A Study of Workplace Bullying and Job Performance: A Co-Relational Analysis of Faculty Engaged In Higher Education Institutions

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Abstract:

The main purpose of this study is to evaluate the impact of workplace bullying on job performance and to determine the significant attributes of workplace bullying. It is evident from the study that the workplace bullying has been considered a source of great concern for organizations. The workplace bullying became the potential hurdle in achieving this ideal condition for the organizations. Hence this study attempted to identify the attributes of workplace bullying that may significantly impact the job performance in private educational institutes of Karachi. This study intends to explore the causal relationship between workplace bullying and job performance, therefore this study is causal in its nature. The Faculty of privately owned and managed Higher Education Institutions (HEIs) in Karachi constitutes the subject on interest for this study. Results of the correlation for this study exhibited a significant negative relationship between the sarcasms being the attribute of workplace bullying and the job performance. Furthermore the results of correlation exhibited two attributes of workplace bullying namely Belittling, Name calling except the Sarcasm have negative insignificant correlation with the job performance of the faculty members of the privately owned higher educational institutions of Karachi.

Key Words: *Workplace Bullying, Job Performance, Higher Educational Institutions, Faculty*

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1.   Introduction

Workplace bullying is frequently discussed and researched topic in today's academic and corporate world. Workplace bullying is not a novel concept rather it is deemed as a serious potential concerns for the organizations (Quine, 1999). Workplace bullying became a problem having grave implications for the organization and leave the organization to suffer dearly in the shape of turnover or even burnout (John, Hutchinson, Bradbury, & Browne, 2016). Workplace bullying has demonstrated negative influence on employees' mental health which causes the emotional instability and stress (Mulki, Jaramillo, Goad, & Pesquera, 2015). The stressed situation at workplace and multiple bullying behaviours like name calling, belitling and sarcasm have developed the uneasiness among the employees, which caused the decline in their performance (Oghojafor, Muo, & Olufayo, 2012).

Uneasiness among employees yields the disastrous influence on the performance. Studies conducted on workplace bullying and job performance described a significant relationship between the job performance and workplace bullying. It is elucidated that the relationship between workplace bullying and job performance has negatively associated (Said, Zaidee, Zahari, Ali, & Salleh, 2015).

1.1.   Purpose of the study
The main purpose of this study is to evaluate the impact of workplace bullying on job performance and to determine the significant attributes of workplace bullying.

1.2.   Scope of The Study
Achieving the high performance is the main motive of every organization around the globe. This study investigates how the negative influence of workplace bullying on job performance could be determined. What are the attributes of work place bullying that significantly impact the job performance in private educational institutions of Karachi. The evidence to substantiate the purpose of the study has been gathered from private owned degree providing institutes of Karachi.

1.3.   Problem Statement
It is evident from the study that the workplace bullying has been considered a source of great concern for the organization. This concern became the global phenomenon (Razzaghian & Shah, 2011). Having quality performers on board in any organization is cherishing desire of most of the organization. However due to numerous factors organizations may not be in ideal conditions all the time. The workplace bullying became the potential hurdle in achieving the ideal condition for the organizations (John, Hutchinson, Bradbury, & Browne, 2016). Hence this study attempted to identify the attributes of workplace bullying that may significantly impact the job performance in private educational institutes of Karachi and investigate the impact of workplace bullying on job performance.

2.   Literature Review

The working environment always prone to several complex issues workplace bullying is one such issue, which has drawn tremendous amount of attention from the part of management scholars. Such as Reknes, Pallesen, Mage and Moen (2014) have studied the workplace bullying as a determinant of conginitive health disorder and found that workplace bullying causes mental health disorder among employees. In Australian
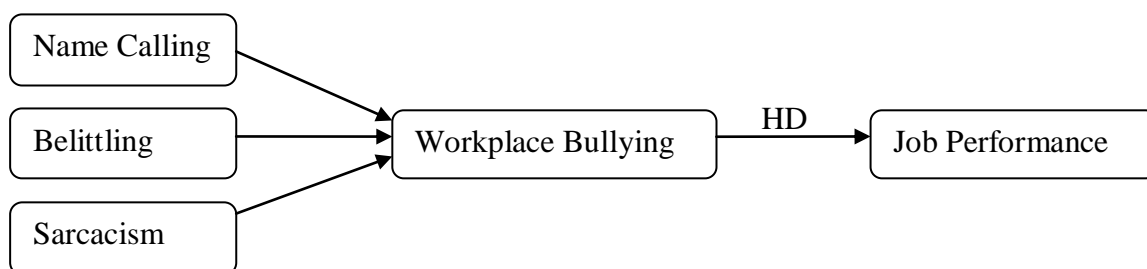
context workplace bullying has been studied among public service employees, found the workplace bullying a core cause of mental distress and anxiety (John, Hutchinson, Bradbury, & Browne, 2016).

Workplce bullying has been casting its shadow nagatively on the mental state of employees. The result of that distressed emotional condition has adverse implications on the mental health of employees like agression and stress at work place study concluded in Pakistan (Razzaghian & Shah, 2011). An aggression in working environment like workplace bullying casuse to suffer employees both in terms of cognitive behaviors as well as work related behavior like job contentment, de-motivation, counterwork behavior and job perforamnce. Job performance has been securing a pivotal state in the resarch and organizations. It has two perspectives if deal professionaly will give high performance. As the study showed that the job performance of sales employees were high when their emotions were handled care fully to minimize the stress (Mulki, Jaramillo, Goad, & Pesquera, 2015). It is also evident from the study of job performance that higher the motivation higher the performance (Said, Zaidee, Zahari, Ali, & Salleh, 2015). Job performance will be at lower ebb when the abusive supervision and misshandling of emotions (Aryee, Sun, Chen, & Debrah, 2008).

Hence evidences show that the workplace bullying has negative impact upon the job performance. The prevailing werge of name calling, belitling and sarcasm in the organization given birth to the uneasiness in employees (Oghojafor, Muo, & Olufayo, 2012). Study showed that the workplace bullying like unfair treatment to employees have yield the negative impression over the performance of employees (Ndegwa & Makori Moronge, 2016). It was established that the job performance has negatively been influenced by the workplace bullying in the study conducted on the public sector employees (Obicci, 2015; Devonish, 2013). The researchers are of the opinion that workplace bullying has always been showing adverse implications on the job performance and the satisfaction of the employees, Physical and emotional condition of an employee is also affected by the workplace bullying that result the decline in performance. It is the multiple edge issue for the organization that pose adverse implications on various fronts such as physical, ethical, financial, and emotional complications (Yahaya, et al., 2012). Study of work place bullying has showed unwanted results for behaviors of employees. Conflicted emotional behaviors have been traced which fanning the stressed emotional relationship among the employees (Ayoko & callen, 2003).

Multiple studies have been carried out having the intention how to mitigate the workplace bullying influance on job performance in the world. But a few studies were conducted in this direction in Pakistan. Specially in private educational institutions in Karachi keeping this in consideration this study provides the insights and fill up the potential gap.

Figure No. 1. Conceptual Framework

2.1.   Hypotheses

Based on aforesaid extensive literature review following hypothesis has been formulated for this study.

H_1 Name Calling has negative impact on job performance.
H_2 Belittling has indirect relationship with job performance.
H_3 Sarcasms and job performance have inverse relationship.

3.   Methodology

3.1.   Nature and type of Study

This study intends to explore the causal relationship between workplace bullying and job performance, therefore this study is causal in its nature. In order to substantiate the purpose of the study quantitative approach has been used to test the causal relationship between the variable of interest, thus the study is quantitative in its type.

3.2.   Population, Sample Size and Sampling Techniques

The Faculty of privately owned and managed Higher Education Institutions (HEIs) in Karachi constitutes the subject on interest for this study. As per official website of Higher Education Commission of Pakistan there were 29 privately managed and owned higher education institutions in Karachi (HEC, 2016). The faculty engaged in various disciplines of these Institutes was 1935, the number is known through respective websites of each HEIs. This study has targeted only those HEIs, where business education is being imparted. Thus the number of such higher educational institutions was 22, and the faculty engaged in these departments was in total. The target population of this study was therefore 316 business faculty which is engaged in educating business students in private owned HEIs of Karachi. While accessing the target population the researchers were constrained to certain limits. Such as some of the respondents were not actually present in their respective institutes, some of them switched the institution, some of them were on study leave, the number of such respondents at the time of collecting data for this study was almost 25, and thus the accessible population for this study was 291. Hence the sample size of 166 respondents was determined from the 291 accessible population by using the online calculator for determining sample size (CRS, 2012). Since the population of this study was segmented into 5 identical layers, therefore stratified random sampling was used to approach the respondents for this study. The proportion of sample was proportionate as under:

Table No. 1.   Proportionate Sampling.

S. No.	Category	N	% of sample	N
1	Lecturer	177	56	93
2	Asst. Prof	103	33	55
3	Associate Prof	17	5	8
4	Professors	19	6	10
5	Meritorious	-----	------	----
Total		316	100	166

3.3.   Data Collection and Type of Research

This study was causal in its nature. It analyses the intervening influence of emotional intelligence between workplace bullying and job performance among the Faculty members. The quantitative data was collected from the 166 faculty members of privately owned higher educational business educational institutions in Karachi. The respondents

for the study were lecturers, assistant professors, associate professors, professors and meritorious professors.

3.4. Data Collection Instrument

The Primary data was collected for this study. A five point likert scale questionnaire consisted of 22 items divided among main three variables was used for the collection of responses. Each of the attribute of workplace bullying belittling, sarcasms and name calling has given 4 items, while the emotional intelligence and job performance have been given 5 items each in the questionnaire. Hence 1 being the least level agreement and 5 being the most level of agreement.

4. Results

4.1. Reliability Test

The test was conducted to measure the internal consistency among the items of the scale. Hence the acceptable reliability was compared as shown in the table under with the cronbach's alpha returns 0.6 to 1.0, and if its > .9 that is excellent (Hair, Babin, Money, & Samouel, 2003). The table 2 given below shows the reliability statistics of the items used in the study. All the statistics are closed to 1, thus reliable enough.

Table No. 2. Cronbach's Reliability Statistics

Variables	Number of Items	Cronbach's Alpha
Belittling	4	.829
Name Calling	4	.733
Sarcasms	4	.792
Performance Job	5	.887

4.2. Data Analysis

Stratified random sampling technique was used for getting the responses from the sum of 166 respondents. The faculty members of privately owned Business Educational Institutions of Karachi approved by HEC were asked to fill up the questionnaire. Hence the demographic characteristics of the respondents are displayed in table 3.

Table No. 3. Demographic Characteristics Of Respondents

Demographics	Description	N.	Percentage%
Gender	Male	131	78.9
	Female	35	21.1
Age	Up to 35 years	99	59.6
	Above 35 years	67	40.4
Designation	Lecturer	93	56
	Assistant Professor	55	33.2
	Associate Professor	8	4.8
	Professor	10	6
Education	Masters	85	51.2
	M.Phil/MS	50	30.1
	PhD	31	18.7
Job Experience	Up to10 years	56	33.7
	Above 10 years	110	66.3

The above (table no. 3) indicates that 78.9% were male respondents rest of the respondents were female. Respondents were given the option to choose their age group from two given options. Meanwhile, the 59.6 % of the respondents were up to 35 years remaining of them were above 35 years. Four choices have been given to the respondents regarding their designation from which 56% were lecturers, 33.2% were Asst: Profs:, 4.8% were Ascot: Profs: and 6% of them were Professors. The questionnaire contained three choices Masters, M.Phil/MS and PhD for knowing the education level of the respondents. Whereas, 51.2%, 30.1%, 18.7% were the respective percentages of their level of education. Moreover, the job experience of the respondents was 33.7% denoted as up to 10 years rest was above the 10 years.

4.3.   Correlation and Regression Analysis

Correlation and regression approaches were applied for examining the relationship between the variables statically. The prime aim behind the application of correlation analysis was to test, measure the variables and to determine the association and strength among the variables. Whereas, the regression analysis was used in the study having the aim to explain the association in the form of equation. The standards and the absolute value of r (Evans, 1996) as proposed by the Evans, (1996) were the basis for the analysis of correlation n this study. Hence the below stated criteria was used to measure the alienation among the variables for this study, where the correlation must fulfill the condition of -1≤ r ≤ 1, further the association will be very weak if r is 0.00 to 0.19. The correlation will be weak if it is 0.20 to 0.39. If the correlation is 0.40 to 0.59 then it will be said as moderate relationship, a correlation will be deemed as strong if it is 0.60 to 0.79. It will be believed a very strong correlation if it proceeds to 1.0.

Table No. 4.   Correlation Analysis Between Workplace Bullying And Job Performance

Variables	1	2	3	4
Belittling	1			
Name Calling	.306**	1		
Sarcasm	.222**	.560**	1	
Job Performance	-.171**	-.345**	-.469**	1
**. Correlation is significant at the 0.01 level (2-tailed).				

It is evident from the above (table no. 4) that the variable of interest were negatively correlated   at the significant level 0.01. Thus, workplace bullying and job performance of the faculty members are negatively correlleted. The findings of this study is in conguence of the findings of Mete & Sokmen (2016).

Table No. 5.   Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.879a	.772	.766	.32608
Predictors: (Constant), Belittling,, Name Calling, Sarcasm				

The (table no. 5) model summary shows the coefficient of determination. The Adjusted R-Squire value shows that 76.6% variance is explained by predictors collectively into job performance. Moreover, the the table indicates the fitness of the model, since the Adjusted R-Suquire is close to 1, therefore, the model is fit enough to be used for this study.

Table No. 6.   ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	35.266	3	11.755	16.353	000b
	Residual	116.450	162	.719		
	Total	151.716	165			
a. Dependent Variable: Job Performance						
b. Predictors: (Constant), Sarcasm, Belittling, Name Calling						

The above (table no. 6) depicts F ratio as $(3,162) = 16.353$, $p < .0005$ is less than by chance that shows the overall fitness of the regression model for the data.

Table No. 7.   Regression Analysis of Workplace Bullying And Job Performance

Coefficients						
Model		Un-standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	.735	.314		2.339	.021
	Belittling	-.047	.068	-.050	-.693	.489
	Name Calling	-.121	.097	-.106	-1.247	.214
	Sarcasm	-.466	.097	-.399	-4.791	.000
Dependent Variable: Job Performance						
R-Squire .772 F-Statistic 16.353 P-Value <.0001						

Keeping in notice the above (table no. 7) for regression analysis belittling, being the attribute of workplace bullying as a predictor variable, where the (β= -.047, p=.489) which is insignificant but It has the negative coefficient can explain as increment in belittling will cause decrease in job performance considering the other variables as constant, therefore the H_1 is rejected. The regression analysis in (table 5) displays name calling has (β= -.121, p=.214) which is not significant as compared to (p<.05) value. , yet the negative coefficient of name calling causes decline in job performance, while keeping the other variables as controlled and declared H_2 have been rejected. As it is exhibited in (table no. 7) that the sarcasm being the attribute of workplace bullying has (β=-.466, p=.000) which is significant as the p-value is less then (.05), hence the H_3 is accepted and the negative coefficient results states the decline in job performance as the sarcasasm increases.

5.   Conclusion

Results of the correlation for this study exhibited a significant negative relationship between the sarcasms being the attribute of workplace bullying and the job performance; hence the H_3 has been accepted. Whereas, the H_1 and H_2 have been rejected this stated that there was no any significant relationship between belittling, name calling as the

attributes of workplace bullying and job performance exist. Furthermore, the results of correlation exhibited two attributes of workplace bullying namely belittling, name calling except the sarcasm have negative insignificant correlation with the job performance of the faculty members of the privately owned higher educational institutions of Karachi. Based on the results it can be concluded that only sarcasms has significant relationship with the job performance which states that if the unit increase in sarcasms yields the decline in job performance by .466 units. Hence keeping in view the results of regression analysis, it can be concluded that higher the sarcasms as an attribute of workplace bullying lower the job performance.

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