

# Workplace Bullying & It's Impact on Work Motivation

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**Abstract:** *Bullying is a multilevel and multidimensional behavior that is used interchangeably with other oppressive workplace behaviors, such as workplace harassment. Workplace bullying, on the other hand, is a distinct concept that has been defined as all those repeated actions and practices directed at one or more workers that are unpleasant to the victim, whether done deliberately or inadvertently, but evidently causing humiliation, offense, and anguish, and that may interrupt work engagement and/or cause an unpleasant working environment. Bullying can be perpetrated by any organization member, including supervisors, colleagues, and even subordinates. One distinguishing feature of workplace bullying is that it is a series of ongoing and increasingly rising occurrences that influence the victim. There are different types of bullying, such as, Social Bullying, Cyber Bullying, Secondary Bullying, Vicarious Bullying, Client Bullying, Institutional Bullying, Attention-Seeking and Regulation Bullying. The purpose of this paper is to investigate how the level of bullying has an impact on work motivation with tech and non tech employees in the private sector. The paper also aims at identifying, management and control, movement, and organizational policies in order to create a safe working environment for employees in different positions.*

**Keywords:** workplace bullying, policies of workplace bullying, work motivation, private sector, tech and non-tech employees, management and control of workplace bullying

## 1. Introduction

### 1.1 Workplace Bullying & Its Characteristics:

Workplace bullying is a pattern of unjust treatment from employees that causes either physical or emotional harm. Verbal, nonverbal, psychological, and physical abuse, as well as humiliation, are all forms of abuse that can be used. This type of organisational aggressive behaviour is especially difficult to manage because, unlike typical school bullies, workplace bullies routinely follow their organization's and society's established rules and policies. Bullying in the workplace is almost always reported to be the fault of someone in authority over the victim. Bullies, on the other hand, can be peers or, in rare cases, superiors.

According to Einarsen, Hoel, Zapf & Cooper (2003) stated that "Bullying at work is defined as harassing, offending, socially excluding, or negatively affecting someone's work tasks. Bullying (or mobbing) must occur repeatedly and regularly (e.g., weekly) and over a period for the label bullying (or mobbing) to be applied to a specific activity, interaction, or process (e.g., about six months). Bullying is an escalating process in which the person confronted is placed in a subordinate position and becomes the target of systematic negative social acts."

Though this behaviour is not expressly illegal, it can have a negative impact on a person's dignity. Everyone in the workplace has the right to be treated with dignity and respect.

Harassment and bullying in the workplace are on the rise. Workplace refers to any location where there is a working relationship, such as an employer-employee relationship.

It is a big issue that affects both men and women at work, and it is an unfortunate fact that exists everywhere. Our Constitution guarantees that everyone, regardless of gender, has equal rights. It must not be forgotten that workplace harassment and bullying are linked to employees' right to live in dignity, as entrenched in our Constitution.

It should not be forgotten that workplace harassment and bullying are linked to their right to live with human dignity, which is enshrined in our Constitution. In the form of Directive Principles of State Policy, our Constitution imposes on the State an obligation to protect the dignity of individuals in all places, including workplaces. The Directive Principles of State Policy are the instructions given by the Centre to the States for the enactment of specific laws to promote the welfare of the people.

Workplace bullying can have a negative impact on a person's psychological and physical health.

Workplace bullying is a psychological risk that has the potential to harm a person. It also creates a psychological risk because there is a chance that a person will be harmed if exposed to it. If effective control measures are put in place to address and resolve workplace issues early on, a workplace can reduce the risk of workplace bullying and prevent it from becoming acceptable workplace behaviour.

Examples of behaviour that may be considered workplace bullying, whether intentional or unintentional, if it is repeated, unreasonable, and poses a risk to health and safety include, but are not limited to:

- Abusive, insulting or offensive language or comments.
- Aggressive and intimidating conduct.
- Belittling or humiliating comments.

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- Victimization.
- Practical jokes or initiation.
- Unjustified criticism or complaints.
- Setting unreasonable timelines or constantly changing deadlines.
- Setting tasks that are unreasonably below or beyond a person’s skill level.
- Denying access to information, supervision, consultation or resources to the detriment of the worker
- Spreading misinformation or malicious rumors.
- Changing work arrangements such as rosters and leave to deliberately inconvenience a particular worker or workers. If the behavior involves violence, such as physical assault or the threat of physical assault, the police should be notified.

1.2. Types of Bullying



Figure 1: Types of Bullying

### 1.3 Effects of Bullying

Workplace bullying can have major implications, such as increased distress, problems sleeping, exhaustion, depression, and worry. Understanding the root causes of workplace bullying is a critical first step toward reducing and eliminating this behaviour. Bullying and harassment have seen a significant increase in recent years. Furthermore, such events in the workplace are typically recognised as

hateful acts in which those who engage in a bullying attack never respect anyone's feelings. Furthermore, a workplace bully is unconcerned about the feelings of others, does not regard them as equals, and will use any means to degrade others.

Furthermore, bullies in any workplace publicise common behavioural characteristics such as unrest and anxiety.



Figure 2: Effects of Bullying

### 1.4 Occurrence of Bullying in Workplace

Workplace bullying can take many forms, including verbal or physical abuse, email, text messages, internet chat rooms, instant messaging, or other social media channels. In some cases, workplace bullying can extend beyond the workplace.

Workplace bullying can be directed at a single employee or a group of employees, and it can be perpetrated by one or more employees.

- Between workers, sideways
- From supervisors or managers to workers; or
- From workers to supervisors or managers.

Workplace bullying can also be directed at or perpetrated by co-workers, such as clients, patients, students, customers, and members of the public.

### 1.5 Identification of Bullying at Workplace

Processes that may aid in identifying workplace bullying or the possibility of it occurring include:

- Regular consultation with workers and, where applicable, health and safety representatives and health and safety committees, including discussions aimed at determining whether bullying is occurring or whether there are factors that may increase the risk of workplace bullying—for some businesses, an anonymous survey may be useful.
- Obtaining feedback when employees leave the company,

such as through exit interviews

- requesting regular feedback from managers, supervisors, and other internal and external stakeholders.
- Monitoring incident reports, workers' compensation claims, absenteeism, sick leave, staff turnover, and grievance records to identify regular patterns or sudden unexplained changes, and
- Recognizing shifts in workplace relationships among employees, customers, and managers.

### 1.6 Controlling and Management the Risks

The risk of workplace bullying can be reduced to the greatest extent possible by creating and promoting a positive work environment in which everyone is treated fairly and with respect. Control measures aimed at the organisational level as well as individual behaviours should be considered.

- Management should be there for identifying, preventing and responding to workplace bullying.
- Policy against workplace bullying should be developed and implemented with effect.
- Reports and complains of workplace bullying should be taken seriously and investigated thoroughly with proper evidence.
- Proper standards should be set in the organization.
- A productive and respectful workplace environment should be developed.
- Positive and healthy commutation among employees to

be encouraged.

- Positive leadership styles should be promoted.
- Positive relationship between senior and juniors should be promoted.
- Positive relationship between co-workers along with clients should be promoted.
- Accesses to support and support mechanism should be provided.
- Organization should provide training and information on prevention and management of workplace bullying to every employee.

### 1.7. Laws in India

In India there are some Anti workplace bullying laws, which are as following:

- **NO DELAY IN PAYMENT OF WAGES:** Section 5 of the Payment of the Wages Act, 1936 provides timely payment of wages.
- **NO UNREASONABLE DEDUCTION OF WAGES** - Section 7-13 of the Payment of the Wages Act, 1936 provides when deductions are to be made and up to what extent deductions can be made.
- **EQUAL PAY FOR EQUAL WORK** - Equal Remuneration Act 1976 provides that each employee should receive the same remuneration for similar nature of work.
- **DEFAMATION** - Sec 500 of IPC provides punishment for defamation and civil suit can be filed as civil wrong in Law of torts.
- **UNREASONABLE CLAUSES IN THE EMPLOYMENT AGREEMENT-** Industrial Disputes Act, 1947 regulates the dismissal regulation and Chapter 5A of the act deals with Lay Off and retrenchment procedures to be followed by the companies.
- **MATERNITY BENEFIT ACT, 1961-** It enshrines non-discriminatory treatment to women under pregnancy and provides for maternity benefits given to woman under recovery from pregnancy.
- **SEC 24 A OF THE PERSONS WITH DISABILITIES ACT, 1995-** It mandates for non-discrimination in Employment.
- **NO SEX DISCRIMINATION IN PROVIDING WAGES** According to Article 39(d) of the Constitution and Section 2(h) of the Equal Remuneration Act 1976, it is the duty of the employer that every employee whether male or female should equal remuneration for equal work.

### 1.8 Impact of Bullying on Motivation

“If you are working on something exciting that you really care about, you don’t have to be pushed. The vision pulls you.” —

Steve Jobs.

Employee motivation is characterised as an employee's passion, energy level, dedication, and level of inventiveness daily. Motivation comes from the Latin word "movere," which means "movement." All the definitions in books and dictionaries refer to the fact that motivation is a behaviour that must be channelled to achieve desired goals and results.

Employee motivation is all about how engaged and empowered an employee feels in relation to the organization's goals. There are two kinds of motivation.:

- Intrinsic motivation
- Extrinsic motivation

Motivated employees are an asset to any organisation, and their success is directly proportional to their motivation. Motivation is intangible, difficult to measure, and extremely difficult to control, but if done correctly, it is very easy to facilitate. It all comes down to intent, intensity, and perseverance. A victim of a workplace bully may be unmotivated to defend herself because she is unaware that she has become a target of inappropriate behaviours. Infractions can be subtle, such as being barred from office communications or luncheons. The targeted individual may be unaware that a colleague is mocking them behind their back. Behind closed doors, the aggressor may launch into a tirade in front of the target. In some cases, a victim may be fully aware that he or she is being browbeaten but may question their own performance and wonder if they are to blame, particularly if they are new to the job. An office casualty may be unmotivated to speak up because cases are not always believed and supported. When a victim is the victim of a bully's mistreatment at work, his or her motivation plummets. Stress can cause depression, insomnia, chronic headaches, and stomach problems. When a target of bullying's resentment and isolation worsens, he or she has lower job satisfaction and higher absenteeism. When co-workers watch and anticipate a bully's next move, overall morale plummets. When employees decide to take their talents elsewhere to escape an office tyrant, the bottom line of an organisation suffers over time.

### Present Study

The present study is aimed at evaluating how workplace bullying has an impact on an individual.

The variables observed by the investigator for the present study are as follows:

- *Independent variable:* Bullying.
- *Dependent variable:* Impact of bullying.

### Need of the Study

Even though the problem is widespread, clinical studies on the subject are available. Bullying in the workplace research quantifies both the victim's personal consequences and the financial consequences that affect the company's bottom line.

The need of this study is to create awareness on the issues as well as to help in creating a safe working environment for every individual employee be it in any kind of organization at any rank or position. A healthy positive workspace should be there which can lead to efficient skills, a better Workplace balance and cohesive interaction between employees and clients. This also gives encouragement to the newly inducted employee.

## 2. Review of Literature

Review of literature gives background information regarding the studies which were carried out prior to the present study. The review helps to formulate the hypotheses and to

understand the limitations within the areas of the study which may influence the dependent variable other than the independent variable. The investigator presents the review of the literature in chronological order as to provide insight into workplace bullying and work motivation.

In the study, *Ways of Explaining Workplace Bullying: A Review of Enabling, Motivating and Precipitating Structures and Processes in The Work Environment* given by Salin D (2003) the purpose of this article is to summarise the literature on workplace bullying and to focus on the organisational antecedents of bullying. A model discussing various explanations is proposed to better understand the logic behind bullying. Thus, bullying explanations and factors are divided into three categories: enabling structures or necessary antecedents (e.g., perceived power imbalances, low perceived costs, and dissatisfaction and frustration), motivating structures or incentives (e.g., internal competition, reward systems, and expected benefits), and precipitating processes or triggering circumstances (e.g., downsizing and restructuring, organisational changes, changes in the composition of the work group). According to the article, bullying is frequently the result of an interaction between structures and processes from all three groups.

In the study, *Bullying at Work: A Review of The Literature*, by, Beswick J, Et al (2006), according to research, bullied employees have significantly higher levels of psychological stress and mental fatigue than non-bullied employees. Bullying appears to have a variety of negative individual consequences, including stress and poor mental health. On November 3, 2004, the HSE Management Standards on Work-Related Stress (Management Standards) were released. During the Management Standards development phase, HSE and its stakeholders agreed that bullying at work would be treated with zero tolerance.

In the study, *International Perspectives on Workplace Bullying Among Nurses: A Review* given by Bloisi W, Et al (2007) the study aims on how workplace bullying is more than just a conflict between two people. It is a complex phenomenon that can only be comprehended by looking at social, individual, and organisational factors. Workplace bullying has been shown to have an impact on victims' physical and psychological health, as well as their performance at work. Workplace bullying has an impact on the organisation by reducing productivity, increasing sick time, and increasing employee attrition. The purpose of this article is to examine the nursing literature on workplace bullying in order to gain a better understanding of the phenomenon. Workplace bullying occurs in a variety of occupations and settings, including nursing. For the literature review, the following databases were used: CINAHL, PubMed, Pro Quest, and EBSCO host. Only English articles were used. To gain a broader understanding of workplace bullying, articles from outside the nursing literature were also reviewed.

In the study, *Psychosocial Safety Climate, Workplace Bullying, And Symptoms of Posttraumatic Stress* given by Bond, S. A., Tuckey, M. R., & Dollard, M. F. (2010), although chronic stressors such as workplace bullying are not typical organisational crises, they have the potential to

shatter assumptions and cause significant disruption. This paper examines the literature on the relationship between organisational climate, workplace bullying, and posttraumatic stress symptoms, and then presents a research case study that investigates the hypotheses raised by the review. The findings revealed that: (1) workplace bullying influenced posttraumatic stress symptoms; and (2) psychosocial organisational climate was related to the occurrence of workplace bullying and (3) moderated the impact of bullying on posttraumatic stress symptoms. Given the role of organisational climate in the development of bullying and its consequences, the paper concludes with recommendations for creating climates that promote employee health, safety, and well-being.

In the study, *Workplace Bullying: Considering the Interaction Between Individual and Work Environment* given by Samnani, A.-K., & Singh, P. (2016), as mentioned in the study, in recent decades, there has been a surge of interest in the "dark side" of organisational behaviour. Bullying in the workplace has received increasing attention in the social sciences literature. However, there has been a lack of an integrated approach in the literature. Few studies have looked into causes at levels other than the individual, such as the group or organisation. Authors present a conceptual model of workplace bullying that incorporates factors at the individual, dyadic, group, and organisational levels, extending victim precipitation theory. Based on an out theoretical model, authors propose several propositions that emphasise an interactionist, multi-level approach. This approach serves as a useful steppingstone and framework for future empirical research. There is a discussion of both theoretical and practical implications.

In the study *When Work Hurts: A Conceptual Framework Explaining How Organizational Culture May Perpetuate Workplace Bullying* given by Pheko, M. M., Monteiro, N. M., & Segopolo, M. T. (2017) the research work was inspired by research findings indicating that workplace bullying is becoming more common around the world. According to the workplace bullying research, the basic risk determinants of bullying are found in an organization's work environment, and the prevalence of workplace bullying varies by occupation, sector, and country. While organisational culture can be both indirectly and directly related to workplace bullying, references to the relationship between organisational culture and workplace bullying are scarce, and what is available lacks substantive conceptual foundation. The main goal of this article is to present an integrated conceptual framework proposing the relationships between specific organisational culture dimensions and workplace bullying in order to address this apparent gap in research. The article was written specifically in response to previous studies that highlighted factors that may perpetuate workplace bullying within organisations. While highly theoretical and conceptual in nature, this article may be useful in explaining how certain organisational cultures may motivate, facilitate, perpetuate, enable, and precipitate workplace bullying, and thus provides insights into how to prevent workplace bullying by creating fewer enabling environments. The article concludes with theoretical arguments for how organisations should monitor, manage,

and eliminate changeable organisational cultural practises that could otherwise enable workplace bullying.

In the study *Incidence Of Workplace Bullying Among Hospitality Employees*, by Ariza-Montes, A., Arjona-Fuentes, J.M., Law, R. and Han, H. (2017) the goal of this study is to address the key factors that contribute to workplace bullying among hospitality employees, because workplace bullying has negative consequences for both individuals and organisations. The findings of the authors imply that responsible managers in hospitality enterprises can reduce organisational levels of workplace bullying by adjusting certain working conditions and creating a supportive environment.

In the study *A Review of Literature on Mediators and Moderators of Workplace Bullying: Agenda for Future Research* by Rai A, Et al, (2018). According to the review, while a reasonable number of studies investigate the role of mediators and moderators in bullying– outcomes relationships, such efforts in antecedents–bullying relationships are scant. The paper concludes by proposing some potential variables that can explain the underlying mechanisms in bullying and alleviate/exacerbate the antecedents–bullying–outcomes relationships.

In the study, *Bullying and Mobbing in Academe: A Literature*, by Prevost C, Et al, (2018) as per this review of the current state of the literature on academic mobbing, the most common types of bullying were psychological and emotional attacks directed at an academic by administrators, other academics and faculty, or even students. Academic mobbing is associated with a variety of risk factors, including sex, sexual orientation, gender, race and ethnicity, rank or seniority, work experience, and age. Academic bullying incidents frequently result in a variety of negative outcomes for victims, including physical, emotional, and psychological harm, as well as a variety of work-related and institutional consequences. Some coping mechanisms are summarised. Universities, and academia in general, should contribute to the development of a civil culture and environment. More specifically, policies promoting respectful workplaces should be developed and implemented, with a goal of reducing or eliminating instances of academic mobbing.

In the study *The Effect of Training on Work Performance and Career Development: The Role of Motivation as Intervening Variable*, by Niati RD, Et al (2021). The goal of this study is to see how training affects job performance and career development by mediating work motivation. In this study, 135 employees of PT. Asam Jawa in South Labuhanbatu Regency participated. This study's data was gathered through the use of a questionnaire. The questionnaires were distributed via the internet. Path analysis is performed on the collected data using Amos Software Version 23. The findings demonstrated that training and motivation can improve job performance. Training, motivation, and job performance can all help employees advance in their careers at work. It is recommended that the training programme, employee motivation, and work performance be enhanced. In order to

obtain better results, we recommend that future research expand the population and variables.

In the study *Analysis Of Decision Support System On Situational Leadership Styles On Work Motivation And Employee Performance* by Wuryani, E., Rodlib, A., Sutarsib, S., Dewib, N & Arifb, D. (2021), the purpose of this study is to obtain the results of employee performance appraisals on situational leadership using a decision support system (DSS) with work motivation as a connecting variable to employee performance. The use of this type of quantitative research with a large number of respondents and a saturated sample technique will make the results more relevant and objective. Data analysis using smart PLS 3.0 revealed that the decision support system (DSS) in situational leadership had not contributed to improved employee performance. It is possible to conclude that the role of technology in semi-structured decision making must be based on sufficient data to aid in improving employee motivation and performance. Indeed, leadership is still used to make unstructured decisions without regard for the data stored in the performance system. But even though performance indicators are not given enough attention, the value generated by this study is negative.

In the study *Does Work Discipline Affected by The Working Environment and Work Motivation?* RizkyTaohid, M. G.; Aji Sujai, R. A. D.; Nugraha, N. M. (2021). The purpose of this research is to examine and describe the impact of the work environment and motivation on the Work Discipline of the State Civil Apparatus in Panyileukan District. Panyileukan District, Bandung City, has a population of 60 State Civil Servants. The descriptive and verification methods with a quantitative approach were used in this study, and the analysis was performed using the SPSS version 20 programme package. This study reveals that the work environment and motivation have a significant impact on work discipline, implying that work discipline will follow the work environment, and motivation is the same as a constant work environment.

In the study *The Role of Work Motivation and Work Environment in Improving Job Satisfaction* by Basalamah, M. S. A., & As'ad, A. . (2021). The purpose of this study is to examine the impact of work motivation on the satisfaction of management lecturers, as well as the impact of the work environment on the satisfaction of management lecturers at a private university in Makassar. Explanatory research is the name given to this type of study. This study's sample consists of management lecturers at private universities in Makassar. Data was collected using purposive random sampling, with a total of 105 respondents. The study took place between February and May of 2020. In this study, multiple regression analysis was used as the analysis method. According to the findings of this study, motivation has a significant impact on job satisfaction. This study demonstrates that both theoretical and previous empirical studies explain how increasing work motivation will increase job satisfaction among lecturers at private universities in Makassar. According to empirical studies, financial motivation can encourage someone to do work.

This factor has a greater impact on lecturer job satisfaction than motivation. Universities and study programmes must improve work environment indicators to create comfortable working conditions, which will increase the job satisfaction of private university lecturers in Makassa.

### 3. Methodology

#### 3.1 Aim

The aim of the research is to investigate how exploitation such as bullying, and harassment can affect an individual as well as their work motivation.

#### 3.2 Statement Of Problem

The problem of the study is to understand how the level of bullying will have an impact on work motivation on individual in Private Company.

#### 3.3 Objective

- 1) To identify the impact of bullying on an individual at a workplace.
- 2) To assess the level of motivation of individual at an organization.

#### 3.3. Hypotheses

**H. 1.** Increased level of bullying will lead to decreased level of work motivation.

**H. 2.** Difference in the level of bullying in different position of non tech and tech employee in private sectors.

#### 3.4 Variables

##### 3.4.1. Independent Variable:

###### **Bullying:**

Bullying is defined as unwanted, aggressive behaviour among school-aged children involving a real or perceived power imbalance. Over time, the behaviour is repeated or has the potential to be repeated. Both children who are bullied and those who bully others may suffer long-term consequences. Bullying includes behaviours such as making threats, spreading rumours, physically or verbally assaulting someone, and purposefully isolating someone from a group.

##### 3.4.2. Dependent Variable

###### **Impact of bullying:**

The impact of bullying is negative on an individual. The is taken as a dependent variable as to understand how bullying at workplace effects an individual how the individual handles the situation.

###### **Motivation:**

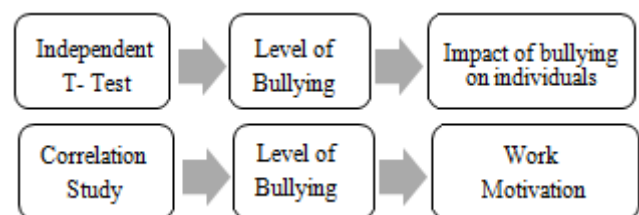
It is the process of motivating individuals to act in order to achieve a goal. Psychological elements that influence people's behaviour can be found in the context of job goals.

#### 3.5. Sampling and Sampling Techniques:

The process of data was done through purposive sampling followed by random sampling method was used. The sample size involved 140 participants from Private Sectors in Kolkata, West Bengal. The selected participants were selected from Technical and Non- Technical branches of Private Sectors. The sample involved non- clinical participants. The exclusive criteria ruled out individuals who are unemployed and from clinical population.

#### 3.6. Research Design

The research design used for the investigation of the study were Pearson's Correlation Matrix in order to find a relationship between the variables, i.e. level of bullying and work motivation and Independent T- Test to find how the level of bullying will have an impact on individuals of different positions in workplace.



#### 3.7 Data Collection Tools:

**3.7.1 Work Motivation Questionnaire (English):** This questionnaire was developed by K. G. Agarwal, which assesses work motivation of adults (both intrinsic and extrinsic). It has 26 items and based on these 26 items six motivational factors will be identified: dependence, organizational orientation, work group relations, material incentives and job situations. All the items were Likert type which were rated on five points scale, Since the items were Likert type, summated scoring is done by assigning 5 to the most positive response and 1 to the extreme negative response. So in this way scores 5, 4, 3, 2, 1 were given to each item; alternative a, b, c, d, e can also be assigned respectively. Work Motivation Questionnaire has application in the area of Management and Industrial Psychology. It is an important contribution to the exiting body of knowledge of Organizational and Managerial Psychology and has practical utility for measuring the work motivation and satisfaction of the employees of different strata in any industry or organization. The questionnaire is available both in Hindi and English and can be used both for managerial or white collar as well as the blue-collar employees to assess their work motivation both intrinsic and extrinsic motivation.

**3.7.2. Workplace Bullying Scale (WBS):** The newly developed 21 items workplace bullying scale was used. The scale was scored on a five-point Likert rating scale where Never scored as 1 and daily as 5. Cronbach's alpha acquired in the present study was 0.87, and 0.77 for Person- related bullying and work-related bullying, respectively, and 0.91 for total WBSS scale.

It was developed by Ambreen Anjum, Amina Muazzam, Farkhanda Manzoor, Anna Visvizi, Gary Pollock and Raheel Nawaz.

**3.8 Procedure**

Two scales have been used for this study as to; 1. Measure the impact of bullying on an individual, Workplace Bullying Scale (WBS). 2; Measure the work motivation of an individual by using Work Motivation Questionnaire. The sample size of this study was 140 participants under the age group of 21 to 45, the participants were selected from geographical region of Karnataka and have been engaged in private sectors.

A Google Form was created and distributed among the participants.

**3.9 Statistical Analysis**

Data was collected using JAMOVI software and Microsoft Excel. Independent T- Test was used to find the differences in the Control Group and the impact of bullying on their perception of motivation.

Pearson’s Correlation was used to find the relation towards impact of bullying on motivation.

**3.10 Ethical Consideration**

This study is a human based assessment. Consent from participants were collected. The anonymity of the participants has been assured throughout the study. The participants have a right to accept or refuse their participation in the study.

**4. Results and Discussion**

**4.1 Results**

The purpose of this research was to determine the impact of bullying on work motivation on Tech and Non-Tech employees in Private sector.

Analysis of the correlation between level of bullying will lead to decreased level of workmotivation.

**Table 1:** Descriptive statistics for bullying and work motivation

Group Descriptive						
	Group	N	Mean	Median	SD	SE
Bullying	Tech	72	36.9	34	13.1	1.55
	Non-Tech	68	38.6	24.5	19.1	2.31
Work Motivation	Tech	72	84.4	84	17	2
	Non-Tech	68	91.6	87	22.4	2.71

Table 1 demonstrates mean and standard deviation for bullying and work motivation between tech and non tech employees. The mean for bullying in tech employees is 36.9 and non tech employees is 38.6 and standard deviation for tech is 13.1 and non tech is 19.1. the mean for motivation in tech employees and non tech employees is 84.4 and 91.6

respectively and standard deviation for tech and non tech are 17.0 and 22.4 respectively.

**Table 2:** Pearson’s Correlation Matrix

Correlation Matrix			
		Bullying	Work Motivation
Bullying	Pearson's r	—	
	p-value	—	
Work Motivation	Pearson's r	-0.656	***
	p-value	< .001	—

Note. \* p < .05, \*\* p < .01, \*\*\* p < .001

Table 2 indicates the correlation between bullying and motivation. The results of the p values , which are p <.05, <.01 and <.001 through Pearson’s Correlation Matrix indicate that there is moderate correlation between bullying and work motivation. This shows that decreased level of bullying will lead with increased worked motivation among employees. The hypothesis can be supported with existing studies (Beswick J, Et al (2006), Prevost C, Et al, (2018), Ariza-Montes, A., Arjona-Fuentes, J.M., Law, R. and Han, H. (2017)). The increase of bullying would lead to decrease of work motivation as bullying would lead an individual to lose their confidence and create low self-esteem even leading to stress and anxiety on the work performance.

**Table 3:** Descriptive statistics for bullying among tech and non tech employees

Group Descriptive						
	Group	N	Mean	Median	SD	SE
Bullying	Tech	72	36.9	34	13.1	1.55
	Non-Tech	68	38.6	24.5	19.1	2.31

Table 3 indicates the descriptive statistics on level of bullying on tech and non tech employees, the mean and standard deviation for tech employees are 34.0 and 13.1 respectively and for non tech employees are 24.5 and 19.1 respectively.

**Table 4:** Independent T-test scored for bullying

Independent Samples T-Test						
		Statistic	df	P	Mean difference	SE difference
Bullying	Student's t	-0.643 <sup>a</sup>	138	0.521	-1.77	2.76

Analysis in level of difference in level of bullying in different position of non tech and tech employee

Table 4 indicates the how the level of bullying will have an impact on different positions in the private sectors. The two groups were taken for this study, one being the technical branch and other being the non-technical branch of the filed. Through the results, the hypothesis cannot be supported as there is no significant difference between tech and non tech employees facing bullying at their workplace, this is because of the limitation as there was not equal number of non tech and tech employee in the study.

**4.2 Discussion**

The objectivity of this study was to investigate on how the level of bullying can have an impact on work motivation for technical and non- technical branches in private sectors in



the region of Kolkata, West Bengal. In regard of this study 140 individuals participated from different private sectors.

Through the analysis of the data, results provided supports Hypothesis 1 of the investigation which states that increased level of bullying will lead to decreased level of work motivation, this hypothesis can also be supported by present mentioned studies (Beswick J, Et al (2006), Prevost C, Et al, (2018), Ariza-Montes, A., Arjona-Fuentes, J.M., Law, R. and Han, H. (2017) in the investigation and through the results it can indicated there is significant difference between the variable through correlation matrix. The results can be interpreted that, as level of bullying increase it can have negative impact on an individual or group of individuals thought which their work motivation can be hampered therefore also resulting in low work efficacy and work productivity. Hence the hypothesis is accepted.

The results provided for Hypothesis 2 which states that there is a difference in the level of bullying in different positions of tech and non tech employees, there is no significant difference in the level of the employee. The results can be interpreted that, bullying may not have a correlation with which position an individual is working at, the act of bullying can influence any individual at any position of the workplace hierarchy. Hence the hypothesis is not accepted.

## 5. Conclusion, Implications, Limitation and Suggestions

### 5.1 Conclusion

The present study seeks to investigate the impact of bullying on work motivation among tech and non tech employees in Private sector. It is evident that due to the impact of bullying an individual will face negativity in the workplace, this would lead to stress, loss of confidence, low self-esteem and even negative affect on work performance. Workplace bullying also have significant stressor on anxiety, reduced life satisfaction and most importantly motivation and desire to work at the organization.

### 5.2. Implications

The study spreads awareness on bullying in organization and among employees of organization and how a safe working environment can help improve work efficacy, mental and physical well-being of individuals.

### 5.3 Limitations

- There was no equal grouping between the tech and non tech employees.
- Smaller group was selected for the data collection.
- There was no equal grouping between the genders.
- The data was only collected from one residential area.

### 5.4 Suggestions

- Equal distribution of participants can be done on basis of age and gender.
- Study can be done by comparing different organizational

sectors and different geographic areas.

- Gender differences can be taken out for the study to make comparison between employee of different genders facing workplace bullying.

## 6. Summary

Bullying is a major issue which can have a drastic impact on individual. This can have an impact on their mental and physical welling.

The level of bullying can occur in any organizational sectors and with any working-class employee. this creates a negative environment for employees and even effects the relationship among subordinates.

A negative workspace creates unhealthy competition, communication gap, unhealthy work ethics and even unhealthy and negative behavior.

The Hypothesis of this study includes:

H 1: There is significant difference between the level of bullying and level of work motivation. From the results it can be seen it was accepted.

H 2. There is no significant difference in the level bullying at different positions of the employees. From the results it can be seen it was not accepted.

A safe working environment is required to help in better work performance, better work efficacy and even better motivation to work. This safe space environment brings positive and healthy work ethics and discipline among each other.

The sample size consisted of 140 participants from tech and non- tech positions of private sectors, through which random sampling was done.

In this regard, the current study seeks to contribute to creating awareness, management, control, and execution of anti- bullying measures in organization and help in creating positive safe space for increasing work motivation.

Through the uses of the tools (a) Workplace bullying scale; and (b) Work motivation questionnaire an understanding of the concept of bullying and its impact of individual's work motivation was created among the participants, which led to getting insight on everyone's mindset.

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**Appendix**

*Workplace bullying scale by Ambreen Anjum:* To measure workplace bullying we have two methods. First, we can calculate a binary bullying score to classify participants as either bullied or not bullied. Based on the existing literature, the criterion was that respondents had to have experienced at least two of the bullying behaviors weekly or more often over the past 6 months. Second, the mean score across all items can be computed to yield an average response for each participant. Participants who had more than average scored can be classified as bullied.

Statements	Never	Rarely	Monthly	Weekly	Daily
Shifting work tasks without your consultation.	1	2	3	4	5
Undervaluing of your work.					
Being ordered to do work below your level of proficiency.					
Persistent unjustified monitoring of your work.					
Repeated attempts to undermine your personal dignity.					
Verbal and non-verbal threats.					
Making inappropriate jokes about you.					
Withholding necessary information affecting your professional progress.					
Exclude you from workgroup activities.					
Reject your application for leave, training or promotion without reason.					
Setting of impossible deadlines to accomplish work.					
Spread rumors about you.					
Repeated offensive remarks about your person or private life.					
Signals from others that you should resign your job					
Repeated reminders of your mistakes					
Neglect of your opinions or views					
Not give importance of your rights and opinions with reference to your gender					
Devaluation of your rights and opinions with reference to your age					
Negative responses from others because you work hard					
Several times forced to attend supplementary meetings and training sessions					
Intimidatory use of discipline/competence procedure					

*Work Motivation Questionnaire by K. G. Agarwal (English):* All the items were Likert type which were rated on five points scale, Since the items were Likert type, summated scoring is done by assigning 5 to the most positive response and 1 to the extreme negative response. So in this way scores 5, 4, 3, 2, 1 were given to each item; alternative a, b, c, d, e can also be assigned respectively.

- 1) All in all how satisfied are you with your job.
  - (a) Very satisfied with my job
  - (b) Fairly satisfied.

- (c) Neither satisfied nor dissatisfied
  - (d) Somewhat dissatisfied
  - (e) Very dissatisfied with my job.
- 2) Considering your skills and efforts you put into the job; how satisfied are you with your pay?
- (a) Very satisfied with my job.
  - (b) Fairly satisfied.
  - (c) Neither satisfied nor dissatisfied.
  - (d) Somewhat dissatisfied.
  - (e) Very dissatisfied with my job.
- 3) How do you feel about the way tea breaks, lunch breaks, hours of work and the like are handled in your office?
- (a) I am very satisfied.
  - (b) Somewhat satisfied.
  - (c) Neither satisfied nor dissatisfied.
  - (d) Somewhat dissatisfied.
  - (e) I am very dissatisfied.
- 4) How much satisfied do you feel about your chances of promotion Organization ?
- (a) Completely satisfied.
  - (b) Fairly satisfied.
  - (c) A little satisfied.
  - (d) Somewhat dissatisfied.
  - (e) I am very dissatisfied.
- 5) How do you feel about your Organization's employees' benefits as compared with those in other similar Organizations ?
- (a) Lam very satisfied
  - (b) Somewat satisfied.
  - (c) Neither satisfied nor dissatisfied.
  - (d) Somewhat dissatisfied.
  - (e) I am very dissatisfied
- 6) How do you like the kind of work you do in your Organization?
- (a) It is exactly the kind of work I like the best.
  - (b) I like it very much.
  - (c) It is alright.
  - (d) I do not like it very much.
  - (e) I dislike it very much.
- 7) How do people work here in your Organization ?
- (a) To keep their job, make money, get promoted, do a satisfying job and because other people in their work group except.
  - (b) To keep their job, make money, get promoted and for satisfaction of a job well done.
  - (c) To keep their jobs, make money and to get promoted.
  - (d) To keep their job and make money.
  - (e) Just to keep their job and for not being chewed out.
- 8) Are there things about working here (People policies or conditions) that encourage you to work here?
- (a) Yes, practically everything around here encourages me from working here.
  - (b) Yes, great many things around here encourage me for working here.
  - (c) About as many things discourage me as encourage me.
  - (d) Not most around here encourage to work here.
  - (e) Not practically anything around here encourage me to work here.
- 9) To what extent does your job give you a chance to use your best abilities to do things you are best at ?
- (a) To a very great extent.
  - (b) To a considerable extent,
  - (c) To some extent.
  - (d) To a very little extent.
  - (e) Not at all.
- 10) To what extent does your work here help you learn more about your profession or occupation ?
- (a) To a very great extent.
  - (b) To a great extent.

- (c) To some extent.
  - (d) To a very small extent.
  - (e) Not at all.
- 11) If you had a chance to do some kind of work for same pay in another organization, would you stay here?
- (a) I would stay in this organization.
  - (b) I would stay if things seem to change here.
  - (c) I can't say.
  - (d) I would prefer to go if conditions are better in other organization.
  - (e) I would prefer to go to the other organization.
- 12) To what extent the people who make decisions are aware of problems at ower levels in the organization ?
- (a) To a very great extent.
  - (b) To a considerable extent.
  - (c) To some extent.
  - (d) To a very little extent.
  - (e) Not at all.
- 13) Do you agree that the work-assignments are well planned in your organization ?
- (a) Extremely well planned.
  - (b) Very well planned.
  - (c) Fairly well planned.
  - (d) Not too well planned.
  - (e) Not well planned.
- 14) To what extent do people in your work group show you how to improve your performance?
- (a) To a very great extent.
  - (b) To a considerable extent
  - (c) To some extent.
  - (d) To a very little extent.
  - (e) Not at all