

Analysis of Bullying Effects on Job Performance Using Employee Engagement and Job Satisfaction as Mediation

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The purpose of this study is to examine the effectiveness of employee engagement and job satisfaction to reduce the negative impact of bullying in the workplace on job performance, in the wood management industry in Kalimantan Indonesia. The findings revealed that employee engagement mediates fully the relationship between bullying and job performance, and job satisfaction mediates partially the relationship between bullying in the workplace and job performance. Management must try to solve the problem of intimidation by increasing the mental involvement of employees and policies that can increase job satisfaction.

Key words: *Job performance, bullying, employee engagement, job satisfaction.*

Introduction

Job performance is important for an organisation both holistically and for working individuals (Pradhan & Jena, 2017). The success of individuals in contributing to achieving organisational goals can be measured by the output of goods or services, a comparison of inputs with outputs (productivity), achievement of time, speed, efficiency and appearance (performance). Individual performance is the foundation for organisational performance and understanding employee behaviour is important for direct management to be effective (Lee & Raschke, 2016). Accordingly, to improve organisational performance it is necessary to first improve individual performance (Ndegwa & Moronge, 2016).

Bullying in the workplace is a negative factor that has the potential to disrupt work performance (Park & Ono, 2017, Ndegwa and Moronge 2016, Mete and Sökmen 2016,

Carroll and Lauzier 2014). Workplace bullying is a strong forecaster of lower job satisfaction levels (Bano, 2016) . Bullying behaviours affect morale, productivity and, ultimately, business (Akella, 2016) . It also has a negative impact on job satisfaction (Bano, 2016), employee turnover, absenteeism, and employee transfers (Park & Ono, 2017) Bullying in the workplace can be a psychological disorder that is felt by employees as a result of command shouts, continuous criticism, constant blame, being ostracised. Detrimentally, they disrupt and undermine work performance.

Employee engagement focuses on individual performance (Sun & Bunchapattanasakda, 2019) and plays an important role in achieving organisational goals. Engagement also assists in building team effectiveness, ensuring conducive interpersonal relationships between employees and managers and, creating a good work environment by motivating employees to improve organisational performance (Priyadarshni, 2016; Yaron, 2018). Job satisfaction describes the positive results and subsequent feelings of work. Thinking and feeling positive contributes to a high level of job satisfaction. Conversely, those who feel negatively and disengaged typify low levels of job satisfaction (Robbins, 2013: 74).

Literature Review

Job Performance

Previously, most organisations assessed how well employees performed tasks listed in job descriptions. Less hierarchical and more service-oriented organisations needed more. Researchers currently recognise three main types of behaviour which relate to performance in the workplace:

1. Task performance relates to how a person carries out duties and responsibilities in producing goods or services or administrative tasks listed in the job description;
2. Membership concerns the contributing actions by individuals to the organisation's environment. Helping others to support the achievement of organisational goals, treating co-workers well, making constructive suggestions and saying positive things about the workplace are such actions and;
3. Counter productivity relates to actions that actively harm the organisation, such as stealing, damaging company property, behaving aggressively towards colleagues and willing absenteeism.

Most managers believe that good performance means doing well with respect to the first two dimensions while actively avoiding the third. Someone who performs core work tasks well but is rude and aggressive towards co-workers is not considered a good

employee in an organisations. Even the most pleasant and optimistic workers cannot do basic work tasks properly are not considered good employees (Robbins and Judge, 2013: 555)

Bullying at Work

Bullying is defined as negative behaviours that are painful and repetitive or behavioural (physical, verbal, or psychological intimidation). They include criticism and insults that result in fear, distress, or harm to individuals. It also refers to interpersonal processes where one individual will cornered in a helpless situation after being targeted by hidden and systematic negative behaviour (Akella, 2016). Workplace bullying is twofold: bullying related to work and, secondly, intimidation directed at individuals. Firstly, work related includes behaviours such as imposing unreasonable deadlines or unmanageable workloads, excessive monitoring of work, or assigning tasks that are meaningless and lack purpose. Harassment of individuals consists of insulting remarks, sexual innuendos, spreading gossip or rumour, relentless criticism, playing practical jokes and engaging in intimidation. Bullying in the form of physical violence or threats of physical violence in the workplace is strongly influenced by culture (Sun & Bunchapattanasakda, 2019).

Employee Engagement

Employee engagement is the involvement of satisfied individuals who have enthusiasm for the work they do. Employees who are involved have passion for their work, feel a deep relationship with the company and have energy or deep attention to work (Robbins and Judge, 2013: 77). Employee engagement is “a multidimensional construct that refers to passionate, inspired, energetic, enthusiastic, persistent, focused, and emotionally positive individuals who harness their personal attributes, along with their cognitive and affective evaluations of job and organisational situations, to direct their task performance toward achieving the organisational objectives” (Sun & Bunchapattanasakda, 2019).

Job Satisfaction

Job satisfaction has five dimensions, namely: (i) the work itself with indicators: assignments, learning opportunities and responsibilities, (ii) attendance; discipline, the desire to always be at work to work, current salary, (iii) payroll and payroll justice systems, promotion opportunities, (iv) promotion opportunities, supervision, and (v) lead style, co-workers, and support from colleagues (Robbins, 2013: 79).

Studies of the factors that influence job performance and satisfaction (Awaludin, Ode, Adam, & Mahrani, 2016) relate to performance in the form of motivation and integrity. Job

performance signifies impressions, desires and visualisation of work (Peck & Levashina, 2017). Job satisfaction itself is influenced by work conditions, salary (Raza et al., 2018), promotion, and employment relations (Peck & Levashina, 2017).

Impact of bullying on job performance, employee engagement and job satisfaction

Bullying in the workplace poses a serious problem with job performance (Ghumro, Mangi, & Rajper, 2017). A poor working environment facilitates bullying practices by supervisors and creates low job performance (Ndegwa & Moronge, 2016). However, bullying in the form of intimidation, does not create a conducive working environment and effective leadership styles in order to enhance employee performance in a work environment (Ndegwa & Moronge, 2016). Given this, the following hypothesis is proposed: that workplace bullying affects job performance.

The impact of bullying in the workplace diminishes employee engagement and increases health problems because of workplace anxiety and stress (Park & Ono, 2016). Given this, the second hypothesis is proposed: that workplace bullying affects employee engagement.

Bullying in the workplace is a strong predictor of reduced job satisfaction (Bano, 2016, Mete & Sökmen, 2016) and is considered a negative factor that has the potential to disrupt job performance. Subsequently, the third hypothesis is proposed: that workplace bullying has an effect on job satisfaction.

Impact of employee engagement on job performance

Employee engagement concerns the emotions and thoughts of staff in creating conditions where employees are more focused on doing their jobs and carrying out their duties more enthusiastically (Yongxing, Hongfei, Baoguo, & Lei, 2017). Employee engagement affects job performance through motivation (Priyadarshni, 2016) and organisations do not thrive without highly engaged employees. Clearly, employee engagement is a key factor of job satisfaction for the organisation (Tzvetana Stoyanova, 2017). In light of this, the fourth hypothesis is proposed: that employee engagement affects job performance.

Impact of job satisfaction on job performance

Where there are good working conditions, salaries and promotions and work relations there is, more than likely, increased job satisfaction (Shaju.M & Durai, 2017). Job satisfaction, integrity and motivation simultaneously have a significant influence on job performance: the higher job satisfaction, the higher the job performance (Awaludin et al., 2016). Subsequently, the fifth hypothesis is proposed: that job satisfaction affects job performance.

The role of employee engagement as a mediation of job performance

Bullying that is difficult to detect or cannot be avoided requires mediating variables that are capable of eliminating or reducing the negative impact on work performance. In light of this, the sixth hypothesis is proposed: that as a mediating variable, workplace bullying influences work performance through employee engagement.

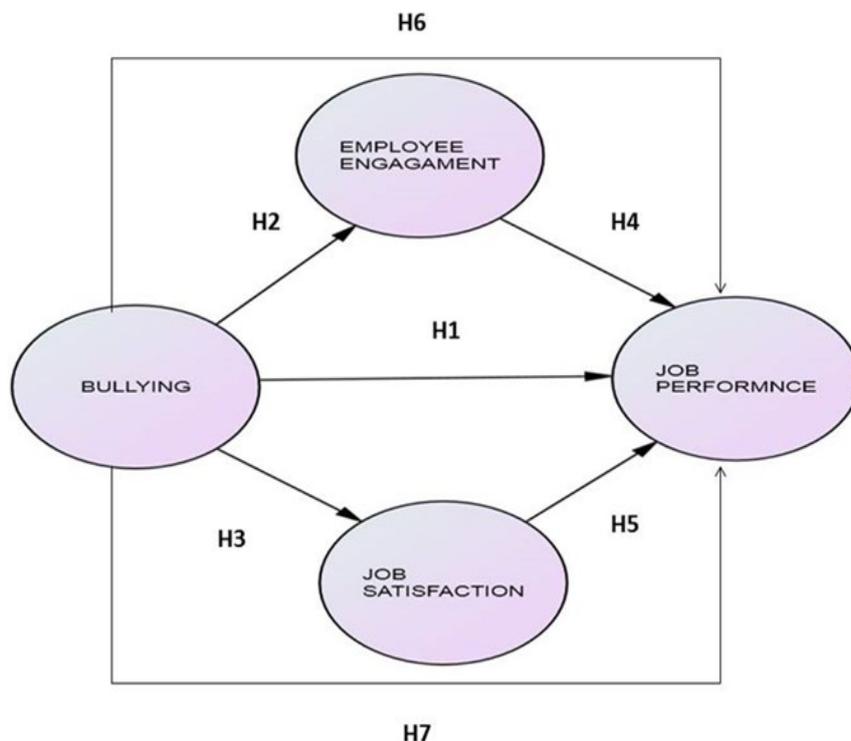
The role of job satisfaction as a mediation of job performance

Job satisfaction acts as a mediation to reduce the negative impact of bullying on job performance (Rusinah, et al. 2016). Given this, the seventh hypothesis is proposed: that as a mediating variable, bullying influences work performance through job satisfaction.

Conceptual Research Model

Based on the above hypotheses, Figure 1 below sets out the research model:

Figure 1. Conceptual Research Model



Method

This research relates to human resource management and concerns work performance that is both directly and indirectly influenced by workplace bullying (through employee engagement and job satisfaction) on job performance. As a quantitative causality study, survey methods were used to examine the relationships and research variables from a large number of observations. This research is explanatory, namely research that emphasises the causal relationship between exogenous and endogenous variables. The research location is the Central Kalimantan Province that comprises the highest number of forest management rights (HPH) companies in Indonesia. These companies do not reach agreed production targets.

The population of this study is permanent company staff with the largest HPH area of 577,951 (Ha) in Central Kalimantan province (BPS, 2016). The sample covers nine targeted companies that have a total of 956 field staff involved in the log production process, both directly and indirectly, and who have worked for a minimum of one year. The population is considered the most suitable owing to diminished log productivity targets in Indonesia. To determine the technique and the appropriate sample size, SEM testing requires an amount of between 100 and 200 (Sanusi, 2016). The sample determination technique uses Simple Random Sampling of the population by subjects taking a lottery number. Using the Slovin formula and with a tolerance error rate of 7.5%, the number of samples determined for this study is 150 people. However, only 148 were able to participate.

The instrument to measure bullying in the workplace uses statement items developed by Guy et al. (2019), while measuring employee involvement uses items developed by Nienaber & Martins (2014). Finally, statement items to measure job satisfaction and performance are derived from organisational behaviour theory (Robbins and Judge, 2013). All statements were measured according to the Likert model attitude scale.

Results and Discussions

With regards to Table 1 below, most of the respondents were between 18 and 40 years of age, representing 75% of the sample. According to DeSimone (DeSimone, 2012) this age range includes initial career stages to experienced career stages, meaning that some respondents had been working for many years. 74.32% were male employees and, of this, 58.11% had a high school education and had been employed for 6 to 10 years.

Table 1: Respondent Profile

No.	Respondent	Profile	Percentage(100)
1.	Age	17 - 55	75.00
2.	Sex	Man	74.32
3.	Education	HighSchool	58.11
4.	Experience	6-10 years	31.08

Resources: Data Process by SPSSV.23

With regards to Table 2 below, respondents' perceptions can be seen in the results of the descriptive analysis (frequency distribution). The variables consisted of: workplace bullying (X1) with an average score of 1.24 and indicated that bullying occurred, employee engagement (Y1), job satisfaction (Y2) and work performance (Y3). The average score of each was 3.68, 3.66, and 3.91 respectively and indicated that employee engagement, job satisfaction and job performance was quite good at an "Agree" scale.

Table 2: Answer Description

No	Variable	Average score
1	Bullying at work (X1)	1.24
2	Employee engagement (Y1)	3.68
3	Job Satisfaction (Y2)	3,66
4	Job Performance (Y3)	3,91

Resources: Data Process by SPSSV.23

Cronbach's Alpha is 0.786, 0.877, 0.692, 0.803 > 0.600 and confirmed the data as quite reliable. The correlation average of indicators is 0.700754, 0.740782 and 0.754, with a probability below 0.05 and indicated that the data is valid. Result of Assessment of normality (Group number 1) skew shows the highest score of 2,141 at the lowest -1.756 where this figure is still between -2.56 and 2.56 and determines that the data has been normally distributed. The results of the Goodness of Fit Indices criteria shows that there are only two evaluation models that do not meet, so the model can be accepted. After the model is declared fit, the next step is to analyse the influence between variables in the hypotheses.

Figure 2. SEM Result

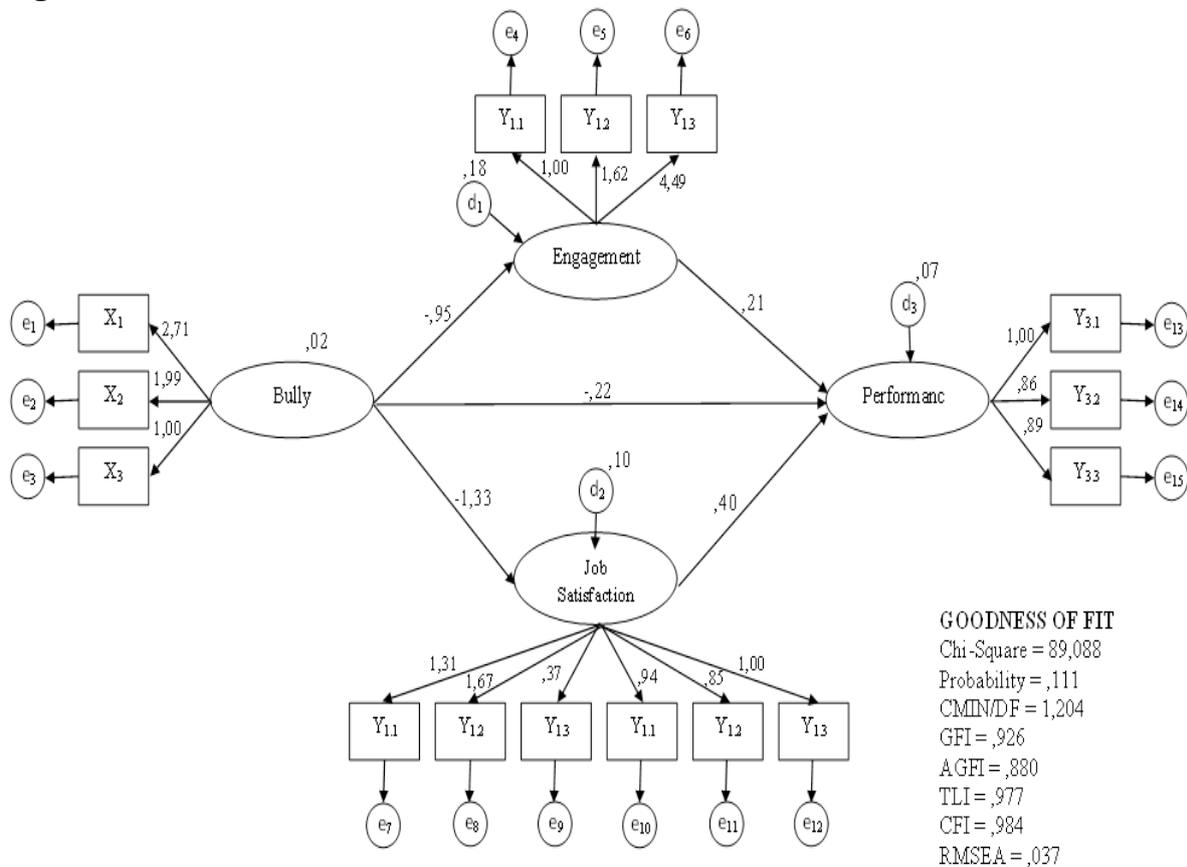


Table 3: Test t (CR) Effect of Bullying in the Workplace on Job Performance

Variabel	Factor Loading		S.E.	C.R.	P	
	Standardized Regression Weight	Estimate				
Job Performance ←	Bullying at Work	- 0,087	-,221	,269	-,822	,411

Resources: Data Process by IBM SPSS Amos V20

Table 3 above shows that bullying variables in the workplace have a critical ratio (CR) value smaller than 2. Namely, -0.822 of the standardised value of the factor loading coefficient of -0.270 and the p-value greater than 0.05 ($0.411 > 0.05$). Clearly, bullying in the workplace has a negative effect and slope direction on job performance. This demonstrates that an increase in workplace bullying is not followed by a decrease in job performance. Subsequently, the first hypothesis is statistically not proven or rejected. Factors that determine job performance, including a fairly good work environment, make bullying alone unable to influence job performance and aligns with Ndegwa & Moronge (2016) findings.

Table 4: Test t (CR) Effect of Bullying in the Workplace on Employee Engagement

Variabel			Factor Loading		S.E.	C.R.	P
			Standardized Regression Weight	Estimate			
Employee Engagement	←	Bullying at Work	- 0,270	-0,950	,380	- 2,501	,012

Resources: Data Process by IBM SPSS Amos V20

Table 4 above shows that bullying variables in the workplace have a critical ratio (CR) value of less than 2, namely -2,501 the standardized value of the factor loading coefficient is -0,270 and the p-value is smaller than 0.05 ($0.012 < 0.05$), so that bullying in the workplace has a significant negative effect on employee engagement. This affirms that an increase in bullying in the workplace is followed by a decrease in employee engagement and confirms that the second hypothesis is statistically proven or accepted. The results of this study correspond with Park & Ono (2016) and Fountain (2017) research.

Table 5: Test t (CR) Effect of Bullying in the Workplace on Job Satisfaction

Variabel			Factor Loading		S.E.	C.R.	P
			Standardized Regression Weight	Estimate			
Job Satisfaction	←	Bullying at Work	- 0,474	-1,326	,420	- 3,159	,002

Resources: Data Process by IBM SPSS Amos V20

With regards to Table 5 above, bullying variables in the workplace have a critical ratio (CR) value of less than 2, namely -3,159 the standardized value of the factor loading coefficient of -0,474 and the p-value of less than 0.05 ($0.002 < 0.05$). Evidently, bullying in the workplace has a significant negative effect on job satisfaction. An increase in workplace bullying is followed by a decrease in job satisfaction and verifies the third hypothesis as statistically proven or accepted. Whatever the company's policy to increase employee satisfaction such as improving work procedures, increasing wages, improving work relations, promotion, and job satisfaction falls if workplace bullying is present. This parallels Mete & Sökmen (2016) and Bano (2016) research.

Table 6: Test t (CR) Effect of Employee Engagement on Job Performance

Variabel			Factor Loading		S.E.	C.R.	P
			Standardized Regression Weight	Estimate			
Job Performance	←	Employee Engagement	0,208	0,280	,062	1,256	,009

Resources: Data Process by IBM SPSS Amos V20

Table 6 shows that employee engagement variables have a critical ratio (CR) value of less than 2 which is 1.256 the standardized value of the factor loading coefficient is 0.208 and the p-value value is smaller than 0.009 ($0.009 < 0.05$), so employee engagement has a significant positive effect on job performance, which means that increasing employee engagement in the workplace is followed by an increase in job performance, thus the fourth hypothesis is statistically proven or accepted. The formation of job performance in addition to the environment and organisation is also influenced by the individual circumstances of the employee itself (DeSimone, 2017). The results of this study are in line with Yongxing et al. (2017), and Priyadarshni (2016)

Table 7: Test t (CR) Effect of Job Satisfaction on Job Performance

Variabel			Factor Loading		S.E.	C.R.	P
			Standardized Regression Weight	Estimate			
Job Performance	←	Job Satisfaction	0,438	0,397	,116	3,410	0,000

Resources: Data Process by IBM SPSS Amos V20

Table 7 shows that the job satisfaction variable has a value of the critical ratio (CR) greater than 2, namely 3,410 the standardized value of the factor loading coefficient is 0.438 and the p-value is smaller than 0.05 ($0.00 < 0.05$), so satisfaction work has a significant positive effect on job performance, which means that increased job satisfaction is followed by an increase in job performance, thus the fifth hypothesis is statistically proven or accepted. This shows that if the employee understands or perceives a job or policy well enough, a satisfied attitude will emerge until good action or work performance appears. This is in line with the research of Awaludin and friends (2016), Shaju.M & Durai (2017), and Raza et al., (2018).

Table 8: T test (CR) Effect of Bullying Effect on Job Performance with Employee Engagement as Mediator

Variable	direct influence	indirect influence	Total influence
Bullying at work → Employee Engagement → Job Performance	- 0,087	-0,270 x 0,208 = -0.05616	-0.14316

Resources: Data Process by IBM SPSS Amos V20

With regards to Table 8 above, the total effect of bullying at work on work performance through employee engagement is $-0.14316 > -0.087$ and clearly a negative mediation occurs. Accordingly, the sixth hypothesis is accepted. As employee engagement is higher than bullying, employee engagement can reduce the negative impact of bullying. This is consistent with the results study of Shantz et al. (2015).

Table 9: T test (CR) Effect of Bullying Effect on Job Performance with Job Satisfaction as Mediator

Variable	direct influence	indirect influence	Total influence
<i>Bullying</i> at Work → Job Satisfaction → Job Performance	-0,087	-0,474 x 0,438 = -0.20761	-0.129461

Resources: Data Process by IBM SPSS Amos V20

With regards to Table 9 above, the total effect of workplace bullying on performance through employee engagement is $0,129461 > 0.087$, providing a negative mediation. As a result, the seventh hypothesis is accepted. Employees who feel satisfied pay less attention to bullying because job satisfaction is able to withstand instances of bullying. Job satisfaction reduces the negative impact of bullying. This is consistent with the results of the Rusinah et al. (2016).

Conclusion and Recommendation

Minimal levels of workplace bullying does not significantly affect work performance. However, bullying still has a significant negative impact on employees who have low motivation and lack respect for and focus on their work. Bullying also has a noteworthy impact on employees who feel less satisfied with organisational policies. The relationship between bullying and employee engagement and job satisfaction is adverse. If the employee engagement is high, then the impact of bullying is minor; similarly, if job satisfaction is high the impact of bullying is likewise minor. High employee engagement reduces the negative impact of bullying because an employee with can endure mental disorders brought about by bullying. If managers want to reduce the negative impact of bullying, and not just suppressing



the frequency of bullying, they must be more selective in choosing resilient employees or provide training to improve employees' resilience. Reviewing and refining particular policies can also assist in maintaining job satisfaction. This research was conducted on companies that have good employee engagement and job satisfaction but low instances of bullying. Future research should focus on companies that have a balance between bullying, employee engagement and balanced job satisfaction.



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