Effects of Mobbing on Labor Productivity

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Abstract

The objective of this research was to analyze workplace harassment and its impact on labor productivity. It is framed under the descriptive, correlational and field type; with a non-experimental, cross-descriptive design, the population under study were employees who work in the Municipal Mayoralties of the Media Guajira. For the data collection an instrument of 48 Likert scale questions was elaborated. The results show, among other aspects, that there is no good conflict management and that sometimes it is conducive to the solution of the same among the personnel. It concludes the lack of existence of labor harassment by workers and that there is little knowledge on the part of employees about labor productivity.

Keywords: Professional Relationships, Work Performance, Conflicts, Work Stress

Introduction

People spend a large part of their life at work, so it is important that there are conditions that allow them to feel valued and supported in that environment. However, issues related to the work environment of employees have been overlooked. Workplace problems relate to all aspects of the design and management of the work system that affect the interactions of employees in the workplace [1]. One of these that has gained importance in recent years is mobbing. This occurs when an employee or group suffer emotional harassment, insults by their co-workers, subordinates or superiors [2]. Therefore, it is one of
the topics most analyzed worldwide by the International Labor Organization [3]. Europe the Helsinki Meeting 2006 revealed that mobbing in 2004 was 4%; in 2005 the number is repeated, and in 2006, it rises to 5% and for 2007 it reached 6%. These measurements led to the quantification of workplace harassment with greater rigor [4]. Also, according to the research carried out by [5] people employed in public administration, health, education, media and ideological organizations, such as political parties and non-governmental organizations, have been identified as the sectors most likely to be subjected to workplace harassment. Mobbing has devastating effects on the affected person: its effects on mental and psychological capacity reduce the ability to work, produce loss of self-confidence [6]. At the organizational level, these effects are felt in the form of: degradation of professional relationships, damage or degradation of the quality of communication, lack of commitment, absenteeism, staff turnover, frequent sick leave, "cracks" in the image of the company, among others [7]. Similarly, they lower the productivity of the organization, which is why it is essential to know the magnitude of the impact of mobbing on workers both physically and psychologically, because it will be directly reflected in the performance of those affected. For the reasons stated above, this research aims to analyze mobbing and its impact on labor productivity in the municipal governments of the Media Guajira for belonging to one of the frequent sectors where this problem is presented.

Methodology

The present investigation was of a descriptive, correlational and field type. Descriptive, because it specifies properties of people, groups, communities, objects or any other event under investigation [8]; correlational, when determining if two or more variables are correlational in the same subject and measuring the level of the same [9]; and of field, when seeking to describe, understand and interpret the factors that cause their reactions and effects [8].

The design was classified as non-experimental, descriptive cross-sectional. Not experimental, because it only allows to document the variables as they were observed [9]; cross-sectional, when presenting the description of variables in a given time, as they appear and analyze them taking into account their interrelation and incidence [10].

Population and sample

The population was made up of 210 administrative workers who work in the mayor's offices of the Media Guajira in Colombia, for a total of three mayorships. The sample was calculated with the formula of finite universes, because the population is difficult to access. The result was 77 subjects.

Data collection

Observation by means of a survey was selected as a technique, for which a questionnaire of 48 items was elaborated, distributed in two parts, according to
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indicators to measure the variables Mobbing with 21 items and Labor Productivity, with 27 items. The instrument's response options are Likert type scales, with five alternatives: Always (5), Almost always (4), Sometimes (3), Almost never (2) and Never (1). The assignment of this numerical scale allowed to give value to each response of the subjects, according to the options selected for each statement. The validation of the instrument was obtained through the trial of five experts in the methodological area and management of research projects, who made the observations. Likewise, the estimation of reliability was made with the Cronbach's Alpha coefficient (Formula 1).

\[
\alpha = \left[ \frac{n}{n-1} \right] \left[ 1 - \frac{\sum_{i=1}^{n} s^2_i}{s^2_t} \right]
\]

wherein:
- \( n \): Number of items that the instrument has
- \( \alpha \): Reliability coefficient
- \( s^2_i \): Variance of the scores of each item
- \( s^2_t \): Variance of totals

A pilot test was conducted to determine the reliability of the instrument and its result was 1.00, whose value is interpreted as very high reliability.

Data analysis

The descriptive analysis was carried out through the distribution of absolute and relative frequencies, in order to observe the behavior of the indicators of the variables and these values are taken to determine their relationship. The data collected through the instrument were tabulated and a scale was elaborated to interpret the results obtained which is presented in Table 1.

Table 1. Interpretation range of the Variable, Dimension and Indicators

<table>
<thead>
<tr>
<th>Alternatives</th>
<th>Modal valor</th>
<th>Intervals</th>
<th>Category of the average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Always</td>
<td>5</td>
<td>1 – 1.80</td>
<td>Very Low</td>
</tr>
<tr>
<td>Almost always</td>
<td>4</td>
<td>1.81 – 2.60</td>
<td>Low</td>
</tr>
<tr>
<td>Sometimes</td>
<td>3</td>
<td>2.61 – 3.40</td>
<td>Moderate</td>
</tr>
<tr>
<td>Almost never</td>
<td>2</td>
<td>3.41 – 4.20</td>
<td>High</td>
</tr>
<tr>
<td>Never</td>
<td>1</td>
<td>4.21 – 5</td>
<td>Very high</td>
</tr>
</tbody>
</table>

Results

The results were analyzed by means of a frequency table of the variables, dimensions and indicators that were formulated (Table 2), in addition to the category according to the interpretation scale for the arithmetic average.
Table 2. Results of the study variables

<table>
<thead>
<tr>
<th>Dims.</th>
<th>Indicators</th>
<th>Always</th>
<th>Almost always</th>
<th>Sometimes</th>
<th>Almost never</th>
<th>Never</th>
<th><em>X</em></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Af %</td>
<td>Af %</td>
<td>Af %</td>
<td>Af %</td>
<td>Af %</td>
<td></td>
</tr>
<tr>
<td>Phases of Mobbing</td>
<td>Conflict phase</td>
<td>8</td>
<td>10.4</td>
<td>11</td>
<td>14.3</td>
<td>11</td>
<td>14.3</td>
</tr>
<tr>
<td></td>
<td>Stigmatization phase</td>
<td>15</td>
<td>19.5</td>
<td>5</td>
<td>6.5</td>
<td>8</td>
<td>10.4</td>
</tr>
<tr>
<td></td>
<td>Phase Intervention from Enterprise</td>
<td>14</td>
<td>18.2</td>
<td>19</td>
<td>24.7</td>
<td>24</td>
<td>31.2</td>
</tr>
<tr>
<td></td>
<td>Phase Exclusion of the Working World</td>
<td>4</td>
<td>5.2</td>
<td>9</td>
<td>11.7</td>
<td>20</td>
<td>26.0</td>
</tr>
<tr>
<td>X Dimension</td>
<td>2.79 - Moderate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mobbing characteristics</td>
<td>Personal Wear</td>
<td>4</td>
<td>5.2</td>
<td>29</td>
<td>37.7</td>
<td>16</td>
<td>20.8</td>
</tr>
<tr>
<td></td>
<td>Work stress</td>
<td>12</td>
<td>15.6</td>
<td>25</td>
<td>32.5</td>
<td>15</td>
<td>19.5</td>
</tr>
<tr>
<td></td>
<td>Psychosocial risks</td>
<td>14</td>
<td>18.2</td>
<td>9</td>
<td>11.7</td>
<td>14</td>
<td>18.2</td>
</tr>
<tr>
<td>X Dimension</td>
<td>3.17 - Moderate</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>X Variable</td>
<td>2.95 - Moderate</td>
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<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Elements of labor productivity</td>
<td>Commitment</td>
<td>12</td>
<td>15.6</td>
<td>19</td>
<td>24.7</td>
<td>19</td>
<td>24.7</td>
</tr>
<tr>
<td></td>
<td>Knowledge</td>
<td>7</td>
<td>9.1</td>
<td>17</td>
<td>22.1</td>
<td>26</td>
<td>33.8</td>
</tr>
<tr>
<td></td>
<td>Results</td>
<td>12</td>
<td>15.6</td>
<td>31</td>
<td>40.3</td>
<td>0</td>
<td>0.0</td>
</tr>
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<td>Rational Resource Management</td>
<td>8</td>
<td>10.4</td>
<td>24</td>
<td>31.2</td>
<td>9</td>
<td>11.7</td>
</tr>
<tr>
<td></td>
<td>Contribution</td>
<td>11</td>
<td>14.3</td>
<td>13</td>
<td>16.9</td>
<td>7</td>
<td>9.1</td>
</tr>
<tr>
<td></td>
<td>Retribution</td>
<td>4</td>
<td>5.2</td>
<td>15</td>
<td>19.5</td>
<td>11</td>
<td>14.3</td>
</tr>
<tr>
<td>X Dimension</td>
<td>3.08 - Moderate</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Factors of productivity</td>
<td>Innovation</td>
<td>5</td>
<td>6.5</td>
<td>33</td>
<td>42.9</td>
<td>20</td>
<td>26.0</td>
</tr>
<tr>
<td></td>
<td>Organization</td>
<td>12</td>
<td>15.6</td>
<td>16</td>
<td>20.8</td>
<td>23</td>
<td>29.9</td>
</tr>
<tr>
<td></td>
<td>Motivation</td>
<td>17</td>
<td>22.1</td>
<td>26</td>
<td>33.8</td>
<td>7</td>
<td>9.1</td>
</tr>
<tr>
<td>X Dimension</td>
<td>3.17 - Moderate</td>
<td></td>
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<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>X Variable</td>
<td>3.11 - Moderate</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Variable: Mobbing**

**Dimension: Phases of Mobbing**
The average of the conflict phase indicator, which deals with the problems that may arise in the work environment [11], was located at a very low level, which demonstrates the lack of good conflict management. This little agrees with the obtained in [12] and [13], works in which it was discovered that the conflict management of directors in hospitals and organizations had a moderate and high level respectively.

For the indicator Stigmatization phase, a phase in which the harasser initiates the process of harassment towards his victim in a systematic and prolonged way through behaviors to mortify and socially isolate the victim [14]. The arithmetic mean places the indicator in a lower category.

The Intervention Phase indicator, where managers of the company intercede with the aim of dialoguing and resolving conflicts, obtained an average that placed it at
a high level, which agrees with that stated by [15] who affirm that the decision of the intervention a third party is influenced by the nature of the function of the success of conflict resolution. The indicator Phase of Exclusion of the World of Work, where the victim is forced to absent himself or renounce his work activities, was placed in a moderate category.

**Dimension: Mobbing Characteristics**

For the Personal Wear indicator, an average was obtained that placed it in a moderate category according to the scale. In the Labor Stress indicator, the arithmetic mean placed the Labor Stress indicator at a moderate level. According to the results, it does not agree with what was stated by [16], which indicated that both work stress and conflict predict exhaustion and burnout, which negatively affects the fulfillment of their tasks. For the indicator Psychosocial Risks, the average is positioned at a high level, which indicates that this indicator is handled in an appropriate manner, preventing its workers from becoming ill. This is consistent with that established by [17] who affirm that the psychosocial risks that may arise from the organization and design of work are associated with chronic health conditions with workers such as depression, anxiety, cardiovascular diseases and disorders musculoskeletal

**Variable: Labor Productivity**

**Dimension: Elements of Labor Productivity**

The Commitment indicator was placed in the very high category, which indicates that there is a commitment between workers and municipalities to achieve greater productivity. This is consistent with what was stated by [18], where it was found that there is a positive relationship between job satisfaction and workers' commitment to work. The Knowledge indicator, was placed in the high category, which means that the municipalities studied are aware that if they train their workers well, productivity will increase. These results are supported by what was stated by [19], who affirms that productivity is improved through innovations with the creation of knowledge and that the visualization of work progress allows managers to train workers in a timely and appropriate manner. The Results indicator is located in the moderate category, which reveals that the mayor's offices surveyed lend moderate importance in evaluating the results. This shows little similarity with what was affirmed by [20], who states that the reason for studying the results is to try to learn to improve the product or service and that planning is of vital importance for the results because they can promote the prediction. The indicator rational management of resources, having a lower category, indicates that there is a weakness in the mayor's offices because the inadequate management of resources affects their own sustainability. The previous statement is supported by the postulates of [21] and [22], which state that resources can lead
to a competitive advantage if they are used to achieve the objectives of the organization in an efficient and effective manner, defined and implemented by the proper management.

The contribution indicator, because it is in the low category, indicates that the collaboration and commitment of the workers towards the activities of the municipal governments do not have a good level. Also, these results differ with what was stated by [23], by pointing out that the contribution consists of working as a team and permanently seek solidarity and human participation to achieve the objectives of a company.

The location in a moderate category of the Retribution indicator leads to the conclusion that what is affirmed by [23] is sometimes taken into consideration, pointing out that compensation is fair and equitable compensation for the activities and efforts carried out within the organization.

**Dimension: Factors of Productivity**

For the Innovation indicator, the moderate category shows that the municipal governments are aware that innovation is an important factor for productivity, which agrees with what has been obtained in [24] and in [25], where it is pointed out that innovation has a positive impact on the productivity of companies and incipient on competition in the national industry, which is reflected in the small magnitude of the coefficients associated with the various indicators of innovation.

In the Organization indicator, the average places the indicator in the low category, which indicates that there is weak with respect to the form of organization of the staff in the mayoralties. Similarly, there is no similarity with what is established by [26] for whom the organization is the structuring of the relationships that must exist between the functions, levels and activities of the material and human elements of a social organism, in order to achieve the efficiency within the proposed plans and objectives.

Finally, the Motivation indicator was placed in the moderate category, which is why it is proposed that this indicator should be improved, because the motivation is the participation and the active commitment of a person to achieve the established results [27]. The previous thing, indicates that the individual motivation is important so that the organizations work well. Without motivation, employees cannot offer the best of themselves, which makes the performance of the company less efficient [28].

**Results of the variables**

The variable Mobbing reached a moderate category, which indicates that it exists at a medium level on the part of workers of the mayors of the Media Guajira in Colombia. Regarding the variable Labor Productivity, it was placed in the Moderate category, which indicates a deficiency in the productivity of the mayor's offices.

**Incidence between Variables**

With the purpose of establishing the incidence of Mobbing and labor productivity...
of the Mayoralties of the Media Guajira in Colombia, a Pearson correlation test was performed among the variables studied (Figure 1), which was corroborated by the statistical program SPSS v.22.0 and yielded 0.3399, which indicates that there is a moderate positive correlation and statistically significant among the variables object of this investigation. Expressing that the variables are related to each other and that any incidence in one of the aspects, will affect the other in the same way and with the same intensity.

![Figure 1: Pearson correlation](image)

**Conclusions**

In describing the phases of mobbing, it was concluded that there are serious problems in conflict resolution and respect among workers, however, the intervention from the company sometimes propitiates both the solution of problems among staff and the abandonment of their job.

When evaluating the Characteristics of Mobbing, it was concluded that they almost always feel unmotivated, the direction propitiates comfortable work environments and fewer workers undergo transformations in the way they carry out their activities.

Regarding the Elements of Labor Productivity, it was concluded that almost always: the mayor's offices acquire commitments with their workers to achieve high productivity, an economic analysis is established before starting each activity and the staff plans actions to achieve the goals proposed by the mayor's office; sometimes they have policies aimed at promoting training as part of constant training; and little was interested in meeting the demands of work activities or provide security at the time of being paid.

When characterizing the Factors of the Labor Productivity, it is concluded that almost always: the mayoralties implement innovative policies for the achievement of their objectives, there is coordination in the organization the activities of the personnel and they feel motivated to carry out their activities.
Finally, it concludes the lack of existence of the Mobbing by the workers of the municipal mayors; and concerning the Labor Productivity, there is little knowledge of this among the workers of the mayoralities studied.

References


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