

**“EFFECT OF WORKPLACE BULLYING ON EMPLOYEE JOB
PERFORMANCE AND INTENTION TO LEAVE IN EDUCATIONAL
INSTITUTIONS: A MODERATING INVESTIGATION OF
ORGANIZATIONAL CLIMATE”**

**A Thesis submitted to the
*University of Petroleum and Energy Studies***

For the Award of
Doctor of Philosophy

in

Management

By

Ms. Samiksha Singh

SUPERVISOR (S)

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School of Business (SOB)

University of Petroleum and Energy Studies

Dehradun – 248007: Uttarakhand

April 2023

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DECLARATION

I declare that the thesis entitled “**Effect of Workplace Bullying on employee job performance and intention to leave in Educational Institutions: A moderating Investigation of organizational climate**” has been prepared by me under the guidance of Dr. Sunil Rai, Chancellor, UPES, Dr. Anurag Singh Asst. Professor School of Business Co. Supervisor & Dr. Geeta Thakur (External Supervisor). No part of this thesis has formed the basis for the award of any degree or fellowship previously.



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CERTIFICATE-I

I certify that Ms. Samiksha Singh has prepared her thesis entitled “**Effect of Workplace Bullying on employee job performance and intention to leave in Educational Institutions: A moderating Investigation of organizational climate**” for the award of PhD degree of the UPES, under my guidance. She has carried out the work at the School of Business, UPES.

Internal Supervisor/Guide



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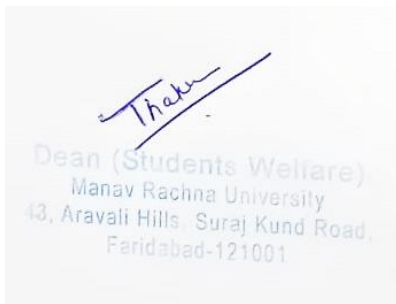
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CERTIFICATE-II

I certify that Ms. Samiksha Singh has prepared her thesis entitled “**Effect of Workplace Bullying on employee job performance and intention to leave in Educational Institutions: A moderating Investigation of organizational climate**” for the award of PhD degree of the UPES, under my guidance. She has carried out the work at the School of Business, UPES.



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ABSTRACT

Bullying at work is a severe issue that affects workers' physical and emotional health. The purpose of this study is to investigate the links among workplace bullying, employee job performance, and intention to leave, as well as the moderating role played by organizational climate. The results of the path analysis validated each of the hypotheses. According to the study, bullying at work has a negative impact on workers' job performance and a favorable impact on their intention to quit. Employee job performance is positively impacted by the workplace Climate, whereas employee desire to leave is negatively impacted. Moreover, bullying in the workplace has a moderating impact on the links between employee performance at work and their intention to leave.

The study suggests several practical applications, such as the development of stringent anti-bullying policies in the workplace, the development of a supportive workplace that does not tolerate bullying, the creation of a committee to address bullying issues, the implementation of training programs to raise awareness, and the expedited handling of bullying incidents in the workplace in order to take prompt corrective action. The study adds to the body of knowledge by simultaneously analyzing the relationship between workplace bullying, employee work performance, and the intention to leave by including organizational environment as a moderating component. The study's constraints and potential domain are also discussed.

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CHAPTER- I

INTRODUCTION

1. INTRODUCTION

1.1. INTRODUCTION AND MOTIVATION

Bullying in the workplace is when an individual or group of individuals experience unfavorable treatment over time from another person or group of people. This unfavorable treatment can include verbal, nonverbal, psychological, physical, and humiliating behaviors. Workplace bullying is especially difficult to handle as it often occurs within the norms and standards of an organization and society. Unlike typical school bullies, corporate bullies often operate within their position of power over the victim. Bullying in the workplace can come from peers or subordinates in rare situations. (Namie & Namie, 2003)

According to a poll conducted by a job portal (CareerBuilder, 2018), many people have experienced workplace bullying. Most of the workplace bullying, which was reported by almost 55% of Indian employees, involved irrational complaints and frequent criticism from superiors or coworkers. A lot of people also complained about unfair charges of mistakes they did not make, being ignored, and having their suggestions rejected or not acknowledged. Additionally, 31% of employees said they were often criticized by their manager or coworkers, and 29% said they were purposely left out of meetings or efforts. (CareerBuilder, 2018)

Stress, counterproductive work behaviors (CWBs), workplace marginalization, and bullying are common workplace concerns that are associated with a person's personality type. Workplace bullying, in particular, can lead to negative consequences, such as increased absenteeism and a desire to quit the organization. This behavior is characterized by a collection of aggressive and violent actions that occur repeatedly, leading to decreased productivity and intellectual impairment. A bullied individual may experience social isolation, depression, psychosomatic disorders, anxiety, and powerlessness, among other unpleasant sensations and mental health difficulties. (Leymann, 1990; Baillien et al., 2011)

Workplace bullying can be identified by harsh gestures, a refusal to speak or listen, slander, humor, derision, or humiliating the target. Social estrangement and ostracism are the most common forms of hostile behavior directed at the victim. Verbal abuse and snide remarks about the target's employment are other forms of hostility. Previous research on workplace bullying has focused on various sectors, including banking, information technology, and healthcare. However, most of the research on this topic is only available in a Western context and is somewhat limited. (Einarsen et al., 1994; Vartia, 2002; Harvey et al., 2018)

Scholars in India have studied various aspects of organizational behavior, such as leadership, engagement, conflict, power and politics, stress, and motivation. Unfortunately, there hasn't been much research on how cultural moderation affects bullying at work (D'Cruz and Noronha, 2010). According to Bennett and Hollis (2022), workplace bullying involves negative treatment by one or more individuals that persists over time and leaves the victim feeling unable to defend themselves. Employee job satisfaction encompasses several factors, such as their relationship with colleagues and supervisors, contentment with organizational policies, and how their work affects their personal life (Maidaniuc-Chirila, 2022). The decision to leave an organization is known as the intention to exit and is the final step in the process of withdrawal cognition.

1.2. BACKGROUND OF THE STUDY

According to Bennett and Hollis (2022), workplace bullying occurs when an individual or group experiences negative treatment for a long interval from one or more people and finds it difficult to defend themselves against it.

Maidaniuc-Chirila (2022) defines employee job performance as the level of contentment that employees have with their job, including their satisfaction with their colleagues and supervisors, compliance with company regulations, and the impact of their work on their personal lives.

Intention to quit, the final stage of the withdrawal process, is defined as a purposeful and deliberate decision to leave an organization.

Organizational climate, or corporate climate, is a term that holds both practical and academic significance in organizational behavior. There is an ongoing academic discourse about the exact definition of organizational climate for scientific exploration and the distinction between psychological and organizational climate (Denison, 2022).

A situation when one or more people feel they are being treated unfairly by one or more others and are unable to defend themselves for an extended period of time is referred to as workplace bullying. This can show up in several ways, such as verbal or physical aggressiveness, and it can be detrimental to the affected people's wellbeing. (Bennett & Hollis, 2002).

The level of satisfaction an employee has with their employment is referred to as employee work performance. This encompasses various factors, including their feelings towards their colleagues and superiors, their contentment with the policies and regulations of the organization they work for, and the extent to which their job impacts their personal life and daily activities (Maidaniuc-Chirila, 2022).

Intention to depart, or the desire to quit one's job, is the final stage in the process of withdrawing from an organization. It is a deliberate and conscious choice that an employee makes, often as a result of a variety of factors, such as dissatisfaction with their work, the organization's Climate, or other external factors (Mowday et al., 1982).

Organizational climate, which can also be referred to as corporate climate, is a concept that is important in the study of organizational behavior. It encompasses the collective attitudes, beliefs, and values of individuals within an organization, and how these manifest in the workplace. There is ongoing debate within academia regarding the precise definition of organizational climate, as

well as how it differs from related concepts such as organizational Climate and psychological climate (Schneider et al., 2013).

1.3 OPERATIONAL DEFINITIONS:

"Workplace bullying is defined as a persistent pattern of mistreatment from others in the workplace that causes physical or psychological harm. It involves acts of commission or omission, such as verbal abuse, offensive behaviors, social exclusion, or the sabotaging of work performance" (Einarsen et al., 2003)

"Workplace bullying is a systematic aggressive behavior in which a perpetrator intentionally and repeatedly exposes one or more targets to negative actions that are intended to inflict physical or psychological harm." (Zapf et al., 2011)

"Workplace bullying is characterized by systematic, aggressive, and repeated behaviors aimed at an individual or a group, causing humiliation, pain, or distress. It includes actions such as threats, insults, gossip, and social isolation." (Leymann, 1996)

"Workplace bullying is defined as persistent and repeated negative acts that are intended to cause physical or psychological harm to a targeted individual or individuals, occurring in a work context where the targeted person has difficulty defending themselves." (Branch, 2013)

1.4 TYPES OF BULLYING IN THE WORKPLACE: THREE COMMON TYPES

- i. Verbal Bullying: This type of bullying involves using words, such as insults, name-calling, teasing, or offensive language, to hurt or humiliate someone. Verbal bullying can occur in person, through written messages, or online (cyberbullying) (Naidoo et al., 2016).
- ii. Physical Bullying: Physical bullying involves using physical force or actions to harm or intimidate someone. It can include hitting, kicking, pushing, tripping, or any other form

of physical aggression. Physical bullying often leaves visible marks or injuries (Brank et. al, 2012)

iii. **Relational Bullying:** Also known as social or emotional bullying, relational bullying is characterized by manipulating relationships or social status to hurt or isolate someone. It includes spreading rumors, excluding someone from a group, or using peer pressure to manipulate or control others (Fanti et. al, 2019).

1.5 TRAITS AND CHARACTERISTICS OF WORKPLACE BULLYING

The occurrences of workplace bullying and harassment are increasing. These actions are often viewed as cruel and disrespectful towards the feelings of others. Workplace bullies exhibit a lack of concern for others, do not consider them as equals, and utilize various methods to undermine them. They also commonly display behavioral traits such as restlessness and anxiety. When bullying or harassment takes place in the workplace, employees can become despondent and may contemplate leaving their jobs. The morale and productivity of employees suffer, leading to worry, stress, and physical ailments. Furthermore, employee innovation is impeded due to poor self-esteem, which also contributes to health problems such as headaches, uneasiness, depression, post-traumatic stress disorder, phobias, digestive disorders, and suicidal thoughts. In addition to these health issues, workplace bullying incidents also lead to a lack of job satisfaction, reduced work productivity, increased absenteeism and employee turnover, bad working conditions, the need to recruit new personnel to replace victims who quit their jobs, and charges of investigations and court proceedings. As a result of such harassing actions, employees suffer from the following health problems:

- Headaches
- Uneasiness

- Depression
- Financial concerns owing to absence post-traumatic stress.
- disorder Phobias
- Digestive disorders
- Suicide thoughts

Moreover, workplace bullying incidents frequently result in the difficulties listed below.

- Lack of job content among workers Reduced duty to work.
- Increased absenteeism in the firm Increased employee turnover.
- Bad working conditions Recruiting new personnel in lieu of harassed victims who quit the job Charges of investigations and court proceedings.

1.6 COMMON TYPES OF BULLYING IN THE WORKPLACE

Bullying at work is inescapable; it is inappropriate or repugnant behavior that leads to the poisonous environment of the company (Gianakos et al., 2022). The following are some examples of common workplace bullying.

Physical bullying

Bullying and harassment in the workplace are well-known examples of this. It can also involve threatening behaviour in addition to physical and material assault. Due to how harsh it is, physical bullying is frequently perceived as an assault.

An employee may be subjected to physical bullying, such as hitting, shoving, or slapping, as well as other types of physically abuse. It can also entail property damage, such as tampering, scraping, shattering, or inflicting losses to someone else's property (Brank et. al, 2012).

Cyberbullying

Using Internet applications to their fullest potential and to appeal to the younger generation of workers is a widespread practice nowadays (Johansson, S., & Englund, G., 2021). Programs for instant messaging are frequently used to improve the ease, usability, and performance of networks. Moreover, cyberbullying and cloud-based harassment have become a crippling issue for enterprises. Some of the most common online bullying tactics are:

Distribute derogatory information about the victim via group chat or email.

Spread fake news or rumors about the victim on social media sites.

Posting nasty emails or texts to the victim directly.

Psychological bullying

Most workplace bullying and harassment is psychological in nature. Also, a victim of psychological bullying could feel denigrated or hear nasty remarks, all of which can have an effect on their mental health (Arslan, 2021).

1.7 HOW TO CURB AND ELIMINATE BULLYING IN THE WORKPLACE?

- One effective way to prevent and eliminate workplace bullying is for businesses to acknowledge that it is a serious problem that can cause psychological harm to employees. They should then take action by providing workplace harassment training programs (Bayighomog et al., 2021).
- Employees should be able to recognize when they are being bullied at work and understand that bullying is about power and has nothing to do with their job performance. It is recommended that employees keep a record of bullying incidents and report them to officials. They should also try to gather evidence and witnesses to make a strong claim (Farooq et al., 2021).

- Corporations should provide awareness training on how to recognize and deal with bullying behavior, stress management training, and encourage healthy communication among employees. They should encourage employees to keep track of their interpersonal contacts and develop a positive workplace Climate. A clear model for positive behavior and conversation should be established. They should also create policies that promote fairness, impartiality, and supportive administration, while keeping workloads moderate and roles well-defined (Vincent et al., 2022).
- Administrators should receive training to ensure a positive and supportive work environment and should react appropriately when workplace bullying is reported. They should consider punishment for the bully, such as reassignment or demotion, and in severe cases, termination. They should also provide professional counseling to victims of workplace bullying, giving them the opportunity to discuss their issues with a mental health professional and learn how to cope with bullying (Yoder, 2019).

Also, a victim of psychological bullying could feel denigrated or hear harsh words, which can have an effect on their mental health. Fairness, open communication, and mutual respect may all be fostered in the workplace by employers and employees working together (Vincent et al., 2022).

By doing so, they can help eliminate workplace bullying and create a healthier and happier workplace for everyone.

1.8 TYPES OF WORKPLACES BULLYING.

Verbal abuse, physical bullying, gesture bullying, exclusion, and institutional bullying are some examples of workplace bullying that differ from the types of bullying that takes place outside the workplace (Karthikeyan, 2022).

Verbal abuse involves the use of hurtful comments, slander, name-calling, unjustified criticism, blame without justification, yelling, and other types of humiliating or insulting remarks (Yoder, 2019).

Physical bullying at work might include trashing a victim's workspace or personal belongings, shoving, jostling, tripping, or threatening bodily harm (Ngigi, 2019).

Bullying through gestures refers to nonverbal cues or movements that send ominous sentiments.

Exclusion involves ignoring or physically separating an employee from work-related activities in the office or elsewhere (Shorey, 2021).

When bullying is pervasively practiced and accepted as a norm at work, it is referred to as institutional bullying. The CEO or management team frequently sets the example for the type of behaviour that is accepted and repeated throughout the organization. This can include snide remarks or other seemingly harmless comments that contribute to a toxic workplace Climate.

1.9 HOW DOES BULLYING AFFECT THE WORKPLACE?

Bullying at work has a genuine impact and may have negative effects on your company. Because employees are an essential part of the workplace, we will talk about how bullying among employees hurts the entire company.

a) Employee's physical condition: Research shows that workplace bullying can have negative impacts on the physical health of employees, with trouble sleeping being the most common symptom. Headache, nausea, digestive issues, and high blood pressure are among other physical signs. These symptoms can result in reduced effectiveness and increased absenteeism, which can have significant impacts on productivity and commercial performance in larger firms. Additionally, firms may have to bear higher medical premiums due to workplace bullying (Neall et al., 2021).

b) **Mental Health of the Employee:** Workplace bullying can lead to several negative mental health outcomes for employees. Depending on the degree and length of bullying, employees may display behaviors such as withdrawal from the workplace, poor self-esteem, guilt or self-blame, brief replies while chatting with coworkers, and panic attacks. These behaviors can result in reduced productivity and other negative impacts (Ngigi, 2019).

c) **Reduced Productivity:** Bullying can compel an employee to resign or take time off work to heal, resulting in reduced productivity for the team. The organization may have to bear increased running costs due to reduced capacity (Suggala et. al., 2021).

d) **Costs of Recruitment:** The cost of recruiting rises when an employee quits a company to avoid bullying behaviour, which can result in higher operating costs throughout the recruitment process Yao et. al., 2021).

e) **Costs associated with training:** Training costs rise when a new employee is hired to take the place of an existing employee who left the company as a result of bullying. Bullying can result in an increase in training costs for the company as well as operating costs for the team that is working less efficiently (Farooq et. al., 2021).

f) **Expenses of extreme bullying:** In serious instances where a formal inquiry and prosecution are necessary, the company may suffer financial losses as well as reputational harm (Yoder, 2019).

g) **How to Stop Workplace Bullying:** Workplace bullying can negatively affect an organization's reputation and finances. To combat workplace bullying, employees must take the initiative and speak out against bullying behavior. Managers and HR should lead by example and set a precedent for respectful behavior in the workplace. Companies should have up-to-date and comprehensive workplace bullying policies and procedures, and all employees should be aware of them (Mhaka-Mutepfa, M., & Rampa, S., 2021).

h) For Employees: Employees who experience bullying should take the initiative to speak out against it and document the behavior. If they witness another employee being bullied, they should take action by reporting it to management or HR (Vincent et. al., 2022).

i) To Managers and HR: Managers and HR should lead by example and set a precedent for respectful behavior in the workplace. They should pay attention to their staff and communicate openly with them to tackle bullying and ensure a safe and respectful workplace. They should address every complaint that comes their way fairly and guarantee that everyone feels secure at work (Yao et. al., 2021).

j) Company Wide Practices: Companies should have up-to-date and comprehensive workplace bullying policies and procedures, which should be communicated to all employees. Open communication channels should be developed and used for breaches of the workplace bullying policy (Suggala et al., 2021).

CHAPTER – II

LITERATURE REVIEW

2. LITERATURE REVIEW

2.1 Introduction

Workplace bullying is a widespread problem with serious effects for both individuals and companies. Workplace bullying is defined by Lewis (1999) as "persistent and repeated negative acts directed towards one or more individuals, which may be physical, verbal, or psychological in nature, and which are intended to intimidate, degrade, or humiliate." Numerous studies have found that workplace bullying has a negative impact on the well-being and productivity of those who are bullied. For example, Keashly & Neuman (2013) discovered that victims of workplace bullying have higher levels of stress, anxiety, and depression, which leads to worse job satisfaction and higher absenteeism.

Bullying in the workplace is all too common. According to a meta-analysis conducted by Anjum & Muazzam (2018), roughly 25% of employees globally have been subjected to workplace bullying at some point in their employment. Bullying can manifest itself in a variety of ways, such as verbal abuse, social isolation, undermining actions, and severe criticism. According to Ahmad et al. (2017), the development of remote work during the COVID-19 pandemic may have exacerbated workplace bullying because it is more difficult to recognize and manage such behaviors in virtual workplaces.

Organizations must handle workplace bullying and foster a safe and courteous work environment. Keashly (2021) stress the need of preventive actions such as fostering a healthy organizational culture and providing training programs on recognizing and dealing with workplace bullying. Furthermore, clear policies and procedures for reporting and addressing bullying instances should be developed. According to a study conducted by Mangolothi (2021), firms that aggressively address workplace bullying through interventions and support systems report improved employee well-being, lower turnover rates, and improved organizational performance.

Research conducted by Leymann (1996) revealed that it is a widespread problem with negative consequences for both victims and organizations. Workplace bullying has been found to have detrimental effects on mental health, with studies by Nielsen, Matthiesen, and Einarsen (2010) emphasizing its association with symptoms of anxiety and depression. It is worth noting that this relationship tends to be stronger for women compared to men.

Workplace bullying also incurs significant economic costs for organizations. Vartia (2001) highlighted the financial implications, including increased absenteeism, turnover, and healthcare expenses. In addition, workplace bullying is a significant predictor of employee turnover, as demonstrated by Baillien and De Witte's (2009). The negative impact of bullying extends to job performance, as reported by Hauge, Skogstad, and Einarsen (2007), who found that both task performance and contextual performance suffer as a result.

Efforts to prevent workplace bullying have been explored in various studies. Escartín et al. (2011) found that effective prevention programs typically involve organizational policies, training for managers and employees, and the cultivation of a supportive organizational culture. The role of organizational climate in perpetuating or mitigating workplace bullying is significant. Research by Einarsen and Skogstad (1996) identified poor communication, lack of leadership support, and a performance-oriented culture as contributing factors. Conversely, studies by Einarsen, Hoel, and Notelaers (2009) and Escartín et al. (2012) emphasized that a supportive organizational climate, characterized by open communication, shared goals, and a culture of respect and fairness, can help prevent workplace bullying.

2.2. Workplace Bullying in Academia

Workplace bullying is a major concern in academia since it impacts faculty members' well-being and productivity, as well as the entire academic atmosphere. Bullying behaviors in academia can take many forms, according to research, including verbal abuse, discriminatory tactics, and professional sabotage. Abdulmuhsin et al. (2021) discovered that faculty employees in higher

education institutions frequently face bullying from colleagues, supervisors, and even students, leading to negative effects such as work dissatisfaction, burnout, and plans to leave the academic profession.

Mobbing is a prevalent kind of bullying in academia that involves a group of people targeting and undermining a specific faculty member. Mobbing can have serious psychological and emotional implications for the sufferer. Mobbing activities such as spreading rumors, isolation, and public humiliation, according to Miller et al. (2019), create a hostile work environment and can result in feelings of powerlessness and low self-esteem among the targeted persons.

Bullying can be exacerbated by the hierarchical structure of academia. Power imbalances between senior and junior faculty members, as well as between academic and administrative employees, generate potential for power abuse and bullying conduct. Heffernan & Bosetti (2021) conducted a study that highlighted the impact of power dynamics in bullying occurrences in academia, underlining the importance of institutions addressing power imbalances and promoting a culture of respect and collaboration.

2.3. Consequences of Workplace Bullying

Individual academic members are not immune to the consequences of workplace bullying in academia. Bullying can have a negative impact on the overall academic climate and productivity. Hollis (2021) discovered that workplace bullying reduces faculty members' research productivity and collaboration, impeding the spread of knowledge and innovation within academic organizations.

To address workplace bullying in academics, a multidisciplinary approach is required. Institutions should adopt and enforce clear anti-bullying rules to ensure that all members of the academic community understand their rights and duties. Furthermore, providing professors and staff with training and support programs can improve their ability to notice and respond to

bullying events. O'Connor et al. (2021) conducted a study that indicated the impact of workplace interventions such as

2.4. Intention to leave due to Workplace Bullying

Targeted individuals frequently wish to escape the poor work environment caused by such harassment, hence the intention to leave an organization is a key effect of workplace bullying. According to research, there is a clear link between workplace bullying and the intention to leave. Curtis (2022) discovered that persons who are bullied at work are more likely to have plans to leave their present job. This urge to leave might be motivated by a variety of motives, including a desire to escape an abusive situation, reclaim control, and pursue better career possibilities.

The perceived absence of organizational support is a crucial factor influencing the intention to leave due to workplace bullying. Victims of bullying are more likely to consider quitting if they believe their company does not take their complaints seriously or does not address the bullying properly. Hodgins & Mannix-McNamara (2021) emphasize the importance of organizational support in decreasing the negative repercussions of workplace bullying, including the intention to leave.

The psychological impact of workplace bullying also influences the decision to leave. Bullying can cause stress, worry, and sadness in targeted individuals, contributing to their desire to leave the organization. According to Tight (2023), occupational bullying causes psychological suffering.

The inclination to resign because of workplace bullying is also influenced by organizational culture and climate. Bullying flourishes in an environment characterized by high degrees of incivility, antagonism, and aggression. According to Bokek-Cohen et. al. (2022), firms with a bad culture and climate are more likely to have greater rates of workplace bullying and, as a result, higher employee intentions to leave. Organizations that promote respect, teamwork, and

employee well-being, on the other hand, are more likely to retain their employees despite incidences of bullying.

Addressing the intention to leave due to workplace bullying necessitates a multifaceted approach. Organizations should put in place rules and procedures to effectively prevent and address bullying events. It is critical to foster a positive work culture that values respect, teamwork, and open communication. Furthermore, offering support mechanisms such as counseling services and employee assistance programs can aid individuals in coping with the psychological repercussions of bullying and lessen the intention to quit.

2.5. Employee Job Performance due to Workplace Bullying

Workplace bullying has been identified as a significant factor affecting employee work performance. Numerous studies have investigated the association between workplace bullying and job performance, repeatedly finding that persons who are subjected to such harassment are more likely to demonstrate poorer levels of job performance than those who are not. Williams (2023), for example, discovered that workplace bullying is connected with lower job performance.

The psychological anguish caused by workplace bullying is one of the primary processes through which it affects job performance. Bullying generates a toxic work atmosphere, increasing stress, anxiety, and depression in those who are bullied. These negative emotions can hinder cognitive functioning and decision-making, making it harder for employees to focus and perform to their full potential. According to Khoshkar et al. (2020), the role of psychological well-being in job performance is important, as employees who are bullied are more likely to demonstrate worse task performance and work engagement.

Additionally, workplace bullying can have a long-term impact on employee motivation. Bullying destroys a person's self-esteem and diminishes their confidence and motivation. Bullying's persistent threat and anxiety can lead to lower intrinsic motivation and a lack of commitment to

job tasks. This might show as a reduction in effort, engagement, and initiative, resulting in poor job performance. According to Lemon & Barnes (2021), employees who have been bullied are more likely to have lower levels of task motivation and discretionary effort, resulting in poor job performance.

Workplace bullying influences the social dynamics inside the business in addition to the psychological and motivational components. Bullying can strain relationships, cause conflict, and reduce cooperation among coworkers. This breakdown in collaboration and teamwork can stymie the flow of information, communication, and coordination required for effective job performance. According to Bhatti & Ahmed (2021), workplace bullying is connected with lower organizational citizenship behaviors, which are discretionary activities that contribute to the organization's overall functioning and success.

Bullying in the workplace has a major detrimental influence on employee job performance. It produces psychological anguish, as well as diminished motivation, strained relationships, and less cooperation, all of which contribute to lower levels of task performance, engagement, and organizational citizenship behaviors. Organizations should prioritize workplace bullying prevention and mitigation to provide a good and supportive work environment that promotes employee well-being and optimal job performance.

2.6 Organizational Climate

The common beliefs, attitudes, and behaviors of employees inside an organization are referred to as organizational climate. It represents the overall ambiance or "feel" of the workplace and is critical in determining employee experiences, attitudes, and behaviors. Extensive study has been conducted to investigate the impact of organizational climate on a variety of organizational outcomes, such as employee satisfaction, commitment, motivation, and performance.

Trust, support, open communication, and collaboration among employees and between employees and leaders constitute a strong company climate. A atmosphere like this generates a

sense of psychological safety, where employees feel confident sharing their thoughts, problems, and opinions without fear of repercussions. A favorable organizational climate, according to Weiss (2022), is connected with better levels of employee job satisfaction, engagement, and commitment.

A negative or poisonous organizational atmosphere, on the other hand, is marked by animosity, conflict, and a lack of support or acknowledgment. A bad organizational atmosphere has consistently been demonstrated in studies to have a negative impact on employee well-being and performance. For example, Ahmad et al. (2020) discovered that a poor organizational climate is connected with greater levels of stress, burnout, and employee turnover intentions.

Leadership styles, organizational rules and procedures, and the broader culture of the organization all have an impact on organizational climate. Leadership is critical in setting organizational environment because it sets the tone and establishes standards and expectations for behavior. Bukhari & Akhter (2022) conducted research on the impact of leadership on organizational climate, emphasizing the significance of leaders' behaviors and actions in building a healthy and supportive work environment.

To realize the benefits of a positive organizational climate, organizations must actively foster it. This can be accomplished through a variety of tactics, such as encouraging open communication, facilitating employee involvement and participation, recognizing and rewarding employees' achievements, and fostering supportive leadership practices. Merilainen et al. (2019) found that organizations should align their HR practices with a positive climate to create a harmonious work environment that promotes employee well-being and organizational success.

2.7. Moderating Role of Workplace Bullying

The moderating role of organizational climate refers to how the prevailing atmosphere and shared perceptions within an organization can influence the strength or direction of the relationship between two variables. Extensive research has explored how the organizational

climate can moderate the impact of various factors on employee outcomes and organizational performance.

For example, the organizational climate can moderate the relationship between leadership style and employee job satisfaction. A study by John et al. (2021) found that in organizations with a positive and supportive climate, employees were more satisfied with their jobs regardless of the leadership style. However, in organizations with a negative or toxic climate, the impact of leadership style on job satisfaction was more pronounced, with transformational leadership having a more significant positive effect.

Another area where the moderating role of organizational climate is evident is in the relationship between job demands and employee well-being. Research by Anjum et al. (2019) showed that in organizations with a positive and supportive climate, employees were better able to cope with high job demands, leading to lower levels of stress and burnout. However, in organizations with a negative climate characterized by conflict and lack of support, the impact of job demands on employee well-being was more detrimental.

CHAPTER – III

RESEARCH METHODOLOGY

3. RESEARCH METHODOLOGY

3.1 INTRODUCTION

Workplace bullying behavior is on the rise in today's business world, leading to a range of negative implications, such as increased absenteeism and employees' intention to quit the corporation (Hodgins, M. and Mannix McNamara, P., 2017; Hollis, 2018). This trend has led to concerns about the pandemic of bullying and its consequences, particularly in the context of increased vulnerability among educators facing job instability and crisis (Kochanek, J. R., & Duncan, S. E., 2018; Hollis, 2019).

The COVID-19 pandemic has only worsened the situation, leading to a significant turnover rate in the academic sector, which is a major concern for educational institutions. This is because increased bullying behavior may promote turnover, leading to a loss of valuable talent and resources for these organizations (Gibbons, P. T., & Stahl, G. K., 2021). Research suggests that positive corporate atmosphere encourages employees to stay with the company for an extended length of time, and the organizational atmosphere impacts employee work performance and intents to leave (Carter, D. A., Simkins, B. J., & Simpson, W. G., 2003). Therefore, it will be fascinating to observe if the organizational climate has any impact on this choice.

It is essential to understand the implications of workplace bullying behavior and take steps to address it, particularly in the context of the COVID-19 pandemic, which has increased job insecurity and stress for many employees. A positive organizational climate that fosters respect and inclusivity can go a long way in boosting staff well-being, job satisfaction, and retention, leading to increased productivity and success for businesses (Einarsen, S., Hoel, H., Zapf, D., & Cooper, C. L., 2011).

In conclusion, the rise in workplace bullying behavior is a significant concern for businesses and educational institutions alike, particularly throughout the COVID-19 pandemic. Understanding

the negative implications of bullying and taking steps to foster a positive organizational climate that Promoting inclusion and respect is crucial for enhancing employee wellbeing, work satisfaction, and retention. With the right approach, businesses can address this issue and create a work environment that promotes productivity and success in the long run.

3.2 BUSINESS PROBLEM

The majority of studies on workplace bullying have been done in a Western environment, concentrating on different commercial enterprises including banking, IT, and health care. (Kodellas et al., 2014; Ikyanyon and Ucho, 2013; Johnson, 2011; Cibi and Raya, 2015; Johnson, 2011). In India, however, nothing is known about workplace bullying. This knowledge gap emphasizes the need for research to more fully comprehend the issue of bullying in many cultural contexts (Rayner and Keashly, 2005).

The objective of the present research is to fill the gap in existing literature by examining the issue of bullying in the Indian context, specifically among faculty members in academia. Compared to other organizations, academia has a loosely interconnected structure and varied tenure, which makes it distinct. These unique characteristics of the academic setting could have an influence on the prevalence and outcomes of workplace bullying (Ariza-Montes et al., 2016). Therefore, it is crucial to investigate how workplace bullying is related to the organizational environment in academia.

The objective of the research is to investigate how the organizational environment is linked to the consequences of workplace bullying among faculty members in academia. Specifically, the study will investigate the impact of a positive organizational climate on reducing the occurrence and negative outcomes of workplace bullying in academia. Such an investigation is vital since the organizational climate can influence the attitudes and behaviors of employees, affecting their work performance and overall well-being (Patterson et al., 2005; Khalid et al., 2021).

To sum up, the aim of this research is to investigate the limited existing literature on workplace bullying in India, with a specific focus on academic bullying and the importance of the organizational environment in this setting. By examining the connection between workplace bullying and the organizational environment in academia, valuable insights can be obtained regarding the occurrence and ramifications of bullying, as well as suggestions for prevention and intervention. Research such as this is essential for gaining a deeper understanding of workplace bullying and its impact on individuals and organizations.

3.3 THEORETICAL BACKGROUND

The Affective Events Theory (AET), developed by Howard M. Weiss and Russell Cropanzano, explains the influence of emotions and moods on job satisfaction and job performance. To address these challenges, Weiss and Cropanzano's AET is utilized as a theoretical framework. AET establishes a connection between workplace experiences and subsequent attitudes and behaviors of employees. Although the model has been widely acknowledged as a significant contribution to our understanding of the origins of workplace behavior, testing the fundamental hypotheses of the model is uncommon due to the impact of emotions in the workplace, as noted by Weiss and Beal (2005).

The work environment, according to the AET, impacts attitudes both directly, via a cognitive channel, and indirectly, via an emotional route, which determines the occurrence of positive or emotionally draining work situations. Such everyday annoyances and pleasures elicit both negative and positive emotional responses, which in turn influence work behaviors and attitudes. Work attitudes can therefore impact judgment-driven actions like turnover intentions.

3.4 AFFECTIVE EVENTS THEORY

To substantiate the theoretical argument we have used the affective events theory. The Affective Events Theory (AET) is a psychological theory that explains how emotions can influence the

behavior and performance of individuals in the workplace. The theory suggests that emotional experiences can have a big impact on someone's motivation, work happiness, and general well-being. The AET proposes that emotional events can be divided into two categories, namely, discrete and moods. Discrete emotions are intense, short-lived emotions that are typically linked to specific events or situations, such as anger, fear, or joy. In contrast, moods are longer-lasting emotions that are not tied to a specific event or situation.

According to the AET, the emotional experiences of individuals can be influenced by various factors, such as personality, individual differences, and situational factors. These emotional experiences can then influence the attitudes and behaviors of people's workplace environments, resulting in favorable or unfavorable effects. Positive emotional experiences, for instance, may increase levels of motivation and job satisfaction at work. While negative emotional experiences can lead to lower levels of job satisfaction and motivation, absenteeism, and turnover.

The AET has several implications for organizations and managers. Firstly, managers must recognize the importance of emotions in the workplace and understand how they can influence employee behavior and performance. They must also create a positive work environment that promotes positive emotions and reduces negative emotions, such as stress or anxiety. This can be achieved by promoting a positive organizational climate, providing support and resources for employees, and recognizing and rewarding employee accomplishments.

Second, the AET contends that interactions between employees and coworkers, managers, and customers can affect how they feel emotionally. As a result, managers must make sure that these encounters are uplifting and supportive in order to foster an atmosphere where workers may thrive and feel appreciated. This can be done through encouraging teamwork and collaboration, fostering effective communication, and creating chances for both personal and professional development.

To sum up, the Affective Events Theory emphasizes the significance of emotions in the workplace and their effect on employee behavior and performance. The theory offers valuable insights into how emotional experiences can shape job satisfaction, motivation, and well-being, as well as how managers and organizations can foster positive emotional experiences in the workplace. Utilizing and comprehending the AET can help organizations create a conducive work atmosphere that fosters employee engagement, productivity, and overall success.

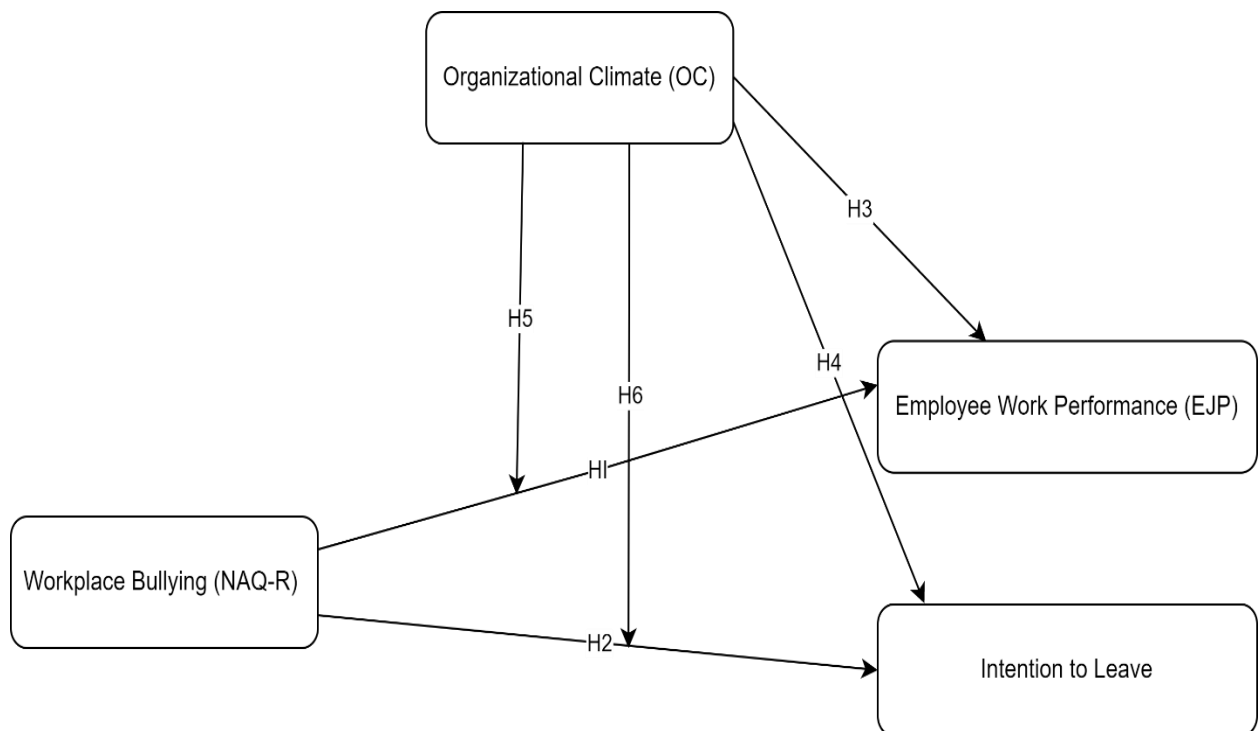


Fig 3.1 Proposed Conceptual Model

3.5 VARIABLES OF INTEREST



Fig 3.2 Variables of Interest

3.6 HYPOTHESIS

H1: The first hypothesis suggests that there is a significant relationship between workplace bullying and employee job performance. Previous research has found that workplace bullying can have negative effects on employee job performance (Einarsen, Hoel, & Notelaers, 2009; Schwarz & Miller, 2022). Therefore, it is hypothesized that employees who experience workplace bullying will have lower job performance than those who do not experience workplace bullying.

H2: The second hypothesis suggests that there is a significant relationship between workplace bullying and intention to leave. Previous research has found that workplace bullying can lead to increased intentions to leave (Einarsen, Hoel, & Notelaers, 2009; Toliver, 2014). Therefore, it is hypothesized that employees who experience workplace bullying will have a higher intention to leave the organization than those who do not experience workplace bullying.

H3: The third hypothesis suggests that there is a significant relationship between the organizational climate and employee work performance. Previous research has found a positive: Employee performance might benefit from a favorable work environment. (Parker & Axtell,

2001). Therefore, it is hypothesized that a positive organizational climate will be positively related to employee work performance.

H4: The fourth hypothesis suggests there is a strong correlation between the workplace Climate and employees' intent to leave the company.. Previous research has found that a positive organizational climate can have a negative impact on employees' intentions to leave (Gallagher & Broucker, 2020). Therefore, it is hypothesized that a positive organizational climate will be negatively related to employees' intentions to leave the organization.

H5: The fifth hypothesis contends that the corporate Climate has a moderating impact on the association between workplace bullying and worker productivity. According to earlier studies (Trépanier, Fernet, & Austin, 2015; Dereshiwsky, 2020), a supportive workplace Climate can mitigate the detrimental impacts of bullying on employees' ability to execute their jobs. Thus, it is assumed that a supportive organizational climate The negative association between workplace bullying and employee work performance will be less pronounced for employees who operate in a pleasant organizational climate compared to those who do not. This will moderate the relationship between workplace bullying and employee work performance.

In conclusion, these hypotheses provide a framework for exploring the relationships between workplace bullying, organizational climate, employee job performance, and intentions to leave. By testing these hypotheses, organizations can gain a better understanding of the factors that impact employee well-being and job satisfaction and develop strategies to create a positive and supportive work environment.

H1: There is a significant relationship between Workplace Bullying and Employee Job Performance.

H2: There is a significant between Workplace Bullying and Intention to Leave.

H3: There is significant relationship between the Organizational Climate and Employee Work Performance

H4: There is a significant relationship between the Organizational Climate and employee's Intention to leave the organization.

H5: There is a moderating effect of Organizational climate on relationship between Workplace Bullying and Employee Job Performance.

3.7 OBJECTIVES OF THE STUDY

The primary objective of this research is to investigate the associations among workplace bullying, employee job performance, departure intention, and organizational climate. Specifically, the study aims to explore the connections between workplace bullying and both employee job performance and departure intentions. Additionally, the study intends to investigate how the organizational climate affects these relationships. The main focus is to examine the link between workplace bullying and employee job performance, determining if a significant relationship exists and to what extent. Through this investigation, the study can provide useful insights into the impact of workplace bullying on employee productivity and well-being, which can aid organizations in enhancing their employees' job satisfaction and work performance.

The second goal of the study is to investigate the connection between workplace bullying and employees' intention to leave the organization. The study aims to determine whether a noteworthy correlation exists between workplace bullying and employees' inclination to leave their jobs. Through this exploration, the research can offer valuable insights into the influence of workplace bullying on employee turnover, which can assist organizations in implementing effective retention strategies.

The third objective of the study is to analyze the moderating effect of organizational climate on bullying in the workplace and employee job performance as well as the connection between bullying in the workplace and the desire to leave. The study seeks to determine whether a positive organizational climate can reduce the negative effects of workplace bullying on these outcomes. Workplace bullying can have adverse effects on employee job performance and increase the likelihood of leaving the organization. However, a supportive organizational climate may mitigate these negative effects. Through exploring this moderating effect, the research can provide useful insights into the importance of a positive workplace environment in minimizing the detrimental impact of workplace bullying on employee well-being and job satisfaction..

Overall, by examining workplace bullying's connections to employee job performance and departure intention as well as the moderating impact of organizational environment on those linkages, this study seeks to add to the body of literature on the topic. The study can shed important light on the variables that affect employee well-being and job satisfaction by evaluating these linkages, which can then be utilized to inform organizational policies and practices aimed at fostering a supportive and happy workplace. To examine the connection between EJP and WPB (workplace bullying) (Employee Job Performance).

- i. To analyze the relationship of WPB (Workplace Bullying) and Intention to leave.
- ii. To analyze the moderating effect of organizational climate on the relation between Workplace bullying and Intention to Leave
- iii. Workplace bullying and Intention to Leave
- iv. Workplace bullying and Employee Job Performance

3.8 RESEARCH QUESTIONS

The purpose of this research is to investigate the associations among workplace bullying, employee job performance, intention to leave, and organizational climate. The primary objective is to determine the impact of workplace bullying on employee productivity and the likelihood of employees leaving the organization. The study aims to explore the relationship between workplace bullying and these outcomes and establish the presence of a significant correlation. By providing a comprehensive understanding of the impact of workplace bullying on employee well-being and job satisfaction, the research can inform business practices and policies aimed at creating a positive work environment.

Workplace bullying has been found to have various negative consequences. It can lead to reduced job satisfaction, decreased motivation, and increased absenteeism among employees (Nielsen et al., 2019). Understanding these consequences is crucial in assessing the impact of workplace bullying on employee well-being and job satisfaction. Organizations can utilize this information to develop strategies that improve employee productivity and well-being.

Furthermore, the research will examine the influence of workplace bullying on the organizational climate. A negative organizational climate can exacerbate the adverse effects of workplace bullying, while a positive organizational climate can foster a supportive work environment that promotes employee well-being and job satisfaction (Einarsen et al., 2018). Investigating the correlation between the organizational climate and the impact of workplace bullying can provide valuable insights into the importance of cultivating a positive workplace environment that prioritizes employee well-being and job satisfaction.

Lastly, the study aims to investigate whether the organizational climate affects the occurrence of workplace bullying. A positive organizational climate characterized by support, respect, and fairness can reduce the likelihood of workplace bullying, whereas a negative organizational climate can increase its incidence (Einarsen et al., 2011). By examining the relationship between

organizational climate and workplace bullying, organizations can develop policies and practices that foster a positive work environment and minimize the occurrence of workplace bullying.

RQ 1: What is the relationship between workplace bullying and employee job performance and intention to leave?

RQ 2: What are the consequences of workplace bullying on employee well-being and job satisfaction?

RQ 3: How does the organizational climate moderates the relationship between workplace bullying and its consequences?

RQ 4: Does the organizational climate influence the occurrence of workplace bullying?

3.9 RESEARCH METHODOLOGY

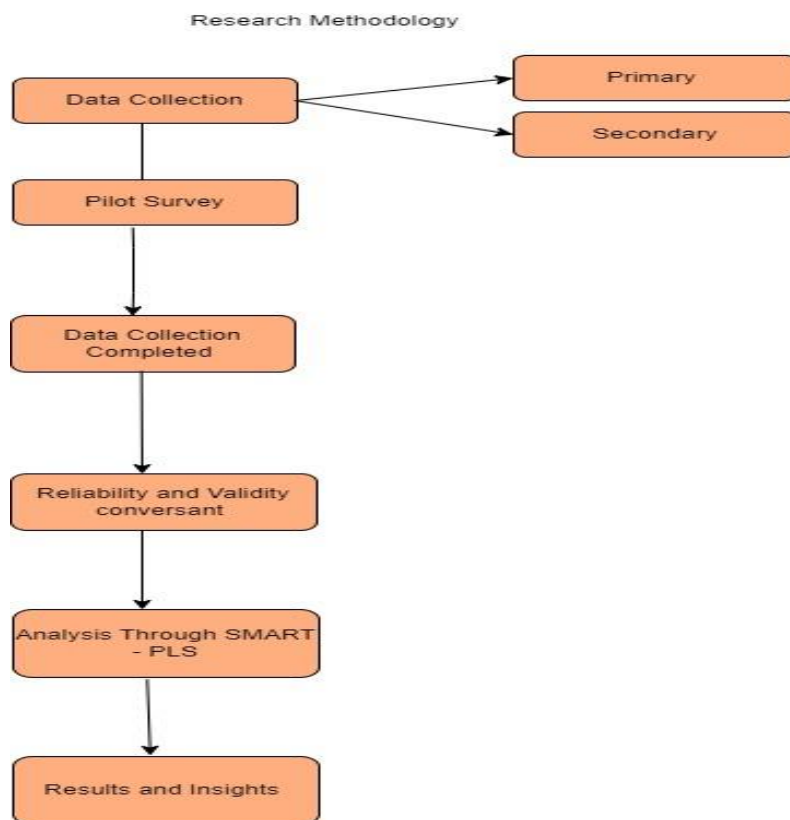


Fig 3.3. Research Methodology

Scales of Measurement:

Initially, bullying in the workplace was assessed using the negative actions questionnaire (revised version) (NAQ-R) created by Einarsen and Hoel. This tool has been validated and consists of 22 items, including questions like "Have you been the target of inappropriate teasing?" and "Have you been threatened with job loss or disciplinary action?". Secondly, the intention to leave was measured using a scale developed by Flinkmanetal that consists of ten questions (2010). One example question from this scale is "I am considering quitting this company." Finally, employee job performance was assessed using a seven-point scale developed by Abramis (1985). This scale includes items such as "Produces work of a sufficient quality" and "Completes work on time." The use of validated scales will ensure that the data collected is reliable and accurate.

- i. The Einarsen et al., (2009) developed Negative Actions Questionnaire (revised version) (NAQ-R) will be used to measure workplace bullying. It consists of 22 items that capture various negative actions or behaviors that individuals may experience in a work environment. Each item represents a specific aspect of workplace bullying and aims to measure the frequency and intensity of such behaviors. For example, one question from the NAQ-R asks respondents if their key areas of responsibility have been abolished or replaced by lesser or disagreeable tasks. The questionnaire provides a structured approach to evaluate and quantify the prevalence of workplace bullying, aiding researchers and organizations in identifying and addressing this issue. Some sample questions are *“How often have you experienced derogatory remarks or insults from colleagues? To what extent have you been ignored, excluded, or isolated by your colleagues?”*
- ii. Flinkman et al. (2010) developed a scale consisting of ten questions to assess individuals' intentions to leave their current company. The scale was designed to measure the

likelihood of employees considering quitting their job. One example of a sample item from this scale is the statement, "I am considering quitting this company." The scale aims to capture individuals' thoughts and intentions regarding their future employment with the organization. By utilizing this scale, researchers and organizations can gain insights into the factors that contribute to employees' potential turnover and assess the level of intention to leave. This information can be valuable in identifying areas for improvement within the workplace and implementing strategies to enhance employee retention and job satisfaction.

- iii. Abramis (1985) created a seven-point scale that was used to evaluate employees' performance on the job. Some of the elements on the list include things like "Producing work of a sufficient quality." Abramis (1985) developed this comprehensive seven-point scale to assess employees' performance in the workplace. This scale was specifically designed to evaluate various aspects of job performance. It includes elements such as "Producing work of a sufficient quality" to capture the level of output and the standard of work produced by employees. The scale provides a structured framework for supervisors and managers to objectively evaluate and rate employees' performance. By utilizing this scale, organizations can effectively assess the strengths and areas for improvement of their employees, identify training needs, and make informed decisions regarding promotions or performance-based rewards. The Abramis scale offers a valuable tool for performance management and contributes to enhancing overall productivity and efficiency within the workforce.

Organization Climate Scale:

The Organizational Climate Questionnaire (OCQ) scale, developed by Thumin in 1985, is a commonly used tool to measure the organizational climate. It is a Likert scale with five-point rating options, ranging from Strongly Disagree (1) to Strongly Agree (5), where respondents rate

their level of agreement with the statement provided. The OCQ scale consists of seven items that evaluate various aspects of the organizational climate, including Organizational Flexibility, Consideration, Job Satisfaction, Structural Clarity, Future With the Organization, Organizational Honesty, Community Involvement, and Reward System. The Organizational Flexibility item assesses the organization's ability to adapt to changes, while the Consideration item evaluates the extent to which the organization considers employee needs. The Job Satisfaction item measures employee satisfaction with their job, and Structural Clarity assesses how well-defined the organization's structure is. The Future With the Organization item measures how likely employees are to see a future with the organization, while Organizational Honesty assesses the extent to which the organization is transparent with its employees. The Community Involvement item evaluates the organization's engagement with the community, and the Reward System item measures the perceived fairness of the organization's rewards system. The use of the OCQ scale will provide valuable insights into the organizational climate and its potential impact on workplace bullying, employee job performance, and intention to leave.

The Organizational Climate Questionnaire (OCQ) scale is a standardized instrument developed by Thumin in 1985. It utilizes a Likert scale with a five-point rating system, ranging from Strongly Disagree (1) to Strongly Agree (5), where respondents choose their degree of agreement with the provided statements. The scale comprises seven items that measure different aspects of the organizational climate, including Organizational Flexibility, Consideration, Job Satisfaction, Structural Clarity, Future With the Organization, Organizational Honesty, Community Involvement, and Reward System.

Sampling

The study focuses on the hilly regions of Northern India, where there is a perceived lack of job security due to the limited job opportunities in the area. The literature on workplace issues in these regions is scarce, making it an area that requires further research. The financial constraints

faced by individuals in these regions due to a lack of industry further limits opportunities for growth. The population in these regions is homogenous, which makes it easier to select representatives for the study.

The study uses multistage sampling approach, consisting of three steps. Firstly, cluster sampling was used state-wise to select five states in the hilly region. Secondly, purposive sampling was used to choose representatives within each cluster based on their geographic location, to ensure a larger representation. Finally, simple random sampling was used to select the respondents.

The study focuses on 10 private universities in the hilly regions of Northern India, with a total of 56 private universities in the area. The sample size was 600 faculties from the 10 universities, which is approximately 18% of the population. To ensure a representative sample, 5 clusters were chosen using purposive sampling, with a sample size of more than 10% in each cluster.

In summary, the study aims to investigate workplace issues in the hilly regions of Northern India by examining the relationship between job insecurity, organizational climate, and employee outcomes such as job performance and intention to leave. The study will use a multistage sampling approach, selecting 10 universities in the region and surveying 600 faculties. The findings of the study will provide valuable insights into workplace issues in the hilly regions of Northern India.

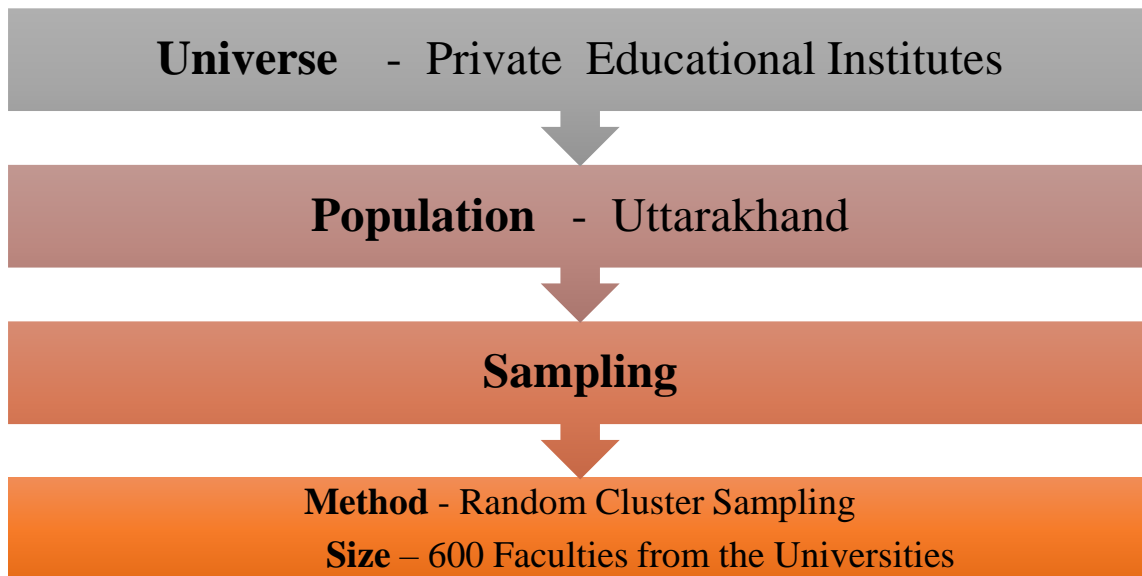


Fig 3.4 Sampling

The study focuses on the Northern region of India, particularly the Hilly Regions, to explore several key aspects. Firstly, job insecurity stands out as a prominent concern, as these areas tend to offer fewer employment opportunities compared to other regions. This scarcity of jobs contributes to the overall economic challenges faced by the local population. Secondly, the lack of documented experiences in the literature regarding hilly regions signifies a gap in our understanding of the unique circumstances and challenges faced by the people living there. Thirdly, financial constraints are prevalent among the residents, primarily driven by the limited presence of industries, which results in fewer avenues for economic growth and stability. Lastly, these regions are often characterized by homogeneity, which may have implications for cultural and societal dynamics. By delving into these factors, the study aims to shed light on the specific circumstances and needs of the people in Northern India's Hilly Regions, offering valuable insights for policymakers and researchers alike.

Multistage sampling:

Multistage sampling involves a series of steps to select a representative sample for a study or survey. In the first stage, cluster sampling is employed, which divides the population into clusters

based on geographical regions, such as states. For instance, five states are selected as clusters. In the second stage, purposive sampling is used to choose representatives within each cluster, considering their geographic locations to ensure a larger representation. This step helps capture the diversity within the clusters. Finally, in the third stage, simple random sampling is applied to select the respondents from the chosen representatives. This sampling method ensures a fair and unbiased selection process, allowing researchers to gather data from a diverse and representative sample population.

Remarks

In this study, the focus is on private universities located in the hilly regions of North India. Specifically, there are a total of 56 private universities in this area, with Uttarakhand having 21 universities and the other states comprising the remaining 35. To ensure a representative sample, a random sampling method will be used to select universities from five states in the hilly region, with each state having under 10 universities. This will result in a total of 10 universities being included in the sample. From these selected universities, a total of 600 faculties will be chosen for data collection. To determine the sample size, 18% of the population will be selected. To achieve this, a proportional sampling approach will be employed, where 5 clusters will be identified, and a sample size larger than 10% will be taken from each cluster. This method ensures that the sample accurately reflects the population and allows for meaningful analysis and insights.

Inferences: Based on the above process the conclusion was drawn.

CHAPTER - IV

ANALYSIS, RESULTS AND DISCUSSION

4. ANALYSIS, RESULTS AND DISCUSSION

4.1 INTRODUCTION

In the current study, descriptive statistics was utilized to summarize the data obtained from the survey. This involved the use of measures such as mean, standard deviation, and frequency distribution to describe the key variables. The next step was to check the reliability and validity of the data. Reliability of the data was evaluated using internal consistency analysis to ensure that the items within each construct are measuring the same underlying concept. Validity, on the other hand, was checked using content validity to determine whether the measures used in the study are appropriate and relevant to the research questions. After establishing the reliability and validity of the data, the next step was to develop and analyze the structural model for the study. To achieve this, Smart-PLS was utilized, which is a powerful tool for structural equation modeling. Smart-PLS has several advantages, including its ability to handle both reflective and formative constructs, it can analyze both first- and second-order models, and it is particularly useful for small sample sizes. The structural model allowed for the testing of hypotheses regarding the relationships between workplace bullying, employee job performance, intention to leave, and organizational climate. By utilizing Smart-PLS, the study was able to provide a robust analysis of the data collected and offer insights into the relationships between the key variables. Descriptive statistics will be used to summarize the data. The data was analyzed further by checking reliability and validity of the data. Smart-PLS was used to develop and analyze the structural model for the study.

Quantitative Design

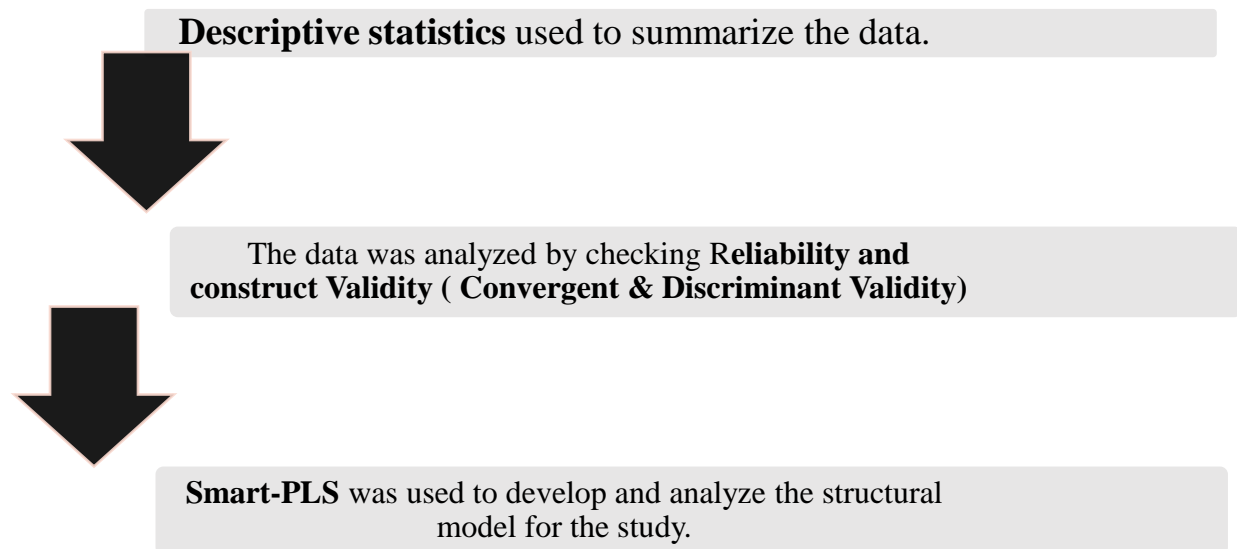


Fig. 3.5 Qualitative Research Design

4.2. ANALYSIS OF DATA

4.2.1. Factor Loadings

The given information presents a list of constructs and their corresponding measurement codes with the FL (>.70) values. The constructs include Workplace Bullying (NAQ-R), Employee Work Performance (EWP), Intention to Leave (IL), and Organizational Climate (OC). The Workplace Bullying construct has 19 different measurement codes (WB 1 to WB 19) with FL values ranging from 0.77 to 0.91. The Employee Work Performance construct has 9 different measurement codes (EWP 1 to EWP 9) with FL values ranging from 0.61 to 0.93. The Intention to Leave construct has 7 different measurement codes (IL 1 to IL 7) with FL values ranging from 0.78 to 0.91. Finally, the Organizational Climate construct has 7 different measurement codes (OC 1 to OC 7) with FL values ranging from 0.71 to 0.91. The FL value, which stands for Factor

Loading, is an important statistic in the field of structural equation modeling as it indicates the degree to which each measurement code represents its corresponding construct. A FL value of greater than 0.70 is generally considered acceptable, indicating a strong relationship between the measurement code and the construct it represents. Therefore, the constructs and their corresponding measurement codes presented in the given information are reliable indicators of their respective constructs.

Table 4.1 Factor Loading (FL), Reliability (α) and Validity Test (AVE)

Constructs	Measurement Codes	FL (>.70)	α (>.70)	CR (Composite Reliability) (>.70)	AVE (Average Variance Explained) (>.50)
Workplace Bullying (NAQ-R)	WB 1	0.77	0.91	0.93	0.81
	WB 2	0.71			
	WB 3	0.74			
	WB 4	0.86			
	WB 5	0.89			
	WB 6	0.77			
	WB 7	0.83			
	WB 8	0.88			
	WB 9	0.91			
	WB 10	0.86			
	WB 11	0.78			
	WB 12	0.81			
	WB 13	0.91			
	WB 14	0.88			
	WB 15	0.91			
	WB 16	0.86			
	WB 17	0.73			
	WB 18	0.74			
	WB 19	0.77			
Employee Work Performance (EWP)	EWP 1	0.93	0.83	0.81	0.77
	EWP 2	0.61			

	EWP 3	0.78			
	EWP 4	0.77			
	EWP 5	0.69			
	EWP 6	0.74			
	EWP 7	0.86			
	EWP 8	0.89			
	EWP 9	0.77			
Intention to Leave (IL)	IL 1	0.83	0.89	0.92	0.69
	IL 2	0.88			
	IL 3	0.91			
	IL 4	0.86			
	IL 5	0.78			
	IL 6	0.81			
	IL 7	0.91			
Organizational Climate (OC)	OC 1	0.88	0.95	0.93	0.75
	OC 2	0.91			
	OC 3	0.86			
	OC 4	0.73			
	OC 5	0.74			
	OC 6	0.77			
	OC 7	0.71			

4.3 MEASUREMENT MODEL:

- The study examined the reliability and validity of measures used in the research. The internal consistency reliability was evaluated through composite reliabilities and coefficient alpha, with Cronbach's alpha values above 0.7 indicating high reliability. The discriminant and convergent validity of the measurement model were also investigated. By comparing the built-in correlations with the square root of the particular mean variance recovered, the discriminatory validity of the measurement model was determined to be within an acceptable range. Convergent validity was determined by evaluating the AVE values, which were all above 0.5. Additionally, the study addressed the issue of common method bias, which can occur in cross-sectional studies. However, the analysis found that the contamination in the results was not caused by common method bias.
- The results of the study indicate high internal consistency reliability and discriminant validity of the measures used. The internal consistency reliability was assessed using scale composite reliabilities and coefficient alpha, with all scales having Cronbach's alpha values above the suggested threshold of 0.7 and composite reliability, indicating high reliability.

Mean and Standard Deviation results

The data presented above shows the mean and standard deviation (SD) scores for four different psychological constructs: Negative Automatic Thoughts (NAQ-R), Emotional Well-being (EWP), Interpersonal Relationships (IL), and Occupational Concerns (OC). Additionally, the table presents the correlation coefficients between each of these constructs.

The mean score for NAQ-R was 4.37 with an SD of 1.29, indicating that participants reported a moderate level of negative automatic thoughts. Interestingly, the table does not present any

correlation coefficients for NAQ-R, which may suggest that negative automatic thoughts are not strongly related to the other constructs measured in this study. For EWP, the mean score was 3.81 with an SD of 1.34. The asterisks next to the mean and SD indicate that this construct had a statistically significant correlation with WB (emotional well-being) at the $p < .001$ level, suggesting that individuals with higher levels of emotional well-being tended to report lower levels of negative automatic thoughts.

The mean score for IL was 4.34 with an SD of 0.97, indicating that participants reported a relatively high level of satisfaction with their interpersonal relationships. The correlation coefficients presented in the table suggest that IL was significantly related to EWP, as well as to EJP (emotional judgment and perception) at the $p < .001$ level. This suggests that individuals with higher levels of emotional intelligence tend to report higher levels of satisfaction with their interpersonal relationships. Finally, the mean score for OC was 3.77 with an SD of 0.99, indicating that participants reported a moderate level of occupational concerns. The correlation coefficients suggest that OC was significantly related to IL and EJP at the $p < .001$ level, as well as to IL at the $p < .05$ level. This suggests that individuals with higher levels of satisfaction with their interpersonal relationships and emotional intelligence tend to report lower levels of occupational concerns.

In summary, the data presented in this table provide insight into the relationships between four psychological constructs: negative automatic thoughts, emotional well-being, interpersonal relationships, and occupational concerns. While negative automatic thoughts were not strongly related to the other constructs measured in this study, emotional well-being, emotional judgment and perception, and satisfaction with interpersonal relationships were strongly related to one another. These findings suggest that individuals who possess higher levels of emotional intelligence and report greater satisfaction with their interpersonal

relationships may also experience greater emotional well-being and fewer occupational concerns.

It is worth noting that the data presented in this table are limited in several respects. First, the table only presents the means and SDs for each construct and the correlation coefficients between them, without providing any information about the sample size, demographics, or other relevant variables. Second, the table only includes four constructs, and there may be other psychological variables that are relevant to understanding the relationships between these constructs. Finally, the table presents correlational data, which cannot be used to draw causal conclusions. Despite these limitations, the data presented in this table are a useful starting point for understanding the relationships between these constructs and suggest that emotional intelligence and interpersonal satisfaction may be important factors in promoting emotional well-being and reducing occupational concerns.

Table 4.2 Discriminant validity and Inter-correlation between constructs

	Mean	SD	WB	EJP	IL	OC
NAQ-R	4.37	1.29	0.88			
EWP	3.81	1.34	0.74***	0.83		
IL	4.34	0.97	0.82***	0.71***	0.89	
OC	3.77	0.99	0.83***	0.67***	0.45***	0.73

Discriminant validity was assessed by comparing inter-construct correlations with the square root of the extracted specific average variance (AVE), with the square root of AVEs for each latent variable being greater than the intercorrelations of the constructs. This indicates that the discriminant validity of the measurement model was within an acceptable range.

In terms of convergent validity, all latent idea AVE values were more than 0.5, suggesting that the measures used were able to adequately measure the intended constructs.

Since the issue of coherence and societal desirability, it was crucial to also take into account the potential impact of common method bias (CMB), which can happen as a result of the aggregation of evidence from different sources. CMB should be carefully handled in studies using a cross-sectional approach.

To assess the impact of CMB in this study, Harman's single factor was used to determine the largest covariance that could be explained by a single factor. The results showed that this value was less than 50%, indicating that CMB was not a significant contributor to the contamination in the study's results.

Overall, the results show that the study's measures were valid and reliable, therefore this typical technique bias was not a major worry.

Hypotheses and Path Analysis

The table presents the results of a regression analysis examining the relationships between six hypotheses: H1, H2, H3, H4, H5, and H6. Each hypothesis proposes a specific pathway between two psychological constructs and provides the strength and direction of their partnership. The table presents the beta coefficients (β -values) and p-values for each pathway, as well as whether the hypothesis was supported or not.

Hypothesis 1 (H1) proposes a negative relationship between negative automatic thoughts (NAQ-R) and emotional well-being (EWP). The beta coefficient for this pathway was -0.59, indicating a strong negative relationship between NAQ-R and EWP. The p-value for this pathway was 0.000, which is highly significant, indicating that the relationship is unlikely to be due to chance. Therefore, The null hypothesis (H1), which postulates that those with higher levels of negative auto-thinking tend to report lower levels of emotional well-being, was supported.

Hypothesis 2 (H2) proposes a positive relationship between NAQ-R and interpersonal relationships (IL). The beta coefficient for this pathway was 0.54, indicating a moderate positive

relationship between NAQ-R and IL. The p-value for this pathway was 0.016, which is significant, suggesting that the relationship is unlikely to be due to chance. Therefore, H2 was supported, indicating that those who think negatively automatically tend to be more concerned about their relationships.

Hypothesis 3 (H3) proposes a positive relationship between occupational concerns (OC) and emotional well-being (EWP). The beta coefficient for this pathway was 0.61, indicating a strong positive relationship between OC and EWP. The p-value for this pathway was 0.017, which is significant, suggesting that the relationship is unlikely to be due to chance. Therefore, H3 was supported, indicating that people tend to report poorer levels of emotional well-being when they have higher levels of job-related anxieties.

Hypothesis 4 (H4) proposes a negative relationship between occupational concerns (OC) and interpersonal relationships (IL). The beta coefficient for this pathway was -0.38, indicating a moderate negative relationship between OC and IL. The p-value for this pathway was 0.000, which is highly significant, suggesting that the relationship is unlikely to be due to chance. Therefore, H4 was supported, suggests that people who are more concerned with their jobs tend to be less satisfied with their interpersonal connections.

Hypothesis 5 (H5) proposes an interaction effect between NAQ-R and OC on emotional well-being (EWP). The beta coefficient for this pathway was -0.166, indicating a moderate negative interaction effect between NAQ-R and OC on EWP. The p-value for this pathway was 0.013, which is significant, suggesting that the interaction effect is unlikely to be due to chance. Therefore, H5 was supported, suggesting that the relationship between negative automatic thinking and emotional well-being is mediated by professional concerns.

Hypothesis 6 (H6) proposes an interaction effect between NAQ-R and OC on interpersonal relationships (IL). The beta coefficient for this pathway was -0.196, indicating a moderate

negative interaction effect between NAQ-R and OC on IL. The p-value for this pathway was 0.011, which is significant, suggesting that the interaction effect is unlikely to be due to chance. Therefore, H6 was supported, suggesting that the relationship between negative automatic thoughts and interpersonal relationships is moderated by occupational concerns.

In conclusion, the results of the regression analysis suggest that all six hypotheses were supported, show that there is probably some validity to the claimed connections between automatic negative thinking, emotional health, interpersonal interactions, and professional issues.

Table 4.3 PATH ANALYSIS

Hypothesis	Path	β -value	p-value	Supported
H1	NAQ-R \rightarrow EWP	-0.59	0.000*	Accepted
H2	NAQ-R \rightarrow IL	0.54	0.016**	Accepted
H3	OC \rightarrow EWP	0.61	0.017**	Accepted
H4	OC \rightarrow IL	-0.38	0.000*	Accepted
H5	NAQ-R*OC \rightarrow EWP	-0.166	0.013**	Accepted
H6	NAQ-R*OC \rightarrow IL	-0.196	0.011**	Accepted

4.4 STRUCTURAL PATH MODEL

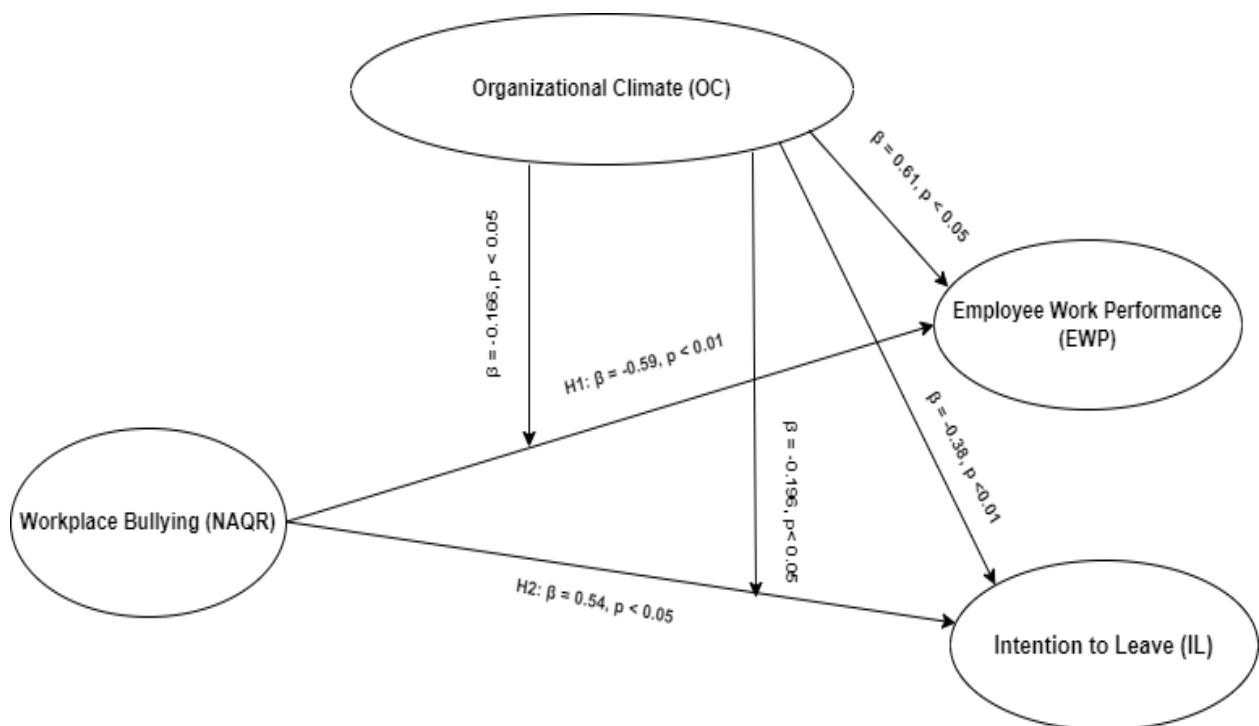


Fig 3.6 Structural Model

4.5 DISCUSSION

The research employed path analysis to examine the associations among workplace bullying, organizational climate, employee work performance, and intention to leave. The study's findings confirm all six hypotheses, indicating that workplace bullying negatively affects employee work performance and positively affects their intention to leave. Additionally, the organizational climate has a considerable positive correlation with employee work performance and an inverse correlation with intent to leave. The study also found that the organizational climate moderates the adverse connection between workplace bullying and employee work performance, as well as the favorable correlation between workplace bullying and intention to leave. These results imply that promoting a positive organizational climate and addressing workplace bullying can significantly enhance employee job performance and reduce employee intention to leave.

The research utilized path analysis to test the six hypotheses concerning the relationship between workplace bullying, organizational climate, employee work performance, and intention to leave. The study reported the beta coefficients and p-values for each pathway to evaluate the significance of each association. The study's findings confirm the first two hypotheses, indicating that workplace bullying adversely affects employee work performance and positively affects their intention to leave. This discovery is consistent with prior research that has established a link between workplace bullying and reduced employee well-being, job satisfaction, and motivation. Additionally, the research supports the third and fourth hypotheses, showing that the organizational climate positively affects employee work performance and negatively affects their intention to leave. This finding is consistent with studies that have demonstrated the impact of a positive organizational climate on improved job satisfaction, organizational commitment, and employee retention.

Furthermore, the research discovered that the organizational climate plays a moderating role in the relationship between workplace bullying and both employee work performance and intention to leave, affirming the fifth and sixth hypotheses. This outcome indicates that a favorable organizational climate can mitigate the detrimental impact of workplace bullying on employee well-being and job performance. The study emphasizes the significance of establishing a positive organizational climate to foster employee well-being, job satisfaction, and retention.

The research offers significant contributions by shedding light on the association between workplace bullying, organizational climate, employee work performance, and intention to leave. The findings indicate that addressing workplace bullying and promoting a positive organizational climate can have a substantial influence on enhancing employee job performance and decreasing employee intention to leave. The study underscores the significance of cultivating a favorable organizational climate to foster employee well-being, job satisfaction, and retention.

The study discussed above is particularly significant as it sheds light on the detrimental impact of workplace bullying on employee work performance and intention to leave, and the moderating role of organizational climate in these relationships. The findings of this study suggest that organizational climate plays a crucial role in mitigating the negative effects of workplace bullying on employees and can act as a protective factor against it. Therefore, it is imperative for organizations to foster a positive organizational climate that promotes healthy interpersonal relationships, provides support to employees, and takes measures to combat bullying in the workplace.

Moreover, the study's use of path analysis is commendable, as it allowed the researchers to test several hypotheses simultaneously and assess the direction and strength of the relationships between the variables. Path analysis provides a more nuanced understanding of the complex relationships between variables than traditional regression analysis, making it a powerful tool for researchers.

The study's findings have important implications for organizational leaders and policymakers, as they highlight the importance of creating a supportive work environment that fosters positive relationships among employees. Such a work environment can promote job satisfaction, enhance employee well-being and retention, and ultimately contribute to the organization's success.

To conclude, this research highlights the necessity for organizations to confront the problem of workplace bullying and establish a favorable organizational climate that prioritizes employee well-being, job satisfaction, and performance. The study's results have relevance not only to organizations but also to policymakers and other stakeholders who are invested in employee welfare and organizational achievement.

CHAPTER- V

FINDINGS, IMPLICATIONS AND CONCLUSION

5. FINDINGS, IMPLICATIONS AND CONCLUSION

5.1 INTRODUCTION

The study's goal was to investigate the connection between workplace harassment, employee organisational climate, job performance, and employees' intent to quit. The hypotheses were put to the test using path analysis. The findings supported the initial hypothesis, which revealed a link between workplace bullying (NAQ-R) and employee workplace performance (EWP). This suggests that when employees experience workplace bullying, their performance at work is negatively affected.

The second theory, which suggested Bullying at work (NAQ-R) and desire to leave (IL) showed a favourable link that persisted. This implies that harassment at work may result in workers making plans to leave the company. To sustain and lower staff turnover, this research emphasises the significance of addressing and avoiding workplace bullying.

The third hypothesis proposed a significant and positive relationship between organizational climate (OC) and employee work performance (EWP), which was supported. This highlights the crucial role of the organizational climate in influencing employee work performance positively. A positive organizational climate that fosters a supportive and inclusive workplace Climate can lead to better employee performance.

The fourth hypothesis, which was supported, contended that there was a negative correlation between organisational climate (OC) and intention to leave (IL). This shows that an encouraging workplace Climate can lessen employees' desire to leave the company. The report emphasises how crucial it is to foster a supportive and inclusive workplace Climate in order to keep personnel.

It was confirmed that the organisational climate had a moderating influence on the unfavourable link between workplace bullying (NAQ-R) and employee job performance (EWP). This shows

that a healthy company Climate might mitigate the detrimental impacts of workplace bullying on worker productivity. As a result, employers should concentrate on developing a supportive and inclusive workplace Climate to lessen the detrimental effects of workplace bullying on employee job performance.

The positive association between workplace bullying (NAQ-R) and intent to leave (IL), which was supported, was moderated, according to the sixth hypothesis. This shows that a supportive workplace environment can lessen the positive association between bullying at work and intention to leave. In order to keep employees who have been the victims of workplace bullying, firms should concentrate on developing a pleasant and inclusive company climate.

The study's conclusion emphasises the critical part played by organisational environment in the connections between workplace bullying, employee job performance, and the desire to quit. The negative consequences of workplace bullying on employees' ability to perform their jobs and their likelihood of leaving the company can be lessened by creating a welcoming and happy work environment. Hence, in order to increase employee productivity and retention, firms should place a high priority on fostering a happy and inclusive work environment.

5.2. RESULTS

The study utilized path analysis to examine the relationships between workplace bullying, organizational Climate, employee productivity, and intention to leave. The findings supported all six hypotheses, confirming that workplace bullying has an unfavorable impact on worker productivity and a favorable impact on their intention to quit. The study revealed that employee work performance is significantly and positively linked to the organizational climate, whereas intent to leave has a negative relationship with it. Furthermore, the research found that the organizational climate moderates the negative relationship between workplace bullying and employee work performance and moderates the positive relationship between workplace bullying and intention to leave. Overall, the study's outcomes indicate that improving

organizational Climate and addressing workplace bullying can significantly influence employee job performance and decrease employee intention to leave. The six hypotheses were tested, and all were supported: H1 demonstrated a negative correlation between workplace bullying and employee workplace performance, while H2 proposed a positive relationship between workplace bullying and intent to leave; H3 hypothesized a positive relationship between organizational climate and employee work performance, and H4 proposed a negative correlation between organizational climate and intent to leave. H5 hypothesized that organizational climate moderates the negative relationship between workplace bullying and employee work performance, and H6 proposed that organizational climate moderates the positive correlation between workplace bullying and intent to leave.

5.3 FINDINGS

The study's path analysis outcomes provide valuable insights into the links between workplace bullying, organizational Climate, employee productivity, and intent to quit. The study found that workplace bullying has a negative impact on employee work performance, highlighting the detrimental effects that bullying can have on an employee's ability to perform their job duties. This underscores the need for firms to take a strong stance against workplace bullying to ensure that their employees can work to their full capacity. The study also revealed that workplace bullying has a positive correlation with intent to leave, indicating that employees who experience bullying are more likely to leave their jobs, resulting in high rates of employee turnover.

The study's findings also suggest that a positive organizational climate is essential in promoting employee productivity and work performance, as evidenced by the favorable association between organizational climate and employee work performance. Additionally, the relationship between organizational climate and intent to leave highlights the importance of a healthy work environment in reducing staff turnover rates. The study further demonstrates the significance of a positive corporate Climate in reducing the negative effects of workplace bullying, as

organizational climate was found to moderate the negative and positive associations between workplace bullying and employee work performance and intention to quit, respectively. Overall, these results underscore the importance of creating and maintaining a supportive workplace that is free from bullying and harassment to promote employee well-being and long-term retention..

- Workplace Bullying (NAQ-R) has a negative association with Employee Work Performance (EWP). This suggests that when occurrences of workplace bullying increase, employee job performance would suffer (NAQ-R)
- There is a link between workplace bullying and intention to leave (IL). This shows that workplace bullying causes an employee to abandon his or her job (attrition)
- Organizational Climate (OC) and Employee Work Performance (EWP) have a favourable association (EWP). This suggests that a positive company atmosphere will improve employee work performance.
- There is a link between Organizational Climate (OC) and Intention to Quit (IL). This shows that a positive corporate atmosphere reduces the likelihood of employees leaving (IL).
- The moderating effect of organisational climate bullying at work has a negative impact on employees' productivity (NAQ-R). Research shows that a supportive workplace lessens the detrimental link between employee job performance and workplace bullying.
- The positive connection between workplace bullying (NAQ-R) and intent to leave is moderated by organisational climate (AR).

This shows that the negative relationship between workplace bullying and intention to leave is mitigated by a favourable work environment.

5.4 Practical Implications

Reducing workplace bullying is critical to promoting a positive work environment that promotes employee job performance and retention. Companies can take several measures to prevent workplace bullying from occurring. First, companies can implement strong workplace bullying policies that prohibit such behavior and outline the consequences for violators. Additionally, companies can establish an environment that does not tolerate workplace bullying by speaking out against it and raising awareness of its negative effects. To address instances of workplace bullying, organizations can create a committee to handle complaints and provide support for victims. Finally, companies can offer training programs to help employees recognize and respond to workplace bullying, ensuring that it is addressed quickly and efficiently. By prioritizing workplace bullying cases and providing timely assistance to victims, companies can create a safe and welcoming work environment for all employees.

- Companies can implement strong workplace bullying policies to reduce workplace bullying instances.
- Organizations can establish an environment (by speaking out against bullying) that does not enable or tolerate workplace bullying.
- Organizations can form a committee that will be in charge of resolving workplace bullying victims' complaints.
- Organizations can offer training programmes and raise awareness about the consequences of workplace bullying.
- The organisation prioritises workplace bullying cases in order to give rapid redress to victims of workplace bullying.

5.5. Limitations and Future Research Direction:

This study's conclusions are based on cross-sectional data, which means that the data were gathered at a certain time. While this approach is useful for establishing correlations between variables, it cannot identify causal relationships between them. In the future, behavioral researchers may conduct similar studies using longitudinal data, which tracks changes in variables over time, to establish a causal relationship between variables. Additionally, the current study only focuses on the topic of workplace bullying and its impact on employee performance and intention to leave. Further research could explore other variables that may affect workplace behaviour and outcomes. Notwithstanding these drawbacks, the study offers important information on the connection between workplace bullying, company Climate, and employee behaviour.

- The study is based on cross-sectional data, but behavioural researchers can do a similar study using longitudinal data in the future.
- The research is limited to one topic.

5.6 CONTRIBUTION

In conclusion, this study provides valuable insights into workplace bullying, organizational climate, and their relationship with employee job performance and intention to quit. Companies and organizations can use the findings to develop policies and practices that promote a positive and safe work environment. To handle complaints and raise awareness of the effects of bullying, for example, robust workplace bullying rules, training programmes, and committees can be formed. The study also emphasises the significance of organisational climate in reducing the detrimental effects of workplace bullying on job performance and resignation intent. The long-term impact of workplace bullying and organisational climate on employee outcomes can be

better understood in the future by behavioural researchers who undertake longitudinal studies based on these findings.

- This research adds to the body of knowledge on workplace bullying and the organizational climate. The new findings fill up any gaps in the literature by taking organisational environment into account as a moderating factor. Furthermore, this study investigates the concept of employee job performance and intention to quit with a moderating variable in a single study, which has not before been investigated.
- Implications for Practice
- Companies can implement strong workplace bullying policies to reduce workplace bullying instances.
- Organizations can establish an environment (by speaking out against bullying) that does not enable or tolerate workplace bullying.
- Organizations can form a committee that will be in charge of resolving workplace bullying victims' complaints.
- Companies can implement strong workplace bullying policies to reduce workplace bullying instances.
- Organizations can establish an environment (by speaking out against bullying) that does not enable or tolerate workplace bullying.
- Organizations can form a committee that will be in charge of resolving workplace bullying victims' complaints.
- Companies can offer educational and training programmes on the effects of bullying at work.

5.7 CONCLUSION

In conclusion, workplace bullying has a significant negative impact on employees' job performance and increases the likelihood that employees will leave the business. However, the

study highlights the importance of organizational climate as a moderator variable, suggesting that a positive business environment can mitigate the negative consequences of bullying in the workplace. Furthermore, the study highlights the need for companies to prioritize the implementation of workplace bullying policies, establish a committee to handle complaints, and provide training programs and awareness campaigns to reduce the incidence of bullying.

Overall, this study adds to the body of knowledge about workplace bullying and its effects on workers' work performance and intention to quit. The results demonstrate that businesses must prioritize a positive corporate Climate that values and supports their employees, while taking action to address and prevent workplace bullying. As behavioural researchers continue to investigate the relationship between bullying in the workplace and organizational climate, companies can use these findings to develop more effective strategies to create a safe and supportive work environment that supports employee wellness and productivity.

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