

# **CHAPTER –V**

## **SUMMARY AND CONCLUSION**

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The present study was designed to construct a scale on workplace violence in the Indian context and to identify the concomitants of workplace violence. The study was divided into three parts in order to verify the objectives. First of all, the pilot study was carried out on 50 professionals belonging to four different organizational sectors namely law enforcement sector, health sector, finance sector and corporate sector, conceptualize and understand workplace violence. On the basis of the findings of the pilot study and the review of literature done a standardized questionnaire were framed. The items consisted of 62 items. Data were collected from a population of 550 professionals. The responses of employees (N=550) to the 62 item of the newly constructed scale were factor-analyzed using principal component extraction. After the factor analysis, the 62 items were reduced to 55 items. Five factors met the selection criteria of Eigenvalues greater than 1.0 and in addition, interpretation of the scree test suggested five factors. The first factor contains 15 items; they describe discrimination on basis of caste, religion and sex, sexual advances and attempts. Consequently, the researcher labeled factor 1 as “discrimination and sexual harassment”. Factor 2 contains 16 items, representing the hostile behaviour at work, so they were labeled as “actively hostile behaviour”. Factor 3 contains 14 items, representing pressurizing and allotting long work hours, so the researcher labeled as “illegitimate pressure”. Factor 4 contains 5 items, representing publicly embarrassing employees at work so it was decided to label as “humiliation”. Finally, the factor 5 contains 3 items. They describe insulting remarks, belittling opinions, so they were labeled as “workplace bullying”.

The five factors were labeled as workplace bullying, illegitimate pressure, illegitimate pressure, humiliation and discrimination & sexual harassment. Finally, the third part of the

study, focused on the effect of the workplace violence on the performance of the employees and it has found out that there is a relationship among the workplace violence parameters and psychosocial parameters. The psychosocial parameters used along with the dimensions of the workplace violence are Stress/ Energy Scale, General Health, Perceived Health, Resource Scale, Conflict, Work Overload, Job Demands and Counterproductive Work Behaviour (CWB). The correlation and regression analysis were carried out to understand the relationship between the workplace violence dimensions and the psychosocial parameters and also among the psychosocial parameters.

In summary, the results of the exploratory factor analysis generally support the substantive categories of violence. The data indicated that the respondents in this study had a more complex conceptualization of workplace violence.

## **5.1 Major Findings**

- Male and female employees differ significantly in terms of perceiving psychosocial parameters and the workplace violence dimensions.
- Female employees perceive more stress as compared to male employees at their workplace.
- Female employees are more energetic at their workplace as compared with their male counterparts.
- Male employees perceive their health better as compared to the female employees.
- The present study reveals that female employees get more organizational support than the male employees.
- Male employees experience significantly higher work overload, conflict, job demands and do engage more in counterproductive work behaviours than the female employees.

- The employees of the four sectors, namely finance, health, law enforcement and corporate, were seen to differ in the perception of psychosocial parameters and workplace violence dimensions. The employees of the four sectors, however, did not differ in the perception of energy, general health and job demands.
- The employees belonging to the health sector perceived significantly more stress in comparison to finance, law& order and corporate sector. Stress and violence are increasingly noted in health sector workplaces. Doctors, nurses and social workers are all high on the list of occupations with serious stress levels, while violence in the health sector constitutes almost a quarter of all violence at work.
- The employees of the corporate sector found to be significantly higher in terms of perceiving stress than law enforcement and finance sector, however the reason could be that workers are suffering from the unpleasant and often devastating effects of stress. In corporate sectors, the workers said that job stress makes them less productive which also leads them to severe health problems. Although, it is seen that finance and law & order sectors perceived the same amount of stress, the employees of finance sector perceived nominally higher degree of stress as compared to law & order sector.
- In terms of general health, health sector shows a higher significance than finance, law& order and corporate sector, whereas, the employees of corporate sector perceived their general health nominally higher degree of significance as compared to finance sector.
- In the case of organizational resources, the employees of law enforcement sector shows higher significance, highlighting that they reportedly get superior, subordinate and organizational support in comparison with other three sectors. Although, the mean score of finance, health and corporate sector shows that their employees get similar amount of

organizational resources, the employees of corporate sector perceived nominally higher degree of support as compared to finance and health.

- In terms of CWB, finance sector show higher degree of significance as compared to other three sectors, revealing that the employees of the finance sector engage in more CWB in comparison to other three sectors i.e. health, law & order and corporate sector.
- Male and female employees do differ significantly in terms of perceiving stress, conflict and job demands at their workplace. Female employees of the health sector and law enforcement sector are perceived at a higher end on the dimension of stress, conflict and high job demands. The results reveal that female employees of law enforcement sector perceived more stress than male employees.
- The findings also indicate that male and female employees belonging to the law enforcement sector may not experience or deal with stress issues in a similar fashion. Women police experience pressure to work like men. Work roles in the police have often been highly gendered even as women assume full operational duties.
- In the health sector, male employees perceived nominally higher stress compared to females. The finding is surprising because generally exposure to the risks of stress and violence is therefore particularly high for women. It is even higher for certain types of violence, such as sexual harassment, where the victims are predominantly women. And it can be extremely high for women who are especially vulnerable such as those in precarious, low-paid, low-status jobs.
- Employees with 11 or more years of working experience do perceive lesser degree of stress as compared to those employees in other work experience groups. It is also indicated that employees with 11 or more years of work experience do get more support from superior,

subordinate and organization, engage lesser degree in counterproductive as compared to other employees in other work experience groups. Employees with work experience of 0-1 year perceived higher degree of stress as compared to employees with different levels of work experience.

- Employees with 5-10 years of work experience and 11 or more work experience do indulge in bullying, pressurizing, humiliating and discriminating and harassing sexually in their respective organizations. There are numerous other factors that lead those employees to indulge in workplace violence dimensions, for instance, their personality factors such as those who want to suppress others, less knowledge but wants to be dominating, those who believe that discipline can be imposed by generating forces, depressed individuals, those who want to harass others, those who have a dominant nature, those who lack resources, skills and talents; and age and education of the employees.
- Those employees, whose age groups ranging from 55years and above are perceived to be keeping their health better, get support from superior, subordinate and organization, as compared to other employees of different age groups.
- The results also reveal that young employees, age ranging below 35, are perceived to be engaging in more counterproductive work behaviour, as opposed to those employees of the age ranging from 55 years and above.
- Unmarried employees perceived more stress as compared to employees in other marital status. Married employees get more support from their superiors and subordinates at their workplace

- Marital status of the employees does differ in the perception of humiliation as the dimensions of the workplace violence. Married employees do perceived more humiliation as compared to employees in other marital status.
- The employees having bachelor's degree perceive comparatively more stress when compared with their counterparts at different levels of educational background whereas, those employees who have only HSC degree relatively perceive stress at a lesser degree at their respective workplaces.
- In terms of getting support from the superior employees of their respective organizations, it is found out that employees who have HSC degree tend to get more superior support as compared with their counterparts at other levels of educational background. Employees having HSC degree get more support from their subordinates whereas, those employees having post graduate degree get relatively lesser degree of support from their subordinates.
- Employees having post graduate degree are more likely to engage in counterproductive work behaviour in their respective workplaces when compared with other employees at different levels of educational background.
- Employees having HSC degree are observed to perceive workplace bullying as compared to other employees at different educational qualification.
- The employees having HSC degree perceived illegitimate pressure at a greater extent whereas, employees having graduate degree are likely to perceive illegitimate pressure at a lesser degree at their work.
- Employees having HSC degree perceived discrimination & sexual harassment at a greater extent when compared to other employees at different levels of educational qualification.

- The employees having the working hours of 6-8 perceived stress relatively higher degree as compared to other employees at different amount of work hours. The findings also reveal that those employees having 10-12 working hours perceived stress at a lesser degree.
- Employees whose working hours is 12 or more perceived work overload than their counterparts at other amounts of working hours. On the other hand, employees having 6-8 working hours are less likely to perceive work overload.
- The general health variable and perceived health variable of psychosocial parameters was not found to be correlated with the dimensions of workplace violence, except for the workplace bullying. The result of the present study indicated that employees who are perceived to be more energetic are likely to engage in bullying, actively hostile behaviour, illegitimate pressure, humiliation and discrimination & sexual harassment dimensions of workplace violence at their workplaces
- Energetic people do engage in humiliating others at the workplace.
- The findings of the present study shows that employee respondents who get more support from their superiors, subordinates and organization are more likely to engage in workplace bullying, actively hostile behaviour, illegitimate pressure, humiliation and discrimination & sexual harassment to the other employees of the organization.
- The employees who perceive their health generally better than other employees are more likely to engage in workplace bullying at their respective organizations.
- Stress, job demands, CWB, work overload and conflict were found to be positively correlated with workplace violence dimensions, i.e. workplace bullying, illegitimate pressure, actively hostile behavior, humiliation, discrimination and sexual harassment..



- Counterproductive work behavior was seen to be positively correlated with the workplace violence dimensions. This implies that employees engaging in counterproductive work behaviour indulge in violating at the workplace place. The reason could be that the counterproductive work behaviour is itself a violent behaviour in the employees.
- Stress as a psychosocial parameter, has emerged as a significant predictor for all the dimensions of workplace violence such as workplace bullying, actively hostile behaviour, illegitimate pressure.
- The present study also reported that stress predicts actively hostile behaviours.
- Superior support was found to be significant enough to predict negatively the illegitimate pressure and humiliation dimensions of workplace violence.
- Workplace bullying is the only variable which significantly predicts counterproductive work behaviour.

## **5.2 Conclusions**

On the basis of the above discussed findings, the researcher concluded that psychosocial parameters such as stress, work overload, job demands, conflict, general health and counterproductive work behaviour are found to have a significant effect on the workplace violence dimensions such as workplace bullying, actively hostile behaviour, illegitimate pressure, humiliation and discrimination & sexual harassment. The demographic variables such as gender, educational background, age, work experience, marital status and working hours have a profound effect on experiencing workplace violence dimensions. There are differences among the four organizational sectors, viz , finance sector, corporate sector, law enforcement sector and health sector, in experiencing violence at work. The perception of psychosocial parameters and workplace violence dimensions do differ significantly among the male and female employees.

Female employees of all the four organizational sectors are found to get more support than their male counterparts, from their respective organizations. Stress has emerged as a significant predictor for all the dimensions of workplace violence and workplace bullying have also emerged as a main source in triggering stress at the workplace thereby affecting an organization's long-term health. It can lead to lowered morale, increased workplace stress and depression, greater employee dissatisfaction and a decrease in productivity which can ultimately lead to higher-than-normal levels of unnecessary staff turnover.

### **5.3 Implications**

Workplace violence is found to be prevalent in almost all the organizational sectors. No organization is immune to workplace violence; it causes detrimental and at times devastating effects on the employees. The present study findings indicate that demographic characteristics of the employees produced significant effects in the perception of psychosocial parameters and workplace violence dimensions. The study findings also present a clear picture that stress plays a crucial role in generating violence at the workplace. Therefore, it should be kept mandatory to all the organizational sectors to have a stress-burster sessions/ training, as stress leads an individual to act hostility and other forms of violence. Developing a workplace violence protection programme to prevent the outrageous effects of stress could help the organization in a long term. Last but not the least, employers should take reasonable steps and educate the workforce about possible threats of workplace violence and its outcomes.

### **1.4 Limitations**

The results of the present study should be considered in light of several limitations.

- First, the sample of the present study was collected from the sample organizations located within Vadodara district. Therefore, one has to be careful to take into consideration this limitation before making any generalization.
- The present study is not a fair representation of the female sample of employees though a comparison was drawn between male and female employees because only 143 female employees were participated, from a total sample of 550 employees.
- Workplace violence should be studied and understood both from the perspective of perpetrators and victims. The present study has taken into consideration only the victims in understanding and perceiving workplace violence.

### **5.5 Direction for Future Research**

The experience and findings gained in the process of conducting this research made the researcher to offer some suggestions for future research work in the area of workplace violence in the organizations.

- Further research can be carried out by collaborating the competencies of the workforce and the work place violence.
- More organizational sectors should be studied to understand the various forms of workplace violence prevalent in the context of organization.
- Factors such as organizational culture and organizational climate should be taken into consideration in lieu of understanding the dimensions of workplace violence.
- A longitudinal research should be included to focus on the victims of the workplace violence, as such research will help determine what individual and workplace factors might contribute to the overall scenario of the employment.

From the perspective of the workplace, further research is needed to focus more on the effects of perpetrators actions on the organizations.