



WORKPLACE BULLYING: AN IMPACT ASSESSMENT

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Abstract

Bullying at the workplace could be a very serious issue and may be found in every other organization. The actions of bullying might be very obvious or discrete, and therefore, those that are victimized by workplace bullying can strike them in numerous ways. This research is concentrated on the impact of workplace bullying on job performance and job stress in the Nepalese industry. A complete of 380 employees of various banks of Nepal took part during this study and facts were examined through Statistical Package for the Social Sciences (SPSS). The results clearly depict many positive relationships between workplace bullying and job stress, while the link between workplace bullying and job performance is significantly negative.

Keywords: Workplace bullying, Job performance, Job stress, Banking sector

Introduction

Workplace bullying is a common phenomenon in the Nepalese industrial sector. Since the last few decades, female workers are tremendously increasing in the workplace from top to bottom level and bullying from male to female is more dominant but vice versa situation has also been experiencing since last decade in Nepal. Workplace bullying has been defined as “the repeated, malicious, health-endangering mistreatment of 1 employee by one or more employees” (Namie & Namie, 2003). Workplace bullying constitutes an issue to several organizations today, regardless of size and sector. This antisocial behaviour confronts organizations operating in developed and developing countries alike with the implications well documented within the scholarly literature. At the individual level, bullying may cause suicide tendency, loss of self-respect, and self-image (Djukorvik *et al.*, 2004), high stress, post-traumatic stress disorder, phobias, sleep disturbances, and increased depression (Salin, 2003), unhappiness, anxiety, withdrawal, and undue cautiousness, thereby affecting performance (Hoel & Cooper, 2003). At the organizational level, it adversely affects employee commitment, job satisfaction, absenteeism, and turnover (Oghojafor, *et al.*, 2012). Bullying is such a significant word to any organization because it's the ability to destroy organization's existence. Workplace bullying has been recognized as a harmful feature of contemporary workplaces (banking sector) with long-term damaging effects for both the bullied individuals in addition because of the organizations. That's why it's become an enormous issue of concern to human resource

practitioners, management, workers, and employment relations. As of Shelton, (2011) Bullying at workplace illustrates situations where a worker (at any designation), is systematically and repeatedly mistreated or victimized by colleagues, subordinates or superiors. This unhealthy behaviour results in high employee turnover, low self-confidence among sufferers, increased absenteeism, decreased productivity. Workplace bullying, and has been found to be robustly linked with lowered psychological wellness, low self-esteem, disorders in concentration, chronic fatigue, anger, increased stress level, and therefore, the experience of psychosomatic indications (Ngale, 2018). Additionally, to the present (Haq et al., 2018) clarified sufferers of this negative behaviour can have many psychological symptoms like anxiety, depression, disorder, which ends in low satisfaction at work. This might hamper the working environment of the banking sector. Competition is additionally growing day by day in the industry. The task environment of banking employees is extremely tedious. Thus, the target of this study is to analyse the most causes of bullying in the banking sector Nepal, and what is their impact on the task performance and job stress of the staff in the Nepalese banking industry.

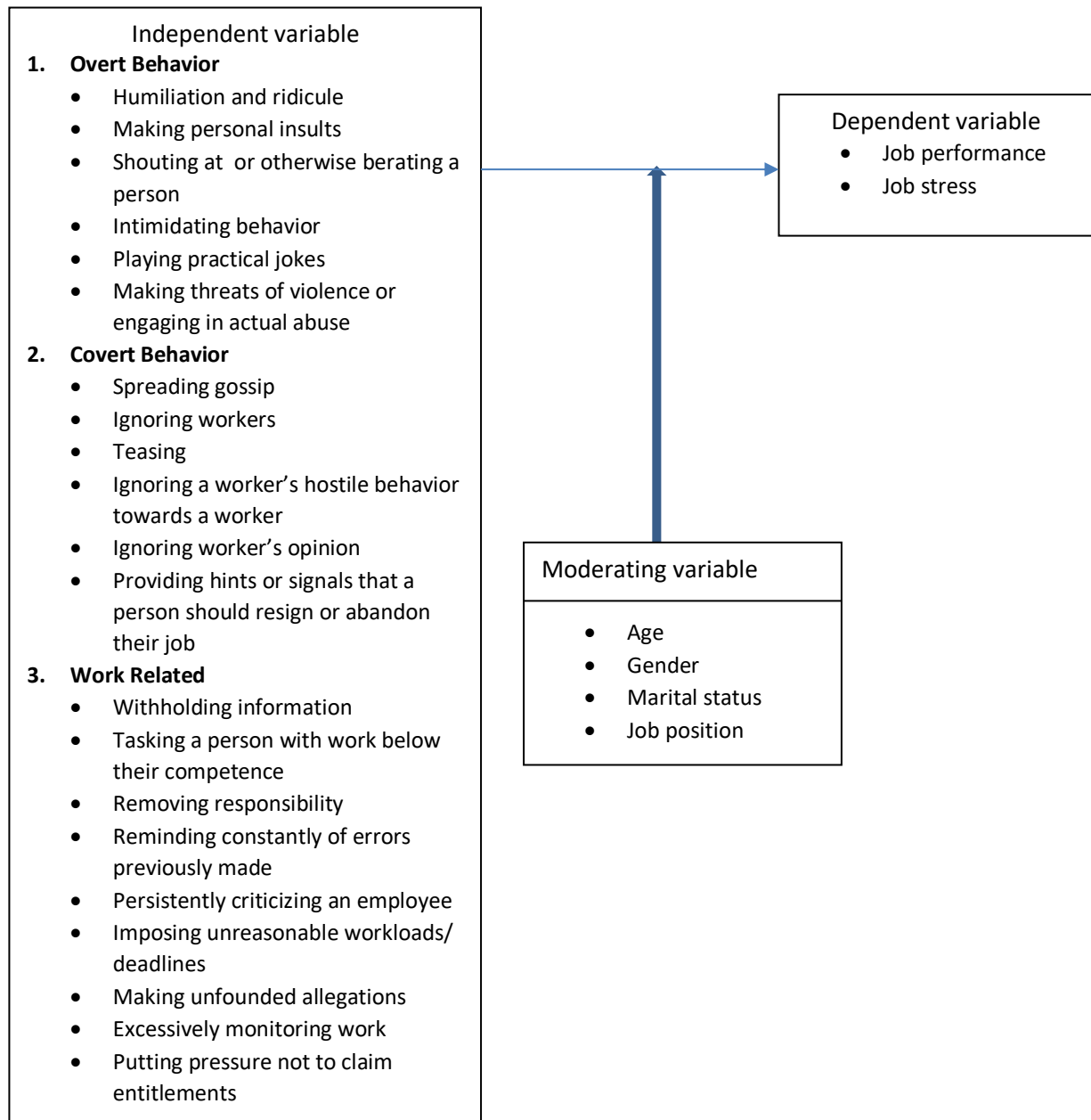
Literature Review

There are several studies on workplace bullying but the very fact of the matter is that no single universally accepted definition exists which could describe this problem. Every author and Researcher has its own way of describing it. Workplace bullying could be a situation where an employee is forbidden aggressive and negative behaviours in the workplace. Common examples are humiliation, intimidation, punishing or frightening the victim, which causes severe harm and ends up in social stress (Einarsen, Hoel, & Notelaers, 2009). Bullying at the workplace is the persistent mistreatment from employees to a different colleagues which causes physical and psychological health problems. It affects the behavioural components like low morale, negative mood and legal problems which totally indicate that bullying could be a stress creator and make employees perform low at jobs (Chia & Kee, 2018). The literature revealed that poor ergonomics workstation environment is among the foremost contributor to the work stress problems. Zafir (2009) did look at issues in Malaysia to look at the connection ergonomics workstation factors and therefore, the work stress outcomes. The foremost finding shows that an ergonomically designed workstation is a very important strategy in minimizing the work stress outcomes in organizations. The Workplace Bullying Institute did a U.S. Workplace Bullying Survey, 37% of all U.S. workers are targets of workplace bullies. Unfortunately, organizational leaders either don't recognize the damaging effects of workplace bullying, or they do not know the impact of it. (Salin, 2003). As a result, bullies continue their control of terror, and victims worry about the bully, lose trust within the company, or leave their job.

In 2008, Fisher-Blando wrote a doctoral research dissertation on Aggressive Behaviour: Workplace Bullying and Its Effect on Job Satisfaction and Productivity. The study determined that 75% of participants reported witnessing mistreatment of co-workers sometime throughout their careers, 47% are bullied during their career, and 27% admitted to being a target of a bully within the last 12 months. This study also examined the foremost frequent negative acts by workplace bullies as reported by the participants. Einarsen et al. (2003) stated that cases of

workplace bullying must be explored in a very sustained and systematic way because all the organizations have a responsibility to shield their employees from the psychological harassment of a workplace bully. Additionally, workplace bullying features a negative impact on a company's profitability and organizational leaders need to cure this issue effectively which may help the organizations to satisfy their goals (Keashly & Jagatic, 2003). (Smith & Coel, 2018) clarifies that the number of American employees who are affected by workplace bullying in their organizations is approximately sixty million as per the authors, primary features of workplace bullying are duration, repetition, and frequency of miss treatment. Screaming at a person doesn't mean he or she (target) is being bullied, but the repetition of that screaming over a period of your time that describes bullying. They describe bullying as "a toxic combination of unrelenting emotional abuse, social ostracism, interactional terrorizing, and other destructive communication that erodes organizational health and damages employee well-being". According to Hershcovis, Reich, & Niven, (2015), workplace bullying has several Consequences. It not only has an impact on the employee but destroys the organization and society as well. Authors divided the cost of bullying into three categories – human cost, organizational cost, and Spillover/crossover cost. Human cost refers to all the psychological distress victims' face, which includes emotional disorder, sleeping disorder, and even symptoms similar to those associated with post-traumatic stress disorder (PTSD). The second category is the organizational cost. When victims are attacked by bullying, it creates stress, low job satisfaction, creates absenteeism and sickness and ultimately low job productivity and performance. The third is the spillover/crossover category. As of authors, it refers to the "trickle-down" effect, which suggests when an employee is bullied, he/she transfers that aggression to its subordinates. Those subordinates are more likely to transfer that aggression and anger to their juniors, so on so forth. This chain not only ends at a working place but transfer to individual's homes and creates an unhealthy society. Concerning the connection between bullying and task performance, past research studies (Jackson *et al.*, 2002; McMillan, 1995) have revealed that higher exposure to bullying at work was related to impair job performance, and one meta-analysis also showed that higher levels of workplace harassment (a label frequently went to describe workplace bullying) were associated with higher level of stress and lower levels of job performance. Apparently no research study of this sort has been dispensed in the Nepalese banking sector. To fill this research gap, this study aims to search out the styles of bullying existent in banking sector of Nepal and also the relationship between bullying, employee performance and job stress in Nepalese banking industry.

Figure 1. Framework presenting Relationship between workplace bullying and Job stress and job performance



Methodology

The descriptive research design was utilized in this study, where the survey was meted out by sending the questionnaire to the staff working within the banks, to explain the frequency and percentage of the gender, age, legal status, education level and job position of the respondents. The correlational research design has also been went to find an association between workplace bullying and job performance and workplace bullying and job stress. The population of our study is 33429 i.e. the whole number of employees in Nepalese banking system. Our sample size is 380. By calculating the sample size at a 95% confidence level with a 5% margin of error from the 33429 population size, we derive a suitable sample size of 380. Structured questionnaires were distributed to the employees of various commercial banks of Nepal through online forms. The study was conducted from the worker's point of view. Primary data was collected through an online questionnaire where the questionnaires contained close-ended questions, prepared with the assistance of Google forms. The data were analysed using SPSS software. Frequency analysis, and percentage analysis were used as a statistical tool to assess the characteristics of the respondents. Mean was used to assess the position of bullying and Pearson's matrix was went to determine the link workplace bullying and job performance and workplace bullying and job stress.

Data Analysis and Results

This chapter presents the results from the findings of a study of the banking industry of Nepal. The findings are from the data analysed from the questionnaires that supported the research objectives. Data were obtained from the questionnaires distributed to 380 respondents. The information is presented in tables resulted from SPSS

Table 1. Respondent's profile based on gender, age, marital status, and education level and job position

Demographic variables	Category	Frequency	Percentage
1. Gender	Female	199	52.4
	Male	181	47.6
Total		380	100%
2. Age	20-25	188	49.5
	26-30	87	22.9
	31-35	36	9.5
	36-40	39	10.3
	Above 40	30	7.9
Total		380	100%
3. Marital status	Single	207	54.5
	Married	173	45.5
Total		380	100%
4. Education level	SLC	-	-
	+2	-	-
	Bachelor	132	34.7
	Masters and above	248	65.3
Total		380	100%
5. Job position	Junior officer	49	12.9
	Officer	-	-
	Trainee	52	13.7
	HOD	73	19.2
	Manager	8	2.1
	Assistant	149	39.2
	Others	49	12.9
Total		380	100%

Since the cohort 20-25 has the majority of respondents, this study is very influenced by the opinions of youths 25 years old followed by the cohort 26-30. Female respondents of this study are little more than that of male respondents, distribution is similar to the working employees in the banking industry thus the study finding is applicable both in male and female employees. This study is generally inclined towards the response of the only employees of banking industries. Quite 1/2 the respondents have obtained a master's degree or above, which suggests that the highly educated employees' opinion has been dominated to the study findings. Majority of the respondents of this study are at the assistant level employees of banks, which suggests that the findings of this study are applicable to the staff functioning at the assistant level or lower level at banking sector.

Cross tabulation between Gender and Faced bullying

Table 2. Cross tabulation between Gender and workplace bullying

			Faced bullying or not?		Total
			Yes	No	
Gender	Female	Count	159	40	199
		% within gender	79.9%	20.1%	100.0%
	Male	Count	121	60	181
		% within gender	66.9%	33.1%	100.0%
Total	Count		280	100	380
	% within gender		73.7%	26.3%	100.0%

The table 2 reveals both male and female workers experience workplace bullying. Female workers face more workplace bullying than male employees, and others. This suggests the study's results are more geared towards female workers who were faced with discrimination at work.

Cross tabulation between Age and Faced bullying

Table 3. Cross tabulation between Age and workplace bullying

			Faced bullying or not?		Total
			Yes	No	
Age	20-25	Count	126	62	188
		% within age	67.0%	33.0%	100.0%
	26-30	Count	75	12	87
		% within age	86.2%	13.8%	100.0%
	31-35	Count	29	7	36
		% within age	80.6%	19.4%	100.0%
	36-40	Count	29	10	39
		% within age	74.4%	25.6%	100.0%
	Above 40	Count	21	9	30
		% within age	70.0%	30.0%	100.0%
Total	Count		280	100	380
	% within age		73.7%	26.3%	100.0%

The table 3 reveals age-group workers 26-30 face more workplace bullying. Majority of workers in each age group face workplace bullying. This indicates that the study results relate to all 26-30 age group workers facing bullying.

Cross tabulation between Marital status and faced bullying or not

Table 4. Cross tabulation between Marital status and workplace bullying

			Faced bullying or not?		Total
			Yes	No	
Marital status	Single	Count	151	56	207
		% within marital status	72.9%	27.1%	100.0%
	Married	Count	129	44	173
		% within marital status	74.6%	25.4%	100.0%
Total	Count		280	100	380
	% within marital status		73.7%	26.3%	100.0%

The table 4 reveals that workers of both the married and single banks face workplace bullying. Female workers face more abuse at work, compared to female workers. Which means the research is more likely to assess the effect of workplace bullying on job performance and work stress of married workers.

Cross tabulation between Job position and faced bullying or not

Table 5. Cross tabulation between Job position and workplace bullying

			Faced bullying or not?		Total
			Yes	No	
Job position	Junior officer	Count	39	10	49
		% within job position	79.6%	20.4%	100.0%
	Trainee	Count	47	5	52
		% within job position	90.4%	9.6%	100.0%
	HOD	Count	44	29	73
		% within job position	60.3%	39.7%	100.0%
	Manager	Count	8	0	8
		% within job position	100.0%	0.0%	100.0%
	Assistant	Count	110	39	149
		% within job position	73.8%	26.2%	100.0%
	Others	Count	32	17	49
		% within job position	65.3%	34.7%	100.0%
Total	Count		280	100	380
	% within job position		73.7%	26.3%	100.0%

The table 5 indicates that bank workers face bullying in the workplace at all levels. Bank executives face workplace bullying more than other-level workers. Every level of employees face significant level of bullying at the workplace. Within this also more bullying is in manager and trainee level.

Level of different forms of bullying in the Nepalese banking industry

Table 6. Level of different forms of bullying in the Nepalese banking industry

Forms of Bullying Faced	Mean	Std. Dev.
Overt Behaviour	3.64	0.1385
Covert Behaviour	3.60	0.1517
Work Related	3.90	0.4771

Table 6 reveals that the majority of respondents agreed that they experienced abuse related to the job rather than the other two. This means work-related bullying is more pronounced in Nepal's banking sector than personal bullying in comparison but the position of personal bullying presented by Mean is not low. So, all sorts of bullying is dominated to the Nepalese banking sector workplace.

Correlation analysis

Table 7. Pearson's correlation between workplace bullying and job performance

		Workplace bullying	Job Performance
Workplace bullying	Pearson Correlation	1	-.119*
	Sig. (2-tailed)		.020
	N	380	380
Job Performance	Pearson Correlation		1
	Sig. (2-tailed)		
	N		380

Table 8. Pearson's correlation between workplace bullying and job stress

		Workplace bullying	Job Stress
Workplace bullying	Pearson Correlation	1	.066
	Sig. (2-tailed)		.002
	N	380	380
Job stress	Pearson Correlation		1
	Sig. (2-tailed)		
	N		380

Table 7 shows that workplace bullying and job performance is negatively correlated. It means that when workplace bullying increases/decreases job performance decreases/increases. On the other hand, Table 8 shows the positive correlation between workplace bullying and job stress. It means when workplace bullying increases/decreases than job stress increases/decreases. This correlation is significant at 5% level of confidence.

Discussion and Conclusion

The study was conducted to work out the impact of workplace bullying on job performance and job stress. In this study, the proportion of male respondents (52.4%) and feminine respondents (47.6%) are like one another. Hence, the result is often generalized for both male and feminine employees of the Nepalese banking sector. Nearly 1/2 of the respondents (49.5%) were old category 20-25 years. It'd ensue to large involvement of youth in the banking sector of Nepal. Because of large proportion of youth respondents, the results of this study may be biased towards the opinion of youths in Nepalese banks. In our sample, the bulk of respondents were unmarried (54.5%), it'd ensue to a large percentage of youth in Nepalese banking sectors. Similarly, the majority of our respondents had Master's, and above education level (65.3%). Hence, our results are often generalized for the highly educated employee of the bank. Also, the majority of the respondents of this study were at the assistant level of banks (39.2%), which suggests that the findings of this study are applicable to the staff functioning at the assistant level in the banking sector. The study showed that a number of female respondents who faced bullying were over male respondents. Moreover, single female employees who faced bullying were more (46.95) than married female employees (35.8%). This may be because of the perception that a single female is more likely to interact in a new affair than married ones. Also, it's going to ensure to perceive safety with single women as they're seen weak in developing countries like Nepal. This finding is per the findings of research by Tangri *et al.*, 1982. The bulk of respondents who faced work-related bullying (28.95%) were at the Assistant level. This may be because of positional power entitled to the boss. The classification of three styles of bullying i.e. work-related, overt behavior, and covert behavior partly aligns with Maglich-Sespico, Faley, and Knapp (2007)'s styles of bullying work-related, psychological/emotional, and physical. Work-related bullying was the key kind of bullying faced by employees of the bank in Nepal, followed by Overt Behavior, and also the Covert Behavior. This finding is in the line of the findings of research by Hutchinson *et al.*, 2010, Dhar, 2012. A typical reason for the giant frequency of work-related bullying may be positional power that makes opportunities for the bully to exert power over the target. Controlling resources, and withholding information was seen as major styles of bullying impacting the work process as concluded by Baillien, Neyens, DeWitte, & De Cuyper, 2009. Workplace bullying could be a deleterious problem that results in physical, emotional, and psychological damages to the staff leading towards a significant decrease in employee performance. Organizations incur damage like a decrease in performance, employee lack of morale, and monetary costs because of this problem (Cheryl, 2009). During this study, a quantitative approach explored the matter of workplace bullying from a theoretical perspective. This study also found that an increase in workplace bullying causes a decrease in employee performance as concluded in research by Hauge *et al.*, 2010. It'd be due to the actual fact that bullying can disrupt the physical and psychological well-being of someone. The study found that there's a positive relationship between workplace bullying and job stress as concluded by Robert, (2018). This may be due to similarities in working practices in banking sectors over the countries and due to the power of the bully to exert on the lower level employees.

Practical Implication

Bullying in the workplace is a serious topic that happens in a range of ways, impacting individuals and organisations. The study contributes to the efforts of the organizations to recognize the connection between bullying in the workplace, success of the workers and stress at work. The results indicated there are growing types of bullying in banking organizations. All should be conscious of the different forms of bullying. This study sheds light on the clear positive connection between workplace bullying and the success of the employees.

Workplace bullying has a detrimental impact on the competitiveness of a corporation and corporate leaders need to effectively cure this problem that will help the companies achieve their goals (Keashly & Jagatic, 2003). A potential cure for bullying in the workplace is getting a dedicated team to search into and manage these problems. Organizations should be proactive when finding targets for abusive behaviour. The use of anti-bullying measures, for example, is a common activity but must be followed by stringent penalties against the perpetrators. Complaints will be looked into promptly. Specific allegations or reports of on - the-job abuse should not be dismissed. Banks will take urgent action because the longer the bullying is allowed, the greater the victim's harm and the greater the company's possible liability.

Further study can be conducted within the different industrial sectors as this study considered to the banking industry but other industries like hotels, hospitals, hospitality, development banking, etc. can be taken as the population for further study. Future research can be undertaken to take a sizable amount of sample so on test the bullying and employee-related theory robustly and help to develop more concrete remedial measures. Future research can have comparison with the bullying among the South Asian countries so as to know the bullying situation of Nepal and other south Asian countries and support to develop common measures for the correction in bullying practices by the superior level exerting power.

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