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Analysis of the Occurrence of Bullying in the Workplace, Which Can Harm Decrease Work Quality of Employees of the Retail Company FamilyMart

Muhamad Iqbal¹, Wenny Desty Febrian²

¹Faculty of Business and Social Sciences, Dian Nusantara University, Indonesia,

²Faculty of Business and Social Sciences, Dian Nusantara University, Indonesia,

wenny.desty.febrian@undira.ac.id

Corresponding Author: wenny.desty.febrian@undira.ac.id²

Abstract: This study aims to analyze the phenomenon of workplace bullying and its impact on employee work quality at Family Mart. A qualitative descriptive phenomenological approach was employed through interviews and observations to gain a comprehensive understanding of the victims' workplace bullying experiences. The findings indicate that workplace bullying significantly affects employees' mental health, stress, anxiety, and productivity. The primary causes include lower job positions, unsupportive work culture, and social dynamics in the workplace. Despite the existence of anti-bullying policies, weak implementation and monitoring allow bullying cases to persist. Mitigation strategies such as communication training, counseling, and policy reinforcement are necessary to create an inclusive and friendly work environment.

Keywords: Workplace *Bullying*, Work Quality, Mental Health, Mitigation Strategies, Phenomenology

INTRODUCTION

Bullying is an often under-recognized and poorly managed problem in the workplace. In addition to *Bullying*, others may also discriminate and engage in other problematic behaviors. (Munro & Phillips, 2020). *Bullying* behavior manifests in multiple dimensions, each with different characteristics and impacts. Understanding these dimensions is critical to effectively addressing the problem. The following sections outline key aspects of bullying behavior, including work bullying, social isolation, personal attacks, verbal attacks, and physical violence. Work bullying often involves systematic mistreatment of employees, leading to severe mental and physical health problems (Einarsen & Ågotnes, 2023).

Bullying in Indonesian, saying unpleasant things or demonizing someone. Ignoring and excluding someone from a group for specific purposes. Hitting, kicking, tripping or physically hurting others as well as making false statements or rumors that someone or others dislike someone and the like. bullying is also bullying, the use of the word bullying seems to be very common among Indonesian people.

In the phenomenon of workplace violence, the term "*bullying*" is used because it is considered more representative and complete than other similar terms to describe the same phenomenon. *Bullying* is often synonymized with "*harassment*". *Harassment* itself comes from the word "*to harass*" which has its roots in the old French word "*harer*" which means to make an assault attempt, and also has the old English root "*hergian*" which means "*to ravage*" or "*despoil*", (Einarsen & Ågotnes, 2023).

Workplace bullying is being described, as the unethical and aggressive perpetration of one person against another in the workplace typically by superiors to subordinates. The treatment of individuals through humiliation, overburdening and threats is a significant concern across a range of contexts, including healthcare, workplace environments and historical narratives. Such experiences can lead to deep psychological distress and social implications. The following sections explore the impact of humiliation and related behaviors on mental health and community dynamics. In the construction sector, bullying and harassment are recognized as significant factors contributing to poor mental health, with efforts made to address these issues through surveys and tailored interventions (Roelofs et al., 2024).

The study found that *egocentrism*, which is characterized by an inability to consider the perspectives of others, is often the basis of *bullying* behavior. The study also found that egocentric thinking increases the likelihood of a person exploiting others for their own personal gain. (Saragih & Firman, 2024).

Studies on *cyber bullying* show that perpetrators are often motivated by psychologists' egoism, meaning that they engage in aggressive behavior to achieve personal satisfaction. This supports the theory that egocentrism plays an important role in triggering *bullying* behavior, including in the digital space. (Huang, 2023).

In general, *bullying* behavior can be categorized into two types. Verbal bullying, involving aggression in the form of words such as insults, ridicule, slander, sarcasm, threats, or other verbal abuse. (Savapandit & Bharathi 2022). It includes actions such as threats of violence, physical abuse, social neglect, and non-verbal bullying. Found that physical bullying in the workplace involves actions such as ignoring employees' opinions, assigning excessive tasks, to shouting or showing inappropriate anger. (Roy & Khan, 2020).

The negative impact of bullying can affect performance and customer satisfaction, which is important in the retail industry. To mitigate these impacts, organizations should implement strict anti-bullying measures (Samanthar et al., 2022) (Revi, 2021). Decreased employee satisfaction and performance found that workplace bullying practices decrease employee job satisfaction in the retail sector, which negatively impacts motivation and productivity (Revi, 2021). Found that bullying can cause anxiety and emotional exhaustion, leading to decreased customer satisfaction due to suboptimal service. (Andriyani et al., 2023). On the other hand, some argue that workplace bullying can inadvertently foster employees' resilience and encourage them to develop coping mechanisms that can improve their performance in stressful work environments. It has also been suggested that psychological resilience may act as a moderator in the relationship between workplace bullying and employee creativity and performance, allowing some individuals to thrive despite being in a stressful work environment (Anasori et al., 2023).

However, this view fails to consider the mental health risks of ongoing bullying. found that workplace bullying increases the risk of mental disorders such as depression, anxiety and severe stress. They noted that long-lasting bullying causes serious and prolonged psychological impact. (Singh et al., 2021). Found that workplace bullying is closely correlated with increased depressive symptoms and psychotropic medication use, highlighting its long-term impact on workers' mental health. (Ahumade et al., 2021).

It shows that bullying causes significant emotional exhaustion and anxiety, which negatively impacts mental well-being and performance at work. (Andriyani et al., 2023). Many

people experience more stress, anxiety, and dissatisfaction at work due to workplace *bullying*, which impacts the overall quality of the work environment. (Singh et al., 2021). Other studies have shown that harassment causes mental symptoms, *emotional* exhaustion and reduced employee participation in work teams. (Humza, 2021). Other studies have shown that harassment leads to mental symptoms, *emotional* exhaustion and reduced employee participation in work teams. (Humza, 2021).

The theory is that people can cope with challenges or pressures by increasing their psychological resources, such as the ability to control themselves and cope with stress. Workplace bullying may indirectly increase one's resilience, but only in cases where the impact is not too bad. However, if stress exceeds an individual's coping capacity, the opposite effect is also possible. (Anasori et al., 2023)

Bullying or harassment is a common form of workplace bullying witnessed in various workplaces including *retail* stores. There are various forms of bullying behavior, including verbal and physical abuse such as teasing (*bullying* behavior), intimidation by bullies exclusion from peers and providing inappropriate or excessive workloads. (Humza, 2023).

Then the last one is male and female gender with a very different closeness from the others that the shop colleagues think this is not just close. While the type of *bullying* received by the victim is verbal bullying. (Verma et al., 2023)

Increased *Bully/Victimization* Problem. Oppression among men and women. How much is done by society for the sake of self-indulgence. One of the things that makes me interested in raising research with this theme is KPAI data which shows that *bullying* occurs every year in very large numbers. And the increase in the problem of *bullying* every year occurs in very large numbers. And the increasing problem of *bullying* regardless of sex or gender - male or female. Determined that both men and women experience bullying in the workplace, although there are some differences in how they express these experiences. Men tend to face physical bullying, while women more often experience social or emotional forms of *bullying*. (Rosander et al., 2020). Stability of *bully/victim* issues over time. Intimidation or harassment is a common form of workplace bullying witnessed in various workplaces including retail stores. There are various forms of Bullying behavior, including verbal, and physical abuse, such as teasing (Bullying behavior), intimidation by bullies exclusion from peers and providing inappropriate or excessive workloads. (Humza, 2023). This research was conducted on 9 workers at the company Family Mart Jakarta with 1 victim and 5 data sources used here tend to be data obtained by conducting observations and interviews with sources. The following is the data for the last 5 years.

Table 1. KPAI Survey Data

No.	Year	Victims
1	2020	119 Victims
2	2021	53 Casualties
3	2022	226 Victims
4	2023	405 Victims
5	2024	329 Victims

Source by: KPAI 2024

KPAI's data survey on *bullying* from 2020 to 2024 revealed an alarming trend in the prevalence of bullying in Indonesia. The data shows a significant increase in reported cases over the years, highlighting the urgent need for intervention and awareness programs. Below are the key findings from the survey:

- In 2020, there were 119 reported victims of bullying.
- This number rose to 226 cases in 2022, indicating a growing problem. (Safitri et al., 2024).

- c. Types of bullying reported included physical (55.5%), verbal (29.3%), and psychological (15.2%). (Safitri et al., 2024).
- d. Most bullying occurs online, with 31.8% of individuals choosing to ignore incidents of *cyber-bullying* (Djamzuri & Mulyana, 2023).
- e. Lack of reporting and awareness leads to mental health problems and death, (Djamzuri & Mulyana, 2023).

The data show a troubling increase in bullying cases, but they also emphasize how important education programs are to raise awareness and prevention strategies among workers and the community. (Djamzuri & Mulyana, 2023). Kompas.com explains that "*bullying*" in the workplace can occur through small and seemingly harmless actions, and the person being victimized does not even feel it. For example, passive-aggressive comments from friends, or condescending looks from superiors can be one of the signs. Signs can also be very obvious, such as being omitted from a meeting invitation list, or swear words from the boss to the perpetrator, (Zamzuri & Mulyana, 2023).

A study conducted by the *Workplace Bullying Institute* (WBI) and *Zogby International* found that 37 percent of Americans have been victims of office *bullying* at some point in their lives. WBI calls it a "silent epidemic" with about 12 percent of people witnessing others being treated unfairly by office colleagues. Workers are reluctant to report this kind of behavior, based on research, the most common perpetrators are superiors and employees feel that the company will definitely ignore the problem. (Djamzuri & Mulyana, 2023). French researchers say this can have an impact on physical health, sleep problems, which causes fatigue at work, this can be the root cause of many health problems. The above case is one example of *workplace bullying*, not only abroad in Indonesia itself *workplace bullying* is not a new issue but is an open secret, in the work environment there must be *bullying* behavior whether it is small or large. (Munro & Philips, 2020). Workplace bullying is often underestimated and not handled properly. Other harmful behaviors can also involve *bullying* such as discrimination (Munro & Philips, 2020). Bullying behaviors threaten professional status (e.g., derogatory comments, public professional humiliation, accusations of lack of effort). Indications that damage reputation (e.g., defamation, insults, ridicule) isolation (e.g., preventing access to training opportunities, withholding information). Overwork e.g. (too much pressure, to complete tasks, missing deadlines, unnecessary distractions). Destabilization (e.g., lack of recognition of deadlines, meaningless tasks, removal of responsibilities). (de Sio et al., 2021).

From the above statements with indications of *workplace bullying*. Ekawarna, E. (2020), the dominant factor causing *workplace bullying* is an important thing to know in determining the method of approaching cases of workplace *bullying*, specifications that can be related to workplace *bullying* include: 1) *Interpersonal* communication; 2) Abuse of power imbalance for the benefit of the perpetrator by harassing or ostracizing the victim; 3) Social status; 4) Pleasure or pleasure of others; 5) Working position marital status; 6) The emergence of *bullying* behavior is related to age; 7) Management and leadership styles.

Research conducted by Naris (2020) on contract employees in *retail* companies shows that on average, female and male employees experience more incivility in the workplace. Employees should not accept workplace bullying because coworkers should help each other, but of course this must be accompanied by action. Because every action we take, no matter how small, will have an impact on the environment. Studies show that workplace bullying is common in various industries such as *retail* with gender differences affecting the experience. (Striebing, 2022).

Bullying in the *retail* industry can be incorporated into management strategies to achieve short-term company goals. However, this can lead to an unfair work environment and employees are reluctant to report violations. (Leeza & Kumar, 2023). A study conducted at

tesco in johor bahru showed that employee satisfaction decreased due to workplace stress, which had a negative impact on employee productivity and management. (Revi, 2021).

Harassment in *retail* affects employee performance with irony, lifetime dissatisfaction, and turnover intentions. (Tiwari et al., 2024). Another study showed that harassment reduces *cognitive* function in *retail* employees, which affects their performance. (Tuckey et al., 2023). Therefore, it is important for retail companies to implement *anti-bullying* policies to create a healthier and more conducive work environment. *Bullying* in a retail environment can have a negative impact on management, the work environment and employee well-being, resulting in decreased productivity and employee satisfaction.

Phenomenological case data at Family Mart. Which is located at jl raya gaya motor 1 kel sungai bamboo sub-district tanjung priok north Jakarta. The main facts of the victim of *bullying*, the victim is a 25-year-old man with the initials (FDH) working in a *retail* company in north Jakarta as a *Jr Storecrew*. Experienced verbal *bullying* from coworkers and seniors, including negative comments and social isolation. Excessive workload and ignoring requests for help led to the victim's primary duties being neglected, which affected perceptions of performance in the eyes of superiors.

A contributing factor to *bullying*, low working position leads to exploitation triggering social tendencies of discriminatory treatment. Unsupportive work culture exacerbates the impact of *bullying* on victims.

Impact on the victim, decreased mental health such as job stress and feeling disrespected. Decreased quality of work and questionable performance by superiors.

From the results of these data associated with scientific work is:

- Bullying and mental health:** According to research, workplace harassment increases the risk of depression, anxiety and burnout. Most victims experience severe social isolation and loss of self-confidence as a result of the harassment. (Anasori et al., 2023);
- Gender factors and social relations:** Gender dynamics often catalyze social conflicts that lead to harassment. The potential for workplace bullying increases due to relationships between individuals, especially those involving personal relationships or social hierarchies, (Samanthar et al., 2022).
- Excessive workload:** Those who experience excessive workload are often subjected to harassment, especially those working at junior levels. This impacts employee productivity and leads to worse workplace conditions. (Verma et al., 2023).
- Work culture does not support companies that do not have an anti-bullying culture** tend to lower *turnover* rates and have a bad reputation in the eyes of the community and potential employees. (Djamzuri & Mulyana, 2023).
- Intervention strategies:** *Anti-bullying* education programs and strict company policies can help prevent such things from happening, make the workplace more inclusive, and make the work environment more welcoming. (Huang, 2023).

Table 2. Describing the Relationship Between Interview Data and Scientific Literature (Relevant Research)

Aspects	Results Wawan way	Link to scientific work	Reference
Types of <i>Bullying</i>	Verbal <i>bullying</i> such as negative comments, teasing and social isolation from coworkers and seniors.	<i>Workplace Bullying</i> includes verbal abuse and exclusionary actions that directly impact the mental health of the victim.	(Anasori et al., 2023)
Causal Factors	Low working positions, gender dynamics, social jealousy, and an unsupportive work culture.	Gender dynamics and social relationships are the main factors that trigger <i>bullying</i> in the work environment.	(Samanthar et al., 2022)

Psychological Impact	<i>Emotional stress, feeling unappreciated, and decreased self-confidence.</i>	<i>Bullying leads to depression, anxiety, burnout, and decreased psychological well-being of the victim.</i>	(Verma et al., 2023)
Impact on Performance	Decreased quality of work, delayed completion of tasks, and negative perceptions from superiors.	<i>Workplace bullying significantly affects employee productivity and work efficiency.</i>	(Djamzuri & Mulyana, 2023)
Prevention Strategy	There is no strict policy against workplace bullying.	Anti-bullying education programs and clear anti-bullying policies are effective in creating an inclusive work environment.	(Huang, 2023)

The results of interviews conducted by researchers on July 06, 2024 at the victim's residence located in Bekasi, the victim is male and aged 25, the victim said that he experienced *bullying* at work, at first the victim worked as a *Jr crew store* and the victim felt normal, after a few months later the victim liked a *senior* at work and coworkers began to suspect the victim's closeness with this senior. After coworkers and superiors found out about the relationship between the two, they felt that verbal *bullying* had occurred. At first the victim just thought that the *bullying* she received was normal, until finally the victim felt that the *bullying of* her coworkers and even this senior was too much, plus the victim felt that she was treated unfairly by her coworkers because they thought that the job of a *Jr crew store* was very easy so they gave an excessive workload to the victim which resulted in the victim working in a mess in the store. Even when the victim asked for help moving goods that had just arrived they tended to ignore her and leave her to work alone so that her main task was neglected and her supervisor eventually doubted her performance because her duties were neglected. (Source of interview results from 06 July 2024).

The phenomenon of bullying related to indications of bullying behavior or in the work environment of *bullying* obtained during interviews with victims stems from the root causes of problems between genders. (Verma et al., 2023).

Based on the results of interviews conducted by researchers with victims, it was found that the dominant factor causing *bullying* in the work environment, there is a work position factor where shopmates consider the victim's workers to provide additional tasks that cause the victim to have to complete excessive tasks which result in work overload.

Based on the above problems, researchers feel interested in digging deeper into *workplace bullying*. The researcher's reason in the study entitled *analysis of the occurrence of workplace bullying which can have a negative impact on the quality of work decreases in employees of retail companies*, what causal factors the victim receives when the victim experiences *workplace bullying*, as well as the types of *workplace bullying* experienced by the victim (Verma et al., 2023).

Problem Formulation

This problem formulation consists of problem factors that occur in each company, and these indicators explain the factors that cause *bullying* so that it does not happen again in the future. The phenomena / problems that occur are as follows: 1) How does *workplace bullying* occur?; 2) The types of *workplace bullying*; 3) What is the impact of *workplace bullying*; and 4) What are the types of *workplace bullying*?

METHOD

The descriptive phenomenological qualitative method was used in this study to understand the direct experiences and perceptions of employees who are victims of workplace harassment and how it impacts work quality, (Andriyani et al., 2023). The phenomenological approach allows researchers to explore the deep meaning of individual experiences related to

the phenomenology of harassment, so that they describe social reality from the victim's point of view. (Buriro et al., 2023)

Based on the type of research above, this method was chosen by the researcher to find out how *workplace bullying* occurs in *cognitive* therapy. *Cognitive* therapy has been shown to be beneficial to help perpetrators and victims of abuse by reducing their psychological symptoms, improving their *cognitive* functioning, and increasing their social interactions. The main focus of this research is workplace harassment. This research will look at how aware employees are of their vulnerabilities and the risks of workplace harassment.

The main data is obtained directly by the research subject without intermediaries. This data source comes from observations, interviews, and information from each informant. (Amal, 2020). In this case, primary data is obtained from interviews with informants. Research also requires reinforcing informants, namely people who are close to the victim (have a relationship) or as work superiors in a company, who are called participant subjects who are usually *significant others*. The number of *significant others* amounted to 5 people, of which three people became the main informants and two people for supporting informants from each subject were work teammates or work friends of the subject. Additional data obtained indirectly as reinforcement is called secondary data. This data is obtained from previous research, article books, journals, the internet, websites, and other readings related to the research topic, (Amal, 2020).

Data collection is carried out to obtain the data the researcher wants. To obtain accurate and reliable data, this research uses various data collection methods. Data collection techniques vary greatly. Observations made by researchers are to see how the recovery process after *workplace bullying*, this research uses listening and observation methods.

For validation, the researcher used data triangulation to compare interview findings with observation and documentation. In addition, researchers also used a member checking approach, where subjects were given the opportunity to review the interview results to ensure the interpretation of the data was accurate and unbiased, (Anasori et al., 2023).

Data analysis techniques are carried out when analyzing data with qualitative research methods, which are as follows: 1) Data reduction; 2) Thematic coding; 3) Interpretation; 4) Data triangulation; 5) Data presentation; 6) Conclusion drawing or verification.

RESULT AND DISCUSSION

Results

1. Informant Profile

Presents a description of the main and supporting informants, including their roles in the context of *workplace bullying*. In the case of workplace harassment, the primary informant is the person who experienced the harassment directly, while the supporting informant is a coworker or manager who witnessed or was aware of the incident. Both offer perspectives that are crucial to understanding the dynamics of workplace bullying. The *emotional* and psychological impacts caused by harassment, including anxiety, depression, and decreased desire to work, are often recounted by key informants personally. They can also show how bullying affects their relationships with coworkers and customers, (Anasori et al., 2023).

Supporting informants, on the other hand, serve as witnesses and can provide additional information about the Bullying behaviors taking place. They may recount changes that occurred in the workplace, such as the emergence of conflict among team members or an overall decline in morale. As described by (Anasori et al. 2023), interviews with these informants allow the identification of patterns of behavior, elements that contribute to *Bullying*, and actions that can be taken to prevent it.

Supporting informants, on the other hand, can provide a broader view of organizational culture and how Bullying behavior can be rooted in team dynamics or hierarchical structures.

Supporting informants can also help determine certain patterns of bullying that may not be visible to key informants and provide suggestions on how the organization can create a safer and more inclusive environment, (Anasori et al. 2023).

Interviews with these two types of informants allow researchers to collect richer and more diverse data for the research. The results will be used to make more targeted recommendations to address harassment in the workplace. Understanding the perspectives and experiences of different parties helps organizations create policies and programs that support employee well-being and prevent harassment. In addition, key informants and supporters can provide information on how company policies related to harassment are implemented and received by employees. Key informants may indicate their dissatisfaction with the way management handles harassment reports, while supporting informants may provide perspectives on how the policy is implemented in daily life, (Anasori et al. 2023).

Researchers can find discrepancies between policy and field circumstances by analyzing this interview data. For example, situations where key informants feel their reports are not taken seriously may indicate that managers need further training on how to handle Bullying cases wisely and appropriately (Anasori et al. 2023).

Key Information witnesses, also known as eyewitnesses, are critical in identifying harassment issues in the workplace. They have the ability to behave both constructively and destructively, which has an impact on how a *bullying* situation develops. In a study conducted by (Anasori et al., 2023). It was found that eyewitnesses can perform two roles of being a victim and being an eyewitness. This affects the way they see and respond to harassment. (Williams, J., & Violanti, M. 2024). Another study also found that eyewitnesses, if the victim and perpetrator are close friends, tend to support the victim and reinforce the perpetrator's actions in cases of online and occupational bullying, (Williams, J., & Violanti, M. 2024).

Supporting Information such as *Jr Store Crew* are also important in the context of Bullying as they can prevent, allow, or even engage in *Bullying* behavior. Studies show that authoritarian leadership behaviors can increase exposure to *Bullying* behaviors and the desire to quit a job. In addition, management behavior in dealing with *Bullying* cases may differ depending on factors that exist at the individual, group, and organizational levels, (Trépanier, S., Peterson, C., Fernet, C., & Austin, S. 2023).

Social Roles and Coworker Support In cases of workplace *bullying*, support from coworkers can influence the desire to leave work and can serve as an important social tool to reduce the negative impact of bullying. However, coworker support cannot always reduce the relationship between authoritarian leadership and exposure to bullying, (Trépanier, S., Peterson, C., Fernet, C., & Austin, S. 2023).

A) Informant AB

The first informant in this research is Prama Danode, a *store manager* who has worked for 8 years at Family Mart the *operational* division. In this position he is responsible for all activities in the store and saw the *bullying* incident firsthand. The interview was conducted directly at the FMK ADM Sunter P4.2 (Welding) (0150) store, XYZ Motor Factory, on January 10, 2025.

Table 3. A Informant Data

Name	A
Age	29 Years
Gender	Male
Length of Service	8 Year

B) Informant B

The second informant in this study is B, a *leadership* at work who has worked for 4 years at Family Mart the *operational* division. In this position he had 1 shift with the victim so that he felt what happened during the intimidation of the victim's complaint. The interview was conducted directly at the FMK ADM Sunter P4.2 (Welding) (0150) shop, XYZ Motor Factory, on January 10, 2025.

Table 4. Informant Data of B

Name	B
Age	22 Years
Gender	Male
Length of Service	4 Year

C) Informant C

The third informant in this research is C, a *leadership* at work who has worked for 4.5 years at Family Mart the *operational* division. In this position she was once 1 *shift* with the victim so that she felt and told the incident where the victim tended to be silent about what happened during the intimidation of the victim's complaints. The interview was conducted directly at the FMK ADM Sunter P4.2 (Welding) (0150) shop, XYZ Motor Factory, on January 16, 2025.

Table 5. Informant Data C

Name	C
Age	24 Years
Gender	Female
Length of Service	4.5 Years

D) Informant D

The fourth informant in this research is D, a *leadership* at work who has worked for 5 years at Family Mart the *operational* division. In this position he was once a peer with the victim so that he felt and told the incident where the victim tended to be silent about what happened during the intimidation of the victim's complaints. The interview was conducted directly at the ABC shop at Gading Nias 2 Apartment, on January 09, 2025.

Table 6: Data of Informant D

Name	D
Age	26 Years
Gender	Male
Length of Service	5 Year

E) Informan E

The fifth informant in this research is E, a *Crew Store* at work who has worked for 3 years at Family Mart the *operational* division. In this position he was once a peer with the victim so that he felt and who told the incident where the victim tended to be silent about what happened during the intimidation took place complaints from the victim. The interview was conducted directly at the XYZ Djuanda store, on January 13, 2025.

Table 7. Data of Informant E

Name	E
Age	24 Years
Gender	Male
Length of Service	3 Years

2. Interview Results

Research shows that this verbal abuse can have a major impact on employees' *emotional* well-being and job satisfaction. Victims often experience teasing, demeaning comments and verbal abuse in the workplace, especially when they make small mistakes or when they are newly hired, (Nielsen et al., 2022).

A) What are the Experiences Related to *Bullying*

Types of workplace harassment can include verbal abuse, threats of exclusion, humiliation, isolation, and harsh criticism. (Oktaviana, M., & Latiman, A. (2024). Although very different, the experiences of victims of workplace harassment usually have an adverse impact on their mental and professional health. Organizations should provide appropriate assistance and solutions to mitigate the effects of harassment and create a more welcoming work environment. (Oktaviana, M., & Latiman, A. (2024).

"Over the years, I have witnessed several cases of workplace *bullying*. Although I was never a victim myself, I saw how some colleagues felt distressed due to unfair treatment or verbal abuse from colleagues or teammates. "I saw some coworkers ostracizing new team members. Some are deliberately not involved in important tasks." (A, January 10, 2025).

"I have never been a victim of verbal *bullying* from one of my senior coworkers. I am not often treated harshly, such as being yelled at for no apparent reason. "As a shift leader, I see victims and hear complaints from victims about coworkers who speak in a demeaning tone or give unfair additional tasks." (B, January 10, 2025).

"I have never experienced *bullying* directly, but I have witnessed a colleague of mine being treated inappropriately by a *store manager*." (C, January 16, 2025).

"I was once a perpetrator (witness) unintentionally. At that time, I did not realize that my criticism of my friend's members felt too harsh and was considered as *Bullying*." (D, January 09, 2025).

"I have never experienced *bullying* from any of my senior colleagues. I was only given tasks that were too hard and verbally abused if I made a small mistake. I think it was just a joke anyway." "I often get tasks that are not in accordance with my job description, such as physical work that should not be my responsibility. In addition, I am also often ignored in team meetings or discussions." "As a new employee, I feel disrespected by some seniors. They often make disparaging remarks." (E, January 13, 2025).

B) Impact of Verbal Abuse

Verbal abuse from outsiders, such as customers or clients, is more common than from coworkers or supervisors, and can cause great *emotional* exhaustion. These customers can cause major emotional exhaustion. These offenses can cause *post traumatic* stress disorder (PTSD) symptoms and impact how well employees perform their duties. (Nielsen et al., 2022).

"The impact is more on the work atmosphere that becomes not conducive. When there is a case of *bullying*, the productivity of the team can decrease because the relationship between members becomes disharmonious, and this affects the overall performance. "Even though I am not a direct victim, the working atmosphere becomes uncomfortable. This conflict disrupts the team's workflow." (A, January 10, 2025).

"Honestly, it made me lose motivation. I felt scared to have an opinion or even take initiative at work. "Even though I wasn't directly affected by bullying, this situation made me have to work harder to keep the team running well. This increased my work pressure." (**B, January 10, 2025**).

"Seeing something like that made me feel uncomfortable. I was worried that the same thing could happen to me, so I became more careful at work." (**C, January 16, 2025**).

"After I came to my senses, I felt guilty and my relationship with the team suffered. I have to work harder to restore the team's trust." (**D, January 09, 2025**).

"The impact was huge. I became anxious at work, and even thought about quitting because I felt unappreciated. I felt that my motivation had decreased. I became less confident in giving my opinion for fear of being blamed, and this definitely affected my productivity. This made it difficult for me to adapt and I felt anxious every time I had to work in a team." (**E, January 13, 2025**).

C) Work Environment

People affected by bullying often exhibit adverse responses, but the application of good coping strategies can reduce these adverse effects. Effective coping strategies include coping through reappraisal, confrontational coping, and social support. (Yoo, S., & Ahn, H. 2020).

Observations of mistreatment in the work environment can contribute to helping the victim or reinforcing the actions of the perpetrator. Help is more likely to be provided if the victim is a close friend. (Yoo, S., & Ahn, H. 2020).

"Usually we try to handle it directly by calling the parties involved for mediation. However, it is not always easy because victims are sometimes afraid to speak up or complain officially. "The work environment tends to be passive, talking more about problems than finding solutions." (**A, January 10, 2025**).

"At first, my coworkers didn't help much. However, after I reported this incident to my supervisor, they started to be more supportive. "There were some individual efforts from managers such as giving advice to the victim, but there was no structural approach taken by the organization." (**B, January 10, 2025**).

"Our work environment tries to be neutral, but sometimes the hierarchical culture makes some people afraid to fight back or report acts of bullying." (**C, January 16, 2025**).

"I was given a warning by my superior, and the HR team directed me to improve my communication." (**D, January 09, 2025**).

"At first I felt alone, but after talking to close friends, they advised me to report it. Unfortunately, the response was not as quick as I expected. "Unfortunately, my superiors seemed indifferent to the situation. They were more concerned about the outcome of the work rather than a healthy work process." "Only a few coworkers supported me, but most were silent because they didn't want the problem to get bigger." (**E, January 13, 2025**).

3. Theoretical Context

Bullying is a complex phenomenon that affects many people in various contexts, such as schools, workplaces, and other social environments. Research on *bullying* is growing rapidly. Various theories and approaches are used to understand and combat this behavior, (Verma et al., 2023).

According to this theory, *Bullying* behavior is influenced by the interaction between individuals and social and environmental factors. Factors such as outcome expectations, moral disengagement, and self-efficacy are critical in *Bullying* behavior, which is influenced by models from peer findings, parents, teachers, and the media, (Bussey, K. 2023).

Discussion

1. Links to Theory

Discuss findings based on *cognitive* therapy theories, such as *cognitive* restructuring to manage the *emotional* impact of *Bullying*. (Hollon, 2021). Victims can use *cognitive* therapy theory to control the *emotional* and psychological impact. This therapy helps to overcome various mental disorders such as depression and anxiety, and improve overall mental health, (Li, X., Lu, Y., & Cheng, X. 2022).

It has been shown to reduce anxiety and depression. *Cognitive Behavioral Therapy* (CBT) also helps change negative thought patterns and manage emotions better, (Li, X., Lu, Y., & Cheng, X. 2022)

With better results than conventional problem-focused *cognitive* therapy, *cognitive* therapy focusing on positive emotions can improve overall happiness and mental health, (Li, X., Lu, Y., & Cheng, X. 2022).

2. Types of Workplace Bullying

Interview data identified verbal *bullying*, excessive work pressure, and social exclusion as the dominant forms. Workplace *bullying* is a reality that involves proactive and detrimental behaviors that can negatively impact the mental and physical health of employees. This research provides that verbal abuse and social exclusion are the most common forms of *bullying* in the work environment, (Oktaviana, M., & Latiman, A. (2024).

Verbal harassment, such as insults and teasing, and social exclusion, are the most commonly reported forms of *bullying* in the workplace. These forms can include verbal abuse, bullying, and social exclusion that can hinder morale and organizational productivity, (Peate, I. 2023).

Research provides that verbal harassment and exclusion are not uncommon from supervisors or coworkers, and can result in significant psychological impacts, including stress and burnout, (Savapandit, N., & , B. 2022).

3. Causal Factors

Based on the results, the main factors are gender dynamics and power imbalance. (Samanthar et al., 2022). Both in the workplace and in educational settings, gender dynamics power imbalances play an important role in driving bullying. Research shows that bullying is often associated with power imbalance, where the perpetrator uses their power to dominate the victim. Furthermore, gender dynamics also influence how bullying occurs and is perceived by individuals. (Samanthar et al., 2022).

A) Bullying Power Imbalance. Bullying often creates a power imbalance between the perpetrator and the victim. This research has shown that victims who identify as victims of bullying tend to feel a greater power imbalance than those who do not identify as victims. This imbalance can be physical or social, such as in terms of traits valued by the peer group. (Samanthar et al., 2022).

B) Gender Dynamics in Bullying. *Bullying* in the workplace and in education is often influenced by power dynamics between men and women. This research has shown that victims of bullying, while also experiencing negative behaviors that can be classified as bullying. Furthermore, bullying often occurs in a gendered context, and the gender roles of the perpetrator-victim may differ. (Samanthar et al., 2022). In the workplace, victims are more likely to be bullied by teammates. Gender-based bullying often occurs against those who do not conform to traditional gender roles. (Samanthar et al., 2022).

C) Implications and Challenges. Understanding the power imbalances and gender dynamics in bullying is important for developing effective prevention strategies. This research shows that the solution to bullying is not about "fixing" individuals, but also about having effective

systems, procedures and policies in place to address workplace dynamics, (Samanthar et al., 2022). In education, it is important to raise awareness of emotional and sexual diversity and respect those who do not conform to traditional gender roles to reduce gender-based bullying, (Samanthar et al., 2022).

4. Factors Against Victims

Workplace bullying is a phenomenon characterized by repeated negative behaviors, including verbal *bullying* and social isolation. It is an important issue in many work environments and can have serious implications for individual well-being and organizational productivity. The following are some of the main factors that contribute to victims of workplace bullying, various factors including the nature of the individual and the work environment.

A) Forms of Workplace Bullying

Workplace bullying often involves verbal attacks such as insults and harsh criticism, but also social isolation, where victims are ignored or excluded from social interactions at work, (Oktaviana, M., & Latiman, A. 2024).

B) Humiliation and ostracization

Bullying includes not only verbal attacks but also behaviors such as humiliation, exclusion, and constant criticism of one's work, (Oktaviana, M., & Latiman, A. 2024).

C) The Impact of Workplace Bullying

Psychological and physiological health, violence can cause physical problems that can affect overall health, as well as psychological problems such as stress, anxiety and fatigue, (Oktaviana, M., & Latiman, A. 2024).

Productivity and a bullying work environment can reduce productivity and create a toxic work environment that inhibits individual and group engagement, (Hodgins, M., Kane, R., Itzkovich, Y., & Fahie, D. 2024).

Workplace bullying can lead to a number of mental and physical health problems, including stress, burnout, and poor overall well-being. It also affects work-life balance and increases the risk of unemployment, (Anasuri, S., & Robinson, K. 2023).

Oppressive work environments can reduce organizational productivity, individual and group engagement, and create a toxic work environment, (Peate, I. 2023).

D) Triggering Factors and Work Environment

Organizational and social conditions such as leadership, low satisfaction with job control, and poor social climate can increase the incidence of workplace bullying, (Nielsen, M., Finne, L., Parveen, S., & Einarsen, S. 2022).

Organizational cultures that have harsh and competitive management can cause *bullying* to emerge, (Nielsen, M., Finne, L., Parveen, S., & Einarsen, S. 2022).

E) Mitigation Strategy/Relevance to Theory

Workplace bullying is an issue that can affect employee productivity and mental health. Various forms of harassment in the *retail* sector include verbal and *emotional* abuse as well as harmful practices such as triggering "bad words" (Lloyd, A. 2020).

To reduce the occurrence of *bullying* in *retail* workplaces, it is important to implement strategies that include organizational change, employee training, and effective coping strategies. (Einarsen, K., Nielsen, M., Hetland, J., Olsen, O., Zahlquist, L., Mikkelsen, E., Koløen, J., & Einarsen, S. 2020).

"We already have a *zero tolerance* policy against bullying. In addition, there is training on work ethics and regulations that support a positive work environment. However, their implementation needs to be monitored. "Organizations only act if there is an official report, but often victims do not want to report for fear of retaliation." (A, January 10, 2025).

"After the incident, we were asked to attend communication and team building training. I think this is a good step, but there should be further monitoring. "The organization has an anti-bullying policy, but its implementation is weak. There is no special training or regular supervision to ensure the policy works." (B, January 10, 2025).

"As far as I know, the organization has an anonymous reporting procedure, but this mechanism is not widely known by employees. More socialization is needed." (C, January 16, 2025).

"There was a mentoring program that helped me understand a more effective and empathetic communication style. This helped me a lot." (D, January 09, 2025).

"After I reported, the perpetrator was called by the management, and I was asked to participate in a mediation session. Although the perpetrator eventually apologized, I hope there will be stronger measures to prevent similar incidents. "So far, I have not seen any policies or programs that specifically address the issue of bullying in our workplace."

"There has been no concrete intervention from the organization. I hope there is a mentoring program to help new employees." (E, January 13, 2025).

CONCLUSION

Based on the results of research on the phenomenon of workplace *bullying* that occurs at Family Mart, this study can draw the following conclusions:

1. Types of Workplace Bullying: a) Workplace Bullying occurring at Family XYZ verbal bullying such as negative comments, mockery, and insults; b) Social bullying in the form of exclusion and discriminatory treatment of victims of bullying; and c) Excessive workload unfairly assigned to victims.
2. Contributing Factors to Bullying: a) Lower employment status is often a major cause of workplace bullying; b) Gender dynamics that affect social relationships in the workplace; and c) Unsupportive work culture, where there is no strict policy against bullying.
3. Impact of Bullying on Employees: a) Experiencing psychological distress, stress, anxiety, and depression; b) Decreased motivation and quality of work resulting in suboptimal work performance; and c) Poor interpersonal relationships with coworkers and superiors.
4. Prevention and intervention strategies: a) The company needs to establish a firm anti-bullying policy; b) Training and education on workplace bullying needs to be conducted regularly; and c) Increased employee awareness of the signs of bullying and a more transparent reporting mechanism.

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