

Reducing the Negative Bullying at Work Impact on Employee Performance through Absorption and Team Work

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Abstract

The purpose of this study is to examine the effectiveness of absorption and teamwork to reduce the impact of workplace bullying on employee performance- This research is quantitative causality using a survey method that examines the relationship and influence between variables of research by analyzing 148 employees in a number of wood processing companies that most cannot meet production targets in developing countries. The findings revealed that absorption full mediated the relationship between workplace bullying and employee performance, and work team partial mediated the relationship between workplace bullying and employee performance. Management must strive to solve problems in the workplace of employees who have good concentration or concentration training and encourage work teams among employees.

Keywords: job performance, bullying at the work, absorption, teamwork

Introduction

Employee performance is important for an organization both as a whole and for individuals who work (Sonnetag, 2001). The success of individual roles in contributing to achieving organizational goals can be seen from the output produced in the form of goods or services, comparison of inputs with output (productivity), achievement of time, speed, efficiency, performance, and so on depending on each benchmark of success. This assessment is to see whether input, process, or output are correct according to expectations, whether there are obstacles or disturbances, or whether there are potential opportunities and so on. Individual performance is the foundation for organizational performance, understanding employee behavior is important to direct management to be effective (Gibson James L, Ivancevich John, Donnelly, 2012). Employee performance is influenced by three factors: first, external environmental factors such as economics, demography, social culture, law, politics, etc. which are factors beyond the control of organizations and individuals. Second, internal organizational environments such as organizational policies, wages, leadership, supervisors, co-workers, promotions, raw materials, equipment, energy, management. All three employees are both psychological aspects such as motivation, talent, personality and satisfaction, cognition aspects such as understanding, knowledge, intelligence, and perception, and aspects of attitude such as morality, behavior, actions, discipline, commitment, skills (DeSimone, 2012, Arifin, Syam and Maladi, 2013). In addition to the situation factors and drivers mentioned above, several aspects that have the potential to disrupt the process of employee performance such as internal conflicts between employees, counter productivity (Robbins, 2013), deviations in the workplace, production deviations (such as leaving the workplace earlier, deliberately slowing the phase of work), practical deviations (such as equipment sabotage, overslept), political irregularities (such as seeking attention, gossiping about other people's mistakes), personal aggression (such as sexual harassment, speech errors, harm or theft, Robinson and Bennett, 1995), bullying at work (Yahaya *et al.*, 2012, Ndegwa dan Moronge 2016, Mete dan Sökmen 2016, Carroll dan Lauzier 2014).

Bullying in the workplace in the form of negative interpersonal behavior is carried out by co-workers or supervisors over employees repeatedly and continuously (Staale, Einarsena and ABergen, 2009) The form of bullying in the workplace can be in the form of psychological disturbances that are felt by employees due to shouts of orders, continuous criticism, employees feel constantly blamed,

ostracized, and so on so that they are considered to have the potential to cause employee performance disruption. Bullying at work is considered a negative factor that has the potential to interfere with employee performance (Yahaya *et al.*, 2012, Ndegwa dan Moronge 2016, Mete dan Sökmen 2016, Carroll dan Lauzier 2014). Workplace bullying is a strong predictor of lower levels of job satisfaction (Bano, 2016). Bullying type behavior can affect the ability of victims to do work such as morals, productivity and ultimately finance and business (Chesler, 2014). Bullying also has a negative impact on job satisfaction (Carroll dan Lauzier 2014, Ikyanyon dan Ucho 2013) health. employee turnover, absenteeism and employee transfer (Park & Ono, 2016). Bullying, besides dealing directly with work, it is also related to personal employees such as ridicule such as physical characteristics, ways of communicating, etc. Bullying can affect employee performance (Yahaya *et al.*, 2012). Bullying becomes a problem that is too costly to ignore and is a serious problem that causes great damage to employees and organizations.(Ndegwa & Moronge, 2016) Not even every member realizes that this attitude can trigger conflict with other members.

Absorption, namely the power of concentration and interest in work (Schaufeli & Bakker, 2004). Absorption is the intensity of the frequency of concentration in carrying out its work, and enthusiasm as a positive energy view that pleases employees in every job ((Macey & Schneider, 2008). Employees who have absorption have full concentration with their work, making it difficult to get away from their jobs (Schaufeli, Bakker, & Salanova, 2006). Teamwork is present in any context where a group of people are working together to achieve a common goal (Larson & Frank 1989). In each of these settings, the level of teamwork and interdependence can vary from low (e.g. golf, track and field), to intermediate (e.g. baseball, football), to high (e.g. basketball, soccer), depending on the amount of communication, interaction, and collaboration present between team members. A work team, on the other hand, generates positive synergy through coordinated effort. The individual efforts result in a level of performance greater than the sum of those individual inputs. (Robbins, 2013: 309). Bullying and violence affect absorption and psychological health of employees, because employees are no longer concentrated, hurt and reluctant to work fully. Although many studies explain the negative effects on employee performance (Obicci 2015, Ndegwa dan Moronge 2016, Yahaya *et al.* 2012, Devonish 2013, dan Chesler, 2014), there are also other studies (Edirisinghe, 2015) explaining that bullying is not a problem if the employee has loyalty, if the level of employee trust is still high towards the organization, it can reduce the adverse impact of bullying. There is no significant interaction effect between teamwork satisfaction and workplace bullying on work performance (Ikyanyon & Ucho, 2013).

The effect of bullying on the poor performance of employees is also mediated by absorption (Fountain 2017, Christianson 2015) But bullying in the form of intimidation does not matter if employees have loyalty (Edirisinghe, 2015). Other factors that influence employee performance are concentration mental (Allameha *et al.* 2014, Priyadarshni 2016, Achieng Otieno, Waiganjo dan Njeru 2015, Dajani 2015, and Anitha 2014), work environment, team relations, training and career, leadership, compensation, policy, and comfort towards employee performance (Ndegwa & Moronge, 2016) or these factors affect employee performance through employee engagement (Anitha, 2014). Absorption mental has a significant impact on performance, but has little impact on organizational commitment (Dajani, 2015). In addition, the impact of absorption mental is also on employee productivity and level of motivation (Priyadarshni, 2016).

The factors that influence the work performance of employees from several studies are influenced by teamwork satisfaction (Bakan *et al.*, 2014, Awaludin *et al.* 2016, and Fadlallh 2015). This performance according to Awaludin *et al.* (2016) in the form of motivation and integrity. Absorption mental is also represented by impressions, desires, and visualization of work (Fadlallh, 2015). Job satisfaction itself is influenced by working conditions, salary (Dickin, Dollahite dan Habicht, 2010), promotion, and employment work relations. Moreover the relationship between value and intention to stop mediated teamwork satisfaction influences stop intention to be reduced (Dickin, Dollahite dan Habicht, 2010). Although commitment also affects performance, the effect of teamwork satisfaction is higher than work commitment to employee performance (Bakan *et al.*, 2014). The two relationships

between job satisfactions with higher employee performance such as manager or leader level can also be the opposite, namely employee performance that affects teamwork satisfaction. Even job satisfaction and work-related depression partly mediate the relationship between workplace bullying and interpersonal counterproductive work behavior (Devonish 2013, Mete dan Sökmen 2016).

This paper aims to explain the effect of bullying on employee work performance through absorption mental and team woks in a structural equation model (Structural Equation Modeling). In this paper, individual work performance as an indigenouse variable (Y_3). Employee work performance as the total value expected by the organization from the characteristics of individual behavior in a work at a certain time (Borman Walter C. Ilgen Daniel R. Klimoski, 2003:39). Employee performance is influenced by bullying as an exogenous variable (X_1) either directly or through an intermediate variable namely absorption (Y_1) and teamwork (Y_2). The direct influence of bullying (X_1) on employee work performance (Y_3) has been proven in research (Yahaya et al. 2012, Obicci, 2015, Devonish 2013, Edirisinghe 2015, Ndegwa and Moronge 2016). Absorption mental in this proposal is an intermediate variable (Y_1) that links bullying (X_1) with employee work performance (Y_3). Employee engagement shows the psychological involvement of employees with work. The effect of bullying on absorption mental has been proven in research (Park and Ono, 2016). While the effect of the influence of absorption mental (Y_1) on employee work performance (Y_3) has been proven from research (Allameha et al. 2014, Priyadarshni 2016, AchiengOtieno, Waiganjo and Njeru 2015, Dajani 2015, and Anitha 2014). Teamwork in this study is also an intermediate variable (Y_2) that connects bullying (X_1) with employee work performance (Y_3). The influence of bullying (X_1) on teamworks (Y_2) is strengthened by the research of Mete and Sökmen (2016), Chesler (2014), Bano (2016), Carroll and Lauzier (2014), and Ikyanyon and Ucho (2013). The effect of teamwork satisfaction (Y_2) on employee performance (Y_3) is reinforced by research by Bakan and friends (2014), Awaludin and friends (2016), Fadlallh (2015), Dickin, Dollahite and Habicht (2010).

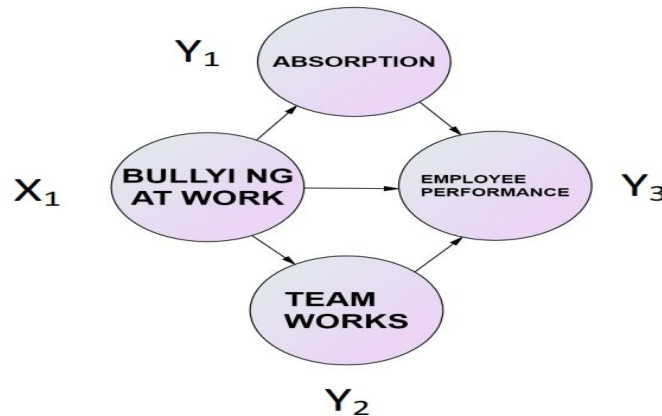


Figure 1 Model of Conceptual Framework

Based on this conceptual framework, Hypotheses drills as follows

- H₁. Bullying at work affects employee performance
- H₂. Bullying at work affects absorption
- H₃ Bullying affects team woks
- H₄. Absorption influences employee performance
- H₅. Teamwork affects employee performance
- H₆. Bullying affects employee performance with absorption as mediation
- H₇. Bullying affects the performance of employees with teamwork as mediation.

Methods

The population of this study was 37,864 employees in the companies mining company in Kalimantan who were involved in the production process both directly and indirectly in the log production process with at least 1 year work experience. The sample is for the purpose of SEM testing requires an amount of between 100 and 200 (Sanusi, 2016: 175), in order to determine this technique it is determined and the appropriate sample number is determined. The sample determination technique uses Simple Random Sampling by giving equal opportunity to each member of the population by taking using lottery numbers to become a research sample that represents the company according to the number of research distributions. With 8 % error tolerance limit using the Slovin formula obtained a sample of 155 employees, but that returns only 148 employees..

The data collected is primary data using a questionnaire. A number of questionnaires were collected and answered by the respondents, then tabulated to do the data analysis process. The instrument used to measure bullying in the workplace using statement items developed by Utrecht Work (Tambur & Vadi, 2009), to measure employee engagement include absorption using Engagement Scale or UWES (Schaufeli, Salanova, Gon Alez-ro, & Bakker, 2002). A statement to measure the work explored from various questions for no indicators for the work itself, roles, supervision, co-workers, and promotion, while employees use indicators of performance, membership performance, and counter-productivity (Robbins and Judge, 2013). All statements are measured based on the Likert model's attitude scale using 5 choices scale items are anchored on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). The Cronbach's Alpha for the scale was 0.73. In this case the respondents were asked to agree or to disagree with the statement items in bullying, absorption, team work and employee performance. Overall scale scores were averaged and averaged items under each variable or measure

Data analyses; Data analysis; First, descriptive analysis is delegated to a group of data in several research indicators.. The analytical technique used is statistics descriptive to produce the mode value and the mean value (mean) of each variable, research indicator and questionnaire item. Secondly, the use of the AMOS 4.01 Structural Equation Modeling (SEM) program is used to test multiple dependence relationships between bullying, absorption and teamwork's on employee performance within a model and to observe any previously unforeseen relationships and possible measurement errors when process estimation process. Third, testing the hypothesis for hypotheses 1 to 5 where if 0 or the probability coefficient $\beta > 0.05$, then there is no opposite effect if $\beta_1 \neq 0$ or the probability coefficient $\beta_1 \leq 0.05$ then there is influence between variables. For hypotheses 6 and 7 if indirect effects are greater than direct influence, mediation is accepted.

Results and Discussion

Reliability test results shows the average respondent's answer to the practice of bullying at work by 1.24 approaching the answer strongly disagree, absorption 3.54 is close to agree, 3.96 work team close to agree and employee performance 3.9 also close to agreed. Cronbach's Alpha is $0.827 > 0.600$, so the data is quite reliable. Assessment of normality (Group number 1) skew shows all skew scores show that they are between -2.56 to 2.56 except for $X_{1.2}$ and $X_{1.3}$ so the data has been normally distributed. The main factor of Standardized Regression Weights forming the main loading factor of bullying perceived by respondents is the bullying indicator is related to personal (estimate 0.929), while absorption variables are formed by working concentration indicators (0.795), many work team variables are formed like coworkers (0.841), and many employee performance variables are formed task performance (0.814).

Standardized Regression Weights: (Group number 1 - Default model) and Regression Weights show the effect of bullying on employee performance is estimated at -0.180 with a probability of 0.040 < 0.05 , so the first hypothesis is accepted. The effect of bullying on absorption is estimated at -0.132 with a probability of 0.155 > 0.05 , so the second hypothesis is rejected, then the effect of bullying on co-workers is estimated at -0.215 with a probability of 0.028 < 0.05 , so the third hypothesis is accepted. The effect of absorption on employee performance is estimated at 0.221 with a probability of 0.011

<0.05 , so the fourth hypothesis is accepted. The influence of coworkers on employee performance is estimated at 0.488 with a probability of $0.000 > 0.05$, so the fifth hypothesis is accepted.

The influence of mediation can be obtained from the comparison of direct and indirect effects. The direct effect of bullying in the workplace on employee performance -0.180 is indirect if absorption through performance is $-0.132 \times 0.221 = -0.02917$ thus $-0.02917 > -0.180$ then the sixth hypothesis is accepted, if through co-workers the indirect effect is $-0.215 \times 0.488 = -0.10492$ thus $-0.10492 > -0.180$ then the seventh hypothesis is also accepted.

With bullying indicators related to personal dominance than those related to work and intimidation on the variable bullying at work shows that bullying is carried out by employees who have personal advantages such as physical and courage to pressure employees who are physically and mentally weak. Unlike the physical can be seen but the mental cannot be seen as the character of sensitivity and courage. Employees who have the sensitivity of being irritable, easily angry cannot control the effects of bullying tend to be victims of bullying, but for those who are mentally strong and rational even though they are treated with bullying will not be victims of bullying, this is in accordance with Edirisinghe (2015). The descriptions shown in the study mostly showed that they did not feel that bullying showed that most employees had good mental, good and rational perceptions.

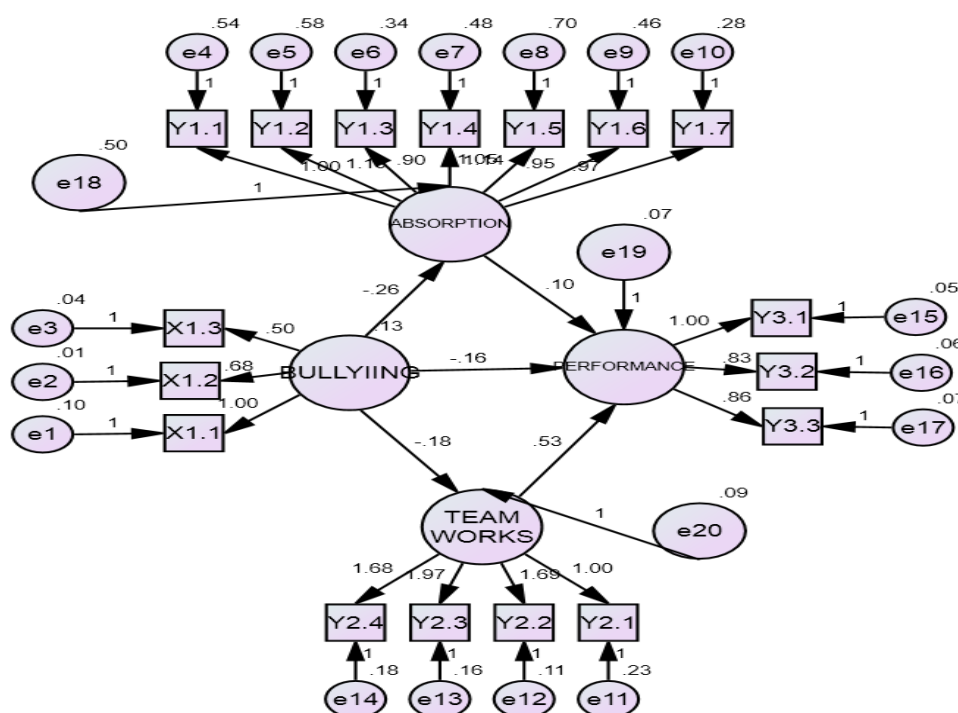


Figure 2 Model Result

The main indicator of forming absorption according to respondents' perceptions is the concentration of employees, showing serious attention of employees to their work and refusing to pay attention to other things outside of work. This is consistent with the opinion of Schaufeli, Bakker and Salanova (2006). work, also there is strict supervision carried out by supervisors or supervisors so that

employees focus on working (DeSimone, 2012) Descriptions shown in this study mostly have good concentration ability both from within and supervision has been done well.

The main form of employee performance variables is task performance showing individual behavior in work more prominent than cooperation, this is in accordance with the opinion (Robbins, 2013), where this occurs because the work is done partially or less dependent between one employee and another all work according to instructions.

The effect of bullying on the workplace on performance significantly negatively indicates the stronger frequency of bullying at work, the more disruptive the work, the lower the performance of employees, especially the performance of individual tasks (Obicci 2015, Ndegwa and Moronge 2016, Yahaya et.al 2012, Devonish 2013, and Chesler , 2014), where an employee who works partially has the potential to be disturbed if there is bullying practice.

The non-influence of bullying on the absorption of employees shows that the practice of bullying in the object of research is still low or the level of concentration of employees is still higher than bullying. Concentration is able to divert attention or interference where employees focus more on work and not much time to think about bullying (Edirisinghe, 2015). Absorption's success in mediating the effect of bullying on work, shows that the selection of employees with high concentration abilities is needed or employees need concentration training such as meditation, religion so that they are not tempted or bullying disturbances.

The effect of bullying on the satisfaction of coworkers because the bullying practitioners themselves come from colleagues, so that if there is bullying practice in the workplace will bring the threat of work team splits or cause psychological disturbances to mutual cooperation between employees, this is consistent with research (Mete and Sökmen, 2016), (Chesler, 2014), (Bano, 2016) (Carroll and Lauzier, 2014), and (Ndegwa and Moronge, 2016). The success of the work team in mediating the effects of bullying on employee performance shows that the role or function of a good work team will can reduce the impact of bullying, the characteristics and personal attitudes of individuals that are good, the establishment of a sense of kinship or friendship will make other work team members more interested in synergizing and reducing the intention to do bullying.

Conclusions

The practice of bullying in the workplace as a whole immediately has an adverse impact on employee performance, the higher the frequency of bullying carried out in the workplace, the lower the performance of employees. Even though the individual's absorption concentration is not significantly affected but the team is disturbed. The higher the frequency of bullying, the more compact the cooperation in the work team will be, especially when done by fellow team members. Employees who have a good mental concentration of work are not disturbed by bullying practices, thus absorption can play a role in reducing the impact of bullying in the workplace. Likewise, a solid work team, full of family can also suppress the desire to do bullying in the workplace.

This research is important because bullying is often carried out by one or several employees against one or several employees who unknowingly bullying employees, and also they do not realize that bullying can reduce employee performance such as decreased productivity. Management must strive to solve problems in the workplace of employees who have good concentration and concentration training and work teams among employees.

This paper uses a survey research design not cross-sectional reports between time and between fields of work that are not possible. Research will be carried out in a longitudinal manner on more different work fields and need time-to-time testing.

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