



Workplace Bullying and Performance of Hotels in Owerri, Imo State, Nigeria

***Amajioyi, Chizoba Mercy (Ph.D); **Adiele Nneka J.; & ***Ani Brain Nwabugwu**

*Department of Hospitality and Tourism Management, Faculty of Management Sciences, Imo State University, Owerri **Department of Management, Faculty of Management Sciences, Imo State University, Owerri. ***Department Of Marketing, Faculty of Management Sciences, Imo State University, Owerri

Abstract

This study focused on workplace bullying and performance of hotels in Owerri, Imo State, Nigeria. The study was carried out to determine the extent abuse in the work place affect employee effectiveness. The researchers formulated two research objectives, two research questions and two hypotheses. Survey research design was employed by the researcher and questionnaire served as the instrument of data collection. The study population made up of the entire 260 staff in 25 three (3) star hotels in Owerri, Imo State. Though only 240 copies of the questionnaire were returned and used. The data collected were analyzed using simple percentage and mean. Based on the data analysis, it was discovered that verbal abuse significantly affects labour turnover intention in organization; physical attack significantly affect labour turnover intentions and productivity in the hotels. The work concludes that no employee will like to undergo any kind of abuse, but when such is the case, low productivity /effectiveness and high job turnover will be the order of the day. The study recommends that there is need for the organization to develop a policy and standard which will help to minimize, control, and stop all forms of verbal abuse in the organization; hence encouraging employee retention and productivity. More so, there should be regular staff training and customer reorientation so as to achieve positive relationship through communication and stop all forms of physical attack in the workplace.

Key Words: Workplace Bullying, Performance, Verbal Abuse, Labour Turnover Intention; Physical Attack and Productivity.

Introduction

Organizations are concerned about how to improve employees' performance so as to achieve the objectives of the organization. They do this by providing what will motivate the employees or by

putting up policies that will remove those things that can distract them from performing effectively, and achieving organizational goals (Oghojafor, Muo & Olufayo, 2018). According to

the Kalwala and Chirunomula (2017; 6) workplace bullying is “the repeated mistreatment of one or more employees with a malicious mix of humiliation, intimidation and sabotage of performance.” Like childhood bullying, workplace bullies use aggressive or unreasonable behavior to achieve their ends. The bullying may occur in the form of negative conducts such as the invasion of the victim’s privacy, spread of gossips, verbal attack, withholding information or deprivation of responsibility and excessive criticism or follow-up of the work (Keashly, 2019; Zapf, Knorz & Kulla, 1996).

The goal of minimizing or stopping workplace bullying is to achieve improve employee performance. Here, employee performance is the level of employee commitment, effectiveness and results achieved. To measure employee performance, employee productivity, retention, and discipline is used. If the above variables must be positive in a workplace, bullying of workers must be reduced (Egbuchulam, Nwokorie & Ubah, 2023). This is because when there is high level of workplace bullying, workers may not be very productive, may leave the organization, and may start showing indisciplinary behavior. For that, bullying affects employee performance and the overall organizational good negatively (Kalwala & Chirunomula, 2017). Bullying of employees in an organization can take form of physical attack, verbal abused and unwelcomed body language. All these forms of bullying hinder employee effectiveness in the organization.

Bullying behavior can exist at any level of an organization - bullies can be superiors, subordinates, coworkers and colleagues (Davenport, Schwartz & Elliott, 2009). Instead of using physical means, however, workplace bullies often operate within the established rules and policies of their organization or their society. For example, a workplace bully might use the office “rumor mill” to circulate a lie about a co-worker strictly for the purpose of creating a problem for that individual. In view of Tag-Eldeen, Barakat and Dar (2017), an employee who dislikes a co-worker for personal reasons may incessantly criticize everything that the individual does or says. While such actions are not necessarily illegal and may not even be against the policy of many organizations, the damage that such actions cause - both to the targeted employee and to workplace morale - is significant.

Work related bullying behaviors are giving unachievable task, impossible deadlines, unmanageable workloads, meaningless task or supplying unclear information, threat about security etc. Einarsen, Hoel, Zapf and Cooper (2003) stated that the cases of workplace bullying needs to be explored in a sustained and systematic way because all the organizations have a responsibility to protect their employees from the psychological harassment of a workplace bully. This is so because workplace bullying has a negative impact employee performance and overall performance of an organization. The workplace bullying constitutes a problem for many institutions, irrespective of their scale and industry (Akinyele, 2020). Although the source of these feelings is emotional abuse at work, the targets often carry the negative effects into their personal lives (Einarsen & Mikkelsen, 2013). In addition, targets report reducing their efforts, taking time off to avoid the bully, or leaving the organization. As a result, productivity and profits diminish (Harvey, Heames & Richey, 2016). As the public’s awareness of workplace bullying increases, targets will become more vocal and conciliatory remedies will be necessary.

Statement of the Problem

Workers who are bullied are usually unhappy, anxious, withdrawn and unduly cautious all of which affect their performance – productivity, retention, and discipline. For the organization, it adversely impacts on employee commitment, motivation, absenteeism and turnover. Notwithstanding the above facts, empirical studies on workplace bullying and employee performance have not covered some major aspects of the subject matter. On the individual level, the bullying may cause suicidality and loss of honor and self-esteem (Djukorvik, McCormack & Casimir, 2014), high stress, posttraumatic stress disorder, phobias, sleep disorders and increased depression (Salin, 2020), unhappiness, anxiety,

withdrawal and unreasonable prudence and may therefore affect the performance. On the organizational level, it negatively influences the employee productivity, retention, commitment, job satisfaction, absenteeism and staff turnover rate (Oghojafor, Muo & Olufayo 2018; Salin, 2020). Glendinning (2021) says workplace bullying is akin to a cancer in the workplace; and, if measures are not taken to cure it, both the organization and individual employees will become increasingly unhealthy. Targets of workplace bullying often report increased fear, anxiety, helplessness, and anger.

Objectives of the Study

The main objective of the study is to examine the effect of workplace bullying on performance. In order to achieve this objective, the researcher concentrated on the following specific objectives to:

1. examine the extent to which verbal abuse affects labour turnover intention.
2. examine the extent to which physical attack affects productivity.

Research Questions

The following research questions were developed from the research objectives to guide the study:

1. To what extent does verbal abuse affect labour turnover intention?
2. To what extent does physical attack affect productivity?

Research Hypotheses

The following hypotheses were formulated for the study; they serve as tentative answers to the research questions:

Ho1: Verbal abuse does not affect labour turnover intention.

Ho2: Physical attack does not affect productivity;

Conceptual Review

Workplace Bullying

Many scholars in business and related discipline have explained the concept of workplace bullying in different ways. Before going into workplace bullying, it is good to understand the concept of bullying. For Akinyele (2020), bullying is when people repeatedly and intentionally use words or actions against someone or a group of people. Bullying is also the use of coercion, force, or threat, to abuse, aggressively dominate or intimidate. Einarsen et al (2014) noted that workplace bullying may be viewed as all the situations where one or more individual feel subjected for a certain time to negative acts against which they are unable to defend themselves. Bullying has been defined as all those repeated actions and practices that are directed to one or more workers, which are unwanted by the victim, which may be done deliberately or unconsciously, but clearly cause humiliation, offence and distress, and that may interfere with work performance and cause an unpleasant working environment (Einarsen & Raknes, 1997).

Workplace Bullying exposes a victim to a repeated negative interpersonal act that can place high demands on coping resources. Also, bullying is a form of conflict that is a causal antecedent for negative emotions which can affect self-esteem, self-worth, sense of self, and similarity with others, and subsequently, be related to physiological and psychological strain. There is convincing evidence for a link between exposure to bullying and employee ill health. For example employees who experience or witnessed bullying respond more symptoms of: anxiety, depression, fear, social withdrawal, guilt, low self-worth and self-contempt. In the workplace, bullying is a form psychological violence. Ushie, Agba, Ogaboh & Okorie (2018) defined this phenomenon as “psychological terror involving hostile and

unethical communication directed in a systematic way by one or a few individuals mainly toward one individual”.

Bullying is interpersonal behaviors that are unwelcome and unsolicited (Keashly, 1998). Building on Leymann’s (1996) definition, the following three criteria differentiate bullying from milder forms of workplace aggression. Bullying is psychological violence or abuse that is persistently and continuously repeated over time. It is done with malice, and the target perceives it to have a negative impact on his or her performance and wellbeing (Coombs & Holladay, 2014; Namie & Namie, 2013; Wornham, 2003). Einarsen et al (2003) define workplace bullying as “harassing, offending, socially excluding someone, or negatively affecting someone’s work (p.15). The behavior, interaction, or process must occur repeatedly over a period of at least six months and put the target in an inferior position (Einarsen et al, 2003; Keashly, 1998). Although conflict may escalate to bullying if it is not productively managed (Einarsen et al, 2003), one distinguishing factor between conflict and bullying is the frequency and longevity of the action (Salin, 2003).

An isolated incident between two parties in positions of equal power is not considered bullying (Einarsen et al, 2003). When bullying behaviors are physical, they typically encompass physical gestures such as throwing things and pounding the desk, not physical contact. Usually bullying takes the form of verbal and psychological abuse (Keashly, 2001). Moreover, bullying spans a variety of behaviors that can be summed up in three broad categories. The first category is a threat to personal standing such as public humiliation, verbal threats, shunning the target, and spreading gossip or rumors (Djurkovic, McCormack & Casimir, 2005; Keashly, 2001). Specific behaviors include cursing, screaming, and publicly criticizing the target (Keashly, 2001). The second category, threat to professional standing, involves withholding vital information, work obstruction, taking credit for the target’s work, denying access to training, not providing constructive feedback, and assigning impossible tasks or workloads. The third behavioral category is tactics of control and manipulation. By utilizing these tactics, the bully attempts to control the target by threatening job loss, isolating the target, or boasting of owning a weapon (Keashly, 2001; Djurkovic, McCormack & Casimir, 2005).

Types of Workplace Bullying

There are many types of workplace bullying. For the purpose of this study, we are going to discuss verbal abuse, physical attack and unwelcomed body language.

1. Verbal abuse

Verbal abuse is a form of interpersonal violence that is used as a means to exert power or control over victims. Verbal abuse triggers anguish, pain, and distress through intimidating or bullying (Oghojafor et al, 2011). Verbal assaults meant to embarrass, harass, humiliate, insult, or threaten vulnerable people. Verbal abuse is manipulative and unpredictable. It can be obvious and demonstrated with angry outbursts or insidious and expressed with feigned concern that sends mixed meanings to victims. Verbal abuse is always meant to hurt and unnerve the victim. Over time, verbal abuse tactics become more intense, varied, frequent, and often they become physical violence. Eventually, victims of verbal abuse begin to blame themselves and believe that relationship problems are their own fault. Tactics used by verbal abusers are varied, multifaceted, and can be used alone or in combination to inflict the hardest blows to victims’ self-esteem (Mete & Sokman, 2016).

Verbal abusers view their victims as antagonists or opponents. In an effort to maintain power and control, verbal abusers will put their victims on the defensive by accusing them of wrongdoing, divert their attention, or devalue them by ridiculing, criticizing, joking, or countering their statements with correcting, contradicting, disputing, ignoring, interrupting, or refusing outright to listen to them. Verbal abuse is known as verbal attack or verbal assault. It is the act of forcefully criticizing, insulting, or

denouncing another person (Adewumi & Denisi, 2017). Characterized by underlying anger and hostility, it is a destructive form of communication intended to harm the self-concept of the other person and produce negative emotions. Verbal abuse is a maladaptive mechanism that anyone can display occasionally, such as during times of high stress or physical discomfort. For some people, it is a pattern of behaviours used intentionally to control or manipulate others or to get revenge.

In schools and in everyday life, a person may engage in verbal abuse - bullying (which often has a physical component) - to gain status as superior to the person targeted and to bond with others against the target. Usually, the bully knows no other way to connect emotionally malty with others. In romantic relationships, the verbal abuser may be responding to the partner's "separateness", i.e., independent thoughts, views, desires, feelings, expressions (even of happiness) which the abuser views as a threat, irritant or attack (Oghojafor et al, 2011). Some people "believe the abuser has low self-esteem and then so, attempts to place their victim in a similar position, i.e., to believe negative things about themselves. Because of the abuser's need for dominance and unwillingness to accept their partner as an equal, the verbal abuser is compelled to negate the perceptions of the partner, about the abuse, which causes more psychological pain to the victim.

2. Physical attack

Physical attack is any intentional act causing injury or trauma to another person by way of bodily contact. In most cases, children are the victims of physical abuse, but adults can also be victims, as in cases of domestic violence or workplace aggression. Alternative terms sometimes used include physical assault or physical violence, and may also include sexual abuse. Physical abuse may involve more than one abuser, and more than one victim. For Akinyele (2020), physical abuse in a relationship often starts gradually, such as with a push or a slap, and then becomes progressively worse over time. Physical violence is always illegal if you have been physically abused, there are things you can do to get support. Physical abuse basically involves a person using physical force against you which causes or could cause you harm.

For Kalwala et al (2017), types of physical attack include scratching or biting, pushing or shoving, slapping, kicking, choking or strangling, throwing things, force feeding or denying you food, using weapons or objects that could hurt someone, physically restraining someone (such as pinning you against a wall, floor, bed, etc.), reckless driving, and other acts that hurt or threaten someone. Physical attack means any non-accidental act or behaviour causing injury, trauma, or other physical suffering or bodily harm. Abusive acts toward children can often result from parents' attempts at child discipline through excessive corporal punishment (Georgakopoulos et al, 2011).

Performance

Performance is the level of organizational effectiveness, productivity, efficiency, and employee retention. If the above variables are positive, it means improve performance (Egbuchulam, Nwokorie & Ubah, 2023). Performance is the most important dependent variables in an industrial and organizational psychology. Armstrong (2006) defines performance as the development of quantified objectives. Performance is not only a matter of what people achieves but how they achieve. Performance defined by Chaddha, Ravi and Noida (2011) as the achievement of specified tasks against predetermined or identified standards of accuracy, completeness, cost and speed. High performance is a step towards the achievement of organizational goals and tasks. Frese and Sonnentag (2001) opined that an individual performance is highly important for an organization as a whole and the individuals working in it. Organizations need highly performing employees in order to meet their goals and to deliver the products and services they are specialized in and finally to achieve a competitive advantage.

Platt and Sobotka (2010) assert that performance is the combined result of effort, ability and perception of tasks. The factors that affect the level of individual performance are motivation, ability and opportunity to participate (Armstrong, 2009). He perceives performance as a function of ability and motivation. There are a number of factors that affect employee performance, the workplace environment impacts most their level of motivation hence their performance. Stup (2003) describes several factors towards the success of employees' performance.

Measuring Performance

For the purpose of this study, the researcher used productivity, labour turnover, to measure performance.

- 1. Productivity:** Productivity is about the effective and efficient of workers (Georgakopoulos et al, 2011). Productivity of workers will increase significantly when the physical aspect of the work is made very conducive for workers. Productivity is the goal of every organization and it can only be achieved through conducive atmosphere in the workplace. Armstrong (2009) defined the productivity as that which people can produce with the least effort. Because of its central importance to competitiveness and world prosperity, the topic of productivity has been a matter of interest since the beginning of industrialization. Productivity is perhaps one of the most important and influential basic variables governing economic production activities (Singh, Motwani, & Kumar, 2010; Tangen, 2015).
- 2. Labour turnover:** Labour turnover refers to the rate at which employees leave employment. In view of Kalwala et al (2017), when workers leave their organization to other organization, we say employee job turnover exist. Labour turnover can be evaluated by relating the number of employees leaving their employment during a period of time to the total or average numbers employed in that period. For Akinyele (2020), the causes of turnover are lower wages, bad working conditions, unsympathetic attitude of the management, lack of opportunities for promotion; lack of proper training, improper manpower planning, lack of proper incentives; bitter relationship between management and workers; lack of conveyance, accommodation, medical and educational facilities and recreational amenities etc. For Mete and Sokman (2016), sometimes workers have to leave the organization because of management requirements and administrative actions. They also leave their employment at their own will, that is, on personal reasons. In the latter case the management can do nothing but remains a helpless onlooker. So, unavoidable causes may be administrative or personal. Labour turnover is harmful and costly. It results in increased cost of production due to the following reasons: With frequent changes in labour force, production planning cannot be properly executed resulting in substantial loss in production (Georgakopoulos et al, 2011). Since the new workers have no previous experience in production there is loss arising out of defective work, increased spoilage and wastage resulting in high cost of production. Newly recruited workers are likely to mishandle tools and equipment which results in breakages. The organization has to incur extra cost for workers' training. Turnover refers to an employee's leaving an organization.

Theoretical Review

Human Relations Theory

This study is based on Human Relations Theory developed by Elton Mayo. The theory believes in the importance of recognizing human beings and their needs as paramount in achieving organizational commitment and high productivity. Human relations theory emphasizes the fact that participation aid management in integrating workers with the organization. Both managers and employees can realize goal and attain stronger commitment and satisfaction. This theory is relevant to this study because it

talks about building in human elements into the organizational processes and procedures. Here workers bullying is not obtainable.

Affective Events Theory

The theory was advanced by Howard M. Weiss and Russel Cropanzano in 1996 (Vischer, 2008). The Affective Events Theory explains the link between employees' internal influences and their reactions to incidents that occur in their work that affect their performance, organizational commitment and job satisfaction. It proposes that positive-inducing as well as negative emotional incidents at work have significant psychological impact on employees' job satisfaction. The impact results into lasting reactions exhibited through job satisfaction, organizational commitment and job performance. According to Ashton-James and Ashkanasy (2005) research to date has supported the central tenets of AET that workplace events trigger affective responses in employees and that these affective responses influence workplace cognition and behavior. They assert that AET is both empirically and theoretically, restricted to events that are internal to the organization. The theory also considers how specific events at work other than job characteristics lead to specific emotional and behavioral responses (Briner, 2000). He posits that these events or things that actually happen at work affect the well-being of employees thus affecting their performance.

Empirical Review

This work summarized some empirical studies on the subject matter.

Kalwala and Chirunomula (2017) examined workplace bullying and its effect on job satisfaction and productivity, using organizations in Ghana. It used ex-post facto design and data were analyzed using regression statistics. The work discovered that workplace bullying has negative effects on job satisfaction, employee discipline and productivity of organization.

Similar, Georgakopoulos, Wilkin and Kent (2011) focused on workplace bullying: a complex problem in contemporary organizations in USA. In this study, a qualitative approach explored the problem of workplace bullying from a theoretical perspective. Qualitative data was collected through focus groups methodology and through Interpretive Structural Modeling (ISM) computer-assisted methodology. This study found that organizational cultures exacerbate the problem when the leaders either do not understand workplace bullying or dismiss it as tough management. The study concluded that a systems approach to designing a training program that addresses the root causes, involves individuals at all levels, and provides skills for dealing with this phenomena can promote a harmonious working environment.

Adewumi and Danesi (2017) focused on gender and work place bullying in Nigeria. This study relates to how being a minority or dominant gender group within the organization can be a vulnerability factor or the reason why a particular gender is more exposed to bullying in the workplace than the other. This paper is based on empirical investigation conducted on 650 employees across various institutions and sectors in Nigeria. A test of significance differences is used to investigate the relationship between gender and negative behaviors. The analysis revealed that both male and female experience various forms of bullying, and there is no significant difference between male and female respondents in terms of their exposure to bullying. That is, both genders are equally exposed to bullying in the workplace. Thus, this paper concludes by recommending that any form of workplace bullying should be completely eschewed and discouraged.

Tag-Eldeen, Barakat and Dar (2017) focused on the impact of workplace bullying on employees' morale, performance and turnover intentions in five-star Egyptian hotel operations. Therefore, the main objective of this research is to investigate the extent to which workplace bullying may affect the

organizational outcomes of a sample of five-star hotels in Egypt. Two questionnaires were distributed among the subjects of the sample; bell desk staff, kitchen stewards and head departments. The results of this research confirmed that there is a correlation between workplace bullying, employees' morale and turnover intentions but, showed no correlation between workplace bullying and employees' work performance.

Ushie, Agba, Ogaboh and Okorie (2015) examined the effect of work environment on employees' commitment in agro-based industries in Cross River State, Nigeria. The study drew participants from two major agro industries in the state. One thousand, one hundred and ninety four (1194) respondents were purposively selected for the study. Information was elucidated from participants using four point Likert scale questionnaire. Data obtained was analyzed using Pearson Product Moment Correlation (r). Findings revealed that work environment such as consistent communication flow, manageable workload, availability of electricity, and work place that is free from known dangers are positively associated with employees' commitment, and hence performance. The study recommended among others that management of agro-based industries in Cross River State should establish and promote good work environments in their organizations so as to boost employees' commitment, wellbeing and overall performance and productivity.

Akinyele (2020) analyzed the impact of workplace bullying on future worker's productivity in Nigeria. Primary data were used for this study that was generated through structured questionnaires with close ended questions. T-test was used to test the research hypotheses. The respondents were randomly chosen from four selected oil and gas industry in Lagos metropolis. The results of T-test indicated that employee productivity problems are high because of work bullying.

Nwokorie and Ezeibe (2015) researched on service failure as a causative factor of customer aggression on hospitality industry employees Lagos. They study revealed that customer aggression is caused by poor service delivery. Over 29% of the respondents agreed that adoption of maintenance culture is effective in eliminating customer complaint and aggressive. Questionnaire served as the instrument of data collection (73 of the questionnaires were properly filled and returned). The data collected were analyzed using simple percentage and chi-square. The researchers identified front office staff as the major victims of customer aggression; hence it is imperative to recognize that customer aggression towards hospitality workers is a serious problem confronting the hospitality industry.

Karatepe (2011) carried out a study on customer aggression, emotional exhaustion, and hotel employee's outcomes in United Arab Emirates. The purpose of the study was to develop conceptual model that investigates emotional exhaustion as a mediator of the effects of customer aggression on job satisfaction and turnover intentions. It used survey through interview system and analyzed data using mean. Data were gathered from a sample of frontline staff of international five-star chain hotels of Dubai in the United Arab Emirate. The results of this study show that emotional exhaustion partially mediated the effects of customer aggression on job satisfaction and turnover intentions. The results further reveal that management support act as a moderator of the impacts of emotional exhaustion on hospitality workers.

Edwin, Mathelda and Marissa (2021) researched on customer and employee incivility and its causal effects in the hospitality industry in Israel. The researchers distributed a total of 297 questionnaires to hotel employees. Regression statistical method was used in data analysis. The study revealed that customer incivility leads to customer aggression. The study identified in-civil behaviours by customers to include insulting comments, anger, frustration verbal attacks, and condescending behaviour.

Enyioko and Ikoro (2018) examined the effect of employee abuse on employee performance in Nigeria firms with a case study of MTN Nigeria, Abia State. The methodology that was used for the study was survey design, primary and secondary sources of data were adopted, with a sample size of 133 which

was selected among managers and other senior staff of MTN. ANOVA was used for data analysis. The study revealed of employee abuse negatively affects employee performance.

Zaman (2018) examined the relationship between wage increase, bonuses, and fringe benefits on employee performance in service firms in Zambia. The objectives are to identify the extent wage increase, bonuses, fringe benefits leads to employee commitment in service organizations. Hundred respondents were sampled in communication firms, with the population of 670. It used the questionnaire, and the analysis was carried using mean and statistical software tool (SPSS). It found a strong correlation between bonuses, fringe benefits and employee commitment in service firms at ($p = 0.825$) and a low relationship on fringe benefits.

Methodology

In this study, survey research design was used. The population of this study is therefore made up of the entire 260 staff in 25 three (3) star hotels in Owerri, Imo State. For the fact that the population is not large, census method was used to study the entire population. The use of questionnaire was employed to gather necessary and relevant data from the respondents. Content and face validity were used, and test retest reliability method was used. The data collected in this study were analyzed using Simple Percentage, and Mean.

Data Presentation, Analysis and Interpretation

It should be noted here that out of 260 questionnaires distributed to the sampled respondents, only 240 were properly filled and returned. This is represented in table.

Item 1: Verbal abuse affects labour turnover intention in organization.

Table 1: Responses on if verbal abuse affects labour turnover intention in organization.

Options	F	Percentage (%)	X	Percentage (%)
Strongly agreed	86	35	430	45.94
Agreed	70	29.3	280	29.91
Undecided	65	27	195	20.83
Disagreed	12	5	24	2.56
Strongly disagreed	7	2.9	7	0.75
Total	240	100	936	100

Source: field work 2023

$$\frac{\sum X}{\sum F} = \frac{936}{240} = 3.9$$

Since our result in the above table is above 3.5, we therefore accept that verbal abuse affects labour turnover intention in organization. This is because table 4.6 indicates that 45.94% of the respondents strongly agreed that verbal abuse affects labour turnover intention in organization, whereas 29.91% of the respondents agreed. Also, 20.83% of the respondents were undecided, while 2.56% of the respondents disagreed. However, 0.75% of the respondents strongly disagreed.

Item 2: When workers are abuse verbally, it may lead to job turnover in the organization.

Table 2: Responses on if when workers are abuse verbally, it may lead to job turnover in the organization.

Options	F	Percentage (%)	X	Percentage (%)
Strongly agreed	78	32.5	390	45.45
Agreed	58	24.2	232	27.04

Undecided	56	23.3	168	19.58
Disagreed	20	0.3	40	4.66
Strongly disagreed	28	11.7	28	3.26
Total	240	100	858	100

Source: field work 2023

$$\frac{\sum X}{\sum F} = \frac{858}{240} = 3.6$$

Since our result in the above table is above 3.5, we therefore accept that when workers are abuse verbally, it may lead to job turnover in the organization. This is because table 4.7 indicates that 45.45% of the respondents strongly agreed that when workers are abuse verbally, it may lead to job turnover in the organization, whereas 27.04% of the respondents agreed, 19.58% of the respondents were undecided, while 4.66% of the respondents disagreed. Also, 3.26% of the respondents strongly disagreed.

Item 3: Which of these is the major problem contributing to verbal abuse?

Table 3: Responses on which of these is the major problem contributing to verbal abuse.

Options	No. of respondent	Percentage (%)
Poor leadership	80	33.3
Poor training	40	16.7
Poor commitment	30	12.5
Work overload	60	25
Total	240	100

Source: field work 2023

Table 3 above shows that 33.3% indicated poor leadership, 16.7% indicated poor training and 12.5% poor commitment.

Item 4: Physical attack affects labour turnover intentions in organization.

Table 4: Responses on if physical attack affects labour turnover intentions in organization.

Options	F	Percentage (%)	X	Percentage (%)
Strongly agreed	84	35	420	45.60
Agreed	68	28.3	272	29.53
Undecided	63	26.3	189	20.52
Disagreed	15	6.3	30	3.26
Strongly disagreed	10	4.2	10	1.09
Total	240	100	921	100

Source: field work 2023

$$\frac{\sum X}{\sum F} = \frac{921}{240} = 3.8$$

Since our result in the above table is above 3.5, we therefore accept that physical attack affects labour turnover intentions in organization. This is because table 4.16 indicates that 45.60% of the respondents strongly agreed that physical attack affects labour turnover intentions in organization, whereas 29.53% of the respondents agreed. 20.52% of the respondents were undecided, 3.26% of the respondents disagreed and 1.09% of the respondents strongly disagreed.

Item 5: Physical attack leads to high job turnover rate.

Table 5: Responses on if physical attack leads to high job turnover rate.

Options	F	Percentage (%)	X	Percentage (%)
Strongly agreed	76	31.7	380	45.08
Agreed	56	23.3	224	26.57
Undecided	54	22.5	162	19.22
Disagreed	23	9.9	46	5.46
Strongly disagreed	31	12.9	31	3.68
Total	240	100	843	100

Source: field work 2023

$$\frac{\sum X}{\sum F} = \frac{843}{240} = 3.5$$

Since our result in the above table is 3.5, we therefore accept that physical attack leads to high job turnover rate. This is because table 4.17 indicated that 45.08% of the respondents strongly agreed that physical attack leads to high job turnover rate, whereas 26.57% of the respondents agreed, 19.22% of the respondents were undecided, 5.46% of the respondents disagreed while 3.68% of the respondents strongly disagreed.

Item 6: Physical attack affects employee productivity in organization.

Table 6: Response on if physical attack affects employee productivity in organization.

Options	F	Percentage (%)	X	Percentage (%)
Strongly agreed	87	36.3	435	46.13
Agreed	71	29.6	284	30.12
Undecided	66	27.5	198	20.90
Disagreed	10	4.2	20	2.12
Strongly disagreed	6	2.5	6	0.64
Total	240	100	943	100

Source: field work 2023

$$\frac{\sum X}{\sum F} = \frac{943}{240} = 3.9$$

Since our result in the above table is above 3.5, we therefore accept that physical attack affects employee productivity in organization. This is because table 4.21 indicates that 46.13% of the respondents strongly agreed that physical attack affects employee productivity in organization, whereas 30.12% of the respondents agreed. Also, 20.90% of the respondents were undecided, while 2.12% of the respondents disagreed. However, 0.64% of the respondents strongly disagreed.

Discussion of Findings

In line with our research question one, this study discovered that verbal abuse significantly affect labour turnover intention in organization.. Considering the above result, Adewumi and Danesi (2017) stated that when organizational employees are abused, most of them will start to look for job in other organizations because they are not secured in the work place.

Going by the result of our research question four, based on the data analysis, this study indicated that there is significance impact of physical attack on productivity in the organization.. In this same line of thought Farh and Seo (2012) stated that workers morale will always be high when their work

environment is good, when they are not abused and when there is good relationship between workers, management and customers.

Conclusion

This study has revealed that the way and manner workplace bullying take place is a hindrance to organizational good. This is because some employees are no longer productive, others are seeking for job in other organization and such hinder improved performance in the business. Basically, the cases of workplace bullying needs to be explored in a sustained and systematic way because all the organizations have a responsibility to protect their employees from the psychological harassment of a workplace bully. On the individual level, the bullying may cause suicidality and loss of honor and self-esteem, high stress, phobias, sleep disorders/ increased depression, unhappiness, anxiety, withdrawal and unreasonable prudence and may therefore affect the performance. The study concludes that no employee will like to undergo any kind of abuse, but when such is the case, low productivity/ effectiveness and high job turnover will be the order of the day.

Recommendations

The recommendations enumerated here emanated from the research findings.

1. There is need for the organization to develop a policy and standard which will help to minimize, control, and stop all forms of verbal abuse in the organization; hence encouraging employee retention and productivity.
2. There should be regular staff training and customer reorientation so as to achieve positive relationship through communication and stop all forms of physical attack in the workplace. Such will help to enhance employee productivity and reduce turnover rate.
3. Employees should be made to report any sign of unwelcomed body language, especially when they perceive such as a hindrance to their productivity and effectiveness in the organization.

REFERENCES

- Adewumi, O. and Danesi, R. (2017). Gender: A vulnerability factor or not? exploring and investigating workplace bullying in Nigeria. *Journal of Economics, Business and Management*, Vol. 5, No. 10, 324-330.
- Akinyele, T. (2020). The impact of workplace bullying on future worker's productivity in Nigeria. *Journal of Business Management*, 4(12), 2796-2801.
- Armstrong, J. (2009). *Office organizational management*. India, Vikas Publishing Limited.
- Armstrong, M. (2006). *Performance Management: Key strategies and practical guidelines*. Bodmin, Cornwall: MPG Books Ltd.
- Aston-James, C.E & Ashkanasy, N.M (2005). *What lies beneath? A Process of Analysis of Affective Events Theory, The Effect of Affect in Organizational Settings Research on Emotion in Organizations*, Vol.1 pp. 23-46.
- Briner, R.B (2000). Relationship between work environments, psychological environments and psychological well-being. *Department of Organizational Psychology Journal*, 50, 299-303.
- Chaddha, V., Ravi P.G & Noida, G. (2011). Analysis of factors influencing employees' productivity in relation to workplace environment. *International Journal of Research in Commerce and Management*, 2(5).
- Coombs, T.W and Holladay, S.J (2014). Understanding the aggressive workplace: Development of the workplace aggression tolerance questionnaire. *Communication Studies*, 55(3), 481-497.
- Davenport, N., Schwartz, R.D & Elliot, G.P (2009). *Mobbing: Emotional abuse in the American workplace*. Ames, IA: Civil Society Publishing.
- Djurkovic, N., McCormack, D. & Casmir, G. (2014). The physical and psychological effects of workplace bullying and their relationship to intention to leave: A test of psychosomatic and disability hypothesis. *International Journal of Organizational Theory & Behaviour*, 7(4), 469-497.

- Djurkovic, N., McCormack, D., Casimir, G. (2005). The behavioral reactions of victims to different types of workplace bullying. *International Journal of Organization Theory and Behavior*, 8(4), 439-460.
- Edwin, N.T., Mathelda, V.N. and Marissa, O. (2021). Customer and employee incivility and its causal effects in the hospitality industry in Israel. *European Journal of Business and Management*, 3(4).
- Einarsen, S. & Mikkelsen, G. (2013). Individual effects of exposure to bullying at work. In S. Einarsen, H. Hoel, D. Zapf & C. L. Cooper (Eds.), *Bullying and emotional abuse in the workplace: International Perspectives in Research and Practice*, 127-144.
- Einarsen, S. and Raknes, B. (1997). Harassment in the workplace and the victimization of men. *Violence and Victims*, 12(3), 247-263.
- Einarsen, S. Hoel, H., Zapf, D. & Cooper, C. (2003). *The concept of bullying at work: The European tradition*. In S. Einarsen, H. Hoel, D. Zapf & C. L. Cooper (Eds.), *Bullying and emotional abuse in the workplace: International perspectives in research and practice*. London: Taylor & Francis.
- Einarsen, S., Raknes, B.I., Matthiesen, S.B & Hellesøy, O.H (2014). *Mobbingogpersonkonflikter: Helsefarlig samspill på arbeidsplassen. [Bullying and personified conflicts: Health-endangering interaction at work]*. Bergen, Norway: Sigma Forlag.
- Enyioko & Ikoro (2018). The effect of employee abuse on employee performance in Nigeria firms with a case study of MTN Nigeria, Abia State. *Economic Trans-Disciplinary Cognition*, vol. 15, issue 1, 103-111.
- Farh, C.C and Seo, T. (2012). Emotional Intelligence, teamwork effectiveness, & job performance: The moderating role of Job context. *Journal of Applied Psychology*.
- Frese, M. & Sonnentag, S. (2001). *High performance: An action theory approach*. Working paper, University of Giessen and University of Konstanz
- Georgakopoulos, A., Wilkin, L. and Kent, B. (2011). Workplace bullying: A complex problem in contemporary organizations in USA. *International Journal of Business and Social Science*, Vol. 2 No. 3, 1-20.
- Glendinning, P.M. (2021). Workplace bullying: Curing the cancer of the American workplace. *Public Personnel Management*, 30(3), 269-287.
- Harvey, M.G., Heames, J.T., Richey, R.G and Leonard, N. (2016). Bullying: From the playground to the boardroom. *Journal of Leadership & Organizational Studies*, 12(4), 1-11.
- Kalwala, S. and Chirunomula, N.R (2017). Effect of workplace bullying on job satisfaction and organization productivity: An empirical study. *International Journal of Science Technology and Management*, 6(3), 478-484.
- Karatepe (2011). Customer aggression, emotional exhaustion, and hotel employee's outcomes in United Arab Emirates. *Economics and Finance Review*, Vol. 2(6), 45-54.
- Keashly, L. (1998). Emotional abuse in the workplace: Conceptual and empirical issues. *Journal of Emotional Abuse*, 1 (1), 85-117.
- Keashly, L. (2001). "Workplace bullying and gender: It's complicated," in *Gender and the dysfunctional workplace*, S. Fox, and T. Lituchy, T., Eds. Edward Elgar, Northampton, MA.
- Keashly, L. (2019). Bullying in the workplace: Its impact and management. *Employee Rights and Employment Policy*, 8(3), 335-373.
- Mete, E.S and Sökmen, A. (2016). The influence of workplace bullying on employee job performance, job satisfaction and turnover intention in a newly established private hospital. *International Review of Management and Business Research*, Vol. 5 Issue 1, 65-79.
- Namie, G. & Namie, R. (2013). *The bully at work: What you can do to stop the hurt and reclaim your dignity on the job*. Naperville, IL: Sourcebooks.
- Nwokorie and Ezeibe (2015). Service failure as a causative factor of customer aggression on hospitality industry employees Lagos. *Econometrical*, 60(2) 323-351.
- Oghojojafor, B.E., Muo, F.I and Olufayo, T.O (2018). Perspective of bullying problem at workplace in Nigeria: The experience of workers. *International Journal of Arts and Commerce*, Vol. 1 No. 3, 1-18.
- Platt & Sobotka (2010). *Psychological management of individual performance*. Wales: John Wiley & Sons.

- Salin, D. (2003). Ways of explaining workplace Bullying: A Review of Enabling, motivating and precipitating structures and processes in the work Environment. *Human Relations*, 56(10), 10-17.
- Salin, D. (2020). *Organizational responses to workplace harassment: An exploratory study*. A paper presented at the European work and organizational Psychology conference, Stockholm, Sweden.
- Singh, H., Motwani, J. & Kumar, A. (2010). A review and analysis of the state-of-the-art research on productivity measurement. *Industrial Management and Data Systems*, 100(5), 234-41.
- Stup, R. (2003). *Control the factors that influence employee success*. Managing the hispanic workforce conference, Cornell University and Penneylvania State University.
- Tag-Eldeen, A., Barakat, M. and Dar, H. (2017). The impact of workplace bullying on employees' morale, performance and turnover intentions in five-star Egyptian hotel operations. *Tourism and Travelling*, 1(1), 4-14.
- Tangen, S. (2015). Performance measurement: From philosophy to practice. *International Journal of Productivity and Performance Management*, 53(8), 726-37.
- Egbuchulam, M., Nwokorie, P. and Ubah, C.N. (2023). Manpower development and performance in Imo State Ministry of Works Owerri, Imo State, Nigeria. *Emerald International Journal of Scientific and Contemporary Research*, 4(1), 180-207.
- Ushie, E.M., Agba, A.M., Ogaboh, F. & Okorie, C. (2015). Effect of work environment on employees' commitment in agro-based industries in Cross River State, Nigeria. *Global Journal of Human-Social Science: C Sociology & Culture*, 15(6), 8-15.
- Vischer, J.C (2008). Towards an environmental psychology of workplace: How people are affected by environments for work. *Journal of Architectural Science Review*, 56(2), 97-112.
- Wornham, D. (2003). A descriptive investigation of morality and victimisation at work. *Journal of Business Ethics*, 45(1).
- Zaman (2018). The relationship between wage increase, bonuses, and fringe benefits on employee performance in service firms in Zambia. *Journal of the Society for Industrial and Applied Mathematics*, 42(10), 1-3 [11].
- Zapf, D., Knorz, C. & Kulla, M. (1996). On the relationship between knobbing and bullying at work. *International Journal of Manpower*, 5, 215-235.