Effect of Workplace Bullying on Employees Productivity in the Private Organizations with special Reference to Delhi & NCR

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Abstract

Organizational challenges are always not measured by their wealth but their employees who face challenges in the form of changing composition not only by work pressure but also by peer pressure and attitude of the work force where prolonged mistreatment at the work place would have significant impact on the employee's productivity. This research paper aims to review the studies and examine the effectiveness of Workplace Bullying on Employees' Productivity in private organizations. This research paper is Descriptive in nature and makes use of primary data as well as secondary data and explored that being a victim of bullying can lead to adverse effects which cause psychological and physical health problems.

Keywords: Work place Bullying, Productivity, Organization Effectiveness, Effects.

Introduction

Workplace bullying is a common practices across the organizations but its depends organizations to organizations, depending primarily on the size of the organization. We normally private organization has a huge target to achieve mainly to survive in this competitive world where sustainability is always at the edge However, private Organizations, where line managers assume major role in effective human Resource management Practices. Where all official authorities typically assume the following four areas of responsibility: Establishing deadlines to achieve the target through proper procedures, developing methods, monitoring and evaluating these practices, and guiding managers or staff on concerned matters. While as excess of everything is bad similarly, the term workplace bullying is too complex to have universal definition but yes it does not mean a strict supervisor, warrant for demotion, discipline counseling or fear of termination. Work place bullying happens when there is a ignorance of the issue, Bully supported through actions or inactions of management, Stressed employees taking frustration out on others, no system of reporting or protection for victims , lack of recognition and anti –bullying laws .

The success of an employee's productivity matters on the capabilities of both parties to do complete work correctly. Professionals create and develop the system, while managers provide the actual productivity (related to upper-management approval), what procedures to follow when implementing practice. For instance, in selection the HR professional may construct the application blank, develop a structured interview guide, or choose an employment test. HR professionals also

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must ensure that the firm's HRM practices are properly implemented. This responsibility contains both evaluating and monitoring which can only be achieve by making conducive environment where people believe that only way to handle bullying target is to accepts the bullying as part of employment ,victims fear retribution or losing position for making waves ,and majority people think bullying behavior end only by leaving the company entirely.

Literature Review

The researchers have used various definitions to explain the concept of workplace bullying based on their research perspectives. Still, the researchers are trying to develop a globally accepted definition of workplace bullying (Saunders, Huynh & Goodman-Delahunty, 2007). Most of the researchers have adopted the following definition of workplace bullying:

Bullying at work means harassing, offending, socially excluding someone or negatively affecting someone's work tasks. In order for the label bullying to be applied to a particular activity, interaction or process has to occur repeatedly and regularly (e.g., weekly) and over a period (e.g., six months). Bullying is an escalated process in the course of which the person confronted ends up in an inferior position and becomes the target of a systematic negative social act (Einarsen et al., 2003, p. 15).

Quine (2001) rightly observed that workplace bullying has three common themes, namely, impact on the recipient; negative effects on the victim; and the persistent nature of bullying behavior. The impact of workplace bullying on an employee arise from its perception in a negative light which translate into making the victim to feel upset, threatened, humiliated or vulnerable with a high level of anxiety, depression, helplessness, burnout and frustration (Keashly & Neuman, 2004).

From the definition, it is understood that exposure to negative social behaviors, frequency and duration of exposure and the perceived power disparity are the key features of workplace bullying. The exposure to negative social behaviors is the prime feature of workplace bullying. There is no definite list of bullying behaviors—it might be common in daily life, but occurrence on a regular

basis may cause harm and humiliation to the victims (Leymann, 1990). The researchers broadly categorized negative bullying behaviors into (1) work-related behaviors (e.g., excessive monitoring of work, unmanageable workload and judging work wrongly) and (2) person related behaviors (e.g., rumours, undermining, verbal abuse, persistent criticism, false accusations and social isolation) (Bartlett & Bartlett, 2011; Einarsen et al., 2003). The second defining feature of bullying is the frequency and duration of exposure to negative social behaviors in the workplace. The frequency is the number of times of exposure to negative acts and duration is the length of such recurring acts (Rayner, Hoel & Cooper, 2002). The manifestation of work related bullying includes giving unachievable task, impossible deadlines, unmanageable workloads, meaningless tasks, withholding information deliberately or supplying unclear information, threats about job security, and scapegoating (Tumbur &Vardi, 2009 .The researchers have set the varying frequency and duration to determine the victims of workplace bullying.

Leymann (1996) proposes that the employees who are exposed to at least one negative behaviour weekly over a period of six months can be considered as victims of bullying at work. Mikkelsen and Einarsen (2001) claim that exposure to at least two negative acts weekly over duration of six months is required to classify the experience as bullying. Most of the researchers endorse a minimum period of exposure of either six months (Leymann, 1996; Lutgen-Sandvik, Tracy & Alberts, 2007; Mikkelsen & Einarsen, 2001) or 12 months (Rutherford & Rissel, 2004; Salin, 2001; Yildrim, 2009).

The previous research highlights that the employees felt being victimized even with a lesser duration of six months (Vartia, 2001). The third feature is the power disparity experienced between the perpetrator and the target (Einarsen et al., 2003; Salin, 2003). Power difference may be present at the onset of the bullying behaviours or it might evolve over a period. The power difference could be real or perceived, but the victims might find it difficult to defend and stop the situations of bullying (Einarsen, 1999). The power disparity could be either due to the formal power of organizational position or due to the informal power, such as, social support, knowledge and experience (Einarsen, 2000; Einarsen et al., 2003).

Objectives of study

The primary objective of the study is to have an in depth understanding of the effect of workplace bullying on various human resource aspects such as employee productivity,

•   To study the significant relationship between work Place bullying on the work performance (Employees 'productivity).

HYPOTHESIS:

Ho 1 There is no significance impact of employees bullying on Employees productivity.

Ho 2 The mean value is not significant with test value 3 for Employee Productivity

Theoretical framework and Research Methodology

The study attempts to analyze the various aspects, where Questionnaire, Validity, Reliability – Cronbach Alpha, was calculated with the Statistical Tools (t -test) .A primary survey was conducted to find out in depth insights of the study. Survey was conducted in the Delhi and National Capital Region area. Primary data of 210 Employee from private companies was collected.

Research Design

The present research is descriptive in nature. It contains descriptions of phenomena or characteristics associated with the current subject population and basically answer the questions who, what when where and how of the topic. The study attempts to discover Employees'

Table 1.1 COMPANIES CHOSEN in the Study

S. No.	Name of the Company	INDUSTRY
1	HDFC Bank	Banking
2	ICICI Bank	Banking
3	ICICI Pru life	Insurance
4	Max Life Insurance	Insurance

responses for all the companies with respect to the various aspects of Effect of Productivity. A snapshot of the research design of the study is as follows:

1.   **Universe of the study:** The study was conducted among Employee of select

companies operating in Delhi NCR (National Capital Region).

2.   **Sampling DESIGN:** Judgmental Sampling design where the judgment criteria were that the respondent working in select companies only.

3.   **Sample Size:** 210 respondents from banks and insurance of Delhi-NCR

Table 1.2: Sample Size and Dıstribution

	Frequency	Percent	Valid Percent
Delhi	45	21.4	21.4
Ghaziabad	35	16.7	16.7
Noida	30	14.3	14.3
Faridabad	45	21.4	21.4
Gurgaon	55	26.2	26.2
Total	**210**	**100.0**	**100.0**

Table1.2 presents the location of the respondents. The location is divided into 5 different areas. All these areas belong to the National Capital Region including the national capital Delhi itself. The other areas of National capital region are Ghaziabad, Noida, Faridabad and Gurgaon.

It is observed from the above mentioned table that the respondents are nicely distributed all around all the locations and truly represents the national capital region. There are 21.4% respondents from Delhi. Ghaziabad being the second biggest district then the other parts of NCR has the16.7 %of the total respondents, Noida 14.3 % of the total respondents, Faridabad 21.4% and Gurgaon 26.2.

- Data Collection Tool: Structured Questionnaire
- Sources of Primary Data: Survey of Employees in Delhi and NCR
- Sources of Secondary Data:
  a. Journals and Articles.
  b. PhD thesis.
  c. Books, magazines, newspapers and periodicals.
  d. Published interactions with Employee
  e. Other relevant websites

Data analysis tools: Mean, Standard Deviation, T- Test and Anova

Scaling and Questions type in Questionnaire Design:
- **Interval Scale:** Interval scale incorporates the concept of equality of intervals. The same has been used in many questions to provide a strong scaling to the questionnaire.

Test of Reliability

Reliability assesses the similarity of results provided by compare the measures of the same objects or construct. The similarities of results are provided by independent but comparable are measures of the same object or construct is called reliability. As we know Reliability is an index of consistency. The test of reliability has been done for all the questions (wherever applicable). For applying the test of reliability the value of Cronbach's Alpha has been calculated. A value more than 0.5 of Cronbach's Alpha is considered as good for reliability. In the present study, the values of Cronbach's Alpha have been calculated in the given table given ahead for all the statements.

Table 1.3. Reliability Statistics

Cronbach's Alpha	Number of Items
.695	14

It may be observed from table from the above table that the data scale was reliable as the value of Cronbach's Alpha is more than .5.

Demographic Profile of the Respondents:

The respondents have a mixed profile in the present study and they are the true representatives as well.

Statistical Techniques for Data Analysis

For the purpose of analysis the following statistical tools have been used:

Mean

Weighted mean has been used to analyse the questions of likert scale where the number of responses are multiplied by the respective weight. Mean has been applied to find out the mean score and to find out the priorities of variables. A weighted means has been used to analyze the responses in Interval Scale Likert scale.

Standard Deviation

The standard deviation measures the absolute dispersion for variability of distribution, the greater the amount of dispersion or variability, the greater the standard deviation, for greater will be the magnitude of the deviations of the values from their mean. A small or less value standard deviation means a high degree of

uniformity of observations as well as homogeneity of a series; a large or more standard deviation means just the opposite. In the present study standard deviation has been used almost at all the places where Mean and t-test has been used to know the variability of the responses (ibid).

One Sample t-test

The one sample t-test is used when we have data from a single sample of participants and we wish to know whether the mean of the population from which the

sample is drawn is the same as the hypothesized mean (Coakes et. al. 2006). One sample t test is used to analyze whether a single sample of scores is likely to have been drawn from a hypothesized population. An independent group t-test appropriate when different respondents have performed in each of the different conditions, in other words when the respondents in one condition are different from the participants in the other condition. This is commonly referred to as a between subjects design and when the researcher determines whether the difference between means for the two sets of scores is significant and analysis will based on weighted mean.

Weight	Scale	Verbal Interpretation
4.50 above	5	Strongly Agree
3.50-4.49	4	Agree
2.50-3.49	3	Neutral
1.50-2.49	2	Disagree
below 1.50	1	Strongly Disagree

Analysis of Employee Productivity

DESCRIPTIVE statistics

Mean value of the below is 2.23 out of 5. It is presented in the Third and fourth column where **1 IS for strongly DISAGREE and 5 IS for strongly agree. It MEANS that lower the agreement higher the value of scale anchor and vice verSA. Same will apply on the mean value ALSO. A lower mean value will repRESENt a higher agreement and a higher mean value will repRESENt a lower agreement.** For the present statement the mean value is 2.23 which is less than the neutral value of scale viz. 3. Hence it may be concluded that the respondents are moving towards disagreement side of the scale for the given statements.

CONSOLIDAte Mean of Employee Productivity:
It is observed from above table that respondents have very high agreement with the ninth statement. Hence it may be concluded that the respondents find perform better even when they not bothered if they are being ignored. (Mean value 3.30).

Testing of Hypothesis:

The statements given in the questionnaire were converted as the null hypothesis. Null Hypothesis is an assumption or a statement where no relationship/ association / Effect etc. is assumed between the variables.

The statements related to Productivity are converted as null hypothesis

To test the significance of the responses with respect to the statement student's t-test has been applied. Table presents the results of one sample t-test. It is observed from the column Significance (2 tailed) that the value is .00 for majority statements. These values of Sig. (2 tailed) in all the columns are below .05, the critical value of 'p', hence all of the null hypotheses have been rejected.

To conclude the results of the table 1.6, it can be said that all hypothesis get rejected as the value in Sig. (2 tailed is below .05), it means there is significance difference of workplace bullying on employees productivity.

As The present study is analytical in nature so for testing the hypothesis with respect to Gender and Various Age groups ANOVA have been applied.

Table 1.7 shows that highest 58 respondents i.e 27.6 percent are belong to the age group of 30-40 years, 45 respondents i.e. 21.4 percent from the age group of 20-30 years, 14.8percent i.e. 31 respondents from the age group of 40-50 , 34 respondents i.e 16.2 percent from the age group above 60 where as 16.2 percent i.e. 34 respondents from the age group above 60 and very few respondents 8.6 percent i.e. 18 respondents from the age below 20 years.

Table 1.5 Responses of the respondent related to bullying (n=210)

	Does not affect the performance when	SD		D		N		A		SA		MEAN	STD .DEV
		f	%	f	%	f	%	f	%	f	%		
1	Being insulted and neglected at the work place	105	100	75	50.	14	14.3	8	3.8	8	3.8	1.75	1.00
2	Under estimating me.	56	26.7	87	41.4	39	18.6	17	8.1	11	5.2	2.23	1.04
3	Allotted unproductive work	68	32.4	95	45.2	23	11.0	17	8.1	7	3.3	2.04	1.05
4	Criticize behind the back	89	42.4	84	40.0	24	11.4	8	3.8	5	2.4	1.89	.87
5	Passing indirect comments	83	39.5	76	36.2	23	11.0	13	6.2	15	7.1	2.05	1.39
6	Send signals that I am not valuable employee	95	45.2	68	32.4	25	11.9	13	6.2	9	4.3	1.91	1.19
7	Repeated reminders of mistakes	86	41.0	45	21.1	42	20.1	27	13.0	10	4.8	2.19	1.51
8	Excessive monitoring on activities	88	41.0	60	28.1	35	16.7	15	7.1	12	5.7	2.06	1.38
9	Allotted unmanageable work	88	41.9	60	28.6	35	16.7	15	7.1	12	5.7	2.06	1.38
10	Ignore the presence	75	35.7	64	30.5	25	11.9	17	8.1	29	13.8	2.33	1.92
11	Indirect pressure of not to claim something which entitled to.	170	81.0	25	11.8	10	4.8	4	1.9	1	0.5	1.29	.47
12	Withholding information	95	45.2	40	19.0	33	15.7	40	19.0	2	1.0	2.11	1.44
13	Lack of supervision	105	50	31	14.8	42	20.0	26	12.4	6	2.9	2.03	1.45
14	Lack of top management involvement in professional growth	93	44.3	72	34.3	19	9.0	25	11.9	1	0.5	1.90	1.04

Table 1.6 One-Sample Tᴇsᴛs for Convenience

Test Value = 3			
Tᴇsted at 95% confidence level/ 5% sɪɢɴɪғɪcance level			
Null Hʏᴘᴏᴛʜᴇses	**t**	**Sig. (2 - tailed)**	**Rᴇsᴜʟᴛ of Null Hʏᴘᴏᴛʜᴇsɪs**
Being insulted and neglected at the work place does not ha ve an effect on work place productivity.	17.58	**.000**	**Rejected**
Under estimating me does not have an effect on work place productivity.	10.54	**.000**	**Rejected**
Allotted unproductive work does not have an effect on work place productivity.	13.08	**.000**	**Rejected**
Criticize behind the back does not have an effect on work place productivity.	19.16	**.000**	**Rejected**
Passing indirect comments does not have an effect on work place productivity.	9.86	**.000**	**Rejected**
Send signals that I am not valuable employee do not have a n effect on work place productivity.	13.07	**.000**	**Rejected**
Repeated reminders of mistakes does not have an effect on work place productivity.	7.73	**.000**	**Rejected**
Excessive monitoring on activities does not have an effect on work place productivity.	9.83	**.000**	**Rejected**
Allotted unmanageable work does not have an effect on work place productivity.	9.83	**.000**	**Rejected**
Ignore the presence does not have an effect on work place productivity.	4.97	**.000**	**Rejected**
Indirect pressure of not to claim something whi ch entitled to does not have an effect on work place productivity.	52.4	**.000**	**Rejected**
Withholding information does not have an effect on work place productivity.	8.88	**.000**	**Rejected**
Lack of supervision does not have an effect on work place productivity.	9.65	**.000**	**Rejected**
Lack of top management involvement in professional growth does not have an effect on work place productivity.	15.2	**.000**	**Rejected**

* Hence the results are similar to accepting a null hypothesis.

Table 1.7 AGE wise Categories of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BELOW 20	18	8.6	8.6	8.6
	20-30	45	21.4	21.4	30.0
	30-40	58	27.6	27.6	57.6
	40-50	31	14.8	14.8	72.4
	50-60	24	11.4	11.4	83.8
	ABOVE 60	34	16.2	16.2	100.0
	Total	210	100.0	100.0	

Table 1.8 GENDER wise Categories of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	144	68.6	68.6	68.6
	FEMALE	66	31.4	31.4	100.0
	Total	210	100.	100.0	

Table 1.8 highlights that the highest number of respondents i.e. 144 out of 210 are male such as 68.6 percent and remaining 31.4 percent are female i.e. 66 out of 210.

Table 1.9 highlights the relationship between age and workplace productivity of the respondents in private organizations. The ANOVA result at 5 % of significant level shows that there is significant difference found as we reject the hypothesis. It is found that the employee's productivity are getting affected by workplace bullying.

Table shows that the relationship between gender and workplace productivity of the respondent in private sectors. The Anova result 5% of significance level, it found that the employees are getting affected by workplace bullying and shows that there is no significant difference found in the in the various gender group of the respondents like being insulted and neglected, Criticizing behind the back, Allotment of unmanageable work, Ignoring the presence, Lack of top management involvement in professional growth. But there is significant difference like under estimating, allotted unproductive work, passing indirect comments, Sending signals that I am not valuable employee, repeated reminders of mistakes, Indirect pressure not to claim something which entitled to, Withholding information, Lack of supervision.

Finding

It is found that the employees of insurance and banking sector are getting affected by workplace bullying on the various age groups and similarly on the basis of gender group, it is found that majorly the employees' productivity get affected. The most important reasons are sending signals that employees are not valuable, being insulted and neglected at the work place, indirectly pressurize not to claim something which they entitled for, lack of top management involvement in professional growth of an employee.

Suggestion & Recommendations

Private organization should make strongly policies for workplace bullying and simultaneously take some measures for excessive working hours, improving working culture, evenly distribute the responsibilities on the shoulders of the employees ,form a culture of give respect and take respect, efforts for doing a particular task must be valued by giving appreciation and recognition , reward for their hard work, supervisor is responsible for healthy environment ,it builds healthy relationship in an organizations .

Future implicaᴛɪᴏɴs

This study could be helpful for the top level management of private organizations which help to retain and motivate the efficient employees taking into account in different parameters mentioned in the above study.

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Table 1.9 Relationship Between age and work place bullying effects

S.no	Parameters	F-value	Sig.
1	Work place productivity affected by being insulted and neglected.	5.467	.000
2	Work place productivity affected by Under estimating.	36.143	.000
3	Work place productivity affected by Allotted unproductive work.	28.688	.000
4	Work place productivity affected by Criticizing behind the back.	4.828	.000
5	Work place productivity affected by Passing indirect comments.	10.088	.000
6	Work place productivity affected by Sending signals that I am not valuable employee.	4.919	.000
7	Work place productivity affected by Repeated reminders of mistakes.	7.421	.000
8	Work place productivity affected by Excessive monitoring on activities.	2.689	.022
9	Work place productivity affected by Allotment of unmanageable work.	41.202	.000
10	Work place productivity affected by Ignoring the presence.	9.740	.000
11	Work place productivity affected by Indirect pressure not to claim something which entitled to.	22.262	.000
12	Work place productivity affected by Withholding information.	18.637	.000
13	Work place productivity affected by Lack of supervision	16.788	.000
14	Work place productivity affected by Lack of top management involvement in professional growth.	15.239	.000

Table 2.0 Relationship Between Gender and work place bullying effects

S.no	Parameters	F-value	Sig.
1	Work place productivity affected by being insulted and neglected.	3.441	.065
2	Work place productivity affected by Under estimating.	22.907	.000
3	Work place productivity affected by Allotted unproductive work.	19.701	.000
4	Work place productivity affected by Criticizing behind the back.	3.554	.061
5	Work place productivity affected by Passing indirect comments.	9.701	.002
6	Work place productivity affected by Sending signals that I am not valuable employee.	12.419	.001
7	Work place productivity affected by Repeated reminders of mistakes.	31.708	.000
8	Work place productivity affected by Excessive monitoring on activities.	2.898	.090
9	Work place productivity affected by Allotment of unmanageable work.	3.045	.082
10	Work place productivity affected by Ignoring the presence.	1.152	.284
11	Work place productivity affected by Indirect pressure not to claim something which entitled to.	4.786	.030
12	Work place productivity affected by Withholding information.	15.539	.000
13	Work place productivity affected by Lack of supervision	7.137	.008
14	Work place productivity affected by Lack of top management involvement in professional growth.	1.067	.303