

THE IMPACT OF WORKPLACE BULLYING ON EMPLOYEE PRODUCTIVITY

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Abstract

The purpose of this study is to look into the connection between bullying at work and workers' productivity. Employee bullying will be assessed using the NAQ-R: (Tambur & Vadi, 2009) with differences between Work related- and person-related bullying. To fulfill the study's goals, information was gathered from 296 workers in the banking sector. The results of the reliability test for work related bullying 0.756, person related bullying 0.813 and employee productivity is 0.722 respectively. Bullying at work has a negative ($r = .0281$) with work performance, according to the data analysis done with SPSS (version-21) and the productivity ($n = 296$) = -0.718 , $p < 0.01$ was the outcome. Linear regression analysis revealed that factors like bullying that is tied to an individual has an impact on work productivity.

The study also discovered that bullying-related factors were anticipated to have a significant impact on job performance. Linear regression analysis was used to create a predictor model. A number of suggestions were made to managers, executives, and the industrial sector regarding additional initiatives that could be implemented to create a high-quality workplace where workers could perform well. Future research objectives, constraints, and theoretical and practical implications are also highlighted in this study.

INTRODUCTION

A bully is someone who intentionally seeks to cause discomfort for other people, inflicting pain by forcing, kicking, tripping, insulting, and the spreading of unfavorable rumors (Keashly & Jagatic, 2010). The Bullies continuously cause harm to their targets. The victim of bullying feels that there's no way to stop it. Over the last twenty years, a large amount of study was done worldwide on workplace bullying. Bullying at work refers to when someone else acts aggressively or mistreats you on a regular basis. (Odunjo-Saka et al., 2023) When (Leymann Heinz, 1996) started looking into workplace bullying in Sweden in 1980, his research gained attention. Many studies on workplace bullying began in Finland and Norway in the early 1990s, and then they moved to Germany, Austria, the United Kingdom, Ireland, and many other nations. (Keashly & Jagatic, 2010)

It can also be expensive or time-consuming, and it can occasionally damage the company's reputation and organizational structure. Bullies might be peers, supervisors, subordinates, or coworkers, and bullying can happen at any level of an organization (Zapf et al., 2003). According to (Cemaloglu, 2007) person-related negative acts are those that violate the target's personal integrity, whereas job-related negative acts are those that negatively impact a person's performance and tasks at work. Although it can be challenging to prove harassment,

many states have basic laws prohibiting it. Certain states have laws that address behavior that creates a hostile work environment, which could be used to address workplace bullying. Bullies at work frequently scare, undermine, or intimidate their victims, leaving them feeling helpless, afraid, ashamed, and inept. A victim of bullying will frequently become uncontrollably anxious, lose their self-confidence, and be unable to concentrate on their tasks. Consequently, these workers' inventiveness and output inside the company decline. This kind of behavior frequently has a detrimental impact on the organization's most brilliant human capital, and as a result, these individuals frequently leave the company. Regarding bullying, a lot of individuals think that the scales have tipped too much in favor of employers over employees, allowing the former to get away with bullying. Because of the exponential increase in workplace bullying, an improved equilibrium is therefore required (Field, 1996).

According to (Neall & Tuckey, 2014) the majority of research on workplace bullying (and similar concepts like harassment) has relied on single-level, single-source data from the target's perspective, ignoring the complex processes involved and the multi-level nature of organizations. Worldwide research has been done on the rise in workplace bullying and its impact on employees' productivity. Nevertheless, the study was carried out in private settings for the most of the time. Because of the differences in the previous studies, more research on the subject is necessary at a government organization in a developing country like Nigeria, etc. According to (Aflitos et al., 2014) this kind of supervisory conduct is viewed as a negative characteristic of leadership.

The topic is still not thoroughly researched in non-Profit organizations that primarily employ social workers, despite the fact that it is now recognized as an expensive organizational issue that may be relatively widespread in the human services sector (Rowell, 2005) The WPB Institute conducted the first comprehensive study on workplace bullying including adult Americans in collaboration with Zogby International. The survey's main conclusions dispelled any doubts about bullying's status as a serious, epidemic-scale issue. The survey also found that women are most affected by bullying, with women being the targets of bullies more often, particularly by other women (Appelbaum et al., 2012)

This study's main goal was to investigate how bullying at work affects workers' productivity. Due to work related bullying 28 million workers leave their jobs each year (G. Namie & Namie, 2009). Workplace bullying instances need to be investigated continuously and systematically since it is the duty of every organization to shield their workers from the psychological harassment of a bullying at work. For almost 30 years, policymakers and researchers have been studying the phenomena of workplace bullying (Leymann Heinz, 1996) studied adult bullying, often known as "mobbing," in Sweden during the late 1980s. The act of smaller animals in packs attacking a single, larger animal was referred to as "mobbing". According to (Yuen et al., 2011) mobbing is an ongoing, unpleasant, and unethical event that occurs in the workplace and is directed toward a helpless person. It can continue for six months or more.

Bullying and mobbing are defined by the World Health Organization, Public Services International, and the International Labour Organization as persistent, cruel, and hurtful actions intended to humiliate or demoralize a person or group of people within a company. Bullying is defined as persistently unfavorable interactions, harassment, offenses, or detrimental tasks at work. Personal bullying covers various activities, including but not limited to offensive words, frequent taunting, and dissemination of rumors or gossip, continuous criticism, pulling practical jokes, and threatening actions. Bullying at work has often been linked to experiencing stress at work (Hoel et al., 2004). As a result of opportunities, limitations, or expectations

pertaining to potentially significant work-related outcomes, an individual may feel compelled to deviate from normal or self-directed functioning in the workplace.(Howe et al., 2021)

Bullying at work is becoming a major issue for many organizations, regardless of size or sector. It is not a recent phenomenon. However, it effects the organization culture and it has grown into an issue that requires a long-term solution.(Appelbaum et al., 2012). Bullying occurs frequently in the workplace and can have a severe negative impact on an employee's performance. Bullied workers and those who assist bullies in the workplace take sick days at a higher rate than non-bullied workers. Despite the fact that bullying is now a widely studied topic (G. Namie & Namie, 2009).

A lot of employees at established companies suffer this issue, but they don't know how to resolve this issue. These negative factors influence the employer's profitability, financial performance, credibility. Due to variety of reasons, people decide to ignore, conceal, or repress such events a bullying is now ingrained in the corporate culture and regarded as normal. However, as people especially women enter the workforce, they run the risk of becoming the victim of bullying before being hired. According to (Oghojafor et al., 2012) it has a detrimental effect on staff turnover, job satisfaction, absenteeism, and employee productivity at the corporate level. The present study will identify the impact of workplace bullying on employee productivity among the banking sector Lahore district using a quantitative analysis.

RESEARCH QUESTIONS

RQ1: *What is relationship between works related bullying and employee productivity?*

RQ2: *What is relationship between people related bullying and employee productivity?*

RESEARCH OBJECTIVES

- To Analyze the relationship between work related bullying on employee productivity
- To determine the relationship between people related bullying and employee productivity.

The study is significant for two main reasons: first, it will significantly enhance staff capacity to defend Bullying behaviors and will improve staff performance and reduce workplace bullying. Second, this study will help organizations create their own workplace bullying 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 bullying and how it affects employee productivity.

However, given the unique circumstances of Pakistan, little study has been done on the impact of workplace bullying on employee productivity. Finally this study will fill this research gap and will helpful for general public and every organization in order to protect the Workplace bullying. In this way organizations will be better able to give every worker a secure and healthy work environment. Additionally, the Ecological system theory, which is used in the study to

provide the research framework, is supported by the theoretical contribution. Because there hasn't been much research work done on these topics in the past, the present study will make a valuable addition to the body of knowledge and provide opportunities for more study in the relevant fields.

LITERATURE REVIEW

Bullying is characterized by a power imbalance between the victim and the offender, where the victim feels inferior. Bullying is described as recurrent, persistent, continuous behavior as opposed to a single negative act (Oade et al., 2019). Bullying in the workplace can take many different forms, such as social isolation (silent treatment), rumors, verbal abuse, excessive or unjustified criticism, over-monitoring of work, withholding information, withholding job responsibility, trivial fault finding, substituting demeaning work for proper work, and setting unrealistic deadlines or goals. Bullying and strict management approaches are not the same thing. It is unfavorable and ongoing abuse. (Hoel et al., 2004)

WORKPLACE BULLYING

According to (Baião et al., 2017) workplace bullying is defined as the willful combination of humiliation, intimidation, and performance sabotage directed towards a single employee on a regular basis by one or more other employees. The term "workplace bullying" refers to the chronic, physically and mentally damaging harassment of an employee by one or more coworkers. Harmful language, actions or behaviors that are threatening, frightening, or uncivilized, sabotage that prevents work from getting done, or any combination of these may be considered forms of Bullying.

This study is being conducted in order to determine how workplace bullying affects the employee productivity. The latest and most relevant literature on the topic is the main emphasis of this chapter. The literature currently in use covers the history of bullying, related research, and its consequences on one's health and career. Researchers from all around the world are becoming more and more interested in the topic of workplace bullying (Keashly & Jagatic, 2010). While workplace bullying has long occurred, it has recently gained attention due to a number of widely read academic books and articles that have been translated into various European languages (Leymann, 1990). Various terms have been used to describe bullying, including "mobbing," "harassment," "victimization," and "psychological terror." But they all seemed to be talking about the same thing: the victim's potential for social, psychological, and psychosomatic issues if the abuse of a superior, colleague, or subordinate is allowed to continue (Cemaloglu, 2007). Bullies are individuals who perpetrate bullying; victims are the ones who suffer from bullying (G. Namie & Namie, 2009). According to a study by the Workplace Bullying Institute, 42% of respondents were male bullies and 58% of interviewees were female bullies. Bullying is often described as a type of aggressive conduct that involves recurrent aggression and a power imbalance that makes it challenging for the victim to protect themselves (Bentley & Li, 1996).

SUPPORTING THEORY

Diverse conceptualizations are revealed by bullying theories. These conceptualizations focus on the various forms of bullying, the interactions between different actors (the target, the bystander, and the bully), the significance of group dynamics, the workplace environment and its connections to individuals or groups of individuals, as well as the impact of contemporary

society (Dresler-Hawke & Whitehead, 2009). According to (Neal & Neal, 2013) a multi-perspective ecological model can be used to describe the various ways that employees, teams, and organizational systems interact to drive the persistence of workplace bullying behaviors. Thus, the ecological framework that explains the problem of workplace bullying serves as the guidance for the investigation.

ECOLOGICAL SYSTEM THEORY (EST)

Bullying in the workplace is typically viewed as a dyadic conflict between the target and the person who is harassing them. However, the surroundings play a big role in encouraging bullying. When considering this claim, it is helpful to adopt an ecological perspective, as figure 1: Ecological Framework of Bullying, taken from (Neal & Neal, 2013) illustrates that this framework demonstrates that bullying results from a combination of organizational, departmental, social, and individual factors.

The research on human development ecology by Bronfenbrenner (1979) gave origin to the ecological framework of bullying. According to this idea, elements that are layered within tiered systems have an impact on the development of humanoids. These systems include the macrosystem (society, culture, and belief system), the mesosystem (interaction between various groups), the microsystem (interpersonal connections, activities, and roles), and the exosystem (broader systems that affect an individual indirectly, such as the government) (Dresler-Hawke & Whitehead, 2009). The four interconnected structures that make up the ecological system of workplace bullying encompass a range of behaviors deemed to be bullying incidents. (Sudbery & Whittaker, 2018)

A microsystem (the target and the bully), an exosystem (the organization), a mesosystem (the manager and the immediate team or workgroup), and a macrosystem (the society) make up the framework (Johnson & Rea, 2009). Additionally, the model is separated into three phases, which are shown by the dotted lines, bullying occurrences, antecedents, and impacts. Figure 1's arrows illustrate how the antecedent components flow from the macrosystem via the central systems, creating favorable conditions for bullying to occur. The effects include the fallout from bullying occurrences that occur in the workplace (Sudbery & Whittaker, 2018)

The effects are the results of bullying occurrences at work that lead to bullying behaviors. The center houses the interventions or safeguards against harm. They can therefore be designed to focus on the causes and effects of the two. The link between the antecedents and the outcomes is fluid, as evidenced by the dotted line that divides each phase. Anger, embarrassment, low self-esteem or self-blame, and a cycle of ongoing bullying are a few consequences of uncontrolled bullying. Bullying may occasionally result from unresolved power struggles or disagreements.

Furthermore, no victim's character description has been linked to bullying; however, differences in emotional instability between the personalities of non-targets and targets have been observed (Glasø et al., 2007). Bullying targets and victims have many interpersonal difficulties with the general public, such as distrust issues and a contentious disposition. Moreover, bullying perpetrators can be managers, coworkers, supervisors, or subordinates from the same or separate organizational departments (Sudbery & Whittaker, 2018)

Widespread consideration of mitigation should be given to addressing both the causes and effects. It is wise to address bullying by using conflict resolution techniques, as showed at the microsystem level, in addition to team building and dispute resolution seminars, as demonstrated at the mesosystem level. These strategies aim to improve teamwork and prevent

impending conflicts from getting out of hand to the point where they become bullying behaviors towards other people.

If it be determined that managers' inadequate leadership is causing bullying and other issues, then training may be provided. Working with external consultants, a company must evaluate how to develop workplace rules, processes, and environments at the exosystem level based on the bullying antecedents of bullying. Furthermore, mitigations should be focused on the results in order to restore the harm that workplace bullying has created. Businesses can address the physical consequences by providing counseling and psychological support to individuals at the microsystem level in order to address psychological issues (Johnson & Rea, 2009)

Bullying's effects on the exosystem and mesosystem levels, such as the normalizing of bullying behaviors and a loss in teamwork and performance, can be reversed by offering employees training and developing creative ways to communicate. Comprehensive policies and procedures discussing strategies for reducing and managing workplace bullying must be developed at the macrosystem level. Therefore, the ecological model holds significance in examining the origins, consequences, and prevention of workplace bullying for every organization. (Sudbery & Whittaker, 2018)

WORK RELATED BULLYING

British journalist and broadcaster Andrea Adams highlighted the need of recognizing workplace bullying and its detrimental effects on individuals. The 1992 publication of her book "Bullying at Work" was credited with raising awareness. Bullying and harassment in the workplace persist disregarding some study, documentaries, and successful legal proceedings brought against companies (Austin et al., 2003) Compared to the US, the UK is far more advanced in recognizing this issue and its detrimental effects on workers' productivity at work (Muhammad Shaukat Malik & Shahzadi Sattar, 2020). In everyday speech, the term "bullying" can be used to describe a wide range of behaviors and circumstances (Ahmed et al., 2008)

It can also be used jokingly to describe friendly horseplay or to refer to insignificant violent incidents that are generally understood and permitted (Aflitos et al., 2014) However, in the research studies examined in this article, the notion signifies a distinct occurrence in which hostile and violent actions, whether they be tangible or not, are methodically aimed at one or more peers or subordinates, resulting in the victimization and stigmatization of the affected party (Cemaloglu, 2007). Women were targeted more frequently than males, though, as female bullies select female targets 87% of the time, male targets 13% of the time, and male bullies select female targets 71% of the time, male targets 29% of the time (G. Namie & Namie, 2009). Workplace bullying is defined as undesired, disrespectful, demeaning, and undermining behavior directed towards a single employee or a group of employees. People who engage in such activity may experience long-term stress and worry, progressively lose confidence in themselves, experience physical and mental health problems, or abuse their position or authority (Keashly & Jagatic, 2010)

PERSON RELATED BULLYING

According to a recent study conducted in the Andean area, victimization rates are as high as 37.3%, with men experiencing victimization at higher rates than women (Hirotsu et al., 2022) This disparity may be due to the sexist culture that is pervasive in Peruvian and Latin America (Meza, 2016). According to another study, bullying occurs 60.3% of the time in Peru, with victims accounting for 25.6% of the cases, aggressor-victims for 17.6%, and aggressors

for 16% ((Rozenblatt-Rosen et al., 2020). Research conducted in the Peruvian Amazon has yielded comparable results, with a 60% involvement rate, comprising 24.2% victims, 4.5% aggressors, and 28.7% bully-victims

Burt, (Arifin et al., 2019). Argues that the lack of respect is the reason behind the growing impact of bullying and harassment on people's personal and professional lives. Respect is essential for fostering positive interpersonal connections. The high occurrence of workplace bullying and the significant costs associated with handling bullying incidents in terms of time, money, and energy make it imperative for companies to have policies in place to avoid bullying. (G. Namie & Namie, 2009) suggests that employers take preventive measures to stop bullying. Organizations could establish a policy at the outset that makes it explicit that bullying at work is unacceptable by amending the current antiviolence and anti-harassment policies and specifying the threshold for taking appropriate action. These could include an adjudication mechanism and credible third-party inspection to raise employee confidence and standards.

WORK RELATED BULLYING VERSES PERSON RELATED BULLYING

Bullying frequently fails to report to authorities or addressed by coworkers who witness it, the victim, or the management who witnesses such behavior. Bullying occurs occasionally, and the top manager turns a blind eye to it. The manager may feel that only the weak are bullied and that they should learn to defend themselves, which could be the second reason, or they may simply not want to get involved in the situation. When a person engages in bullying conduct repeatedly, the HR manager may choose not to take action because they feel that stopping the bullying behavior will require emotional commitment rather than just talking to the victim. Additionally, the generosity. Bullying and harassment in the workplace persist regardless of some study, documentaries, and successful legal proceedings brought against companies, (Arifin et al., 2019) Compared to the US, the UK is far more advanced in recognizing this issue and its detrimental effects on workers' productivity at work ((Bentley & Li, 1996)

Thus, the manager needs to put an end to the bullies' actions by consistently communicating that bullying is unacceptable, that it must cease, and that the bullies must replace their behavior with better people-handling techniques. Resource specialists play a big part in handling the delicate issues surrounding workplace bullying. It is discovered that when workplace bullying is taken into account, human resource professionals in the United States are key players in instances of workplace bullying. Studies typically focus on the targets or victims, the causes, and the effects of bullying at work.

TYPES OF WORKPLACE BULLYING

Bullying doesn't just happen when managers target other employees Bullying can happen between coworkers as well, and employees might band together to bully their management or the company's clients and customers.

- 1) **Person-Related Bullying:** this type of stress can have a negative impact on employees' health. Potential side effects include mood and personality changes, psychophysical symptoms, and mental health conditions such posttraumatic stress disorder, anxiety-depression disorder, and chronic adjustment disorder. (Rozenblatt-Rosen et al., 2020)

- 2) **Work Related Bullying:** This is defined as persistent behavior directed at one or more employees that is not desired by the victim; it can be done intentionally or unintentionally, but it still causes offense, humiliation, and distress. It can also affect employees' Productivity and create an unpleasant work environment (Easterby-Smith et al., 2008)
- 3) **Bullying by Institution:** This is the term for behavior that is permitted by an organization's beliefs, culture, conventions, or practices without regard for the repercussions or the welfare of the victims. Workplace norms, procedures, guidelines, or mandates that unjustly burden employees at the expense of their well-being might serve as a catalyst for institutional bullying (Beech & Leather, 2006)
- 4) **Bullying by Managers:** This kind of bullying is probably the most well-known and distinct. When a management targets one employee after another on a regular basis, this behavior is known as repeated bullying. A series of resignations follow (Papachristou et al., 2018)
- 5) **Bullying by Coworkers:** This type of bullying, which happens between colleagues who are on the same or similar level, consists of persistent acts such as offensive gestures, remarks, and behavior, physical threats or insulting behavior, isolation, misuse of authority, and putdowns that are discriminatory (Levy et al., 2007)

EMPLOYEE PRODUCTIVITY

A business cannot function without its employees, investments in buildings, machinery, technology, processes, and procedures are meaningless unless the people using and applying them are producing results. However, since human productivity is the most difficult to gauge, it is simpler to gauge the return on these investments than it is to gauge employee productivity ((Drahota et al., 2016). In general, productivity describes the connection between the input given and the result produced by a system of production or services. According to (Horowitz et al., 2002) productivity is the effective use of resources including labor, land, capital, materials, energy, and information in the creation of a variety of goods and services.

EFFECTS OF BULLYING ON EMPLOYEE PRODUCTIVITY

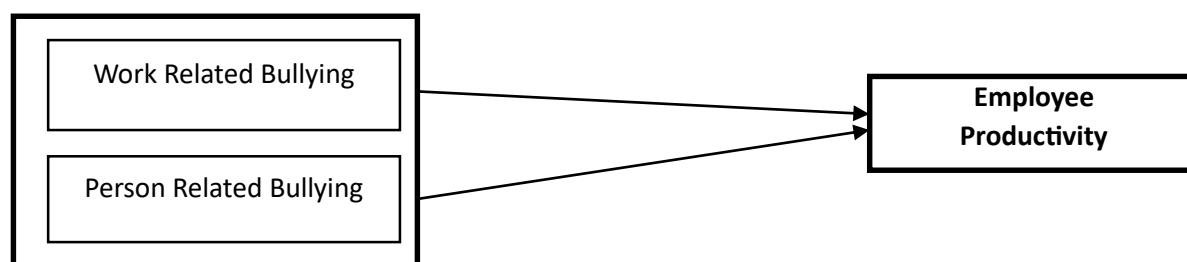
Bullying has an impact on the victim's mental and physical health as well as the working environment, which in turn has an impact on coworkers and bystanders. Bullying negatively impacts both the wellbeing of employees and the workplace. Individuals experiencing bullying may experience physical and emotional consequences such as sadness, anxiety, sleep difficulties, stress disorder, and other mental diseases (Hauge et al., 2009) Research indicates that persons who experience bullying tend to have elevated levels of irritation and anxiety in comparison to those who do not experience bullying. Additional characteristics associated with bullied persons include low self-esteem, depression, and stress disorder systems (Bowling et al., 2010) came to the conclusion that sadness and anxiety

A few findings from A. A., (Nerenberg et al., 2018) suggest that it leads to higher absenteeism, stress, and labor turnover all of which are bad for the company in terms of higher expenses and worse brand image. Programs for employee help and recruiting are required because bullying lowers motivation and productivity because it results in low self-esteem. This

could therefore result in even worse customer service and an increased chance of mishaps. Long-term tiredness and decreased interest are characteristics of the delayed reaction, which is linked to post-traumatic stress disorder and workplace bullying (Leymann Heinz, 1996)

CONCEPTUAL MODEL

Workplace Bullying



RESEARCH HYPOTHESIS

H1: *Workplace bullying has negative significant impact on employee productivity.*

H2: *Person related bullying can negative influence on employee productivity.*

RESEARCH PHILOSOPHY AND ASSUMPTIONS

In contrast, the realism approach discusses personal beliefs. According to this method, unrealistic beliefs can be extremely optimistic or pessimistic. Additionally, the pragmatic philosophy approach discusses the what and why of actions, such as the pragmatic nature of acting in accordance with predicted effects. 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 used in this study.

RESEARCH APPROACH & METHODOLOGICAL CHOICE

In this study, the deductive technique is used and for investigations with distinct but isolated portions, a different technique uses a different data set (Rozenblatt-Rosen et al., 2020) Under the circumstances, the mono method chosen for this study in which quantitative data is intended to be collected for analysis and conclusions.

UNIT OF ANALYSIS

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. In addition, our study minimizes the prevalent technique bias by using several sources and a time lag structure. In order to eliminate common technique biases, it is suggested that data on predictors and criteria variables be collected throughout a variety of time periods and from a variety of sources (Podsakoff et al., 2003)

MEASURE OF THE STUDY

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 bullying, person-related bullying, and employee productivity-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.

DATA COLLECTION PROCEDURE

The data for this study were gathered using questionnaires having 28 questions including 22 from independent variables (work related bullying, Person Related Bullying) and 6 from dependent variable (Employee Productivity). We had visited different branches of Allied Bank Limited in Lahore district for collect the data. Convenience Sampling procedure was used for data collection. A total of 400 questionnaires were distributed to measure workplace bullying; however, only 296 were received with the 74% response rate.

RESULTS

Table1: Normality Test

| | WRB | PRB | EP |
|-----------------|--------------|--------------|--------------|
| Skewness | -.472 | -.648 | -.345 |
| Kutosis | -.124 | .117 | -.399 |

The skewness and kurtosis have been analysed to evaluate the normality of the data to detect the negative influence of outliers. There is no negative influence of outliers in the data. The data is negatively skewed but symmetric. As the skewness of all three variables are in between -0.5 to 0.5. The values of kurtosis are WRB=-0.124, PRB=-0.117 and EP=-0.399 which are in acceptable range of -2 and +2.

DESCRIPTIVE STATISTICS

Descriptive statistics indicate us all information about the data, gathered via questionnaire. It specifies the amount of questionnaires utilized in research as well as the mean, minimum limit, standard deviation (SD), and number. Descriptive statistics are used to describe the responses in the tabular data. The respondents' approval of the study's agreements and differences is indicated by the mean values. Lower mean values indicate a discontent disposition, whereas higher mean values indicate a tendency for respondents to accept. The computed value known as the standard deviation (SD) indicates how dispersed or concentrated the data are around the mean. The term "average" can also refer to the mean or a core data value.

Table 2: Descriptive Statistics

| Variables | Mean | SD |
|-----------|------|----|
|-----------|------|----|

| | | |
|------------|--------|--------|
| WRB | 3.1757 | .51825 |
| PRB | 3.1785 | .38688 |
| EP | 3.1329 | .44466 |

The Standard Deviation of the three study variables Work Related Bullying, Person Related Bullying and Employee Productivity are presented in this table no 7. The mean of WRB=3.1757 and the SD=.51825. The mean of PRB=3.1785 and SD=.38688. The EP=3.1329 and SD=.4446

Table 3: Reliability Analysis

| Variables | No of items | Cronbach's Alpha |
|--------------------------------|--------------------|-------------------------|
| Work Related Bullying | 7 | 0.756 |
| Person Related Bullying | 15 | 0.813 |
| Employee Productivity | 6 | 0.722 |

Reliability measures the consistency of the data. The questionnaire was tested on 296 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 .WRB=0.756, PRB=0.813, EP=0.722 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.

CORRELATION ANALYSIS

Correlation analysis is a technique for determining how strongly two variables are related. It shows the extent to which two variables are related to one another. A low or weak correlation suggests little to no linkage between the variables, while a high correlation suggests a significant relationship between them. The correlation is used to measure the relationship of variables. We analyze Pearson correlation of the variables and their p- values. The analysis proved the existence of correlation between study variable. The EP is related with WRB($r=0.281$, $p<0.01$). EP is related with PRB($r=0.718$, $p<0.01$). The WRB is significantly related with PRB($r=0.350$, $p<0.01$). Hence there is a significant relationship between all three variables. The table no-9 represent the Pearson correlation analysis. Moreover the values in diagonal are Cronbach alpha values which have been already interpreted.

Table 4: Correlation Analysis

| Variables | Mean | SD | 1 | 2 | 3 |
|--------------------------|-------------|-----------|----------|----------|----------|
| 1. Work Related Bullying | 3.1757 | .51825 | (0.756) | | |

| | | | | |
|----------------------------|--------|--------|---------|-----------------|
| 2. Person Related Bullying | 3.1785 | .38688 | 0.718** | (0.813) |
| 3. Employee Productivity | 3.1329 | .44466 | 0.281** | 0.350** (0.722) |

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

Table 5: Model Summary

| Model | R | R Square | Adjusted Square | R Std. Error of the Estimate |
|-------|-------------------|----------|-----------------|------------------------------|
| 1 | .352 ^a | .124 | .118 | .41756 |

a. Predictors: (Constantt), PRB, WRB

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 6: ANOVA^a

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|-------------------|----------------|-----|-------------|--------|-------------------|
| Regression | 7.242 | 2 | 3.621 | 20.767 | .000 ^b |
| Residual | 51.087 | 293 | .174 | - | - |
| Total | 58.329 | 295 | - | - | - |

a. Dependent Variable: EP

b. Predictors: (Constant), PRB, WRB

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 7: Coefficient

| Model | Unstandardized Coefficients | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | |
|-----------------|-----------------------------|---------------------------|-------|------|---------------------------------|-------------|
| | B | Beta | | | Lower Bound | Upper Bound |
| Constant | 1.849 | - | 9.181 | .000 | 1.453 | 2.245 |
| WRB | .053 | .062 | .784 | .434 | -.080 | .185 |
| PRB | .351 | .306 | 3.893 | .000 | .174 | .529 |

a. Dependent Variable: EP

Work related bullying has a insignificant relationship with employee productivity ($t=0.784$, $p>.434$) and beta value=.062. The confidence interval (LB=-.080, UB=.185) and the standard of estimation = .067. PRB has a significant relationship with EP ($t= 3.893$, $p<0.05$) and beta value=.306. The confidence interval (LB=.174, UB=.529)

Table 8: Results of Hypothesis

| Hypothesis | Hypothesis Path | T-value | P-value | Accept/Reject |
|------------|-----------------|---------|----------|---------------|
| H1: | WRB | 0.784 | $p>.434$ | Reject |
| H2: | PRB | 3.893 | $P<0.05$ | Accept |

As indicated in table no 13, we can see that H1 was rejected because $p>.434$ and H2 was accepted according to ($P<0.05$)

DISCUSSION

The primary objective of this study was to look into how Workplace bullying is impacted on employee productivity. 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 between work related bullying and employee productivity?*

H1: *Work related bullying has negative impact on employee productivity*

Results shows that work related bullying has a insignificant relationship with employee productivity ($t=0.784$, $p>.434$) and beta value=.062. Lower productivity is probably the outcome of a high bullying prevalence among coworkers (Sheehan et al., 2020). This verifies Hypothesis 1, according to which bullying 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 bullying at work and employee productivity (Rozenblatt-Rosen et al., 2020). (Hauge et al., 2009) argues that work related bullying as harassing, infringing, isolating, or adversely impacting an individual's work productivity. Bullying 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, bullying 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 person related bullying and employee productivity?*

H2: *Person related bullying can negative influence on employee productivity*

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 person related bullying has a negative relationship with employee productivity; 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 person related bullying 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 bullying are more likely to report weaker organizational support. An earlier investigation discovered that victims of bullying made the business answerable for the inappropriate actions of the supervisors (Zapf et al., 2003). Furthermore, it is known that when workers see bullying, 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 bullying avoidance while also increasing worker productivity. The study's conclusions indicate a negative correlation between workplace bullying and employee productivity. Employers should identify bullying conduct and inform staff members of appropriate ways to deal with it. Managers must communicate with staff members at all levels in order to avoid bullying. Managers and legislators may implement the following measures to put an end to workplace bullying. Workers might be encouraged to report bullying 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 bullying 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 bullying 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 bullying, 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 bullying, 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 bullying through a succession of repeated observations. Because workplace bullying 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 bullying on worker productivity was investigated in the current study. The present study employs dispositional factors, such as work-related and person-related bullying, 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 bullying.

To determine the full spectrum of its effects, future research on workplace bullying 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 bullying 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 bullying affects employee productivity. Further study endeavors may also be conducted to investigate the variations in the incidence of workplace bullying between genders. Furthermore, researching same- and cross-gender bullying could be a fascinating idea.

CONCLUSION

Bullying 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 bullying and employee productivity. 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 bullying at work affects workers' productivity. Specifically, there is a negative relationship between bullying at work and worker productivity. Additionally, the findings of our study provide a framework for understanding the consequences of workplace bullying 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 bullying in the workplace. This study discovered that when leaders either misunderstand workplace bullying 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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