CHAPTER – 2

REVIEW OF LITERATURE

Bullying and harassment at workplace is a serious issue and it creates negative atmosphere at workplace. It is that negative behaviour that leads to numerous negative patterns that may be verbal or physical thereby affecting the health of not only the workforce but also a loss to the organization. It is a fast growing issue in almost all the workplaces worldwide. This unfair behaviour at workplace has lead many victims to commit suicide. This global issue needs to be addressed in a very systematic manner. These negative behaviours can occur between the same or between the different genders also.

*Aasland et al. (2010)* the study has tried to find out the prevalence of destructive behaviours of leadership. The research is on the Norwegian workforce. The destructive and constructive leadships play a very important role at the workplaces. The study has used two methods for estimation: the OCM method i.e. the Operational Classification Method and the LCC Method i.e. the Latent Class Cluster Method. These two methods are used to determine the destructive leadership and it’s found that it comes in various forms and shapes.

*Abdelrazek and Elhosany (2016)* studied the problems faced by the nursing staff which was dominated by emotional abuse. It studied the leadership environment along with the potential leadership qualities of the nurses and their creative abilities. The emotional abuses lead to low level of overall development of the nurses.

*Achilleos (2011)* states that it is very difficult to realize bullying. Bullying takes the form of abuse and intimidation and it is a repeated act. The aftereffects of bullying are devastating. It leads to low self-esteem and creates hostile environment at workplace. Bullying is a deliberate action and is not accidental. It is in fact intimidation with clear intent. The victim of bullying is always in fear and threat resulting in stress. This situation leads to isolation as target is dealt as an object.
Adebayo and Juliet (2014) teachers get bullying in educational institutions which have detrimental effects on the students resulting in low morale among not only the teachers, but also the students. It adversely affects the high turnover of trained staff and poor quality of students’ results. The higher the educational qualifications of teachers the higher is harassment and bullying thus resulting in poor performance. The teachers are often subjected to belittling remarks either about their work or about their personal life.

Aleassa and Megdadi (2014) workplace bullying and unethical behavior that warrant attention is increasingly being recognized as a serious problem. As people spend maximum time in their workplace, therefore it is important to make the workplace environment more cordial so as to achieve organizational effectiveness. Apart from this, there is another set of behaviours which is basically undesirable and dysfunctional and bullying is one of these behaviours. These behaviours have negative impact not only on the individuals, but also on the organizations. The research paper has stated various impacts of harassment at workplace such as emotional harm, physical illness and career damage for the victims of bullying. These impacts on the other hand adversely affect the productivity, profit, high absenteeism etc.

Anderson (2011) in his article stated that nurses are more prone to workplace bullying. The worst part is that the violent which is either horizontal or lateral is increasing day by day and is escalating. Many a times such violence which is nurse to nurse violence gets under reported. Lateral violence refers to the silent treatment given to a colleague or hiding or not providing sufficient information to a colleague that can help them in accomplishment of their tasks. As result of lateral violence, absenteeism at workplace increases. This in turn affects the turnover and adversely affects the patients because of the distraction cased at workplace. To combat this problem at workplace, legislation was passed in Victoria and NSW where the provisions provide for imprisonment up to 10 years to the perpetrator of workplace bully.
Anjum et al. (2011) workplace bullying results in high costs not only to the victims but as well as to the organizations. Workplace bullying is basically verbal in nature and its impact can be devastating. It adversely affects the job of the victims.

Appelbaum et al. (2012) aim is to find out about bullying at workplaces, its causes, its effects, its consequences and its control. It is necessary to impart the top brass or the managers the skills of managing to device a control system so as to reduce bullying at workplaces or completely wipe out bullying at workplaces. The menace of bullying at workplaces is quite high in America and Britain and it is increasingly alarmingly. It is found that to eliminate such problems of bullying at workplaces two most effective tools are transformational leadership and ethical leadership. It is also necessary to create cordial environment at workplaces so as to curb bullying at workplaces.

Ariza-Montes et al. (2013) indicates high rate of workplace bullying in the sector of healthcare. The problem is more prevalent where the workers work in shifts. It is this rotating task of the workers that leads to bullying at workplace. As a result of shifts, the workers feel less satisfied at the workplace and the level of stress increases. This in turn adversely affects their promotion chances, reason being lack of concentration due to increased level of stress, which in turn leads to no promotion. The best remedy is to increase the resources in job and reduce the demands in job. It is necessary to implement a cordial social relationship amongst the workers in healthcare sector.

Bairy et al., (2007) in healthcare sector, workplace bullying is an important and serious issue. It is so because workplace bullying not only affects the care providers but also the consumers. Workplace bullying is common among trainee doctors and usually it goes unreported. It is a serious issue as it adversely affects not only the care providers but also the consumers. Bullying at workplace does not only include the professionals, researchers, teachers or administrative fields but it also includes the medical community and such kind of bullying in healthcare sector is bad for the bullied staff as well as the patients. The research is mainly focused on the bullying amongst the junior doctors and the professionals along with the trainee doctors. This research is basically at a preliminary stage as the study is based on the basis of the questionnaires and it was conducted only in one institute.
Balducci et al. (2011) research conducted to study the post traumatic stress symptoms in an organization. The chronic stress and after effect of bullying at workplace is severe which affects the health of the person to a great extent, the more the exposure to bullying, the more is the severe effects. It is easier to keep a control or to check bullying at workplace when the post traumatic stress symptoms occur. Bullying has direct relationship with the post traumatic stress symptoms. These symptoms are enough to prove the negative behaviour at workplaces.

Bano and Malik (2013) states that the impact of workplace bullying among doctors is on rise. Workplace bullying negatively affects the job and thus results in lower job affective. Thus awareness is very important and it is essential to introduce various preventive measures at workplace. The effects of harassment and bullying are devastating leading to emotional and psychological effects. The bullying can either be person related bullying or work related bullying. The work related bullying is a bullying which contains the attitude of assigning irrational deadlines and person related bullying is a bullying which contains the attitude of passing comments, rumours, jokes etc. The act of Bullying and harassment results in high organizational costs. It is necessary to introduce preventive measures which are very essential in every organization for securing good workplace for all the workers.

Barneveld and Jowett (2005) stated that violence is one of the increasingly burning issues at every workplace. The violence which occurs at workplaces can take any forms such as verbal, physical, mental, psychological, social etc. Particularly in the rail industry, workers are more prone to direct attacks. This research paper has tried to evaluate the quantum and effects of workplace bullying on the rail workers. One of the most common forms of harassment or bullying at workplace is done by the trespassers of railway property. Most of the times the workers also face the wrath of their seniors because of the frustration over poor services or waiting times.

Berthelson et al. (2011) purpose of paper is to find out exposure towards bullying at workplaces and the feeling to leave the workplaces or the organizations. It was found that there was alarming increase in sick leave or other leave amongst the workers who were the victim of bullying at workplaces. It was observed that the victims of
workplace bullying tend to change their jobs and employers more as compared to the non-victims of bullying at workplaces. The problem of bullying must be tackled very carefully as the victims of bullying are the ones who are in their jobs for more than two years, which clearly indicates their intention to continue with their present jobs but the kind of behaviour that is met by them at the workplaces, forces them to quit.

Bhattacharyya (2014) has focused on the harassment of women at workplaces particularly sexual harassment meted out to women at workplaces. The scenarios in India are changing at a fast pace, where women are no less than men and are in front in every field. Today majority of women prefer to work and be at par with men. But still the work by women is undermined and there is hardly any appreciation for their hard work. The gender plays a big role in biasness and many a times, women are deprived of various benefits including promotion. If they agree to the overtures of their bosses or the superiors, they enjoy such benefits. This exploitation of women at workplaces leads to stress and depression. The exploitation is not only mental but also physical.

Bloom (2010) stress is a barrier in every organization affecting work performance. The services are delivered by the people and the people, who deliver these services, are most of the time experiencing stressful environment. This stressful environment sometimes leads to traumatic event once in their lifetime.

Bowling et al. (2015) argue that such problems like harassment, bullying, mistreatment etc. have hampered growth of both, the organization as well as the employees. In a way, the scientific progress has been hampered. The research indicates that harassment or bullying at workplace is related to various abuses such as there is a positive relationship between abuse and anxiety, there is a positive relationship between abuse and depression, there is also a positive relationship between abuse and frustration whereas, there is a negative relationship between abuse and job satisfaction, there is a negative relationship between abuse and life satisfaction and there is also a negative relationship between abuse and self-esteem.

Bowling and Beehr (2006) states that it’s not only the individual factors that give rise to bullying at workplace, but it is also the environmental factor which contributes in
bullying process. The environmental factors are nothing but the atmosphere, the culture at the workplace. The more the negativity at workplace the more will be the bullying and more the bullying at workplace, more will be the negativity. It is not necessary that the bullying will always affect the specific individual person, but indirectly it creates great losses to the organization. The structure of an organizations human resource system consists of both the perpetrator and the victim and this leads to harassment at workplaces. The process of attribution consists of self injustice, injustice by the perpetrator and injustice by the organization and all this leads to organizational injustice which is either interactional or distributive or procedural.

*Braithwaite et al. (2003)* management strategies are directly linked to workplace bullying and victimization and this in turn indicates how employees manage their pride and shame at workplace. Bullying results in stigmatization of employees when an employee is labeled as being a bad or unworthy or as a useless person. The research shows that victims of bullying acknowledge greater shame when they are asked to put themselves in the place of the bully. Bullying at workplace is likely to occur, where the organizations where respectful treatment of employees is not their priority.

*Brewer and Whiteside (2012)* bullying at workplace leads to stress which in turn adversely affects the psychological health of the victim. This increases lack of job satisfaction. The morale of the victim decreases and he tends to feel isolated. Till now everyone has focused on bullying at workplaces, this paper tries to focus on the issue of bullying in prisons. The research has been conducted in a prison in Britain. It’s not only the prisoners who are exposed to bullying in prisons, but the prison employees also face bullying problems. The level of stress in the prisons, as compared to the level of stress in the organizations or at the workplace is same.

*Bryant and Cox (2013)* exploratory study is based on the narratives of atrocity of the organizations in south east Australia located in Latrobe valley. The workers employed in the organizations face different forms of violence which is usually between the employees and the management and sometimes between the employees and the employees. This type of situation results in resignations of the employees and they no longer are the part of such organizations. Latrobe valley was chosen as an
area for research because it is one of the biggest regions, where industries are clustered. This region falls in south east Australia. The industries located in this region have faced lot of changes due to privatization, amalgamation etc. Earlier, before privatization or amalgamation, there was job security and a cordial working environment, it was only after privatization and amalgamation, there were drastic changes in the employment thereby resulting in loss of jobs. This organizational change also resulted in increase in violence at workplaces thereby excluding the workers form decision making, isolating them, humiliating the workers, harassments by their superiors, depriving the workers their dues and promotions etc.

_Bukspan (2004)_ until the 1990s, the subject of bullying at workplace has been a taboo subject in France for a quite a long period of time. In 2002, similar to United States, the French Government also passed a special law thereby recognizing bullying at workplace as an illegal act. The Act provided with imprisonment and sanctions.

_Burnes and Pope (2007)_ aim of the paper is to find out the negative behaviour and to find remedies to curb negative behaviour at workplaces which is caused due to bullying. The negative behaviours were studied in the National Health Services. The paper compared the negative behaviours in the National Health Services and the private sector organizations. The research stated that even in National Health Services bullying occurs equivalent to the private sector organizations. The negative behaviour is very high in the places where bullying occurs.

_Cemaloglu (2011)_ research was conducted to determine various leadership styles in the principals’ of primary school and health and bullying in the organization. The research was focused on the primary school teachers in Turkey. It was found that there exists a positive direct relationship between transformational acts of leadership, i.e. the leadership acts of the principals at primary school level and health in the organization. On the other hand, it was found that there exists a negative relationship between the transformational acts of leadership of the principals at primary school and bullying at workplace. It was also found that there existed no relationship between transactional acts of leadership of the principals at primary school level and workplace bullying. In the training organisations, teachers face lot of demands at their workplaces which leads to excessive stress and in turn fatigue amongst the
teachers. This creates negative atmosphere at the workplaces and this results in decrease of efficiency amongst them.

_Ciby and Raya (2014)_ the major antecedents of workplace bullying are job demands, leadership management styles of the supervisor and interpersonal conflict. The other factors that contributed to antecedents were the personality factor of the victim because of the inability of the victim to adapt to changes. Though victims experience negative bullying behaviours daily but majority of them are unaware of this negative behavior.

_Cooper et al. (2011)_ surveyed the effects and various types of bullying on the final year students of nursing education. Whether it is a classroom course or a clinical course, the final year students have realized bullying in one form or the other when they reach their final year. Unrealistic tasks and bad grade were the tools used to bully the final year students. Excessive workload is also one of the prominent factors of bullying. This adversely affects not only the health of the students but also their performance academically to a great extent. It is very much advisable to keep the communication open between the students and the organization.

_Cornell and Limber (2015)_ states that one of the biggest challenges with U.S. Schools is to reduce bullying. The researches have tried to visualize the conceptualize the movement of the U.S. authorities for protection of the rights of the children in the schools. Many children have observed that most of the times, their schools have hostile environments. One of the most common bullying is on racial discrimination. Though there are lot of laws and policies concerning child labour, adoption, social welfare etc. but bullying still remains a big issue. The Children from ethnic communities face more problems and are easy victims of discrimination.

_Cortina and Magley (2009)_ research was conducted to find out the behaviours at workplaces. Such behaviours were termed as uncivil. The discomfort level at such workplaces is much higher thereby resulting in avoiding their perpetrator. Such employees tend to avoid their perpetrators or their seniors, who indulge in bullying. Many a times the victims felt that the only way to cope up with such situation is to accept that there is no other way than to avoid such situation. In fact, such employees
had to convince themselves that whatever has happened was just normal. It was found in the research that the victims rarely complained to the organizational heads about bullying. Instead of taking the help of their superiors, they preferred confiding to their peers or their friends. They also found that the victims of incivility found themselves detached from their superiors. Incivility is in fact a primary stage and with a passage of time, it takes the form of bullying.

*Coyne et al. (2004)* performed a survey to examine the fire fighter teams from the point of view of team context to find out bullying approaches at workplace. A questionnaire was given to the personnel so as to determine the bullies and also to find out the victims thorough self identification. According to them, bullying is always related to team context therefore, there are two networks in an organization such as informal network and formal network. The result stated that the victims of bullying were included in the teams and they tend to bind themselves more closely as compared to the bullies in the team. On the other hand, the bullies were not at all interested to be included in the teams.

*Crawshaw (2010)* important factor contributing towards harassment and bullying at workplace is the abrasive behaviour. The abrasive leaders or the bosses are a pain to the employees in an organization. These leaders always tend to let down their employees by asking them to do such tasks of which even they are aware can’t be completed within the framework and timeframe as given by them. A person become abrasive because of the powers given to him or her by the management and when he or she starts using such powers arbitrarily, then this creates a hell of problems for the employees as the level of harassment and bullying increases, thereby causing lot of stress. Such behaviours are always destructive and it paralises the productivity in an organization. Such abrasive leaders pose as barriers in the development and upliftment of the morale of the employees. It is not that they are not aware of their actions, they do it to show their superiority.

*Daniel (2006)* a cordial atmosphere must be created by the organizations that inspire both risk-taking and innovations. People bully because they are driven by a need for power and control. They basically choose such people who can be easily dominated.
A zero-tolerance policy is to be created for providing education and training to the workforce.

DeCuyper et al. (2009) examined thorough their research a relationship between workplace bullying and insecurity at job and job stressor. The research so conducted stated that there exists a correlation between insecurity at job and bullying at workplace and also being a victim of bullying and bullying at workplace. In either of the cases, there exists job insecurity, the employee or the victim might lash out at other employees or might not react and become a victim of bullying. The simple reason being not to lose the job as the fear of losing a job is very high.

D’Cruz and Noronha (2011) paper is focused not on the person who is being bullied but rather on the persons who are witnessed to bullying, particularly the bystanders, the mock standers and their behaviours. The paper has tried to find out not only the behaviour of the bystanders but their decisions, actions they take and the ultimate outcome of their behaviour in the case of bullying at workplaces. The main constituents of bullying at workplaces are the bystanders and these bystanders have been given less importance in all the research based on bullying at workplaces. In fact the presence of these bystanders is no less than that of a perpetrator.

D’Cruz and Noronha (2012) rely on the experiences of workplace bullying in international call centers in India. Bullying is a social stressor and stress is a precipitating strain.

D’Cruz and Noronha (2013), research is focused on the consequences of bullying at workplaces. Bullying at workplaces leads to stress, lower self esteem, lack of confidence level, nervousness, higher levels of anxiety, suspicion, bitterness in relationships etc. The research has come out with both positive as well as the negative approaches and behaviours.

Devonish (2013) the research was conducted to find out the relationship between the three factors i.e. psychological wellbeing, satisfaction at job and depression caused at workplaces. The aim was to determine the relationship of these three factors and the role they play in determining the relationship between the stress caused at job and
workplace bullying. There are usually three forms of behaviours or performances of the employees, they are performance of task, behaviours of the targeted individuals and the counter productive work behaviour, which is interpersonal. It was observed that what matters at the end was job satisfaction and this job satisfaction worked as mediator between bullying at workplaces and performance of the tasks. More the job satisfaction more satisfied are the workers resulting in better performance of the tasks. On the contrary, if there is no job satisfaction, there the workers tend to avoid the workplace, thereby resulting in decrease in performance of their tasks. If there is more stress, there is low job satisfaction, thereby increasing depression amongst the workers.

Djurkovic et al. (2008) the research indicated that bullying at workplace can occur at any stage in an organization. It can take place at all organizational levels. The victims of bullying can be either a male or a female or even both i.e. gender does not matter. The level of bullying is quite high not only in organizations related to healthcare, but also in the level of bullying is high in academe.

Einarsen (2016) research was done to find out the reasons of bullying at workplace and the causes of such bullying. The continuous criticism and nagging at workplace gives rise to bullying. This also can be in the form of aggressive behaviour. Such behaviour can be caused by either their colleagues or by their superiors. This causes psychological trauma in the victims. The after effects of bullying are too severe, the victim tends to confine to himself or herself and starts leading an isolated life. The distress and humiliation is so high that they tend to avoid taking any further responsibility.

Einarsen and Hoel (2001) have tried to figure out the differences between the personal bullying, which is also termed as exposure and the behaviours that lead to harassment at workplaces. The behaviours such as gossiping, remarks that are insulting, teasing a person, extensive criticism and work related bullying. Such behaviours give rise or exposure to other behaviours such as; deadlines that are unreasonable, excessive and unmanageable workloads, continuous monitoring of the work and important information being not shared etc.
*Einarsen et al. (2004)* ‘mobbing’ or ‘bullying’ refers to a negative behaviour which is repeated again and again against the victim. It’s a kind of hostile behaviour which leads to prolonged suffering created by unwanted and unwelcome behaviour, which is not proper, which is abusive and which is offensive thereby violating the rights of the victim. One of the key features of bullying is the role of intent, which basically is impossible to verify. It is said where there is no intention to cause harm, there is no bullying.

*Einarsen et al. (2005)* suggests that bullying at workplace is a serious problem around Europe. Almost 5-10% of employees in Europe suffer from the problems of harassment and bullying at workplaces. These problems are prevalent not only in private but also in public organizations. It has engulfed not only men and women but also the employees and the employers. Harassment and bullying is a severe source of stress at workplaces and people who are victim of it are the worst sufferers. Any kind of negative behaviour at workplace over a period of time whereby the victim feels that he or she is unable to defend himself or herself from this situation is termed as bullying at workplace.

*Escartin et al. (2009)* research was based on a survey to determine various types of bullying at workplace. The survey was conducted to determine the extent of harm caused due to bullying. Workplace bullying is categorized into two main groups i.e. direct bullying and indirect bullying. Direct bullying refers to direct hitting through emotional abuses as well as through professional discredit. On the other hand, indirect bullying refers to negative work environment whereby the victim finds himself or herself in isolation and also it refers to interfering with the communications of the victim. The results showed that both the groups i.e. direct bullying and indirect bullying had severe impact on the victims and above all, emotional abuse as most severe. One of the remedy is organizational training to combat bullying at workplace.

*Essen et al. (2014)* All organizations depend on their staff to represent their firms in the most positive and effective manner. Workplace bullying affects all levels of an organization.
Fajana et al. (2011) asserts that it is likely that certain employees are more likely to become the bullies or the victims of bullying. Generally, men are more likely to bully than women. Gender is indeed an antecedent of workplace bullying and women are more prone to workplace bullying. It is a form of unpleasantness created between the employer and the employee leading to hostile environment at work as a result the productivity is adversely affected. Workplace bullying leaves a negative impact not only on the victims but also on the organizations as it de-motivates the employees thereby reducing their level of creativity and their commitment towards the organization. This also results in lack of loyalty among employees and reduces their morale, innovation and thereby affects their level of job satisfaction. Workplace bullying is not only costly to the employees but it is also costly to the organization.

Fapohunda (2013) stated that one of the biggest and important problems prevalent at workplace, which is gaining more recognition day by day is bullying at workplaces. Infact, workplace bullying has become a major concern in every organization. It is seen that usually bullying takes place regularly at the workplaces and on the other hand the victims barely report this bullying and they are bit apprehensive about reporting this matter as it is very difficult to prove that bullying has taken place. The most common factors used by the bully are gestures or actions and words. There are many ways of bullying such as making the person work late or assigning extra work as compared to the work allotted to other colleagues, not giving holidays, if any sick leave is availed by the victim then not believing him or her and asking him or her to produce the doctor’s certificate whereas not taking the same from the other colleagues. It is a very unpleasant situation and it continues for a longer period of time.

Finne et al. (2011) there is a relationship between workplace bullying and mental distress. Studies exploring psychological and social work factors in relation to mental health problems such as anxiety & depression have mainly focused on a limited set of exposures. The bullying prevailed from baseline to follow-up. The women showed more mental distress as compared to their male counterpart.

Fondevila (2013) the research is conducted in the police department in Mexico City. Usually, the security services or the defense services are more prone to stress because
of the working conditions, the workload and the targets and the pressures under which they perform. Freezing out here means, leaving the subordinates without any instructions by the superiors. This creates a freezing like situation, when no instructions have been given to tackle a situation. This type of situation is resorted to when the superiors want to curtail the activities of their subordinates so as to create a situation that at the end the subordinate lands with no activity at the workplace. The main aim or idea behind such type of behaviour is to curtail the subordinate either permanently or temporarily from the institution’s work. Thus, freezing is considered as one of the most sought tools in the hands of the superiors to suppress their subordinates thereby creating a situation of mobbing of police forces at workplaces.

Giorgi (2009) research is focused on finding a proposal that can show a relationship between the working environment and the workplace. A research was conducted in 12 Italian organisations and a questionnaire was distributed between the employees of these Italian organisations. The idea behind this was to find out the climate at the workplace and its impact on bullying. Generally the researchers apply subjective method or operational methods to find out bullying at workplace.

Giorgi (2010) seeks to say that there is a relationship between organizations and the health factors. In Japanese workplaces, bullying is more prevalent. The circumstances in an organisation are directly linked to bullying. The end result of such circumstances is the stress. More the bullying at workplace more will be the level of stress and more number of dissatisfied employees. There are lot of reasons behind bullying and the paper has tried to find out the causes and reasons of bullying at workplaces.

Gulsen and Kilic (2013) indicates that mobbing at workplace causes stress and tension at the workplaces not only between the organization and the workers, but also between workers and workers and the superiors. The negative impact of such mobbing is very dangerous, thereby affecting the capabilities of the workers. The after effects of mobbing are very dangerous as far as the workers are concerned, as it leads to high level of stress amongst the workers thereby leading the worker to go into isolation. This adversely affects the working capacity of the workers. At the end what remains is just tension and conflicts. The teachers in the school are more prone
to mobbing which has ultimately resulted in low performances. Along with other factors, gender inequality is also one of the causes of mobbing. Unkind treatment of the teachers by their seniors and scolding in front of others are some major factors of mobbing. There are three factors in mobbing; the perpetrator, the victim and the observer i.e. the one who witness mobbing. The various modes used in mobbing are degrading jobs i.e. the jobs lower than your qualifications, scolding or giving unimportant duties and taking away important responsibilities etc.

*Hallberg and Strandmark (2006)* workplace bullying adversely affects the health of the victims. Bullying psychologically affects the victim throwing him into trauma leading to guilt, shame & diminishing self-esteem. The effects of bullying are so strong that bullying leaves an internal scar for life. It is necessary for the bullied person to obtain redress, not only in the form of monetary compensation but also in the form of professional confirmation. It is to be noted that the longer the bullying at workplace continues, the more limited are the possibilities of changing the situation. The victim not only experiences physical symptoms but also psychosomatic symptoms which ultimately lead to medical treatment of the victim. The effects of bullying of on the person are so high that it takes lot of time for the victim to return to a normal life.

*Hauge et al. (2009)* the study indicated that bullying at workplace is one of the predictor for the symptoms of bullying such as; dissatisfaction at job, absenteeism from job and falling turnover. The result also indicated that the victims itself tend to become bullies themselves. Even a small factor such as conflict at job also led to bullying at workplace. The study suggested implementation of anti-bullying polices at workplace so as to curb bullying.

*Heames and Harvey (2006)* the research was conducted to find out the model of the cross-levels of bullying at major three levels. The bullying at workplaces usually includes the organization, an individual, who is getting bullied or a group of people, who are getting bullied. Thus, the research tried to find out bulling at three cross-levels, namely; individuals, the groups and the organisation. The paper examined the mental and physical well-being of the victim or the bullied person, the existing norms pertaining to the relationships and the effect on the reputation of the organization.
**Hoel et al. (2004)** conducted a survey i.e. a nationwide survey to find out the impact of bullying at workplace on the health of the workers. The survey so conducted indicated that the level of stress was so high that it led to depression and anxiety among the workers. The bullying pattern of males and females was slightly different. The health of the male workers was more affected because of continuous criticism, ignoring them and finding unnecessary faults in their work. On the contrary, the female workers were forced to quit the job, no vacations etc.

**Horvat and Pagon (2012)** a case related problem was used to understand the mobbing behaviour at workplaces. The real challenge with every organization is to create an environment, which is free of mobbing. The research was carried out in Slovenian organizations, which resulted in the fact that in Slovenian organizations, there were no proper rules framed to tackle the situation of mobbing at such organizations. Moreover, the victims did not take much interest in reporting the mobbing behaviour meted out to them due to poor discipline rules by the organizations. Though the legislation of Slovenia provides for safe and favourable working environments but still the people face mobbing at workplaces. It does not mean that mobbing has to be physical, by imposing certain unfavourable restrictions, itself results in mobbing. It is necessary that to tackle mobbing at workplaces by becoming a whistleblower and by imparting training among the employees to overcome mobbing at workplaces.

**Ikyanyon and Ucho (2013)** bullying among employees in a federal hospital in Nigeria is on rise. Low levels of bullying employees performed well as compared to employees who experienced high levels of bullying at work. Workplace bullying leads to suicidal tendencies among the victims of harassment and bullying. It is necessary to provide adequate support to the victims of workplace bullying. This will help in reducing the negative consequences of bullying on job satisfaction and performance. It is also necessary to provide every possible support to the victim of workplace harassment and bullying as it negatively affects their performance at workplace.

**Jain et al. (2012)** due to mismatch between job demands and the resources, capabilities or needs of the employers, there is lot of stress at workplace. This
workplace stress leads to harmful physical and emotional response. In an individual’s life, job stress in fact is the highest among all. The consequences of job stress can sometimes be fatal whereby the victims can take extreme measures like suicide. As in the beginning the effects of job stresses is irritability, mood changes and short temper, but later on it becomes intolerable. Public sector organizations can set an example for others by becoming an ideal employer with a zero-suicide environment.

**Jenkins et al. (2011)** paper was conducted to examine the impact of workplace bullying and the manner in which the complaints were recorded and presented. The problems faced by the victims who after complains were branded as accusers of bullying at workplaces. This results in various health problems and affects their career to a great extent. The psychological health of the bullies who were accused was analyzed and the study showed that such people suffered from depression, higher anxiety levels, high stress level and above all symptoms of suicide. This was all because of the poor manner in which the investigation into the matters was carried on. This also led to quitting or organization without any justice. The confidence level was shatter at this level.

**Jinq and Yazdanifard (2015)** studied the impact of sexual harassment at workplace. The purpose of the research was to create awareness amongst the people that the time has come to be a whistle blower and not merely be the victim of sexual harassment. Every human being possesses basic human rights, the rights which are imbibed by virtue of birth are provided by the constitution. Maximum times the cases of sexual harassment goes unreported just because to avoid the embarrassment. And this embarrassment is the major factor in increasing sexual harassment at workplaces. This results in increase in the stress level. Women are more subjected to sexual harassment as compared to their male counterparts. The cases of sexual harassment go unnoticed because of the fear of losing their job and a stigma that once they leave this company, they might not get the job anywhere else.

**Johnson (2014)** paper is on personal experience of mobbing and bullying at a workplace. The experience of mobbing and bullying was so devastating that the author suffered stroke and was hospitalized. The mental and psychological effects of mobbing and bullying are very severe. The person who is a victim of mobbing and
bullying goes into isolation and feels cut off from rest of the world. The loneliness affects the mental health of the victim to a great extent. The career and the professional life come to a standstill. The impact of mobbing and bullying is so strong that a person breaks down emotionally. The worst part is, the organization does not entertain when one speaks about the mobbing and bullying experiences or tries to bring to the notice of the management or the organization that he or she suffered mobbing and bullying; instead the victims are blamed for every situation. The most common instruments that are used in bullying and mobbing someone are by creating an atmosphere of hostility and an intimidating atmosphere thereby resulting in harassment. Such types of harassments lead to depression.

*Jones et al. (2011)* the study is based on British Crime Survey thereby limiting the scope of research. The paper has tried to find out the effects and consequences of bullying at workplaces amongst employees working in Britain. It was found that the employees did experience physical violence at workplaces in Britain. The paper has tried to study and analyse the behavioural patterns at workplaces and characteristics of the negative behaviours or acts. Physical violence is more prevent and is increasing year by year.

*Kelloway and Day (2005)* have focused on what creates a healthy environment at workplaces. An environment which is cordial, which is free from violence, which is free from harassment, which is free from bullying which is free from mobbing etc., is the one which is healthy. The research is focused on a point that whatever is healthy for the workers of Canada is also healthy for the industries in Canada. Thus, its termed that a healthy environment is one, which is focused on health related schemes for the workers in an industry, creating programmes that provide assistance to employees, create flexibility in working hours, providing certain work related benefits to the workers, working towards health, welfare and safety of the workers and creating stress free working environment.

*Kelly (2005)* one of the fastest growing problems is the bullying at workplace, which is not only costlier for the organization but is also affecting the individuals’ at large scale. One of the biggest factors in the growth of bullying is “macho” style managements, thereby causing toxic environment at workplaces. Such types of
organizations suppress the voice of those who dare to speak thereby nurturing the silent way of working. The stress, embarrassment and negative atmosphere is so high that bullying has taken the place of epidemic. Bullying is prevalent both in private as well as public sector. It has in fact engulfed all the sectors. Bullying at workplaces, damages the family life of the individuals’. One of the major factors is the changing nature of the work. The circumstances are such that, more the demand, more the expectation and more the bullying.

Kerr (2009) it is difficult to retain a female coach not only because of the family responsibilities or the social responsibilities, but also because of the unhealthy atmosphere at workplaces. The culture is very ugly and not fit as women coaches faces the problems of harassment and bullying at workplaces. The situations faced are either in the form of vulgar jokes or sexual comments and sexiest jokes are one of the common situations. The female assistant coaches’ face lot of problems from their male coach heads, as they have to comply with what has been told to them which even includes indecent behaviour and talks and if they don’t agree, then they are excluded from the social gatherings or from the athletic tours. It has become a rotten system.

Kishore (2011) women are subject to sexual harassment at workplace due to their gender variance. The case of sexual harassment of women is on rise because of number factors such as poor status of women in the society, more number of working women, lack of knowledge of Human Resource Departments, which majority of multi-national companies have, poor law and order in the society and no proper provisions in the law to deal with the problem of sexual harassment of women at workplace. Though the constitution of India ensures and guarantees every individual certain rights but still such acts take place and such sexual harassment violates the basic motive of the framers of the constitution. Any act of violence in the workplace is emerging as a national issue. This shows that a job does not exist in a vacuum but rather show a larger social context. It’s infact the women, who will have to break the glass ceiling. An awareness of the current situation and the desire to overcome the obstacles posed by the society and their own selves alone would be an answer to the social evil of harassment and violence at workplace.
Kumar (2012) in gender based harassment, women are the victim of harassment i.e. sexual harassment at workplaces. Many a times such kind of harassment remains unreported because of the fear of being imputed by a social circle and above all ignorance of legal remedies play a pivotal role in worsening this situation. In case of sexual harassment, the harasser is in a position of power or authority. It is necessary in present day situation to protect women and provide speedy redressal.

Lee et al. (2011) study is aimed at investigating the bullying behaviours in South-Korea. The bullying behaviours are analyzed from children to adults. The research indicated that young children below the age of 14 years considered the fight between two children as bullying. On the other hand, the children above 14 years did not consider the fight between two children as bullying, thereby coming to a conclusion that bullying had different perceptions at different age levels. Similarly for the children below the age of 14 years an act, accidently done or occurred amounted to bullying where as for the children above 14 years, it did not amount to bullying. The effects of bullying are that the person feels isolated from the group and it was always a group act.

Lewis (1999) research was conducted to study bullying at workplaces in the City of Wales particularly further educational institutions and higher educational institutions. Six areas were covered to understand bullying at workplaces, which included: bullying at workplaces, sexual form of harassment, racial form of harassment, discriminated opportunities in promotion and decrease in promotional opportunities. All these six factors act as contributory factors in bullying.

Lind (2009) this research was conducted to find out the personality traits of targets as well as the non targets to determine the workplace bullying. The research was conducted in the healthcare sector. Both the targets as well as the non targets face the same trauma and increased level of stress. There is hardly any difference between the targets and the non targets of bullying at the workplaces.

Lockwood and Marda (2014) the various causes of stress such as social isolation, silent treatment, false accusations, threats, commenting on victims personal life, excessive criticism, monitoring of work, withholding information, physical or verbal
aggression etc leads to stress caused at workplace and thus leading to psychological and work related harm, which can adversely affect the work performance. Maximum harassment cases are related to uncomfortable work environment or misuse of power or abuse of power. It is imperative for the employers that they must deal with claims of harassment more effectively so as to guard against litigation. The Human Resource Departments must adopt a more constructive and effective system for responding to workplace harassment related complaints. The impact of workplace harassment is very severe as it results in victims going into depression. The reporting mechanism should be clear and proper. Whistle-blowing mechanism is one of the best systems. It is necessary for the employers to deal with claims of harassment more efficiently so as to avoid such litigations.

Lopez et al. (2009) the impacts of workplace harassment can be devastating not only for employees but can be damaging for organizations. These impacts are so severe that it leads to inequality and social exclusion in organizations.

Lutgen-Sandvik (2006) states that bullying at workplace is a horrifying experience not only for the person who is the victim of bullying at workplaces, but it is also a horrifying experience for the person who is witnessing the bullying at workplaces. Maximum times the victims evaluate the situation and without reporting they quit. On the other hand when some of the victims try to raise their voice against such harassment and when they are suppressed, then they also tend to quit their job. The bullying shatters the victim and he feels as if the life has come to stand still. The research states that it is necessary to increase the level of communication. More the communication less stressful the employees will be.

Mahajan and Nigam (2014) paper states that women are the pillars of the society and play a very important role in setting up a society. Upon them lies the foundation of a society. Whether it’s in job or in education, women have been a victim of discrimination. The research indicates that the cases of harassment, particularly sexual harassment is on rise in the organizations. The women employees are an easy target of their bosses or their superiors. They are deprived of certain benefits for which they are entitled to and are given such benefits when they sexually satisfy their bosses. Before the proper legislation concerning the safety of women at workplaces was framed, the sexual harassment created lot of stress and tension among the women
employees but with the advent of a proper legislation, the sexual harassment has indeed decreased.

**Maideen and Dongmo (2015)** research paper is based on the problems faced by the women employees at their workplaces in the city of Cameroon and the effect of such problems on the performances of such employees. For overall growth of not only an organization, but also of the economy, it is necessary that there is effective and overall participation of women employees. This is possible only when there is a strong Human Resource department in an organization to tackle the problems and the issues of women employees, who are faced with the problems of violence or bullying at workplaces. Unless such problems are attended to, there can never be a proper growth. Gender inequality is perhaps one of the major issues, faced by women employees at their workplaces. In Cameroon, gender inequality is one of the biggest problems faced by the women employees at their workplaces and this biasness has deprived women employees to a great extent, be it the performance or the promotion. This makes the women employees difficult to sustain themselves in a male dominated environment. The major problem here is that the law in Cameroon is not clear. Though the constitution of Cameroon states that they uphold the principles of gender equality but they do not have the clear definition of discrimination. For example, on one hand the law says that the husband has a right to oppose to his wife’s work or stop her from working, whereas on the other hand it also states that every wife has a right or the freedom to organize her business in her own way. Thus, this clearly gives an indication that in Cameroon, men are more superior to the women and this leads to discrimination or biasness at the workplaces also.

**Martino et al. (2003)** workplace and bullying activities are on rise across the Europe. There are many factors contributing to harassment and bullying at workplace which adversely affects the potential turnover of the organization. Through various policies and guidelines harassment and bullying at workplace can be overcome thereby creating a cordial environment at workplace.

**Matsela and Kirsten (2014)** study is focused on the bullying experiences of the teachers at workplaces and the health of the teachers in Lesotho. The health of the teachers due to bullying at workplaces caused not only physical or psychological
harm to the teachers, but it also resulted in mental trauma amongst the teachers who were victim to workplace bullying. The bullying is faced by the teachers not only from the management, but also from the parents and the students also and sometimes from their fellow colleagues. This adversely affects the health of the teachers. It is a kind of situation whereby a person feels isolated and targeted and this increases the inferiority complex thereby increasing the stress level.

*Matthiesen & Einarsen (2007)* it was found that the perpetrators had higher level of aggression and the victims showed low level of self-esteem and social competency combined with a high level of aggressiveness. The effects of bullying are so strong that it ‘wears down’ its victims.

*Mayhew and Chappell (2005)* states in their paper that violence in Australia at workplace though is not common, but there are cases of abuses of workers at workplace, assaults on the health workers and even sometimes, murder of the health worker at workplaces. The assaults are not only in verbal forms, but they are also in for physical forms along with threats. There are two major factors that results in violence at workplaces. The first factor is the direct contact of health workers with the clients or the workers i.e. to say face to face contact and the other factor is the costly goods or the goods whose value is high and the money at workplace attracts the attention of the perpetrator. By taking certain precautions the situation can be tackled such as by taking careful attention on the design of the buildings like inculcation of more windows and the fittings provided in the buildings such as the chairs to be fixed to the ground so that they cannot be uplifted and thrown during violence. Also by imparting training to the health workers to tackle the situation of violence at workplaces can help in curbing the menace of violence.

*McKenna et al. (2002)* focused on new graduate nurses who face horizontal violence which is also referred to as bullying in the nursing profession. This problem is prevalent in the first year of their practice. The paper aims to determine the kind and type of training received to manage the horizontal violence. Across all clinical institutions horizontal violence is experienced and the victims are the new graduates. It was found that lot of new graduates decided quitting nursing. The first year, which is the base for the new graduates thereby imbibing a confidence level, was shattered
due to the horizontal violence experienced by them. This leads to a negative impact on the young graduates. There also lay the problem of interpersonal conflicts amongst the nurses. This type of violence usually takes the form of harassment in the form of psychological thereby creating the environment of hostility. This type of harassment includes more criticism, lack of opportunities or denial of opportunities, threats, abuse not only verbal but also in the form of mental abuse, withholding necessary information or withholding information which is necessary for execution etc. The biggest drawback here is that neither the nurses, who are new graduates, are prepared for this situation nor such events of horizontal violence are reported. It is very necessary to introduce initial stage programmes and proper mechanisms for reporting such issues.

**McMullen (2011)** suggested that to overcome bullying at workplace, it is necessary for the organizations to assert certain policies and implement them effectively so as to punish such type of behaviours. Unless they are punished, there won’t be any control over bullying at workplace. The control can be exercised only when the policies are framed and are properly executed in an organization. Execution is very important, because without proper execution of such policies, there cannot be any control over bullying or harassment at workplaces.

**Menesini and Nocentini (2009)** paper is focused on bullying in electronic form. It’s a kind of bullying which is mainly done by either an individual against an individual or a group. Cyberbullying is no less than any other kind of bullying it is similar to all the other kinds of bullying. Cyberbullying involves modern technologies of bullying. In case of cyberbullying the data can be copied by anyone and can be shared with any number of people. This creates imbalance in power.

**Mikklesen et al. (2011)** paper is based on the conflicts and bullying that arises in an organization. One of the most effective tool to overcome such conflicts and bullying at workplaces is the communication between the victim and the management. This helps in controlling the conflict and bullying to a great extent. There is no solution without a dialogue between the victim and the management. Apart from dialogue, the other means are distribution of pamphlets or the newsletters and imparting training to the employees as well as organising group meetings. It was found during the research
that the most effective tool to control and curb the menace of conflict and harassment at workplaces was intervention through direct dialogue or direct communication by the victim with the management. Both conflicts as well as bullying are stress factors. By taking certain steps such as organizing courses in conflict or bullying management, lecture series on bullying and conflicts, direct meetings between the victim and the management, distribution of pamphlets or booklets or the newsletters on conflict and bullying and by organizing group meetings can curtail the evil of conflict and mobbing at workplaces.

*Murray (2009)* analysed that even nursing sector is affected by workplace bullying and this is a serious problem. The effect of workplace bullying are devastating and it leads to lack of job satisfaction, poor retention and adverse patient outcomes. The study indicated that bullying in the nursing sector is none other than by the nurse itself. The threatening is from senior to the subordinate or the junior nurse. The problem is severe as there are not proper policies to protect them against bullying. This kind of professional bullying is on rise in the nursing sector and it badly affects the healthcare organization as the bullied nurses feels frustrated and the lack of support forces them to quit their job. The bullying in the healthcare organization has resulted in absenteeism and lack and loss of productivity.

*Mustafa et al. (2015)* it is researched that the physical and the mental stress caused at the occupation makes the victim worthless of his or her capabilities. The level of negativity increases in such persons. The atmosphere or the climate at the workplace creates negativity in the organization. Even the psychological stress increases. Levels of fatigue, dizziness, headaches, blood pressures invariably affect the employees at such workplaces. Hypertension is one of the biggest effects of stress at such workplaces. It is necessary to eliminate or end the occupational stress through individual and organizational co-operation. Extended working hours and the workload create lot of stress at the workplaces. Women are more prone to sexual harassment at their workplaces where as on the other hand, men are prone to occupational stress.

*Namie (2005)* states that the healthcare workers face lot of problems at their workplaces. The worst part is that it is not a physical type of violence, where one can
prove or discuss about it; rather it is a non-physical type of violence which is hardly discussed. The problem occurs where the both the victim as well as the perpetrator are from the same groups which are protected status groups, then in that case there is no protection or prohibition. The point here is that the atmosphere which is offensive, humiliating, offending, intimidating or threatening may be hostile but cannot be illegally hostile. Such types of behaviours prevail for a longer period of time.

Namita (2014) it is necessary to maintain work-life balance as the stress at workplace can adversely affect the families of the victims. It is necessary to maintain efficiency as well as productivity for succeeding in competitive market. In fact employees are the asset to any organization. The more the satisfied worker/employee the higher is the productivity. The frustration at workplaces leads to depression. There are many call centers which have come up with various stress management programs to counted depression.

Nielsen et al. (2012) states that there is a reciprocal longitudinal association between exposure to workplace bullying and symptoms of psychological distress and investigating how self-labelled victimization from bullying explains the effects of bullying on health. This study is based on longitudinal data from a nation-wide sample of the Norwegian working force. Questionnaires were also distributed. The study revealed that 7% were targets of bullying behaviours at baseline but not at follow-up. At follow-up 5% were new targets of bullying behaviours, whereas, 5% were targets at both baseline and follow-up points. Workplace bullying increases the risk of psychological distress, whereas psychological distress also increases the risk of exposure to bullying. Workplace bullying is a significant predictor for subsequent mental health problems among employees, with mental health problems at baseline also being a predictor for later exposure to bullying. The impact of bullying is especially severe when one perceives one-self as a victim. As such as a preventive step, organizations should implement an anti-bullying policy.

Obicci (2015) bullying at workplaces causes lot of damage not only at the individuals who are harassed and bullied but it also causes damage to the organizations thereby affecting the society at large. The research is to try to find out the existence of harassment in Uganda and how the employees cope up with it and its impact on their
performance. Workplace bullying leads to lower productivity, which in turn affects the morale of the employees. On the other hand lack of motivation amongst the employees’ leads to physical and mental disturbances coupled with harassment at workplaces. This increases the cost of health care, which in turn results in loss of human resources in the society. This loss of human resources in the society is so vast that it indeed becomes difficult to cope with the circumstances. Workplace bullying adversely affects the performances of the employees’ at their workplaces.

Oladapo and Banks (2013) stated workplace bullying adversely affects the job satisfaction and productivity in an organization. This in turn affects the morale of the employees and of course the financial performances of the organization. Because of its covert nature, it is very difficult to identify workplace bullying. The power of the perpetrator is the major factor behind bullying at workplaces. It is the gap of powers which exists between the perpetrator and the victim that leads to bullying at workplaces. Not all actions of the perpetrator leads to harassment and bullying at workplaces, rather there are certain actions, which are specifically meant to maintain the discipline at workplaces.

Olaffson and Johannsdottir (2004) emphasized on various coping strategies. The employees were surveyed and they were categorized on the basis of frequency of bullying at workplaces. One of the dominant factors leading to bullying was excessively increasing workload and unfair work assignment being assigned to them. The worst part is these factors are nowhere included in the job description. The main strategies that helped in coping with the situation was seeking help from the organization, taking excessive sick leave or going to long vacation or fighting back or doing nothing. For example, males took less help and intended to fight back. On the other hand, females sought more help from the organization, rather than fighting back. Another factor was that the older was the employee, they did nothing.

Ortega et al. (2011) there is a relationship between workplace bullying on long-term sickness absence. Very little attention has been paid to the potential costs of bullying in terms of sickness absence, reduced productivity and litigation. The employees tend to avoid workplace due to persisted bullying and harassment, which is a serious issue. Sickness absence is higher among women and older employees. The
researchers have used a simple measure of bullying at work by asking the respondents after giving them the definition of bullying.

**Owoyemi and Sheehan (2011)** research is based on the circumstances, effects and causes of bullying in Emergency Service Organizations. Being a service driven organization, the prevalence of bullying is more as compared to others. One of the important tasks of such organizations is to save lives of the people and ensure that people are living in a safe and healthy environment. The powers are thus vested in the people through hierarchical pattern of distribution of powers. The people fall prey to the negative acts of their superiors. The clutches of bullying in such organizations is so high that they have taken the forms of norms.

**Owoyemi and Ayodeji (2011)** workplace bullying has detrimental effect on the physical health and mental health of the victims. The reason behind workplace harassment and bullying in PMO was due to change in the promotional system. Apart from this the management is turning a blind eye to bullying especially if it comes from the uniformed ranked officers. Power is also one of the causes of bullying in the PMO. Workplace bullying affects not only the physical health, but also the mental health of the victim. All of the participants reported that it has not only affected their health but also has affected their family life. The relationships between the individuals, the communities and the institutions play a very important role in determining the effects of each other.

**Panchal (2011)** article is based on the hostile work environment thereby resulting and harassment and bullying at workplaces. The hostile environment at work is due to continuous bullying or harassment, the unrealistic work, the non cordial work environment, persistent nagging, remarks that are derogatory, use of abusive language or gestures, offensive comments, denying benefits and always criticizing are some of the factors. As far as sexual harassment is concerned, there are remedies available, but for general harassment and bullying there is so specific legislation.

**Pelit (2014)** states that the mobbing and an attitude which is characterised by distrust of other’s motive disturb the employees to a great extent. The employees in hotel fall prey of attitude and general distrust of others’ motives. The suspicions always prevail
leading the future of the staff in bleak. Such an attitude leads to decrease in attendance and confidence to the organization as well as managers. Production also decreases thereby creating a humiliating environment in the organization. These negative effects destroy the humanitarian and healthy working environment. The quality of service in a hotel depends on the satisfaction of the employees.

**Petrina et al. (2015)** research was carried out to find out the effects of bullying and mobbing in the academic work and the freedom. The academic work which was earlier spread over for 40 hours per week was increased to 60-80 hours per week. This ultimately resulted in academic stress and above all stress due to bullying and mobbing thereby leading to increase in leave. With the passage of time, the academics turn into mobsters, bullies or monsters.

**Power et al. (2013)** for the first time impact of workplace bullying and its culture has been explored across a wide range of countries. Physically intimidating bullying is less acceptable than work related bulling both within groups of similar cultures and globally.

**Privitera et al., (2009)** assessed that bullying through electronic media is one of the fastest growing means of bullying at workplace. The research assessed the impact of bullying thorough electronic media. It is a kind of bullying which is through emails or through telephone thereby hurting the victim and thus affecting his or her job. This leads to electronic gossip. Cybercrimes are growing at a very fast pace.

**Qing (2015)** research conducted to find out the effects on cyber bullying. It has engulfed not only the adolescents but also the youngsters. The advancement in technology is paving way for these adolescents and youngsters to find out different ways to inflict harm on others. In fact, bullying, cyber bullying and gaming are interwoven in such a way that all leads to various types of harassments. The purpose behind bullying is inflicting harm to others, and cyber bullying is the instrument through with harm can be inflicting through internet. The effects of cyber bullying are much worse as it targets ones’ reputation globally. The various modes of cyber bullying includes bullying and harassment through emails, posting of obscene pictures or videos, posting filthy comments, text messages etc. Such types of harassment and
bullying are called online harassment and bullying. The common feeling either in general bullying or in cyber bullying is anger.

_Rajalakshmi and Gomathi (2015)_ bullying at workplaces has been existing since ages, its only some time back that people have started realising its adverse effects on the people. Bullying can be verbal or it can be in written form. The main idea of the person bullying another is to create problems for him or her. It can either be physical bullying or it can be non-physical bullying. The effects of bullying are enormous. It affects the mental well-being of the victim, it leaves psychological effects and it creates stress which in turn leads to end number of problems in the victim. Such behaviours are repetitive and are meant for humilitating a person. The worst part of harassment and bullying at workplaces is that it creates a negative atmosphere which is very toxic and it adversely not on affects the employees but it also affects the organization as a whole.

_Randle and Stevenson (2007)_ researched on different ways so as to reduce bulling in healthcare sector in the United Kingdom. The main factor of bullying at workplace is the culture in the organization. It is necessary to have proper organizational rules for balancing and encouraging coordination between collaboration and the teamwork.

_Razzaghian and Shah (2011)_ the behaviours of workplace bullying represent both overt and covert behaviours. This type of situation affects the mental health of the victim thereby leading the victim to a state of long lasting distress. Workplace bullying is considered to be three times more prevalent than sexual harassment. It’s just like a vicious circle, the more a victim is bullied, and the more are his or her chances of being bullied again and again. It is becoming difficult for the managers to handle the complex problem due to bullying as it not only affects the productivity of the organization but also affects the financial bottom-line and the morale of the employees. The main barrier is that this phenomenon is very often misunderstood or mismanaged as it is dither done consciously or unconsciously.

_Rhodes et al. (2010)_ states the responsibilities that the organization should possess to prevent bullying at workplace. Their main focus is not on how to prevent bullying at workplace, but it is on the responsibility of the organization towards their workers and
prevention of such bullying. They have focused on one point that such bullying at workplace is unethical therefore, it is the responsibility of the organization to behave ethically by preventing the occurrence of such bullying in their organization.

*Shah et al. (2014)* online technologies are more prone to bullying and harassment in many different ways. Maximum times the online technologies are misused and exploited to harass others. The young generation is more prone to it. As compared to physical form of bullying, the electronic bullying is equivalently harmful and it is done through the creation of fake email accounts, through various chat rooms, through messaging systems which are instant, through short messaging systems and all this is done by masking their identity it is all because there is not instant for proper checking or supervision. It’s very easier to target a bullying via online technologies as compared to physical form of bullying. What is required is constant supervision of such online technologies. Threats and sexual remarks are the most commonest forms of harassment through online technologies.

*Shahtahmasebi (2016)* states that the major issue or the problem is bullying at workplaces, which has resulted in major issues pertaining to public health particularly in New Zealand. The major problem is when the anti-bullying policies are framed keeping in mind the needs of the individual. This is the reason, in majority of organizations the anti-bullying policies are failing as they are targeted only towards the individuals. It is necessary to take into consideration the circumstances and the environment under which bullying grows. Bullying flourishes only when it gets that kind of environment or the culture at workplace, this is usually created by the socio-political subjects.

*Shangar and Yazdanifard (2014)* presents that the perpetrator takes control of the victims to such an extent that the organisation is engulfed with inequality and discrimination. The reason of inequality is favouritism. The benefits are not equally distributed between the employees. Moreover, it’s also noted that majority of behaviours shows low level of appreciation towards their senior staff members. The harassment of women at workforce is much higher than the harassment of men. Bullying can also be understood by the behaviours of the perpetrator. It is all because of this many are deprived of their organizational benefits and promotions. Even if a
person does not consist of relevant experience or qualifications, but just because of being favourite of his or her superior, he or she is favoured as compared to the deserving one and thus depriving a qualified or experienced employee of the benefits. This results in severe stress and a form of bullying at workplaces.

**Sharma & Sharma (2013)** co-ordinated efforts, staff commitment, proper understandings, commitments, loyalty towards work are key factors of success and growth of every organization. As a part of “Corporate Social Responsibility” (CSR) the best competitive organization is one which believes in the overall benefit of its stake holders. Human resource is no doubt one of the most crucial resources for organizational survival. Thus, it is imperative for the organizations to consider their benefits and welfare for their long term survival and existence. Still there are number of organizations dealing in unethical and exploitation of employees, creating an environment of stress. It is necessary for the employees to maintain a cordial working environment and take certain preventive and constructive steps so as to make the workplace environment bully free and harassment free. The cases are not reported because of non-acceptance in the Pakistani society and not much has been done to protect the nurses in Pakistan.

**Silva et al. (2015)** research conducted to find out the harassment faced by the nurses and to find out the embarrassment and discomfort faced by the nurses due to harassment at workplaces, while discharging their functions. The conduct of harassment included, use of words, gestures etc. The research indicated that the professionals were more prone to harassment as compared to others at their job demanded to work in multi-disciplinary teams, which caused lot of stress as they were always under pressure to perform well. This stress was caused not only by the management, but also by the patients. Since nursing job involves shifts, long work hours, working on holidays, weekends, etc. thereby causing lot of stress and above all poor conditions at work resulted in harassment of the nurses. The most common types of harassment faced by the nurses are humiliation not only in front of others, but also behind the doors by the management, this humiliation was coupled with threats also, shattering the professional image by rumours or maligning the character of the victim nurses, delegating such tasks that cannot be done or fulfilled etc.
Somani and Khowaja (2012) states that the bullying of nurses in healthcare sector is very common it is because of the nature of the work carried on by the nurses. The nurses in Pakistan don’t get the respect as a result of this the bullying or violent form of behaviour is more persisting in the healthcare sector in Pakistan. Two types of violence of bullying are witnessed, one is psychological bullying and the other is physical bullying. The nurse gets bullied not only by their paramedical staff, but also by the patients and their family members. Many a times the cases go unreported in Pakistan. His increases the stress level among the nurses thereby resulting in quitting their profession. The gender biasness also plays a dominating factor.

Sheehan (1999) research was conducted to find out the signs of bullying at workplaces. It is necessary for the organizations to address to the problems of bullying and come out with some concrete solutions as, if neglected, it can have adverse effects on the organization, and otherwise some of the costs cannot be avoided. Suggestions have been made to make some changes in the legislative laws and to create more effective workplaces with cordial relations. Creation of such workplaces will result in effective remedies from bullying and harassment at workplaces, rather than being punitive. It is also necessary to develop intelligence skills of the people to tackle the problem of bullying at workplaces.

Skogstad et al. (2011) there is a relationship between psychosocial factors at work and bullying within various departments. The departments where workplace bullying takes place have poor social work environment. The research paper has scrutinised the hypothesis of bullying by examining the relationship between the psychological factors and bullying in various departments. The research was based on a study between the relationship of qualitative demands, job control, role demands, leadership behaviour and social climate with observed bullying. In this research, the work environment hypothesis has been one of the leading factors of bullying at workplaces emphasising the characteristics of the psycho-social work environment as precursors of bullying. The most frequently documented precursors of bullying in accordance with the hypothesis of work environment are the characteristics of the organization and the psycho-social work environment. The research results clearly indicate the poor social work environment existing within the various departments thereby leading to bullying.
Swarnalatha (2013) harassment in the workplace, in every walk of life affects both men and women in every level of employment. It is necessary to reduce the risk of harassment and providing legal remedies in case of such harassment. Also prevention of employees from suicidal tendencies is very important so as to stop the daily harm being done to the employees through workplace harassment. In every organization, workplace environment matters a lot and is a contributing factor resulting in harassment atmosphere. Workplace harassment adversely affects the organizations thereby affecting the job satisfaction and turnover of the organization.

Takaki et al. (2010) there is a relationship between job strain and symptoms of depression and sleep disturbance and in turn workplace bullying plays an important role in the relationships of job strain with depression or sleep disturbance in both genders.

Tambur and Vadi (2012) the research is aimed at finding the causes and effects of workplace bullying in a post-transitional country, Estonia. It is seen that the organizational culture at workplaces play a dominant role in bullying at workplaces. It was found that bullying at workplaces was quite high, every week there is an incident of bullying at workplaces in Estonia. It was found that there is a negative relationship between the victims and the organisation, thereby leading the victims to avoid tasks.

Tehrani (2004) undertook a survey of 165 professional based on their personal experiences of bullying at workplace. The survey was conducted in the health care industry. Majority of the workers stated that they were witness to bullying at workplaces and few others stated that they were the victims of bullying at workplace, the workers found themselves in stress, which was so high that it led to Post Traumatic Stress Disorder.

Tennant (2001) due to industrialization in 1980s & 1990s, lot of changes in the workforce took place, as a result the common problem that emerged was greater demands and less job security. This in turn caused stress leading to psychological disorders especially depression.
Unnikrishnan et al. (2010) anything that cause humiliation to another person is harassment, which are improper and unwelcome, conduct. Women face harassment since childhood especially where there is a preference for the male child. Harassment in the workplace is increasingly due to growing number of negative consequences.

Vartia and Hyyti (2002) investigated bullying in prison and the role of gender. It was found that the bullying in the prison was equal and there existed no difference between either the male prisoners or the female prisoners. The degree of bullying was same for both. The only difference was that the female prisoners were more prone to sexual harassment as compared to male prisoners. The male prisoners were more bullied by co-workers and supervisors. The result of bullying was stress on both the male prisoners as well as the female prisoners.

West et al. (2014) rapid changes in the technology have resulted in blurring of boundaries between personal space and workplace space. To maintain a proper workplace, the employers are under pressure to develop certain guidelines and policies towards proper and appropriate use of technology. Due to lack of understanding or even terminology, employers are seeking response from lawmakers to assist with the issues of cyber bullying. There is boom of technologies in the market from social media technologies to unlimited use of internet and mobile tools, which has helped the bullies to target their victims easily. Persons who are cyber-bullied experience higher extent of mental strain and lower job satisfaction. The biggest drawback in this type of bullying is that the boundaries are extensive and blurred as such there is no limit for reach and frequency, thereby making is impossible to have a control on the audience.

Wet and Jacobs (2014) workplace bullying is on rise in schools. It is imperative to have policies so that workplace bullying can be addressed at institutional levels. The seniors in the school are the perpetrators in bullying. It’s not only the students who get bullied in the school by the fellow students but sometimes they even get bullied by the teachers. Similarly, the bullying in the school takes place between the management and the teachers. The perpetrators usually resort to aggressive strategies so as to gain and maintain dominance over the victims.
Yahaya et al. (2012) there is a relationship between workplace bullying and employees working relationship with performance. The strong contributor towards work performance was person related bullying. It causes negative effects on workers health and is considered to be a form of stress. This stress leads to anxiety, depression, chronic adjustment disorder and post traumatic stress disorder. The behaviours related to bullying includes spreading rumours or gossips, insulting, ignoring the work, ignoring the person, public humiliation, privacy intruding, yelling etc. Deliberate or unconscious bullying clearly results in an insult and offence and causes distress to one or more workers. This in turn, interferes with work environment. There is an impact on job performance as it sheds light on how workplace bullying leads to uncertainty and work to reduce chronic stressors. For creating and promoting a harmonious working environment, a systems approach to designing a training program that addresses the basic causes is most important.

Zapf (1999) article tries to find out the various causes of mobbing or bullying at workplaces. It increases the level of stress thereby affecting the health of the victim to a great extent. At times mobbing or bullying can be aggressive. The most common form of harassment at workplace used by the perpetrator is non-performance by the victim. The level of anxiety and depression increases in case of the persons who get bullied.