WORKPLACE BULLYING: BEHAVIOR AND IMPACT

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ABSTRACT

Purpose: The main purpose of this paper is to know the behavioral attitude of the bullies towards the victim and its impact on individuals and organizational factors due to workplace bullying in the organization.

Methods: This research is entirely based on conceptual study on behaviour and impact of bullies and victims, with the base of review of literature gathered from 250 articles through online journal and books. Conceptual study is framed with the base of Torraco (2005), research on theoretical research.

Findings: Findings of this study describes that, behaviour of bullies have greater impact on both the individual and organizational factors. Individual outcomes deal with, physical abuse, mental abuse, emotional and work-related factors. Organizational impact factors are, productivity loss, legal cost, reputation, legal issues and employee turnover. This research suggest that legal laws like, anti-bullying laws, organizational safety and health laws, etc. should be implemented and strictly followed by the organization to avoid bullying in the workplace.

Practical Implication: By observing the employees attitude and behaviour in the work environment, the organization should improve their legal laws and regulations strictly to avoid workplace bullying among employees. The organization should give equal rights to all employees working there to restrict problems at workplace.

Social Implication: This study relives how management should tackle the behavior of the employees and improve their organizational development along with employee development.

Originality: This paper deals with the behavioural attitude of bullies and impact against individuals and organization. Legal measures are used to face bullying in a smoother manner among employees in the organization.

Keywords: Workplace Bullying, Bullying Antiquity, Victim’s Impact, Organizational Impact.

1. INTRODUCTION

Workplace bullying is a well-known terminology in this 21st century especially in industry sector. Each and every organization is facing workplace bullying in their work environment among employees. Nowadays researchers are very much interested on organizational evils like workplace bullying which affects both the employer and employee in all aspects like, physical, psychological, mental, economical, employer cost, legal issues and etc...although these issues are emerging, there are some discussions between workplace bullying concept and its impact on both the employee and employer. According to Einarsen et al. 2011, workplace bullying is
consider as an harassment and social exclusion process of individual in the organization by one employee or group of employees in the form of psychological violence for a extend period of time. Example of these will includes, physical harassment, humiliation, threaten, teasing and etc...which is connected to their work. Most frequently individuals are affected due to this kind of negative act. However, workplace bullying leads the victim to act negatively in their work performance.

Einarsen, Hoel, and Notelaers (2009), illustrate 3 types of workplace bullying that taken place in the organization. They are, work-related, person-related and physical-related bullying. Criticizing once own work or job is work-related bullying, while indication of others mental stability is person-related bullying and threat of physical violence is physical-related bullying. Many factors have its reflection on workplace bullying in the organization. Notably, job security, task-related decision, workload, skill utilization, dealing with decision making process, role conflict are clearly relates to bullying (De Witte, and Einarsen (2010)). Some researchers found that bullying has a positive impact on work and employee performance in the organization (Stouten, Baillien, Van den Broeck, Camps, De Witte, and Euwema (2010)). According to Onorato (2013), leadership plays a vital role on workplace bullying and a weak employee indicates it as bullying in their work environment. The aim of this research is to know the impact of employer and employee due to workplace bullying that taken place between bullies and victims.

1.1 Workplace Bullying History

As more people are aware and being victim of workplace bullying in their work life. But many peoples do not know the past origin of workplace bullying in the field. Workplace bullying was initially stated by Heinz Leymann (Swedish psychologist) in the year 1980's with the starting terminology of “Mobbing” in to the conceptual phenomena of workplace bullying. In 1990's a British journalist Andrea Adams introduced the term “workplace bullying” in BBC radio documentation towards world and in 1992 the first book of Adams on “Bullying at Work: How to Confront and Overcome It” has been released.

Mid of 1990’s an American practitioners and researchers develop bullying in the new way of “psychologically abusive behaviors at work and harm” then the book of “Bad Boss” was set in to the field of human resource management. In 20th century Dr. Gary and Ruth Namie develop workplace bullying world-wide as a serious issue to the organization, victims and society and they describes the impact on this concern. Currently, many organizations are facing more problems with employee behaviours and attitude towards other employees which creates bullying environment in the work spot. There are many legal laws to avoid bullying in the workplace and some institutions are helping the victims to overcome from bullying situation that taken place in the organization. Dr. Gray Namie is running an institute on “WBI-Workplace Bullying Institute” in US for a decade, and it deals on workplace bullying issue among both employee and employer which provides solution to overcome these problems in the work environment.

2. REVIEW OF LITERATURE

For the last decade workplace bullying plays a major role among research, media, public, society to know the consequences and impact among employees and employer in the organization. It has greater impact on organizational health and safety. Organization and victim are the major entities to face all the negative impact caused due to workplace bullying in the work environment.

Human resource department(or) professionals are the main elements of workplace bullying situation that occurs in the organization. According to Workplace bullying institution (WBI) (2012), HRP plays a role in bullying part than providing solution to the problem. Workplace bullying is entirely focused on victims, but HRP forgot to concentrate on impact of individuals and organizationbased on it. Impact of workplace bullying on individuals includes, psychological problem, health issues, emotional harms, stress, and depression (Hoel et al., 2004; Fox and Stallworth, 2010). Organizational impact will be very costly in workplace bullying situation like, high employee turnover; absenteeism, decrease in productivity, decrease in performance, decrease in employee loyalty, morale, reputation, and legal cost (Hoel et al., 2004, 2011;
Glambek et al., 2014). Human resource department should be in middle-of-the-road while dealing bullying situation in the work environment (Ulrich, 1997).

According to Salin (2011), work environment influence workplace bullying among employees, which includes work culture, job design, leadership style, rewards and recognition system and anti-bullying policy. Human resource professionals can influence the work environment to avoid bullying in the workplace like, emerging anti-bullying policy and make it mandatory in the organization among employees (Cowan, 2011). Based on bullying 15% of the employees are being affected in countries like, North America, European and Scandinavian (Nielsen & Matthiesen, 2010).

Workplace bullying types is entirely depends upon the behaviour of the employees (or) the bullies in the workplace. The workplace bullying types are majorly categorised into four they are, physical bullying, verbal bullying, psychological bullying and work-related bullying.

- **Physical bullying** - Sexual harassment, beating, physical offence or abuse, hitting, pushing, spitting, and breaking someone things, rude hand gestures, etc...
- **Verbal bullying** – shouting, name calling, teasing, insulting, intimidation, racist remarks, inappropriate sexual comment, taunting, threatening to cause harm etc...
- **Psychological bullying** – ignorance, isolated, manipulating, controlling, silent treatment, scapegoating, screaming etc...
- **Work-related bullying** – isolating employees from decision making, toxic mails, flaunting status on work, high pressure on work, unwanted scolding etc...

Figure 2.1 describes about the survey taken by US Society of Human Resource Management among 401 companies on workplace bullying types especially this figure deals with the verbal bullying that taken place in the organization among victims.
2.1 Bullying gender statistics

Types of bullying is one of the part in workplace bullying that reflects the behaviour of the bullies but, the bulling strategy will also differ from their target victims. According to workplace bullying institution (2014), the US Workplace bullying survey describes that, 69% of them are male bullies and 31% of them are female bullies in the organization. Bullying on target victims can be homogeneity and as well as heterogenetic in nature. 57% of them are heterogenetic (Male bully vs. Female victims) and 43% of them are homogeneity (Male bully vs. Male Victims) likewise, in female perpetrators 68% are homogeneity bullying (Female bully vs. Female Victims), 32% are heterogenetic bullying (Female Bully vs. Male Victims).

The following figure 2.2 describes about the bullying attitude towards other genders in the organization.
2.2 Research objectives

The purpose of this paper is to know the key factors and impact of workplace bullying in the below categories. The paper flows with the recommendation for the organization and laws against bullying to prevent and handle victims from workplace bullying. The conceptual study examines the view of workplace bullying, and victim’s prevention from bullying environment. The research questions were,

R1: What is the bullying behaviour and impact of workplace bullying among victims?
R2: What is the organizational impact due to workplace bullying?
R3: What is the law against workplace bullying in organization?

3. METHODOLOGY

This study exploited the collection of data, findings, and conclusion in fusion of integrated literature review (Torraco, 2005). According to Torraco (2005) Integrative literature review, “. . . is a form of research that reviews, critiques, and synthesizes representative literature on a topic in an integrated way such that new frameworks and perspectives on the topic are generated”. It fully synchronized the topic of workplace bullying in to review of literature.

In directiveliterature review on workplace bullying, is collected through online journals like Elsevier (Scopus), EBSCO (Management Research Database), Emerald Management, SAGE Publication and Google scholar etc… major literature is based on management and organizational review research articles. The key words used for this research is workplace bullying, victims impact, organizational impact and bulling laws. Approximately, 80 articles are referred from 1991 to 2016 (February). Human Resource Management Journals cover the topic of mobbing, workplace bullying, and bullying culture in the year 2000. In 21st century the articles

<table>
<thead>
<tr>
<th>Gender</th>
<th>Proportion</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male perpetrators</td>
<td>.6851</td>
<td>69%</td>
</tr>
<tr>
<td>Male perpetrator: Female target</td>
<td>.5672</td>
<td>57%</td>
</tr>
<tr>
<td>Male perpetrator: Male target</td>
<td>.4328</td>
<td>43%</td>
</tr>
<tr>
<td>Female perpetrators</td>
<td>.3149</td>
<td>31%</td>
</tr>
<tr>
<td>Female perpetrator: Female target</td>
<td>.6753</td>
<td>68%</td>
</tr>
<tr>
<td>Female perpetrator: Male target</td>
<td>.3247</td>
<td>32%</td>
</tr>
<tr>
<td>Female Targets</td>
<td>.6012</td>
<td>60%</td>
</tr>
<tr>
<td>Male Targets</td>
<td>.3988</td>
<td>40%</td>
</tr>
</tbody>
</table>

Figure 2.2 Source: Dr. Gary Namie, (2014) - Workplace bullying Institution Report
of workplace bullying is deals with various factors like, demographical factors – gender, race, health factors – stress, depression, psychological factors, emotional factors, employee satisfaction, employee turnover, organizational culture, organizational development, organizational health and safety etc... The database is used to construct tables which deal with factors and impact of workplace bullying for three research question in this study. This research is framed out with the views of Torraco (2005) based on workplace bullying construct and classify the extend research.

4. FINDINGS

Findings from this research express about the impact factors of workplace bullying and its negative outcome among individual (Victim’s) and organization. It also deals with the laws against workplace bullying in the organization and HR steps to resolve this situation in the work environment.

1.1 WPB: Individual Behaviour

R1: Workplace Bullying: Bullies behaviour on Victims and Impact

Workplace bullying is a hazardous factor in world and it affects both physical and mental health of the victims. The victims need to face two major types of bullying in the workplace. They are, work-related and personal bullying. Work-related bullying deals with workload, work process and evaluation process among employees or victims in the organization. According to Jenifer (2003), heavy workload is also one of the major causes of workplace bullying among employees. It creates impractical goals for the victims to achieve 100% in their work. Bullying behaviour will influence work process in the organization where, the bully will withhold the information with them and controls the victim in the work spot. Evaluation process deals between the supervisor and subordinates like, giving unfair comments on work, unwelcomed behaviour, and unnecessary monitoring employee in their work. Common problem in work-related bullying is that the bully will influence their power on victims and abuse their work in the work environment.

The employee behaviour will have a greater influence on bullying environment in between bullies and victims. Work-related bullying will have higher impact on victims work career and their health (Physical and Emotional). The figure 4.1 describes the ways how victims are being affected due to work-related bullying in the work spot.

Figure 4.1 Source: James E. Bartlett et al., (2011)
Second category of workplace bullying is personal related bullying, which has two faces, direct and indirect bullying. In direct bullying, bullies will have direct impact towards the victim based on their behaviour and target victims in the organization. Verbal abuse, negative remarks, screaming, humiliation, threats, manipulation etc... are the major base of direct bullying (Djurkovic et al., 2005; Fox & Stallworth, 2006). Indirect bullying is the major part of bullying activity that causes indirect harm to the victim in the organisation.

According to Agervold (2007), exclusion and isolation of employee are the indirect behaviour of bullies. Phone calls, emails, memos, improper communication are also have influence in indirect bullying (Gardner and Johnson, 2001). Apart from these methods, some other indirect methods are also involved in it, gossip, lies, false information, underestimating employees work etc...(Hershcovis, 2010; Quine, 1999). The following figure 4.2 and 4.3 describes the direct and indirect bullying behaviour of bullies towards victims.

![Diagram of direct bullying](image1)

**Figure 4.2 Source: James E. Bartlett et al., (2011)**

![Diagram of indirect bullying](image2)

**Figure 4.3 Source: James E. Bartlett et al., (2011)**
4.1.1 Workplace Bullying and Individual Impact

Negative behaviour of employees will have an impact on both victims and organization. When comparing to organization, victims plays a major role on bullying impact in the society. Impacts of workplace bullying towards victims (individuals) are categorised into following parts.

- Physical
- Emotional or psychological
- Work-related

A physical impact is directly influence the victims in health problems and spoils their career. Initially the health of the victims will be affected due to bullying like, headache, heart problem, feeling uncoordinated, chest pain etc... 60% of the victims are facing heart disease (Hypertension Strokes) problem, 10% are diabetics, 33% are chronic fatigue syndrome, and 17% are facing skin disease due to workplace bullying (Workplace bullying institution, 2012). Bullying plays a major part in psychological violence or emotional or mental violence. According to Rajalakshmi M et al., (2015), stress is an initial stage for psychological impact due to workplace bullying among employees in the work environment. Psychological injuries that affect the victims are stress, depression, PTSD, Guilt and final stage is suicide. According to workplace bullying Institution (2012), 80% of victims are affected due to anxiety, 52% are affected due to panic attack, 30% are affected due to Post-traumatic stress disorder (PTSD) and 49% are affected due to depression in the workplace due to bullying. the following figure 4.4 and figure 4.5 will describe about impact of workplace bullying among victims.

![Impact of Workplace Bullying](image)

Figure 4.4 Source: The Workplace Bullying Institute
The third major impact of individual factor is work-related bullying. Which has an effect on both the victims career life and as well as in organizational development also. This leads the victim to decrease their work performance, work productivity, absenteeism, intention to leave, immoral, avoiding the work, fired from job, lower job satisfaction, decrease in motivation, etc... figure 7 describes the professional impact for individuals due to workplace bullying.

4.2 Organizational Impact due to Workplace Bullying

R2: Workplace Bullying: Organizational Impact

Workplace bullying is not only affecting the individuals it also have impact on organization growth also. Workplace bullying directly influence the organization through, productivity, cost (Financial), culture, legal, and reputation of the company. The organizational impact leads consists of decrease in productivity, decrease in employee satisfaction, decrease in morale, good will, reputation, increase in employee absenteeism, increase in employee turnover, ineffective relationship among employees and etc...

According to Karlyn Borysenko (2014), impact of workplace bullying on organization are categorised into productivity, cultural and financial. It deals organizational impact on decrease in productivity, performance, loss in creativity, increase on workplace errors among employees, ineffective relationship, lower morale, decrease in OCB, increase in financial cost, increase in turnover and etc... figure 8 describes about the organizational impact due to workplace bullying (fig 4.6).
According to James E. Bartlett, and Michelle E. Bartlett (2011), workplace bullying have greater impact on organizational factors like, organizational productivity, cost, culture, legal and reputation. Organizational culture influence bullying among employees in the organization and causes legal cost to the management (Andersson & Pearson, (1999) and Gardner and Johnson (2001)). Reputation is an identity to organization for better workforce. It has its impact on employee turnover, loss on creative employees, decrease in customer relationship and etc... (Johnson, 2009). The following figure 4.7 describes about the bullying impact on organization.

<table>
<thead>
<tr>
<th>Organizational impacts</th>
<th>Productivity</th>
<th>Cost</th>
<th>Culture</th>
<th>Legal</th>
<th>Reputation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Absenteeism</td>
<td>Health plan increase</td>
<td>Climate</td>
<td>Wrongful discharge lawsuits</td>
<td>Customer relations</td>
<td></td>
</tr>
<tr>
<td>Decreased performance</td>
<td>Recruiting</td>
<td>Ineffective interpersonal relationships (peers/supervisors)</td>
<td>Ineffective teamwork</td>
<td>Lowered morale</td>
<td></td>
</tr>
<tr>
<td>Employees use of time</td>
<td>Turnover/retention</td>
<td>Worker attrition</td>
<td>Worker compensation claims</td>
<td>Organizational commitment</td>
<td></td>
</tr>
<tr>
<td>Loss of creative potential</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Missed deadlines</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Workplace errors</td>
<td></td>
<td></td>
<td>Work environment</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Figure 4.7 Source: James E. Bartlett et al., (2011)

4.3 Legal Laws against Workplace bullying

R3: Workplace Bullying: Laws

Every organization should have health and safety environment in their workplace among employees. Work health and safety laws should be implemented in the organization to avoid unwanted behaviour of employees towards other employees, which can predict bullying in the work spot and keep safe and health work environment. The working employees are also need to follow the policies and procedure which are adopted in the organization to overcome workplace bullying among employees (e.g. Anti-bullying policy, health and safety laws, etc.).

![Survey Results]

Figure 4.8 Source: Society of human resource management
The above figure 4.8 describes about the legal laws against workplace bullying and implementation of laws in workplace. This survey was held in US by Society of human resource management to know the legal laws implementation in the workplace. In this only 3% of the companies have implemented anti-bullying policies in their organization and 13% are trying to implement the policy in the upcoming 12 months. 40% of them have bullying policies which are combined with other work related policy in the organization, and 44% of the companies are not having anti-bullying policy and other policy related to employee health and safety.

5. CONCLUSION AND DISCUSSION

In this 21st century, Workplace bullying is a toxic behaviour of employees in the organization. Research on workplace bullying is being encouraged for the last 2 decades among researchers to know the cause and impact of bullying in the workplace. However, Human resource department should concentrate on anti-bullying policies, Zero tolerance policy and health and safety policy implementation to safeguard employees in the organization. According to Dr. Gary Namie (2014), employees are leaving their job due to workplace bullying in the organization. The following figure 11 describes the job loss of targets from organization; this research is done by workplace bullying institution in 2014 among US companies.

<table>
<thead>
<tr>
<th>Gender Pairs</th>
<th>Target Loses Job</th>
<th>Perpetrator Loses Job</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male Perpetrator: Male Target</td>
<td>80%</td>
<td>20%</td>
</tr>
<tr>
<td>Male Perpetrator: Female Target</td>
<td>83%</td>
<td>17%</td>
</tr>
<tr>
<td>Female Perpetrator: Male Target</td>
<td>70%</td>
<td>30%</td>
</tr>
<tr>
<td>Female Perpetrator: Female Target</td>
<td>89%</td>
<td>11%</td>
</tr>
<tr>
<td>Overall</td>
<td>82%</td>
<td>18%</td>
</tr>
</tbody>
</table>

Figure 5.1 Source: Dr. Gary Namie, (2014) - Workplace bullying Institution Report

Although results cannot be globally known but, this is the first research on both the bully behaviour and impact on both victim and organization. According to Lind et al., (2000), workplace bullying issue should deal with legal laws against employees. Compensation should be paid to the employees or victims from organization side due to workplace bullying (Winefield et al., 2010; Dollard et al., 1999). Limitation of this study is, the article framework was shrunk in too few article not in experimental research. The future study can be on cyber bullying among employees via social network, social sites and etc... The findings of this study deals on the victims should face bullying in the workplace with the base of legal laws and employee safety laws in the organization.

5.1 Reasonable actions on avoiding workplace bullying:

Managers and supervisors should be responsible for avoiding workplace bullying in organization among employees. These actions will avoid bullying in the legal manner and be responsible for dealing the situations.

- Time allocation towards employees should be based on the work requirements.
- Particular set of promotional process should be followed.
- Unreasonable attitude and incorrect behaviour should be punishable under legal base.
- Legal actions should be taken for in-disciplinary attitude of bullies.
- Prior information should be given to the employees on their work performance, productivity, attitude and etc… to avoid bullying.
5.2 Limitation, Future Research and Recommendation

The research have done a conceptual research on workplace bullying and its impact and this study lacks on Empirical research. This study only deals with the concept of workplace bullying and its impact on individuals and organization and laws against it. Future study can project the current types, cases, impact and consequences of workplace bullying through empirical statistics. Some other research can be done via interviewing victims those who are affected due to workplace bullying and remedial actions of it.

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