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DOES THE RECIPROCAL RELATIONSHIP OF THE WORKPLACE BULLING AND ORGANIZATIONAL JUSTICE IN BANKS OF LAHORE?

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KEYWORDS	ABSTRACT
Workplace Bullying, (Indirect, Social, Verbal, Direct, Physical), Organizational Justice, Banking Sector	The purpose of this study is to examine relationship of workplace bullying and organizational justice in banking sector, Lahore. Research concentrated on workplace bullying and its 5 dimensions and organizational justice and its 4 dimensions. Banking sector chooses to conduct this current study. Simple random sampling technique was applied to choose 300 respondents from 28 banks situated in Lahore (Pakistan). The organizational justice and workplace bullying both has reciprocal impact on each other. The organizational justice has more prominent impact on workplace bullying as compare the impact of workplace bullying on the organizational justice. The study provides significant information about the relationships among research variables which further help in reaching the conclusion of the study. The results provide significant information about the relationships among research variables in reaching the conclusion of study and offering certain recommendations to the concerned stakeholders and policy makers.
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INTRODUCTION

This study was designed to check relationship of workplace bullying and organizational justice. Bullying can be termed as regular violence which can harm/distress another person psychologically, orally and physically (Nunally & Bernstein, 1978). Bullying has currently been recognized as critical matter in working environment. In several countries, specialized organizations, trade unions and human resources departments have been extra conscious in the last 10 years regarding manners such as threats, civic disgrace, unpleasant blaming, social boycott, and unnecessary bodily interaction as all of this has possibility to weaken the honesty and self-esteem of workers and decrease their competence. People who have experienced bullying regard it as a state when he/she is influenced mentally or physically causing depression, stress, and lowering of the self-esteem. In many cases, bullied workers might require psychiatric treatment or therapy (Niedl, 1996). The organizational justice can

be "defined as perceptions of justice in decision-making and resource sharing situations (Greenberg, 1987)".

Organizational justice is significant in common conditions for the reason that discernment of organizational justice has been creating to influence numeral behaviors and attitudes as well as the organizational satisfaction (Fryxell & Gordon, 1989), organizational commitment (McFarlin & Sweeney, 1992), satisfaction (Miceli & Lane, 1991), job performance (Ball et al., 2016), intention to leave and job satisfaction (Ball et al., 2016) as well as employee stealing (Greenberg, 2001). It is significant to think about workers benefits when learning insights of distributive justice and procedural justice (Cole, & Flint, 2004). Concepts of distributive justice and procedural justice are valued when employee is compensated by considering them as they are important, highly deserved for compensation this will result in 41% costs of workforce (US Chamber of Commerce, 1994). Workers' benefits are frequently used to fascinate new workers, and pension policies can turn into significant factor for employees retaining in all the phases of careers (Cole, & Flint, 2004). From the best knowledge of the researchers, no previous study was not conducted to check the link of workplace bullying with organizational justice.

Problem Identification

Advancement of standardized explanation of workplace bullying will have a considerable reward for the organization. Conventionally it has been evaluated that if single incident of the 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 a 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 attitudes (Adams & Bray, 1992). Moreover, 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 occurrence of workplace bullying in diverse behaviors have exposed that lots of workers who are imperiled to often trendy and constant bullying do not report themselves as bullied person (Salin, 2001). In their investigation of "bullying at workplaces" in 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. From above it is concluded that "workplace bullying is a serious problem" for the organizations and employees.

Research Objectives & Questions

The current study has the main objective that is concerned with to examine relationship of workplace bullying with organizational justice. In this regard, this research has proposed following questions to be answered: To examine reciprocal effect of workplace bullying with organizational justice?

LITERATURE REVIEW

The research variables have been discussed in the light of the existing research literature in order to understand these concepts more comprehensively. The concept of the justice or fairness has to turn into growing essential construct in management and behavior from last 20 years because it is important for the personal and organizational outcome (Bolat, 2010). Inspired by researchers accomplished by (Adams, 1963) study of the organizational justice has shown that, interpersonal behavior; organizational procedures and supposed fairness of rewards are related to the personal feelings and behavior (Greenberg, 1990). "Bullying" is usually defined as a domain of 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). As admitting of the four-fold perception of organizational justice, a lot of researchers have not checked all four dimensions of justice at the same time. The organizational justice is used to construct defining the worth of public relations at work. in this connection, Greenberg (1990) was introduced the expression of the organizational justice. In this regard, this research has proposed questions to be answered like to examine reciprocal effect of workplace bullying with organizational justice?

Organizational Justice

Organizational justice explains person's (or group) judgment of the equality of behavior expected from firm and their behavioral response to that judgment. The express "in other words, the word organizational justice" defines that workers are treated fairly at their place of work (Heponiemi et al., 2007). As reported by Foster (2010), the organizational justice defined as individual awareness of equality inside the organizations. Distributive justice is the old type of justice and is a concept established on the basis of Adams (1963) equity theory. It defined as recognize fairness and assessment of opinion outcomes for example rewards, salary, performance appraisal, remuneration, and appreciation (Cropanzano et al., 2001). The procedural justice is level in which gestures of decision procedure are evaluated to be unbiased. In additional terms, procedural justice contains the judgment of equality of organization trials over which results are shared, results are set (Kim, & Mauborgne, 1998). As defined by Greenberg (1990), procedural justice define as judgment of fairness of rules and measures are used to construct decisions in the workplace. The writing on management and worker affairs explain that workers suppose the organization to care for him/her through honesty, dignity, equal treatment, and respect gives to all employees (Kickul & Liao, 2003).

Attribute to this idea as interactional justice that is the judgment of fairness of treatment worker, except when rule and measures are applied in place of work. Interactional justice is defining as interpersonal action person accepts as measures are enacting (Bies, & Moag, 1986). Informational justice is next to thenew form of justice which targets on clarification given to people that express facts regarding why measure was applied in specific manner

or why the results were assigned in the specific way (Greenberg, 1990). In additional terms, informational justice defined as honesty and explanation of information given to workers. Assessment of that information is insufficient or false direct to judgments of unfairness. These elements contain in truth information share regarding the organizational affair. e. just keeping workers well informed is frequently observed by individuals as the fairness problem. Bies (2001) conveyed new viewpoint to this discussion by implying four-element frame of justice. He recommended that clarification feature of interactional justice might best be viewed as informational aspect of procedural justice since explanations frequently give the information required to assess structural feature of the process. The interpersonal justice reflects the degree to which people are treated with dignity, courtesy, and respect by establishment and third parties concerned in realizing procedures or determining result (Colquitt, et al., 2001).

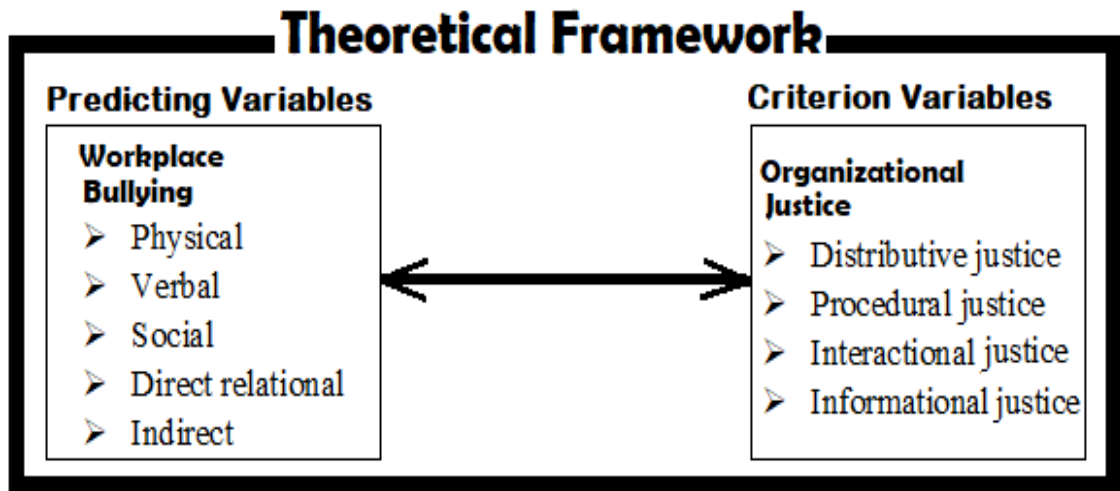
Workplace Bullying

Bullying is usually defined as domain of the damaging action, planned to do something or performance that is executed by group/ entity constantly and eventually versus an object whom don't merely guard her/him-self (Smith at al., 1999). Bullying is mistreatment form that is depended on an inequity of control; it can be defined as an orderly mistreatment of authority (Carney, 2000). The 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. Physical aggression consists of kicking, punching, striking, or injurious possessions (Kristensen & Smith, 2003). Verbal aggressions comprise taunting, threatening and teasing. Both these are typically straight or personally typing of aggression. In 1980s, bullying and aggression were seeing as direct physical or verbal hit. In 1990s, Crick and Grotpeter, (1996) explain unforeseen violence and relational violence (destruct the relation of peers), or the alike societal violence (Underwood, et al., 2010). Large number of investigator and Saracho, (2017) described indirect violence. These may include dusting and dirty stories, social /relational violence is telling others not to play with somebody.

In past period, investigators have started to highlight significance of 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 others. Aggressive behavior in place of work is an essential matter, on 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 the harmful both individuals and organizations. There is significant research for recognized bullying as a great kind of stress (Mikkelsen & Einarsen, 2002). Also, to generate organizational results, like and reductions in turnover, commitment, absenteeism, productivity, job satisfaction, and efficiency (Salin, 2001), bullying at the workplace has been perceived as a cause to cut down physical and psychological condition, along with depression and anxiety (Mikkelsen & Einarsen, 2002).

So far, works on bullying and injustice have mainly observed inequality as an originator of bullying (Neuman & Baron, 2003), regarding investigation on the injustice that persuaded aggression and frustration in place of work (Chirilă, 2015). This belief has a mostly strong hold between American researcher's studies linked phenomena, for instance, offensive direction (Hoel et al., 2011).

Figure 1 Hypothesized Research Model



Hypotheses Development

From the best of researcher knowledge, no previous study was also conducted to check relationship of workplace bullying and organizational justice. On basis of this fact, current study has proposed hypotheses:

H₁: The workplace bullying and organizational justice has significant relationship with each other.

Hoel and Cooper (2000) and McCormack et al. (2006) had proved that bullying had strong negative impact on the organizational commitment. On the base of this point, the present study has suggested hypotheses.

H₂: The Workplace bullying has negative significant effect/influence on organizational commitment

RESEARCH METHODS

The current study is conducted in banking sector of Lahore. A total number of branches of banks were 862. Israel (1992) has proposed that the range of good sample is varying from 200-500 for multiple and simple regression. The sample size for study consisted of 300 respondents from banking sector of Lahore.

Target Sample-Size and Population

Branches of the banks were selected with the help of simple random sampling technique, e.g., over 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. In this connection, through simple random sampling, banks are selected for this procedure 34 branches of private, 1 branch of international and 3 branches of the public were selected for collection of data for the current study.

Scale and Measurement

Data is collected with the help of structured questionnaire in maximum three attempts (Arasli et al., 2012). In this current study, the total circulation of the questionnaires is 300. Moreover, out of the total questionnaires 285 questionnaires were returned back and 15 questionnaires were dropped as these were incomplete. In this regard, 270 questionnaires were completely filled and were used for final examination. Consequently, the response rate was 95%.

Workplace Bullying Scale

Workplace bullying scale was consisting 28 items in which verbal bullying was measured with the help of 7 items, physical bullying was measured with the help of 4 items. These were adopted from researchers Swearer et al., (2008), and direct bullying was measured with 7 items and indirect bullying was measured with the help of 8 items, social bullying was measured with the help of 2 items. These scales were adopted from the researchers Coyne et al. (2006).

Organizational Justice Scale

Organizational justice scale was consisting of 13 items. Procedural justice was evaluated with the help of 2 items, distributive justice was measured with the help of 2 items. These statements were adopted Cremer (2004). Interpersonal justice was measured with help of 4 items and informational justice was measured with help of 5 statements. Statements were adopted from researcher (Colquitt & Rodell, 2011).

3.10 Reliability Analysis

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

Table 1 Reliability Statistics

Cronbach's Alpha	N0. of Item
0.700	47

SPSS 17(statistical program for 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).

Table 2 Cronbach's Alpha Analysis

Reliability	Cronbach's Alpha	No. of Items
Workplace Bullying		
Verbal Bullying	.890	7
Physical Bullying	.941	4
Direct Bullying	.927	7
Indirect Bullying	.857	8
Social Bullying	.811	2
Overall	.958	28
Organizational Justice		
Distributive justice	.746	2
Procedural justice	.867	2
Interactional justice	.791	4
Informational justice	.957	5
Overall	.873	13

RESULTS OF STUDY

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

Table 3 Correlation Analysis

	VB	PB	DB	IB	SB	DJ	PD	IJ	IFJ	OJ
VB	1									
PB	.847**	1								
DB	.832**	.893**	1							
IB	.866**	.851**	.881**	1						
SB	.760**	.733**	.732**	.825**	1					
DJ	-.412**	-.340**	-.367**	-.400**	-.272**	1				
PJ	-.425**	-.334**	-.356**	-.374**	-.338**	.868**	1			
IJ	-.447**	-.401**	-.433**	-.423**	-.358**	.804**	.841**	1		
IFJ	-.435**	-.342**	-.413**	-.411**	-.361**	.741**	.759**	.856**	1	
OJ	-.365**	-.346**	-.367**	-.379**	-.313**	.842**	.857**	.844**	.797**	1
WB	.928**	.937**	.938**	.953**	.874**	-.385**	-.393**	-.445**	-.422**	-.382**

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

This table indicates correlation among variables which are used in this study. Correlation between physical bullying and verbal bullying is (0.847**) which shows the positive robust association between these variables. Correlation amid Direct bullying and verbal bullying is (0.832**) which shows the positive robust association between these variables. Correlation between direct bullying and physical bullying is (0.893**) that shows the positive robust association amid these variables. Correlation between Indirect bullying and verbal bullying is (0.866**) that shows the positive strong relationship between them. Correlation between Indirect bullying and physical bullying is (0.851**) which shows positive robust association between variables. Correlation between Indirect bullying and direct bullying is (0.881**) which shows the positive robust association between these variables. Correlation between social bullying and verbal bullying is (0.760**) that which shows positive robust association between these variables. Correlation amid social bullying and physical bullying is (0.733**) which shows the positive robust association between these variables. In this connection, correlation amid social and indirect bullying is (0.825**) show positive strong association. Correlation amid distributive and bullying is (-0.412**) that which shows positive robust association between these variables.

Correlation between distributive justice and physical bullying is (-0.340**) which shows the negative robust association amid these variables. Correlation betwixt distributive justice and direct bullying is (-0.367**) which shows negative robust association between these variables. The correlation amid distributive justice and indirect bullying is (-0.400**) which shows the negative robust association between variables. Correlation between distributive justice and social bullying is (-0.272**) that shows the negative robust association betwixt these variables. The correlation between procedural justice and verbal bullying is (-0.425**) that shows the negative robust association betwixt these variables. Correlation between procedural justice and physical bullying is (-0.334**) that show negative robust association betwixt these variables. Correlation between procedural justice and direct bullying is (-0.356**) that shows negative moderate relation between variables. Correlation between procedural justice and indirect bullying is (-0.374**) that shows negative moderate relation between these variables. Correlation betwixt procedural justice and social bullying is (-0.338**) that that shows a negative moderate relation betwixt these variables. Correlation amid procedural justice and distributive justice is (0.868**) which positive robust relations between these variables.

H₂: Workplace bullying and organizational justice has a relationship (impact) on the each other

Table 4 Model Summary

Model	R	R Square	Adjusted R2	F	p-value
1	.382a	.146	.142	45.695	0.000

In the regression analysis value of R2 defines the level of impact between variables. In this table the value of R2 is 0.266) which means workplace bullying cause that 26.6 % variation in the organizational justice. In this connection, the value of the F shows the relationship between the variable greater the value of F greater the relationship between the variable the value of F is 45.695 that show a good relationship between workplace bullying and organizational justice.

Table 5 Coefficient of Regression

Model	Unstandardized Coefficient		Standardized Coefficients	T	p-value
	B	Std. Error	Beta		
(Constant)	3.764	.147		25.577	0.000
WB	-.369	.055	-.382	-6.760	0.000

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

The above table shows the relationship betwixt workplace bullying (independent variable) and the organizational justice (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 a significant value so accepted hypothesis. The value of p is < 0.01 that specify the higher significant association betwixt workplace bullying and organizational justice. The β value shows impact of the independent variable on the dependent variable. The one unit increase in workplace bullying that caused -36.9% variations negatively in organizational justice. The value of t shows the influence of an independent variable on the dependent variable the current study shows the value of t is non-zero.

Table 6 Model Summary

Model	R	R Square	Adjusted R Square	F	p-value
1	.382a	.146	.142	0.000	.000

In regression analysis the value of R2 square defines level of impact between variables. In this table the value of R square is R=0.382) which means organizational justice cause that 38.2% variation in the Workplace bullying. 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 45.695 that show good relationship between workplace bullying and organizational justice. Therefore, the results provide significant information about the total effect of the predicting variable on the criterion variable of the study to ensure the cause-&-effect amid both the variables.

Table 7 coefficient of Regression

Model	Unstandardized Coefficient		Standardized Coefficients	T	p-value
	B	Std. Error	Beta		
(Constant)	3.561	.180		19.831	0.000
WB	-.394	-.058	-.382	-6.760	0.000

a. Predictors: (Constant), Organizational Justice

b. Dependent Variable: Workplace Bullying

The above table shows the relationship between the organizational justice (independent variable) and the workplace bullying (dependent variable). Value of p is .000 which shows the significant relationship between them the hypothesis is accepted when the value of $p < 0.10, 0.05, 0.01$. Value of p is < 0.01 that is significant value so accepted the hypothesis. The value of p is < 0.01 that specify the strong significant relationship among workplace bullying and organizational justice. Value of β indicates impact of independent variable on dependent variable. The one unit increase in organizational justice that caused -39.4% variations negatively in the workplace bullying. The value of t shows the influence of an independent variable on the dependent variable the current study shows the value of t is non-zero.

CONCLUSION

Problems are being faced by most of organizations regarding organizational justice and workplace bullying. In Pakistani cultural context, the present study is 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 feel they are treated with injustice and facing problem of workplace bullying. Organizational justice and workplace bullying both has reciprocal impact on each other. Organizational justice has more prominent impact on workplace bullying as compare impact of workplace bullying on organizational justice. Some surveys must be conducted periodically for calculating organizational commitment. There are less quantitative studies about relationships between these variables so it is difficult to compare results of the present study with previous studies. All the responses are taken from banking sector.

The present study has less focus on some important parts of service sectors like a hospital, telecommunication, and education sector etc. The current study is not conducted in cross-cultural contexts. Due to time constraints, this type of the data is only collected in Lahore. In this connection, more studies be conducted along with these variables e.g., employee wellbeing, engagement, self-efficacy, emotions, satisfaction, psychological empowerment, turnover intention, the organizational support, organizational attachment, organizational citizenship behavior, job performance. Thus, for generalization of results, studies on these

variables must be conducted on another service sector like hospital, telecommunication and education sector in future. Consequently, longitudinal studies may also be conducted on these variables.

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