

Influence of Work Place Bullying on Organizational Function: A Concrete View

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Abstract:

➤ Purpose:

The purpose of this paper is to review various literature to explore the influence of workplace bullying in Indian organizations.

➤ Design/Methodology/Approach:

The study adopted the theoretical approach and centered on the participants' experiences, interpretations, and reactions toward bullying. Research articles from various geographical areas were reviewed for the purpose. The findings of various research articles were taken into account for making interpretations.

➤ Findings:

The study found that the workplace bullying is a universal threat across the world and it is also present in Indian organisations. It can be characterised as becoming aware, confused by mistreatment, assigning blame, using organisational resources and adapting existing circumstances. The findings of studies in Indian organizations and other countries emphasise essentiality of sense-making, network of social support, intricacy of coping mechanisms, employee motivations for keeping quiet and un-favorable and unhealthy impacts of bullying in the workplace as individual, societal and environmental factors all play a role in bullying experiences at workplace. The harassment experienced by the employees in the remote workplace displays all the elements of workplace bullying. The dynamics of bullying revealed certain influence on organizational functional activities.

➤ Research Limitations/Implications:

The study examined bullying from various perspective, however, these studies including many others areas would have added interesting insights into the findings on issues created at work place due to bullying.

➤ Practical Implications:

The findings point toward the arrogance of HRM practices in Indian organizations. A well expressed and applied anti-bullying policy may restrict arrogance of HRM practices in Indian organizations.

➤ Originality/Value:

The present study contributes to the limited literature on the process of workplace bullying by exploring the process in a new national context (India).

Keywords: Workplace Bullying, Awareness, Confusion, Motivation, Blame.

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I. INTRODUCTION

Workplace bullying is a serious issue that can affect individuals' mental health, productivity, and overall well-being. It refers to repeated, unreasonable actions of individuals (or a group) directed toward an employee (or

employees), which are intended to intimidate, degrade, humiliate, or undermine their work performance. Here's an overview of workplace bullying, its effects, and ways to address it:

➤ *Examples of Workplace Bullying*

- **Verbal abuse:** Insults, harsh criticism, or threats.
- **Exclusion:** Deliberately isolating someone from meetings or projects.
- **Sabotage:** Intentionally setting someone up to fail or undermining their work.
- **Excessive monitoring:** Micromanaging or consistently questioning an employee's decisions.
- **Spreading rumors:** Gossiping to harm someone's reputation.
- **Misuse of power:** Using authority to unfairly target an employee.

➤ *Steps to Address Workplace Bullying*

- **Recognize the Behavior:** Acknowledge that bullying is happening and identify the patterns.
- **Document Incidents:** Keep a detailed record of events, including dates, times, witnesses, and the impact on your work.
- **Report the Behavior:** Speak with your HR department or a manager you trust. Refer to company policies on workplace harassment or bullying.
- **Seek Support:** Talk to colleagues or trusted individuals for emotional support. Consider counseling or therapy to manage stress and build resilience.
- **Legal Action:** In severe cases, explore legal remedies if your employer fails to address the issue.
- **Creating a Bully-Free Workplace:** Promote a culture of respect and inclusion. Provide training on recognizing and preventing bullying. Implement clear anti-bullying policies. Ensure that complaints are taken seriously and addressed promptly.

II. WORK PLACE BULLYING AND ORGANIZATIONAL FUNCTIONS

Workplace bullying can have significant negative effects on organizational functioning, affecting everything from employee morale to overall productivity. Here are some key ways workplace bullying impacts an organization:

- **Employee Performance & Productivity:** Employees who are bullied may lose motivation, leading to lower engagement and effort. Fear and stress can impair decision-making and problem-solving abilities. Anxiety and psychological distress can lead to mistakes and lower-quality work.
- **Organizational Culture & Work Environment:** A workplace that tolerates bullying fosters negativity, distrust, and a lack of collaboration. Employees may become reluctant to share ideas or work together due to fear of mistreatment. A toxic environment can reduce enthusiasm, leading to disengaged employees.
- **Employee Turnover & Absenteeism:** Employees experiencing or witnessing bullying may leave, leading to increased recruitment and training costs. Victims of bullying may take more sick days or be physically present but mentally disengaged.

- **Organizational Reputation & Legal Risks:** Companies known for workplace bullying may struggle to attract and retain top talent. Organizations can face lawsuits related to harassment, discrimination, or hostile work environments.
- **Leadership & Decision-Making:** If management does not address bullying, employees may lose confidence in leadership. Fear of retaliation may prevent employees from reporting issues, leading to uninformed decision-making.

III. REVIEW OF LITERATURE

In their study, Yahaya *et al.* (2012) noted that bullying at work is a harmful issue that causes employees to suffer psychological, emotional, and physical harm. This issue caused harm to organisations in the form of lower performance, low employee morale, and financial expenses. This study used a quantitative method to investigate the issue of bullying in the workplace from a theoretical standpoint. According to this study, organisational cultures exacerbate the issue when executives either fail to recognise workplace bullying or see it as a difficult management issue. According to the study's findings, a training program that takes a systems approach, incorporates everyone at all levels, tackles the underlying reasons, and equips participants with the necessary skills to deal with this phenomenon, can foster a positive work atmosphere.

In their research on bullying, Bano & Malik (2013) produced a number of significant theoretical and practical advances. The results of this investigation are a first step towards elucidating this intricate process. It has been determined that workplace bullying, both personal and professional, has a detrimental effect on job satisfaction and affective well-being, but has no effect on organisationally based self-esteem. The current study's findings are an improvement over other studies and offer fresh perspectives on bullying in the workplace in Pakistan. The results of this study have implications for raising awareness of the acts and behaviours of bullies in the workplace so that all employees can work in a safe and healthy atmosphere. According to research by Antonio *et al.* (2014), bullying at work has grown to be a severe issue that impacts a sizable percentage of professionals. Understanding workplace bullying's appearance and advancement has become more important due to the significant harm it causes to employees' health, social stability, and personal stability as well as to the overall success of organisations. Using the individual viewpoint of the subject, the bullied manager, this research aims to investigate some of the factors that may be determinants in the onset of workplace bullying among managers—employees with a recognised and privileged position to wield authority. The proposed global model incorporates individual, organisational, and contextual aspects, and the binary logistic regression model serves as the foundation for the approach used to achieve our research goals. The findings showed that women in managerial roles who have children under the age of 15 living at home are more likely to describe themselves as bullied, as are subjects who work night shifts, experience stress at work, are dissatisfied with their working

conditions, and do not see opportunities for advancement within their companies. The current study summarises a number of findings and suggests that, under normal circumstances, reducing job expectations and increasing job resources could lessen workplace bullying. In their study, Hershcovis *et al.* (2015) found that counselling or debriefing is a supplementary strategy. These services, which are typically provided to address bullying, involve the target discussing the incident with a professional who then walks them through a number of potential solutions. Although there is some evidence of long-term advantages for specific victims, there are several methods of counselling and debriefing, and there isn't enough data to conclude that one method is better than another. Furthermore, there may be a risk that these treatments won't enable victims to put the incidents behind them. Bullying offenders may also be provided counselling, however this is a far less popular strategy.

In their study, Kalwala and Chirunomula (2017) investigated the effects of workplace bullying on productivity and job satisfaction. The association between job happiness and workplace bullying was the main issue found. The study's main conclusions demonstrated the prevalence of bullying in the workplace, looked at the particular forms of abuse and negative behaviours that targets encountered, identified the psychological and physical stress that comes with bullying, and found a connection between bullying at work and its impact on productivity and job satisfaction. This study is among the first to investigate the positive effects of bullying in addition to the effects of a toxic workplace. It asked participants if they could identify bullying traits in themselves and provided the criteria for bullying, which are malicious intent, persistence and consistency, and a desire for control. The connection between productivity and job satisfaction was the secondary issue. The study investigated the benefits of bullying in addition to the negative impacts of a toxic workplace. Bullying was defined as being malevolent, persistent, and consistent, and intended to acquire control. According to Tangem's (2017) research, sexual harassment and bullying at work are two of the main factors contributing to unproductive workplace behaviour. Because of this issue, workers may experience a range of physical and mental health issues. However, a survey revealed that bullying at work is widespread in the banking industry and is causing employees, particularly female employees, to behave in ways that are highly counterproductive. Four stages and twelve sub-stages of the workplace bullying process in Indian organisations were identified by Rai & Agarwal (2017). These include: attributions (self-blame, individual sense-making, third-party sense-making, and social support); utilisation of organisational options (breaking the patience threshold; seeking organisational help; learnt helplessness; silence as a response to perceived bullying); exposure and confusion over mistreatment (onset of bullying acts, confusion owing to subtle nature of bullying, increased frequency of bullying behaviour); and adjustment to the current situation (negative effects of bullying, nourishing effects of bullying). They added that there are parallels between bullying in India and the West as a process. Sub-stages specific to the current study include "nourishing effects

of bullying" and "silence as a response to perceived bullying." In the context of workplace bullying, a few other sub-stages, such as "individual sense-making" and "third-party sense-making and social support," have not been fully investigated. The phases and sub-stages demonstrated how crucial culture is in influencing how employees view and respond to bullying at work, demonstrating how culture plays a part in bullying dynamics. They joined the group of scholars who have been advocating for additional research on workplace bullying from a cultural viewpoint and encouraged further future studies on the topic in light of cultural realities.

In their research, Gupta *et al.* (2017) found that workplace bullying is a global concern, with data from around the world clearly indicating that the problem is spreading like a pandemic. Due to the lack of standardised instruments for examining its prevalence, there is a dearth of literature on workplace bullying from an Indian perspective. The validation, psychometric characteristics, and cutoff scores for the Negative Acts Questionnaire—Revised (NAQ-R) in an Indian sample are reported in this work. A best fit three-component model of bullying that is related to the workplace, people, and physically scary bullying was found using confirmatory factor analysis (CFA). Using CFA and Pearson's association with burnout, job engagement, and perceived victimisation measures, NAQ-R showed excellent validity and reliability. Using a receiver operating characteristic curve, two cutoff criteria for NAQ-R were developed in order to classify respondents as "never bullied," "occasionally bullied," and "severely bullied." According to their ratings, half of the workers reported experiencing occasional or regular bullying at work. An effective and reliable psychometric tool for assessing workplace bullying in India is the NAQ-R. Practitioners may find it easier to create prevention and intervention plans if they have clear cutoff scores. The results of the study may help with cross-cultural comparisons because the NAQ-R is the most widely used and evaluated measure of workplace bullying in the world.

In their study, Mehmood & Sajid (2020) examined detrimental effects of WPB on performance of female nurses working in AJK, Pakistan's health sector. Employee performance can be evaluated following the establishment of a suitable work environment, employee training and creation of workplace stress-reduction programs. Since few research have theoretically and empirically studied impact of bullying on nurses' performance in health sector in J & K, Pakistan, particularly with regard to the mediating effect of PWB in country's healthcare system. The outcome of current study may help Pakistan's healthcare system to develop plans and establish a welcoming atmosphere for nurses to improve productivity and performance. From a theoretical standpoint, this research helps healthcare facilities reduce workplace incidents to increase efficiency. This study examines how psychological well-being is negatively impacted from the viewpoints of the health sector. According to Li *et al.* (2020), self-esteem has a negative correlation with the likelihood of reporting oneself as the victim of bullying at work; bullying at work is a strong predictor of employee turnover; and self-esteem moderates the association between bullying at work

and the desire to leave. From a theoretical and practical perspective, there may be significant ramifications from a better knowledge of how individual differences affect exposure to workplace bullying and the relationship between workplace bullying and turnover intention. According to Geleta's (2020) research, good performance and higher production are directly related to the health of employees. Employee well-being is influenced by a variety of elements, including psychological well-being. According to the analysis in this research, workplace bullying has a serious detrimental impact on workers' health. To preserve the future of education in various nations and to protect the mental and physical health of the country's knowledge workers, more research should be done on the incidence of WPB in the various countries. The results of empirical research indicate that not only the victims of WPB but also their coworkers and relatives may experience stress, melancholy, feelings of injustice, and rage. Bullied workers may resort to violence as a way to cope with unfavourable working conditions, which can have more significant repercussions for the community. Then, in order to create a favourable business environment, all organisations need to concentrate on the WPB concept.

In their study, Rashid, & Rizvi (2020) shown how bullying at work impairs employee creativity when workers with strong psychological resources speak out against the bully. On the other side, anxiety has also led to an increase in the creative behaviours of employees. Therefore, it has not been demonstrated that fear at work plays a mediating role in employees' silence. The moderating influence of psychological capital, which has not been proven in the Pakistani context, was also disclosed by the study. In their research chapter, Suggala and Kureshi (2021) emphasised the negative consequences of workplace bullying, which include a variety of difficulties like absenteeism, decreased productivity, stress, health problems, and suicides. Bullying, rudeness, taunting, mistreatment, and harassment at work have increased throughout time and must be addressed. Bullying can take many different forms, ranging from innocuous to cruel, kinds of torture in which a weak person keeps another person on edge by humiliating, threatening, or intimidating them. Bullying occurs in workplaces between supervisors and the boss concerned.

According to several studies, the prevalence of workplace bullying in India is less than 50%, according to Arshad's (2021) research. The current study was based on a dearth of research on workplace bullying in Indian organisations. The study's goals were to define workplace bullying, identify common bullying practices, and determine the efficacy of HR's tactics for dealing with bullying in the workplace. To learn more about workplace bullying and common tactics used to stop and address bullying-related occurrences, eight HR experts with at least five years of experience were interviewed. Furthermore, two distinct samples—one made up of HR professionals and the other of employees—were given the identical information based on the notion of workplace bullying and common techniques to prevent and handle bullying-related incidents. The effectiveness of several tactics to stop and address bullying in the workplace was compared from the viewpoints of HR

specialists and employees. To interpret the data, statistical techniques such as the independent t-test, ranking procedure, and frequency count were applied. The investigation revealed several key themes, such as the most common bullying behaviours, the lack of awareness of bullying practices among HR professionals, and the perceived disparity in preventative and redressal tactics between HR professionals and employees. By raising awareness of workplace bullying among employees, organisations, and society at large, as well as by providing solutions to lessen the number of victims of bullying and enhance social harmony in communities and enterprises, the study's conclusions may contribute to good social change. Keywords: bullying in India, the efficacy of bullying prevention techniques, workplace bullying prevention techniques, and bullying prevention techniques.

Ciby & Sahai (2021) in their research seen that Workplace bullying is persistent exposure to repeated negative behaviours at workplaces. Scholars have highlighted that it is a serious issue and is prevalent across the globe. This research aims to assess and compare the prevalence of bullying based on two measurement methods, to identify the prevalent bullying behaviours and to identify the perpetrators of workplace bullying. Data were collected from 190 employees working in Information Technology companies in India. Results indicate higher levels of prevalence of bullying using behavioural experience (40.5%) as compared to the self-labelling method (17.4%). The results highlight that the difference between the number of victims and non-victims based on two measurement methods were statistically significant. Hence, the study suggests that a combination of two methods has to be used while measuring the prevalence of bullying. Results suggest that work-related behaviours were more common as compared to person-related, intimidating and career-related behaviours. Results also show that supervisors were the main perpetrators of bullying, indicating that downward bullying is predominant than horizontal and upward bullying. According to Rosander *et al.* (2022), a victim of bullying may find that, at least temporarily, changing occupations can be a personal solution. Employees who experience bullying are more likely to switch occupations, as demonstrated by both the current study and earlier research. It's an opportunity to start over at a new job. Given that the degree of worry was considerably lower for those moving employment, individuals who had been subjected to bullying at baseline most likely felt a sense of relief from such a move. There was no distinction between Changers and Stayers in terms of depression. If someone had been bullied, changing professions did not lower their likelihood of developing depression. This emphasises the necessity of providing support and assistance to victims of bullying and the repercussions of moving professions, even if they do so. Overall, it appears that employees who are subjected to bullying benefit by shifting jobs. But as was already mentioned, it ought only be used as a last resort. It is crucial to keep in mind that urging the victim to quit will not resolve the issue or address any of the root causes or flaws in the workplace.

Borah & Jha (2022) stated that 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. In her study, Savapandit (2022) detailed the ways in which workplace bullying occurs in the Indian service industry. Only those who worked in white-collar jobs and lived in the nation's major cities had their data gathered. Consequently, the findings cannot be regarded as entirely definitive. They exclude a substantial portion of India's working population, including those who labour in the unorganised sector as well as the primary and secondary sectors. Notwithstanding these drawbacks, it is hoped that this study will add to the corpus of knowledge on the subject and aid in raising awareness of it. The study has significant ramifications for social work, particularly for the way it is applied in various industries. The issue of workplace bullying is something that people who work in sectors will have to deal with, if they haven't already. The report emphasises how serious it is and alerts staff members to the detrimental effects it can have on both the individual and the company. According to Wahba & Khalaf (2023), bullying has a detrimental impact on job performance, but there isn't much evidence linking bullying to increased levels of workplace harassment. Bullying at work has been shown to have detrimental effects on both individuals and organisations. The study also made the case that a decline in organisational commitment at work is one of the effects of bullying. Bullying at work has repercussions for both organisations and employees. Negative consequences for the company could include monetary losses or staff behavioural shifts that lead to subpar work output. In their study, Odunjo *et al.* (2023) noted that studies have repeatedly found that workplace bullying has a detrimental effect on workers' well-being. There hasn't been a study in the field of bullying research that explains the connection between the several components that have been examined and combines mediators. This study examined the effects of bullying on employees' performance at North Cyprus hotels as well as the mediating function of psychological resilience and emotional intelligence. Bullying at work has a detrimental effect on an employee's performance. Second, the association between bullying and performance among TRNC hotel staff was favourably mediated by psychological resilience and

emotional intelligence. To find out if these mediators have a lasting impact over time and across cultural boundaries, more longitudinal and cross-cultural studies are required.

According to Javed *et al.* (2023), bullying at work has a negative correlation with work engagement and a positive correlation with employee quiet. There is a substantial correlation between the results of all mediated and moderated factors. Nonetheless, the findings clarify that the association between bullying and quiet is somewhat moderated by a breach of the psychological contract. This study's shortcomings include its convenience-based sample method, cross-sectional research methodology, and survey-based questionnaire. This is the first study to look into the connection between bullying and engagement among early-career workers in Pakistan's banking industry in Lahore. The results of this study may aid practitioners and legislators in creating anti-bullying legislation that will assist management in resolving the unfavourable work environment. Promoting equitable opportunities for all employees to voice their concerns about wrongdoing is the goal of this study. This is the first study to look into bullying victimisation among early-career workers in a Pakistani cultural setting. In their study, Jabeen & Bashir (2023) aimed to ascertain the impacts of bullying, job satisfaction, and job performance on teachers. The purpose of this quantitative study is to draw attention to the problem of bullying, which has a negative impact on instructors. Every school in Lahore was included in the sample. The results demonstrated a robust correlation between bullying at work and both job satisfaction and job performance. The results show that different teachers have different demographic characteristics. The study's conclusion that workplace bullying is rapidly on the rise raises the possibility that organisational bullying may cause teachers to feel stressed out and uneasy at work. These results could be used to create effective strategies for controlling and preventing bullying as well as for making schools safer for educators.

Savage, *et al.* (2024) in their research mentioned that bullying depends on context and influenced by a variety of individual, social, and environmental factors. Bullying is undoubtedly influenced by the workplace, but it is impossible to separate how bullying is experienced differently by employees with varied backgrounds and frames of reference from variables that exist outside of the workplace, such as cultural norms, demographic variations, and societal power structures. The perspectives of employees from historically marginalised backgrounds must be considered in order to completely comprehend workplace bullying. Particularly for library employees from historically under-represented groups, the intricacy of the academic library workplace only serves to increase the uncertainty surrounding workplace bullying and its underlying causes and effects. Given that this data has not been reported elsewhere, it is valuable to record the links between frequency and demographics, even if there are no statistically significant relationships. The findings of this study contribute to an expanding corpus of research that examines the connections between environmental and personal factors and bullying experiences, but much more needs to be done to completely comprehend the phenomena.

According to research by Mehmood *et al.* (2024), women in nations like Pakistan find it difficult to work in the health sector in particular because of the dominance of masculine culture, which affects women's performance in a number of areas. Therefore, the primary goal of the current research study was to ascertain the performance of female nurses. It also emphasised how detrimental incidents such as workplace bullying and incivility contribute to the psychological well-being of female nurses in the Azad Jammu and Kashmir health sector, which ultimately results in lower performance. Information from nurses and supervisors or bosses was collected. To categorise the surveys, a back-to-back coding scheme was used. All of the study's hypotheses were found to be validated by the findings.

According to studies by Sulejmanov *et al.* (2024), bullying behaviour has been viewed as harmful for the victim of bullying. This is further affected at work, which can have detrimental emotional and financial effects. Based on the paradigm of personality, this study has provided first incremental validity for the relationship between workplace bullying and gelotophobia. In her study, Kompella (2024) defined workplace bullying as hostile conduct and abuse of an employee by peers and/or superiors. When this conduct occurs often and over an extended period of time, it puts the employee under a lot of stress, which harms the company both directly and indirectly. After COVID 2019, it was anticipated that the issue of workplace bullying would either completely vanish or significantly diminish as in-person interactions between employees were replaced by video conferencing and other technology-induced interactions. Instead, workers who work from home continue to report instances of harassment from superiors and coworkers. Businesses are likely to stick with work-from-home policies long after the pandemic scenario has subsided. Given this probability, gaining a thorough grasp of bullying in remote work environments becomes crucial. The elements involved in bullying remote workers are examined in this paper using a case study methodology. Employee harassment in remote work environments exhibits all the characteristics of workplace bullying, according to an analysis of remote bullying episodes from multiple angles. The notion and manifestation of remote bullying are still being studied. In their study, Kong *et al.* (2024) found that bullying at work had a detrimental impact on information sharing, with organisation affiliation acting as a mediating factor. Furthermore, the effect will be higher when employees have lower levels of forbearance. Forbearance not only mitigated the effect of workplace bullying on organisational belonging, but it also moderated the mediated effect of organisation belonging. In her doctoral thesis, Raycha (2024) discovered that bullying at work occurs frequently. The findings showed that whereas bullying experiences at work are comparable for both sexes and industries (academic and industrial), they differ based on the respondents' ages. There are sub-sectoral and hierarchical differences among academic sectors, but none under industry. According to the investigation, bullying at work has a direct and indirect impact on worker productivity through social support and resilience. Resilience and social support from peers and superiors so act as a partial mediator. Furthermore, it may be inferred that the negative

association between workplace bullying and employee productivity varies across academia and industry because age and sector (academy and industry) influence the relationship.

IV. RESEARCH GAP

For a thorough literature valuation, previous research books and a number of researches have been consulted. There are various studies related to bullying across different geographical areas of the globe. However, there are not lot of studies on this issue from Indian context. The outcome of few studies conducted earlier there is importance of studying bullying in organizations in India. Therefore, there is gap in research. Accordingly, the very topic has been selected for knowing the influence of work place bullying on organizational function in India.

V. RESEARCH METHODOLOGY

The primary goal of the study was to know the influence of work place bullying on functional activities of organizations from Indian Perspectives.

A. Objectives of the Study

Accordingly, following objectives have been formulated:

To Study Influence of Work Place Bullying on Functional activities of Indian organizations.

B. Research Design

Research design is to be called the blue print for a study which basically comprises of various techniques regarding which and how required information is collected by using an appropriate method of investigation efficiently. Since, the study is theoretical in nature, so the methodology used in the study is based on reviewing various research studies, articles, dissertations, thesis (Published/unpublished), text books by various authors, etc. Accordingly, interpretations have been drawn and conclusion has been made.

VI. FINDINGS/CONCLUSION

Organizational cultures make worse the problem when the leaders either do not understand workplace bullying or discharge it as hard management (Yahaya *et al.* 2012). Workplace bullying (person and work related) negatively impacted e job related affective wellbeing and job satisfaction while findings show no impact on organizational based self esteem (Bano and Malik, 2013). Antonio *et al.* (2014) in their research stated that workplace bullying has become a serious and growing problem that affects a significant proportion of professionals. The serious detriments that workplace bullying causes on health, social, and personal stability of employees, and the general performance of organizations have drawn attention to the comprehension of its appearance and progression. The provisions of counselling or debriefing a complementary approach. Usually, these services are offered for targeting the bullying, in which the target talks about what happened with a professional, who then guides the target through various possible solutions (Hershcovis, 2015). The

frequency of workplace bullying, examined the specific types of mistreatment and negative acts experienced by targets, determined physical and mental stress associated with bullying, and revealed a relationship between workplace bullying and its effect on job satisfaction and productivity (Kalwala and Chirunomula, 2017). Workplace bullying is prevailing in the banking sector and generating a strong counterproductive workplace behavior among the employees specially female employees Tangem (2017). There are four stages and 12 sub-stages of the workplace bullying process in Indian organizations as: exposure and confusion over mistreatment (onset of bullying acts, confusion owing to subtle nature of bullying, increased frequency of bullying behavior); making attributions (self-blame, individual sense-making, third-party sense-making and social support); utilizing options within the organization (breaking the patience threshold; seeking organizational help; learned helplessness; silence as a response to perceived bullying); and adjustment with the current situation (negative effects of bullying, nourishing effects of bullying) (Rai & Agarwal (2017).

Workplace bullying is a universal threat with statistics available at global level prominently suggesting that this phenomenon is thriving like a pandemic worldwide. Limited literature on workplace bullying from Indian perspective can be attributed to the paucity of standardized tools for investigating its prevalence. Based on scores, half of the employees were found being bullied at work, either occasionally or frequently. NAQ-R is a valid and psychometrically sound measure to examine workplace bullying in India (Gupta *et al* (2017). Findings of a research enabled health care sector of Pakistan to formulate strategies and create friendly environment for nurses to enhance their efficiency and performance and to minimize the negative events from workplaces in order to yield better productivity. From the health sector perspectives this study explored that psychological well-being is badly affected (Mehmood & Sajid, 2020). Negative impact of workplace bullying on employee creativity was noticed when workers have high psychological resources and then raised their voices against perpetrator (Rashid & Rizvi, 2020). Self-esteem is negatively related to the probability of reporting oneself as a target of workplace bullying; workplace bullying is an excellent predictor of employees' turnover; self-esteem plays a moderating role in the relationship between workplace bullying and turnover intention (Li et al 2020). Employee health has been found crucial towards high performance and increased productivity. Many factors contribute to or hinder an employee's well-being especially psychological well-being and this research analysis indicated that bullying at work place has tremendous negative effect on employees' health (Geleta, 2020). In their research chapter highlighted detrimental effects of work place bullying which includes the range of problems like absenteeism, loss of productivity, stress, entail health issues, and suicides. Over the years, work place bullying, incivility, teasing, mistreating, and harassment have become wide spread and need to be addressed (Suggala and Kureshi, 2021). Lack of concept of bullying behaviours both in HR professional, most frequent bullying behaviours and perceived difference in prevention

and redressal strategies across employees and HR professionals was seen which may serve to bring about positive social change by increasing employee, organisational, and societal understanding of workplace bullying, as well as offering solutions to reduce the number of bullied victims and improve social harmony within businesses and communities (Arshad, 2021). Workplace bullying has been seen as a persistent exposure to repeated negative behaviours at workplaces. This is a serious issue across the globe. The research indicated higher levels of prevalence of bullying using behavioural experience as compared to the self-labelling method and also highlighted that difference between number of victims and non-victims based on two measurement methods (Ciby & Sahai, 2021). Changing jobs can be an individual remedy for a victim of bullying, at least in the short run (Rosander *et al.* 2022). For those who are employed in industries, the phenomenon of workplace bullying is something that they will have to grapple with, if they have not done so already. The study highlights its severity, and also warns employees of its negative consequences for the individual and the organization (Savapandit, 2022). 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 (Borah & Jha 2022). Workplace bullying has consequences for both employees and organizations. The organization can experience negative effects, such as financial costs or behavioral changes in employees that result in poor work performance Wahba & Khalaf (2023). Workplace bullying negatively influences an employee's performance. Secondly, emotional intelligence and psychological resilience positively mediated the relationship between bullying and performance among TRNC hotel employees (Odunjo *et al.* 2023). Demographic variables vary among teachers. The workplace bullying has been increasing speedily and the organizational bullying might make teachers feel uncomfortable in their jobs, causing stress (Jabeen and Bashir 2023). Workplace bullying has a positive relationship with employee silence and negative relationship with work engagement (Javed *et al.*, 2023). The empirical results indicated that workplace bullying has a negative effect on the knowledge sharing, and organization belonging has played mediating effect (Kong *et al.* 2024). In order to determine performance of female nurses it was highlighted that negative events like workplace bullying and workplace incivility are playing their role to minimize the psychological wellbeing of female nurses in health sector of Azad Jammu and Kashmir and their performance was found lower (Mahmood *et al.*, 2024). Bullying behavior has been seen detrimental for the bully victim Sulejmanov *et al.* (2024). Bullying is dependent on context. Individual, societal and environmental factors all play a role in bullying experiences at workplace. While the workplace environment surely impacts bullying, contexts that exist beyond the workspace such as demographic differences, culture norms, societal structures of power cannot be separated from how bullying experienced by workers from differing backgrounds (Savage *et al* 2024). In her doctorate thesis found that prevalence of workplace bullying is found at work place. The results demonstrated that while the experience of bullying at work is similar for both genders and

sectors (academic and industrial), it varies depending on the respondents' ages. In academia, there are hierarchical and sub-sectoral variations within sectors, but there are none under industry (Raycha, 2024). Analysis of remote bullying incidents from various perspectives revealed that the harassment experienced by the employees in the remote workplace displays all the elements of workplace bullying. Research on the concept and manifestation of remote bullying is in a nascent stage (Kompella, 2024)

From the above, discussion it can be concluded that there is importance of studying the bullying at work place in Indian Organizations as it has been cleared from the studies conducted in Indian organizations (Gupta *et al*, 2017, Rai & Agarwal 2017, Arshad 2021, Ciby & Sahai 2021, Kompella 2024 & Raycha, 2024).

Accordingly, Objective of the Study **“To Study Influence of Work Place Bullying on Functional activities of Indian organizations”** has been achieved.



Fig 1: Developed by Researcher

RECOMMENDATIONS FOR FUTURE RESEARCHERS

After the discussion outlined above, it was found that one of the most important aspects of organisational operations is based on employees. As a result, it is suggested to collect the information on work place bullying from various sources so that the issue can be resolved timely.

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