**Page 89** - ***Bullying Influencers***

This section needs to identify the "causes" as you note in the above table- Supervision leniency, supervisor's kindness, disrespect, and poor delegation of tasks. You need to center your discussion in this section on these ideas and include direct quotations from your data collection to support your ideas.

**Page 90** - Include direct quotations from your data collection to support the ideas in this paragraph.

(All respondents gave feedback to the question of personal experiences on the issue of bullying in the workplace. From the participants' responses, they were either victim or had encountered a case of bullying that happen to other workers, or both. Some of the acts that were identified included yelling, screaming, hostile confrontation, excess work and work hours, name-calling, professional understating, unreasonable deadlines /demands, intimidation, humiliation, jokes/pranks, actual violence threats, ignoring/excluding employee, and providing signals that a worker should reassign.) Include direct quotations from your data collection to support the ideas in this paragraph.

**Page 91** - ***Authority-Related Bullying***

Include at least 3-5 direct quotations from your data that support your ideas that bullying is related to power.

(The findings reveal that bullying is influenced by power dynamics. For example, workplace bullying relates to power, including misuse, humiliation, offending, degrading, and intimidating. When individuals in power abuse and individual, they take away their dignity and may feel defenseless (Akella, 2016). Workplace bullying is not necessarily a one-time action but a consistent behavior towards a target employee. Issues like demands and toughness do not constitute workplace bullying as they are forms of motivation, but they should not include discrimination records.)

**Page 93** - *Individual*

**Include direct quotations from your data from at least 3-5 people that supports the need for this subtheme and its definition.**

**(**The data finds bullying takes place on a individual level. According to the data of this study, the individual dimension of bullying is defined as…. It is a subtle form of discrimination (Sidanius et al., 2017). It can be during the employment process or work. For example, when an individual decides not to hire another person because of their background. It represents micro-aggression because it is not direct, leading to discrimination in hierarchies (Sidanius et al., 2017).)

**Page 93** - *Behavioral Discrimination*

*This doesn’t make sense. It just doesn’t fit in with your other two dimensions. I recommend just using two dimensions (individual and institutional), and then incorporate this into these two categories.*

*(*The data finds bullying takes place on an institutional level. According to the data of this study, the institutional dimension of bullying is defined as…. Behavioral discrimination is a subtle one and occurs between groups. The groups include the minority and dominant ones (Sidanius et al., 2017). For example, it applies where minority groups do not follow workplace instructions because of laziness (Sidanius et al., 2017). They are also more likely to participate in malicious activity in the organization, leading to fines or legal action.

***Page 95*** *-*

*Integrate all of this into your themes (Bullying Influencers, Authority-Related Bullying, and Bullying Dimensions.*

*Currently, this just seems out of place. Stay focused on the three themes you identified in the first paragraph of the Results section.*

**The Characteristics of Workplace Bullying at Sport-Ware**

**Bullying is Aggressive**

Bullying is a hostile, forceful, and violent type of behavior (Bandura, 2018). The true nature of bullies is that most of them seek to harass, harm, threaten, and intimidate they’re subjects. It may occur for a long or short period (Bandura, 2018). The bullying tactics that the bullies use include; isolating, terrorizing, and ostracizing.

**Bullying may be either Physical, Verbal, or even Visual**

Physical bullying includes; hitting, slugging, pushing, kicking, shoving, and restraining a target. It also entails name-calling, insults, taunting, and other forms of verbal bullying (Bandura, 2018). Sexual bullying is also a trait; it is made up of sexual defamation, commenting on the target's appearance, and even uninvited touching.

**The Role of Respect and Disrespect in Workplace Bullying at Sport-Ware**

Bullying happens when individuals feel like they do not have the absolute power to stop verbal or any physical abuse from happening to them (Pheko et al., 2017). Lack of respect causes bullying not only by the bully or any individual who sees or knows anything about the bully but chooses to keep it a secret (Pheko et al., 2017). Lack of respect leads to developing bullying behaviors, such as verbal bullying, relational aggression, sexual bullying, and prejudicial bullying.

Disrespect as a theme can be in three dimensions: contextual, awareness, and application dimensions (Pheko et al., 2017). The contextual dimension entails individuals, groups, and cultural. Awareness is conscious and subconscious, while an application dimension is linked to how disrespect is applied within a business environment's attitude and behavior (Bandura, 2018). All the dimensions are related to an individual's mind, behavior, and attitudes.

**Individual Dimension**

It consists of group and cultural forms. Group refers to the number of individuals assembled and can be a unifying relationship (Bandura, 2018). One example is a group of bullies who discriminate against workers in business firms (Bandura, 2018). Bullies are similar as they discriminate against other employees or individuals in the business firm.

Cultural refers to the character traits and knowledge of a group of individuals. It comprises their language, religion, social habits, and art (Valentine & Fleischman, 2017). Therefore, culture is their way of life, and they employ these traits in their daily activities (Valentine & Fleischman, 2017). In workplaces, they may have a culture of bullying or disrespecting new interns.

**Awareness Dimension**

**Conscious**

It refers to a state of mind where an individual is well aware of internal and external existence (Valentine & Fleischman, 2017). Consciousness also entails having perceptions of feelings, thoughts, and even awareness (Pheko et al., 2017). Bullying is related to an individual's mind, which means one is fully aware of the pain one is inflicting on their subjects or work colleagues.

**Unconscious**

Unconscious is described as a reservoir of an individual's feelings, thoughts, urges, and memories (Pheko et al., 2017). Contents of unconsciousness are unacceptable and unpleasant since it includes emotions such as pain, anxiety, and conflicts (Pheko et al., 2017). Since the unconscious mind is linked to bad traits, it leads to becoming a bully and discriminating against the other employees.

**Application Dimension**

It consists of attitude and behavior. Attitude is defined as a learned tendency to evaluate things in a specific way. It includes assessing people, objects, individuals, events, and evaluations can either be positive or negative and impact an individual's development (Pheko et al., 2017). Attitudes are also formed through learning, conditioning, observation, and social factors (Valentine & Fleischman, 2017). However, these evaluations are the primary cause of an individual developing bullying attitudes.

Behavior refers to an individual's external reactions to the environment (Pheko et al., 2017). Psychological, behavioral, and physical features characterize an individual's behavior in their lifetime (Valentine & Fleischman, 2017). However, some theories of human development explain how human behavior gradually changes as their age increases.

**Effects of Bullying at Sport-Ware**

Notably, the researcher also sought information about the effects of bullying in the workplace. Several issues were identified. However, the responses found out that slightly more than half of the participants (58%) believed that bullying results in self-esteem, low productivity, stress, and poor reputation. It is highlighted in the comment made by the participant, "Bullying acts have become rampant nowadays, and despite many organizations overlooking it in the workplace, it is known to cause many negative impacts. For instance, it results in the low self-esteem of the victim. It is because it makes them inferior to others. Those that have low-esteem due to bullying end up in most cases suffering from stress and anxiety.

Consequently, this makes one less motivated, which leads to low productivity.Another participant stated that: "There is no doubt that bullying is associated with countess far-reaching impacts. However, in my view, the most gruesome is stress, low productivity, and poor image/reputation."

Interestingly, some participants held the view bullying has little to no effect. For instance, one participant stated, "bullying has no impact, no immediate impact, on the management approach and stress development. Another interviewee noted, "I am always motivated to keep working regardless of bullying, as long as I receive compensation for my work."

**Addressing Bullying in the Workplace**

Notably, the researcher also gathered the participants' views regarding the strategies they believed were the most impactful in addressing bullying in the workplace. Fifteen participants provided feedback to the question, while two skipped the question. They identified various training approaches, including a case where respondents worked alone, training on every level, annual training, once a week, workplace/company/departmental training, and online training. One interviewee who had vast experience in handling bullying cases noted, "The change begins with admitting bullying is an issue that permeates in the organization. Next is to offer training programs, communicate openly, and institute a systematic follow-up to ensure employees integrate the changes and create safe spaces."

Another one added, "Team meetings should be conducted to address unwanted behaviors. Accountability and increased employee engagement is the best strategy for preventing bullying occurrences. Enhanced accountability will ensure responsibility among employees. The leader concluded that bullied people and witnesses should raise the alarm."

Nonetheless, the participants' perceptions of how workplace bullying is addressed at the management level varied. They observed that bullying was not handled, handled swiftly, handled professionally, behind doors, quickly and directly, partisanship, or immediately. Others felt that it was not taken seriously or the management's response relied on the bullying type.

**The Relationship Between the Themes**

The themes relate to each other as they discuss the various aspects of workplace bullying at Sport-Ware. They explain the data from the study as they describe workplace bullying. The themes show the different patterns in the research topic. They form the breakdown of the research topic and make it simple to understand the study results. For example, the reasons for bullying relates to the influence of power, respect, and disrespect. The three can form part of the themes, but they are independent concerning the research topic.