

## THE IMPACT OF WORKPLACE HARASSMENT ON EMPLOYEE PERFORMANCE AND MEDIATING ROLE OF THE PROFESSIONAL DEVALUATION AND EMOTIONAL ABUSE

Naseer Ahmad\*1, Ayesha Mehmood\*2, Shafqat Ali 3, Hafiz Muhammad Intizar Javed \*4

Email 1: [geoabbasio6@gmail.com](mailto:geoabbasio6@gmail.com)

Email 2: [aishahfalki@gmail.com](mailto:aishahfalki@gmail.com)

1,2 & 3\* M.Phil Scholar, National College of Business Administration & Economics (NCBA&E), Lahore, Punjab, Pakistan

4\* National College of Business Administration & Economics (NCBA&E), Lahore, Punjab, Pakistan

### Abstract

*This study examines the impact of workplace harassment on employee performance, focusing on the mediating roles of professional devaluation and emotional abuse. Drawing on data from employees in the banking sector, the research identifies harassment as a critical factor negatively influencing organizational and individual productivity. The findings reveal that while workplace harassment shows an insignificant direct relationship with employee performance, emotional abuse and professional devaluation significantly mediate this relationship.*

*Statistical analyses, including regression and correlation, highlight emotional abuse's significant role in exacerbating the adverse effects of harassment. The study emphasizes the need for organizations to develop robust policies, promote emotional resilience, and create supportive workplace cultures to mitigate harassment's negative impact. Future research directions include exploring personality traits, organizational factors, and broader industry applications. The results underscore the importance of fostering harassment-free environments to enhance employee satisfaction, performance, and organizational success.*

### Introduction

According to (Aryeetey, 2004) workplace harassment is when a coworker uses mentally and emotionally harmful actions to begin a targeted, frequently ongoing attack on another employee. Harassment at work includes any constant, unwanted, insulting, or humiliating actions done against a person or team of employees. According (Nerenberg et al., 2018) harassment at work is primarily an aggressive behavior that typically involves mental abuse but can also occasionally involve severe physical rivalry. It is crucial to remember that harassment can have very serious and even fatal consequences.

According to (Keashly & Jagatic, 2010) workplace harassment is defined as persistent exposure to harmful behaviors that the target finds difficult to protect themselves from because of an actual or imagined power disparity between the parties. Over the past 10 years, harassment has drawn more attention in organizational research, with analysts revealing alarming findings concerning the negative impact of harassment on both the individuals and the organizations involved. In terms of the association's consequences torturing has been linked to increased absenteeism, low dedication and efficiency, and higher turnover and plans to leave the organization (Keashly & Jagatic, 2010)

In addition to being linked to poorer health and well-being for the victims of harassment, workplace harassment is also linked to negative performance and productivity outcomes for individuals, units, and organizations; poorer health outcomes; higher absenteeism; higher turnover intentions; and decrease satisfaction with work and dedication (Plimmer et al., 2022)

Harassment at work is when someone abuses their position of authority or behaves negatively toward someone who is not as powerful as them. Additionally, harassment

undermines workers' dignity and sense of self at work, which lowers employee happiness and raises the chances that workers may leave the organization. The study's issue is "how does moderator organization support reduce the negative outcomes and what are the unique effects of harassment on employees' job satisfaction and employees quitting the organization?"

Cobb, 2017) suggest that a high level of worker involvement, a less administrative and hierarchical structure, and an emphasis on trust—all of which are strongly associated with productivity—would help create employee and organization management systems and make organizations more productive, flexible, dedicated, and profitable. According to Cemaloglu (2007), harassment happens when a person feels like they are constantly subjected to negative behaviors at work, behaviors that they can find hard to protect oneself from.

Researchers who have looked into the relationship between harassment and employee performance have shown that performance is related to employees' outcomes, including their successes and accomplishments at work (Rozenblatt-Rosen et al., 2020). The performance of careers of dementia patients in Spain was examined by (Hauge et al., 2010). The results showed a strong correlation between resilience and emotional intelligence and effective work performance. There are, however, few studies on the relationship between harassment and worker performance in the hospitality sector, and none of them have fully investigated whether harassment at work directly affects worker performance or indirectly through particular processes like professional devaluation and emotional abuse (Bentley & Li, 1996). By offering fresh perspectives on the observable proof of professional devaluation and emotional abuse as crucial mediators that can considerably lessen the negative effects of harassment on employee performance in a variety of workplaces, the current study seeks to close this knowledge gap.

### Research Questions

- RQ1:** What is relationship workplace harassment and employee Performance?
- RQ2:** What is relationship between emotional abuse and employee Performance?
- RQ3:** What is relationship between professional devaluation and employee Performance?

### Research Objectives

- To Analyze the relationship between workplace harassment and Employee Performance
- To determine the relationship between emotional abuse and Employee Performance
- To determine the relationship between professional devaluation and Employee Performance

The study is significant for two main reasons: first, it will significantly enhance staff capacity to defend workplace harassment behaviors and will improve staff performance and reduce workplace harassment. Second, this study will help organizations create their own workplace harassment policies, as policymakers are always required to evaluate the effectiveness of such policies. Additionally, the study will serve as a model for future research on workplace harassment and how it affects Employee Performance.

This is because research findings will highlight the areas in which harassment at work may impact employee performance, which in turn affects a business's output. (Pietersen, 2012) contends that a more thorough investigation into the effects of workplace harassment on employee performance is necessary.

Work harassment at work affects a person in every way; it puts at risk their health in addition to their work. Workplace culture is important since it directly affects how well employees perform. An employee will be able to offer their best effort in a company with a healthy and pleasant work culture, but a work culture that is unhealthy will affect their performance both within the organization and in their home. In order to determine whether harassment behaviors exist within the organization, a research investigation will be conducted. It also seeks to discover how workplace harassment factors relate to workers' performance.

## LITERATURE REVIEW AND THEORETICAL FRAMEWORK

### Workplace Harassment

Workplace harassment is defined as recurrent willful or wanton injury to weaker people, which typically takes the form of emotional, social, psychological, or physical outbursts. (Bennett et al., 2004). Depending on the type of ineffective behaviors used to abuse weaker or more vulnerable people, harassment can be categorized as either direct or indirect, according to study. Direct harassment involves overt behavior or aggressive physical acts, whereas indirect harassment involves covert behaviors (Hauge et al., 2010). Previous research has shown that harassment occurs when these kind of incidents occur at least twice or three times per month (Cobb, 2017) (Hoel et al., 2022). assert that a high level of worker involvement, a less administrative and hierarchical structure, and an emphasis on trust—all of which are strongly associated with productivity—would help create employee and organization management systems and increase an organization's effectiveness, efficiency, flexibility, commitment, and profitability. Harassment is defined as when a person feels frequently subjected to negative behaviors at work, actions against which they may find it difficult to defend oneself Devaluation

### Professional Devaluation

Usually, a victim of harassment faces insults, pressuring, and teasing, and they believe they have no way to respond in kind. Harassment at work is a serious problem that has a negative impact on organizational effectiveness. The ability to keep an eye on oneself and others, as well as to use information to control one's emotions, is known as emotional intelligence (EI) ((Rayner & Hoel, 1997). Because an organization's competitive advantage is directly linked to employee performance, a large body of research on Professional devaluation and employee performance in organizations indicates that it directly influences superior performance among employees. This is thought to be encouraging (Johnson & Rea, 2009) asserts, however, that particular emotional competencies like self-control, resilience, and social skills are equally as important in influencing performance as professional devaluation in general. Organizations may cultivate a more productive and emotional abuse workforce by having a better understanding of the various components which is thought to be a critical factor in improving workplace performance.

### Emotional Abuse

It is believed that emotions can protect a person's healthy psychological functioning against challenges. This concept has been defined as the interaction between a worker and their immediate surroundings. Emotional abuse is a psychological term that represents a person's capacity to withstand hardship, bounce back, and emerge stronger, claim (Hoel et al., 2004)

Some people can bounce back from difficult life events or interactions more quickly than others, and they can be a source of strength. This implies that resilient people might be

able to lessen the detrimental effects of (Rai & Agarwal, 2016) while still preserving their internal psycho-wellbeing. Issues, According to (Hauge et al., 2010) emotional abuse is the foundation of self-control that limits violent responses in workers when they encounter obstacles at work by putting organizations goals ahead of personal wants. Likewise, it has been determined that self-control, and integrity are critical abilities that have a big impact on performance. Understanding employee performance and general workplace dynamics requires taking resilience into account since it is critical in fostering an individual's capacity to manage setbacks and preserve psychological well-being and health (O'Connell & Korabik, 2000) et al., 2019). According to (Nielsen et al., 2008) employee well-being significantly influences both individual and organizational performance, either directly or indirectly.

### **Employee Performance**

According to (Cobb, 2017) employee performance is defined as the degree of task or role performance of an employee and, in technical terms, refers to the amount and quality of what an employee performs or contributes to the overall output. It also includes the time and effort a worker puts into their work (Hoel et al., 2004). Employees typically perform better in a favorable work atmosphere where they don't feel uncomfortable, either physically or mentally. Individual and organizational performance are significantly impacted, either directly or indirectly, by this employee's well-being (Hoel et al., 2001). Harassment at work has been linked in numerous studies to poorer job performance (S. Einarsen, 2000). According to a meta-analysis research, harassment that happens frequently is linked to worse work performance (Babar, 2022)

### **Workplace harassment and employee performance**

Numerous research have examined the impact of harassment on employees' productivity and well-being, and these studies merit acknowledgement. For example, (Muhammad Shaukat Malik & Shahzadi Sattar, 2020) discovered that academics' perceived harassment, especially "professional understating," is associated with worse job engagement and performance. These writers went on to say that a drop in engagement could come after a drop in performance. Therefore, it is thought that the related drop in performance is caused by this decrease in work engagement. In their 2017 study, Tag-Eldeen, Barakat, and Dar examined the extent to which harassment affects organizational outcomes among five-star hotel employees in Egypt. They found a strong positive correlation between workplace harassment, employee morale, and turnover intentions. Nevertheless, the findings also showed a negligible correlation between employee performance and workplace harassment. Reports of harassment at work were linked to increased job fatigue but reduced resilience, according (K. Einarsen & Einarsen, 1997). The findings demonstrate the potential indirect relationship between job fatigue and workplace harassment via emotional abuse and professional abuse.

According to (Chadwick & Travaglia, 2017) employee burnout has a negative impact on an employee's well-being and is a major contributor to low morale and productivity at work. Additionally, harassment at work has been connected to a higher chance of employee turnover (Hauge et al., 2009) However, a study by (Neill & Tuckey, 2014) of academics at Pakistani institutions found a significant negative correlation between emotional abuse and performance and workplace harassment.

**H1:** *Workplace harassment is significantly influences employees' performance.*

### **Workplace Harassment, Employee Performance, and Professional Devaluation**

Professional devaluation has been connected by researchers to a number of problems. For example, according to (Bentley & Li, 1996) PD significantly predicts social support



cognitive quotient subjective well-being and job performance (K. Einarsen & Einarsen, 1997). However, professional devaluation completely mediated the association between workplace harassment and employee performance, according to a quantitative causality survey study conducted among 148 workers in the wood processing industry (S. Einarsen, 2000) also discovered that harassment at work significantly hinders workers' success. The results also demonstrated that the association between being harassed at work and performing well at work was totally mediated by an individual's feeling of self-efficacy. Additionally, it was noted that nurses' professional quality of life was directly and negatively impacted by workplace harassment. According to (Lu et al., 2024) resilience is a protective factor that aids professionals in managing stress at work.

In agreement, (Fox & Cowan, 2015) contended that because harassment causes humiliation to its victims, it indirectly affects employees' well-being. Again, it was discovered that teachers acted as a mediator in the relationship between harassment and contentment. Accordingly, our findings suggest that resilience lessens the indirect negative effects of harassment on employees' morale and output.

Harassment at work affects not only an individual's performance but also the organization's overall performance. Harassment victims have reported lower levels of dedication to their jobs and organizations, worse job satisfaction, low morale, lower productivity, more mistakes, difficulty focusing, and higher absenteeism.

(Orpinas et al., 2003) recognized "direct harassment", as an open verbal or physical attack on the victim, and "indirect harassment", which appears as progressively inconspicuous acts, as excluding or isolating the victim from his or her peer group. Among 137 Norwegian victims of harassment and harassment at work, social isolation and exclusion, devaluation of one's work and endeavors, and exposure to teasing, insulting remarks and offending comments were the most common negative acts, as reported by these victims

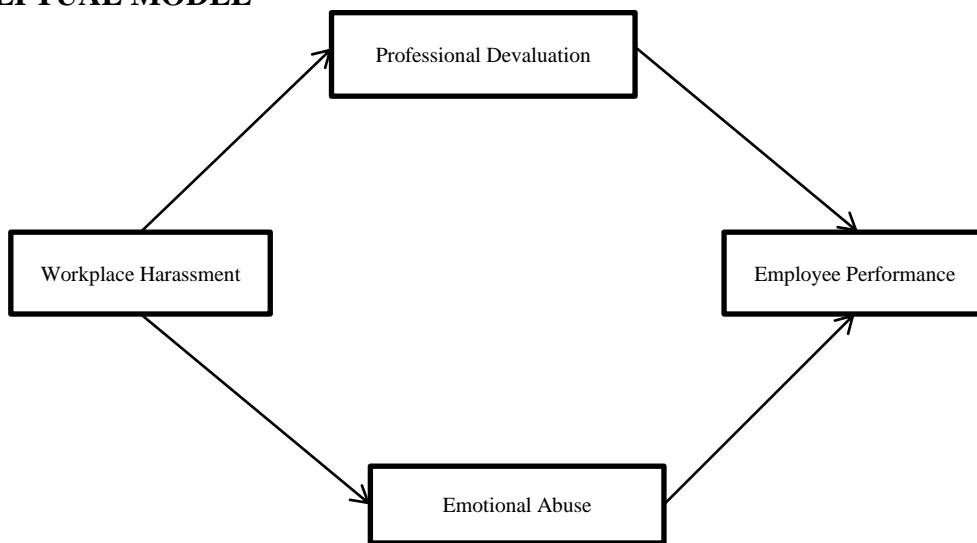
### **Workplace Harassment, Emotional Abuse, and Employee Performance**

In recent years, researchers have thoroughly examined a number of aspects of harassment including its causes and impacts on employees and enterprises (Gomm, 2008) Numerous research have discovered connections between workplace harassment and other important psychological processes like stress, life satisfaction, emotional abuse and psychological resilience as well as employee performance. (Appelbaum et al., 2012) used a cross-sectional survey methodology to examine how emotional abuse mediated workplace harassment and employee strain among 88 Romanian workers. The results showed that physical strain and workplace harassment were mediated by resilience, and that the degree of the direct relationship between the two was lessened when resilience was present. These findings suggest that when harassed at work, employees who are inherently more robust may experience less physical stress. According to (K. Einarsen & Einarsen, 1997) resilience plays a substantial mediating role in the relationship between workplace harassment and employees' health, and a high experience of harassment at work is associated with worse health. (Arifin et al., 2019) found that whereas poor resilience has been linked to psychological functioning that is impaired, high resilience is linked to reduced maladjustment.

**H2:** *Emotional abuse influences employee performance*

**H3:** *Emotional abuse mediates the relationship between workplace harassment and employee performance.*

**CONCEPTUAL MODEL**



**RESEARCH METHODOLOGY**

This study's research philosophy is positivism for a number of reasons: 1) (Rowell, 2005) argued that a deductive approach is typically used in this approach; 2) existing theory is used to develop and test the hypothesis; and 3) this approach emphasizes quantitative research, such as large-scale surveys used to uncover social trends and gain an overview of society. Sociologists typically search for "correlations" or relationships between variables in positivist research. Our study adheres to positivist principles based on these characteristics of research philosophies; as a result, positivism is the research philosophy and the deductive technique is used. in this study. Making a suitable research decision would come next, after deciding on a research approach (Rojon & Saunders, 2012). According to (Berkeley et al., 2009) research onion offers three options in its choices layer: 1) multi-method, 2) mixed-method, and 3) mono method. An increased variety of techniques are chosen in multi-method research choices. the mono method chosen for this study in which quantitative data is intended to be collected for analysis and conclusions.

Additionally, a time-lag research looks at many participants' replies at various times who are roughly the same age. The most popular approach in cross-sectional design is the survey strategy(Easterby-Smith et al., 2008) However, the data for this study was gathered at various points in time that is why a cross-sectional time-lag approach was used in this study.

The unit of analysis in the current study is the individual worker in the Banking Sector. In order to test the hypothetical model, the study variables are assessed using items and aggregated at the individual level. With its non-experimental approach, the study's time horizon is cross-sectional.

I distributed the questionnaires using the drop-off and pick-up approach. After receiving a verbal explanation of the study and the obtained consent, the respondents had two weeks to complete the questionnaires. To guarantee a high response rate, this was done. The questionnaire was divided into two main sections: Section A asked questions about the respondent's age range, marital status, cadre, degree of education, and years of service. The study variables-work-related harassment, person-related harassment, and Employee Performance-were the emphasis of the assertions in Section B. The replies were ranked from

5 strongly Agree, 4 Agree, 3 Neutral 2 Disagree, and 1 strongly Disagree on a five-point Likert scale.

The organization selected for the present study was Meezan Bank Limited Lahore district. The total number of branches of Meezan Bank Limited in Lahore district is 137. As per the HR department of Meezan Bank Limited head office Lahore, the total number of employees in the branches of Lahore district are 3014. Hence the total population is 3014.

## RESULTS

This section presents information obtained via questionnaires from employees in Lahore District's public banking sector. It is the most significant section of the study since it conducts a thorough, critical analysis of everything, including the outcomes of descriptive statistics, normality, correlation analysis, Regression analysis.

**Table 1**  
**Descriptive Statistics**

| Variables  | Mean   | SD     |
|------------|--------|--------|
| <b>WPH</b> | 2.9983 | .77143 |
| <b>EA</b>  | 3.0513 | .76079 |
| <b>PD</b>  | 2.9752 | .60325 |
| <b>EP</b>  | 2.9153 | .51666 |

The Standard Deviation of the four study variables Work place harassment, Emotional Abuse, Professional Devaluation and Employee Performances are presented in this table no 7. The mean of WPH 2.9983 and the EA=3.0513, PD= 2.9752 and EP=2.9153. The SD= WPH=.77143, EA=.76079, PD=.60325 and EP= .51666

## RELIABILITY ANALYSIS

**Table 2**  
**Reliability Analysis**

| Variables                       | No of items | Cronbach's Alpha |
|---------------------------------|-------------|------------------|
| <b>Workplace Harassment</b>     | 3           | 0.738            |
| <b>Emotional Abuse</b>          | 3           | 0.788            |
| <b>Professional Devaluation</b> | 4           | 0.854            |
| <b>Employee Performance</b>     | 7           | 0.744            |

Reliability measures the consistency of the data. The questionnaire was tested on 384 respondents, so to make sure that data is consistent. In this research study, consistency of each variable will be tested by measuring its Cronbach's Alpha value. The reliability of this research meets the standard, above results are showing the following information. WPH=0.738, EA=0.788, PD=0.854 and EP=0.744 that meet the standard. According to Green, Lissitz, and Mulaik (1977) Monete Carlo mentioned that Cronbach's Alpha has to be .70 or above as per acceptability. Thus, all the variables are depicting the value above the required standard so the data of all three variables is reliable.

**Table 3**  
**Correlation Analysis**

| Variables                       | Mean   | SD     | 1       | 2       | 3       |
|---------------------------------|--------|--------|---------|---------|---------|
| <b>Workplace Harassment</b>     | 2.9983 | .77143 | (0.738) |         |         |
| <b>Emotional Abuse</b>          | 3.0513 | .76079 | 0.718** | (0.788) |         |
| <b>Professional Devaluation</b> | 2.9752 | .60325 | 0.281** |         | (0.854) |
| <b>Employee Performance</b>     | 2.9153 | .51666 | 0.261** | 0.350** | (0.744) |

\*\* Correlation is significant at the 0.01 level (2- tailed).

### LINEAR REGRESSION ANALYSIS

As indicated in table no 09, we can see that R- square value is 0.124, which means that our independent variable that is EP causes 12.4% change in the dependent variables i.e PRB,WRB.

**Table 4**  
**ANOVA**

| Model             | Sum of Squares | df  | Mean Square | F      | Sig.              |
|-------------------|----------------|-----|-------------|--------|-------------------|
| <b>Regression</b> | 7.242          | 3   | 3.621       | 20.767 | .000 <sup>b</sup> |
| <b>Residual</b>   | 51.087         | 379 | .174        | -      | -                 |
| <b>Total</b>      | 58.329         | 382 | -           | -      | -                 |

a. Dependent Variable: EP

b. Predictors: (Constant), WPH,EA, PD

We can conclude that there is a statistically significant difference between the mean member and f Value is 20.767 its means our model is fit, all values meet the standards and p value is less than .05.

**Table 1**  
**Coefficient**

| Model           | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. | 95.0% Confidence Interval for B |             |
|-----------------|-----------------------------|------------|---------------------------|-------|------|---------------------------------|-------------|
|                 | B                           | Std. Error | Beta                      |       |      | Lower Bound                     | Upper Bound |
| <b>Constant</b> | 1.849                       | .201       | -                         | 9.181 | .000 | 1.453                           | 2.245       |
| <b>WPH</b>      | .053                        | .067       | .062                      | .784  | .434 | -.080                           | .185        |
| <b>EA</b>       | .351                        | .090       | .306                      | 3.893 | .000 | .174                            | .529        |
| <b>PD</b>       | .277                        | .070       | .309                      | 3.676 | .000 | .165                            | .522        |

a. Dependent Variable: EP

Work place Harassment has an insignificant relationship with Employee Performance ( $t=0.784$ ,  $p>.434$ ) and beta value=.062. The confidence interval (LB=-.080, UB=.185) and the standard of estimation = .067.EA has a significant relationship with EP ( $t= 3.893$ ,  $p<0.05$ ) and beta value=.306. The confidence interval (LB=.174, UB=.529),PD a significant relationship with EP.

### Convergent validity

Second, Average Variance Extracted (AVE) and outer loadings of indicators were taken into consideration in order to evaluate convergent validity (Fornell & Larcker, 1981). The average variance extracted values and the outer loading values should both be higher than 0.7. less



than 0.5 (Larcker & Fornell, 1981). Convergent validity (Fornell & Larcker, 1981) was indicated by the AVE values of all the variables, including Emotional Abuse (0.556), Employee performance (0.329), Professional Devaluation (0.335), and Workplace Harassment (0.502).

All of the study variables' outer loadings, such as those for Emotional Abuse (0.763–0.739), Employee Performance (0.559–0.539), Professional Devaluation (0.598–0.538), and Workplace Harassment (0.748–0.752), exceed the acceptable threshold for indicator outer loading of greater than 0.7 (Fornell & Lacker 1981). Since items with loadings of 0.4 or less are removed from factor analysis (Hulland, 1999), we included this indicator (P5) in our study (Table 4).

**Discriminant validity**

Heterotrait-Monotrait Ratio of Correlations (HTMT), Cross Loading, and the Fornell-Larcker Criterion were used to evaluate discriminant validity. All of the study variables' outer loadings, such as those for Emotional Abuse (0.763–0.739), Employee Performance (0.559–0.539), Professional Devaluation (0.598–0.538), and Workplace Harassment (0.748–0.752), exceed the acceptable threshold for indicator outer loading of greater than 0.7 (Fornell & Lacker 1981). Since items with loadings of 0.4 or less are removed from factor analysis (Hulland, 1999), we included this indicator (P5) in our study (Table 6).

**Heterotrait-monotrait ratio (HTMT) - Matrix**

**Table no 6**

|     | EA    | EP    | PD    | WPH |
|-----|-------|-------|-------|-----|
| EA  |       |       |       |     |
| EP  | 0.578 |       |       |     |
| PD  | 0.846 | 0.875 |       |     |
| WPH | 1.014 | 0.814 | 0.951 |     |

**Table No 7**

**Average Variance Extracted**

| Variables | Average Variance Extracted |
|-----------|----------------------------|
| EA        | <b>0.556</b>               |
| EP        | <b>0.329</b>               |
| PD        | <b>0.335</b>               |
| WPH       | <b>0.502</b>               |

**Table No 8**

**Outer loading Analysis**

| Factors                     | indicator | loadings |
|-----------------------------|-----------|----------|
| <b>Emotion Abuse</b>        | EA1       | 0.763    |
|                             | EA2       | 0.735    |
|                             | EA3       | 0.739    |
| <b>Employee Performance</b> | EP1       | 0.559    |
|                             | EP2       | 0.613    |
|                             | EP3       | 0.566    |

|     |                                 |      |       |       |
|-----|---------------------------------|------|-------|-------|
|     | EP4                             |      | 0.567 |       |
|     | EP5                             |      | 0.601 |       |
|     | EP6                             |      | 0.564 |       |
|     | EP7                             |      | 0.539 |       |
|     | <b>Professional Devaluation</b> | PD1  |       | 0.598 |
|     |                                 | PD2  | 0.546 |       |
|     |                                 | PD3  | 0.601 |       |
|     |                                 | PD4  | 0.563 |       |
|     |                                 | PD5  | 0.620 |       |
| PD6 |                                 |      | 0.538 |       |
|     | <b>Harassment</b>               | WPH1 |       | 0.748 |
|     |                                 | WPH2 | 0.617 |       |
|     |                                 | WPH3 | 0.752 |       |

Path coefficients

**Table no 10**

|           | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics ( O/STDEV ) | P values |
|-----------|---------------------|-----------------|----------------------------|--------------------------|----------|
| EA -> EP  | 0.019               | 0.020           | 0.052                      | 0.373                    | 0.709    |
| PD -> EP  | 0.440               | 0.445           | 0.051                      | 8.566                    | 0.000    |
| WPH -> EA | 0.552               | 0.553           | 0.039                      | 14.089                   | 0.000    |
| WPH -> EP | 0.233               | 0.231           | 0.057                      | 4.119                    | 0.000    |
| WPH -> PD | 0.519               | 0.522           | 0.039                      | 13.248                   | 0.000    |

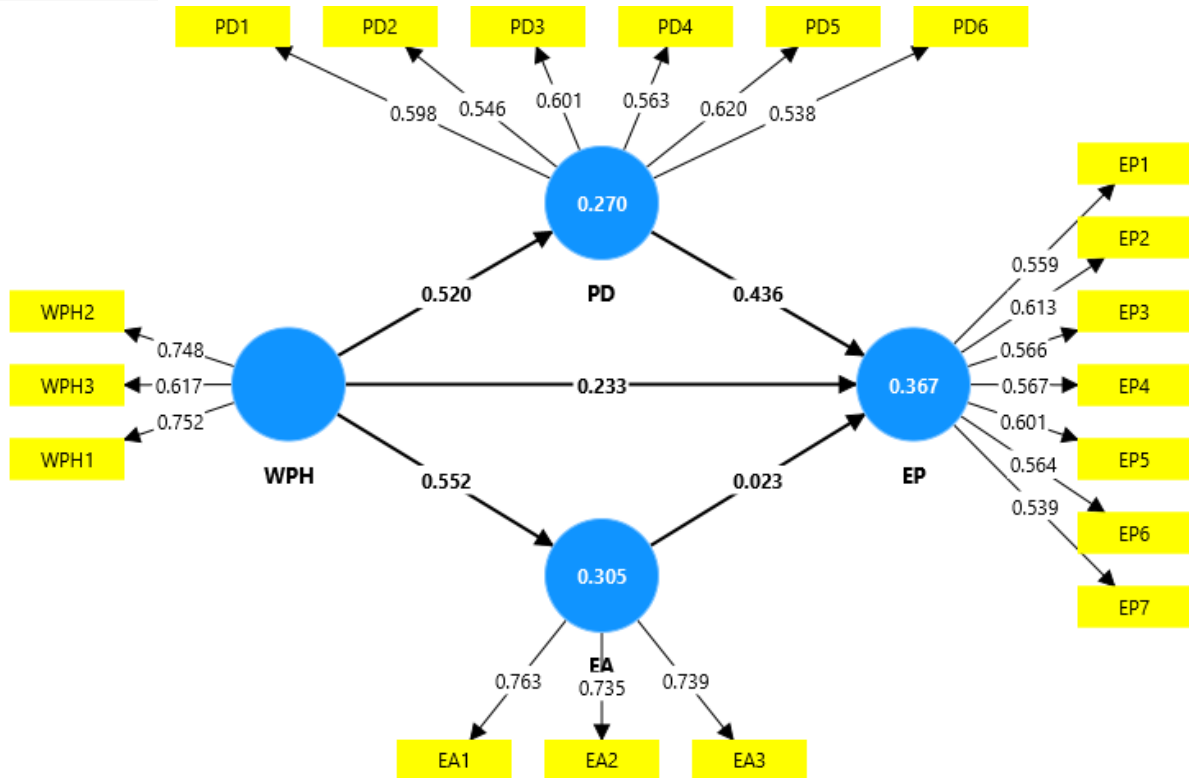
Specific indirect effects

**Table no 9**

|                 | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics ( O/STDEV ) | P values |
|-----------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| WPH -> PD -> EP | 0.229               | 0.232           | 0.031                      | 7.291                    | 0.000    |
| WPH -> EA -> EP | 0.011               | 0.011           | 0.029                      | 0.370                    | 0.711    |

W P < . 01). As a result, compassion has a beneficial effect on thriving, supporting Hypothesis 4. Our research offers factual evidence for the significant impact that compassion has on worker flourishing. The relationship between Workplace Harassment and the Employee performance coefficient of determination (R2)

0.227 and 0.013, respectively, were prospering. This suggests that whereas Workplace Harassment is explained by Emotional Abuse and Professional Devaluation in this analysis. The impact of the independent variable on the dependent variable is measured by Indirect and direct path analysis



**Figure 2. Structural Equation Model**

## DISCUSSION

The primary objective of this study was to look into how Workplace Harassments impacted on Employee Performance. The research findings from chapter 4, which were based on a variety of statistical methods and SPSS analysis, will be examined in this part. The major objective of this chapter is to evaluate and explain the results that have been provided, along with their connections. In addition, it will highlight and elucidate the connections between the hypothesized linkages and earlier research investigations in order to ascertain the parallels and differences between the different concepts. The discussion will be guided by the previously presented research questions under the proposed hypothesis, enabling the study to realize potential implications.

**RQ1:** *What is relationship workplace harassment and Employee Performance?*

**H1:** *Workplace harassment is significantly influences employees' performance.*

Results shows that work related harassment has a insignificant relationship with Employee Performance ( $t=0.784, p>.434$ ) and beta value=.062. It is positive moderate correlation. Lower productivity is probably the outcome of a high harassment prevalence among coworkers (Sheehan et al., 2020). This verifies Hypothesis 1, according to which harassment at work has a detrimental impact on workers' productivity. The findings of this study are also in line with earlier research that found insignificance relationship between harassment at work and Employee Performance (Rozenblatt-Rosen et al., 2020). (Hauge et al., 2009) argues that work related harassment as harassing, infringing, isolating, or adversely impacting an individual's work productivity. Harassment lowers the productivity and talents

of organizational employees and has a negative impact on individual motivation, which restricts creative production, according to earlier research findings (Rozenblatt-Rosen et al., 2020). As a result, harassment creates a terrible work atmosphere since employees avoid meetings and discussion sessions and the company doesn't receive creative and unique ideas (Pearson et al., 2001)

**RQ2:** *What is relationship between Work place harassment and Employee Performance?*

**H2:** *Workplace harassment can negative influence on Employee Performance*

The above mentioned data collection and analysis in the previous chapter, the second hypothesis was accepted. Link study demonstrates a significant link between the two variables. Furthermore, the results of the regression analysis likewise supported the second hypothesis. The findings indicate that Workplace harassment as a negative relationship with Employee Performance; this relationship is strong significant, as indicated by the beta value of -0.306 and  $p < 0.001$ . Accordingly, the  $p$ -value  $< 0.001$  indicates that Workplace harassment is a significant relationship between two variables. In a recent study, (Cassidy et al., 2020) et al. confirmed their findings, which showed that workers who deal with stressful situations like harassment are more likely to report weaker organizational support. An earlier investigation discovered that victims of harassment made the business answerable for the inappropriate actions of the supervisors (Zapf et al., 2003). Furthermore, it is known that when workers see harassment, their view of organizational support is negatively impacted.

## PRACTICAL IMPLICATIONS

This study offers specific tactics that can help CEOs and organizations take a proactive approach to Workplace Harassment avoidance while also increasing worker productivity. The study's conclusions indicate a negative correlation between Workplace Harassment and Employee Performance. Employers should identify harassment conduct and inform staff members of appropriate ways to deal with it. Managers must communicate with staff members at all levels in order avoid harassment. Managers and legislators may implement the following measures to put an end to workplace harassment. Workers might be encouraged to report harassment incidents in appropriate settings to draw attention to the problems and perpetrators, with the assurance that the rights of the victims would be upheld. When employees witness harassment situations, they should be encouraged to report them to their supervisor or the relevant department, such as the HR department.

Organizations may invest resources in developing protocols that enable victims of this kind of abusive behavior to report events in confidence and receive support. Additionally, a process for keeping written documentation of these complaints needs to be in place. The formation of trustworthy, unbiased teams to address disciplinary matters, including instances of harassment at work, is a responsibility of top management. It is recommended that managers regularly establish follow-up measures to guarantee that both the bully and the abused receive suitable and prompt solutions. Focusing on the selection of emotionally and psychologically healthy individuals can help prevent many of the negative effects of workplace harassment, from the standpoint of the bully as well as the victim. Depending on the nature of the task and its demands, organizations should use psychological evaluations as a yardstick for assessing the human qualities of potential hires. Organizations can also help present employees become better at handling unpleasant situations and behaviors by offering them higher level training programs and a range of intervention techniques. It is important to set up employee counseling programs so that participants can talk to licensed counselors

about their experiences being bullied at work. People's sense of organizational support would improve as a result, and their creative work behavior would increase. Lastly, allowing workers time off might help them recover their exhausted resources.

### LIMITATIONS

There aren't many restrictions on this study, but; every effort was made to meet the norms of professional research within the constraints of the available resources. First off, given the limited resources available, convenience sampling was used to collect the data, and the sample size was small, so it's probable that some harassed employees in Pakistani companies were left out. Longitudinal designs, which provide precise and transparent outcome analysis of workplace harassment, should be incorporated into future research. This will make it more applicable in a wider range of situations. Second, a cross-sectional time horizon was used for the study's execution due to scheduling constraints. It would be reasonable to assess the frequency of Workplace Harassment through a succession of repeated observations. Because Workplace Harassment involves persistently negative behavior over time, it would be more acceptable to apply a time lag of at least six months.

Furthermore, the scope of the current study was limited to workers in the public banking industry. Additionally, participants were selected from Lahore district, hence extrapolating the findings to other regions of the country would be more valuable in future. This scope limitation may limit the study's analysis's applicability to numerous other important job areas including more significant private enterprises, such as commercial banks, textile units, software companies, the hospitality industry, etc., could enhance the testing and significance of the findings. Owing to differences in the workplace, the type of organization will affect the results.

### FUTURE RESEARCH DIRECTIONS

Numerous fresh directions for further research may be opened up by the current work. The impact of Workplace Harassment on worker productivity was investigated in the current study. The present study employs dispositional factors, such as work-related and person-related harassment, as facilitators. Going forward, research ought to concentrate on other personality factors, such as neuroticism, agreeableness, consciousness, and openness to experience, as they may offer novel perspectives on the phenomenon of workplace harassment.

To determine the full spectrum of its effects, future research on Workplace Harassment must examine it in relation to a number of other workplace behaviors, such as organizational commitment, job engagement, and various aspects of work satisfaction. Further research ought to concentrate on stress management techniques that could potentially lessen the negative consequences of workplace harassment by improving individual capacities. Subsequent research efforts could examine additional processes that link Workplace Harassment to work productivity. For instance, it could be valuable to investigate the mediating function of employee voice, organizational justice, organizational climate, and other factors as mechanisms via which harassment affects Employee Performance. Further study endeavors may also be conducted to investigate the variations in the incidence of Workplace Harassment between genders. Furthermore, researching same- and cross-gender harassment could be a fascinating idea.



## CONCLUSION

Harassment in the workplace is an increasing problem that has negative effects on both the individuals who are involved and the companies they work for. The goal of the current study was to examine, within an integrative framework grounded in the fundamental ideas of Ecological System theory, the relationship between Workplace Harassment and Employee Performance. Data was gathered via a questionnaire survey among public bank personnel. The validity and reliability of the research variables are also appropriate, according to statistical testing. It is confirmed by proposed hypothesis that harassment at work affects workers' productivity. Specifically, there is a negative relationship between harassment at work and worker productivity. Additionally, the findings of our study provide a framework for understanding the consequences of Workplace Harassment and help businesses recognize its part in the issue and take appropriate action to lessen its detrimental effects. Steer clear of harassment and employees that exhibit conflicting behaviors may be more committed to the company and are likely to stick around for a longer amount of time. Therefore, in order to promote job productivity and enhance overall performance, organizations need to keep an eye to stop harassment in the workplace. This study discovered that when leaders either misunderstand Workplace Harassment or see it as harsh management, organizational cultures exacerbate the issue. The study came to the conclusion that creating a training program that takes a systems approach, incorporates people at all levels, and addresses the underlying reasons of the phenomenon can help to foster a positive work environment.

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