# Workplace Bullying: " A Socio-Organizational Perspective"

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## Abstract:

This research paper aims to define the concept of workplace bullying by providing an in-depth conceptual analysis of its evolution. The study also seeks to explore its causes and effects on individuals and organizations, as well as its various forms and manifestations in the workplace. Additionally, the paper highlights the key determinants of a bullying culture and presents significant individual and organizational coping strategies. Furthermore, it presents an Islamic perspective on confronting this negative phenomenon that affects both individuals and organizations. Ultimately, the paper provides notable recommendations and suggestions that can benefit leaders and supervisors in organizations, including the creation of a safe and healthy work environment for all stakeholders.

**Keywords**: institution **-** workplace bullying - Organization climate.

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## Introduction:

Bullying, including workplace bullying, is a concept that originated and developed in Western environments and has recently emerged in the Arab context. It has become one of the most prominent topics due to its negative effects, particularly in the work environment. In light of the fact that organizations, in their various forms, are faced with two choices: either to decline or to survive, it has become necessary to research this phenomenon, despite the scarcity of studies in this field and the limited literature and theoretical backgrounds available.

Workplace bullying is characterized as a negative, coercive, and authoritarian behavior, among the behaviors that stimulate the thoughts of those interested in research, understanding, depth, and exploration, because it carries implicit meanings of coercion that impact the reactions of actors within institutions. The concept of bullying has been associated with many negative concepts, including hostility, sarcasm, exclusion of others, verbal abuse, name-calling, physical abuse, coercion to perform certain acts, and authoritarianism.

Based on the above, the following question can be raised:

- What are the conceptual implications of the concept of workplace bullying**?** What are its causes, effects, and prominent forms**?** What are the most important strategies to confront and address it within organizations**?**

By examining these questions, we can gain a comprehensive understanding of the concept of workplace bullying and explore effective strategies for dealing with and mitigating its negative impact in organizational settings.

To answer these questions, we will present the following plan:

**Firstly**: Conceptual Implications of Workplace Bullying.

**Secondly**: Dimensions of Workplace Bullying: A Sociological Approach.

**Thirdly**: Causes of Workplace Bullying.

**Fourthly**: Effects of Workplace Bullying.

**Fifthly**: Various Strategies to Confront Workplace Bullying.

Recommendations.

## Firstly: Workplace bullying and conceptual elaboration:

Workplace bullying is a critical and prevalent issue within contemporary business organizations, given its significant impact on employees' careers globally. Researchers have shown substantial interest in understanding and explaining this behavior in order to comprehend its effects on employee performance and efficiency within the organization due to its negative nature.

Olweus (1978), a Scandinavian researcher, introduced the terms "bullying," "victim," and "scapegoat" in relation to his study on school bullying, with a focus on "preventing bullying behavior" (Halley, 2013). International interest in the topic grew when German doctor Heinz Leymann began studying bullying behavior in the early 1980s while working in Sweden. Leymann is widely recognized as a pioneer in this field (Sandvik & Sypher, 2009) and is credited with founding the international anti-bullying movement. Leymann's increased concern about bullying stemmed from its impact on individuals' health. In 1980, he became the first German psychiatrist to establish a private clinic for work trauma in Sweden. Leymann coined the term "mobbing" to describe the continuous "psychological terror" that can occur in the workplace (Namie, 2003).

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Furthermore, Sandvik and Sypher (2009) pointed out that the concept of workplace bullying gained recognition in the United Kingdom in 1990, primarily attributed to independent journalist Andrea Adams. In 1992, Adams coined the term "bullying in the workplace," which drew public interest, especially in Britain, due to her work at the BBC. Adams further promoted the study of bullying through a series of radio broadcasts where she described bullying behavior and conducted experimental work in various organizations grappling with the phenomenon of mobbing.

Moreover, Adams authored the first Swedish book on bullying in 1986, titled "Psychological Violence at Work." The late Norwegian professor and psychologist, Svein Kile (1990), also shed light on the detrimental health effects of abusive leadership within organizations. His work further emphasized that bullying or mobbing was a relatively "new" phenomenon, leading to increased attention from the public, occupational health and safety officials, labor representatives, and researchers. However, until the early 1990s, interest in this topic remained primarily limited to the Nordic countries, with only a few publications available in English (Einarsen et al., 2003).

In the United States, the history of adult bullying research was less prominent. One of the early studies on workplace harassment was conducted by American psychiatrist Carol Brodsky in 1976. She later published a study titled "The Harassment Factor." Despite the pioneering nature of her work, the book received limited attention at that time (Sandvik & Sypher, 2009).

Furthermore, at Suffolk University in Boston, a seminal article on community law was written in March 2000 by an author who focused on workplace bullying. The article was titled "Workplace Bullying and the Need to Protect the Blind from a Hostile Work Environment."

This article shed light on the significance of addressing workplace bullying and ensuring a safe work environment for all individuals.

Workplace bullying is defined as the intentional and frequent hostile behavior aimed at harming the health or economic status of the targeted individual, often accompanied by an exertion of control by the perpetrators, which can undermine legitimate business interests.

To estimate the prevalence of workplace bullying in the United States, a survey conducted in 2000 provided valuable insights. The survey randomly sampled residents of Michigan and found that 67% of the respondents reported experiencing a severe disruption in their lives as a result of workplace bullying. From this data, we can infer that approximately one out of every six workers is subjected to bullying behaviors (Namie, 2003).

following the publication of the book "The Backyard to the Council Room" by researcher Michal Sheehan, which explored the prevalence of bullying from schools to work offices, significant attention was drawn to the issue. This book, particularly among working women, created a sensation and led to the enactment of laws in Australia in 2005 to protect women from workplace bullying (Yeager et al., 2015).

From 2011 to 2017, Dr. Namie completed his third book, "The Bully-Free Workplace." He also delivered lectures at universities and organizations. Additionally, an official website was created to provide solutions and facilitate direct communication with organizations. In 2017, he established a university dedicated to combating bullying behavior, where managers and supervisors from organizations experiencing this phenomenon were sent for training. The program aimed to build a solid foundation and teach them how to effectively address workplace bullying (Namie, 2017).

Thus, it is evident from the evolutionary context of the bullying concept in general and workplace bullying within organizations in particular that it originated and flourished in Western environments before spreading to the Arab world. Although the concept is relatively recent, its practices and forms have existed throughout civilizations. A notable example is the story of Cain and Abel, the sons of Adam, which can be considered as one of the earliest forms of bullying that led to tragedy. Furthermore, the Holy Qur'an in Surah Al-Hujurat, verses 11-12, addresses various forms of bullying.

Based on the above, we can present some conceptual implications of workplace bullying as follows:

- Workplace bullying is defined in the Dictionary of Psychological Terms as: "Aggressive behavior by an individual or group towards another person that occurs repeatedly." It involves deliberate psychological and physical harm (Razan Ali Haydat, 2014).

- The American Center for Statistics and Education categorizes bullying into two types: direct bullying, which involves overt aggression, and indirect bullying, also known as social aggression.

- According to Ross, bullying often includes physical assaults such as pushing, slapping, kicking, scratching, and biting. In 1998, Ross expanded the definition to include indirect forms of bullying, such as verbal abuse, name-calling, spreading rumors, and manipulation.

- In 2003, an anti-bullying law for children was enacted to address and reduce this phenomenon.

Considering these comprehensive conceptual implications of bullying in general, without delving into an exact definition within the workplace context:

- Workplace bullying refers to repetitive abusive behaviors that hinder productivity. It encompasses verbal abuse, threats, intimidation, humiliation, unwarranted criticism, and a lack of trust (Namie, 2007).

- Wenger (2012) defines workplace bullying as improper conduct by supervisors towards employees, resulting in frustration, anger, unhappiness, and reduced motivation, which ultimately has a negative impact on the organization.

- Tuemer (2014) confirms that bullying behavior affects employee performance, productivity, and the organization's reputation in the long run.

From the above, workplace bullying can be described as the consistent aggression employed by individuals and groups against co-workers, managers, or subordinates, utilizing dominance, cruelty, and violence. This form of bullying manifests through various verbal, non-verbal, and physical assaults, significantly impacting the personal and professional lives of the victims, and in severe cases, leading to suicide (Ahmed Omar and Wafaa, 2021).
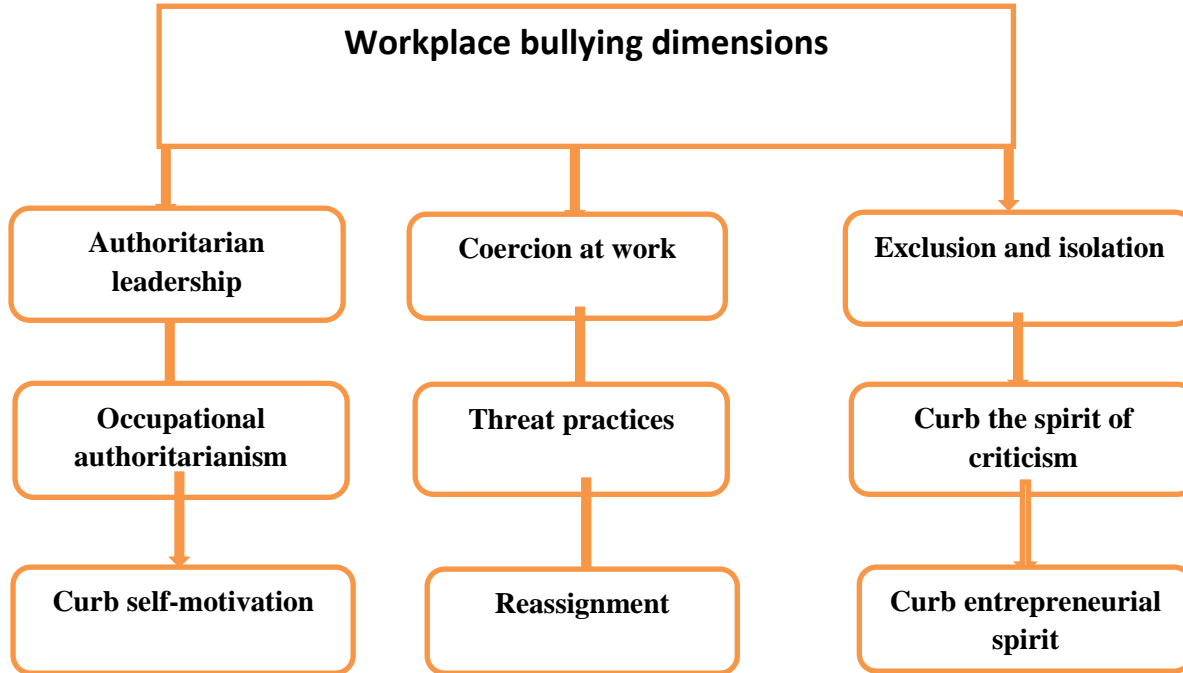
Based on these insights, the researcher believes that workplace bullying stands out from other deviant behaviors due to several distinguishing characteristics:

1. Workplace bullying occurs regularly and frequently.

2. There is an imbalance of power between the bully and the victim.

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3. The primary intent of bullying is to harm the targeted individual.

4. Bullying behavior is deliberate and not accidental in nature.

## Secondly: Dimensions of Workplace Bullying: A Sociological Approach :

Three dimensions of workplace bullying have been identified in previous literature: the threat style, coercion at work, and authoritarian leadership. These dimensions are then explored and explained from the perspective of various classical and modern theories.

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                        Workplace bullying dimensions


    Authoritarian              Coercion at work           Exclusion and isolation
    leadership


    Occupational               Threat practices           Curb the spirit of
    authoritarianism                                       criticism


    Curb self-motivation       Reassignment               Curb entrepreneurial
                                                           spirit
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**Source**: Prepared by the researcher

Accordingly, it can be stated that these variables exemplify a range of negative practices utilized by managers or coworkers within the work environment. These practices are aimed at fostering a culture of dominance, oppression, and exclusion, perpetuated by leaders who exhibit poor supervision, as well as coworkers who engage in such behaviors towards one another. Consequently, these actions hinder all endeavors and impede progress and accomplishment.

Even though the concept of workplace bullying is relatively modern, its roots can be traced back to ancient times, as similar practices existed within ancient civilizations. However, it is important to note that there is a lack of previous studies, literature, and theories specifically focused on explaining the structure of this phenomenon. Nevertheless, it is possible to analyze and interpret the aforementioned dimensions within the framework of classical and modern approaches from a socio-organizational perspective 1- Theoretical approach to the dimensions of workplace bullying**:**

## A- Frederick Taylor and the practice of exclusion and isolation:

Taylor believed that workers were unable to comprehend the intricacies of the production process, and therefore management had to assume this function. He stated, "Managers become capable of controlling the amount of work that must be accomplished during the day" (Asaad, 2000). Moreover, the selection of workers was often based on physical criteria. These coercive and exploitative tendencies were accompanied by a negative perception that undermined the workers' role in taking initiative at work (Bloom, 2019).

This reflects the fact that the dignity of workers was not a priority, resulting in their treatment being akin to that of animals or machines. They were subjected to threats of dismissal, coercion, intimidation,

and ridicule merely for making a mistake or taking an extra step. Such practices hindered the spirit of criticism and initiative among workers.

It is important to acknowledge that working under a framework of exclusion and oppression is no longer effective in contemporary organizations. This approach perpetuates coercive and threatening behavior between superiors and subordinates, whether through material or moral exclusion, such as deducting wages or dismissing employees. Although the principles of this theory, as introduced by Taylor, are still practiced today, the use of punitive measures has become less impactful and motivating in the present era (Tarab, 2012).

Nevertheless, contemporary studies in the socio-organizational field have demonstrated that the method of exclusion, particularly during economic crises, compels workers to adhere to work regulations, rules, and supervisory orders, and even perform additional tasks without compensation, out of fear of losing their job positions. This perpetuates a culture of submission (Bloom, 2012). Therefore, it is evident that the work environment continues to foster such negative behaviors, leading to psychological, professional, and health-related harm for employees across various institutions.

## B- Max Weber and coercion at work:

Weber posited that subordinates are expected to fully comply with directives from management, particularly due to the unidirectional flow of communication from top to bottom, manifesting as orders that employees are obligated to implement (Lukia, BS).

Consequently, the continuity of work for individuals is contingent upon their acceptance of various constraints imposed upon them by higher authorities within the framework of an administrative organization possessing coercive power and subtle pressure (Bloom, 2012, ibid). It is important to note that this organizational structure

exhibits a certain duality. While bureaucratic organization is deemed the most efficient form created by humanity, this very efficiency poses the greatest threat to individual agency and democratic institutions (Ahmed, 2006). Thus, the bureaucratic work environment allows little room for intimacy and friendship, emphasizing the principle of impersonality and resulting in minimal interaction at the interpersonal level.

Hence, coercion at work can be seen as a manifestation of workplace bullying, stemming from factors such as official communication, unwavering adherence to work regulations, complete obedience to superiors, silent retribution, and the deprivation of social connections for individuals. Therefore, it is imperative to embrace the principles of effective management by minimizing energy waste, prioritizing employee well-being, and addressing workers' concerns (Abdul Karim,2017).

## C-PeterDruckerandRefutingAuthoritarianLeadershipPractices:

Authoritarian leadership is one of the forms of administrative leadership, as classified by American psychologist Daniel Goleman. However, Peter Drucker holds a contrasting view, stating that a leader or manager should not rely on authority but rather convince others. Employees expect respect, appreciation, and participation in decision-making from their managers. In contrast, authoritarian leadership involves the manager exerting control over subordinates and manipulating their outcomes without considering their input, thereby stifling initiative. This kind of leadership fosters workplace bullying, leading to employee frustration, a sense of detachment, indifference, and loss of confidence. Negative behaviors and bullying practices such as lying, dominance, forming alliances, mobbing, and sarcasm emerge when leaders abuse their authority.

In this regard, Peter Drucker emphasizes that management should not
be about exerting dominance, but rather carrying responsibilities
towards employees, with motivation and instilling confidence in
subordinates being crucial (Hashem Hamdi, 2010). Early in his career,
Drucker predicted the decline of the era of the economic man and
proposed a society centered around fulfilling individuals' social needs
(Abdul Karim, 2017). Good supervision is key to countering
authoritarian practices and fostering positive working relationships
among individuals at different levels within an organization.

## Thirdly: Causes of workplace bullying:

Workplace bullying can have various causes, stemming from coercive
and authoritarian practices, psychological issues experienced by the
bully, and a strong desire to prove oneself. The causes of workplace
bullying can be categorized into personal and organizational
dimensions. The following factors contribute to the occurrence of
workplace bullying:

1- Lack of control and intervention by management and higher
authorities to address and prevent such behaviors. In some cases,
organizations may choose to remain silent about these negative
practices in order to maintain a perceived balance or job stability.

2- Absence of comprehensive laws and regulations that protect
employees' rights and prevent abuse.

3- Inadequate channels for employee grievances and a lack of open-
door policies, which result in reduced communication and a lack of
receptiveness from superiors.

4- Seeking power, self-affirmation, and compensating for personal
shortcomings.

5- Fear of job loss on the part of the victim, which may discourage them from reporting or confronting bullying behavior.

6- Employees' lack of awareness of their legal rights and protections in the workplace.

7- Absence of clear institutional policies addressing and condemning bullying behaviors. 8- Lack of well-defined job descriptions and ambiguity regarding roles and responsibilities, leading to confusion and potential misuse of power (Salim Obaid Hameed, 2018).

These factors contribute to creating an environment where negative behaviors thrive, highlighting the need for proactive measures to address workplace bullying and Effects of workplace bullying:

**Fourthly**: **Effects of Workplace Bullying:**

Workplace bullying has various effects that can be categorized as follows:

**1- Psychological effects:**

- Anxiety, depression, and fatigue (Laschinger, Herther, K. Spence, Carol A. Wong, & L. Grau, 2012).

- Reduced quality of life, intentional abuse, emotional exhaustion, and poor mental health (Hevaei & Oscar, 2020).

- Low self-esteem, difficulty concentrating, helplessness, anger, despair, and suicidal thoughts (Vie Tina, Lars Glasø, & Einarsen, 2011).

**2- Social effects:**

- Social maladaptation and social isolation (Laschinger, Heather, 2012).

## 3- Occupational effects:

- Lower job satisfaction and higher tendency to leave jobs (Laschinger, Heather, 2012).

- Higher intention to leave the organization, as bullying poses a risk to individuals' safety (Farrell, Gerald, 2012).

- Work stress, loss of professional commitment, and threat.

## 4- Health effects:

- Increased risk of diabetes, sleep disorders, and stress (Shi Lei & et al., 2020).

- Musculoskeletal injuries (Havaei, Farinaz & et al., 2020).

- Migraine headaches, cardiovascular disease (Magee, Christopher & et al., 2015), and chronic fatigue.

In general, extensive literature, especially from international sources, has demonstrated that workplace bullying has significant negative effects on the psychological well-being and health of victims, whether the bullying is perpetrated by coworkers or managers. These effects include:

1. The targeted person feels rejected and disrespected by others at work.

2. Workplace bullying can be dangerous and may lead to severe consequences, including suicide (Abdelwahab Maghar, 2015).

3. Victims of bullying can suffer from long-term emotional and behavioral problems such as loneliness, depression, anxiety, and low self-esteem.

4. Workplace bullying has been linked to incidents of violence, including school shootings, emphasizing the need to address and prevent this aggressive behavior (National Conference of Legislatures, 2002).

5. Ridicule and bullying have been associated with suicide cases, with an estimated number of children in Britain annually taking their own lives due to harassment (Al-Diyar, 2012).

6. Ignorance, isolation, exclusion, and the damage inflicted on targets (Abdul Karim, 2017).

7. At the institutional level, workplace bullying can create an unsafe and unhealthy work environment, adversely affecting the overall organizational climate.

promote a healthier and more respectful work culture.

**Fifthly**: **Various Strategies to Confront Workplace Bullying**:

Bullying in the workplace is a complex and prolonged process that has severe and detrimental effects on both the organization and individuals. In today's competitive environment, organizations face the choice of either continuing to thrive or facing decline and failure, which necessitates the development of strategies and measures to eliminate workplace bullying. This is crucial in creating a healthy, supportive, and nurturing work environment that upholds the principle of equal opportunities for success and excellence for all employees, while achieving both individual and organizational goals.

The following are some of the key measures that can help reduce the prevalence of workplace bullying (McDonald et al., 2015):

### 1. Individual Strategies:

Employees who experience workplace bullying should adopt certain procedures to address the issue effectively. Workplace bullying counselors suggest the following recommendations for individuals facing bullying:

- Document incidents: Victims should keep a record of details and evidence related to the bullying incidents they experience. This documentation can be crucial in supporting their claims and taking appropriate action.

- Maintain support systems: It is important for victims to seek support from trusted individuals outside the workplace, such as family, friends, or support groups. These support systems can provide emotional guidance and help victims cope with the negative effects of bullying.

- Address concerns with management and HR: Victims should communicate their concerns about bullying to their supervisors, managers, or the human resources department. They should clearly articulate how the incidents hinder their productivity and effectiveness at work.

- Be proactive and assertive: Victims need to be proactive in defending themselves against bullying. This includes standing up to the bully in a professional manner without jeopardizing their own physical safety. Taking assertive action can help deter further bullying.

Tinuke.M and Faphunda (2013) also suggest the following strategies
for dealing with workplace bullying:

- Don't let bullying define you: Victims should prioritize their
  well-being and ensure that bullying does not negatively impact
  their self-worth. They should not internalize the bullying or
  allow it to define their capabilities.

- Maintain positive relationships: Victims should make an effort
  to stay connected with supportive colleagues and build positive
  relationships within the workplace. This can help counteract
  the isolation that bullies often try to impose.

- Regain control: Victims should focus on regaining control of
  the situation. This may involve setting boundaries, asserting
  their rights, and refusing to be manipulated or intimidated by
  the bully.

- Limit personal information sharing: Victims should be
  cautious about sharing personal information with others in the
  workplace, as it can be used against them by bullies. Limiting
  personal information can reduce opportunities for criticism and
  false allegations.

- Understand anti-bullying procedures: Victims should
  familiarize themselves with their organization's policies and
  procedures regarding workplace bullying. Knowing how to
  report incidents and seek assistance can empower victims and
  facilitate a supportive environment for addressing bullying.

By following these individual strategies, employees can better cope
with workplace bullying and take proactive steps towards resolving the
issue in a constructive manner.

## 2- Organizational procedures:

According to Denise (2008), organizational factors play a significant role in either allowing or preventing the spread of workplace bullying. In order to reduce bullying behavior and mitigate its negative impact, it is crucial to address the factors that contribute to its emergence and proactively disable them. This should be done before incurring additional costs, wasting time, effort, and resources. Implementing a zero-tolerance mechanism for workplace bullying, raising public awareness, and clearly defining what constitutes bullying behavior at work are essential steps.

Practitioners and researchers have recommended the implementation of clear and specific policies and procedures to combat workplace bullying. While there may be slight variations in the specifics, there is consensus on several key elements that should be included in the organizational policy. These include a clear commitment to preventing workplace bullying, a precise definition of the types of negative behaviors that fall under its scope, outlining the consequences for violating these organizational standards, emphasizing the importance of responsibility among all stakeholders, identifying individuals involved in bullying behavior, establishing formal and informal complaint procedures, and conducting thorough investigations regardless of the hierarchical position of the perpetrator.

Furthermore, organizational management has a crucial role in creating a safe and supportive work environment that fosters productivity and achievement. This can be achieved by prioritizing training programs that enhance employees' communication skills, teamwork abilities, and conflict resolution techniques. Additionally, administrative transparency holds great significance within the work environment, as it becomes a defining characteristic of the institution and a fundamental principle in professional life.

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It is important for the organization to establish and enforce these procedures accurately to ensure a fair and effective approach to combating workplace bullying. By doing so, the organization can foster a positive work culture that promotes collaboration, open communication, and equality of opportunities. Moreover, the institution should prioritize initiatives that promote employees' mental health and well-being, including providing support and resources for victims and individuals affected by bullying.

In summary, by implementing these measures and procedures, the organization can actively address and prevent workplace bullying, thereby cultivating a healthy and respectful work environment for all employees.

**3- The strategy of bullying therapy from a Quranic perspective (religious perspective)** emphasizes the importance of prevention and explores the inclusion of various actors and institutions in addressing this phenomenon. Rather than focusing solely on therapy, it highlights the significance of researching and implementing preventive measures to avoid the need for extensive resources and time after the occurrence and spread of bullying. This approach aligns with a proactive sociological viewpoint that seeks to identify and addres underlying factors .

The inclusion of this perspective in the bullying treatment strategy is primarily motivated by its connection to the religious background, which serves as the foundation and reference point in Arab and Islamic countries. This religious framework provides a unique cultural heritage that aids in addressing social problems and negative phenomena. In contrast, Western societies, despite their embrace of modernity and post-modernity and their exploration of various approaches, often experience a spiritual void that contributes to the prevalence of numerous issues. Therefore, the role of religious

sociology is highlighted as an intersecting field, sharing accidental similarities with social sciences, which can contribute to mitigating the spread of bullying in its diverse forms.

A holistic approach to therapy entails involving all actors and stakeholders as an interconnected and harmonious system. It is essential to recognize that disrupting or neglecting any part of this system is not feasible. Hence, it is crucial to highlight the following aspects:

- The role of the family in socialization.

- The role of educational institutions.

- The role of the state and its institutions in addressing bullying.

- The role of various forms of media, including audio, visual, and written sources.

- The role of Islam in treating and addressing this phenomenon.

The Qur'an offers a therapeutic approach to address bullying, recognizing it as an aggressive behavior that causes harm and damage to others. However, this behavior        is rejected by the Islamic teachings, which establish principles of brotherhood, affinity, tolerance, and non-discrimination among people based on race, gender, color, tribe, and belief. Islam prohibits all forms of violence and promotes the establishment of a network of social relations, starting from the family unit to society as a whole (Ahmed Muhammed, 2021).

The Qur'anic therapy of bullying emphasizes the importance of enhancing communication through dialogue, discussion, wisdom, and offering good advice. It discourages the use of domination, oppression, and isolation as means of dealing with conflicts. Instead,

the emphasis is placed on fostering understanding, empathy, and respectful engagement to resolve issues and promote harmonious relationships

The Almighty said: {**Invite (all) to the Way of thy Lord with wisdom and beautiful preaching ۚ and argue with them in ways that are best and most gracious ۚ for thy Lord knoweth best, who have strayed from His Path ۚ and who receive guidance.** ﴾ . Surah An-Nahl, verse 125.

Therefore, it preserves for the human soul its pride, honor, and dignity. The following Qur'anic verse can be included, as it explains the Qur'an's prohibition of all forms of bullying, as it is a comprehensive verse for all forms of bullying in general

The Almighty said: ﴾ **O ye who believe! Let not some men among you laugh at others: It may be that the (latter) are better than the (former): Nor let some women laugh at others: It may be that the (latter are better than the (former): Nor defame nor be sarcastic to each other, nor call each other by (offensive) nicknames: Ill-seeming is a name connoting wickedness, (to be used of one) after he has believed: And those who do not desist are (indeed) doing wrong.**﴿ Surah Al-Hujurat - 11

The Almighty said: ﴾ **O mankind! We created you from a single (pair) of a male and a female, and made you into nations and tribes, that ye may know each other ۚ (not that ye may despise (each other). Verily the most honoured of you in the sight of Allah is (he who is) the most righteous of you.ۚ And Allah has full knowledge and is well acquainted (with all things)** .﴿ Surah Al-Hujurat - 13

Upon examining these verses in the Holy Qur'an, one can ascertain the unequivocal prohibition of bullying in all its forms. Ibn Kathir further elaborated in his interpretation that disrespecting, ridiculing, satirizing, or gesturing to mock others is explicitly prohibited. Likewise, assigning offensive names to individuals who are offended by them is condemned. The Qur'an also prohibits backbiting, gossip, spreading rumors, lying, eavesdropping, and disclosing private conversations.

Thus, it can be concluded that the Qur'an not only addresses the phenomenon of bullying with precision and accurate diagnosis but also provides optimal solutions. It encompasses both theoretical guidance and practical approaches, emphasizing prevention. It seeks to build a society characterized by strong values, knowledge, behavior, and actions, resembling a sturdy structure. This comprehensive approach is grounded in deep understanding of the human psyche and practical wisdom (Ahmed Muhammad, previous reference, 2021)

The Almighty said: ﴾**Should not He Who has created know? And He is the Most Kind and Courteous (to His slaves) All-Aware (of everything)** ﴿ (**Surah Al-Mulk, Verse 17** ).

## Conclusion :

This research paper concludes that workplace bullying poses a significant challenge that negatively impacts both teams and organizations. In order to create a healthy and secure work environment, it is necessary to raise awareness among employees about the causes and effects of bullying and work towards establishing an organizational culture that emphasizes communication, cooperation, and respect. Particularly, given that this phenomenon still suffers from intentional or unintentional organizational silence in the workplace.

Based on the research findings, the following recommendations can be proposed:

1. Enhance awareness and educational programs: Develop comprehensive educational programs that increase awareness about bullying, its impact, and prevention strategies. These programs should target all stakeholders, including students, parents, teachers, and school staff.

2. Implement restorative practices: Introduce restorative practices in schools that focus on repairing harm, promoting accountability, and building positive relationships. These approaches encourage dialogue, empathy, and reconciliation among individuals involved in bullying incidents.

3. Foster bystander support and intervention: Promote a culture of bystander support where students are encouraged to intervene when witnessing bullying incidents. Implement peer-counseling programs, student-led initiatives, and encourage students to report incidents to trusted adults.

4. Enhance social and emotional learning: Integrate social and emotional learning into the curriculum to equip students with the necessary skills to manage emotions, build empathy, and foster positive relationships. This can contribute to creating a respectful and inclusive school environment.

5. Strengthen reporting policies and mechanisms: Review and update existing policies to ensure they effectively address the issue of bullying. Establish clear reporting mechanisms, ensure confidentiality, and provide adequate support for victims and witnesses.

6. Collaboration with community stakeholders: Foster partnerships with community organizations, law enforcement agencies, and mental health professionals to collectively address bullying. Engage parents, community leaders, and local resources in prevention and intervention efforts.

7. Regular evaluation and monitoring: Continuously assess the effectiveness of anti-bullying initiatives through data collection, surveys, and feedback. Regularly review policies and programs to ensure they align with evolving needs and address emerging challenges.

It is important to tailor these recommendations to align with the specific context and resources of each workplace. By implementing these suggestions, we can work towards creating a safe and inclusive work environment that enhances the well-being and success of all employees.

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