



A Comprehensive Study of Workplace Bullying and its Influence on Motivation and Organizational Citizenship Behaviour in Pakistan's Branch Banking Sector



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Abstract: During the COVID-19 pandemic, the study examined bank staff motivation, workforce bullying behaviour and organizational citizenship behaviour (OCB). The present study aimed at exploring how motivation helped organizations promote employees' extra-role behaviour in the presence of workplace bullying. Data was collected from 271 (confirmed as 248) branch banking workers from numerous Pakistani banks. Social media and structured Google Forms utilize data using sampling methods (such as snowballs). The findings discovered that motivation has positive impacts on OCB, and also illuminate workplace bullying mediating consequences on staff motivation and OCB in Pakistan's banking sector. The study's recommendations can improve employee motivation and OCB by making banks more supportive.

Key Words: Motivation, Banking, OCB, Bullying

JEL Classification:

Introduction

Bullying in workplaces has grown into a significant challenge for the banking industry. Some economists believe that workplace bullying can be a barrier to long-term development in the current situation (Usmani & Kumari, 2019). When considering the banking sector, workforce bullying can be viewed as a significant obstacle to progress and the adoption of more positive attitudes. Workplace bullying, characterized by repeated aggressive behaviours, verbal abuse,

or humiliation, not only affects targeted individuals but also hampers overall employee motivation. The detrimental effects of workplace bullying on motivation can result in lower production, more absenteeism, and higher turnover rates. Moreover, workplace bullying also diminishes organizational citizenship behaviour, as employees become less willing to go above and beyond their job requirements, impacting the overall functioning and success of the organization. As a result, companies must make preventing and getting rid of bullying considers a top

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priority to cultivate a supportive culture that encourages the participation of employees and raises organizational efficiency. By executing policies and procedures that explicitly prohibit bullying behaviour, organizations can send a clear message that such conduct will not be tolerated. Additionally, providing training and alertness program educate employees about the undesirable effect of bullying plus report any instances they witness or experience. Critically, organizations establish supportive and inclusive work environments where employees feel safe, as this can help prevent bullying from occurring in the first place. Addressing workplace bullying proactively benefits both individual employees and the reputation of the organization as a whole.

Pakistan's banking industry has made important contributions to the country's economy, as stated (Asghar et al., 2020). This has led to a growing interest in improving employee motivation and encouraging organizational citizenship behaviour (OCB) within the industry. Concerns have been raised about the high staff turnover in the Pakistani banking industry. One factor contributing to this issue is the behaviour of abusive supervisors. The study aims to investigate the impacts of bullying on liaison between motivations, OCB, and bullying among branch banking employees in Pakistan. The present study adds the following contributions, as follows.

First, investigate the prevalence of workplace bullying in different industries, to identify issues that present workplace bullying occurrence, second explore strategies and interventions that have been effective in preventing and addressing bullying. By examining these objectives, the research aims to add a comprehensive understanding of workplace bullying and furnish strategies for a positive and respectful work environment. Additionally, the study raises knowledge about the injurious effects of workplace bullying and highlights the importance of addressing this issue for the overall success and well-being of employees and the organization as a whole. Through this research,

it is hoped that organizations will recognize the need for implementing strong anti-bullying policies and procedures. By doing so, they can foster a culture of respect and support, ultimately improving employee morale and productivity. It is crucial to acknowledge that addressing workplace bullying is not the right thing to do ethically, but also harms the bottom line of the organization. A workplace free from bullying promotes employee retention, reduces absenteeism, and enhances the overall reputation of the company. Furthermore, when personnel sense safe, they cooperate and enhance work, this in turn leads to increased productivity and innovation. Additionally, a positive work environment can attract top talent and result in higher employee motivation and OCB. Organizations that prioritize staff to create a positive and inclusive workplace culture have a better chance of fostering growth and success.

Problem Statement

Previous studies have analyzed the relationship between bullying and job stress, as well as job efficacy in Pakistan's banking sector. Additionally, research has examined the connection between motivation, commitment, and job involvement in this context. However, there needs to be more literature concerning the impacts of workforce bullying mainly on motivation and OCB, particularly in the Pakistani branch banking culture. The research aims to fill this gap by investigating how bullying affects motivation and OCB and its application to the banking industry contexts.

Research Question

The research seeks to answer the following questions:

1. How does motivation affect OCB among bank personnel?
2. How does bullying mediate the relationship concerning motivation and OCB among branch banking personnel?

Research Objectives

The purpose of this research is to achieve the following goals:

1. Understand how motivation tactics influence the behaviour of branch banking staff, specifically in terms of their OCB.
2. Explain how workforce bullying behaviour affects relationships between motivational tactics and OCB among bank employees.

Study Significance

The study has significant consequences for the banking industry in Pakistan. By examining the factors that impact motivation and organizational citizenship behaviour, we can establish a favourable work environment. This, in turn, enhances employee satisfaction, increases employee retention, and cultivates a positive culture in the workplace. Furthermore, the research aims to investigate how employees perceive bullying in relation to its impact on their performance. It will also explore whether employees view bullying as a common occurrence in their workplace. Recognizing the influence of bullying as an extra source of psychological stress, in addition to work stress, can be beneficial in preventing decreased performance or employees leaving their jobs involuntarily in the banking industry.

Literature Review and Hypothesis Development

Workplace bullying also referred to as WB, has gained increased attention. Unethical communication refers to a pattern of behaviour where one or more people intentionally engage in harmful communication towards a particular individual. This behaviour is persistent and aims to make the targeted individual feel powerless and unable to defend themselves (Tuckey et al., 2022). The issue of workplace bullying prompts inquiries into where it comes from and how common it is in different work settings. The question of whether workplace stress is a new development or has always

existed is still a topic of debate. It is evident that bullying can affect anyone in an organization, as supported by O'Higgins Norman (2020) and Hassan & Jagirani (2019). Workplace bullying not only affects individuals' well-being but also has an impact on different aspects of the organization, such as employee behaviours and motivation. This research paper investigates the connections between workplace bullying, organizational citizenship behaviours (OCBs), and motivation.

Organizational citizenship behaviours (OCBs) refer to discretionary, extra-role actions performed by employees that contribute positively to the organization's functioning (Widarko & Anwarodin, 2022). Previous studies have found that several factors contribute to employees engaging in Organizational Citizenship Behaviors (OCBs). These factors include job satisfaction, perceived fairness, leader supportiveness, and organizational commitment (Organ & Ryan, 1995). As identified by Arumi et al. (2019), Citizenship behaviours are important for keeping an organization running smoothly by allowing employees to be flexible in different work situations. Gnankob et al. (2022) further emphasize that these behaviours extend beyond an individual's formal job description and cannot enforce through coercion. Consequently, OCBs primarily benefit fellow employees and foster a positive organizational climate (Widarko & Anwarodin, 2022).

Motivation, which is a basic element of how humans behave, has a significant impact on the actions that individuals take in their work environment. According to Ravesangar & Fauzi (2022), motivation refers to the various factors that influence individuals to behave in certain ways. Intrinsic motivation is when people are motivated to do something because they find it personally satisfying or enjoyable. It's not about external rewards or pressures, but rather the internal satisfaction that comes from doing the task itself. According to Arifin et al. (2023), when external rewards are introduced, it can change the focus of what drives motivation from internal factors to external factors. This can result in a

decrease in the level of motivation that comes from within.

The current research explores the interplay between workplace bullying, organizational citizenship behaviours, and motivation. By understanding the underlying dynamics of these relationships, organizations can develop strategies to combat workplace bullying, foster a culture of positive citizenship behaviours, and enhance employee motivation. Through this comprehensive examination, the purpose of this investigation is to add to the current body of knowledge and offer useful information for professionals and researchers in the fields of organizational behaviour and management.

Relationship between Motivation and Organization Citizenship Behavior

Arifin et al. (2023) reported that motivating factors exert a considerable influence on organizational citizenship behaviour (OCB). Expectancy motivation theory, which was proposed by Rasheed et al. (2020), can be used to predict organizational citizenship behaviours (OCBs). Tien & Manh (2021), the authors highlight the significant influence of intrinsic motivation on organizational citizenship behaviour (OCB). Workers who are driven by things like intrinsic rewards are more inclined to take part in activities they find rewarding. This creates a work environment that is positive and free from stress, benefiting not only the motivated employees but also their colleagues. According to Widarko and Anwarodin (2022), people who possess these qualities are more likely to help their

colleagues, create a supportive environment and participate in activities beyond their job responsibilities. This behaviour is known as Organizational Citizenship Behavior.

Considering that both inner and extrinsic motivation can affect employee behaviour is crucial. When studying the effects of OCB, vital to take into account how different types of motivation interact with each other.

H1: Motivation is positively and significantly related to OCB.

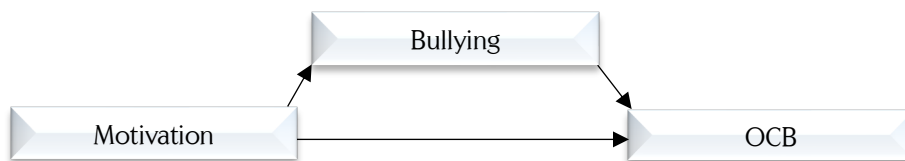
Mediating Effect of Bullying

According to research conducted by Boudrias et al. in (2021), workplace bullying has become a common occurrence that is observed globally. According to a recent study by Srivastava and Agarwal (2020), more than 50% of the members of the Human-Resource-Management Society have reported experiencing incidents of bullying in their organizations. The researcher clarifies concerning trend of workplace bullying that needs to be studied. This is because workplace bullying negative influence on employees' health, productivity, & the quality of their work. The researcher supports this statement by citing two sources: Boudrias et al. (2021) and Ali & Butt (2021). Specifically, this research investigated the mediated influence of workforce bullying on the motivation of personnel and extra-role behaviour OCB. Therefore, we pose a second hypothesis:

H2: Bullying mediation the relationship between Motivation and OCB.

Figure 1

Conceptual framework



Research Design

The researchers employed a cross-sectional research design, which involved gathering

data. The process of collecting information lasted for a significant amount of time, ranging from days to weeks or even months. This was

done in order to gather enough information to address the research question at hand. Due to the COVID-19 pandemic and the resulting restrictions, individuals were unable to visit banks in person. In order to discover additional solutions, various methods were employed. To accomplish this, I contacted individual bankers in the industry and utilized various social media platforms.

The Population of the Study

The study targeted all private major branches (such as Punjab, Allied and Meezan) banking personnel in Lahore, Pakistan.

Sample Size

The sample size was chosen in accordance with the general guideline proposed by Usmani & Kumari (2019), in order to ensure that there would be sufficient data for analysis. The study successfully collected 271 responses, and after validation and necessary adjustments, the final sample size was reduced to 248.

Sampling Technique

Sample data were gathered using a non-probability sampling method called snowball sampling. Initial distribution of the Google Forms link to the target audience was done via social media sites like WhatsApp, Facebook, and LinkedIn. Participants were encouraged to share the link with others, leading to a chain-referral process, thereby maximizing responses from major cities in Pakistan.

Data Collection Method

The researchers used social media platforms like WhatsApp, Facebook, and LinkedIn to distribute questionnaires to banking personnel. They collected the data by using Google Forms. In addition, the researcher used their personal and professional contacts in the banking industry to find potential respondents. They were able to reach out to 271 individuals and ultimately collected data from a sample of 248 participants.

Measures for Testing the Variables

The survey asked participants for their

demographic information, such as age, qualifications, job title, city, and the name of their bank. It also included questions about employee motivation, bullying, and organizational citizenship behaviour that participants were asked to answer on their own.

Motivation

The MSI, created by Barbuto Jr. and Scholl in 1998, was used to assess motivation. The instrument used in the study had five different sections, each with six questions. Likert scale of one to five, with one representing "Strongly Disagree" and five representing "Strongly Agree" utilised by the researcher.

OCB

The OCB scale presented by Podsakoff et al. (1990) & later modified by Kumar and Shah (2015) was used in this study to measure organizational citizenship behaviour. The modified instrument consisted of 15 items. Likert scale of one to five, with one representing "Strongly Disagree" and five representing "Strongly Agree" utilised by the researcher.

Bullying

The research employed 3 bullying scale measures, including 2 single queries & index. The first query assessed workplace bullying over the previous six months, with response options ranging from "no" to "many times per week" (Alsaker, 1989; Olweus, 1978, 1990). The second query asked whether participants witnessed others being bullied at their workplace during the same time period, with the response options "yes" and "no." In addition, "Bergen Bullying Index," a global measurement of the prospective individual consequences of bullying was utilized, consisting of a 4-point Likert scale ranging "agree strongly" to "disagree strongly."

Analysis

To compile results, the initial step was to calculate the descriptive statistics. The results of our investigation are presented in Table 1,

together with their respective means, standard deviations, and correlations. These results demonstrate that our predictions are correct, in the sense that strong relationships have been found between bullying in the workplace, organizational citizenship behaviour, and employee motivation. One

further thing that may be noted is a strong connection existing between motivation, organizational citizenship behaviour, and bullying in the workforce. Assessing multicollinearity also involved looking at the bivariate correlation between the two variables.

Table 1

Mean S.D. min max

	Min	Max	Mean	S.D
Motivation	1	5	3.52	1.31
OCB	1	5	3.56	1.28
Bullying	1	5	3.38	1.27

Correlation

A correlation was calculated to determine if significant association between OCB and Motivation. The question of two variables was found to have a distribution that is close to being normal. Additionally, the linear relationship between the variables, which means that the conditions required for

calculating the correlation coefficient are met. The correlation coefficient (r) was found 0.585 where $p < 0.001$. This indicates a highly positive significant association between motivation and OCB. More, motivation & bullying has also significant relationship, $r = 0.548$, $p < .001$, and OCB and bullying has noteworthy affiliation among OCB and bullying ($r = 0.605$, $p < .001$).

This indicates the significant relationship between predictor and criterion constructs.

Table 2

Correlations

	Motivation	OCB	Bullying
Motivation	(.754)		
OCB	.585**	(.708)	
Bullying	.548**	.605**	(.738)

** $p < 0.01$.

Hypothesis Testing

H1: Motivation is positively and significantly related to OCB.

Hypothesis 1 suggested that motivation was positively related to employee OCB. According to the information provided in the

table, the significance of H1 is indicated by a beta value of 0.585 and a p-value less than 0.01. To put it simply, when employees are positively motivated, it has a positive impact on their Organizational Citizenship Behavior (OCB). That is, path hypothesis 1 is reasonable and supported.

Table 3

Motivation leads to an increase in OCB

Path	B	T value	R ²	Result
EM - OCB	.585	11.308	.342	Significant

H₂: Bullying mediation the relationship between Motivation and OCB.

This study used a statistical method called bootstrapping with confidence intervals to inspect the link between workforce bullying indirect link concerning motivation, and OCB. They conducted this analysis using 5,000 bootstrap samples, which helps to account for

any potential biases in the results. The recommended study was conducted by Hair et al. in 2019. According to information provided in Table 4, both direct and indirect effects are found to be statistically significant at the significance level of $p < 0.01$. As a result, it has been demonstrated that H₂ is true, workforce bullying mediation occurs.

Table 4

Bullying mediation the relationship of motivation and OCB

Path	B	T value	R ²	Result
EM - OCB - WB	.057	7.232	.458	Significant

Discussions

The primary objective is to analyse, how mediating bullying in the banking industry in Lahore is connected to OCB and motivation. Additionally, we aim to explore the potential influence of bullying on mediation processes. In this research, the data supports all of the hypotheses and aligns with expected outcomes. The current study discovered that motivation practices have a positive impact on Organizational Citizenship Behaviour (OCB) and play a significant role in influencing OCB. By studying motivation practices effects, we also analysed the mediation influence of workforce bullying effects on employees' motivation and OCB practices. Workplace bullying considers a pervasive issue affecting the branch banking sector. Its adverse effects on employee motivation and organizational dynamics necessitate immediate attention from banks and policymakers. By implementing effective anti-bullying measures and promoting positive work culture, organizations have the ability to establish a work environment that promotes better health and productivity among their employees, leading to improved performance and success in the long run.

Limitation and Future Research

Because of the Covid-19 pandemic, we were unable physically visit or directly interact with bankers. The branch banking sector in Pakistan is widespread, with various brands operating

throughout the country. We attempted to share the questionnaire link with various brands and groups, but unfortunately, we were unable to reach everyone and encourage them to fill out the form. After sharing the questionnaire link, we were only able to determine at the end which bank brand had provided a sufficient number of responses. Therefore, we allowed all bank personnel from across Lahore, Pakistan to participate and be represented.

Conclusion

This study has found that there is a strong and positive connection concerning motivation and OCB in Lahore branch banking staff. However, when employees are motivated they are more likely to exhibit behaviors that benefit the organization. Our research discovered that bullying has a negative impact on the connection between motivation and organizational citizenship behaviour (OCB). This means that when employees experience bullying, their motivation and commitment to the organization decrease, even if they were initially motivated and committed. This suggests that the management of the bank should take some time to research and make specific decisions, in order to address and prevent bullying, with the goal of improving the overall work environment. Further investigation could explore the various factors and variables influenced by bullying, which could potentially benefit Bank in multiple

ways. Based on our research, we have found that bullying has negative consequences on the motivation and organizational citizenship

behaviour of concerning Lahore branch banking staff.

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