



Impact of Workplace Bullying on Job Performance and Job Stress

Faran Robert¹

¹MBA Graduate, UCP Business School, University of Central Punjab, Lahore, Pakistan

* Corresponding author: aqeel_pk@hotmail.com

Abstract

Bullying at workplace is a very serious issue and can be found in every other organization. The actions of bullying could be very obvious or discreet and the people who are victimized by workplace bullying can strike them in numerous ways. This research is focused on the impact of workplace bullying on job performance and job stress. A total of 250 employees of 6 private banks of Lahore, Pakistan took part in this study and facts were examined through Statistical Package for the Social Sciences (SPSS) version 25. The results clearly depict the significant relationship between workplace bullying and job stress, while the relationship between the workplace bullying and job performance is subtle. Furthermore, this research paper also provides the findings, conclusion and recommendations for future researchers.

ARTICLE INFORMATION

Received: 10 July 2018
Revised: 12 September 2018
Accepted: 25 September 2018

DOI: 10.31580/jmi.v5i3.123

Keywords: Workplace Bullying, Job Performance, Job Stress, Banking Sector of Pakistan

© Readers Insight Publication

Introduction

Background

From past two decades, plenty of research work has been conducted against workplace bullying in all over the world. Workplace Bullying can be interpreted as persistent mistreatment or aggressive behavior at work place by others. In 1980, Layman began to investigate bullying at work in Sweden and his execration came in the limelight. In early 90's, different researches started took place on workplace bullying in Finland and Norway followed by German, Austria, United Kingdom, Ireland and many other countries.(Haq, Zia-ud-Din, & Rajvi, 2018)

As of (Shelton, 2011)Bullying at workplace illustrates situations where a worker (at any designation), is systematically and repeatedly mistreated or victimized by colleagues, subordinates or superiors. This unhealthy behavior results in high employee turnover, low self-confidence among sufferers, increased absenteeism, decreased productivity and low job performance. Workplace bullying has been found to be robustly linked with lowered psychological wellness, low self-esteem, disorders in concentration, chronic fatigue, anger, increased stress level and the experience of psychosomatic indications (Ngale, 2018). In addition to this (Haq et al., 2018) clarified sufferers of this negative behavior can have many psychological symptoms such as anxiety, depression, sleep disorder, which results in low satisfaction at work. A lot of research work has been done against workplace bullying all around the globe but the work done in Pakistan over this issue is insignificant. Hence, the basic aim of the study was to examine the effect of workplace bullying on job performance and job stress on the employees of private banks in Lahore (Pakistan).

Banking Sector of Pakistan

Banking sector of any country plays a vital role in determining the economic development and is considered as most crucial financial institute. The cornerstone of banking is to bring financial stability in a state by promoting capital formation, investing in new ventures, promoting in trade and industry, implementing monetary policies and promoting trade industry. It has been said that failure of one bank could collapse the entire banking sector of a country (Ahmad, Sharif, & Kausar, 2014). According to (Arif, 2018) the banking sector is playing a significant role in the growth of Pakistan economy. Since many national and international banks are running in the country, it has created vibrant and competitive environment in the banking industry. Therefore, it is essential to examine different factors affecting the job performance and development of banking employees.

Research Questions

On the foundation of above theoretical framework, following are the research question

RQ1: what is the relationship between workplace bullying and Job performance in the Banking sector of Pakistan?

RQ2: what is association among Job stress and workplace bullying in banking sector of Pakistan?

Objective of the Study

In the light of above research questions following are the research objectives:

To analyze the relationship between workplace bullying and job performance

To examine the association among workplace bullying and job stress

Significance of the Study



Workplace bullying showed an increasing trend in this modern era. Previous studies have shown that this destructive phenomenon has resulted in results in high stress level and low job performance for other. This research could be very much useful for future researchers, as the paper clarifies the impact of workplace bullying on the job performance, and on job stress. Moreover, this research paper could also be useful for determining what steps should be taken to eliminate this evil concept. Armed with a deeper awareness of workplace bullying, the incidences of this social problem may begin to diminish in organizations. In fact, leaders of the organization will be more equipped to provide a safe and healthy working environment for all employees.

Literature Review

Workplace Bullying

There has been done several studies on workplace bullying, but fact of the matter is that no single universally accepted definition exists which could describe this problem. Every author and researcher has its own way of describing it (Tag-Eldeen, Barakat, & Dar, 2017). Workplace bullying is a situation where an employee is dealt with aggressive and negative behaviors at work place. Common examples are humiliation, intimidation, punishing or frightening the victim, which cause severe harm and leads to social stress (Einarsen, Hoel, & Notelaers, 2009). Bullying at workplace is the persistent mistreatment from employee to another which causes physical and psychological health problems. It affects the behavioral components such as low morale, negative mood and legal problems which totally indicate that bullying is a stress creator and make employees perform low at jobs (Chia & Kee, 2018).

(Smith & Coel, 2018) clarifies that the number of American employees who are affected by workplace bullying in their organizations is approximately sixty million. According to the authors primary features of workplace bullying are duration, repetition and frequency of mistreatment. Screaming at person does not mean he or she (target) is being bullied, but the repetition of that screaming over a period of time that describes bullying. They describe bullying as “a toxic combination of unrelenting emotional abuse, social ostracism, interactional terrorizing, and other destructive communication that erodes organizational health and damages employee well-being”.

There are several reasons for workplace bullying. It could be Institutional which includes style of leadership or organizational culture, characteristics of job, competition among employees, poor organizational management and group pressure. Another reason is perpetrator's personality characteristics— may include problem coping with other gender, illness, education, bad temper, and anger or emotions disorder. Talking about targets, some personal characteristics of victims are that they are open minded, possess good taste, successful in their fields. These traits are the reason they are uncovered to psychological intimidation and vulnerability. (Savaşan & Özgür, 2018)

According to (Herscovis, Reich, & Niven, 2015), workplace bullying has several Consequences. It not only has an impact on employee but destroys organization and society as well. Authors divided into three categories – human cost, organizational cost and spillover/crossover cost. Human cost refers all the psychological distress victim face, which includes emotional disorder, sleeping disorders and even symptoms similar to those associated with posttraumatic stress disorder (PTSD). Second category is the organizational cost. When victims are attacked by bullying, it creates low job satisfaction, create absenteeism due to sickness and ultimately low job productivity and performance. Third is spillover/crossover category. As of authors, it refers to “trickle-down” effect, which means when an employee is bullied, he/she transfers that aggression to its subordinates. Those subordinates are more likely transfer that aggression and anger to their juniors, so on and so forth. This chain not

only ends at working place but transfer to individual's homes, creating an unhealthy society.

Job Performance

Job performance has been defined as successfully interacting with superiors, juniors, colleagues, customers and completing the assigned goals and objectives in an organization (Mohammed, Toryila, & Saanyol). In an organizational, Employee performance plays a vital role in achieving company's utmost goals. Performance is usually refers to what and employee of the company does or does not do at job. According to organizational scholars it is known as the quantity and quality of an output they give. To Measure Job performance, efficiency and effectiveness is considered. (Muntazeri & Indrayanto, 2018)

It is also described as the efforts and time an employee gives in his/her job place. Employees always perform better where positive work environment is seen. It boost their moral and motivation which results in high commitment and involvement in job. Authors divided Job performance into two parts task and contextual performance. Task performance is the core technical process required by the organization – production of goods and services. On the other side, performance which is not required by the company but its helps in shaping the social and psychological context of a firm is known as contextual performance (Ramzy, El Bedawy, & Maher, 2018). (AJAYI, Abioye, Kayode, & Ojeleke, 2018) describes Performance of employees' plays a significant role not only in growth of the organization but growth of an individual as well. To get maximum productivity, organizations should sort out the performing level of employees and assigning work accordingly.

Job Stress

Jobs Stress has been defined as increased tension when an employee cannot meet the demands of workplace and family. Usually ends in injuries, industrial accidents and high absenteeism (Nart & Batur, 2014). As of (Yongkang, Weixi, Yalin, Yipeng, & Liu, 2014) Job stress is also known as occupational stress which results from workplace tasks and factor related to it. In many researchers opinion, it is a stimulus variable, for others it is a response variable. Some scholars take job stress as an environment variable, and numerous believes that is a result environment and individual interaction.

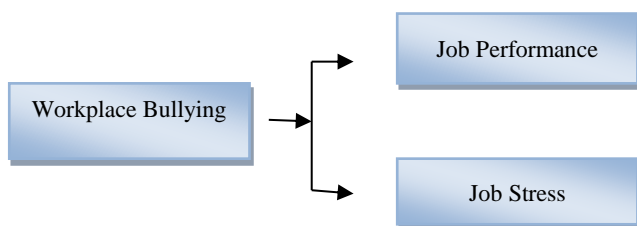
When employee's skills, resources or required needs do not match work requirements it creates destructive physical and psychological responses known as job stress. Researchers have categorized stress into three parts - Acute, Episodic & Chronic Stress. 'Acute stress' is a reaction of challenges an individual/employee face and is the most frequent of all. Many people take challenge as an opportunity to gain something, but other takes it as a stress. Second kind of stress is 'Episodic stress' is caused when a worker frequently experiences acute stress at job. Those who are weak at technical and interpersonal skills and not able to confront new job challenges are the victim of episodic stress. Third is the 'Chronic Stress' which is a result of constant acute stress for long period of time. It could trigger by experiencing new employee policy or new job conditions etc. Besides medical statements, Job related stress is caused by organization culture, bad management policies, extreme hierarchical pressures, unclear roles and responsibilities, inadequate support, comfort level in working environment etc. The effects of Job stress can be 'Cognitive' which includes memory problems, concentration problems, always seeing the negative aspects, racing thoughts etc. It could be 'Emotional' which includes depression, mood swings, isolation, anxiety, etc. It can be physical which comprise of headaches, stomach problems, palpitation, nausea etc. Last but not least it can affect the behavior as well, which includes use of drugs, unusual sleeping patterns, eating too little or too much etc (Mathur, Motwani, & Shastri, 2018)

Theoretical/Conceptual Framework



Figure 1

Following theoretical framework is built by studying the literature



Hypothesis

Based on Past literature review following hypothesis has been put together

H1: Workplace Bullying has a relationship with Job Performance

H2: Workplace bullying is related to and Job stress

Methodology

This study intends to study the causal relationship between workplace bullying, job performance and job stress, therefore quantitative approach has been used and it is explanatory in nature. Data were collected from 6 large banks (Meezan Bank, Allied Bank, Bank Alfalah, Standard Chartered, United bank limited, Habib Bank limited) of Pakistan from random branches in Lahore city. Convenience sampling has been opted for this research and a total of 250 questionnaires were distributed to random employees of the organizations regardless of age gender marital status and job designation. To avoid discrepancy, each and every respondent was briefed about confidentiality and the purpose of the research.

Questionnaire and Scale

Different scales have been adopted to measure the variables. For section (demographics) nominal scale is used. Independent variable, workplace bullying, was measured by using 22item and adapted from Negative Act Question-Revised (NAQ-R) which developed by (Einarsen et al., 2009). Dependent variable, Job performance was measured by using 7 items developed by (Williams & Anderson, 1991). Second dependent variable, Jobs stress, has been was measured using 5 items from the scale developed by (Crank, Regoli, Hewitt, & Culbertson, 1995). All three variables (1 independent and 2 dependant), were measured on a 5-point Likert scale which ranged from 1 (strongly disagree) to 5 (strongly agree).

Data Analysis and Results

Table 1. Descriptive Statistics

Demographic Variables	Category	(N = 250)	Percentage (%)
Gender	Male	157	62.8
	Female	93	37.2
Age	Up to 35 years old	195	78
	Above 35 years old	55	22
Marital status	Single	164	65.6
	Married	86	34.4
	Allied Bank	23	9.2
Organization	Bank Alfalah	58	23.2
	Habib Bank Limited	29	11.6
	Meezan Bank	36	14.4
	Standard Chartered	51	20.4
	United Bank Limited	53	21.2

As shown in Table 1, 62.8% respondents were male and 37.2% were females. 195 respondents were up to the age of 35 years old and

other were 35 years old and above. Furthermore, the table illustrates 164 single respondents and 86 were married (which makes 65.5% and 34.6% respectively). Out of 250 respondents, 23.3% were from Bank Alfalah, 21.2% from United bank limited, 20.4% from Standard chartered followed by Meezan Bank, Habib Bank limited, Allied bank limited.

Table 2. Reliability Test

Cronbach's Alpha		
Workplace Bullying	22 items	0.882
Job Performance	7 items	0.921
Job Stress	5 items	0.852

Above table presents Cronbach's Alpha value of workplace bullying, Job performance and job stress that is 0.882, 0.921 and 0.852 correspondingly. Since all values are above 0.7 which depicts research instruments and the results obtained are reliable.

Correlation

This study shows that workplace bullying is significantly correlated with Job Stress with the $r=0.864$, which means that it is strongly significant at 1 percent. On the other hand, workplace bullying is not significantly correlated with job performance with $p>0.01$, and it shows weak positive relation among them as $r=0.177$

Regression Analysis

2 regression analyses cases have been conducted in this research – one is between workplace bullying (independent variable) and Job performance (dependent variable) and second is between workplace bullying (independent variable) and Job stress (dependent variable). In case one (workplace bullying and Job performance), R^2 for the model is 0.031. This means that less than 1% of variation is in Job performance is explained by variation in workplace bullying. In other words, the regression model does not fit the data perfectly. The regression equation as follow: $Y = a + bX$ (Job Performance) = $0.1 + 0.59(\text{workplace bullying})$. It illustrates, that one-unit change in workplace bullying increase 0.69 units of Job Performance. In case two (workplace bullying and Job Stress), R^2 for the model is 0.747, which indicates that workplace bullying has approximately 75% of impact on Job Stress and shows a significant impact. Based on the data, the regression equation as follow: $Y = a + bX$ (Job Stress) = $-1.01 + 1.33(\text{workplace bullying})$. This equation shows that one-unit change in workplace bullying is increased the 0.32 units of Job Stress

Findings and Conclusion

Based on the analysis carried out in the course of the study, the following findings were arrived at:

1. Workplace bullying does not have a significant impact on Job performance. Fail to perform at job could have many different reasons which may include low job satisfaction, inadequate remuneration, Lack of ability etc. Hence, our first hypothesis is rejected.
2. However, On the other hand results clearly states that Workplace bullying has a significant impact on Job Stress and shows a positive strong relation among these two variables. Hence, our second hypothesis is accepted.

Workplace bullying has a serious impact on organizations as it decreases the probability of achievement of company goals by low job performance. In addition to that, organizations that are psychologically safe are the one free from bullying and harassment. (Khalique, Arif, Siddiqui, & Kazmi, 2018)

In the current competitive business environment, every organization wants to foster and gain competitive edge and Human recourse of any organization plays a vital role achieving it. This research study is conducted exclusively to examine the relation of

workplace bullying on job performance and job stress in banking sector of Pakistan. It is found out that Bullying at workplace can cause lot of stress to employees that could lead several health issues physically or mentally. Although, results depicted that bullying at workplace has no significant relation with Job performance but we cannot ignore it completely that it does not affect job performance of an employee at all. It is therefore, robust strategies should be there to eradicate this immoral phenomenon of bullying from workplace in order to get optimum outcome from the employees of the organization. Negligence on workplace bullying can disrupts the personal and professional life of an employee.

Limitations

The limitation of this current research is connected with the context of the study. Since, Pakistan baking industry is huge and sample size taken only from few banks of Lahore, Pakistan, the finding might not appropriate to all banks operating in Pakistan. Moreover, the questionnaire was adapted from previously held studies in different environment and context. It was observed that respondents found hard understanding the questions. It is highly suggested to rephrase the questionnaire before distributing to local environment. Furthermore, for clear and better understanding, future researchers should consider qualitative research by interviewing employees in banking sector to investigate the occurrence more comprehensively.

Recommendations

Based on the study, the following recommendations are suggested:

- **Everyone should know what bullying looks like**

In organization, everyone should know what actually workplace bullying means. Bullying could be verbal or physical, every employee and employer needs to know the company's bullying policies. Obvious signs should be printed and placed on the walls as a reminder. A Clear cut handbook should be there of permitted behaviors and what behaviors are expressly prohibited. Provide training to both supervisors and employees and tell them about the consequences if someone offends the discipline.

- **Existence of proper department for such issues**

A potential solution for workplace bullying is having a separate department for looking and handling such problems. Organizations should have a vigilant approach on looking out for targets of bullying behavior. Complaints should be investigated promptly. Direct complaints or rumors of bullying in the workplace shouldn't be ignored. Banks should Take immediate action because the longer the bullying is permitted to occur, the greater the damage to the victim and potential liability to the company. Encourage a zero-tolerance environment. Once one found guilty, termination should be there to set an example.

- **Promote a positive workplace culture**

A positive workplace culture leads to increased productivity, better employee morale. Negative attitudes in the workplace always lead to bullying prospective. Engage your employees in daily operations of the company. Employees may not realize the good that the company is doing behind closed doors. Keeping them informed about exciting new changes or new horizons will help them stay engaged in the company and feel more positive about the future. Be honest and open with the employees. Let the employees know they are appreciated. These all factors lead to positivity, thus, decrease in Job bullying. These solutions of work place bullying might depict generic in approach. But if applied properly step by step, a significant change in Banks could be seen by a lower job stress and high job performance

References

Ahmad, A., Sharif, M. Y., & Kausar, A. R. (2014). HR Professionals' Competencies and Performance in the Banking Sector of Pakistan. *World Applied Sciences Journal*, 31(12), 2001-2009.

- AJAYI, J. K., Abioye, A. J., Kayode, O. M., & Ojeleke, O. M. (2018). Motivation and Job Performance of Workers (A Case of Shaki-East Local Government, Oyo State, Nigeria).
- Arif, S. (2018). Impact of Organizational Justice on Turnover Intentions: Moderating Role of Job Embeddedness. *SEISENSE Journal of Management*, 1(2), 34-52.
- Chia, S., & Kee, D. (2018). Workplace bullying and task performance: A study on salespeople in retail industry. *Management Science Letters*, 8(6), 707-716.
- Crank, J. P., Regoli, R., Hewitt, J. D., & Culbertson, R. G. (1995). Institutional and organizational antecedents of role stress, work alienation, and anomie among police executives. *Criminal Justice and Behavior*, 22(2), 152-171.
- Einarsen, S., Hoel, H., & Notelaers, G. (2009). Measuring exposure to bullying and harassment at work: Validity, factor structure and psychometric properties of the Negative Acts Questionnaire-Revised. *Work & Stress*, 23(1), 24-44. doi: 10.1080/02678370902815673
- Haq, M. R., Zia-ud-Din, M., & Rajvi, S. (2018). The Impact of Workplace Bullying on Employee Cynicism with Mediating Role of Psychological Contract.
- Herscovis, M. S., Reich, T. C., & Niven, K. (2015). Workplace bullying: causes, consequences, and intervention strategies.
- Khalique, M., Arif, I., Siddiqui, M., & Kazmi, S. W. (2018). Impact of Workplace Bullying on Job Performance, Intention to Leave, OCB and Stress. *Pakistan Journal of Psychological Research*, 33(1).
- Mathur, C. S., Motwani, S., & Shastri, M. A. (2018). CAUSES AND EFFECTS OF JOB STRESS ON WORKING EFFICIENCY IN NURSING PROFESSION. *PARIPEX-INDIAN JOURNAL OF RESEARCH*, 7(1).
- Mohammed, K., Toryila, A. S., & Saanyol, D. B. The Role of Interpersonal Relationship on Job Performance among Employees of Gboko Local Government Area of Benue State, Nigeria.
- Muntazeri, S., & Indrayanto, A. (2018). The impact of education, training and work experience on job satisfaction and job performance. *Jurnal Akuntansi Manajemen dan Ekonomi*, 20(2), 50-69.
- Nart, S., & Batur, O. (2014). The relation between work-family conflict, job stress, organizational commitment and job performance: A study on turkish primary teachers. *European Journal of Research on Education*, 2(2), 72-81.
- Ngale, I. F. (2018). Impacts of Workplace Bullying on Staff Psychological Wellness in Institutions of Higher Learning. *Journal of Educational System*, 2(2), 1-9.
- Ramzy, O., El Bedawy, R., & Maher, A. (2018). Dysfunctional Behavior at the Workplace and Its Impact on Employees' Job Performance. *International Journal of Business Administration*, 9(4), 224-233.
- Savaşan, A., & Özgür, G. (2018). The relationship between personality characteristics and workplace bullying of nurses. *Journal of Psychiatric Nursing*, 9(1), 29-35.
- Shelton, T. L. (2011). Mobbing, bullying, & harassment: A silent dilemma in the workplace.
- Smith, F. L., & Coel, C. R. (2018). Workplace bullying policies, higher education and the First Amendment: Building bridges not walls. *First Amendment Studies*, 1-16.
- Tag-Eldeen, A., Barakat, M., & Dar, H. (2017). Investigating the impact of workplace bullying on employees' morale, performance and turnover intentions in five-star Egyptian hotel operations. *Tourism and Travelling*, 1, 4-14.
- Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of management*, 17(3), 601-617.
- Yongkang, Z., Weixi, Z., Yalin, H., Yipeng, X., & Liu, T. (2014). The relationship among role conflict, role ambiguity, role overload



and job stress of Chinese middle-level cadres. *Chinese Studies*, 3(01), 8.

