

A Study of Workplace Bullying and its Impact

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ABSTRACT

Bullying is very hard to define. It will come under the category of harassment. On the other side, bullying can often be seen as an act which is caused to dominate someone, causes grief and fear in the intended person. Bullying often happens privately or publically and by a person who has authority or power in hands and the evidences for the bullying are hard to find. "Bullying doesn't happen by accident" it has to be and purposeful, intentional action and even though the bullying people say they "mean no harm" when scolded, they will take on casual basis. Researcher's main objectives were 1.To study and understand the concept of workplace bullying, 2.To study the relationship between workplace bullying and its impact on work performance. 3. To find out major findings on the basis of the literature study. Research method used was Desk Research.

1. Introduction

Bullying often consists of a proper campaign by the bully with the negative intentions. And because of this it is so complicated and hard to show as it involves a personal evaluation of motives of the bully and intention is always hard to bring it out.

Do we really understand what workplace bullying is? There is not any lawful definition of bullying and there is no inclusive list of bullying behaviors. The Trades Union Congress (TUC) states that "usually if an individual genuinely feels they're being singled out for unfair treatment by a boss or colleague they're in all probability being bullied".

Day by day, workplace bullying is becoming vigorous and it is the time to take it seriously and prevent it by certain strict corrective actions. For identifying perpetrators, make new rules of conduct, penalties and if it's necessary make laws prohibiting and penalizing the bully.

"Violence within the geographical point begins long before fists fly or fatal weapons extinguish lives. Where ill will and aggression habitually displace cooperation and communication, violence has occurred." Bernice Fields, Arbitrator

According to recent studies, workplace bullying is on high. The research has proved that in a survey almost 75% of employees had been affected by workplace bullying. In 2017 US Workplace Bullying Survey, it was found that almost 60% of US workers are affected by it. Workplace bullying is not equally divided into men and women. The percentage of men get bullied is 70% whereas women get bullied by 30%, women tend to bully more women than men (more than 65% in both cases). Studies have also shown that women can carry out bullying behaviors against women.

Yes it's true that workplace bullying is carried out by supervisors but it must be considered that bullying can also be done by co-workers. In any scenarios, it is the play of power. A study carried out in Australia was found that one of the two Australians will face some kind of workplace bullying in their life time, and 40% people already experienced the workplace bullying in their early career

2. Objectives

1. To study and understand the concept of workplace bullying.
2. To study the relationship between workplace bullying and its impact on work performance.
3. To find out conclusion on the basis of the literature study.

3. Research Methodology

Research design is a way to systematically solve the research problem. It comprise of the various steps adopted along with logic behind it. Researcher is interested in study the literature related to Workplace Bullying. Various literature reviews of previous researcher's findings were studied to gain a broad understanding of the field Workplace Bullying. Therefore researcher thought that **Desk Research** is appropriate method for study

Methods of data collection:

Secondary data: Secondary data has been collected through research paper, booklet, brochures and websites.

4. Theoretical Concepts

What is workplace bullying?

"Bullying is typically seen as acts or verbal comments that would 'mentally' hurt or detach an individual within the geographic point. Sometimes, bullying will involve negative physical contact in addition. Bullying usually involves repeated incidents or a pattern of behavior that is planned to scare, insult, degrade or humiliate a particular person or group of people. It has also been described as the statement of power through violence or hostility."

Types of Bullying Behaviors:

Many of academic researchers have now adopted the following typology of bullying behaviors with some. There are five different categories.

- **Threat to professional status** – including opinions regarding criticism, public professional humiliation, accusations regarding lack of effort, threatening use of discipline or competence procedures.
- **Threat to personal standing** – includes weakening of personal integrity, destructive suggestion and sarcasm, making inappropriate jokes about the target, constant teasing, name calling, insults, and terrorization.
- **Isolation** – includes preventing access to opportunities, physical or social separation, keeping secret necessary information, keeping the target out of the loop, ignoring or excluding.
- **Overwork** – including excessive pressure, hard to complete deadlines, and unnecessary disruptions.
- **Destabilization** – including failure to recognize good work, assignment of pointless tasks, removal of responsibility, repeated reminders of embarrassing mistakes previously happened, setting target up to fail, shifting goal posts without telling the target.

Relationship among Participants:

As per the research done by H. Hoel and C.L. Cooper, the people who do bullying are supervisors. The second most common group is peers, followed by subordinates and customers. The 3 main relationships among the participants in geographic point bullying:

- Between supervisor and subordinate
- Among co-workers
- Employees and customers

Bullying may occur between an organization and its employees.

Bullying behaviors of supervisors towards their subordinates typically shows the misuse of power by the supervisors in the workplace. The bullying behaviors shown by the supervisors may be associated with a culture of bullying and/ or it may be part of management style of the supervisors. An autocratic leadership or management style, specifically or often includes bullying behaviors, which may cause fear in subordinates and encourage supervisors to show bullying behaviors more often.

Contrary to this, some of the researchers find the effect of workplace bullying in the positive way for performance in the workplace. Organizational power and control may be contributed by workplace bullying.

If an organizational genuinely want to demolish bullying in the workplace, policies and strategies must be well formulated and implemented to destroy bullying behaviors or to minimize it up to certain limits. Lack of proper monitoring and control encourages bully to harass their subordinates more often.

In addition to the supervisor-subordinator bullying, among colleagues bullying may occur. They can either be target or bully i.e. perpetrator. If workplace bullying happens among colleagues, the other colleagues who are witnesses may be by the side of target or the perpetrator. The fear of being next target does not allow witnesses to speak about the bullying by the side of target so usually perpetrator “wins”. And this action encourages bully to continue their bullying behaviors. This adversely affects on the mental health of the bullied person. As a result of this the bullied person may become another bully or

perpetrator who bullies his colleagues who have less power than him and all this causes encouragement to the bullying at workplace.

A workplace bullying researcher, Maarit Varitia, found that 20% of the respondents who experienced workplace bullying stated their being targeted to their differences from others.

The third relationship within the geographic point is between staff and customers. This relationship can play a very important role in maximizing organizational efficiency and productivity but at the same time stressed or harassed employees cannot maintain good relationship with customers and at the end, it will result in low job performance and quality of the service overall.

The relationship between organization or system and its employees is on fourth. In an article written by Andreas Liefoghe (2012), many of the employees describe their employers as a “bully”.

Bullying is not only concerned with organizational culture or environmental factors that encourages bullying but it is hurtful misbehavior of the employer against the employee. A very high position or an authority of great powers disturbs the balance between organization and its employees which causes the employer to “legitimately exercise” power in a manner related to bullying.

By traditional view, bullying generally implies an interpersonal relationship between bully and target, sometimes organizational culture or environment and other’s action can contribute bullying in their impacts on targets. However, whereas shaping bullying as associate degree social development is taken into account legitimate, classifying incidences of leader exploitation, revenge, or alternative abuses of power against associate degree worker as a type of bullying is often not taken as seriously. Abusive Workplace Behaviors:

According to **Bassman**, common abusive workplace behaviors are:

1. Disrespecting and devaluing the individual, often through disrespectful and devaluing language or verbal abuse
2. Overwork and devaluation of personal life (particularly salaried workers who are not compensated)
3. Harassment through micromanagement of tasks and time
4. Over evaluation and manipulating information (for example concentration on negative characteristics and failures, setting up subordinate for failure).
5. Managing by threat and intimidation
6. Stealing credit and taking unfair advantage
7. Preventing access to opportunities
8. reducing an employee's capabilities to justify downsizing
9. spontaneous destructive behavior

According to Hoel and Cooper, common abusive workplace behaviors are:

1. Having opinions and views ignored
2. Withholding information which affects the target's performance
3. Being exposed to an unmanageable workload
4. Being given tasks with unreasonable or impossible targets or deadlines
5. Being ordered to do work below competence

6. Being ignored or facing hostility when the target approaches
7. Being humiliated or ridiculed in connection with work
8. Excessive monitoring of a person's work
9. Spreading gossip
10. Insulting or offensive remarks made about the target's person (i.e. habits and background), attitudes or private life

Forms:

Tim Field suggested that workplace bullying takes these forms:

Serial bullying The source of all dysfunction can be traced to one individual, who picks on one employee after another and destroys them, then moves on. Probably the most common type of bullying.

Secondary bullying — The pressure of having to deal with a serial bully causes the general behavior to decline and sink to the lowest level.

Pair bullying — This takes place with two people, one active and verbal, the other often watching and listening.

Gang bullying or group bullying — is a serial bully with colleagues. Gangs will occur anywhere, but flourish in corporate bullying climates. It is often called mobbing and usually involves victimization.

Vicarious bullying — two parties are encouraged to fight. This is the everyday "triangulation" wherever the aggression gets passed around.

Regulation bullying — where a serial bully forces their target to comply with rules, regulations, procedures or laws regardless of their appropriateness, applicability or necessity.

Residual bullying — after the serial bully has left or been fired, the behavior continues. It can go on for years.

Legal bullying — the bringing of an annoying legal action to control and punish a person.

Pressure bullying or unaware bullying — having to work to impractical time scales or insufficient resources.

Corporate bullying — where an employer abuses an employee with impunity, knowing the law is weak and the job market is soft.

Organizational bullying — a combination of pressure bullying and corporate bullying. Occurs once a company struggles to adapt to dynamic markets, reduced financial gain, cuts in budgets, obligatory expectations and different extreme pressures.

Institutional bullying — well-established and is usual as part of the culture.

Client bullying — an employee is bullied by those they serve, for instance subway attendants or public servants.

Cyber bullying — the use of information and communication technologies to support conscious, repeated, and unfriendly behavior by an individual or group, that is intended to harm others.

5. Literature Review

The impact of Workplace Bullying on work performance by Azizi Yahaya, Tan Chuiing, Goh mo Lee, Noordi Yahaya, Yusof Boon, Shahrin Hashim, Suhaila Taa Archives Des Sciences Volume 65, No. 4

Researcher is concerned with investigating the relationship between bullying at workplace and employees work performance. The researcher has used descriptive research method to carry out the study. This study says that management should focus more on job satisfaction. It should take help of other factors which will cause less mental stress and employee may feel to work such as compensation, revising HR strategies and policies, working conditions and interpersonal communication among staff members. It also sheds light on how workplace bullying can affect one's work performance. Management should treat their employees as a critical asset to the organization. Researcher says that every organization should feel responsible to protect their employees for mental harassment of a workplace bully. According to researcher management should take strict action against bully to cure this issue which can help to attain organizational goals and achieve profitability.

The influence of workplace bullying on employee's job performance, job satisfaction and turnover intension in a newly established private hospital. By edip sabahattin mete, alev sökmen Published in International Review of Management and Business Research Volume 5, Issue 1.

The researcher conducted the study at a newly established private hospital which evaluated the effects of workplace bullying of healthcare staff and its impact on their work performance, job satisfaction and turnover intention. The study signified that there is positive relationship between the workplace bullying behaviors towards the individual person and their intention to leave. Also the researcher found a negative relationship between workplace bullying and job performance. At the same time it is found that there is negative relationship between turnover intention and job satisfaction. The researcher tried to establish the relationship among the variables such as workplace bullying, job satisfaction and turnover intention of individual.

Investigating the impact of workplace bullying on employees' morale, performance and turnover intentions in five-star Egyptian Hotel operations by Ashraf tag-Eldeen, Mona Barakat, Hesham Dar Published in Tourism and Travelling, Volume 1, 2017

Human resource asset is most important asset to any organization without which any organization cannot run. The critical objective of this research was to investigate the amount to which workplace bullying affect the outcomes of the organization. For this the sample unit was five star hotels in Egypt. In this research three variable were considered such as employee's morale, employee's work performance and turnover intension of the employees. And based on these three variable hypotheses were formulated. The researcher used descriptive analytical research for understanding the workplace bullying. The study found that people related to hospitality industry get bullied very often and it negatively effects on their morale and work performance and their corresponding career growth.

Impact of Workplace Bullying on job performance and job stress by faran Robert Published in Journal of Management Info Vol. 5, No. 3 (2018)

This research is done to establish the relation between impact of workplace bullying job performance and job stress. The sample size considered for this research paper is 250 and the respondents were the employees of the 6 private banks of Lahore, Pakistan. For data analysis researcher used the SPSS version 5. The research clearly showed that there is strong relationship between workplace bullying and job stress. Also researcher also showed that there is slight relationship between the workplace bullying and job performance. The research paper showed that workplace bullying causes negative impact on work performance of the organization as it causes low job performance and it adversely affects on organizational profitability.

Impact of workplace bullying on job performance, intention to leave job, and stress by Imtiaz Arif Published in Pakistan Journal of Psychological Research, April 2018

This study is focused on to examine the effect of bullying at workplace on task performance, organizational citizenship behavior, stress and individual intention to leave. To check the intensity of the above defined variables, researcher considered the two mediators such as job satisfaction and perceived organizational support. The researcher used the random sampling method. The sample size considered for this research is 320. The respondents were private bank employees in Karachi. The researcher used questionnaire survey method to collect the primary data. For the interpretation of data, researcher used Smart PLS 3.1. The research paper finally concluded that there is strong impact of workplace bullying on organizational citizenship behavior, individual intention of turnover and most importantly job performance.

The effects of Workplace Harassment on job performance by md. rokonuzzamana, md. borak alib, md. zafor sadiquec, md. enamul haqued Published on ResearchGate, December 2014

The main purpose of this research paper is to analyze the impact of different natures of workplace harassment on the

employees' performance. It also focuses on what are the sources of workplace harassment and its effects on mental health of individual and change in the behavior of the particular employee. For collecting data, the researcher prepared a semi structured interview questionnaire and also done different site visits. To test the certain assumptions in this research paper, researcher used the programmable MATLAB software. Study showed that harassment is done in major or minor aspects of the employees and most of the times it is ignored by the employer. Workplace harassment can cause emotional pain to the employee as well as he can lose the confidence and apparently it will affect on his job performance resulting low.

6. Findings

1) *The Health Risks of Bullying for the Victim*

The effects of workplace bullying don't end when you leave the office. Being a victim of bullying can cause physical and psychological health problems, including:

- Stress
- Anxiety
- Panic attacks
- Trouble sleeping
- Higher blood pressure
- Ulcers

2) *Bullying Affects Job Performance*

Bullied workers can't perform their jobs to the best of their ability. Performance issues include:

- Having trouble making decisions
- An incapacity to work or concentrate
- A loss of self-esteem
- Lower productivity

Bullied workers not only lose motivation, they lose time because they are preoccupied with:

- Trying to defend themselves
- Avoiding the bully
- Networking for support
- Planning how to deal with the situation

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