries or mediators in problem-solving is more appropriate for Thai culture than direct confrontation. Wimonrat Suntoratada's (2020) study found that using mediators in Thai organizational conflict resolution had success rates of 82% compared to direct negotiation with only 34% success rates.
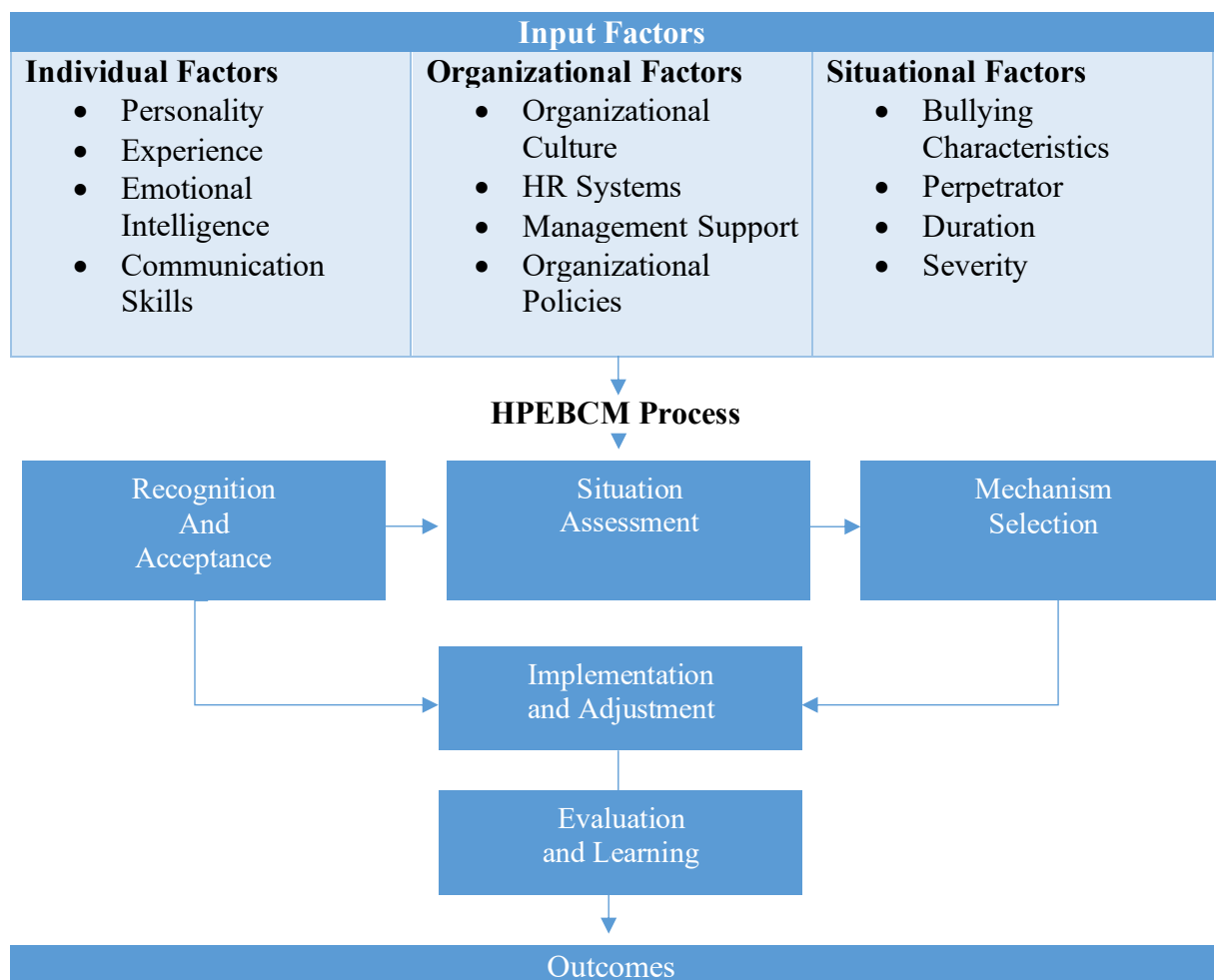
The Thai context also requires understanding the concept of "sanuk" (fun) and maintaining harmonious relationships even during conflict resolution. This means that successful coping strategies often involve finding ways to address bullying while preserving everyone's dignity and allowing face-saving exits for all parties involved. The emphasis on group harmony over individual achievement may require high-performers to frame their concerns in terms of team or organizational benefits rather than personal grievances.

Table 1: Summary Table: Coping Mechanisms for Workplace Bullying Among High-Performance Employees

Coping Mechanism	Main Methods	Advantages	Limitations	Suitability in Thai Context
Adaptive Coping	- Adjust work presentation style - Share credit with others - Use gentle communication - Develop communication skills	- Reduce conflict by 35% - Maintain relationships - Keep performance levels - Suitable for long-term	- Must be careful not to reduce performance - May be overlooked by management - Requires high skills	**High** - Fits culture of respect and harmony
Confrontational Coping	- Systematically collect evidence - Use formal complaint channels - Assert own rights - Direct confrontation	- Stop bullying 62% - Create justice - Protect others - Address problems directly	- May intensify bullying - Affect relationships - Requires organizational support	**Low** - Conflicts with conflict avoidance culture
Avoidance Coping	- Adjust work time and place - Use only formal communication	- Reduce stress short-term - Reduce confrontation 45%	- Problems remain unresolved - May lose opportunities	**Medium** - Fits Thai methods but may affect growth

	- Request team/project transfer - Develop external networks	- Maintain mental health - Prepare new alternatives	- Send wrong signals to management	
Support-Seeking Coping	- Build internal networks - Consult external experts - Seek management help - Join support groups	- Increase coping ability 3.8 times - Get expert advice - Reduce isolation - Create alliances	- Takes time to build relationships - May be seen as weakness - Must choose people appropriately	**Very High** - Fits patronage system and relationship networks

HPEBCM Model Diagram

Input Factors		
Individual Factors • Personality • Experience • Emotional Intelligence • Communication Skills	**Organizational Factors** • Organizational Culture • HR Systems • Management Support • Organizational Policies	**Situational Factors** • Bullying Characteristics • Perpetrator • Duration • Severity

HPEBCM Process

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Recognition        Situation         Mechanism
And         →      Assessment    →   Selection
Acceptance

                   Implementation
                   and Adjustment

                   Evaluation
                   and Learning

                   Outcomes
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Individual Outcomes	Organizational Outcomes	Long-term Outcomes
• Improved mental health • Self-confidence • Work performance • Job satisfaction	• Reduced bullying • Better work atmosphere • Employee retention • Organizational productivity	• Career development • Resilience • Coping skills • Organizational learning

Figure 1: HPEBCM Model Diagram

8. Conclusion

The study "Coping Mechanisms for Workplace Bullying: The Case of High-Performance Employees" provides in-depth information about an important but often overlooked issue in human resource management. Results show that high-performance employees face unique types of bullying and require different coping mechanisms from average employees. The development of the HPEBCM model responds to this need by providing a comprehensive and flexible framework that can be adapted to different organizational and cultural contexts.

The four types of coping mechanisms identified in this study have different advantages and limitations. Selection depends on several factors including situation-specific characteristics, individual employee factors, and organizational environment. In the Thai context, support-seeking coping and adaptive coping are more suitable than direct confrontational coping due to alignment with culture emphasizing harmony and conflict avoidance. However, all mechanisms are important and can be used together as appropriate.

Recommendations from this study focus on developing organizational policies to prevent and address bullying problems, especially creating environments that support high-potential employees, training managers to understand and effectively handle these issues, and developing comprehensive support systems covering both prevention and resolution. Additionally, continued studies to monitor model effectiveness in real situations and improvements to suit future work environment changes are crucial for creating sustainable and fair organizations.

The implications of this research extend beyond individual organizations to broader societal considerations about how to nurture and protect talent in competitive work environments. As organizations increasingly rely on knowledge workers and innovation for competitive advantage, creating cultures that support rather than undermine high performers becomes a strategic imperative. The HPEBCM model provides a foundation for this cultural transformation while recognizing the practical constraints and cultural considerations that influence implementation success.

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