

WORKPLACE BULLING: INFLUENCING FACTORS, IMPACT ON EMPLOYEE PERFORMANCE

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Abstract : Employee bullying is serious problem if today work culture. Workplace bullying cause serious problem to employee and this affect on the job performance of employee. This paper uses difference articles and research paper to find out factors influencing work place bullying and its impact on the employee performance. Researcher tried to figure out various factors by which work place bullying can be minimised. The factors by which work place bullying happens is gender, profession, education, race, professionalism, work culture, occupation, type of industry.

Keywords: - Workplace billing, factors influencing, Employee Performance.

I. INTRODUCTION

There is not any lawful definition of bullying and there is no inclusive list of bullying behaviours. According to Trade Union Congress (TUC), if a person frequently feels that he is observing misconduct with him and boss and colleagues are not treating him properly, there more great chances of him being bullied.

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 is not accidental it is purposeful, intentional act and even if the bullying people take it casually when scolded, they will take on casual basis. 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.

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 in the workplace starts very early fists fly or fatal weapons put out lives. Where resentment and aggression routinely move collaboration and communication, hostility has occurred" is stated by an Arbitrator named Bernice Fields. Bullying affect mental, physical health of the employee.

According to recent studies, workplace bullying occurs very frequently. The research has proved that in a survey the percentage of employees had been affected by workplace bullying is 75%. In the year 2017 Workplace Bullying Survey carried out in US, it was found that 60% of workers in US are affected by workplace bullying. Workplace bullying is different for men and women in terms of percentage. The percentage of men get bullied is 70% whereas women get bullied by 30%. Women more likely bully women than men and its percentage is more than 65% in these cases. According to the studies, women can do bullying behaviours in opposition to women.

Yes it's true that supervisors also do workplace bullying 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 1 of the 2 Australians will have chances to face any form workplace bullying in their life time, and 40% people already experienced the workplace bullying in their early career.

II. TYPOLOGY OF BULLYING BEHAVIOURS:

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

1. **Risk to professional status:** includes views regarding criticism, open professional embarrassment, allegation regarding in short of effort, threatening use of regulation or competence procedures.
2. **Risk to personal status:** includes weakening of personal honesty, negative suggestion and irony, making inapt jokes about the target, constant joking, mocking, abuse, and terrorization.
3. **Isolation:** includes preventing opportunities for growth, separate from people socially and physically, keeping secret important information, separating the target from other people, ignoring the target.
4. **Overwork:** includes excessive stress of work, hard to complete deadlines, and needless disturbances.
5. **Destabilization:** includes ignorance of good work done by the target, assignment of pointless work, taking away the responsibility, frequent reminders of embarrassing mistake previously happened, setting target up to fail, shifting goal posts exclusive of telling the target.

Relationship between Participants:

As per the research done by C.L. Cooper and H. Hoel, the people who do bullying are mostly the supervisors. Next to the supervisors are peers, along with subordinates and customers. The three major types of relationships between the participants in workplace bullying:

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

Bullying may occur between an organization and its employees.

Bullying behaviors of senior coordinates towards their subordinates normally shows the misuse of control by the supervisors at workplace. The bullying practices may be part of any culture or it may be the way of working of the bullying supervisors. An autocratic leadership purposely or frequently consist 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 organization 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 effects on the mental health of the bullied person. As a result of this the bullied person may become another bully who bullies his colleagues who possess less authority than him and all this causes encouragement to the bullying at workplace.

MaaritVaritia conducted a research and it is found that 20% of the respondents were affected by workplace bullying they were targets because of their differences.

The third relationship at the workplace is between employees 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 Lief ooghe (2012), many of the employees portray 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 business and its employees which causes the employer to legally implement power in a manner related to bullying.

By traditional view, bullying generally implies an interpersonal relationship between bully and intended person, sometimes organizational culture, environment and other's action can contribute bullying in their impacts on targets. However, while defining bullying as an interpersonal phenomenon is considered lawful, categorizing occurrences of employer misuse, retaliation, or other misuses of power against an employee as a form of bullying is often not taken as seriously.

III. ABUSIVE WORKPLACE BEHAVIOURS:

Bassman stated some common abusive workplace behaviors are:

1. Through bad language and bad comment devaluing and disrespecting the individual.
2. Giving work with unbeatable deadlines, extra work and loss of personal life especially salaried workers who are not compensated)
3. By giving cut to cut deadlines harassment is done
4. Paying too much attention to every detail needlessly and providing manipulative information (intentionally talking about previous mistakes and failures).
5. Creating threat and pressure by offensive controlling
6. Unfairly taking credit and taking its advantage.
7. Preventing from growth opportunities
8. Constantly teasing to affect the employee's performance negatively.
9. spontaneous harsh behavior

Hoel and Cooper stated following common abusive workplace behaviours:

1. Individual's views and opinions are ignored.
2. Keeping secret the information which affects the target's performance
3. Giving so much workload such that it cannot be handled
4. Being given tasks with unreasonable or impossible targets or deadlines
5. Not giving work according to individual's competencies
6. Ignoring and unfriendly behavior when target want to mix up with others.
7. Being humiliated or teased regarding work
8. Giving too much attention to the individual's work.
9. scattering rumors and gossips
10. Abusive or offensive remarks commenting about the target's person, manner and personal life
11. Removing responsibilities in key areas or being exposed to unrelated or unpleasant work.

IV. FORMS BULLYING:

According to Tim Field, workplace bullying takes these forms:

- **Serial bullying:** In this case, the bully targets a person. After the person leaves that environment, the bully finds his next target and this process continues. That's why it is called as serial bullying.
- **Secondary bullying:** In the bullying environment, people exposed to it may not have the confidence to speak about it. Because of this unethical behavior, people become the part of the problem.
- **Pair bullying:** In this type, bullying is done in pair. The one person comments on the target and other is enjoying, listening or observing.
- **Gang bullying or group bullying:** In this, the bullying is done in gang. But it is encouraged by the corporate culture. It can cause victimization.
- **Vicarious bullying:** In this type of bullying a party encourages other two parties to fight and finds enjoyment into their fight.

- **Regulation bullying:** No matter the relevance and appropriateness of the rules and regulation in the organization, target is constantly told to follow and stick to the rules and regulatory procedures in the organization.
- **Residual bullying** — after quitting the job in the organization by the target, even then target person is approached for bullying affecting his personal and professional life.
- **Legal bullying:** The legal action is taken against the target to annoy him.
- **Pressure bullying or unaware bullying:** In this, the target person is exposed to unmanageable deadlines and insufficient resources.
- **Corporate bullying** — It is done by the employer. And it is done where the law is weak and jobs are not that much available in the market.
- **Organizational bullying** — It is a mix of pressures bullying and corporate bullying. It happens when organization has large pressure to adapt latest trends and technologies, maximizing work efficiency with minimum budget, reducing expenses etc.
- **Institutional bullying:** Most of the times it is accepted as a norm at the workplaces.
- **Client bullying:** This type of bullying is often abusive and frightening. Examples are teachers are assaulted by pupils, customers frighten the bankers for their individual reasons, and hospital staff is threatened by the patients in abusive way.
- **Cyber bullying:** As its name suggests, it is done with the help of technologies such as emails, social media etc.

V. LITERATURE REVIEW

AzizYahaya (2012), title “the impact of workplace bullying on work performance” Published in Archives Des Sciences, Researcher is trying to establish the relationship between bullying at workplace and work performance of the employees. 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 focuses 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 look after their employees for mental irritation of a workplace bully. According to researcher management should take strict action against bully to demolish this issue which can help to attain organizational goals and achieve profitability. Researcher did study over 217 employees in the organization to find out relation between work place bullying and its impact on the work performance. Also researcher tries to find out factor of work and person related bullying. From the study researcher concluded that person related bullying affects the work place bullying and person who is suffering from the work place bullying their work performance decrease day by day. This study shows one of the strongest contributor to the employee work place bullying is personal bullying. Researcher found there is significant difference between foreign and local employee for those who expose to workplace bullying. Researcher suggested some improvement in the working environment so as to avoid work place bullying and improve the job performance. Work environment like compensation, policies, work condition and increasing employee interaction can lead to boost morale of the employee. Training program to find root cause of problem at all the level in the organization must be implemented to promote the harmonious working environment.

EdipSabahattinMete (2016) article titled “The influence of workplace bullying on employee’s job performance, job satisfaction and turnover intension in a newly established private hospital” Published in International Review of Management and Business Research, 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 workplace bullying behaviours are positively related towards the individual person and their intention to leave. Also the researcher found that workplace bullying is negatively related to 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, turnover intension and job satisfaction of individual.

Ashraf Tag-Eldeen (2017), titled as “investigating the impact of workplace bullying on employees’ morale, performance and turnover intentions in five-star Egyptian hotel operations” Published in *Tourism and Travelling*. Human resource asset is most important asset to any organization without which any organization cannot run. The critical purpose of this research was to explore the amount to which workplace bullying influence the effect 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.

Faran Robert (2018) Titled, “Impact of Workplace Bullying on Job Performance And Job Stress” Published in *Journal of Management Info*. 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. This research clearly shows there is strong relationship between workplace bullying and job stress. Also researcher also showed that there is slight relationship among the workplace bullying and job performance. The research paper shows workplace bullying causes negative impact on work performance of the organization as it causes low job performance and it adversely affects on organizational profitability.

ImtiazArif (2018) titled “Impact of Workplace Bullying on Job Performance, Intention To Leave, Ocb, And Stress”, Published in *Pakistan Journal of Psychological Research*. This study is focused on to explore the effect of bullying at workplace on job performance, organizational citizenship behavior, stress and individual leaving intentions. To check the intensity of the above defined variables, researcher considered the two mediators such as job satisfaction and supposed 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 behaviour, individual intension of turnover and most importantly job performance.

Md. Rokonzamana, (2014), “The Effects of Workplace Harassment on Job Performance” The main objective of this study 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 behaviour 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.

Peter AdokoObicci (2015), “Effect of Workplace Bullying on Employee Performance in the Public Sector” Workplace bullying causes serious psychological as well as social problems and in turn its effect can be seen on the organizational performance of the employee. This study is carried out in Uganda. Researcher established two objectives for his study; those are to identify if there is workplace bullying practices in Uganda and to analyze its effect on employees work performance. The researcher used questionnaire and survey method to collect the data and sample size for this study was 180 employees who were working in public sector. Surprisingly the study has found that there are bullying practices in Uganda and they are badly affecting the organizational and individual work performance of the employees. Researcher contributed for the development for the framework that examine the present bullying practices in Uganda and its effect or impact on work performance through this research paper. Further research implications and polices are discussed in this research paper.

Young Ok Lee, Msn, RN, Younghee Yi, PhD, RN, titled “Work Environment and Workplace Bullying among Korean Intensive Care Unit Nurse, Seonoung Yun, MSN, RN, and Jiyen Kang” published in *Asian Nursing Research* 8 (2014) 219-225. The article focus on nursing industry is facing shortage of human resource. ICU care unit nurses has to update with new methods, technologies for curing people since this unit admits critical condition people where stress of work is high as compare to the other worker. As per the survey done by the researcher in the Koran intensive care unit this study shows that very less people working in the ICU care are affected by the negative work environment and 17.2% nurses are suffered from the operational work place bullying criteria. Also nurses have reported they are facing more work related bullying at the work place. If work environment is poor at that place more work related bullying takes place.

VI. OBJECTIVES:

1. To study the influencing factors 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.

VII. METHOD

This researcher is exploratory research. Researcher studied different articles, web journal, and research paper.

VIII. SUMMARY

This research is based on the secondary data. The bullying at workplace happened in the medical or health care industry often where stress level is high. Finding pattern of bullying and victim is not easy. Since no one can appropriately gives details about what exactly happens to threat employee. It is perception of that employee which we treat as the result. Also the cultural difference arises when people work for other country. Various organisational factors contribute to the work place bullying of the employee. The best way to avoid work place bullying is to prevent personal bullying. This affects the work performance of the employee which affects the organisational performance.

IX. CONCLUSIONS

This study indicates work place bullying is serious concern in different industry all over the world. This work place bullying is increasing the risk about safety at work place for both personal and work environment. The factors by which work place bullying happens is gender, profession, education, race, professionalism, work culture, occupation, type of industry. Further it added to different health problem to the employee like metal stress, hyperglosima, diabetes, blood pressure, etc. and work related problem like absenteeism, turnover. To avoid such problem team leader must implement the stick action against work place bullying and to create harmonious environment at the work place. For this construct positive environment and relationship in the organisation between the employees.

X. FUTURE RESEARCH

Further research can be done with industry specific with specific area. With respect to the different sector, types of work place bullying and its cause of the can be identified. Separate sector wise study can be done to find solution on the factor affecting work place bullying.

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