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THE STUDY ON MPACT OF WORKPLACE BULLING ON THE ORGANIZATIONAL COMMITMENT

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KEYWORDS	ABSTRACT
Workplace Bullying, Organizational Commitment, Banking Sector	The purpose of current study is to explore the relationship of organizational commitment, verbal bullying and direct bullying in the banking sector of Lahore. Organizational commitment has been found to a serious problem in these days for all organization. This research concentrated on organizational commitment and two types of bullying i.e., physical and verbal bulling. The banking sector chose to conduct this current study. Because banking sector is considered as one of the extremely stressful sectors in Pakistan and it has great share in the economy. Simple random sampling technique was applied to choose 300 respondents from 28 banks located in Lahore (Pakistan). the structure questionnaire was utilized to gather the data. 270 fully completed questionnaires were used in the final analysis. Multiple linear regression was applied through SPSS to test the hypotheses. Overall workplace bullying has negative influence on organizational commitment. Moreover, two dimensions like the verbal bullying and direct bullying has the negative influence on the organizational commitment.
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INTRODUCTION

This study was designed to check relationship of organizational commitment, workplace bullying. Organizational commitment is an expression that intends to make clear human feelings and behaviors at work (Mathews & Shepherd 2002). It is an additional emotional commitment of the employees to organization on benevolent base (Chovwen, 2012). For attaining the objectives, organizations can help those workers who are being continuously committed to the organization and share its plans and principles which are critical (Buluc, & Gunes 2009). Lack of organizational commitment is considered as basic problem which exists due to extremely competitive business situation (Kleinman, et al., 2001). Business firms are focused on employees by providing competitive environment (Woolridge 2000). Modifying, scientific development, academic progress, employee range and organizational

reforms are main source of gaining competitive advantages. Organizational commitment is "defined as the degree of an individual's relations and experiences as a sense of loyalty toward one's organization".

Same as loyalty, organizational commitment covers person readiness to long determination for more output of organizations and described the unit of configuration the firms with objectives and standards (Mowday et al., 1979). Meaning of organizational commitment "is the level to which a worker builds up a connection and feel a sense of commitment to her/his employer" (PSUWC, 2014). Emotional affection of the employee with their employer will facilitates to develop the strong commitment (SHRM, 2014). The research which was carried out in 2013 revealed that 60 percent employees were not satisfied and committed up to some extent and 40 percent employees were highly satisfied and committed (SHRM, 2014). This means that only 40% employees are committed and non-commitment level of 60 % employees was very low. This means that the organizational commitment is a serious issue for the organizations. Alarmingly, organizational commitment is decreasing. In this connection, based upon the assorted situations, Harris's study proved that 65% salaried workers were less loyal to their organizations (Nussbaum 1986) and findings of the second study concluded that the commitment level of the managers was abridged noticeably in 1980s (Kiechel 1985).

Further, senior managers' mobility between firms is at exceptional levels due to reduction of commitment level (Mowday, et al., 1982). From above it concluded that organizational commitment is also a critical problem for the organizations and employees. Bullying can be termed as regular violence which can harm or distress the other person psychologically, orally and physically (Bhattacharyya, & Bronner, 2008). Bullying has now been recognized as a critical matter in working environment. In several countries, specialized organizations, trade unions and human resources (HR) departments have been extra conscious in the last 10 years regarding manners like threats, civic disgrace, unpleasant blaming, social boycott, and unnecessary bodily interaction as all of this has the possibility to weaken the honesty and self-esteem of workers and decrease their competence. People who have experienced bullying regard it as state when he/she is inclined mentally/physically causing depression, stress, and lowering of self-esteem. In many cases, bullied workers may require psychiatric treatment or therapy (Niedl, 1996). From the best of researcher knowledge, relationship of kinds of workplace bullying i.e., the verbal and direct with organizational commitment was not checked yet.

Problem Identification
Advancement of standardized explanation of workplace bullying will have a considerable reward for the organization. Conventionally it has been evaluated that if a single incident of bullying case which is filed in the court, the firm has to face-loss between US $30,000–$100,000 (Bano & Malik, 2013). The overall yearly expenditures of cases on bullying in firm

all over the UK is about 1.880 billion pounds (Rayner, et al., 2001). Because of the huge expenditures connected with workplace bullying, firms should take attention to build up plans to direct workplace bullying attitude (Adams & Bray, 1992). Additionally, to promote the training programs and workplace bullying strategy, in this manner dropping the threat of breaching the emotional agreement that they grasp by their workers (Adams & Bray, 1992). Studies about amount of workplace bullying in different ways showed that workers who are subjected to often happening and constant bullying do not report themselves as a bullied person (Salin, 2001).

For example, the research of Salin (2001) exposed that about 24.1% of the members were classified as bullied person by others, only 8.8% of these members self-defined as bullied. In their investigation of bullying at workplaces in the United Kingdom Portugal and Spain, Jennifer et al (2003) found that 33.7% employees were suffering from bullying behaviors and nearly 21.1% employees were reported as bullied by the organization. From above it is concluded that workplace bullying is a serious problem for organizations and employees. Research which was carried out in 2013 revealed that 90 percent employees were satisfied and committed up to some extent and 40 percent employees were highly satisfied and committed (SHRM, 2014). This means that only 40% employees are committed and non-commitment level of 60 % employees is very low. This means that commitment is a serious issue for the organizations.

Research Questions
The study has a leading question, in this regard, current research has proposed following questions to be answered. Does relationship of workplace bullying, and its kinds (verbal bullying & direct bullying) with organizational commitment matter in the banking sector of Pakistan?

Objectives of Study
This is the study first one to check the relationship of workplace bullying with its two kinds (verbal bullying & direct bullying) with organizational commitment. Following is objective of the study: To check impact of workplace bullying and its dimension on organizational commitment.

LITERATURE REVIEW
The research issues under the considerations in present study have been comprehensively presented in this section thereby analyzing the views of the different researchers through argumentation process with the aim to analyze views and to extract the new knowledge and the research phenomena.

Organizational Commitment
As reported by Porter, who primarily defined and introduced organizational commitment was comparative power of person's recognition with and participation in a specific firm''

(Ketchand & Strawser 2001). Later Porter's perception, the little researchers identified that organizational commitment might not particularly organize, but rather it can be of several dimensions as a result of the workers' diverse assessments of their organizations (Bulutlar & Oz 2009). Organizational commitment defined as a psychosomatic relation among the workers and her or his firm that creates it little probable that the worker will willingly go away from firm (Allen & Meyer 1996). Allen & Meyer (1996) also recommended a three-dimensional model of organizational commitment; normative, continuance, and affective commitment. Affective commitment introduce to worker psychological linking to, sharing in and recognition by organization. The worker feels pleasure being in the organization: The worker stays in firm as they desire it (Allen & Meyer, 1996). In insistent commitment, workers formulate estimate about the cost of exiting from firm. The workers stay as he/she wants to fulfill it.

At last, in the normativecommitment, worker experiences a sense of responsibility to stay in the firm. This kind of commitment is a collection of assigned normative stress to do something in a manner that able with firm's objective and benefit. In this instance, persons remain in firm because they consider it is the ''correct'' and ''ethical object to make'' (Allen & Meyer 1990). Later Porter's perception, little researchers identified that organizational commitment might not particularly organize, but rather it can be of several dimensions as a result of workers' diverse assessments of their organizations (Bulutlar & Oz 2009). Consequently, the workers stay in the firm as she /he have to (Conway, 2004). The effective commitment presents to worker psychological linking to, participation in and recognition by organization. In organizational theory, the organizational commitment is an essential variable by reasons they have developed the powerful relation in a scarce year of the study (Zajac & Mathieu, 1990).

Workplace Bullying

Bullying is usually defined as a domain of the damaging action, planned to do something or performance that is executed by a group or an entity constantly and eventually versus an object whom don't merely guard her or him-self (Smith at al., 1999). Bullying is a form of mistreatment that is depended on an inequity of control; it can be defined as an orderly mistreatment of authority (Carney, 2000). Majority of researchers in area of bullying, and of aggression in addition usually, differentiate a number of major types (Rigby, 1997). The most general types are verbal, physical and relational or indirect. The physical aggression consists of kicking, punching, striking, or injurious possessions (Kristensen & Smith, 2003). Verbal aggressions comprise taunting, threatening and teasing. Both the typically straight or personally typing of aggression. In 1980s, bullying and aggression were mostly seeing as direct physical or verbal hit. In 1990s, Crick and Grotpeter (1995), and others explains unforeseen violence and relational violence (destruct relation of peers), or alike societal violence (Underwood, et al., 2010). Saracho, (2017) described the indirect violence. These

may include dusting and dirty stories. And social / relational violence is telling others not to play with somebody.

In the past period, investigators have started to highlight the significance of the aggressive behavior at the place of work. The range of aggressiveness is a large one, ranged from the attack at individual close to disrespect at the others. Aggressive behavior in the place of work is an essential matter, on the other hand, and even though violence appeals instant consideration because it is more readily observable and visible, indirect forms of unwanted behavior like mobbing/ bullying or common attack can be underrated although harmful both individuals and organizations. There is significant research for recognized bullying as a greatkind of stress (Mikkelsen & Einarsen, 2002). In adding to generate organizational results, like and falls in the turnover, commitment, absenteeism, efficiency, job satisfaction, and efficiency (Salin, 2003), bullying at workplace has been perceived as a cause to cut down physical and psychological condition, along with depression and anxiety (Mikkelsen & Einarsen, 2002). Leymann (1996) who placed the hypothetical grounds for mobbing/ bullying research focused the situation that in extended circumstances of bullying, harm to the victim can be so harsh that the individual in the case is enforced to remove from the labor market.

So far, the works on bullying and injustice have mainly observed inequality as originator of bullying (Neuman & Baron, 2003), in connection with the investigation on injustice that persuaded aggression and frustration in the place of work (Chirilă, 2015). This belief has a mostly strong hold between American researcher studies linked phenomena, for instance, offensive direction (Hoel et al., 2011). Although accepting role of exchange in explanation of engagement in some aggressiveness behavior, our focus is to investigate experience and opinions of workplace bullying. Especially, we argued that injustice views can be seen as a serious component in the involvement of bullying and these injustice views can help in clarifying negative responses between not only bulls but as well between eyewitnesses (Salin, 2001). In other arguments, adverse behaviors are observed as bullying once the adverse behavior clashes with beliefs and prevailing norms and considered harsh enough. Now, we also request to focus that in ground of incivility, Andersson and Pearson (1999) describe uncivil behavior as those that are in destruction of workplace norms for common admiration. We thus argued that alike conceptualizations can also be related in the area of workplace bullying.

This conversation is moreover related through the current discussion on the character of 'intent to harm' and starting point in bullying. Justice concept guesses that criticism will be credited to an authority for an unfairness while persons have faith in that they should have been better off if a diverse result or process had happened, but the authority mighthave performed inversely by taking another course and that the authority have to perform in a different way (Neuman et al., 2011). In the past 10 years, organizational researchers and

authors have more and more to draw attention in the developing concern of the workplace bullying and further types of the personal conflict. Workplace aggression stated to many diverse synonyms, for example, bullying (Adams, 1992), workplace harassment (Bjorkqvist 1992), mobbing (Leymann 1996), and workplace victimization (Zapf 1999). The workplace bullying in field of study remains comparatively immature (measured to be about 15 years old) enough of foundation has been involved in the analysis of its study of cross-sectional data to recognize reasons of bullying by individual organizational levels and social (Salin 2001; Einarsen, 2011).

At this time investigators have highlighted a picture of the bullying where the knowledge influences negatively at psychological well-being of individuals who, observe experience or are just witnesses to it (Lewis & Sheehan 2003). In link to several academic models, there are no generally agreed on the definitions of workplace bullying though there is a contract that bullying is finest to characterize such as events that are thoroughly negative, resultant in social, psychosomatic and psychological and difficulties for receiver (Einarsen, 2011). Feelings of depression, extreme psychological distress, heightened anxiety and self-loathing are all well-detailed types. One of larger studies of workplace bullying, according to the cross-sectional study of Hoel and Cooper (2001) over above 5,000 UK plaintiffs found that almost 40% have exposed to regular negative actions however only 10.6 percent have reported bullying.

Figure 1 Hypothesized Model
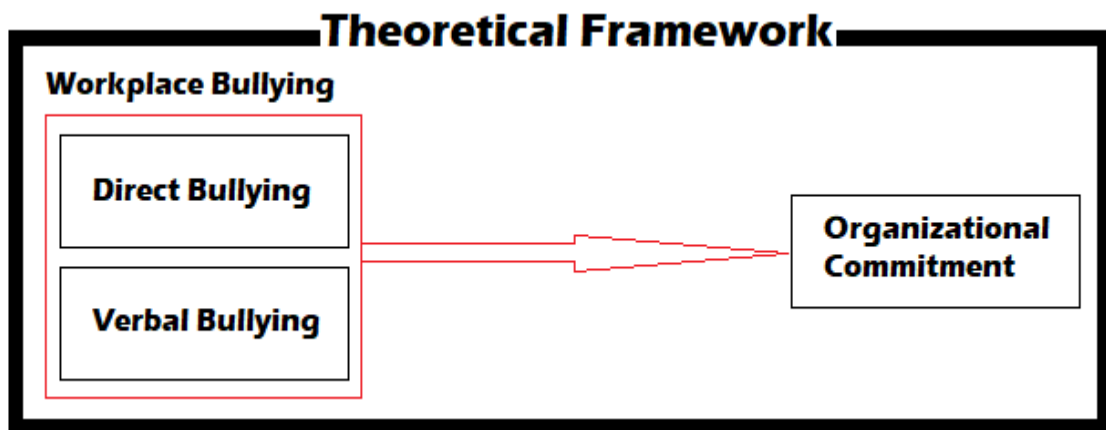
Hypotheses Development
Hoel and Cooper, (2000) and McCormack et al. (2006) had proved that bullying had strong negative impact on organizational commitment. On base of this point, thepresent study has suggested hypotheses.

H₂: Workplace bullying has negative effect on organizational commitment

From the best of researcher knowledge, no previous study was not conducted to check the relationship of two dimensions of workplace bullying i.e., verbal, and relational (direct) with organizational commitment. On the basis of this fact, thecurrent study has suggested the following hypotheses.

H₂: Verbal bullying has negative effect on the organizational commitment

H₂ₐ: Direct bullying has negative effect on the organizational commitment

H₂ᵦ: Relational bullying has negative effect on organizational commitment

RESEARCH METHODS

The current study is conducted in banking sector of Lahore. A total number of branches of the banks were 862. Israel (1992) has proposed that the range of good sample is varying from 200-500 for multiple and simple regression. Therefore, the sample size for this study consisted of 300 respondents from banking sector of Lahore. Branches of the banks were selected with the help of simple random sampling technique, e.g., through excel random formula. 300 respondents were selected from 38 bank branches. The target population of this research is the employees should be OG- III (or equivalent) and above the rank of the banking sector of Lahore.

Sampling Technique

Through simple random sampling, banks are selected for this procedure 34 branches of private, 1 branch of international and 3 branches of the publicwere selected for collection of data for the currentstudy.

Data Collection

Data is collected with the help of structured questionnaire in maximum three attempts (Arasli, 2012). In this current study, total circulation of questionnaires was 300. Moreover, out of total questionnaires 285 questionnaires were returned back and 15 questionnaires were dropped as these were incomplete. 270 questionnaires were completely filled and were used for final examination.

Instruments

Workplace bullying scale was consisting of 14 items in which verbal bullying was measured with the help of 7 items, direct bullying was measured with 7 items and indirect bullying was These scales were adopted from the researchers (Coyne et al., (2006). Organizational Commitment scale was consisting 6 statements. These scales were adopted from (Meyer & Herscovitch, 2001).

Reliability Analysis

The constancy of measure is named as reliability. To know what extent data is reliable it is essential to measure consistency of each scale (Nunally & Bernstein, 1978). In this research Cronbach alpha was used to measure internal reliability for each of scales.

Table 1 Reliability Statistics

Cronbach's Alpha	No. of Item
0.700	47

SPSS 17 (statistical program for the social sciences) software used to perform reliability analysis. (Cronbachs Alpha) is determined that all the scale of a variable which is used in this study is reliable or not. Cronbach's Alpha of this study is 0.700 which shows that data is statistically reliable. In the social sciences, it is proposed in a prior study that Cronbach alpha is greater than the 0.5, which shows that acceptable reliability of the data (Nunally & Bernstein, 1978).

RESULTS AND DISCUSSION
The results of the present study have been presented in this section in order to find the answers of the research questions and to reach the conclusion of the study more systematically to achieve the desired objectives.

Table 2 Reliability Statistics

	Cronbach's Alpha	No. of Items
Organizational Commitment	.865	6
Verbal Bullying	.890	7
Direct Bullying	.927	7
Overall	.958	28

Correlation Analysis
Correlation of the coefficient shows the relationship of variables. Correlation value of r lies between +1 to -1. If the value of r is equal to or near to 0 that shows no or the little correlation between them. If the value of r is close to +1 or -1 that shows high or strong correlation.

Table 3 Association Statistics

Value of R	Strength of Relationship
-1.0 to -0.5 or 1.0 to 0.5	Strong
-0.5 to -0.3 or 0.3 to 0.5	Moderate
-0.3 to -0.1 or 0.1 to 0.3	Weak
-0.1 to 0.1	None or very weak

H$_2$: Association among Research Variables of the Study

This table below indicates the correlation among variables which are used in this study. Correlation between Direct bullying and verbal bullying is (0.832**) which shows positive robust association between these variables.

Table 4 Correlation Analysis

	VB	DB	OC	WB
Verbal Bullying (VB)	1			
Direct Bullying (DB)	.832**	1		
Organizational Commitment (OC)	-.494**	-.474**	1	
Workplace Bullying (WB)	.928**	.938**	-.457**	1

*. Correlation is significant at the 0.05 level (2-tailed).
**. Correlation is significant at the 0.01 level (2-tailed).

The correlation between organizational commitment and verbal bullying is (-0.494**) that shows a negative moderate relation. Correlation between organizational commitment and direct bullying is (-0.474**) that shows negative moderate relationship between them. The correlation between workplace bullying and verbal bullying is (0.928*) that shows positive strong relation. Correlation between workplace bullying and direct bullying is (0.938*) that shows positive strong relation. Correlation between workplace bullying and organizational commitment is (-0.457*) that shows negative moderate relation.

H$_2$: Workplace Bullying has Negative Effect on Organizational Commitment

Table 5 Model Summary

Model	R	R2	Adjusted R2	F	Sig.
1	.457a	.209	.206	70.924	0.000

Predictors: (Constant), Workplace Bullying
Dependent Variable: Organizational commitment

In the regression analysis the value of R square defines level of impact between variables. In this table the value of R square is (R=0.457) which means workplace bullying cause that 45.7 % variation in the organizational commitment. The value of F shows the relationship between the variable greater the value of F greater the relationship between the variable the value of F is 70.924 that show a good relationship between workplace bullying and organizational commitment.

Table 6 Coefficient of Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.311	.159		27.177	0.000
	Workplace Bullying	-.496	.059	-.457	-8.422	.000

Predictors: (Constant), Workplace Bullying
Dependent Variable: Organizational commitment

This table indicates the relationship among the workplace bullying (independent variable) and organizational commitment (dependent variable). The value of p is .000 which shows the significant relationship between them the hypothesis is accepted when the value of p < 0.10, 0.05, 0.01. The value of p is <0.01 that is significant value so accepted hypothesis. The value of p is < 0.01 that specify the extremely significant association among workplace bullying and the organizational commitment. Value of β indicates impact of independent variable on dependent variable. The one unit increase in workplace bullying that caused -49.6% variations negatively in organizational commitment. The value of t shows influence of an independent variable on the dependent variable the current study shows the value of t is non-zero.

Regression Analysis
(Verbal Bullying, Direct Bullying & Organizational Commitment)

H₂ₐ: Verbal bullying has negative effect on organizational commitment
H₂c: Direct bullying has negative effect on organizational commitment

Table 7 Model Summary

Model	R	R Square	Adjusted R Square	F	p-value
1	.539a	.291	.277	21.652	0.000

In the regression analysis value of R square defines the level of impact between variables. In this table the value of R square is 0.539 which means all dimensions of bullying cause that 53.9 % variation in organizational commitment. The value of F shows the relationship between the variable greater the value of F greater the relationship between the variable value of F is 21.652 that shows highest relationship between all dimensions of bullying and organizational commitment.

Table 8 Coefficient of Regression

Model	Unstandardized Coefficient		Standardized Coefficients	T	p -value
	B	Std. Error	Beta		
(constant)	4.441	.166		26.710	0.000
Verbal Bullying	-.560	.121	-.533	-4.614	.000
Direct Bullying	-.494	.132	-.503	-3.736	.000

The above table shows relationship between independent variable (verbal bullying, direct bullying) and the dependent variable (organizational commitment). When the value of p < 0.10, 0.05, 0.01 then the relationship is significant and the hypothesis is accepted. The first result shows significant association betwixt verbal bullying and organization commitment. Because value of p is 0.000 that is p<0.01 so this shows a significant influence on the

organizational commitment and hypothesis is accepted. The second value of table shows significant relationship betwixt physical bullying and organizational commitment. Because value of p is 0.004 that is $p < 0.005$ so this also shows significant impact and hypothesis is accepted. Next value of table shows asignificant association between direct bullying and the organizational commitment. Value of p is 0.000 that is $p < 0.001$ so this value shows a significant effect on organizational commitment and hypothesis is accepted. The value of β shows the impact of independent variable on dependent variable. The one unit increase in verbal bullying that caused -0.56.0% variations negatively in organization commitment. The one unit increase in the direct bullying that caused -0.49.4 % variations negatively in organizational commitment.

Workplace bullying and its dimension have negative effect on organizational commitment. A previous study of McCormack et al. (2006) Cooper and Hoel (2000) had proved that the bullying had a negative correlation with organizational commitment. These variables had a strong negative relationship with each other. In regression analysis, relationship between workplace bullying and organizational commitment, value of p is < 0.01 that is a significant value to hypothesis is accepted and value of β is -49.6% that specify the highly significant relationship between workplace bullying and organizational justice. Moreover, the result of the first dimension of workplace bullying shows a significant association between verbal bullying and the organizational commitment. Because the p-value is 0.000 that is $p < 0.01$ and β value is -.56.0 % so this shows significant influence on organizational commitment and hypothesis is accepted. Next value of the table shows significant association between direct bullying and organizational commitment. The p-value is 0.000 that is $p < 0.001$ and β value is -49.4 % so this value shows a significant effect on organizational commitment and hypothesis is accepted.

Overall workplace bullying has negative influence on organizational commitment. Also, its two dimensions i.e., indirect bullying and social bullying have an insignificant effect on the organizational commitment. Its two dimensions i.e., verbal bullying and direct bullying have a negative effect on organizational commitment but physical bullying has significant positive effect on organizational commitment.

CONCLUSION
Problems are being faced by most of organizations regarding organizational commitment. In Pakistani cultural context, the present study is a serious effort to help out the problem of the banking sector. There is a huge workload on people working in the banking sector of Pakistan. Due to this reason, employees are facing the problem of workplace bullying and these results in reducing their organizational commitment McCormack et al. (2006) and Cooper & Hoel (2000) had proved that bullying had adverse impact on organizational commitment. In current study overall workplace bullying has a negative influence on the organizational commitment. Moreover, some findings of the current study are as follows.

Verbal bullying and direct bullying have negative influence on organizational commitment as validated through existing research. Banking sector of Pakistan should enhance level of organizational justice and reduce level of organizational bullying so that organizational commitment increases.

Recommendations

1. The banks are required to express and exercise good policies about organizational commitment.
2. The organizational commitment might be increase by minimizing the workplace bullying.
3. Some surveys should be conducted periodically for conniving the organizational commitment level.

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