Interpersonal Conflict and Workplace Bullying

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In today's era workplace bullying is seem to be a significant issue in the organizational climate. In some of the organizations employees are not treated as human resource they are treated as machine in the organizations. Even then carrot and stick theories are also applied in the departments if they are not capable to work accordingly. Employees are snubbed or we can say mob by their superiors. So all these things will create the conflicts between the two i.e. employer and employee. All these things also affect the productivity level and create the stress full working environment. Stressful working environments create conditions that may lead to bullying. Basically the Workplace bullying is considered the final stage of a prolonged conflict where there is a power imbalance between the affected parties and where emotional and relational problems exist. Thus the present study investigates the different factors which support that why there is an interpersonal conflict will rise between the employees and employers. As well as the study aims to explore the different types of problems they are faced (employees) due to workplace bullying and how they will come out with that problems. For this a sample of 100 experienced employees were taken from the Delhi NCR area.

Key Words*: Workplace, Bullying, Conflicts, Employees, Working Environment*

INTRODUCTION

"Today's workplace has become heartless and soulless. Employees are seen as units of labour, automatons, functionaries, objects for achieving designated tasks, and as costs to be minimized."

(Tim Field)

Workplace bullying has been defined as a set of negative behaviours (e.g., harassing, offending, socially excluding, or negatively affecting work tasks) directed to organizational members or their work context that occur regularly (e.g., once a week) and repeatedly over a period of time (e.g., 6 months and longer; Einarsenet al.,

2011). Workplace bullying is a social stressor and the person who is the actual victimizations of bullying found to be a high level of depression and anxiety moreover sometimes they go for to attempt the suicide. If we go to talk about the satisfaction level of bullied employees their satisfaction levels are found to be very low in comparisons of non- bullying. Bullying can also be associated with psychological, emotional, and physical damage to all parties who are involved (Aquino & Thau, 2009; Bowling & Beehr, 2006; Matthiesen & Einarsen, 2007). Bullying creates a climate of harassment and fear. The targets of bullying usually stay silent, feel ashamed and humiliated because they are being controlled, feel powerless to change things, and feel isolated and alone. The targets most often believe that if they report the bully their situation will get worse, they will be blamed for the situation, or they will lose their job. It is important to note that isolated incidents of psychological violence, like a co-worker screaming at you during a conflict, are inappropriate but are not considered bullying. Different Researches suggested that workplace bullying develops from multiple

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reasons and bullied employees waste or spend their most of the time for defending themselves and networking for support, thinking about the situation, feeling unmotivated and stressed, and taking sick leave due to stress-related illnesses. Impact of bullying on the targeted employee were like anxiety and panic attacks, significant sleep disturbance, cognitive dysfunction including difficulty with short-term memory, lack of concentration and lack of focus, and symptoms of major depression and/or post-traumatic stress disorder.

The psychological effects include: debilitating Targets of bullying live in fear, shame, and isolation. They worry they will be fired; they feel humiliated and suffer from social isolation; and they begin to dread coming to work each day. The long-term effects of this type of prolonged stress has a significant negative impact on physical health and can lead to physical exhaustion, heart disease, headaches, gastrointestinal disorders, excessive weight loss/gain, and other damaging physical symptoms. People who are targeted by office bullies are unwilling or unable to respond to the abusive behaviour of the bully with aggression. The painful situation is most often endured for months or years until the negative effects take their toll. The target usually tries several different ways to deal with the bully. The target may tolerate the behaviour and placate the bully by giving in, agreeing to submit to the control of the bully, and doing what they are told. The target may try to avoid the bully by physically hiding or staying close to another co-worker or the boss and hoping that the bully will not be abusive in the presence of others. Or, the target may ask for a reassignment of duties, a transfer to another area, or just silently go on a medical leave or seek employment elsewhere. If the target does try to be assertive with the bully, the aggressive behaviour of the bully is likely to escalate and the domination/abuse will be more relentless and public. Moreover that there are various types of conflicts issues rose in the departments like: Discrimination issues such types of issues can be a source of heated conflict, potentially ending in legal trouble for a company or its owners. Discriminatory conflicts can arise from personal prejudices on the part

of employees or perceptions of mistreatment of employees. Performance-review conflicts no employee likes to receive a negative performance review, but giving negative feedback in a review can be unavoidable based on the employee's own actions during the review period. Employees may become angry over not receiving expected pay raises, promotions or other performance-related incentives, and may lash out by spreading discontent through gossip and a negative attitude at work. Leadership conflicts personality clashes between managers and subordinates can cause a range of interpersonal conflicts to arise. Employees may feel bullied or pushed by more authoritarian managers, or may perceive a lack of guidance from more hands-off managers. Managers with type-A personalities may set goals that are too ambitious for their subordinates, setting them up for failure and inevitable conflict. All these conflict issues can be resolved only by implementing the conflict management procedures within organizations which can help to prevent workplace bullying — in which managers and supervisors should play an active role. There are some another methods for resolving the conflict in the departments. Such as by accommodating the other party; Standing your ground or by compromising & collaborating. Employers must recognize that bullying is a serious problem for the organization as well as for the individual who is being targeted. Too often employers dismiss the issue as an interpersonal conflict between employees. If there is a bully in the work environment, everyone is being hurt by this behaviour, not just the target. If you suspect that there is a bully in your organization but people are unwilling to come forward with a complaint, then you can bring in a consultant to do an independent work environment assessment. A work environment assessment can provide the employer with a thorough understanding of the dynamics of the employee work group and identify barriers to a healthy and productive work environment. An office bully is an example of such a barrier. Secondly, employers must declare bullying to be unacceptable behaviour. This is a value statement that must be clearly articulated throughout all levels of the organization.

Bullying behaviours must be formally and explicitly defined and communicated to all employees. Employers must create policies and procedures that reflect the importance of this issue. Employers can be proactive by teaching employees the skills of effective communication, assertive behaviour, and respectful workplace behaviour. Third, the employer must establish a clear and credible system for receiving and investigating complaints, and effective processes for documenting and dealing with the bullying issue. Complaints must be investigated in a timely manner, while maintaining discretion and confidentiality and protecting the rights of all individuals involved. It is as important to deal with the bullying behaviour, as it is to ensure that the policies and procedures are not used

frivolously or maliciously. Finally, organizations must develop graduated intervention strategies to address the bullying complaint. The goal is to eliminate the bullying behaviour, improve employee relationships, and create a healthy work environment for all employees. Proper leadership training should be given to all the employees especially for the managers those in positions of power to ensure that power is not deliberately or inadvertently abused. The development of strong interpersonal skills at all levels is fundamental to good management and a healthy workplace.

From all of the above discussions it's investigate that there are so many studies conducted on factors which increase the

TABLE 1
Demographic Profile of the Respondents

S.No.	Particulars	Category	Frequency	Percentage
1	Experience (in years)	Less than 2	48	48
		2-5	36	36
		5-10	8	8
		10-15	6	6
		15 or above	2	2
2	Level of management	Middle level	75	75
		Executive level	25	25
3	Age (in years)	18-25	63	63
		25-35	33	33
		35-45	4	4
		45-55	0	0
		55 or above	0	0
4	Gender	Male	63	63
		Female	37	37
5	Monthly Income	Below 25000	46	46
		25000-50000	39	39
		50000-75000	8	8
		75000-100000	3	3
		100000 above	4	4
6	Educational Qualification	Diploma	4	4
		Graduate	65	65
		Post graduate	31	31
		Others	0	0

workplace bullying in different sectors especially in the foreign economic era. But in our study we have took the sample from Delhi NCR and we discussed the various reasons for interpersonal conflicts. The various incidents of workplace bullying and what are the problems faced by the employees due to bullying & how they cope up with those problems. For this we take a sample of 100 experienced employees from the Delhi NCR area. Convenient sampling method of probability is used. Factor analysis is used for data analysis and finding the factors responsible for workplace bullying. Data is collected through primary and secondary sources. Different statistically methods are used for classifying the data. Demographic profile of the respondents will be presented in tabular form with their respective percentages. While the conflict statements & work place bullying are analyzed by the factor loading method.

DATA ANALYSIS

From the analysis of the above table it depicts that 48% of the employees having an experience of less than two years. Whereas 36% of the employees having an experience of 2-5 years. Most of the employees are male and belong to the middle level management. Their age groups are from 18-25 years and earnings are below 25000 per month.

RELIABILITY OF THE INSTRUMENT

Cronbach's alpha is the most common measure of internal consistency ("reliability"). It was found that the value of Cronbach's alpha is 0.859, which indicates a high level of internal consistency for the scale with this specific study.

TABLE 1A
PCA Result

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.794
Bartlett's Test of Sphericity	Approx. Chi-Square	1532.096
	df	300
	Sig.	.000

Kaiser-Meyer-Olkin Measure of Sampling Adequacy was used and as the KMO value is .794 which is above the minimum requirement of 0.6 so the sample is adequate for factor analysis. Five factors have been extracted using Principal Component Analysis using Varimax rotation.

The Five factors explained 75% of the total variance. The results obtained through Varimax rotation helped to retain the factor loadings greater than 0.50. The names of factors are Acceptable behavior of bullied employee, Collaborating, Compromising, Decision Maker and Standing their own ground summarized in the below table.
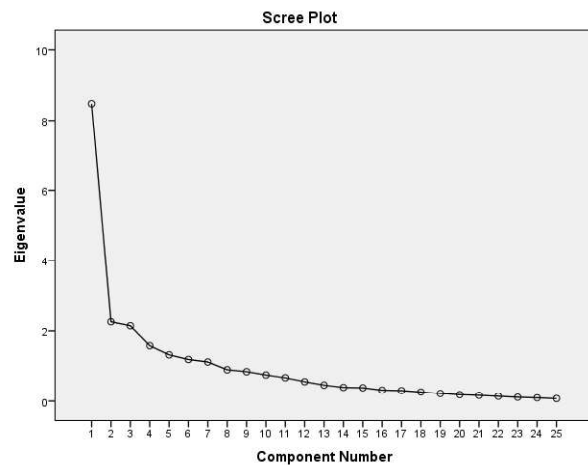

Figure 1: Scree Plot

Factor-I: Acceptable behavior of bullied Employee

The analysis has revealed that respondents have considered this factor to be the most important factor with the highest explained variance of 22.113%. Nine out of twenty-one statements loaded significantly on this factor. Acceptable behavior of bullied employee includes: I am always willing to listen to other's opinions, but I also want to give them mine, If people don't respect my opinion, I keep it to myself, When someone else thinks they have a good idea I cooperate and help them, When conflicts arise, I usually stand on my principles, I am always willing to consider other people's opinions, but I make my own decisions, When

TABLE 2
Factor Analysis

Factor	Statement	Factor Loading	% of variance	Reliability
Acceptable behavior of bullied employee	I am always willing to listen to other's opinions, but I also want to give them mine.	.583	22.113	.919
	If people don't respect my opinion, I keep it to myself.	.645		
	When someone else thinks they have a good idea I cooperate and help them	.603		
	When conflicts arise, I usually stand on my principles.	.747		
	I am always willing to consider other people's opinions, but I make my own decisions.	.730		
	When a conflict arises, I am usually willing to adjust my priorities to reach a resolution.	.817		
	I like to ask others for their opinions and try to find ways to cooperate.	.592		
	When there is a conflict, I make a point of presenting my view, and I invite others to do the same.	.818		
	I am a decision maker, but I make a point of listening to others to find the best solution possible.	.755		
Collaborating	I need to attain excellent results and cannot be limited by others	.654	12.201	.742
	I try to avoid people who have strong opinions.	.844		
	I try to adjust my priorities to accommodate other people's needs.	.651		
Compromising	I don't like to rock the boat, so I cooperate with others and accept instructions easily.	.670	10.166	.695
	During a conflict, I try to find some compromise.	.772		
	When viewpoints are opposed, I generally propose a middle ground.	.577		
	I think it is more important to get along than to win an argument.	.635		
Decision Maker	Differences of opinion are not always worth worrying about, so I usually avoid them.	.816	9.038	.718
	Once I have taken a position, I don't like to have others try to talk me out of it.	.732		
	After I have made a decision, I defend it strongly.	.638		
Standing their own ground	I like to meet other people halfway	.789	7.884	.650
	I often keep to myself, because most things are not worth arguing about.	.627		

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 19 iterations

a conflict arises, I am usually willing to adjust my priorities to reach a resolution, I like to ask others for their opinions and try to find ways to cooperate, When there is a conflict, I make a point of presenting my view, and I invite others to do the same and I am a decision maker, but I make a point of listening to others to find the best solution possible.

Factor-II: Collaborating

The respondents have considered this factor to be second most important. Three statements out of twenty-one are loaded on this factor. Collaborating includes: I need to attain excellent results and cannot be limited by others, I try to avoid people who have strong opinions and I try to adjust my priorities to accommodate other people's needs.

Factor-III: Compromising

Four statements load on this factor and the explained variance is 10.166%. Compromising includes: I don't like to rock the boat, so I cooperate with others and accept instructions easily, during a conflict, I try to find some compromise, when viewpoints are opposed, I generally propose a middle ground and I think it is more important to get along than to win an argument.

Factor-IV: Decision Maker

Three statements load on this factor and the explained variance is 9.038%. Decision Maker includes: Differences of opinion are not always worth worrying about, so I usually avoid them, once I have taken a position, I don't like to have others try to talk me out of it and after I have made a decision, I defend it strongly.

Factor-V: Standing their own ground

Two statements load on this factor and the explained variance is 7.884%. Standing their own ground includes: I like to meet other people halfway and I often keep to myself, because most things are not worth arguing about.

Workplace Bullying

Reliability of the instrument

Cronbach's alpha is the most common measure of internal consistency ("reliability"). It was found that the value of Cronbach's alpha is 0.935, which indicates a high level of internal consistency for the scale with this specific study

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.808
Bartlett's Test of Sphericity	Approx. Chi-Square	2483.626
	Df	351
	Sig.	.000

Kaiser-Meyer-Olkin Measure of Sampling Adequacy was used and as the KMO value is .808 which is above the minimum requirement of 0.6 so the sample is adequate for factor analysis. Five factors have been extracted using Principal Component Analysis using Varimax rotation. The Five factors explained 73% of the total variance. The results obtained through Varimax rotation helped to retain the factor loadings greater than 0.50. The names of factors are Stress of employees, problem solving, Early Targeted, Effect of bullying and Negative impact on life summarized in the below table.
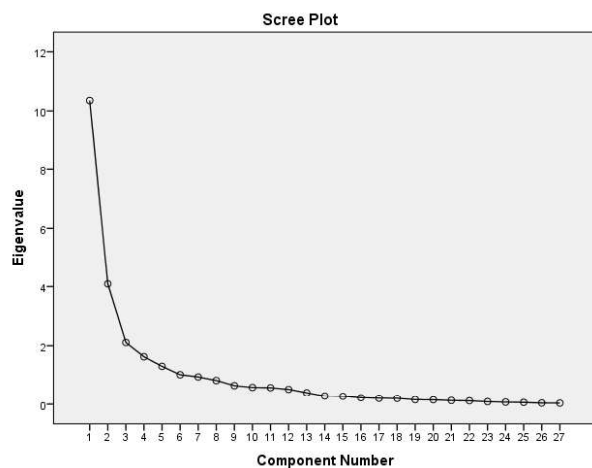

Figure 2: Scree Plot

TABLE 3
Factor Analysis

Factor	Statement	Factor Loading	% of variance	Reliability
Stress of Employees	I took stress leave and then resigned	.778	18.012	0.924
	I got another job	.746		
	I Just left	.648		
	I faced sleep problems	.750		
	It affected my work performance	.818		
	It Prevented me from going to work	.855		
	It affected my physical health	.541		
Problem Solving	I tried to resolve the matter	.626	17.942	0.888
	I work on solving the problems in a situation	.778		
	I reorganize the way I look at a situation	.770		
	I let my emotions out	.652		
	I talk to someone about how I am feeling	.825		
	I avoid thinking or doing anything about the situation	.652		
	I wish the situation would go away or somehow be over with	.753		
	I work on solving the problems in a situation	.654		
Early Targeted	I have been bullied at workplace.	.873	12.956	0.897
	I have been subjected to workplace bullying during the last six months.	.773		
	I am being bullied at workplace.	.777		
	I just put up with it	.717		
Effect of Bullying	I made a complaint	.506	11.682	0.872
	My social life got affected	.823		
	My domestic life and relationship got affected	.755		
	It affected my physical health	.625		
	It affected my mental health (Depression, Anxiety, Stress)	.648		
Negative impact on life	I drink more alcohol to wind down	.867	10.454	0.909
	I use recreational drugs to feel better	.856		

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 8 iterations.

Factor-I: Stress of Employees

The analysis has revealed that respondents have considered this factor to be the most important factor with the highest explained variance of 18.012%. Seven out of twenty-six statements loaded significantly on this factor. Stress of employees includes: I took stress leave and then resigned, I got another job, I Just left, I faced sleep problems, it affected my work performance, It Prevented me from going to work and it affected my physical health. All these symptoms are true because if an employee face all these problems in their working area that will create stress in their life. It will reduce their productivity level.

Factor-II: Problem Solving

The respondents have considered this factor to be second most important. Eight statements out of twenty-Six are loaded on this factor. Problem solving includes: I tried to resolve the matter, I work on solving the problems in a situation, I reorganize the way I look at a situation, I let my emotions out, I talk to someone about how I am feeling, I avoid thinking or doing anything about the situation, I wish the situation would go away or somehow be over with and I work on solving the problems in a situation. This factor is very important because it describes how an employee help or to prevent for raising the conflicts in the department by their problem solving nature.

Factor-III: Early Targeted

Four statements load on this factor and the explained variance is 12.956%. Early Targeted includes: I have been bullied at workplace, I have been subjected to workplace bullying during the last six months, I am being bullied at workplace and I just put up with it. Probably this factor would load because of the nature of respondents, i.e. 18-25 years of age.

Factor-IV: Effect of bullying

Five statements load on this factor and the explained variance is 11.682%.Effect of bullying includes: I made a complaint, my social life got affected, my domestic life and relationship got affected, it affected my physical health and it affected my mental health (Depression, Anxiety, and Stress).

Factor-V: Negative impact on life

Two statements load on this factor and the explained variance is 10.454%.Negative impact on life includes: I drink more alcohol to wind down and I use recreational drugs to feel better. This factor is most important. It worsts the life of the targeted employee and demoralized the employee.

CONCLUSIONS:

There is a different scenario among male and female respondents regarding workplace bullying Male respondents are more bullied than female respondents in this study it is found that male respondents openly admit that they have been bullied at workplace whereas female respondents were likely to hide and given neutral responses in survey. Employees faced lots of problems in their workplace. Sometimes it gives a negative impact on their life. It will create stress; sometimes employee may attempt suicide or go down in depression. All these issue would create conflict in the departments. While facing all these problems some employees tried to avoid such issues and minimize the conflict in the department or may leave the job if they got frustrated. Study also support that It is not only the part of employees to support the department but it is also the moral responsibility of supervisors to treat the employee as a employee not as machine. Tried to maintain the low level of bullying and maintain the high level of employee work engagement. Not stick with the theory of carrot and stick they can move with the team concept for the benefitted of both i.e. employee and employer. Both are the two wheels of the department without one another one can't move. There are also some limitations of the paper such as the cases of respondents are low, while conducting the future research response rate may be increase. It will give better results and the area of the study and the nature of respondents can vary as in our study

respondents are from the middle-level group. Perceptions of that employee may vary with the level of another employee like when we study the executive level and their experience is more.

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