

Effect of Conflict Management on Workplace Bullying via Mediating effect of Organizational Justice

Zaheem Danish

Management Science Department, Bahauddin Zakariya University, Multan (Pakistan)

zaheemdanish.zaheem@gmail.com

Abstract: Purpose – The purpose of this study is to examine the effect of conflict management on workplace bullying via the mediating impact of organizational justice. The context of this study is the permanent employees of private banks in Pakistan. **Design/Methodology** – Data is collected from regular or permanent employees of private banks in Faisalabad and Gujranwala districts of Pakistan through a self-administered questionnaire. Data is obtained from permanent employees of private banks. Two-step Structural Equation Modeling technique is adapted to analyze data by using Smart PLS and SPSS software. **Results/Findings**– Conflict Management significantly positively impacts organizational justice. Organizational Justice negatively but significantly impact on workplace bullying behavior. However, the direct impact of conflict management on workplace bullying found insignificant that proves full mediation of organizational justice in the relationship of conflict management and workplace bullying. **Originality** – This study is conducted with the perspective of permanent employees of private banks in a developing economy where working trends, organizational culture, and workplace behaviors are different as compared to their developed counterparts.

Keywords: Climate of conflict Management, Organizational Justice, Workplace Bullying

INTRODUCTION

Arend (2019) defined conflict as “Disagreement between the people on the basis of their principles”. Salin et al. (2019) Contended that conflict includes “contradictions between people just because of their differences”. The supervisors may invest around 20% of their energy settling quarrel among workers, they are not generally fruitful (Schoorman& Champagne, 1994).

Dr. Ruth Namie familiarized the term “workplace bullying” In the mid to late 1990s; Drs. Gary and Ruth Namie started inquire about this idea (Yamada, 2010, p. 252-254). Obligated to help employees affected by workplace bullying, they formed the Workplace Bullying Institute. In accordance with their examination, Namie described workplace bullying as “the repeated, malicious, health-endangering mistreatment of one employee ... by one or more employees” (Yamada, 2008, p. 49). Workplace bullying is something like regular plus delayed disclosure to adverse proceeds that are proposed to be unfriendly as well as are seen as aggressive by the casualty or victim. It might be produced by a business-related clash in which the objective turns out to be more criticized, misled and unfit to handle the circumstance. (Notelaers et al., 2006; Salin, 2001).

Managers in associations are relied upon to make authoritative frameworks that individuals recognize as adequate, gentle, and open. Organizational equity atmosphere has been defined as “A distinct unit-level cognition regarding shared fairness perceptions of treatment by organizational authorities (Whitman et al. 2012, p. 777).” The four-factor model of organizational equity (Greenberg & Cropanzano, 1993) recommends organizational equity is, for the most part, considered to consist of four sub-measurements (a) distributive equity, (b) procedural equity, (c) interactional equity, and (d) instructive/informational equity.

It is important to avoid workplace bullying and managing conflict in organizations. WPB is harmful for the organization or intent to harm the workplace. Therefore, it is needed to maintain organization justice for managing conflict that can cause to reduce workplace bullying. An organization should maintain justice on workplace and provide distributive and procedural justice to its employees.

The aforementioned section describes the antecedents of conflict management, workplace bullying, and organizational justice. The detailed discussion of these constructs in the literature review will highlight the need for timely research in understanding the causes of conflict, workplace bullying and the effective management of these behaviors through organizational justice.

It is, therefore, that we are interested in knowing the behaviors that are harmful to organizations, for example, workplace bullying and conflict, and how to minimize these behaviors by the way of maintaining justice in their organizations.

The objectives of this research are as follow:

1. To examine the impact of conflict management on organization justice.
2. To examine the impact of organizational justice on workplace bullying.
3. To examine the impact of conflict management on workplace bullying.
4. To examine the mediating impact of Organizational justice between conflict management and workplace bullying.

This present study attempts to highlight the effect of conflict management on workplace bullying via the mediating effect of organizational justice. For this purpose, private banks of Faisalabad and Gujranwala are targeted. A self-administered survey is conducted and responses of employees in private are collected. SPSS software and Smart PLS software are used to analyze the data.

LITERATURE REVIEW

Analysts have defined conflict in extroverted terms. For instance, Arend (2019) defined conflict as “perceived incompatibilities or discrepant views among the parties involved” (p. 189). Salin et al. (2019) contended that conflict includes “the tension an individual or group experiences because of perceived differences between him or herself and another individual or group” (p. 369). According to this perspective the conflict is considered negative and damaging. On the other hand, there is a significant confirmation that demonstrates the positive results coming from properly managing conflict. Various analysts, utilizing assorted hypothetical viewpoints, have experimentally archived the estimation of conflict for settling the choices. (Amason, 1996; Peterson and Nemeth, 1996; Tetlock et al., 1994).

Extent literature is evident that conflict itself is not dangerous. A properly managed conflict can enable us to delve into issues, comprehend issues, make arrangements, and reinforce connections. Usually, conflict is supposed to emerge as of contradicting concerns including rare assets and objective differences and disappointments. Individuals create/build preferences that raise conflict. They can, for instance, deal with their furious conflicts successfully or inefficiently (Frost & Averill, 1982). What matters, however, are the decisions that members formulate and the abilities they use to utilize those decisions. Individuals control conflict; conflict does not control individuals.

Interpersonal conflict is a standout amongst the most noticeable job associated sources of worry for representatives. Moreover, the knowledge of relational conflict at work has not exclusively been related with hierarchical results, for example, absence (Giebels and Janssen, 2005) and diminished execution (De Dreu and Weingart, 2003). Notwithstanding clouding the truth that individuals with totally good objectives can regularly encounter conflict, conflict as contrasting benefits is bewildered through rivalry described as incongruent objectives. This bewildering builds it uncertain whether impacts estimated or discovered are expected to conflict or rivalry. The incongruity is that the writing has had an un-bewildered explanation of conflict for a very long while.

In what manner they arrange their conflict influences the degree to which they trust they have agreeable or aggressive objectives with respect to other. A lot of confirmation from different analyst’s highlights that cooperative conflict catches numerous advantages of conflict and is the reason for constructive conflict administration while expecting objectives are contrary obstructions. Cooperative conflict discourses helped Hong Kong bookkeepers, chiefs dive into and solves pending problems, reinforce their connections, enhance spending attribute with the goal that restricted financial assets were utilized admirably (Poon et al., 2001). More than 100 groups working in Chinese associations who talked about issues in collaborative way and straightforwardly cloud manage favoritism also went out on a limb successfully. As per their chiefs, these hazard taking gatherings were capable both to develop also to recoup from their slip-ups.

Warren (2018) described that supervisors possibly invest around 20% of their energy resolving the quarrel between workers. Quarrel settlement is probably going to be more troublesome when one or the two individuals is uncompromising. Since negotiation conserves procedural equity, a deplorable result is less damaging. On the other hand, we may state, directors can settle on hard decisions, yet they need to make them fairly (Folger & Cropanzano, 1998).

Research on Conflict Management has produced various quarrel design exhibits. Blake and Mouton (1964) first presented a two-dimensional model of managing conflict- Others, including Thomas and Schmidt (1976) and Pruitt (1983), later developed a scientific categorization. In a check of conflict style classifications, Canary (2003) recommends that the regular measurements hidden a large number of these clash management exhibits are collaboration-opposition plus straightforwardness- circuitousness. Collaboration-opposition is described as "the degree that one needs to join sources to accomplish commonly beneficial results" (Canary, 2003, p. 528). On the other hand, straightforwardness- circuitousness is thought to be "the degree to which one individual expressly (v. verifiably) draws in the other individual". Notwithstanding the conflict style prototype considered, a few comparable conflict managing styles can be developed.

Organization Justice:

The four-factor model of organizational equity/justice (Greenberg & Cropanzano, 1993) recommends that organizational equity is considered to consist of four sub-measurements (a) distributive justice, refers to what degree individuals' result considers the exertion they have put into their work. Regardless of whether the result is fitting for the work they have finished, reflects what they have added to the association, and is rationalize given their execution; (b) procedural equity, refers to the fairness issues concerning the techniques, systems, and procedures used to decide results. Procedural equity discernments help for forming

representatives' organizations with their bosses. It consequently affects outcomes, for example, worth of effort satisfaction, legitimate responsibility, trust to organization, Organization Citizenship Behavior (OCB), and turnover endeavors (Ambrose & Cropanzano, 2003); (c) interactional equity or relational equity, refers to the perception that whether individuals are approached with value, nobility also courtesy by others (Greenberg & Cropanzano, 1993). Interactional equity refers to the nature of relational treatment they get throughout the order of organizational methodology, and is accepted to be made by regard, defense, obligingness, and honesty (Bies, 1986); (d) instructive/informational equity, means whether an expert figure has been candid in (his/her) correspondences with you and whether he/she clarified the techniques completely (Bies, 1986).

In summary, the organizational equity atmosphere is described as "A unique departmental perception with respect to collective justice mindset of behavior through structural establishments" (Whitman et al. 2012, p. 777). Research on aggregate equity discernments has concentrated on feature-specific justice atmospheres, for example, the distributive equity atmosphere, procedural equity atmosphere, and interactional equity climate (informational, interpersonal). Organizational equity is vital on the grounds that it has been connected to factors, for example, hierarchical responsibility, hierarchical citizenship, work fulfillment, and execution (Colquitt, 2001; Colquitt et al., 2001).

Work Place Bullying:

The expression "workplace bullying" began through revolutionary British writer Andrea Adams in 1992, who connected bullying to maturity wretchedness. Different countries, for example, England, have been looking into this hypothesis. They are assessing the effect of workplace bullying since the 1980s and the beginning of the 1990s. Dr. Ruth Namie introduced the term workplace bullying in the mid to late 1990s. Drs. Gary and Ruth Namie started to inquire about this idea (Yamada, 2010). For the purpose of helping employees who are victims of bullies they started the Workplace Bullying Institute. In accordance with their examination, the Namies described workplace bullying as "the repeated, malicious, health-endangering mistreatment of one employee by one or more employees" (Nguyen et al. 2018).

Nowadays workplace bullying is on the extreme level in different organizations, however before we can come to know it, we should realize that harassing or bullying is unique in relation to safe incivility, discourteousness, inelegance, and prodding. Bullying is a type of savagery or aggression, that can result in battling, manslaughter, or shooting. It is for the most part sub-toxic, non-physical violence. In addition as our examination information demonstrates, tormenting overlaps limits of gender. Bullies can be defined as (a) the shattering mimi, the conventional tormenter who manipulates the sensational or sensitive sound for every other person. It toxifies the working environment beside inclination changes as well as unusual exhibits of provoke; (b) the constant critic, who constantly considers details and fixation on others execution in the sense it conceals his own inadequacies and weaknesses; (c) the two-headed snake, an individual who crawls up the association or organizational graph, holding severity which are below for him. Snakes offend the status of objectives to support their own particular self-view. The Snake spreads gossips also specialists "divide and conquers" plans inside job groups to bend colleagues in opposition to the objective or aim; and (d) the gatekeeper, who allows time, cash, controlling besides data in means that guarantee his objective's disappointment. One crazy harasser or bully really set office time with the goal that everybody arrives late on the job and go home before time completion.

Work environment harassing hurts the individuals affected, It also has an impact on the prosperity of the individuals who spectator the conduct (Jackson, Clare and Mannix 2002). After some period, it disturbs the societal atmosphere of the work environment and could prompt diminished efficiency, expanded hiring and firing rate (Farrell and Shafiei 2012). The impacts of work environment tormenting are proofed in a current meta-systematic examination that highlights unsafe consequences for worker mental, physical wellbeing, burnout, diminished employment contentment or satisfaction also indications of post-horrible anxiety issue (Nielsen and Einarsen 2012).

Organizational justice and conflict

Managers in associations are relied upon making authoritative frameworks that individuals recognize as adequate, gentle, and open. In an equitable and moral association, choices that managers make to reflect reasonable treatment of individuals also considers their welfare. Focus on issues of unbiased treatment of individuals is an important portion of the business technique and basic leadership process. Inability to address these contexts can regularly prompt conflict and authoritative brokenness.

Conflict will never be wiped out, and it is regularly productive, however it can likewise be exceptionally ruinous if issues of justice or equity are not managed adequately. Notwithstanding the result of conflict, there are enthusiastic costs (Levine, 2011).

At whatever point a supervisor and a worker collaborate, there is a chance for conflict. This quarrel can be worse when problems of basic hierarchical social equity raise, both deliberately or unexpectedly. Structural equity issues perceive as outline about how choices are made and whether the dispersion of results (e.g., raises, advancements, grants, rewards) is unbiased and fair-minded. Social equity issues turn around whether individuals are approached with deference and respect, and whether data is joined in a

transparent way. Justice, equity, nobility, and genuineness are important components in these discussions, chiefs or associations are all encouraged to abstain from anything that may be seen as partiality, inclination, or the absence of fairness.

Conflict Management Style and Organization Justice:

We analyzed relationship between workers "Perceptions of organizational justice and the styles they use for managing conflict with their supervisors." Conflict, which is a characteristic result of human collaboration, starts when one individual see that his or her objectives, behaviors, qualities, or convictions are incongruent with those of another person. Constructively managing organizational conflict is one of the important factor or style that workers use to deal with clashes they are associated with. There are different styles of conducts by which relational clash might be taken care of.

Rahim (1983) separated the styles of dealing with relational conflict on two essential dimensions: worry for self and worry for others. The main dimension explains the amount (high or low) to which a person attempts to accomplish his or her particular worries. The second dimension explains the amount (high or low) to which a person attempts to accomplish the worries of others. These measurements depict the motivational introductions of a specified person throughout rivalry. Concentrates by Ruble and Thomas (1976) and Van de Vliert and Kabanoff (1990) yielded general help for these measurements. A Mixture of the two measurements brings about five particular qualities of dealing with relational clash, (Rahim and Bonoma, 1979). (a) **Incorporating**, this style includes high worry for self and the other party, has likewise been depicted as critical thinking, coordinated effort, collaboration, key-direction, win-win, or optimistic -entirety style; (b) **Obliging**, this style includes low worry for self and extraordinary worry for the another individual, is likewise called adjustment, non-encounter, yielding, or the lose-win style; (c) **Commanding**, this style, includes high worry for self and low worry for the other party, is likewise called contending, control, battling, win-lose, or zero-total style; (d) **Avoiding**, this style includes low worry for self and for the other party, is likewise called inaction, withdrawal, or the disregarding style. It has been related with buck-passing, avoiding, or "see no evil, hear no evil, speak no evil" circumstances; and (e) **Compromising**, this style includes modest worry for self, and for the other party, is additionally called the blended rationale style in amusement theory. Trading off individual surrenders more than a dictating individual, however not as much as an obliging individual. Moreover, a bargaining individual tends to an issue more specifically than an eluding individual, although does not investigate it in as much profundity as an incorporating individual. Therefore, settling in a general way break up the distinction, or looking for other immediate center-ground positions.

The writing demonstrates that more supportive conflict handling styles (in which an important measure of concern has appeared for the other party)—especially trouble critical handling styles like coordinating—are probably going to create positive individual and hierarchical results, whereas a smaller amount of agreeable styles as often as possible outcome in rising of contention and negative results (Korabik, Baril, and Watson, 1993; Pruitt and Carnevale, 1993).

Workers' perceptions of organizational justice will be positively connected with their utilization of the more helpful (coordinating, obliging, and compromising) styles of handling quarrel/ clash with their managers. For this reason, our first hypothesis is:

Hypothesis 1: There is a positive significant relationship between climate conflict management and organizational justice.

Organizational Justice and Workplace Bullying

Considering the various papers delivered in the course of the most recent two decades, shockingly little research has been led with the point of examining which organizational factors are most connected with workplace bullying. Einarsen, Hoel, and Notelaers (2009) recognize three kinds of workplace harassing (a) employment related, (b) person related, and (c) scaring. The present examination explores the connection among workplace bullying and organizational justice. While bullying stands for a type of abuse, which most usually arise in the interpersonal relationship between the objective and his/her partner or boss, our emphasis is on interactional equity as a bigger area of relational inequality. Interactional equity incorporates the measurements of honesty, validation, dignity, and politeness (Colquitt, 2001; Colquitt et al., 2001).

The literature on bullying and injustice has essentially seen unfairness/injustice as a prototype of tormenting (Neuman and Baron, 2003), here accordance through the examination upon unfairness persuade dissatisfaction plus violence in the place of work (Beugré, 2005; Berkowitz, 1989, Skarlicki and Folger, 1997). The custom has an especially solid grip between American investigators learning/studying related facts, for instance offensive/injurious supervision (Tepper, 2007, Tepper et al., 2006; Aryee et al., 2007). While recognizing the position of correspondence in clarifying commitment in certain forceful practices, our attention is on looking at the experience and impression of workplace bullying. In particular, we contend that injustice in organizations may be viewed as a basic component in the happening of tormenting; in addition to that these perception of unfairness in the mind of individuals play as a negative role among on only in terms of targets/goals, as well as among onlookers. Therefore, we hypothesize as follow.

Hypothesis 2: There is a negative significant relationship between organizational justice and workplace bullying.

Conflict Management may decrease workplace bullying:

A reliable judgment into the tormenting arena has been that of the connection among relational clashes along with an introduction to working environment harassing (Baillien et al., 2014; Hauge, Skogstad, and Einarsen, 2010). While relational clash may come in the form of disconnected or isolated occurrences and one-off examples, even sometimes with helpful results, they may likewise raise and continuously transform into an instance of workplace bullying where rehashed unfair harass be happening above a maintained timeframe and where an inequality in control exists or have created between the included individuals or gatherings (Baillien et al., 2014). Thus, case of relational clash may after some time grow into work environment tormenting, if severely oversaw (Baillien et al., 2014; Leymann, 1990; Mikkelsen, Høgh, and Puggard, 2011).

Hypothesis 3: There is a negative significant relationship between conflict management and exposure to workplace bullying.

Mediating effect of Organization Justice:

In the previous 20 years, there has been sufficient confirmation to demonstrate that hierarchical equity is a critical variable to influence the dispositions and conduct of workers. Some organizations give a reasonable impression of "do not worry about poverty but inequality. We can think about open conversation over the standard degree of job clash to bolster the impression of equity, for example, alluding to the perspectives of individuals, giving a sensible clarification to them, and paying appreciation and kindness toward them. In any case, severe work conflict would make pressure in the group, in this way declining the helpful inclination and decreasing the individuals' impression of authoritative equity. Moreover, a progression of studies demonstrated that relationship conflict tended to build weight and turnover expectation. At last, the negative feelings will control the thought of authoritative equity.

Hypothesis 4: There is a significant mediating impact of Organizational justice between conflict management and workplace bullying

METHODOLOGY:

Quantitative method is a method to categorize the features and to compute them. To formulate a statistical model for the purpose of describing what was inspected. This method includes a check of numerical data. For the purpose of research on organizational justice, the quantitative research method has been chosen for justifying and answering the research questions about the impact of conflict management on workplace bullying with the mediation of organizational justice. There are two approaches either deductive or inductive is used to create and test the hypothesis. Deductive reasoning (or a "top-down" approach) moves from the more general to the more specific. Deductive reasoning proceeds in this way that researchers think of a theory about a research topic of interest then narrow it down into the more specific hypothesis that can be tested, and finally, narrows it down to accept or reject the hypothesis in order to confirm or contradict the original theory. In contrast, inductive reasoning (or a "bottom-up" approach) proceeds from specific observations to broader generalizations and theories. "Inductive reasoning starts from specific measures and observations, looks for regularities and patterns, then process some tentative hypothesis that can be explored, and finally develops some general theories or conclusions (Trochim, 2006)."

On the basis of above discussion, it is clear that quantitative method is more suitable for this study and deductive approach is used to test hypothesis because according to (Cresswell, 2012) on quantitative data mostly deductive approach is used. Employees of the private banking sector in Faisalabad and Gujranwala, (JS Bank, MCB Bank, Bank Islamic, Bank AL- Habib, Faisal Bank, Summit Bank, Askari Bank, and all other private banks) are taken as a unit analysis in this research.

Quantitative method is used in this study for collecting responses of questionnaires from respondents. The researcher has distributed questionnaires among employees of private banks of Pakistan. The response rate is overall good. All the questionnaires are filled by permanent employees of the bank. We faced a lot of difficulties while collecting questionnaires from bank employees because on average we were able to collect five or six questionnaires from one bank because the bank employees were stuck in their work. The questionnaire is categorized into four different sections. The first section includes demographics such as gender, age, marital status, sector, education, establishment size, and job tenure, second section contains items relating to the measurement of conflict management, third section contains questions relating to the levels of perceived organization justice, and fourth section contains questions relating to the workplace bullying.

The private banking sector in Faisalabad and Gujranwala (JS Bank, Bank AL-Falah, Faisal Bank, Bank AL-Habib, Askari Bank, Islamic Bank, Muslim Commercial Bank, Summit Bank etc.) is the target population of this study. Employees of private banks are unit analysis in this study. Convenience sampling technique is used to collect data from the respondents.

The type of scale that is used for questionnaire as an instrument is “Five Point Likert Scale” with commentators such as “1st Strongly Disagree, 2nd Disagree, 3rd Neutral, 4th Agree and 5th Strongly Agree.” Respondent’s response to the point at which they satisfied with items. The questionnaire items are initially assembled in English. All items of the constructs are adapted from the previously established scales. Conflict Management is measured using 11-items scales established by Rahim (1983); Organization Justice is measured through 11-items scale as established by Niehoff and Moorman (1993); and the workplace bullying is measured through a 17-items scale established by Quine (1999).

Findings

For the collection of data 360 questionnaires were distributed in Private Banks out of which 316 questionnaires were returned and the study gain an actual response rate of 87.7. This high response rate is owing to the adoption of personal administered questionnaire technique.

Sample Description:

Demographic sample description of respondent of targeted sectors is as follows:

| Table 1.1 Demographics | | | | |
|---------------------------|-----------|---------|---------------|--------------------|
| | Frequency | Percent | Valid Percent | Cumulative Percent |
| Age | | | | |
| Less than 20 years | 4 | 1.3 | 1.3 | 1.3 |
| 20-24 | 71 | 22.5 | 22.5 | 23.7 |
| 25-29 | 138 | 43.7 | 43.7 | 67.4 |
| 30-39 | 90 | 28.5 | 28.5 | 95.9 |
| 40-49 | 10 | 3.2 | 3.2 | 99.1 |
| 50-59 | 2 | .6 | .6 | 99.7 |
| 60 above | 1 | .3 | .3 | 100.0 |
| Total | 316 | 100.0 | 100.0 | |
| Gender | | | | |
| Male | 205 | 64.9 | 64.9 | 64.9 |
| Female | 111 | 35.1 | 35.1 | 100.0 |
| Total | 316 | 100.0 | 100.0 | |
| Education | | | | |
| Matriculation | 3 | .9 | .9 | .9 |
| Intermediate | 1 | .3 | .3 | 1.3 |
| Graduation | 205 | 64.9 | 64.9 | 66.1 |
| Post-Graduation | 106 | 33.5 | 33.5 | 99.7 |
| Others | 1 | .3 | .3 | 100.0 |
| Total | 316 | 100.0 | 100.0 | |
| Marital Status | | | | |
| Single | 176 | 55.7 | 55.7 | 55.7 |
| Married | 140 | 44.3 | 44.3 | 100 |
| Total | 316 | 100.0 | 100.0 | |
| Establishment Size | | | | |
| Less than 25 employees | 196 | 62.0 | 62.0 | 62.0 |
| 25-99 | 89 | 28.2 | 28.2 | 90.2 |
| 100-199 | 29 | 9.2 | 9.2 | 99.4 |
| More than 200 employees | 2 | .6 | .6 | 100.0 |
| Total | 316 | 100.0 | 100.0 | |
| Job Tenure | | | | |
| Less than one year | 36 | 11.4 | 11.4 | 11.4 |
| 1-2 year | 59 | 18.7 | 18.7 | 30.1 |
| 2-3 year | 67 | 21.2 | 21.2 | 51.3 |
| Valid 3-5 year | 89 | 28.2 | 28.2 | 79.4 |
| 5-10 year | 52 | 16.5 | 16.5 | 95.9 |
| More than 10 years | 13 | 4.1 | 4.1 | 100.0 |
| Total | 316 | 100.0 | 100.0 | |

In the present study, SPSS is used to impute the data. Table 4.8 shows the correlation values of conflict management, organization justice, and workplace bullying. There is a significant correlation between CM and OJ because a significant (2-tailed) value is

0.000 which is less than 0.05 p-value. Between CM and WPB there is no significant relation because sig (2-tailed) value is .137 that is higher than .05. There is a significant correlation between OJ and WPB because a significant (2-tailed) value is .000 which is less than p-value that is 0.05.

Table: Correlation matrix

| | CM Mean | OJ Mean | WPB Mean |
|----------|---------|---------|----------|
| CM Mean | 1 | | |
| OJ Mean | .431** | 1 | |
| WPB Mean | .084 | .196** | 1 |

** . Correlation is significant at the 0.01 level (2-tailed).

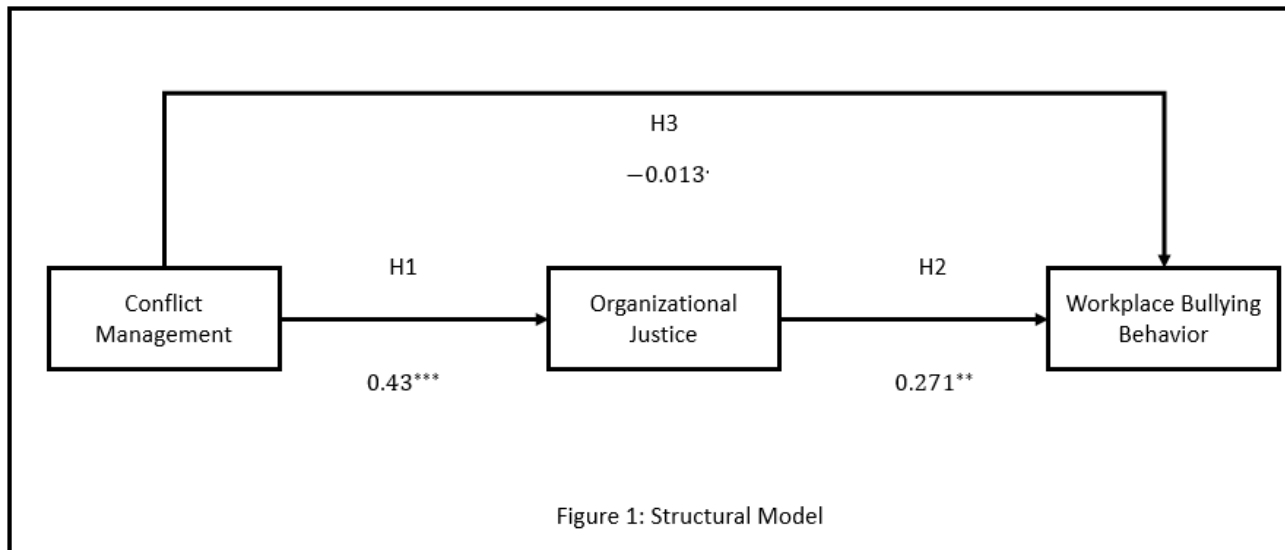
To check the consistency of responses or feedbacks from the respondents “Reliability Analysis” is performed. To investigate the reliability of the survey “Cronbach’s Alpha” is measured. Values of the Cronbach’s Alpha are greater than the minimum threshold of 0.70. Confirmatory factor analysis test is required to confirm the adequacy of the conceptual model. Confirmatory analysis test is applied on all variables separately to confirm that all the values are within acceptable ranges. In this study Smart PLS is used to estimate the results.

Table: Confirmatory Factor Analysis

| Items | Factor Loading | Items | Factor Loading | Items | Factor Loading |
|-------|----------------|-------|----------------|-------|----------------|
| CM-1 | .38 | OJ-1 | .30 | WB-1 | .34 |
| CM-2 | .43 | OJ-2 | .43 | WB-2 | .33 |
| CM-3 | .47 | OJ-3 | .42 | WB-3 | .58 |
| CM-4 | .65 | OJ-4 | .40 | WB-4 | .52 |
| CM-5 | .70 | OJ-5 | .41 | WB-5 | .55 |
| CM-6 | .81 | OJ-6 | .64 | WB-6 | .62 |
| CM-7 | .66 | OJ-7 | .30 | WB-7 | .69 |
| CM-8 | .68 | OJ-8 | .71 | WB-8 | .63 |
| CM-9 | .60 | OJ-9 | .85 | WB-9 | .64 |
| CM-10 | .50 | OJ-10 | .53 | WB-10 | .62 |
| CM-11 | .32 | OJ-11 | .62 | WB-11 | .50 |
| | | | | WB-12 | .68 |
| | | | | WB-13 | .44 |
| | | | | WB-14 | .64 |
| | | | | WB-15 | .67 |
| | | | | WB-16 | .60 |
| | | | | WB-17 | .73 |

Structural Equation Modeling (SEM):

In this study path analysis has been shown by with “structural equation modeling (SEM)” through Smart PLS. Figure 1 shows model which represents the relationship among the conflict management, organization justice, and workplace bullying which has further measured through standard estimate to find whether a statistically, significant relationship exists between them or not and the results have been shown in table 4.13.



Results, as shown in the figure, point out that there is positive significant effect between CM and organization justice ($P > .05$). The results are supported by the researcher’s hypothesis that there is positive significant effect between perceived climate conflict management and organization justice. Results also indicated that there is positive significant effect between organization justice and workplace bullying ($P > .05$). The results are not supported the researcher’s hypothesis2 that there is negative significant effect between “organization justice” and workplace bullying. There is justice in organization but still bullying behavior, its major reason might be the direct personal supervision at the workplace. More check and balance cause to increase bullying behavior in organization. Sometime there is a contradiction between manager mental perception and actual performance of an employee. A manager understands that he is physically watching all employees’ work, but actually it’s not at all. Results indicate that there is a negative insignificant effect between conflict management and workplace bullying. The results are not supported by the researcher’s Hypothesis 3 that there is a negative significant effect between conflict management and exposure to workplace bullying. The figure indicates that there is a highly significant mediating impact of Organizational justice among conflict management and workplace bullying ($P > .001$). The results supported the researcher’s Hypothesis 4 that there is a significant mediating impact of Organizational justice between conflict management and workplace bullying.

| Hypothesis | Results |
|---|---------------|
| There is a positive significant effect of conflict management on organizational justice. | Supported |
| There is negative significant effect of organizational justice on workplace bullying. | Not Supported |
| There is negative significant effect of conflict management on workplace bullying. | Not Supported |
| There is a significant mediating impact of organizational justice between conflict management and workplace bullying. | Supported |

Conclusion, Implications, Limitations and Future directions

The relationship of Conflict management, Workplace Bullying with the mediation of Organization Justice is examined by the using the statistical techniques such as “Pearson’s Correlation”, “Descriptive Statistics” and “Factor Analysis”. This study is based on the sample of employees from the banking sector (JS Bank, Bank AL-Falah, Faisal Bank, Bank AL-Habib, Askari Bank, Islamic Bank, Muslim Commercial Bank, Summit Bank etc.) Full mediation of organizational justice has been proved between Conflict management and workplace bullying. A significant positive relationship between Conflict Management and Organization Justice has been proved in this study. An insignificant negative connection between organization justice and workplace bullying has been proved in this study. The results of this study suggested that through conflict management organization justice is to be maintained and from organization justice workplace bullying may be reduced.

This study attempts to highlight the effect of conflict management on Work Place Bullying via the mediating effect of Organizational Justice. It is important to avoid workplace bullying and managing conflict in organizations. WPB is harmful to organization or intent to harm to the workplace, so there is a need to maintain organization justice and managing conflict. In

organization managers and chiefs should maintain justice and procedures are designed to provide opportunities to appeal or challenge the decision.

This study has some limitations which provide directions for future research. Sample up to a maximum not meet because the sample has been drawn from Faisalabad and Gujranwala district of Punjab, Pakistan. Thus, the results can be tested on other districts of Punjab as well as other provinces of Pakistan. The present study has investigated the only one independent variable which is a climate of conflict management; one is a dependent variable which is workplace bullying and organization justice used as a mediator. "Further mechanism to test is whether strong conflict management may contribute to enhanced trust in superiors which again lead to more active problem-solving and enhanced work engagement. We should investigate these relationships employing longitudinal designs as well as 'shortitudinal' ones, e.g. with the use of diary studies. Above all, we need to know if CCM also holds and functions similarly on higher levels of analysis (cf., group, organizational and county levels), an option that was not available in the present study."

References

- Amason, A. C. (1996). Distinguishing the effects of functional and dysfunctional conflict on strategic decision making: Resolving a paradox for top management teams. *Academy of management journal*, 39(1), 123-148.
- Ambrose, M. L., & Cropanzano, R. (2003). A longitudinal analysis of organizational fairness: An examination of reactions to tenure and promotion decisions. *Journal of Applied Psychology*, 88(2), 266.
- Aryee, S., Chen, Z. X., Sun, L. Y., & Debrah, Y. A. (2007). Antecedents and outcomes of abusive supervision: test of a trickle-down model. *Journal of Applied Psychology*, 92(1), 191.
- Arend, R. J. (2019). Conflicts of interest as corrupting the checks and balances in the postpublication oversight of academic business journals. *Journal of Management Inquiry* 28 (1):57-66.
- Baillien, E., Bollen, K., Euwema, M., & De Witte, H. (2014). Conflicts and conflict management styles as precursors of workplace bullying: A two-wave longitudinal study. *European Journal of Work and Organizational Psychology*, 23(4), 511-524.
- Berkowitz, L. (1989). Frustration-aggression hypothesis: Examination and reformulation. *Psychological bulletin*, 106(1), 59.
- Beugré, C. D. (2005). Understanding injustice-related aggression in organizations: A cognitive model. *The International Journal of Human Resource Management*, 16(7), 1120-1136.
- Bies, R. J. (1986). Interactional justice: Communication criteria of fairness. *Research on negotiation in organizations*, 1, 43-55.
- Blake, R., & Mouton, J. (1964). *The managerial grid: The key to leadership excellence*. Houston: Gulf Publishing Co, 350.
- Canary, D. J. (2003). Managing interpersonal conflict: A model of events related to strategic choices. *Handbook of communication and social interaction skills*, 515-549.
- Colquitt, J. A. (2001). On the dimensionality of organizational justice: a construct validation of a measure. *Journal of applied psychology*, 86(3), 386.
- Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O., & Ng, K. Y. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, 86(3), 424-424.
- De Dreu, C. K., & Weingart, L. R. (2003). Task versus relationship conflict, team performance, and team member satisfaction: a meta-analysis. *Journal of applied Psychology*, 88(4), 741.
- De Dreu, C. K., Harinck, F., & Van Vianen, A. E. (1999). Conflict and performance in groups and organizations. *International review of industrial and organizational psychology*, 14.
- Einarsen, S., Hoel, H., & Notelaers, G. (2009). Measuring exposure to bullying and harassment at work: Validity, factor structure and psychometric properties of the Negative Acts Questionnaire-Revised. *Work & stress*, 23(1), 24-44.
- Farrell, G. A., & Shafiei, T. (2012). Workplace aggression, including bullying in nursing and midwifery: A descriptive survey (the SWAB study). *International journal of nursing studies*, 49(11), 1423-1431.
- Folger, R. G., & Cropanzano, R. (1998). *Organizational justice and human resource management* (Vol. 7). Sage.
- Frost, W. D., & Averill, J. R. (1982). Differences between men and women in the everyday experience of anger. In *Anger and aggression* (pp. 281-316). Springer, New York, NY.
- Giebels, E., & Janssen, O. (2005). Conflict stress and reduced well-being at work: The buffering effect of third-party help. *European journal of work and organizational psychology*, 14(2), 137-155.
- Greenberg, J., & Cropanzano, R. (1993). The social side of fairness: Interpersonal and informational classes of organizational justice. *Justice in the workplace: Approaching fairness in human resource management*. Hillsdale, NJ: Lawrence Erlbaum Associates.
- Hauge, L. J., Skogstad, A., & Einarsen, S. (2010). The relative impact of workplace bullying as a social stressor at work. *Scandinavian journal of psychology*, 51(5), 426-433.
- Jackson, D., Clare, J., & Mannix, J. (2002). Who would want to be a nurse? Violence in the workplace—a factor in recruitment and retention. *Journal of nursing management*, 10(1), 13-20.
- Jehn, K. A., & Bendersky, C. (2003). Intragroup conflict in organizations: A contingency perspective on the conflict-outcome relationship. *Research in organizational behavior*, 25, 187-242.

- Korabik, K., Baril, G. L., & Watson, C. (1993). Managers' conflict management style and leadership effectiveness: The moderating effects of gender. *Sex roles*, 29(5-6), 405-420.
- Levine, S. (2011). Getting to resolution: Turning conflict into collaboration. ReadHowYouWant.com
- Leymann, H. (1990). Mobbing and psychological terror at workplaces. *Violence and victims*, 5(2), 119-126.
- Mikkelsen, E. G., Hogh, A., & Puggaard, L. B. (2011). Prevention of bullying and conflicts at work: Process factors influencing the implementation and effects of interventions. *International Journal of Workplace Health Management*, 4(1), 84-100.
- Neuman, J. H., & Baron, R. A. (2003). Social antecedents of bullying: a social interactionist perspective JOEL H. NEUMAN AND ROBE RT A. BARON: A social interactionist perspective. In *Bullying and Emotional Abuse in the Workplace* (pp. 203-220). CRC Press.
- Nguyen, H., N. M. Ashkanasy, S. L. Parker, and Y. Li. 2018. The Role of Implicit Leadership Theory in Employees' Perceptions of Abusive Supervision. In *Individual, Relational, and Contextual Dynamics of Emotions*: Emerald Publishing Limited, 119-138.
- Niehoff, B. P., & Moorman, R. H. (1993). Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior. *Academy of Management journal*, 36(3), 527-556.
- Nielsen, M. B., & Einarsen, S. (2012). Outcomes of exposure to workplace bullying: A meta-analytic review. *Work & Stress*, 26(4), 309-332.
- Notelaers, G., Einarsen, S., De Witte, H., & Vermunt, J. K. (2006). Measuring exposure to bullying at work: The validity and advantages of the latent class cluster approach. *Work & Stress*, 20(4), 289-302.
- Peterson, R. S., & Nemeth, C. J. (1996). Focus versus flexibility majority and minority influence can both improve performance. *Personality and Social Psychology Bulletin*, 22(1), 14-23.
- Poon, M., Pike, R., & Tjosvold, D. (2001). Budget participation, goal interdependence and controversy: A study of a Chinese public utility. *Management Accounting Research*, 12(1), 101-118.
- Pruitt, D. G. (1983). Strategic choice in negotiation. *American Behavioral Scientist*, 27(2), 167-194.
- Pruitt, D. G., & Carnevale, P. J. (1993). Negotiation in social conflict. Thomson Brooks/Cole Publishing Co.
- Quine, L. (1999). Workplace bullying in NHS community trust: staff questionnaire survey. *Bmj*, 318(7178), 228-232.
- Rahim, A., & Bonoma, T. V. (1979). Managing organizational conflict: A model for diagnosis and intervention. *Psychological reports*, 44(3_suppl), 1323-1344.
- Rahim, M. A. (1983). Measurement of organizational conflict. *The Journal of General Psychology*, 109(2), 189-199.
- Ruble, T. L., & Thomas, K. W. (1976). Support for a two-dimensional model of conflict behavior. *Organizational behavior and human performance*, 16(1), 143-155.
- Salin, D. (2001). Prevalence and forms of bullying among business professionals: A comparison of two different strategies for measuring bullying. *European journal of work and organizational psychology*, 10(4), 425-441.
- Salin, D., R. Cowan, O. Adewumi, E. Apospori, J. Bochantin, P. D'Cruz, N. Djurkovic, K. Durniat, J. Escartín, and J. Guo. 2019. Workplace bullying across the globe: A cross-cultural comparison. *Personnel Review* 48 (1):204-219.
- Schoorman, F. D., & Champagne, M. V. (1994). Managers as informal third parties: The impact of supervisor-subordinate relationships on interventions. *Employee Responsibilities and Rights Journal*, 7(1), 73-84.
- Skarlicki, D. P., & Folger, R. (1997). Retaliation in the workplace: The roles of distributive, procedural, and interactional justice. *Journal of applied Psychology*, 82(3), 434.
- Tepper, B. J. (2007). Abusive supervision in work organizations: Review, synthesis, and research agenda. *Journal of management*, 33(3), 261-289.
- Tepper, B. J., Duffy, M. K., Henle, C. A., & Lambert, L. S. (2006). Procedural injustice, victim precipitation, and abusive supervision. *Personnel Psychology*, 59(1), 101-123.
- Tetlock, P. E., Armor, D., & Peterson, R. S. (1994). The slavery debate in antebellum America: Cognitive style, value conflict, and the limits of compromise. *Journal of Personality and Social Psychology*, 66(1), 115.
- Thomas, K. W., & Schmidt, W. H. (1976). A survey of managerial interests with respect to conflict. *Academy of Management journal*, 19(2), 315-318.
- Trochim, W. M. (2006). Qualitative measures. *Research measures knowledge base*, 361, 29-31.
- Van de Vliert, E., & Kabanoff, B. (1990). Toward theory-based measures of conflict management. *Academy of Management Journal*, 33(1), 199-209.
- Warren, K. B. 2018. Introduction: Revealing Conflicts Across Cultures & Disciplines. In *The Violence Within*: Routledge, 1-23.
- Whitman, D. S., Caleo, S., Carpenter, N. C., Horner, M. T., & Bernerth, J. B. (2012). Fairness at the collective level: A meta-analytic examination of the consequences and boundary conditions of organizational justice climate. *Journal of Applied Psychology*, 97(4), 776.
- Yamada, D. C. (2008). Workplace bullying and ethical leadership. *Journal of Values-Based Leadership*, 1(2), 49.
- Yamada, D. C. (2010). Workplace bullying and American employment law: A ten-year progress report and assessment. *Comp. Lab. L. & Pol'y J.*, 32, 251.
-