# COST OF WORKPLACE BULLYING FOR EMPLOYEES: AN ANTI-BULLYING POLICY THROUGH INTRODUCTION OF WORKPLACE SPIRITUALITY IN HIGHER EDUCATION SECTOR OF Lahore, Pakistan

**Shabnam Khan , Pirzada Sami Ullah Sabri and Nadia Nasir**
Human Resource Management at the Superior College,17-km Raiwind road, Lahore, Pakistan
E-mail: shabnam.khan@superior.edu.pk, Tel: +923314808763
E-mail: pirzadasami@yahoo.com, Tel: +923219487367
E-mail: nadia.nasir@superior.edu.pk, Tel: +923004170381

**ABSTRACT:** *Workplace bullying is considered as a severe and prevalent problem that has devastating effects on the employees. Despite the recognition of its severe and pervasive nature, it is still a rife and there is no clear and adequate remedial path for targets to follow. So, the focal point in this paper will be the moderating/controlling role of workplace spirituality between workplace bullying and employee's productivity in public and non-public i.e. private institutes of higher education institutes of Lahore, Pakistan. The sample size for data collection totaled to 350 employees and structured questionnaire was used to gather data. The means to reach confirmation for construct validity the construct validity, factor analysis was applied making use of PCA with Varimax rotation method. Hierarchical regression analysis has been applied to determine the impact of workplace bullying on employee's productivity, while workplace spirituality has been taken as a moderating variable . The results imply that workplace bullying has negative and significant impact on employee's productivity while workplace spirituality moderates/controls the effect of workplace bullying to improve the employee's productivity.*

**Keywords:** Workplace Bullying, Workplace Spirituality, Employee's Productivity, Higher Education sector.

## 1. INTRODUCTION

In this competitive era, organizations are striving for their monetary interest. In the contexts of their monetary interest (profit maximization) and exploiting centrality at the workplace, employees become victim of workplace bullying [1]. While organizations taking it as an event that can occur at any time with certain frequency. So, the intensity of workplace bullying drives researchers to focus on the antecedents, consequences, dimensions and scope of workplace bullying [2]. So, the concept of 'workplace bullying' was first researched by physician Heinz Leymann's during the 1980's in Sweden. Bullying is hostile manner of repeated and perverse actions of an individual to terrorize and creates a feelings of defenselessness in the employee and it also undermines self-esteem of an individual at work [3]. British journalist Andrea Adams [4], wrote the first popular book on workplace bullying. According to him, it is blatant, habitual and on-going pattern of attacks towards someone weaker. In many organizations, employees are suffered from bullying done by their peers, rather than a supervisor. The reason of prevalence of workplace bullying as competition among workers, job insecurity, workload, lack of organizational policies, lack of proper training, poor leadership, ineffective skills, organizational restructuring and finally the media's influence [5]. While the different behaviors of a bullying manager/supervisor or co- workers resulted humidity, nasty, offensiveness, threatening, or insulting others [6].

The debate about concept and elements of workplace bullying as 1) negative behavior of bully; 2) excess of overtime; and 3) an imbalance and unclear and authority leads to workplace bullying [7]. From the extensive review of scientific literature, we have identified several dimensions of bullying: victimization intimidation, harassment, emotional maltreatment, combativeness, and psychological harassment or ill-treatment at workplace, amidst others [7]. As the workplace bullying is one of the contemporary challenges that continue to intensify and produce numerous distressing

effects and experiences for bullied [8]. Workplace bullying leads to negative adverse effects on employees regarding their job and health such as; loss of productivity, high turnover, grievances, failure to meet organizational goals, reduced self-esteem at workplace, extreme distress, unsettled sleep, loss of focus, clinical depression and panic attacks [9]. The drastic effects of workplace bullying include high managerial costs, increase in turnover ratio, productivity decline and disturb emotional/physical health [10]. An alarming cost is reported of workplace bullying for individuals and organizations as well [11,12]. Individual cost includes anxiety, depression, suicide, cardiovascular diseases and so on. While organizational cost combined with decreased job contentment, higher absenteeism, lower outcomes, lower commitment and elevated turnover rate. It is a severe and persistent problem that epidemics workplaces globally [13]. This virus causes severe harm to the workplace and no one is giving serious attention to remove the roots of workplace bullying [14]. To date, many studies have been carried out. Sadly, the type of bullying monopolizes these studies, incidence or prevalence, organizational policies, employee's reactions etc. while many case studies and media write-ups showed the intimate factors of victim as the main culprit in the occurrence of workplace bullying but no one has addressed the issue of resolving it with spiritual values at the workplace. The concept of spirituality has been described in the context of organizational as well as religious values [15]. The notion of workplace spirituality is described as; team consciousness of community, alignment between organizational and individuals values, association between organizational and individuals values, feeling of leisure at work, opportunities for inner life and awareness of god supervision [16]. Spirituality is somewhat related to religious values, beliefs and practices that can ultimately leads to individual productivity, growth, performance etc. [17]. Therefore, this research study will address tan array of cost of workplace bullying (bundle) for employees and also try to identify the role of workplace spirituality for the elimination

of workplace bulling and ultimately to improve the employee productivity at the workplace. So, the objectives of current study are:

**1.** To determine the relationship between workplace bullying (bundle) and employee productivity in higher education sector

**2.** To determine the moderating role of workplace spirituality between workplace bullying (bundle) and employee productivity

For this concern, the below mentioned hypothesis need to be tested:

Hypothesis 1: There is negative and important relationship between employee outputs.

Hypothesis 2: Workplace spirituality positively and significantly moderates the relationship between workplace bullying (bundle) and employee productivity.

## 2. LITERATURE REVIEW
### A. Workplace Bullying
Workplace bullying has now become a pervasive issue [18] and is believed to be top most stressor at the workplace [19]. The concept of workplace bullying has been researched under different terms [20] such as emotional abuse [21], harassment [7,22], incivility [23, 24], aggression [25], victimization [26], mobbing [27], mistreatment [21] and bullying at work [28]. Different scientific studies clarified the peculiarity between the constructs of harassment, bullying, and violence [23], but [29] considered that bullying and harassment as terms prevail together. On the opposite hand, conflict arose between some researchers on the point that bullying should not be embedded into the notion of sexual and racial harassment [30]. The definition of these terms varies from researcher to researcher, writer to writer and culture to culture [31]. Despite the ambiguity about the nomenclature of these terms, workplace bullying has become one of the contemporary and universal challenges all over the world [32, 33]. But there is mutual consensus of researchers that workplace bullying is an outcome of aggressive behavior [7, 34]. Workplace bullying is a persistent exposure to numerous hostile behaviors at workplace, which can ultimately leads to severe anxiety and stress to the bullied [35]. Workplace bullying is an unnecessary blaming, concealment of information which can leads to poor performance, buzzing, social isolation, etc. [7]. The literature reported that the bullying acts do not discriminate between levels at workplace, gender, age, religion, language, or race etc. It can either be occur on different managerial levels (horizontally and /or vertically between co- workers), and also on different genders [36-38].

Bullying involves the use of deliberate harsh words to weaker, intimidating, insulting, offending, humiliating someone, yelling and misuse of power [39]. Workplace bullying behavior results a feeling of powerlessness that ultimately loses dignity and self-esteem at work [40, 41].Some of the reasons of workplace bullying are competition among workers, job insecurity, workload, lack of organizational policies, lack of job control, lack of proper training, poor leadership, ineffective skills, organizational restructuring and finally the media's influence [42]. Bullying experience leads to anxiety, depression, fatigue, frustration, negative emotions and lowered self-esteem [43] .In most of

the cases, bullied become addicted of drugs to fill the wounds of workplace bullying [44].

There are some controlling/coping/ strategies of workplace bullying; provoking the bully, get the assistance of supervisor, taking some leave [45]. While transferring of job or leaving the organization is the only successful strategy to improve the outcome [39]. It is stated that workplace bullying can be reduced by introducing the effective Employment Assistance Program (EAP) [46]. Whereas a policy framework for controlling the devasting effects of workplace bullying was introduced A zero-tolerance enforcement process, counseling workplace bullying (targets, bullies, and witnesses), trainings (policies and procedures of workplace bullying), employment behavior contracts [47].

### B. Employee Productivity
Productivity is defined as 'maximizing outputs by utilizing minimum efforts' [48]. Productivity involves employee's output per hour that how an individual or an organization converts input resources into goods and services with high quality consideration [49]. The concept of productivity does not have single operational definition, it depends upon the context. [50]. Organizations must ensure that their physical environment must be conducive to the organizational policies, systems, and the needs of all stakeholders [51]. In the twenty-first century, organizations are playing strategic role by enhancing the level of employee's productivity [52]. Motivation and infrastructure of the workplace are the two main concerns of management to maximize the employee productivity [48].

Productivity includes both objective and subjective views of performances like employee's output per hour and individuals' perceptions, attitudes or assessments toward organizational goals [53]. Survey and interview techniques are mostly used to collect the Subjective perceptions of employees about productivity [54-56].

Employee's productivity depends upon the compensation provided by the management against their tasks [57, 58].

### C. Workplace Spirituality
The term "spirituality" has its origins in 17th century [59]. The word "spirituality" has been derived from the Latin word "spiritus" which means to take breath [60]. From the last one decade, the concept of 'spirituality' has gained popularity among the management researcher and practitioners [61, 62]. From the extensive review of literature, it has been identified that despite of seventy plus definitions of workplace spirituality, not even a single one of them is globally accepted [51]. The term 'Workplace spirituality' is just like Spirituality in the workplace is like confine an angel' which is ghostly and beautiful, but mysterious" [63]. Workplace spirituality programs for employees resulted an increased the level of happiness, job satisfaction and commitment [64]. The terms 'spirituality' refers to the spirit, the invisible makeup of an individual [65]. Spirituality is basically considered as an internal substance, value and belief that affect the behavior of an individual [66]. While another study presented five dimensions of spirituality that clarified the connection of spirituality and religion; 1) beliefs and perceptions 2) inspirational experiences 3) clarity about the purpose of self existence 4) trust in the supernatural and 5) behaviour and practices about religious values[67]. While workplace

spirituality is the foundation of organizational values incorporated in the culture that strongly advocates employee's sense of belonging, attachment and attention with each other at the workplace [68-70]. The concept of workplace spirituality is a blend of; team feeling of community, association between organizational and individuals values , sense of leisure at work, chances for inner life and feeling of god supervision [71]. The review of 140 articles presented the certain outcomes of workplace spirituality such as employee well-being, quality of life, awareness of purpose and meaning at work, awareness of relations [72]. Moreover  [11] supported the claim of [72] about the outcomes of workplace spirituality [73].

Spirituality is an inner feeling and experience of an individual that can be observed by his/her behavior [74].  Workplace spirituality has important role in the context of deeply held personal values" [75, 76]. Moreover, inner motivation and inspiration is required for the spiritual employees as well as for the organization [77].

Researchers found evidence that religion was not related to spirituality [73, 78-80]. Whereas few other researchers don't believe that religion and spiritual can be different.  It is totally wrong to consider that spirituality is different from religion, both are significantly related to each other [81-83]. Another researcher supported the comments of the researchers mentioned  above that religion is part of spirituality [84].

### D. Workplace Bullying and Employee's  Productivity

There are some factors that badly affect the employee's productivity in non-respectful workplace; job insecurity, financial concerns, workplace bullying and abuse [85]. But unfortunately, our organizational leaders do not bother about the devastating effects of workplace bullying on employees as well as organizational productivity [86, 87]. While according to [8], bullying is just like a cancer that cannot be cured and resultantly productivity and profits diminish [88, 89]. The existing literature presented three reasons of workplace bullying, including reducing self esteem, socially excluding someone, and  become the high achiever [42, 90]. Demographic differentiation may intensify the bullying behaviors of an individual at the workplace that can negatively affect the productivity level [7, 91, 92]. Additionally, the individuals who have lack of confidence and poor managerial skills can be the target of bullying at workplace  [46, 93]. While implementation of anti-bullying policies and laissez-faire management styles can be the solution for bullying that reduce the productivity of employees [94, 95]. A study carried out by the NIOHS stated that high stress leads to higher absenteeism, turnover and lower morale and performance [39, 43, 46, 96].  While few other researchers  supported the evidence against the negative association of workplace bullying and employee's productivity [97, 98]. Finally the toxic work environment of bullying not only affect individual performance, but it also has a negative impact on group performance [43].

The proposed conceptual model of current study is given below;

### Proposed Conceptual Model
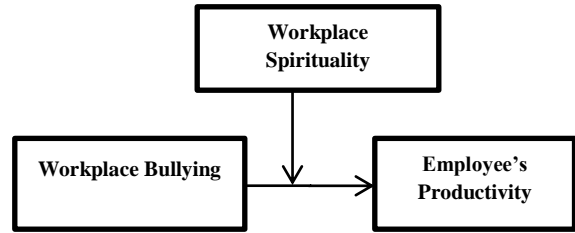


### 3.  DATA AND METHODOLOGY

In this research study, relational survey model [99] is used to determine the impact of workplace bullying on job burnout in higher education sector of Pakistan through the moderating effect of workplace spirituality. We collected data from 350 employees of higher education sector of Lahore, Pakistan through self-administered close ended questionnaire recommended by [100, 101].  The questionnaire used in this study states demographic variable and items pertaining to workplace bullying, employee productivity and workplace spirituality. Our questionnaire is inclusive of 15 questions on workplace bullying which have been extracted and adapted from [102], 8 questions on employee's  productivity adapted from [103] and 9 questions on workplace spirituality which have been adapted from [104]. All questions were designed on five point Likert scale. We circulated 400 questionnaires among employees of higher education sector of Lahore which were selected at random to surpass the minimum requirement of the sample size. 350 questionnaires were returned, hence the response rate of 87.5%. For the analysis of data, we have used descriptive statistics, reliability test, PCA, regression analysis for simple relationship and moderating effect of selected  variable between independent and dependent variable that are recommended by [105]. Table 3.1 presents the demographic details of the respondents.

**3.1. Demographic details of respondents**

| Respondent Demographics | Frequency | % |
|---|---|---|
| **Gender (N = 350)** | | |
| ❖         Female | 173 | 49 |
| ❖         Male | 177 | 51 |
| **Age (N = 350)** | | |
| ❖         Under 30 | 172 | 49 |
| ❖         30–39 | 62 | 18 |
| ❖         40–49 | 55 | 16 |
| ❖         50–59 | 50 | 14 |
| ❖     Above 60 | 11 | 3 |
| **Qualification (N = 350)** | | |
| ❖      M. Phil or PhD | 23 | 7 |
| ❖      Master's Degree or below | 327 | 93 |
| **Sector (N = 350)** | | |
| ❖      Public | 112 | 32 |
| ❖      Semi-Government | 89 | 25 |
| ❖      Private | 149 | 43 |
| **Level of Income (N = 350)** | | |
| ❖         Below Rs. 30,000 | | 61.2 |
| ❖      Between Rs. 30,000 – Rs. 50,000 | 212 | 18 |
| | 70 | 11.1 |
| ❖      Between Rs. 51,0000 – Rs. 80,000 | 35 | 9.7 |
| | 33 | |
| ❖         Above Rs. 80,000 | | |

The above table shows that out of 350 respondents, 177 (51%) are males and 173 (49%) are females, Out of the 350 respondents, 172 (49%) are under the age of 30 years, 62 (18%) are within the age limit of 30–39 years, 55 (16%) are within the range of 40–49 years, 50 (14%) belong to the age group of 50–59 and 11 (3%) are aged above 60. Out of 350 respondents, 327 (93%) who held a Master's degree or less and 23 (7%) having M. Phil or PhD degree to their credit. Among 350 respondents, 32% belongs to public sector, 25% belongs to semi-government institutes, and 43% belong to private higher education sector. Of the 350 respondents, 61.2% reported drawing income level below Rupees 30,000, 18% between Rupees 30,000 to 50,000, 11.1% between Rupees ranging from 51,000 to 80,000 and 9.7% reported to have been earning above Rupees 80,000. So, from the above statistics we conclude that our majority consumers are male, below 30 years of age, having master's degree or less, belongs to private higher education sector and having income less than 30,000.

## 4. EMPIRICAL RESULTS

### 4.1. Factor analysis

#### 4.1.1. KMO is the measure of sampling adequacy test and Bartlett's test is of sphericity

| Constructs | No. of Items | KMO Measure of sample adequacy | Bartlett's Test of Sphericity Chi-square | Bartlett's Test of Sphericity Sig. |
|---|---|---|---|---|
| Workplace Bullying | 15 | .792 | 1353.4 | .000 |
| Employee's Productivity | 8 | .892 | 2458.0 | .000 |
| Workplace Spirituality | 9 | .858 | 1384.0 | .000 |

Keiser Meyer Olkin is the test used for the measurement of sampling adequacy and it educates about the suitability of employing factor analysis. The results indicate (Table) that the value of KMO for each construct is way above the recommended acceptable level of 0.6: KMO = (0.792: good) for workplace bullying, KMO = (0.892: great) for employee's productivity, and KMO = (0.858: great) for workplace spirituality.

Bartlett's test is used to check the importance of the association between the elements of a construct. The above table presented the p-value of Bartlett's test that is less than 0.05 standard value which rejects the null hypothesis. So, we can move forward with factor analysis.

#### 4.1.2. Eigen values and total variance explained

| Construct | Components | Initial Eigen values | | |
|---|---|---|---|---|
| | | Total | % of Variance explained | Cumulative % of Variance explained |
| Workplace Bullying | Comp 1 | 8.321 | 72.631 | 72.631 |
| Employee's Productivity | Comp 1 | 3.931 | 77.532 | 77.532 |
| Workplace Spirituality | Comp 1 | 4.675 | 45.943 | 45.943 |

In general, principal component must have Eigen value greater than 1 that can be used for further analysis. The above table shows that only one principal component was obtained from each of the five constructs by using the PCA extraction method: workplace bullying (comprised of fifteen components elaborating 72.631% variance), employee's productivity (consisted of eight items explaining 77.532% variance), and workplace spirituality (consisted of nine items elaborating 45.943% variance). So this component will use for further analysis of regression to find out the relationship between selected variables.

### 4.1.3. Factor loadings

The table of factor loading provide us the values to confirm the status of loading and cross loadings of all iterms. For all constructs and elements, the minimum value should be greater than 0.40. For all items of workplace bullying, employee's productivity and workplace spirituality, all related items are loaded on a single component with varied factor loadings that fall within the range of 0.81 to 0.89. The results fulfil the criteria of construct validity and convergent validity. For construct validity (the item having 0.40 should be load) and convergent validity (eigen values of components should be at least 1). This means that we have valid to proceed.

### 4.2. Descriptive statistics of measure items

| Items | N | Min. | Max. | Mean | Std. D. |
|---|---|---|---|---|---|
| Workplace Bullying | 350 | 1 | 5 | 3.32 | 1.021 |
| Employee's Productivity | 350 | 1 | 5 | 3.27 | 1.001 |
| Workplace Spirituality | 350 | 1 | 5 | 3.45 | .937 |

This study comprised on a survey of 32 items (excluding demographic profile) from 350 respondents, out of which, responses on all items range from 1 to 5 on a five-point Likert scale. Mean scores of different items fall within the range of 3.27 to 3.45 and the value of standard deviations fall within the range of 0.937 to 1.048021 (see Table 4.2).

### 4.3. Reliability of measurement

| Constructs | Valid N | Number of Items | Cronbach's Alpha |
|---|---|---|---|
| Workplace Bullying | 350 | 11 | .789 |
| Employee's Productivity | 350 | 8 | .812 |
| Workplace Spirituality | 350 | 9 | .799 |

The above table 4.3 presented the values of Cronbach's alpha that is used to check the internal reliability of the measures. The results show that values of Cronbach's alpha fall within the range of 0.789 to 0.812 which implies that each multi-item construct are of high reliability: workplace bullying

(alpha = 0.789), employee's productivity (alpha = 0.812), workplace spirituality (alpha = 0.799).

### 4.4. Correlation Analysis

| Variables | | | Employee's Productivity |
|---|---|---|---|
| **Pearson Correlation** | Workplace Bullying | Correlation Coefficient | 0.898 |
| | | Sig. (2-tailed) | 0.010 |
| | Workplace Spirituality | Correlation Coefficient | 0.863 |
| | | Sig. (2-tailed) | 0.000 |

Correlation analysis is used to check the mutual relationship between the selected variables. In this case all the assumptions of Pearson correlation have been fulfilled. From the results, we can see that for workplace bullying and employee's productivity (Sig. value is 0.000 and test value is 0.898), for workplace spirituality and employee's productivity (Sig. value is 0.000 and test value is 0.877). All these values are less than standard Sig. Value (0.05) which shows that that there is a significant relationship between all selected variables. And the most important of all test values exist between 0.78- 0.99 () that proves that these selected variables are strongly associate with each other.

### 4.5. Regression Analysis (individual variables)

| Independent variables | | Dependent Variable (Employee's Productivity) |
|---|---|---|
| Workplace Bullying | Beta value | .732 |
| | Sig. (2-tailed) | .000 |
| | Adjusted R2 | .472 |
| | F-Statistics | 65.62 |
| | Sig. Value (F-Statistics) | .000 |
| Workplace Spirituality | Beta value | .356 |
| | Sig. (2-tailed) | .000 |
| | Adjusted R2 | .506 |
| | F-Statistics | 31.40 |
| | Sig. Value (F-Statistics) | .000 |

Regression is used to check the relationship between selected variables and percentage change in dependent variable due to independent variables. The assumptions of regression test are fulfilled. The above output shows that in case of workplace bullying & employee's productivity (Sig.value is 0.000 that is less than 0.05 and Beta value is .732). While for workplace spirituality & employee's productivity (Sig.value is 0.000 that is less than 0.05 and Beta value is .356). These all values depict that workplace bullying and Workplace spirituality has a significant relationship with employee's results. The values of F-statistics show the model good fitness. Its means the selected variables are exactly fulfill the criteria of model accuracy. And lastly the most important output is the value of adjusted R-square which are as follows; 0.472 for workplace bullying & employee's productivity which shows that 47% change in employee's productivity is due to workplace bullying, 0.506 for workplace spirituality and employee's productivity which shows that 50% change in employee's productivity is due to workplace spirituality. So, finally from the regression analysis we proved that there is significant,

positive and strong association between independent variables and dependent variables.

### 4.6. Hierarchical Regression Analysis for moderating effect of workplace spirituality with workplace bullying and employee's productivity.

| | Dependent Variable (Employee's Productivity) | | | |
|---|---|---|---|---|
| | Step 1 | | Step 2 | |
| Values | Beta | P Values | Beta | P Values |
| Constant | 4.539 | 0.12 | 0.256 | 0.01 |
| Workplace bullying Workplace Spirituality | 0.186 0.435 | 0.01 | 0.523 0.230 | 0.02 0.04 |
| Cross product of workplace bullying and workplace spirituality | | | 0.289 | 0.01 |
| R square | 0.132 | | 0.162 | |
| Significance level of F | 0.00 | | 0.00 | |

This study tried to search for the moderating functioned effect of workplace spirituality between workplace bullying and employee's productivity by using hierarchical regression analysis. In Step 1, employee's productivity was taken as a dependent variable and workplace bullying and workplace spirituality were the independent variables for regression analysis. In Step 2, "workplace bullying and workplace spirituality" was taken as an independent variable for regression analysis. The result is listed in Table 4.6. In accordance with the regression analytical result in Step 1, workplace bullying and workplace spirituality significantly influenced employee's productivity level at workplace. From the regression analytical result in Step 2, the product of workplace bullying and workplace spirituality significantly affected employee's productivity (Beta=0.289, p<0.05), whereas elaborated variance elevated by 16%. Therefore, H2 (a moderating effect of workplace spirituality exists between workplace bullying and employee's productivity) was supported.

## 5. DISCUSSION AND CONCLUSION

The core objective of this research paper was to identify the relationship between workplace bullying and employee's productivity and whether workplace spirituality moderating/controlling the negative effect of workplace bullying on employee's productivity. As per the objectives and hypothesis, this study presented empirical evidence to expose the core relationship of workplace bullying and employee's productivity in higher education sector of Lahore, Pakistan. These results are presented through regression (ß = 27.56, sig. <0.01). With respect to moderating role of workplace spirituality between workplace bullying and employee's productivity, the inferences propose that workplace spirituality significantly play as a moderator between these two selected constructs. This relationship is presented by following values: ß = 0.289, sig. <0.01.

The findings and results of current study supported the arguments of [5] that when individuals experience workplace bullying, he/she will definitely get adverse emotions such as anxiety, depression, stress and self-esteem and ultimately lose the productivity level at the workplace. The concept of

counterproductive work behavior supports the findings of current study that the negative ripple effects of such bullying on the bottom-line of businesses is to lost time and productivity [43, 106].

Few other studies explained numerous costs associated with workplace bullying such as lost productivity, high turnover, low morale and increased absenteeism [107-109]. While, the outcomes of workplace bullying can be devastating about health and productivity issues. Bullying in the workplace leads to lost work time, poor performance and reduced organizational commitment [110-112]. The findings of current research are in agreement with the previous research studies that mentioned as above. The significant moderating role of workplace spirituality between workplace bullying and employee's productivity is a significant outcome that has not been pointed out before in the literature.

## 6. INFERENCES FOR RESEARCH AND PRACTICE

This paper provides significant information for researchers, practitioners and clinicians in the bounds of workplace behavior and managerial psychology. This study provides clear examples of unpleasant workplace behavior and their perilous effects for employees as well as for an organization. This study presents a clear picture for the managers of higher education sector that the growth of firm couldn't be possible without the employees. So they should try to understand their difficulties faced horizontally or vertically at the workplace. They should care about the feelings, emotions and perceptions of employees because human resource is the most noteworthy resource playing a significant part in the success of an organization. Further the management in the organizations tries to conduct the training programs for the bully as well as bullied to aware them about the devastating effects of workplace bullying. As a workplace bullying Workplace bullying is trending as an increasingly troublesome phenomenon. Many organizations have recognized the prevalence of the issues but there are quite a few that lend a deaf ear to the problems. So this study has significant contribution, as it presents the negative output of workplace bullying at the workplace and recommended a solution for it. While, there is no single empirical study that give introduced of workplace spirituality as a solution of workplace bullying. This study advocates the management in the educational sector that they should embed the spiritual values and practices in the routine activities of employees to remove the virus of workplace bullying that badly affect the employee's productivity.

## REFERENCES

[1] S. Branch, S. Ramsay, M. Barker, Workplace bullying, mobbing and general harassment: A review, *International Journal of Management Reviews*, **15** (2013) 280-299.

[2] A. Ariza-Montes, N.M. Muniz, M.J. Montero-Simó, R.A. Araque-Padilla, Workplace bullying among healthcare workers, *International journal of environmental research and public health*, **10** (2013) 3121-3139.

[3] D. Zapf, J. Escartín, S. Einarsen, H. Hoel, M. Vartia, Empirical findings on prevalence and risk groups of bullying in the workplace, *Bullying and harassment in the workplace. Developments in theory, research and practice*, (2011) 75-105.

[4] A. Adams, Bullying at work: How to confront and overcome it, Virago, 2014.

[5] S. Fox, L.E. Stallworth, Racial/ethnic bullying: Exploring links between bullying and racism in the US workplace, *Journal of Vocational Behavior*, **66** (2005) 438-456.

[6] C. Sandler, Techniques to tackle the workplace bully: Understanding the psychology and countering the behavior, *Human Resource Management International Digest*, **21** (2013) 33-36.

[7] S. Einarsen, H. Hoel, D. Zapf, C.L. Cooper, The concept of bullying and harassment at work: The European tradition, *Bullying and harassment in the workplace: Developments in theory, research, and practice*, **2** (2011) 3-40.

[8] I. Pilch, E. Turska, Relationships Between Machiavellianism, Organizational Culture, and Workplace Bullying: Emotional Abuse from the Target's and the Perpetrator's Perspective, *Journal of Business Ethics*, **128** (2015) 83-93.

[9] M.-R. Parzefall, D.M. Salin, Perceptions of and reactions to workplace bullying: A social exchange perspective, *Human Relations*, **63** (2010) 761-780.

[10] J.A. Ariza-Montes, V.F. Rodríguez, A European Overview of Workplace Bullying in the Financial Sector, *Pensee*, **75** (2013).

[11] A. Khalib, H. Ngan, Workplace bullying: Time to understand its roots, *Jurnal Kesihatan Masyarakat*, **12** (2006) 47-56.

[12] H.K.S. Laschinger, A.L. Grau, The influence of personal dispositional factors and organizational resources on workplace violence, burnout, and health outcomes in new graduate nurses: A cross-sectional study, *International journal of nursing studies*, **49** (2012) 282-291.

[13] S. Bano, S. Malik, Impact of Workplace Bullying on Organizational Outcome, *Pakistan Journal of Commerce and Social Science*, (2013) 618-627.

[14] S.-G. Trépanier, C. Fernet, S. Austin, A longitudinal investigation of workplace bullying, basic need satisfaction, and employee functioning, (2014).

[15] P. Gibbons, Spirituality at work: Definitions, measures, assumptions, and validity claims, *Work and Spirit: A Reader of New Spiritual Paradigms for Organizations, University of Scranton Press, Scranton, PA*, (2000) 111-131.

[16] V. Kinjerski, B.J. Skrypnek, Creating organizational conditions that foster employee spirit at work, *Leadership & Organization Development Journal*, **27** (2006) 280-295.

[17] C.I. Roscigno, T.A. Savage, K. Kavanaugh, T.T. Moro, S.J. Kilpatrick, H.T. Strassner, W.A. Grobman, R.E. Kimura, Divergent views of hope influencing communications between parents and hospital providers, *Qualitative health research*, **22** (2012) 1232-1246.

[18] D.M. Felblinger, Bullying, incivility, and disruptive behaviors in the healthcare setting: identification,

impact, and intervention, *Frontiers of health services management*, **25** (2009) 13.

[19] J. Rodwell, D. Demir, Psychological consequences of bullying for hospital and aged care nurses, *International nursing review*, **59** (2012) 539-546.

[20] N. Tehrani, Bullying: a source of chronic post traumatic stress?, *British Journal of Guidance & Counselling*, **32** (2004) 357-366.

[21] P. Lutgen-Sandvik, The communicative cycle of employee emotional abuse generation and regeneration of workplace mistreatment, *Management Communication Quarterly*, **16** (2003) 471-501.

[22] S. Einarsen, H. Hoel, G. Notelaers, Measuring exposure to bullying and harassment at work: Validity, factor structure and psychometric properties of the Negative Acts Questionnaire-Revised, *Work & Stress*, **23** (2009) 24-44.

[23] M.S. Hershcovis, "Incivility, social undermining, bullying… oh my!": A call to reconcile constructs within workplace aggression research, *Journal of Organizational Behavior*, **32** (2011) 499-519.

[24] D.M. Felblinger, Incivility and bullying in the workplace and nurses' shame responses, *Journal of Obstetric, Gynecologic, & Neonatal Nursing*, **37** (2008) 234-242.

[25] A.C. Schat, E.K. Kelloway, Workplace aggression, *Handbook of work stress*, (2005) 189-218.

[26] K. Aquino, S. Thau, Workplace victimization: Aggression from the target's perspective, *Annual review of psychology*, **60** (2009) 717-741.

[27] L. Crawshaw, Workplace bullying? Mobbing? Harassment? Distraction by a thousand definitions, *Consulting Psychology Journal: Practice and Research*, **61** (2009) 263.

[28] M. Vartia-Väänänen, Workplace bullying: A study on the work environment, well-being and health, (2003).

[29] M. Razzaghian, A. Shah, Prevalence, antecedents, and effects of workplace bullying: A review, *African Journal of Business Management*, **5** (2011) 13419-13427.

[30] D. Lewis, R. Gunn, Workplace bullying in the public sector: Understanding the racial dimension, *Public Administration*, **85** (2007) 641-665.

[31] D.C. Yamada, Workplace bullying and ethical leadership, *Journal of Values-Based Leadership*, **1** (2008) 49.

[32] D. Lewis, C. Rayner, 22 Bullying and human resource management, *Bullying and emotional abuse in the workplace*, (2003) 370.

[33] P. Laslett, The world we have lost: further explored, Psychology Press, 2005.

[34] M.B. Nielsen, G. Notelaers, S. Einarsen, S. Einarsen, H. Hoel, D. Zapf, C. Cooper, Measuring exposure to workplace bullying, *Bullying and harassment in the workplace: Developments in theory, research, and practice*, (2011) 149-174.

[35] C. Balducci, F. Fraccaroli, W.B. Schaufeli, Workplace bullying and its relation with work characteristics, personality, and post-traumatic stress symptoms: An integrated model, *Anxiety, Stress & Coping*, **24** (2011) 499-513.

[36] V.J. Roscigno, The face of discrimination: How race and gender impact work and home lives, Rowman & Littlefield Publishers, 2007.

[37] G. Namie, R. Namie, US Workplace bullying: Some basic considerations and consultation interventions, *Consulting Psychology Journal: Practice and Research*, **61** (2009) 202.

[38] C.A. Okechukwu, K. Souza, K.D. Davis, A.B. de Castro, Discrimination, harassment, abuse, and bullying in the workplace: Contribution of workplace injustice to occupational health disparities, *American journal of industrial medicine*, **57** (2014) 573-586.

[39] D. Zapf, C. Gross, Conflict escalation and coping with workplace bullying: A replication and extension, *European journal of work and organizational psychology*, **10** (2001) 497-522.

[40] A. Gumbus, B.M. Lyons, Workplace harassment: The social costs of bullying, (2011).

[41] S. Speedy, Workplace violence: the dark side of organisational life, *Contemporary Nurse*, **21** (2006) 239-250.

[42] H. Hoel, M.J. Sheehan, C.L. Cooper, S. Einarsen, Organisational effects of workplace bullying, *Bullying and harassment in the workplace: Developments in theory, research, and practice*, (2011) 129-149.

[43] L. Keashly, J.H. Neuman, Bullying in the workplace: Its impact and management, *Empl. Rts. & Employ. Pol'y J.*, **8** (2004) 335-523.

[44] P. Meglich-Sespico, R. Faley, D. Erdos-Knapp, Relief and redress for targets of workplace bullying [Electronic Version], in, Springer Science+ Business Media, LLC 2007, 2007.

[45] K. van Heugten, Engaging bystanders as change agents in workplace bullying, in: 7th International Conference on Workplace Bullying and Harassment, Cardiff, 2010, pp. 2-4.

[46] L. Glasø, S.B. Matthiesen, M.B. Nielsen, S. Einarsen, Do targets of workplace bullying portray a general victim personality profile?, *Scandinavian journal of psychology*, **48** (2007) 313-319.

[47] G. Namie, R.F. Namie, The bully-free workplace: Stop jerks, weasels, and snakes from killing your organization, John Wiley & Sons, 2011.

[48] D. Leblebici, Impact of workplace quality on employee's productivity: case study of a bank in Turkey, *Journal of Business Economics and Finance*, **1** (2012) 38-49.

[49] S.J. Dorgan, J.J. Dowdy, T.M. Rippin, The link between management and productivity, *The McKinsey Quarterly*, (2006).

[50] M.B. O'leary, M. Mortensen, A.W. Woolley, Multiple team membership: A theoretical model of its effects on productivity and learning for individuals and teams, *Academy of Management Review*, **36** (2011) 461-478.

[51] F. Markow, K. Klenke, The effects of personal meaning and calling on organizational commitment: An empirical investigation of spiritual leadership, *International Journal of Organizational Analysis*, **13** (2005) 8-27.

[52] N. Govindarajulu, B.F. Daily, Motivating employees for environmental improvement, *Industrial Management & Data Systems*, **104** (2004) 364-372.

[53] A. Saleem, A.A. Shah, M. Arif, K. Shehzad, I. Ullah, Impact of Internal Physical Environment on Academicians' Productivity in Pakistan: Higher Education Institutes Perspectives, *European Journal of Business and Management*, **4** (2012) 43-63.

[54] D. Clements-Croome, Y. Kaluarachchi, Assessment and measurement of productivity, *Creating the productive workplace*, (2000) 129-166.

[55] S. Kemppilä, A. Lönnqvist, Subjective productivity measurement, *The Journal of American Academy of Business*, **2** (2003) 531-537.

[56] C. Croome, Y. Kaluarachchi, An assessment of the influence of the in-door environment on the productivity of occupants in offices design, *Construction and Operation of Healthy Buildings*, (2000) 67-81.

[57] B.H. Hamilton, J.A. Nickerson, H. Owan, Team incentives and worker heterogeneity: An empirical analysis of the impact of teams on productivity and participation, *Journal of political Economy*, **111** (2003) 465-497.

[58] K. Birdi, C. Clegg, M. Patterson, A. Robinson, C.B. Stride, T.D. Wall, S.J. Wood, The impact of human resource and operational management practices on company productivity: A longitudinal study, *Personnel Psychology*, **61** (2008) 467-501.

[59] M. Wright, Hospice care and models of spirituality, *European Journal of Palliative Care*, **11** (2004) 75-78.

[60] A. Moreira-Almeida, H.G. Koenig, Retaining the meaning of the words religiousness and spirituality: A commentary on the WHOQOL SRPB group's "A cross-cultural study of spirituality, religion, and personal beliefs as components of quality of life"(62: 6, 2005, 1486–1497), *Social Science & Medicine*, **63** (2006) 843-845.

[61] A.M. Osman-Gani, J. Hashim, Y. Ismail, Establishing linkages between religiosity and spirituality on employee performance, *Employee relations*, **35** (2013) 360-376.

[62] A.M. Osman-Gani, J. Hashim, Y. Ismail, Effects of religiosity, spirituality, and personal values on employee performance: A Conceptual Analysis, (2010).

[63] J.J. Laabs, Balancing spirituality and work, *Personnel Journal*, **74** (1995) 60-77.

[64] L. Reave, Spiritual values and practices related to leadership effectiveness, *The leadership quarterly*, **16** (2005) 655-687.

[65] N. Garrett, J. Marques, S. Dhiman, Assessment of business programs: A review of two models, *Business Education & Accreditation*, **4** (2012) 17-25.

[66] T.W. Moore, W.J. Casper, An examination of proxy measures of workplace spirituality: A profile model of multidimensional constructs, *Journal of Leadership & Organizational Studies*, **12** (2006) 109-118.

[67] D.L. Affeldt, D.A. MacDonald, The relationship of spirituality to work and organizational attitudes and behaviors in a sample of employees from a health care system, *Journal of transpersonal psychology*, **42** (2010) 192.

[68] D. Tourish, N. Vatcha, Charismatic leadership and corporate cultism at Enron: The elimination of dissent, the promotion of conformity and organizational collapse, *Leadership*, **1** (2005) 455-480.

[69] B.E. Ashforth, S.H. Harrison, K.G. Corley, Identification in organizations: An examination of four fundamental questions, *Journal of management*, **34** (2008) 325-374.

[70] J. Blenkinsopp, Organisational loss of faith: Treating affective commitment as a spiritual matter, *Journal of Management, Spirituality & Religion*, **4** (2007) 212-233.

[71] V. Kinjerski, B.J. Skrypnek, MEASURING THE INTANGIBLE: DEVELOPMENT OF THE SPIRIT AT WORK SCALE, in: Academy of Management Proceedings, Academy of Management, 2006, pp. A1-A6.

[72] F. Karakas, New paradigms in organizational development in the 21st century: Positivity, spirituality, and complexity, *Organization Development Journal*, **27** (2009).

[73] J.C. Garcia-Zamor, Workplace spirituality and organizational performance, *Public administration review*, **63** (2003) 355-363.

[74] D.W. McCormick, Spirituality and management, *Journal of managerial psychology*, **9** (1994) 5-8.

[75] J. Milliman, A.J. Czaplewski, J. Ferguson, Workplace spirituality and employee work attitudes: An exploratory empirical assessment, *Journal of organizational change management*, **16** (2003) 426-447.

[76] C.P. Neck, J.F. Milliman, Thought self-leadership: Finding spiritual fulfilment in organizational life, *Journal of managerial psychology*, **9** (1994) 9-16.

[77] S.L. Dolan, Y. Altman, Managing by values: The leadership spirituality connection, *People and Strategy*, **35** (2012) 20.

[78] S.M. King, Religion, spirituality, and the workplace: Challenges for public administration, *Public Administration Review*, **67** (2007) 103-114.

[79] D.A. Hicks, Spiritual and religious diversity in the workplace: Implications for leadership, *The leadership quarterly*, **13** (2002) 379-396.

[80] E.B. Dent, M.E. Higgins, D.M. Wharff, Spirituality and leadership: An empirical review of definitions, distinctions, and embedded assumptions, *The leadership quarterly*, **16** (2005) 625-653.

[81] H.G. Koenig, E. Idler, S. Kasl, J. Hays, L. George, M. Musick, D. Larson, T. Collins, H. Benson, Religion, Spirituality and Medicine, in, Philadelphia: Templeton Foundation Press, 2008.

[82] P.C. Hill, K.I. Pargament, Advances in the conceptualization and measurement of religion and spirituality: Implications for physical and mental health research, (2008).

[83] A.E. Rippentrop, E.M. Altmaier, J.J. Chen, E.M. Found, V.J. Keffala, The relationship between religion/spirituality and physical health, mental health, and pain in a chronic pain population, *Pain*, **116** (2005) 311-321.

[84] D.F. Greenwald, D.W. Harder, The dimensions of spirituality, *Psychological reports*, **92** (2003) 975-980.

[85] J.L. Fisher-Blando, Workplace bullying: Aggressive behavior and its effect on job satisfaction and productivity, in, UNIVERSITY OF PHOENIX, 2008.

[86] D. Salin, Ways of explaining workplace bullying: A review of enabling, motivating and precipitating structures and processes in the work environment, *Human relations*, **56** (2003) 1213-1232.

[87] L. Keashly, K. Jagatic, North American perspectives on hostile behaviors and bullying at work, *Bullying and harassment in the workplace: Developments in theory, research, and practice*, (2011) 41-71.

[88] P.M. Glendinning, Workplace bullying: Curing the cancer of the American workplace, *Public personnel management*, **30** (2001) 269-286.

[89] M.G. Harvey, J.T. Heames, R.G. Richey, N. Leonard, Bullying: From the playground to the boardroom, *Journal of Leadership & Organizational Studies*, **12** (2006) 1-11.

[90] S. Einarsen, H. Hoel, C. Cooper, Bullying and emotional abuse in the workplace: International perspectives in research and practice, CRC Press, 2003.

[91] J.H. Neuman, R.A. Baron, S. Einarsen, H. Hoel, D. Zapf, C. Cooper, Social antecedents of bullying: A social interactionist perspective, *Bullying and harassment in the workplace: Developments in theory, research, and practice*, (2011) 201-225.

[92] G.R. Ferris, R. Zinko, R.L. Brouer, M.R. Buckley, M.G. Harvey, Strategic bullying as a supplementary, balanced perspective on destructive leadership, *The Leadership Quarterly*, **18** (2007) 195-206.

[93] J.E. Bartlett, M.E. Bartlett, Workplace bullying: An integrative literature review, *Advances in Developing Human Resources*, **13** (2011) 69-84.

[94] H. Hoel, L. Glasø, J. Hetland, C.L. Cooper, S. Einarsen, Leadership styles as predictors of self-reported and observed workplace bullying, *British Journal of Management*, **21** (2010) 453-468.

[95] P. Lutgen-Sandvik, V. McDermott, The Constitution of Employee-Abusive Organizations: A Communication Flows Theory, *Communication Theory*, **18** (2008) 304-333.

[96] L. Johan Hauge, A. Skogstad, S. Einarsen, Relationships between stressful work environments and bullying: Results of a large representative study, *Work & Stress*, **21** (2007) 220-242.

[97] C.M. Pearson, C.L. Porath, On the nature, consequences and remedies of workplace incivility: No time for "nice"? Think again, *The Academy of Management Executive*, **19** (2005) 7-18.

[98] I. Coyne, J. Craig, P. Smith-Lee Chong, Workplace bullying in a group context, *British Journal of Guidance & Counselling*, **32** (2004) 301-317.

[99] A. Dainty, Methodological pluralism in construction management research, *Advanced research methods in the built environment*, (2008) 1-13.

[100] K.R. Bartlett, Survey research in organizations, *Research in organizations: Foundations and methods of inquiry*, (2005) 97-113.

[101] J.R. Draugalis, S.J. Coons, C.M. Plaza, Best practices for survey research reports: a synopsis for authors and reviewers, *American journal of pharmaceutical education*, **72** (2008).

[102] D. McCormack, G. Casimir, N. Djurkovic, L. Yang, The concurrent effects of workplace bullying, satisfaction with supervisor, and satisfaction with co-workers on affective commitment among schoolteachers in China, *International Journal of Conflict Management*, **17** (2006) 316-331.

[103] M.P. O'Driscoll, H.D. Cooper-Thomas, T. Bentley, B.E. Catley, D.H. Gardner, L. Trenberth, Workplace bullying in New Zealand: A survey of employee perceptions and attitudes, *Asia Pacific Journal of Human Resources*, **49** (2011) 390-408.

[104] S. Sledge, A.K. Miles, M.F. Van Sambeek, A Comparison of Employee Job Satisfaction in the Service Industry: Do Cultural and Spirituality Influences Matter?, *Journal of Management Policy and Practice*, **12** (2011) 126-145.

[105] W.R. Schumm, Integrating theory, measurement and data analysis in family studies survey research, *Journal of Marriage and the Family*, (1982) 983-998.

[106] S. Fox, L.E. Stallworth, Building a framework for two internal organizational approaches to resolving and preventing workplace bullying: Alternative dispute resolution and training, *Consulting Psychology Journal: Practice and Research*, **61** (2009) 220.

[107] L. Garrett, The Student Bullying of Teachers: An Exploration of the Nature of the Phenomenon and the Ways in which it is Experienced by Teachers, (2014).

[108] M. Ouellette, Come out Playing: Computer Games and the Discursive Practices of Gender, Sex, and Sexuality, *Computer Games and Technical Communication: Critical Methods and Applications at the Intersection*, (2014) 35-51.

[109] S.B. MatthieSen, B. Bjørkelo, R. Burke, S. Clarke, C. Cooper, Workplace bullying-A toxic part of organizational life, *Occupational health and safety*, (2011) 161-177.

[110] D.C. Yamada, Crafting a legislative response to workplace bullying, *Employee Rights and Employment Policy Journal*, **8** (2004) 475.

[111] J. Carbo, A. Hughes, Workplace bullying: Developing a human rights definition from the perspective and experiences of targets, *WorkingUSA*, **13** (2010) 387-403.

[112] F. Bulutlar, E.Ü. Öz, The effects of ethical climates on bullying behaviour in the workplace, *Journal of Business Ethics*, **86** (2009) 273-295.