

# AN INVESTIGATION INTO THE RELATIONSHIP AMONG WORKPLACE BULLYING, JOB SATISFACTION AND JOB PERFORMANCE

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**Abstract: Purpose of the study:** The purpose of this research is to investigate the impact of workplace bullying on job performance and job satisfaction among the faculty of public sector universities of KP, Pakistan

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**Methodology:** data were collected from two hundred and thirty one (231) teachers of public sector universities of KP, Pakistan. The teachers were well informed about the purpose of the study prior to the administration of questionnaires. Time tested questionnaires were used to collect data. Correlation and regression were used to investigate the relationship among workplace bullying, job satisfaction and job performance.

**Main Findings:** The results showed a significant relationship among workplace bullying, job satisfaction and job performance. Workplace bullying showed a significant negative relationship with job satisfaction ( $r = -0.37$ ;  $p = .000$ ). Workplace bullying also showed a significant negative relationship with job performance ( $r = -0.46$ ;  $p = .000$ ).

**Applications of this study:** As the results of this study showed that workplace bullying had a negative effect on job performance and job satisfaction, the heads of all public sector universities should try their best to stop workplace bullying so as to increase the level of job satisfaction and job performance among the faculty.

**The originality of the study:** The previous researches available on the relationship of workplace bullying, job satisfaction and job performance are extremely scarce. There is no study done in Pakistan to investigate the impact of workplace bullying on job satisfaction and job performance among faculty of public sector universities of KP, Pakistan.

**Key words:** Workplace Bullying; Job Performance; Job Satisfaction; Faculty; Universities; KP; Pakistan

## **Introduction**

Workplace bullying characterizes circumstances wherein an employee is maltreated and offended by his seniors, juniors or colleagues frequently and deliberately. This unwanted treatment yields high level of absenteeism and turnover, decline in confidence level, reduction in productivity and poor job performance (Shelton, 2011). Bullying can also be explained as a situation in an organization where one's treatment is perceived to be intentionally aimed at annoying and tantalizing a worker who is not in a position to shield himself or even to fly from that circumstances (Einarsen, Hoel, & Cooper, 2002). One of the basic feature of this job related occurrence is the fact that here no physical violence is exercised, but in a lighter way; jokes, chats and gossips are used in ways that creates a skirmish and unfriendly environment which damage employees and their performance effectively (Rodríguez-Cifuentes, Fernández-Salineró, Moriano, & Topa, 2020). Similarly the victims of such bullying can lead to a verity of psychological complications including depression, disturbed sleeping, uneasiness and anxiety which in turn results dwindled job satisfaction (Haq, Zia-ud-Din, & Rajvi, 2018). According to Hoel & Cooper (2000) bullying at workplace is an unwanted and unfriendly behavior that is faced by an employee at work as an incongruence in power considered its main cause for it and it leads to tightness, negativity and uneasiness in work environment. Bullying can also be termed as a scenario where in employees are abused, teased and negatively marked in an unpleasant manner on frequent basis. Such unpleasant and needless treatment repeatedly received by employees in an organization sometime embroils an abuse of authority and power as well (McMahon, 2000).

According to Nuray & Akar (2013) workplace is considered safe and conducive in the absence of bullying, humiliation and harassment. While on contrary workplace bullying often results damage and hence its existence negatively affect employees performance and that of organization as well because of the fact that most of the workers are in a state of uncertainty and hesitates to share their issues with colleagues and high ups (Townend, 2008). Bullying is prevalent and is considered of immense importance to be focused (Vartia, 1996). According to Khalique, Arif, Siddiqui, & Kazmi (2018) workplace bullying can have various effects on workers, but staff performance is considered of immense attention by HR professional and high ups in organizations. In this connection different studies were intended to investigate ways through which work environment could be make more conducive and friendly, studies suggested that work place and its efficiency is influenced by bullying and its existence leads to low level of productivity. In order to survive and compete in the challenging global market, organizations want their employees to be creative, confident and well organized (Sheehan & Griffiths, 2011). But unfortunately existence of bullying there, mostly has an adverse effect on self-esteem of staff members which not only effect their delivery level but also overall performance of the firm (Fisher-Blando, 2008).

## **Literature Review**

Research study illustrates that victims of workplace bullying are above 15% of the workforce worldwide (Nielsen & Einarsen, 2012). Various factors effect job performance however bullying at workplace has appealed the attention of several researchers (Khalique et al., 2018). Van Rooyen & McCormack (2013) investigated opinions of staff members about bullying at workplace and it was established in the study that job performance of employees is negatively affected in a situation where bullying is not controlled properly. According to Chia & Kee, (2018) bullying is the frequent maltreatment that an employee receives from

other employees causing not only physical but psychological issues as well. It mostly has an adverse effect on an individual's behavior resulting low morale, upset mood and some legal complications which clearly shows that bullying in firm creates stress and leads to dwindled employees output. In a similar study, Ikyanyon & Ucho(2013)focused the relationship between job performance and workplace bullying, in findings it was discovered that employees who encountered bullying of minor nature delivered their best in comparison to employees who encountered bullying of relatively higher degree. Another study was conducted by Yahaya et al., (2012) wherein the impact of bullying was studied on job performance and job satisfaction, in findings, the existence of a significant relationship was advocated between bullying and job performance.

H1: Workplace bullying is negatively related to Job Performance among the teachers of public sector universities of KP, Pakistan

Hauge, Skogstad, & Einarsen, (2010)reported that bullying is one of the most fundamental factors which spread stress and uneasiness in organization. It was further added that different research works concluded that bullying has been alleged and recognized as a prominent stress factor which lowers one's job satisfaction. Likewise workplace bullying in a firm negatively influence an employee and left him with low level of job satisfaction (Spears, 2003).Research work and meta-analysis reveal that workplace bullying is in positive relationship with job dissatisfaction and turnover intention while it is negatively associated with loyalty with the firm and job involvement (Rodríguez-Muñoz, Baillien, De Witte, Moreno-Jiménez, & Pastor, 2009). In a study conducted on bullying and job satisfaction, it was suggested that workplace bullying in one's work environment unfavorably shakes his commitment level and job satisfaction(Oghojafor, Muo, & Olufayo, 2012). The undesirable attitude linked with bullying at workplace serve as a predictor of different personal and organizational aspects like perceived justice or fairness, psychological complications and fruitful commitment which have its impact on job satisfaction (Carroll & Lauzier, 2014). It is also established that bullying at workplace is the main reason of job dissatisfaction (Moreno-Jiménez, Rodríguez-Muñoz, Pastor, Sanz-Vergel, & Garrosa, 2009).

H2: Workplace bullying is negatively related to Job Satisfaction among the teachers of public sector universities of KP, Pakistan

### **Research Methodology**

Data were collected from teachers of public sector universities of KP, Pakistan. Three hundred and fifty (350) questionnaires were administered to the faculty of government sector universities. The faculty was well informed that the questionnaires would only be used for this study. After two reminders, two hundred and forty two questionnaires were returned, showing a return rate of 69 %. Eleven questionnaires (11) were not used for research purpose due to incomplete information. Two hundred and thirty one questionnaires (231) were 100 percent complete and used to investigate the relationship among workplace bullying, job satisfaction, and job performance.

Structure equation modeling was used to test the model of all three variables: workplace bullying, job satisfaction and job performance.

### **Measurement**

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Workplace bullying was measured by using seven items (7) from Negative Act Questionnaire used by Einarsen, Hoel&Notelaers, (2009). Five point likert scale was used to record the responses.

Job satisfaction survey (JSS) was used to measure the overall job satisfaction of teachers of public sector universities of KP, Pakistan. Responses were recorded on six point likert scale. This questionnaire has nine dimensions which are pay, promotion, working condition, relationship with co-worker, communication, nature of work, fringe benefits, supervision and contingent rewards.

Employees' perceived performance was measured by using the 4 items questionnaire used by Teseema&Soeters(2006). Five point liket scale was used to record the responses of participants.

**Table 1: Reliability of questionnaires**

Job satisfaction Survey	No of Items	Cronbach's Alfa
Pay	4	.87
Promotion	4	.90
Communication	4	.88
Supervision	4	.82
Nature of work	4	.85
Co-workers	4	.91
Working condition	4	.87
Fringe benefits	4	.91
Contingent rewards	4	.86
<b>Employees' Perceived Performance</b>	4	.91
<b>Workplace Bullying</b>	7	.83

**Results**

**Table 2: Demographics**

GENDER	FREQUENCY	PERCENTAGE (Approx.)
Male	179	77
Female	52	23
	231	100
AGE		
20-30	27	12

31-40	78	34
41-50	87	37
51-60	39	17
	231	100
<b>QUALIFICATION</b>		
Master	31	13
M.Phil/MS	98	42
PhD	122	45
	231	100
<b>EXPERIENCE</b>		
1-10	87	38
11-20	118	51
Above 20	26	11
	231	100
<b>MARITAL STATUS</b>		
Single	194	84
Married	37	16
	231	100

The above table 2 shows the self-explanatory demographic characteristics of sample.

**Table 3: Relationship among workplace bullying, job satisfaction and job performance**

	Workplace Bullying
Job satisfaction	-0.37
Job performance	-0.46

Table no 3 reveals the correlation among workplace bullying, job satisfaction and job performance. Workplace bullying showed a significant negative relationship with job satisfaction ( $r = -0.37$ ;  $p = .000$ ). Workplace bullying also showed a significant negative relationship with job performance ( $r = -0.46$ ;  $p = .000$ ). H1 and H2 given below were accepted.

H1: Workplace bullying is negatively related to Job Performance among the teachers of public sector universities of KP, Pakistan

H2: Workplace bullying is negatively related to Job Satisfaction among the teachers of public sector universities of KP, Pakistan



All values of root mean square error of approximation, RMSEA, chi square, Goodness of Fit Index, GFI, Comparative Fit Index, CFI and Normed Fit Index, NFI, are with the acceptable range of 0.0254, 27.276, 0.871, 0.910 and 0.911 respectively. The negative impact of workplace bullying on job satisfaction is 0.25 at a significant level of .000. Similarly the negative impact of workplace bullying on job performance has also been found, .32 at .000 level.

### Conclusion and Recommendation

The objective of this research was to investigate the relationship among the workplace bullying, job satisfaction, job performance and job satisfaction among the faculty of public sector universities of KP, Pakistan. For this purpose data were collected from two hundred and thirty one teachers of public sector universities. SPSS and Amos were used to operate the data collected from teachers. The results showed a significant negative relationship between workplace bullying and job satisfaction, and workplace bullying and job performance. The results also revealed a significant negative impact of workplace bullying on job performance and job satisfaction. As the results of this study showed that workplace bullying had a negative effect on job performance and job satisfaction, the heads of all public sector universities should try their best to stop workplace bullying so as to increase the level of job satisfaction and job performance among the faculty.

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