

The Prevalence And Aftermath Of Workplace Bullying: A Review Paper For Future Agenda

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Abstract

Workplace bullying has a negative impact on the efficiency of the working force and combined productivity of any organization. As per the literature available on "Workplace bullying" the concept is widely discussed and acknowledged in different aspects globally. With the available literature, it is still the need of hour to find the gaps in the literature to cope with bullying taking place in an organization. The aim of this study is to explore the concept of workplace bullying in available literature and share a combined review with possible areas for research in future. This study offers the structured review on a total of 40 research articles. By the end of the review, this paper will be able to answer all the queries regarding the concepts of bullying. This review will provide awareness about Workplace bullying, discuss solutions, and bring attention to the laws regarding Workplace bullying and suggest future implications.

Key Words: Workplace bullying, Outcomes of bullying, Coping with bullying

1. INTRODUCTION

The creation of a hostile working environment is a result of workplace bullying which is frequent and persistent negative actions towards one or more individuals (Rigby, 2002). The repeated hurtful negative act or acts constitute workplace bullying. These acts involve criticism and humiliation and cause distress, fear, or harm to the victim (individual) are physical, verbal, or psychological (Akella, 2016). The Overruling the victim decision, openly flaunting one's status and power, professionally attacking the victim, shifting opinions are included in workplace bullying. Today, the world is growing in so many dimensions day by day. In this scenario and today's modern workplace, bullying can have multiple and drastic effects on both, the people, and the organizations. The bullying can cause destruction in not only physical health but also mental health (Yildirim, 2009). For a modern workplace, workplace bullying has been predicted as harmful feature with long term destructive effects not only on individuals but also for organizations (Hutchinson, Vickers, Jackson, and Wilkes, 2005). The workplace bullying is hateful mix of embarrassment, pressure, damage of performance, and repeated exploitation of one employee which is targeted by one or more employees (Margaret, 2007).

The workplace bullying has many types like work related versus person related which is distinguished by many researchers. The behavior like unmanageable work and giving unreasonable deadlines is included in work related

bullying. And the behavior like teasing, playing practical jokes, spreading gossip, insulting remarks is included in person related bullying. The repeated patterns of bullying also affect the creative and innovative capabilities of a human, and in return, an organization can be affected severely by it in terms of performance (Einarsen and Hoel, 2001).

1.2. Types Of Workplace Bullying

Bullying is widespread. It is not only limited to managers targeting staff but also it occurs between clients or customers and colleagues. On the contrary, staff can bully their manager collectively. The unwanted interpersonal communication styles can cause stress which occurs through economic, job uncertainty and organizational downsizing. Lentz (2009), has recognized many types of bullying, including:

- Institutional Bullying
- Bullying from Managers
- Bullying by Colleague

1.2.1. Institutional Bullying

Crowley and Elster, (2006) states that the behavior which occurs without concern of the practices, policies and work structure wellbeing and causes the unnecessary stress to others; in result, burdens the staff. This type of behavior is included in institutional or corporate bullying. It occurs when an organization's practices, culture and norms allow such behaviors to occur. The consequences of institutional bullying are ignored, and they often occur unconsciously in any size of workplace mostly when jobs are scarce, and employees have limited choices in economic constrained times. Unlikely deadlines, unbearable targets and uncontrollable caseloads are considered as unfair practices of an organization's norms and there is a major influence on employee's performance when the decisions are made randomly, without any consultation.

1.2.2. Bullying from Managers

An Intentional and frequent target by a manager is an employee, due to which, employees feel worthless, helpless, and isolated when these events progressively reach at extreme level. Managers then reach out to target another employee as the former employee ultimately resigns. When this pattern is repeated, managers target one after another person which ultimately results in resignation (Reddy, 2005). This is included in serial bullying and it is the most distinct type of bullying. The 15 percent of bullying is included in this type (Oade 2009).

1.2.3. Bullying by Colleagues

The behavior where colleagues show violent behavior and pass unpleasant remarks and below the belt attitude, is termed as bullying by colleagues. The ongoing aggressive behavior, misuse of power, loneness, undesirable comments, demeaning and intimidating attitude among similar level colleagues is included in bullying by colleagues (Sutton, 2007). Workplace has different methods and strategies identified (Lewis and Gunn, 2007; Leymann, 2006; Salin, 2006). Threat to professional position, isolation destabilization, overwork, threat to personal standing is the categories of bullying (Rayner et. al., 2002).

1.3. Statement of Problem:

For a modern workplace, workplace bullying has been predicted as harmful feature with long term destructive effects not only on individuals but also for organizations.

For this reason, this review paper will help in understanding the workplace bullying concept and its different aspects which affects the organizations as well as individuals.

1.4. Significance:

With a significant rise in the workplace statistics, it is pivotal for the researchers to understand the concept of workplace bullying and its impacts, damages and aftereffects of it. This study will help the researchers in reading and understanding the literature regarding workplace bullying. Further this study will suggest the future gaps related to workplace bullying.

1.5. Aim and Objective:

The aim of this study is to explore the concept of workplace bullying in available literature.

- To explore the recent literature from year 2017-2021 on workplace bullying

1.6. Research Question

Based on aim and objective following question has been made:

- What are the recent literatures from year 2017-2021 on workplace bullying

2. METHODOLOGY

By using following databases electronic searches were performed; Theses, different journals such as Taylor & Francis, SAGE journals, Science direct, Springer, Emerald etc. Search strategies employed included key words such as: workplace bullying, types of bullying, Impact of workplace bullying on: Individual and organization. A total sixty articles were downloaded from online databases. Out of 40 articles, 7 articles were excluded because they were review, non-empirical papers opinion or editorial. The criteria of selection of articles is that they are original and empirical. Another criteria for selection of articles is that they should report studies which focuses on data. Primary data collection methods were selected for this paper. Eventually 33 research articles on workplace bullying were selected and reviewed.

The articles were screened and analyzed from the last 5 year (2007 to 2021). Out of 33 research studies; 3 were qualitative studies, using semi-structured interview which is used to find the effects and occurrence of bullying. While remaining 30 research papers were Quantitative studies that used to questionnaire or survey to find the effects of bullying.

3. FINDINGS FROM REVIEW:

Sandvik, et al., (2007) conducted the study on prevalence of workplace bullying in US workers. The study concluded the effect of bullying on the people who witnessed it rather being bullied. Deniz and Ertosun, (2010) conducted the study on the relationship between workplace bullying and the employees who face this type of behavior are considered as “victim”. The study showed that there was strong relationship between type of personality and individuals who experience workplace or mobbing.

Ali, (2010) conducted study on causes of workplace bullying in small and medium enterprises. The study concludes that there was significant relationship between stress, conflict behavior with workplace bullying. Imran, et al., (2010) conducted the study to find the sources and types of bullying behavior between junior doctors and aim to find the barriers that make grievances against bullying. From 63.8% doctors experienced one or more types of bullying and 66.7% had witnessed the bullying of others.

Balduccia et al., (2011) conducted study on work environment and personality factors as antecedents of workplace bullying and the outcome of this is post-traumatic stress symptoms.. The results concludes that bullying prevails over and above neuroticism when job demands and resources are related to it. The study also concludes that the relationship between job demands and post-traumatic symptoms is mediated by bullying. Yahaya, et al., (2102) studied the

relationship between workplace bullying and employees' work performance. The result showed that person related bullying is a durable contributor to work performances.

D'Cruz and Rayner, (2012) conducted study on presence of workplace bullying and the influence of workplace bullying on Information Technology Enabled Services-Business Process Outsourcing (ITES BPO) "off-shoring outsourcing" of India.. The results concluded that 44.3% as a victim experience the bullying and 19.7% reports the severe and middle levels. Carter, et al., (2013) conducted study on occurrence and influence of bullying behavior within staff. This study also find-out the hindrances to reporting bullying. The study was conducted UK national health services organization. The results concluded that 20 % of employees reporting that they have been bullied and 43% reporting the witness of bullying in the past 6 months

Makkar and Sanjeev, (2013) conducted study on different forms of workplace bullying behavior faced by nurses. The study also finds the impact of workplace bullying on Gender. This study was conducted in Health care organization New Delhi India.. The results concluded that there were different forms of bullying observed between male and female, on the basis of this theoretical model on "workplace behavior" was developed. Malik and Bano, (2013) conducted the study on the relationship between workplace bullying and job satisfaction among doctors and examined the helpful strategies as moderator. This study was conducted in Lahore, Pakistan. The results showed the strong effect of workplace bullying, job satisfaction and lower job affective well-being.

Galanaki and Papalexandris, (2013) conducted the study on different ways to measure the workplace bullying and suggest common and uniform ways to HR professionals and academics to analyze the phenomenon. The results concludes that there was high correlation between work related and person related bullying with self-reporting of bullying. Antonio, (2014) states that factors which cause increase the workplace bullying in managers. The results concluded that bullying chances increase in women that have manager position, having stress and not having chance of getting promotion.

Lauzire and Carroll, (2014) conducted study on relationship between workplace bullying and job satisfaction. The authors also examined the moderating effect of social support on workplace bullying and job satisfaction relationship. The results concluded that there was negative relationship between job satisfaction and workplace bullying. The study also concludes that social support work as moderator on this relationship. Qureshi, et al., (2014) investigates the relationship between organization climate, workers health and workplace bullying. The results showed that there was negative relationship between organizational climate and bullying and also negative effect on employee's health.

Yun, et al., (2014) conducted study on workplace bullying between Korean intensive care units' nurses. The aim of the study was to observe the relationship between work environment and workplace bullying among nurses. The result suggests that nurses experienced more bullying which work related than the any other type of bullying. The study also found that there is negative relationship between work environment and workplace bullying. Raj Lakshmi and Gomathi, (2015) conducted a study on factors that promote workplace bullying and its effects on stress of employees. The study was conducted in manufacturing company in India.. The study concluded that workplace bullying has increased during recent years and it increases the stress level in employees.

Magee, et al., (2015) conducted study on relationship between workplace bullying psychological distress and sleep quality. The results showed that compared with no bullying, different categories of bullying like occasional bullying, frequent bullying, indirect bullying, task related bullying had relationship with poor sleep quality. Ayoko, (2015) examined the quantitative and qualitative study on workplace conflict and emotional reaction to counterproductive behavior and bullying. The results concluded that different conflict events were related to workplace bullying, counterproductive behavior, emotional reaction.

Goodboy, et al., (2015) conducted the study on workplace bullying antecedents and consequences and also examined the workplace bullying as indicator of high strain employment. To frame this study, the Job Demands Control Support model of work was used. Results also shows that moderated moderation analysis discover three way significant

interaction between Demands, Control and Support. Low supervisor social support, employee control over how work was completed which are characteristics of working conditions which nullified the negative effects of job demands on workplace bullying. Bernstein and Trimm, (2016) studied the relationship between workplace bullying and seeking help, assertiveness avoidance, and doing nothing (all four are moderating coping styles), and individual and organizational outcome.. The results concluded that impact of workplace bullying is negative on psychological well-being, intention to leave and job satisfaction. And all coping style such as assertiveness, avoidance, organizational outcome moderates the relationship between bullying and psychological well-being.

Zulkarnain,et al., (2016) examines the consequences of workplace bullying to employee organizational citizenship behavior. This study also examines the factors of organizational citizenship behavior which based on workplace bullying that includes; work related, person related bullying and physical intimidation.. The study concludes that workplace bullying has negative impact on organizational citizenship behavior. Study also concludes that all these forms of workplace bullying like; work related, person related bullying and physical threats contribute towards bullying. Giorgi,et al., (2016) conducted study that related workplace bullying, psychological distress and emotional intelligence ability of self-management competence. Results concludes that there was relationship between workplace bullying and emotional intelligence ability of self- management and psychological distressful mediated this relationship. Mete and Sokmen, (2016) conducted the study on effects of workplace bullying on job satisfaction, job performance and turnover intention. The results concluded that in perspective of individual behavior, workplace bullying was positively related to turnover intention and workplace bullying and job performance was negatively related to it. The study also concluded that the job satisfaction and turnover intention have negative relationship.

Gupta, et al., (2017) conducted study on workplace bullying. The aim of this study was the assessment of negative act questionnaire through reliability and validity in Indian sample. The study concludes that 46% respondents reporting the experience of bullying some time regularly some time irregularly. Duru, et al., (2017) conducted study on effects of workplace bullying perception on the employee's psychological health. The result concludes that workplace bullying perception has significant effect on psychological symptoms such as anxiety, self- depression, hostility.

Attell, et al., (2017) conducted study on Gender and race differences in the methods which related to workplace bullying and poor psychological conditions. The data was collected from 2010 health and retirement study. The study concludes that workplace bullying has more impact on females and persons of color, negative relationship between workplace bullying and job stressor. And, protective mechanism which is used to reduce the workplace bullying is supported by co-workers. Nielsen,et al., (2017) conducted the study on relationship of bullying to all-cause disability retirement and variance in disability retirement. This study also examines gender differences in the relationship. The study concludes that there significance between bullying and risk of disability retirement. The study also shows that after adjusting for job demands and lack of job control, the relationship remain significant. Non bullied employees have lower risk of disability than both bullied men and women of same gender and higher risk of disability for women.

Coetzee and Dyk, (2017) conducted study on relationship between workplace bullying and turnover intention and the mediating effect of work engagement on this relationship.. Study concludes that work related bullying and person related bullying were related to low levels of strength and commitment which results high turnover intention where work engagement acts as a partial mediator Khalique, et al., (2018) conducted the study on the impact of workplace bullying on intention to leave, task performance, perceived organizational support, job satisfaction.. Results conclude that their significant impact of workplace bullying on intention to leave, task performance and perceived organizational support didn't mediate the relationship.

Yoo and Lee, (2018) conducted the study on relationship between workplace bullying and employees' well-being which includes occupational health and quality of life. This study also examines whether work family conflict mediate this association or not. To analyze the data multiple mediation analysis was used to analyze the data. Results concludes that Employees have low level of occupational health and lower levels of quality of life, are more exposed to workplace bullying. This study shows that greater work to family conflict occur when more exposure to workplace bullying was associated, which results lower the occupational health and level of quality of life. Salin and Notelaers, (2019)

conducted study on witnessing workplace bullying and its effect on well-being and employees attitude. Through violation of psychological contract learning, this study help to increase our understanding about the reasons of bullying that may cause negative impact for witnesses. Results concludes that witnessing bullying not necessarily produce stress outcomes but affects work-related attitudes. Results also concludes that effects of bullying not only on impacts targets but also affects the employee organization relationship.

Yao et al., (2020) conducted study on workplace bullying and its impact on employee knowledge hiding. This study also focuses on underlying mechanism between workplace bullying and employee knowledge hiding. The results of this study conclude that there is a positive relationship between workplace bullying and employee knowledge hiding, between workplace bullying and knowledge hiding; organizational identification and emotional exhaustion.

Buriro et al., (2021) Conducted study on horizontal and vertical workplace bullying which focuses on the impact of perceived organizational support and workplace bullying and their impacts on turn over intention of employees. The study concludes that superiors are more involved bullying as compared to the colleagues. .It shows that perceived organizational support has more negative relationship with bullying by superiors than bullying by colleagues. It also shows that there is negative relationship between perceived organizational support and turnover intention and bullying by superiors are more involved in turnover intention than by colleagues.

4. CONCLUSION

There have been multiple research articles on workplace bullying that have indicated different factors since last five years. Present study explored various researchers to deal the topic in-depth about the prevalence and aftermath of workplace bullying to present a present a collective review paper for future agenda. Workplace bullying has a negative impact on the efficiency of the working force and combined productivity of any organization.

It is important for researchers to recognize the impacts, damages, and aftereffects of workplace bullying. With the increase of organizational development, the workplace bullying is increasing and requires to be addressed. With the available literature, it is still the need of hour to find the gaps in the literature to cope with bullying taking place in an organization. As the availability of literature that are explored from different aspects could give diverse ways for the authorities to implement the working models. This study could give a handful of research that explore the workplace bullying altogether could be used as guide by the authorities of different organizations, law makers, policy makers and future research that want to learn about the subject in detail. Further the study prompts more research and innovation that support the workplace bullying to back the idea of safe and accepting working place for everyone.

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