**Reducing Workplace Bullying through Workplace Spirituality and Job Satisfaction**

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**Abstract :**

Workplace bullying is a persevering behavior of mistreatment from others in the workplace. It creates a bad environment in the workplace and causes either physical or emotional harm. Workplace bullying is considered a criminal case under the organization. It is very harmful to the employee. It is not very easy to find workplace bullying in this paper. We found moderating/controlling take part in workplace spirituality between workplace bullying and employee productivity.We found that there is very little research has been done in the relationship between workplace spirituality and the workplace bullying, The main focus of this research paper to create a conceptual model on the employees' relationship between workplace spirituality and workplace bullying with employee satisfaction as mediators role. Workplace spirituality is negatively impacted on workplace bullying and positively correlated with employee satisfaction. Employee satisfaction is negatively related to workplace bullying; these studies have carried out from the social exchange theory, organization fit theory, social control theory, employee satisfaction theory and previous literature review. We have framed the hypothesis of this research paper is employee job satisfaction as the mediator between workplace spirituality and workplace bullying. According to this model in the long run, served employee who has experienced spirituality at the workplace is more likely to be satisfied with the work environment and not under in workplace bullying. It provides the concept of workplace spirituality on workplace bullying via employee satisfaction; there is a need for such an organization that creates a spiritual environment for working culture to the workplace that how to cope with such problems or situations.

**Keywords: - Employee satisfaction, spirituality at the workplace, workplace bullying.**

**1.Introduction:-**

Workplace bullying is a social stressor in the workplace context, the more dangerous problems as compared to other work stress ‘(Einarsen & Mikkelsen, 2003; Zapf, Knorz, Kulla, 1996b)’. Definition of workplace bullying is a repeated and enduring harmful acts, it is directed towards more target to themselves ‘(Einarsen 2000; Einarsen, Hoef, Zapf, cooper, 2003)’. The stressful working environment creates for an extended period may lead to the development of bullying at work (Leymann, 1996). Stress theory is a growing body of this research which explore to the workplace bullying as a significant source of mental stress at workplace which is distract or create to mental health issue and reduce the quality of life well-being for the shorter and longer period (Hoobler et al. 2010)More details of workplace bullying has been started to reduce the job satisfaction and work engagement ‘(Rodriguez-Munoz et. 2009)’.

Workplace bullying is repeated stress-inducing action towards another in the passive, active manner. It creates a ghost in the employe. It creates a feeling of defencelessness workplace bullying happens due to ignorance of the issue, bullies supported through action or inaction of management. Stressed employees were taking the frustration out on others. No system of reporting or protection for victims. Lack of recognition and anti-bullying laws worldwide. Nowadays, workplace bullying has been found every were in the workplace across the world ‘(Einarsen. et al. 2011)’. As per the past research review, workplace bullying I found in India is limited as compared to other countries with fewer data. Empirical research as an Indian point of view workplace bullying has been pioneered by D’ Cruz and Rayner (2013, 2015). Workplace bullying among the Indian workforce were more popular research Articles on workplace bullying published in India reflecting on the nature and closeness of hostility, mistreatment occurs in the Indian workplace and published in the several news paper on Times of India, the Hindu, and the Indian express. Workplace bullying in India also highlighted at Bollywood movies; the researcher needs to put attention on workplace bullying.

Previously studies on the direction of the bullying well-being relationship focus on the theoretical model with empirical evidence. In this review bullying has been defined as stressor with negative result for the both individual and organization ‘(e.g., Niedl, 1996, Zapf et al. 1996b)’, in which Henle, 2005, talks about the organization effect, Ferguson, 2007, describe the work-related factors and the ethical ideology has been discussed by Henle, 2005. According to Gupta et al., 2005, spirituality in the workplace can be defined where employees were having a universal relation between colleagues in their work unit and the whole organization. According to Harrington, 2004, ‘spirituality is all about the employee sharing their experience with the whole organization, and it creates attachment and the motivation among the employee. Ashmos and Duchon, 2000 he identifies that there are seven dimensions fo workplace spirituality; their name as a deep sense of community or group level of their experience gives a definite “alignment with the organization value as whole organizational level. The past research overview of workplace spirituality and management has thought incompatible, but nowadays, they have become linked together. Asper James miles and Mullins 2011, they also describe that promoting workplace spirituality can help to enhance employee performance.

The most research paper says that to strengthening performance, workplace spirituality leads to higher productivity. It also shows the significant contribution to the organization. It also makes for better decision making and helps in problem-solving capabilities, and it also makes a creating performance and overall more efficient used in human resources management(Weitz, Vardi, & setter, 2012). ‘Workplace spirituality managed as a personal mechanism for controlling individual personal behavior at work’ (James, miles, & Mullins, 2011).

In a competitive era, every organization run behind the high profits, market share, for this employee feel more pressure to work more extended hour and take fewer holidays. In these conditions, employees are seating targets for the employee, which is unrealistic for them. These situations among the employee create a high-stress level among them, and the result of the job performance is awful, low-income family, Social relation, mental attachment, psychological and physical health, and it creates to decrease the level of job satisfaction and their happiness at organization level says by Gupta Kumar, Singh, 2013. The whole organization employer has realized that the employee's satisfaction level does not depend on reward, materials, salary; it needs more than that as per Gupta 2013. Giacolone and Jurkiewicz, 2010 say that workplace spirituality plays a vital role in overcoming the problems. It enhances the feeling of satisfaction with spirituality. In this research, it spirituality at workplace promotes the performance of employee at nation and spirituality programs in the organization to create a positive response of employee and job satisfaction among them and its also increase commitment and productivity of employee and it helps in coping with work-related stress “(Reave, 2005; Fry, Hannah, Noel & Walumbwa, 2011; Giacalone & Jurkiewicz, 2003; Hong, 2012)” After the literature review, we come to know there is positive relation outcome research relating to workplace, and workplace bullying is minimal. Many research has been done on workplace spirituality is theoretically opposed to empirical research and some of the research paper established that there is a relationship between workplace spirituality and workplace attitude asper Gupta and sing 2013 ‘Even though the researcher has more stressed to focus on the importance its role and impact of spirituality on organizational behavior. Some of the important studies are still considered inadequate by eg Duchon & Plowman 2015 et al.’.

**2. Theories**

**2.1 Social exchange theory:-**

According to Homans, 1967, it also explains two-variable employee satisfaction and workplace bullying. This theory explains that behavior plays an outcome exchange process; the primary purpose of this motive exchange process is to expand the profit and minimize the cost. As per this theory, generate benefits for each individual by social exchange behavior or product that actors cannot achieve alone (Kelly 1959) benefit and risk of such a relationship are exchanging outcomes like reward and punishment. When an exchange occurs successfully actors, experience and emotion uplift. When exchange does not occur successfully their experience emotion down (lower and Yoon 1996). These create dissatisfaction might engage in workplace bullying as a means of reacting to an employer for non-conductive. Workplace and another reason for this explanation are that dissatisfied employed tend to care less about his work, hence keen to engage in behavior that might cause danger for the employees; on the other hand, well-pleased employees tend to avoid engaging in the workplace bullying to avoid being discharged.

**2.2 Social control theory:-**

According to past literature review of social control, theory examines the process to attach the perception of workplace spirituality and the performance of the individual, group, or organizational level. Past leadership theory has focused on the various area like physical, psychological, or emotional elements of human interaction neglecting the spiritual component (for 2003). According to Hirschi, 1969, Jurkiewicz and Giacalone, 2004, social control theory are individually engaging with workplace bullying through their social institution such as family member and religion as well as workplace spirituality. It is also defined as the organizational value. This theory of social intuition helps to reduce workplace bullying. This theory is well established to reduce crime. This social control theory related to employee’s needs or meaningful work, which is used to reduce workplace bullying. The other theory like to attempt they explain why an individual is involved in workplace bullying. ‘Control theories are an apposite approach, questioning why people counter from offending’ (Akers &Sellars, 2004). As a result, workplace bullying can be viewed as a possibility for any employee inside the organization, desist only by those whose employee attempt to maintain the social bond.

**2.3 Person organization fit theory:-**

Organization fit theory says that the organization finds fit and perfect for changing the world of work an employee’s / person and professional values and beliefs with the workplace where they work for We speak an organizational fit and culture fit. Person-Organization (P-O) fit says that similarity between a person and the organization. This fit theory also says that person and organization share a similar character to meet each other is a need (cf. Kristof1996).

**Figure- 1 Theoretical model**

The employees PO fit predicts an essential outcome from organization such an employee’s satisfaction, affective organizational commitment and work performance that create motivation to live with ethnic group of working performance (Eg Chuang, HSU, Wang & Judge 2015; Kim, Samual, Raymond & Kim 2013; Chatman, 1991; Kristof – Brown, Zimmerman & Johnson 2005) The review mostly focuses on outcome variables from the organization, which depends on the performance of the organization and employee. The past researcher support workplace spirituality and POS are an essential variable for the PO fit. Workplace spirituality creates a PO fit organization that makes organization and employee creativity.

**3. Literature Review**

**3.1 Workplace bullying:-**

The workplace bullying concept says that misbehavior, mistreatment, or workplace harassment takes place in the workplace among the employees and the worker. Workplace bullying is the long-term systematic exposure gradually harsher form of organization, social excusing by other organization members (Bowling and Beehr 2006). Workplace bullying is an effective way of mistreatment from others in the workplace that creates physical or emotional harm. These cause adverse effects for both employees and employers, and it is a danger for the working environment (e.g., Einarsen 1996, Garcia, 1996; Zapf et al. 1996; Heymann, 1992). Workplace bullying affects the working condition of the employee, which affects the health, safety, and domestic life. It also creates workplace harassment. The unfavorable working condition may increase felling and the attitude of hostility and aggression amongst the entire employer (Einarsen and Skogstad, 1996). Workplace bullying refers to the repeated or unreasonable action of an individual or other hands; we can say that workplace bullying is abuse or misuse of power. Which is an individual target dignity of the person?

**3.2 Workplace Spirituality: -** The workplace spirituality says that there is a difference between spiritual and human life or individual life. Spirituality on organizational level or workplace spirituality plays a significant role in an individual's spirituality towards the organizational level (Kolodinsky et at. 20014). Workplace spirituality has shown their own experiences of individuals to their description of spirituality in the workplace to understand the meaning and purpose of the organization environment to complete the goal and objective of the organization. Workplace spirituality state that “recognition that employees have an inner life which nourishes and is nourished by meaningful work taking place in the context of a community” (Ashmos & Duchon, 2000).

**3.3 Job Satisfaction:-**

Job satisfaction is defined as work satisfaction, which is, gives to do the work for the employee. It is overall satisfaction with one’s occupation in an organization at a particular time.

Job satisfaction where employees fell self-motivated and satisfied by his/her work, it happens when only an employee fell safety, security, and stability of the job. It creates inner happiness for the employees. Maslow (1954) Motivation and satisfaction theory say that achieving self-actualization is the highest satisfaction level of the employee. Maslow (1960), the further process of the theory, says that an individual who reaches the state of self-actualization is a stage to achieve the ultimate satisfaction value of his/ her life. With beauty and believable of his/ her goodness in order of comprehensiveness and perfection. Hackman & Odham's (1975) job satisfaction gives a degree to the employees who are satisfied with their job and happy in their workplace.

**3.4 Relationship linking with workplace spirituality and job satisfaction:-**

There is a correlation linking with workplace spirituality and job satisfaction positively correlated asper the previous studies. There is less study found in this relationship between these two variables (Duffy, 2006) researcher has increased their interest to know the co-relations between these two variables workplace spirituality with job satisfaction. As per the past study were done by (Milliman et al. 2003). Amid past time employees are significantly positively correlated between the particular dimension of workplace spirituality and job satisfaction. Other studies also say that workplace spirituality respected by the experienced employees in the organization and they get work satisfaction (power - 2009; lazar 2010Chawla & Guda 2010; lazar 2010 Altaf & Awan 2011;) therefore the working employee is who are more experiences have highly spiritual, and they are highly well-pleased with their jobs.

Positively correlated

**Figure- 2 Theoretical Model**

**3.5 Relationship linking with workplace bullying and workplace spirituality:-**

Workplace spirituality and workplace bullying are the opposite sides of each other, or we can say that workplace spirituality is the medicine or treatment of workplace bullying. Because workplace bullying is a kind of cancer that cannot make any urgent treatment for that, it takes time to reduce with the help of spirituality. Workplace spirituality control personal and deportment at the workplace ( Weitz, Vardi, setter 2012, James, miles & Mullins 2011) the present study says that workplace spirituality has a negatively relationship with workplace bullying. Most of the Qualitative research has done by (Sulaiman & Bhatti 2013) says that with being spirituality at a workplace at create a positive behavior and positive thought towards their employees and work environment spiritual support is given by the organization to care work environment who are not committed and productive but less engaged with the workplace bullying. Hence, the result of this relationship is workplace spirituality; having an employee are more satisfied with their jobs and work environment. However, workplace bullying is not well performer, and it can only reduce by spirituality.

Negatively correlated

**Figure- 3 Theoretical Model**

**3.6 Relationship linking with workplace bullying and job satisfaction:-**

Most of the studies conducted a relationship linking with job satisfaction, and workplace bullying is negatively correlated with each other. If workplace bullying is, misconduct or misshapen in the workplace, the satisfaction level of the employee is deficient. Job satisfaction attitude holds the one job, and it is positively emotional effect by the depends on the job experiences (lock 1976, p, 1304). Job satisfaction depends on the perception and judgment of the work environment. According to the prevailing assumption, the present of bullying behavior, workplace, the work environment creates a negative and hostile. Therefore bullying has a positive relationship between dissatisfaction of the job (Boiling and beer 2006, Einarsen et al. 2011) it is negatively related to workplace bullying, and job satisfaction (Loh et al. 2010) workplace bullying engage such behaviors like destructive rumors, poor services, absenteeism theft, etc

Negatively correlated

**Figure- 4 Theoretical Model**

**4. The Model:-**

Background of the social exchange theory is discussed by ‘Blau, 1964; Homans, 1961, and social control theory are discussed by Hirschi, 1969, and employee fit theory is also discussed by eg Hitmen, 1991, Chuang, Hsu, Wing & judge. 2015 et. al’. In this research paper, the mediation model includes workplace spirituality as a predecessor, workplace bullying as an outcome, and job satisfaction as a mediator. With the help of these theories for proposed model development, we review the literature on spirituality, job satisfaction, and organizational commitment. The literature review and its theory of all the earlier research papers tend to give the support of the relationship between spirituality in the organization, job satisfaction, and workplace bullying. The model suggests that workplace spirituality has a positive relationship with employees' job satisfaction. It increases the satisfaction level of the more satisfied employees tends to engage slighter in workplace bullying. In other words, workplace bullying has the possibility to be reduced by workplace spirituality through job satisfaction.

Positively correlated

Negatively correlated

Negatively correlated

**Figure- 5 A Mediation Model on workplace spiritulity, job satisfaction & workplace bullying.**

**5. Conclusion:-**

The model gives an idea of how spirituality at the workplace shows an effect on the organization and influences employees' point of view and behavior. It allows satisfaction of employee's spirituality needs at the workplace and how an employer may increase employee job satisfaction in turn to decrease workplace bullying. The involvement of workplace spirituality leads to the development of an eminent culture where workplace bullying can be easily tackled.

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