

Workplace Bullying and Performance of Employees: Manufacturing Firms Perspective in Anambra State

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Abstract

Purpose: This study determined workplace bullying and how it affects employees' performance, while it specifically examined workplace aggression and how it relates to the occupational stress of workers in the selected manufacturing firms in Anambra State.

Research Methodology: The study made use of a survey research design. The population consisted of 167 staff of 10 selected manufacturing and made use of the census method in sampling. The data collection instrument was a Likert-structured questionnaire which was subjected to both validity and reliability tests. Data analysis was done using simple regression and the hypothesis was tested at a 5% level of significance.

Result: The finding revealed that a positive relationship exists between workplace aggression and occupational stress and that a 90% change in occupational stress is a result of changes in workplace aggression ($R = .904$; $R^2 = .898$; F statistics = 7097.588; p -value $< .05$).

Limitation: The study made use of just 10 manufacturing firms which might reduce the inferrability of the work.

Contribution: The study provided empirical evidence as to the relationship between workplace aggression and occupational stress in manufacturing firms in Anambra State which appear not to have been done before.

Novelty: The study made use of a self-structured questionnaire that took into consideration the operational environment of the firms and the characteristics of the employees and work relationships.

Keywords: Workplace Bullying, Employee Performance, Workplace Aggression, Occupational Stress, Manufacturing Firms

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1. Introduction

Organizations serve a variety of functions; some, like manufacturing companies, generate commodities while others, like banks, provide services. Every corporation, however, shares the urge to outperform other organizations in their industry. Studies have shown in the past that employees play a significant role in the performance dynamics of organizations, as they (employees) have often been referred to as the most important asset at the disposal of most organizations, irrespective of their shapes, forms, or sizes. An effective workforce and employee base that is knowledgeable and committed, represent the most important asset composition of such firms where they work, and determine to a great extent how the aspiration of such firms will be achieved (Popescu, Georgescu, &

[Grapă, 2019](#); [Riyanto, B. & Ali, 2017](#)). Supporting this assertion, [Ebuka, Ngozi, Obianuju, and Peace \(2022\)](#) aver that human capital is the most prominent capital that any form of organization can have. Hence, the owners and managers of organizations need to have a thorough understanding of what affects and influences the performance of these employees ([Phina, Patrick, & Nwabuike, 2022](#)), where the performance of human capital is the capacity of the workforce of an organization to use their knowledge, skills and ability in a productive way in organizations ([Komakech, Obici, & Mwesigwa, 2021](#)). An important aspect of an organization that determines the performance of the employees is the friendliness of the work environment, as it influences the mindset and commitment level of the employees; a toxic work environment may not attract and retain employees who are committed to the goals and visions of the organization, hence, the need to look at the concept of workplace bullying in firms.

Workplace bullying is a concept that has taken center stage in organizational discourse, because of the sterling role it could play in championing the course of a firm. It has become one of the common issues that face people in their daily lives in educational, institutional, and workplace fields ([Bulut & Hihi, 2021](#)). Workplace bullying is simply bullying that takes place in a work setting. It is the abuse, embarrassment, insult and discrimination employees face in the workplace. [Nazim Ali, Ihsan, and Ahmad \(2021\)](#) opine that it is seen as a scenario where employees are abused, teased and negatively marked unpleasantly and frequently. The point to note here is that bullying has to be constant; not a one-off affair. That is, the employee claiming to have been bullied must have been subjected to such a condition frequently in the workplace.

Bullying situations have become rampant lately, as [Killoren \(2014\)](#) argues that bullying became more widespread than many people expected. Bullied victims are becoming more and more numerous on a global scale. According to a UK poll of 2000 employees, 25% of the workforce felt abandoned at work, 23% of the workforce had experienced bullying, and 13% of the workforce had trouble making friends at work ([Rosling, 2020](#)). Research study illustrates that victims of workplace bullying are above 15% of the workforce, worldwide ([Nielsen & Einarsen, 2012](#)). However, most of the bullying has been perpetrated by people in higher authority over those that are powerless or seem incapable of doing anything about it. [Killoren \(2014\)](#) states that about 57% of bullying cases in the workplace were bullying from the supervisors or managers of the employees.

There are a lot of things that could be termed bullying, ranging from insults to humiliation and even jokes. Jokes, chats and gossip used in ways that create a skirmish and unfriendly environment are termed bullying ([Rodríguez-Cifuentes, Fernández-Salineró, Moriano, & Topa, 2020](#)). Others are constant abuse, teasing and offensive remarks ([Ahmer et al., 2009](#)). These bullying dimensions have a way of distracting the employees and stressing them emotionally and physically. Employees who are bullied at work may find it difficult to concentrate on their tasks, lose their confidence, and experience uncontrollable anxiety. Bullies at work frequently terrify, undermine, or intimidate another person, leaving the victim feeling helpless, afraid, ashamed, and inept ([Akintan, Onewo, & Ayodeji, 2021](#)).

Workplace bullying has contributed its fair share in stressing employees at work as studies have found over the years. Workplace bullying and occupational stress are both well-researched phenomena within organizational psychology ([Stale Einarsen, Hoel, & Cooper, 2002](#)). It has detrimental effects on the victim's physical and psychological health and has been called one of the most stressful phenomena that could happen ([Duffy & Brown, 2018](#); [Hauge, Skogstad, & Einarsen, 2010](#); [Pheko, 2018](#)). It is against this backdrop that this study was necessitated to look at manufacturing firms in Anambra State with a bid to study workplace bullying and how it affects employees' performance. This formed the broad objective, but the study specifically examined workplace aggression and how it relates to the occupational stress of workers in the selected manufacturing firms in Anambra State.

2. Literature Review

2.1 Workplace Bullying

When employees are made deliberately and frequently uncomfortable by others, especially their superiors, through abuse, unfeasible targets, cajoling, jokes, and embarrassment, such employees are

said to be bullied in the organization. Hence, workplace bullying characterizes circumstances wherein an employee is maltreated and offended by his seniors, juniors, or colleagues frequently and deliberately ([Nazim Ali et al., 2021](#)). It could be seen from the above assertion that workplace bullying is not just perpetrated by superiors on junior employees, but can also be found around workers of equal standing in the organization or even junior against a senior colleague, however, it must be deliberate and frequent. A one-off situation cannot be tantamount to bullying, and when it is done to spur performance and commitment, it cannot be said to be workplace bullying.

[Stale Einarsen et al. \(2002\)](#) posit that bullying at the workplace can be seen as a situation where an employee or group of employees are treated in a way that is perceived to be intentionally aimed at annoying the worker(s) who is not in a position to shield him/herself or even to run from that circumstances. From this forgoing, it is seen that the bullied individual will not remain the same after being bullied; the victim either suffers physical, psychological, or emotional damage afterward. Workplace bullies use their authority to undermine, frighten, or intimidate another person, often leaving the victim feeling fearful, powerless, incompetent, and ashamed ([Kalwala & Chirumula, 2017](#)).

Bullying can result from numerous behaviors or even from inactivity. An example of bullying behavior is routinely leaving someone out of meetings or discussions on purpose. Giving someone an impossible goal or moving them to a department that is not a good fit for them could also be considered a bullying situation. [Bulut and Hihi \(2021\)](#) explain that acts such as harassment, social exclusion, and offending may be labeled as bullying. [Namie \(2007\)](#) states that abusive, insulting language, spreading gossip, rumors of harmful or offensive initiation practices, physical assault or unlawful threats, giving too much workload to the person, and setting timelines for the employee which are difficult to achieve are also within the perimeters of bullying. Other bullying acts are giving tasks that are beyond the ability of the employee, continuously ignoring the employee at the workplace, and purposely denying access to information ([Namie, 2007](#)).

2.2 Workplace Aggression

One of the most used constructs to measure workplace bullying is workplace aggression, as it is seen as one of the earliest stages of bullying behavior. This was the position of [Vartia-Väänänen \(2003\)](#) who opines that in the early phases of workplace bullying, victims frequently experience indirect and discrete aggressive behaviors that are challenging to identify. But when measures are not taken, it could metamorphose into more direct, aggressive acts such as verbal or physical abuse ([S Einarsen, 2006](#)).

Aggressive behaviors can easily be classified into direct and indirect aggression. In a typical school environment, students use more direct aggression, while in the workplace, a subtle/indirect approach is often found ([Vartia-Väänänen, 2003](#)). The forms of indirect aggression include exposure to false accusations, rumors, gossip, malicious stories, belittlement of opinions, and limitation of workers' opportunities to express their opinions ([Vartia-Väänänen, 2003](#)). From there, it could be seen that these forms of indirect aggression can easily be relatable to organizations, which is the focus of this study. These indirect forms of aggression have the potential of derailing the performance, commitment, and the kind of satisfaction employees derive as a result of being a member of an organization. It may directly affect employees' job satisfaction, organizational retention, self-confidence, work productivity, and stress levels ([Ladebo, Awotunde, & AbdulSalaam-Saghir, 2008](#)).

2.3 Employee Performance

Employees are said to be the backbone of many organizations, irrespective of the shapes and forms of the business. The performance of employees and their commitment to duty determines to a great extent the sustainability of organizations ([Ebuka et al., 2022](#)). When employees are managed properly and deliberately, it would add to organizational performance improvement ([Khan, 2020](#)). Employee performance is seen as the achievement of goals ([Amegayibor, 2021](#)). Hence, whatever influences their performance is usually given attention. Bullying in an organization has been observed to influence workers' performance in the past, and hence, adequate attention is needed in this regard.

This was captured by [Townend \(2008\)](#) when stating that workplace bullying often results in damaging the work environment and hence its existence negatively affects employees' performance and by extension that of the organization. Similarly, [Khalique, Arif, Siddiqui, and Kazmi \(2018\)](#) opine that workplace bullying can have various effects on workers, but staff performance is considered the most significant and has drawn the attention of researchers, scholars, and managers alike. The job performance of bullied workers decreases significantly as they lose their concentration and have trouble in decision-making ([Gordon, 2022](#)), consequently reducing the productivity of employees ([Sansone & Sansone, 2015](#)).

The effect of bullying is seen in different areas, it could be physical, social, or psychological in nature. It could also manifest in employees being absent from work, and feeling depressed and stressed from work. [Shelton \(2011\)](#) states that bullying behaviors could lead to high levels of absenteeism and turnover and a decline in confidence levels. [Jarrett \(2020\)](#) posits that there are also many physical consequences of workplace bullying such as cardiovascular illnesses increasing around 60% for the victims of bullying. Moreover, bullying can cause high blood pressure as well as ulcers for adults bullied ([L, 2020](#)). Other health issues associated with bullying include migraine, irritability, bowel syndrome, and pains in the back and chest ([Redman, 2022](#)).

[Haq, Zia-ud-Din, and Rajvi \(2018\)](#) aver that the victims of bullying can have issues of depression, disturbed sleep, uneasiness, and anxiety which in turn results in dwindled job satisfaction and increased stress. [Nazim Ali et al. \(2021\)](#) point out that the effects of bullying could be seen in employees' low morale, upset mood and some legal complications which clearly shows that bullying in firms creates stress and leads to reduced employees effectiveness and efficiency. Psychological effects of bullying on employees include stress, anxiety, and panic attacks ([Gordon, 2022](#)).

2.4 Occupational Stress

Occupational stress is an existential threat to employees' well-being and performance. A stressed employee is less likely to be effective in discharging his or her duties at the workplace. This is possibly why [Chia and Kee \(2018\)](#) opine that occupational stress is a major element that influences an individual's well-being, and it is a global issue that is on the rise in firms. It is claimed to be an unavoidable phenomenon of the contemporary business age ([Stojanović, Milenović, & Marković, 2012](#)). It was further added that different research works concluded that bullying has been alleged and recognized as a prominent stress factor that lowers employees' job effectiveness ([Nazim Ali et al., 2021](#)).

Many things can lead to stress in the workplace, one of which is bullying. Workplace bullying is another global issue that can lead to occupational stress problems among employees in organizations ([Nielsen, Matthiesen, & Einarsen, 2010](#); [Strandmark & Hallberg, 2007](#)). [Hauge et al. \(2010\)](#) report that bullying is one of the most fundamental factors which spread stress and uneasiness in an organization. There are several contextual factors that have been recognized as facilitators of occupational stress, such as poor organizational support, and job insecurity ([Abbasi, Araban, & Aalipour, 2018](#); [Malik, Björkqvist, & Österman, 2017](#); [Milner, Witt, LaMontagne, & Niedhammer, 2018](#)), time pressure ([Prem, Ohly, Kubicek, & Korunka, 2017](#); [Prem, Paškvan, Kubicek, & Korunka, 2018](#)), job ambiguity, job conflict, workplace bullying ([Attell, Brown, & Treiber, 2017](#)), excessive workload, workplace aggression ([Buchanan, 2010](#); [Smithers & Robinson, 2003](#)), and job demand and lack of control ([Fila, Purl, & Griffeth, 2017](#)).

2.5 Empirical Reviews

The links and linkages between workplace bullying, workplace spirituality, and job burnout among Chinese pediatric nurses were examined by [Fan, Cao, Zhou, Duan, and Xing \(2022\)](#). In this cross-sectional study, 402 pediatric nurses from six hospitals in China's Hubei Province made up the sample. A socio-demographic data questionnaire, the Negative Acts Questionnaire-Revised, the Maslach Burnout Inventory-General Survey, and the Workplace Spirituality Scale were used to gather the data. PATH analysis methods inside structural equation modeling were used to test the model. The study discovered a significant and positive correlation between job exhaustion and workplace bullying

among pediatric nurses. Bullying had a significant and adverse relationship with workplace spirituality, and that relationship had a significant and adverse relationship with job burnout.

Researchers [Rosander, Salin, and Blomberg \(2022\)](#) looked into the effects of job switching for bullied workers. They postulated that employees who had been bullied would be more likely to switch jobs than non-bullied employees and that switching employment would also lessen those individuals' baseline exposure to bullying behaviors and their subsequent mental health issues. The study's longitudinal random sample of the entire Swedish labor force ($n = 1,095$) served as its foundation. There was an 18-month gap. The findings supported all except one of the hypotheses. At follow-up, employees who had experienced bullying at baseline were more likely to have switched occupations. There was also less exposure to later bullying for the changers. The real reduction in bullying exposure was big and notable.

Using a sample of 2476 workers, [Burr, Balducci, Conway, and Rose \(2022\)](#) looked into workplace bullying as a risk factor for the occurrence of long-term sick leave (LTSA) during a five-year period in a cohort of employees in Germany. Using binomial regressions, it was estimated that, after controlling for baseline age, gender, occupational level, smoking status, and physical demands at work, baseline levels of workplace bullying were associated with first-episode LTSA during follow-up. According to the findings, frequent bullying increased the chance of LTSA by 15%, whereas severe bullying increased the risk by about 50%. The connections between bullying and LTSA rose by around one-third when the first two years of LTSA occurrences were excluded.

[Godbless and Enoch \(2022\)](#) investigated how staff performance (STAFP) of non-academic personnel of federal institutions in Nigeria is impacted by workplace violence (WKPLV) through occupational stress (OCPST). The study's target population was 13873 people, and the sample size was 389 people, chosen at random. Multiple regression and structural equation modeling were used as analytical techniques. The regression outcome in comparison to the sample response made it clear that there was a significant but adverse association between WKPLV and STAFP. The idea that work stress modulates the effects of WKPLV on performance has significant statistical support.

[Al Hashimi and Azmin \(2021\)](#) looked at the relationship between workplace bullying and job satisfaction in the hotel sector of Oman, taking occupational self-efficacy into account as a mediator. The cross-sectional study included three hotels. Information was submitted by 400 people who held middle and low managerial positions. The Occupational Self-Efficacy Scale, the Generic Job Satisfaction Scale, and the Negative Acts Questionnaire-Revised were also used to gather data. Data analysis and regression were done using the Statistical Package for Social Science (SPSS). Data from meditation exercises were analyzed using Hayes' PROCESS macro. The findings revealed a positive link between bullying at work and job satisfaction and a negative correlation between bullying at work and occupational self-efficacy. Occupational self-efficacy was inversely correlated with job satisfaction. A regression study revealed that workplace bullying was a significant predictor of job satisfaction. However, occupational self-efficacy did not significantly attenuate the association between workplace bullying and job satisfaction. The mediational study revealed that occupational self-efficacy was not a mediator of the relationship between workplace bullying and job satisfaction.

In 2021, Nazim, Anjum, and Shabir looked researched how workplace bullying affected the job performance and job happiness of instructors at public universities in KP, Pakistan. The information was submitted by 231 professors from KP, Pakistan's public universities. Traditional questionnaires were used to collect the data. Using correlation and regression, the relationship between workplace bullying, job satisfaction, and job performance was investigated. The results showed a significant relationship between workplace harassment, job satisfaction, and performance. Bullying at work showed a significant negative link with job satisfaction and a negative relationship with job performance.

[Anulika \(2021\)](#) examined the prevalence of workplace bullying and its effects on employees' capacity to perform their jobs in Imo State, Nigeria. 80 managerial and supervisory employees of ABC

Transport Plc took part in a survey that gathered data. According to the study, employees in the road transportation sector encountered a variety of bullying behaviors that negatively impacted their performance at work, most notably humiliation, persistent physical assaults, frequent physical abuse, being subjected to an excessive workload, willful denial of entitlement, excessive monitoring of work by superiors, and assignments with arbitrary deadlines. The study also found a significant, though unfavorable, correlation between workplace harassment and employees' productivity.

[Akintan et al. \(2021\)](#) examined the effects of workplace bullying on employees' productivity in Nigeria using primary data. The population of the study consisted of 262 workers, and 118 were selected as the sample size based on Yamane's formula from 1967. According to the study, workplace bullying has a considerable negative influence on the productivity of the personnel of the Ondo State Internal Revenue Service.

In Cairo, Egypt's public and private hospitals, [Elewa and El Banan \(2019\)](#) examined the connections between workplace bullying, organizational culture, and organizational trust. The study used a descriptive correlation comparative design. Public hospital (n=87) and private hospital (n=89) staff nurses (n=176) who consented to participate in the study at the time of data collection and had at least one year of experience were both included. Three surveys were created using literature as a guide. The organizational culture assessment tool and a survey on organizational trust 3-Revised Negative Acts Questionnaire (NAQ-R). The findings revealed that more than half (57.4%) of staff nurses experienced patient bullying, and there was a statistically significant difference between public and private hospital staff nurses' perceptions of organizational culture ($t=-8.83$ -, $p = 0.00$) and organizational trust ($t= -3.93$ -, $p = 0.00$). Private hospitals scored higher on average than public hospitals in terms of organizational trust and overall opinion of organizational culture (65.56 12.85) and 54.9 12.37, respectively. Between all aspects and the overall view of bullying among nurses in public and private hospitals, there was no statistically significant difference. A statistically significant positive association between organizational culture and trust was also found ($r=.529^{**}$). While bullying, organizational trust, and organizational culture all had statistically significant negative correlations ($r= -.157^{*}$ and $r= -.300^{**}$, respectively).

[Feijó, Gräf, Pearce, and Fassa \(2019\)](#) conducted a comprehensive review of the risk variables for bullying at work. Two databases were used for the search. The evaluation included studies that provided estimates of the risk factors for workplace bullying. An altered version of the Downs and Black checklist was used to evaluate the quality of the chosen papers for the study. Papers were reported in accordance with the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) and Meta-analyses of Observational Studies in Epidemiology (MOOSE) standards. According to the findings, 51 papers were considered, and 70.6% of them were from European nations. According to the majority of studies, women are more likely to experience bullying (odds ratio (OR) ranges from 1.17 to 2.77). Bullying was strongly correlated with authoritarian and laissez-faire leadership philosophies. Bullying was strongly correlated with a number of psychosocial factors, including stress (OR 1.37 to 4.96) and occupational risks related to work organization, including flexible work methods, role conflict, role ambiguity, monotonous or rotating tasks, high demands, pressure at work, and unclear responsibilities.

[Chia and Kee \(2018\)](#) looked at how task performance and workplace harassment among salespeople in Malaysia's retail industry interacted. The large retail chain's sales staff received surveys. Bullying at work is strongly connected with work-related stress, which in turn lowers employee performance, according to data gathered from 222 salespeople. These findings contributed to our understanding of how workplace bullying affects occupational stress and how stress may affect the productivity of salespeople.

[Akar \(2013\)](#) used structural equation modeling to examine the connections between perceived job stresses, workplace bullying, and job stress. In Turkey, 300 health sector employees, including junior doctors and nurses, provided the data. The survey approach was used to collect the data for this investigation. According to the report, nurses deal with more workplace harassment and stress than

junior doctors. It should be observed that the averages for the sub-categories of job overload, workplace bullying, and burnout are greater than those for the other factors. The results of the structural equation modeling showed that perceived job stressors have a positive impact on perceived job stress and that perceived job stressors have a good impact on workplace bullying.

3. Research Methodology

The study made use of a survey research design because of the structure of the work which seeks to collect data from a sampled respondent about a phenomenon, hence, a survey design is the most suitable for it. The area of the study is Anambra state, one of the five south-eastern states in Nigeria. The population consists of 167 staff of 10 selected manufacturing firms in the State and the study made use of complete enumeration (census), hence, there was no sampling of the population. The data collection instrument was a questionnaire that was structured in a 5-point Likert format. The questionnaire was subjected to face and content validity by experts while Cronbach Alpha was used in ascertaining the reliability of the instrument which returned a coefficient of .875. The data collected was analyzed through simple regression and the hypothesis was tested at a 5% level of significance, signifying a 95% confidence level. A total of 147 copies of the questionnaire were analyzed out of the 167 copies distributed and 150 copies collected. This is because 3 of the collected copies were not properly filled.

3.1 Data Analysis

H1: workplace aggression has a statistically significant relationship with the occupational stress of workers in the selected manufacturing firms in Anambra State.

Table 1. Regression Result for Hypothesis One

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.904 ^a	.898	.898	1.078

a. Predictors: (Constant), WKPAGGR

Source: Field Survey, 2022

Where:

WKPAGGR=Workplace Aggression

Table 1 reveals the result of the regression analysis for the test of hypothesis one which states that workplace aggression has a statistically significant relationship with occupational stress in the selected manufacturing firms in Anambra State. From the result, it is seen that a positive relationship exists between workplace aggression and occupational stress as indicated by $R = .904$. It is also shown from the R-Square that a 90% change in occupational stress (dependent variable) is a result of changes in workplace aggression (independent variable).

Table 2. ANOVA output for Hypothesis One

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	12291.662	1	11091.662	7097.588	.000 ^b
Residual	316.588	145	1.003		
Total	12608.250	146			

a. Dependent Variable: OCCSTR

b. Predictors: (Constant), WKPAGGR

Source: Field Survey, 2022

Where:

OCCSTR =Occupational Stress

Table 2 shows the ANOVA result for hypothesis one. From the Table, it is seen that the F statistics is 7097.588 and the p-value is .000. This shows that the relationship observed between workplace aggression and occupational stress is not by mistake, rather, it is statistically significant. This is because, the probability value (p-value) is lesser than the level of significance used (p-value < .05), therefore, the alternate hypothesis is accepted.

4. Results and discussion

This work examined the relationship between workplace bullying and its effect on employees' performance in manufacturing firms in Anambra State but specifically looked at workplace aggression and how it relates to the occupational stress of workers in the selected manufacturing firms in Anambra State. The hypothesis formulated stated that workplace aggression has a statistically significant relationship with the occupational stress of workers in the selected manufacturing firms in Anambra State. This hypothesis was tested using regression analysis and it was revealed from the findings that indeed, workplace aggression has a statistically significant positive relationship with the occupational stress of workers in the studied firms. This implies that an increase in workplace aggression leads to a concomitant increase in employee occupational stress. The more the employees are faced with aggression in the workplace, the more they will be stressed as a result of work engagement. These findings align with the earlier findings of [Akar \(2013\)](#) who examined the nexus between perceived job stresses, workplace bullying, and job stress. The study found that perceived job stressors have a positive impact on perceived job stress and that perceived job stressors have a good impact on workplace bullying. Similarly, the findings of this study also corroborate that of [Burr et al. \(2022\)](#) who looked at workplace bullying as a risk factor for the occurrence of long-term sick absence (LTSA). The result showed that frequent bullying increased the chance of LTSA by 15%, whereas severe bullying increased the risk by about 50%.

5. Conclusion

The performance of organizations cannot be completely extricated from the performance of employees, hence, an organization that has the bulk of its workers performing well is likely to be competitive. However, the performance of employees is hinged on the work environment, which can be affected by the bullying situation therein. From the analysis of the study, workplace aggression is seen to be positively connected to occupational stress, in that, the more aggression the employees face at the workplace, the more stressed they will become, which will affect their performance. Hence, the study concludes that workplace bullying significantly affects employee performance.

5.1 Limitation

This study is limited by scope, as just 10 manufacturing firms may not be enough to be used in making inferences about what is happening in the manufacturing sector of Anambra State.

5.2 Recommendation

Following the finding of this study, the researchers make bold to recommend:

- a. Civility in actions and behavior should be the watchword in the organizations studied so that no one will feel threatened by aggression and, therefore, reduce stressful situations at work.
- b. There needs to be a mechanism for monitoring the interactions of people in the firms studied, to make sure that no one is being aggressive to another, and when observed, appropriate sanctions need to be meted out, as this will go a long way in checkmating aggressive behaviors at work.

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