



**Journal of Association of Arab Universities  
for Tourism and Hospitality (JAAUTH)**

journal homepage: <http://jaauth.journals.ekb.eg/>



## **How Does Workplace Bullying Effect on Organizational Commitment and Job Performance? Mediating Effect of Job Stress in Hotels and Egyptian Travel Agents.**

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### **ARTICLE INFO Abstract**

#### **Keywords:**

Workplace bullying;  
job stress;  
job performance;  
Organizational  
commitment.

**(JAAUTH)  
Vol.25, No.1,  
(2023),  
pp.227 -567.**

Bullying is one of the most prominent terms recently circulated among people and on social media. This term is not modern; rather, it is as old as man, as it is one of the negative behaviours that some people follow. The phenomenon of bullying is present at all levels of life, and is not limited to one side without the other. It appears in the work environment as in life in general, where some employees are exposed to different forms of occupational bullying. Many researchers have examined the phenomenon of bullying in the work environment. Due to its significant impact on employees and their performance, and therefore on work and performance of tasks. So, the study relied on adopting a quantitative research with deductive approach and using mono method quantitative (field survey) over a structured questionnaire form filled by 578 employees from travel agents and hotels in Egypt. Statistical analyses were accomplished by using Statistical Package for Social Sciences (SPSS version 23) and IBM Amos ver. 25. The findings of this study achieved that workplace bullying effect on organizational commitment, job performance. The study recommends the following:

The necessity of taking legal measures against people who have characteristics of bullying. Treating employees with respect, working in a team spirit and forming a work team to accomplish the required tasks. Holding seminars on workplace bullying and its negative impact on society, and spread a culture of respect for others.

### **1. Introduction**

The tourism and hospitality sectors rely heavily on employee collaboration and a supportive environment that provides emotional, informational, and instrumental. Unfortunately, workplace bullying poses a significant problem in this industry, as it undermines collaboration and the overall organizational atmosphere, affecting various regions worldwide (Ali et al., 2020). There are arguments suggesting that the hospitality industry faces challenges in work organization, including high work pressure, limited autonomy, unregulated managerial control, and the employment of vulnerable workers (Said & Tanova, 2021).

Although the service industry makes a positive contribution to the global economy by consistently creating a significant number of new jobs each year (Van & Haw, 2021) and has witnessed impressive growth, the tourism and hospitality sectors continue to confront demanding working conditions. These unfavourable conditions in the hospitality industry have the potential to foster a hostile workplace environment, which, consequently, can give rise to incidents of bullying (Anasori et al, 2020).

Workplace bullying refers to repetitive and unwelcome actions or behaviours aimed at humiliating, punishing, and intimidating a specific individual (Einarsen & Notelaers, 2009; Einarsen & Cooper, 2004). The humiliation, offense, and distress inflicted by workplace bullying have detrimental effects on employee loyalty and commitment (Tag-Eldeen et al., 2017), ultimately leading to reduced work performance (Van & Haw, 2021). There is a growing pattern of employees within the tourism and hospitality sectors reporting incidents of workplace bullying. For instance, around 16% of employees in this industry report experiencing multiple undesirable acts within their work environment (Teo & Nguyen, 2020).

According to Robert (2018), workplace bullying refers to situations in which a worker, regardless of their position, is systematically and repeatedly mistreated or victimized by colleagues, subordinates, or superiors. This negative behaviour leads to various detrimental effects, including high employee turnover, reduced self-confidence among victims, increased absenteeism, decreased productivity, and poor job performance. Workplace bullying has been consistently associated with negative psychological well-being, low self-esteem, difficulties in concentration, chronic fatigue, anger, and heightened stress levels (Ngale, 2018). Bullying behaviours can manifest in different ways, such as by assigning unreasonable tasks, setting impossible deadlines, withholding crucial information, and engaging in more personal actions like verbal abuse, unwarranted criticism, and spreading rumors (Caponecchia, 2020).

The stress caused by workplace bullying can have significant consequences for the victim's mental and physical health. Common to all definitions of workplace bullying is the presence of three key elements: repetitive negative actions occurring frequently within the workplace and an imbalance of power between the parties involved (Hutadjulu et al., 2017). Pate & Beaumont (2010) estimated that approximately one-fifth of all employees have experienced workplace bullying, highlighting its prevalence in today's workplaces. Workplace bullying not only affects employees negatively but also has repercussions for the organization.

Likewise, continual bullying can diminish productivity and creativity among employees as they become demotivated to utilize their skills and less likely to contribute new ideas (Hutadjulu et al., 2017). Thus, this paper highlights the focal role of workplace bullying in job stress among hotel and travel agency employees. This paper also examines the linkages between job stress, organizational commitment, and job performance. Finally, this paper focuses on the mediating role of job stress in the latent associations between workplace bullying and both organizational commitment and job performance. In this regard, workplace bullying often involves the misuse or abuse of power, creating feelings of helplessness and injustice in the target and violating their right to dignity at work. This can result in reduced morale and performance; hence, employees leave their jobs (Tag-Eldeen et al., 2017).

## **2. Literature review**

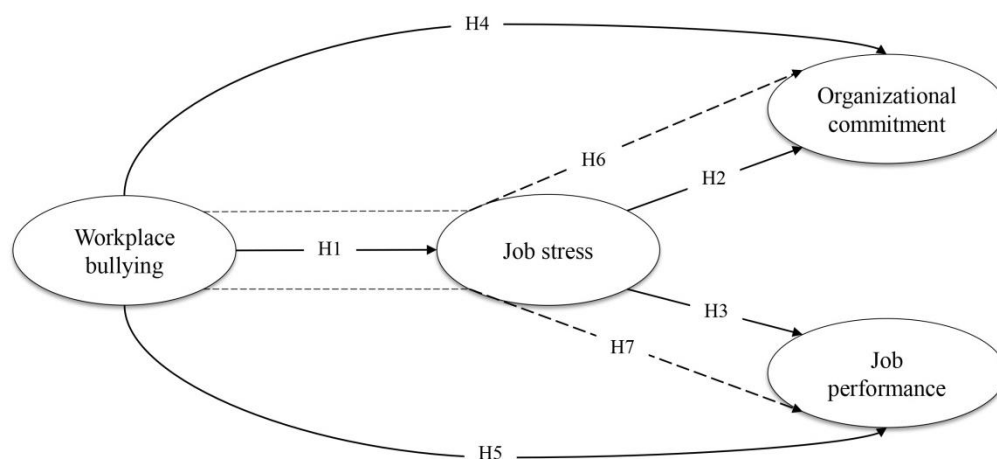
### *2.1. Workplace bullying in the tourism and hospitality industry*

Workplace bullying encompasses behaviours that harass, offend, socially exclude, or negatively impact the work of another person. It is an escalating process where the target is repeatedly subjected to bullying behaviours over time. The victim finds it challenging to

protect themselves as a power imbalance between offenders and their targets arises or intensifies during this process (Einarsen et al., 2020). There has been some discussion about the extent to which workplace bullying overlaps with other forms of mistreatment, such as incivility, abusive supervision, and violence (Farley et al., 2023). While the tourism industry offers a multitude of job opportunities, the assessment of their quality reveals a different perspective.

Employment in the tourism sector often involves work conditions that deviate from the norm and contribute to stressful or even violent situations (OSHA, 2008). These conditions encompass various aspects such as excessively long working hours that may infringe labor laws, schedules that disrupt work-life balance, overwhelming workloads and time constraints that create intense work rhythms, repetitive and monotonous tasks that restrict creativity and individual initiative, frequent interactions with customers that can lead to tense situations escalating to harassment or violence, and inadequate training or experience in certain positions (Farley et al., 2023).

Accordingly, these inherent work conditions within the tourism sector result in elevated levels of stress among employees and serve as catalysts for harassment (Ariza-Montes et al., 2017). Factors like night shifts and alcohol consumption, which are prevalent in many tourism establishments, increase the likelihood of encountering violent incidents. Figure 1 presents the proposed linkages between workplace bullying, organizational commitment, and job performance through job stress.



**Figure 1.** Research model.

## 2.2. Workplace bullying and job stress

Job stress is characterized by increased tension when an employee is unable to meet the demands of both work and family, often resulting in injuries, industrial accidents, and high absenteeism (Farley et al., 2023). Physiological symptoms that employees suffer, such as migraines weariness, nausea, blisters, hypertension, coronary artery disease, and strokes, are correlated with workplace stress in the tourist and hospitality business (Krone et al., 1989). These consequences can decrease employees' efficiency and lead to increased healthcare costs for employers (Antonova, 2016).

Furthermore, workplace bullying has other observable effects on job stress, such as damage to the organization's internal and external image, which in turn leads to more customer complaints. Unsafe work environments and a higher number of workplace accidents can result in direct costs for the organization, including insurance and legal claims (Luthans,

2011; Leka et al., 2004). In fact, exposure to workplace bullying is often regarded as a more debilitating and devastating issue for employees compared to other types of work-related stress combined (Bentley et al., 2012a). Based on these findings, this paper proposes the following hypothesis:

**H1.** Workplace bullying has a statistically significant effect on job stress.

### *2.3. Job stress and organizational commitment*

The level of a person's identification with and engagement in an organization is referred to as organizational commitment (Ahmed & Ramzan, 2013). It plays a crucial role in the complex relationship between the individual and the organization, and the degree to which commitment fosters other positive work behaviours, such as citizenship behaviours and in-role job performance (Lambert et al., 2016). Organizational commitment is typically associated with an individual's alignment with the organization's values, willingness to work for the organization, and desire to remain in the organization (Li et al., 2017). It represents a condition where an individual stays in an organization and is motivated to work hard towards achieving organizational goals.

When employees receive what they expect from the organization, their work motivation increases. On the other hand, employee discomfort arises when their work becomes monotonous and the compensation provided is insufficient for their needs (Chantica et al, 2022). Research conducted by Demerouti & Bakker (2001) demonstrates a significant positive correlation between job stress and organizational commitment. Dai Ying (2009) highlighted the close relationship between these two variables, further supporting it.

Role stress has an influence on organizations, as shown by the links between it and organizational outcomes that have been shown in several studies. For instance, it has been discovered that several workplace mindsets, such as job fulfilment, affective dedication to the organization, and intentions to leave, are related to job pressure (Aghdasi et al., 2011). Additionally, it has detrimental consequences for personnel, increasing their likelihood of developing health issues, increasing exhaustion, tardiness, and other undesirable outcomes (Lambert et al., 2009).

According to Mathieu & Zajac (1990), personnel with higher degrees of dedication may experience the negative impacts of stress more severely than those with fewer involvement levels. Compared to people who have lower commitment levels, they could react to these stresses more negatively (Meyer et al., 2002). However, prior studies (e.g., Lambert et al., 2009; Nikolaou & Tsaousis, 2002) reveal an inverse link between job stress and organizational commitment. Based on the above discoveries, this paper assumes that:

**H2.** Job stress has a statistically significant effect on organizational commitment.

### *2.4. Job stress and job performance*

Employee performance in the workplace is a critical concern for all organizations, regardless of various factors and conditions. Consequently, employees are considered a highly valuable asset for their organizations (Ahmed & Ramzan, 2013). Stress exists in every organization, and it has significant effects on employee job performance (Bashir & Ismail, 2010). According to Rose (2003), employees tend to experience high levels of stress related to time constraints and long working hours, which diminishes their motivation to perform better.

Hallowell (2005) suggests that employees in modern organizations may struggle to reach targeted performance levels due to the stress imposed by heavy workloads, resulting in a

decline in their creative abilities. Exceptional workloads, time stress, and continuous interference can erode employees' creative abilities and reduce their in-role job performance (Elmadağ & Ellinger, 2018; Nawaz et al., 2019). Job stress can have a negative impact on employee performance across various work sectors (Sari et al., 2020).

**H3.** Job stress has a statistically significant *effect* on job performance.

Workplace bullying diminishes organizational performance by negatively affecting employee performance through increased absenteeism and turnover rates (Rasool et al., 2013). Another significant consequence of workplace bullying is its negative impact on employees' levels of job satisfaction and commitment to the organization (Kang et al., 2018), leading to higher rates of absenteeism and intentions to switch to another organization (Djurkovic et al., 2004). Previous research results have suggested a connection between workplace bullying and organizational commitment, as targets of bullying are likely to exhibit lower levels of organizational commitment. For instance, organizational commitment has been found to have a negative correlation with bullying behaviours in the workplace (McCormack et al., 2016). Regarding the correlation between bullying and task performance, Devonish (2013) and Jackson et al. (2002) showed that increased exposure to workplace bullying is linked to compromised job performance.

Bowling & Beehr (2006) similarly demonstrated a negative yet weak association between higher levels of workplace harassment, often referred to as bullying, and job performance. The adverse impacts of workplace bullying on both organizations and individuals have been extensively documented. Teo et al. (2019) argued that the consequences of bullying encompass a decrease in organizational commitment within the workplace. Workplace bullying has consequences for both employees and organizations. The organization can experience negative effects, such as financial costs or behavioural changes in employees that result in poor work performance (Said & Tanova, 2021). Therefore, this paper proposes that:

**H4.** Workplace bullying has a statistically significant effect on organizational commitment.

**H5.** Workplace bullying has a statistically significant effect on job performance.

### 3. Methods

The study aims to study the influence of workplace bullying on organizational commitment and job performance through job stress in travel agents and hotels in Egypt. Therefore, the quantitative research with deductive approach is implemented by using mono method quantitative (field survey), quantitative research purpose is to test philosophies about employee's behaviors which are recognized by numerical and statistical indication. Subsequently, the field survey method was applied to get the study results and conclusion. The primary data were collected from a structured questionnaire from 578 employees from travel agents and hotels in Egypt. Statistical analyses were executed by Statistical Package for Social Sciences version (25) and IBM Amos. (25). All Study results have been considered significant at  $p < 0.05$ . Random sample was used to collect the required data, during the period of time in April to August of 2023.

#### 4.1 Population and Sample Size

Simple random sample technique is applied. In total, 578 employees were approached in our survey. The range of this research is limited to employees at five-star hotels and tourism companies (Category A) in Cairo City in Egypt. The number of five-star hotels has reached 33 hotels according to human resources departments of these hotels due to the difficulty of reaching the number of workers in five-star hotels, the average number of employees in these



hotels was calculated to be 50 employees, so that the sample size was 1650.and 63000 employees in travel agencies according to Abou-Shouk.,etal ,2021 which is conducted from July to September of 2023. So, sample is taken from five-star hotels' and travel agencies employees are calculated according to Robert mason as follows:

$$n = \frac{M}{[(S^2 \times (M - 1)) \div pq] + 1}$$

**Table 1** sample size

Items	Sample	Response rate
Hotels	311	87,4%(272)
Travel agencies	381	85,3%(325)

**4.1. Questionnaire and conceptual model development**

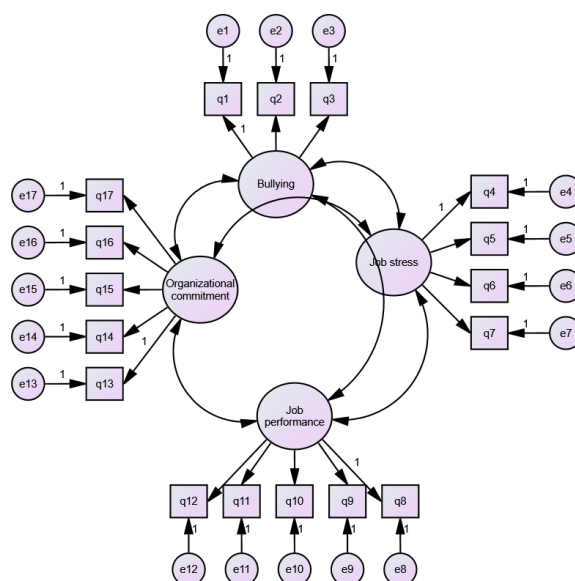
To achieve the study aim, and test the proposed conceptual model (figure 1) the structured questionnaire is designed with a 5-point Likert-style scale (“1=strongly disagree” to “5=strongly agree”). Questionnaire items have (20 scales) were attuned from previous studies of Ling ,et al (2016). for the scales of Workplace bullying. While as the scale job stress is adjusted from Boxall, & Macky (2014) study. also the scale of job performance is adjusted from Pradhan & Jena(2017)study and Hee,et al(2019)study .Lastly the scale of organizational commitment is adjusted from AKSOY, et al (2018) and Akgunduz& Eser(2022) study.

In addition, Personal data were collected in the questionnaire (i.e., gender, age, and educational level).The questionnaire system was proposed using the online survey of Google forms. This questionnaire link is for the hotel and travel agent employees in Egypt.

**4. Analysis and findings**

**Table 2:**

Indicators	TLI	RMSEA	SRMR
Evaluation value	>0.9	< 0.06	< 0.08
Model Value	0.9	0.046	0.043



**Figure2:** Structural validity by confirmatory factor analyses (CFA), Using IBM Amos ver. 25.

**Reliability**

Reliability by Internal consistency measures the degree of the interrelatedness among the items. Internal consistency was assessed by calculating Cronbach’s alpha. A Cronbach's alpha value is 0.801, >0.70 was considered sufficient evidence for reliability.

**Descriptive Statistics**

**1. Workplace bullying**

TABLE 3: Descriptive Statistics of Workplace bullying:

Ser	Items	Sector/ Type	Strongly Disagree		Dis Agree		Neutral		Agree		Strongly Agree		Chi <sup>2</sup> (x <sup>2</sup> ) Value sig.
			F	%	F	%	F	%	F	%	F	%	
A1	You are humiliated or ridiculed at by others during work	Hotels	10	1.7%	11	1.9%	5	0.9%	47	8.1%	180	31.1%	6.058 0.195
		Travel Agents	9	1.6%	9	1.6%	11	1.9%	82	14.2%	214	37.0%	
A2	You are ignored or treated with hostility	Hotels	7	1.2%	5	0.9%	6	1.0%	55	9.5%	180	31.1%	2.360 0.670
		Travel Agents	10	1.7%	6	1.0%	8	1.4%	88	15.2%	213	36.9%	
A3	Your opinions are not considered	Hotels	16	2.8%	17	2.9%	14	2.4%	68	11.8%	138	23.9%	29.301** 0.001
		Travel Agents	3	0.5%	5	0.9%	8	1.4%	107	18.5%	202	34.9%	
		Travel Agents	8	1.4%	9	1.6%	1	0.2%	106	18.3%	201	34.8%	

\*\*Significant at  $\alpha < 0.01$ .

Item	Type	Mean	weighted mean	Std. Dev	T test
Total A (Workplace bullying)	Hotels	13.22	4.41	1.754	t= -2.171* sig (0.030)
	Travel agents	13.53	4.51	1.651	

\*Significant at  $\alpha < 0.05$

The result revealed significant differences at the level of significance of ( $\alpha$ ) 0.05 in Workplace bullying (T= -2.171, p. < 0.05) between hotels (mean= 13.22) and travel agents (mean= 13.53). On a more detailed level, the result revealed significant differences at the level of significance of ( $\alpha$ ) 0.01 in the third phrase "your opinions are not considered" ( $x^2= 29.301$ , p. < 0.01) between hotels (mean= 4.17) and travel agents (mean= 4.54).

**2. Job stress**

TABLE 4: Descriptive Statistics of Job stress:

Ser	Items	Sector/ Type	Strongly Disagree		Dis Agree		Neutral		Agree		Strongly Agree		Chi <sup>2</sup> (x <sup>2</sup> ) Value sig.
			F	%	F	%	F	%	F	%	F	%	
B1	Overall, I achieve a good balance between my work life and my private life.	Hotels	1	0.2%	2	0.3%	1	0.2%	65	11.2%	184	31.8%	1.245 0.871
		Travel Agents	3	0.5%	1	0.2%	1	0.2%	84	14.5%	236	40.8%	
B2	I have an acceptable workload	Hotels	18	3.1%	22	3.8%	12	2.1%	62	10.7%	139	24.0%	26.572** 0.001
		Travel Agents	10	1.7%	5	0.9%	7	1.2%	88	15.2%	215	37.2%	
B3	I can complete the assigned tasks within my working hours	Hotels	7	1.2%	7	1.2%	3	0.5%	90	15.6%	146	25.3%	3.172 0.529
		Travel Agents	3	0.5%	11	1.9%	3	0.5%	121	20.9%	187	32.4%	
B4	I am given enough time to perform what is expected to be done	Hotels	2	0.3%	8	1.4%	1	0.2%	59	10.2%	183	31.7%	2.500 0.645
		Travel Agents	3	0.5%	7	1.2%	0	0.0%	86	14.9%	229	39.6%	

\*\*Significant at  $\alpha < 0.01$ .

Item	Type	Mean	weighted mean	Std. Dev	T test
Total B (Job stress)	Hotels	17.87	4.47	2.065	t= -2.664** sig (0.008)
	travel agents	18.31	4.58	1.903	

\*\*Significant at  $\alpha < 0.01$ .

The result revealed significant differences at the level of significance of ( $\alpha$ ) 0.01 in Job stress (T= -2.664, p. < 0.01) between hotels (mean= 17.87) and travel agents (mean= 18.31). On a more detailed level, the result revealed significant differences at the level of significance of ( $\alpha$ ) 0.01 in the second phrase " I have an acceptable workload " ( $x^2 = 26.572$ , p. < 0.01) between hotels (mean= 4.11) and travel agents (mean= 4.52).



**3. Job performance**

TABLE 5: Descriptive Statistics of Job performance:

Ser	Items	Sector/ Type	Strongly Disagree		Dis Agree		Neutral		Agree		Strongly Agree		Chi <sup>2</sup> (x <sup>2</sup> ) Value sig.
			F	%	F	%	F	%	F	%	F	%	
C1	My performance adds a significant contribution to the development of the organization	Hotels	10	1.7%	11	1.9%	1	0.2%	75	13.0%	156	27.0%	2.294 0.682
		Travel Agents	13	2.2%	9	1.6%	2	0.3%	85	14.7%	216	37.4%	
C2	I always complete my assignments on time.	Hotels	7	1.2%	8	1.4%	5	0.9%	54	9.3%	179	31.0%	4.830 0.305
		Travel Agents	5	0.9%	7	1.2%	2	0.3%	83	14.4%	228	39.4%	
C3	I am very passionate about my work.	Hotels	18	3.1%	25	4.3%	6	1.0%	76	13.1%	128	22.1%	6.706 0.152
		Travel Agents	22	3.8%	20	3.5%	8	1.4%	79	13.7%	196	33.9%	
C4	I always follow my colleagues' advice to improve my performance.	Hotels	12	2.1%	23	4.0%	3	0.5%	90	15.6%	125	21.6%	8.599 0.072
		Travel Agents	23	4.0%	31	5.4%	16	2.8%	115	19.9%	140	24.2%	
C5	My performance always meets the organization's goals and job requirements	Hotels	13	2.2%	9	1.6%	0	0.0%	83	14.4%	148	25.6%	6.715 0.082
		Travel Agents	10	1.7%	6	1.0%	0	0.0%	88	15.2%	221	38.2%	

Item	Type	Mean	weighted mean	Std. Dev	T test
Total C (Job performance)	Hotels	21.54	4.31	2.978	t= -1.401 sig (0.162)
	Travel agents	21.87	4.37	2.721	

The result revealed insignificant differences at the level of significance of ( $\alpha$ ) 0.05 in **Job performance** (T= -1.401, p. > 0.05) between hotels (mean= 21.54) and travel agents (mean= 21.87).

4. **Organizational commitment**

TABLE 6: Descriptive Statistics of Organizational commitment:

Ser	Items	Sector/ Type	Strongly Disagree		Dis Agree		Neutral		Agree		Strongly Agree		Chi <sup>2</sup> (x <sup>2</sup> ) Value sig.
			F	%	F	%	F	%	F	%	F	%	
D1	The organization means a lot to me.	Hotels	7	1.2%	9	1.6%	4	0.7%	67	11.6%	166	28.7%	5.662 0.226
		Travel Agents	17	2.9%	17	2.9%	11	1.9%	74	12.8%	206	35.6%	
D2	I feel 'emotionally attached' to the organization	Hotels	10	1.7%	6	1.0%	0	0.0%	89	15.4%	148	25.6%	3.968 0.410
		Travel Agents	7	1.2%	12	2.1%	2	0.3%	117	20.2%	187	32.4%	
D3	- I always speak positively about the organization.	Hotels	7	1.2%	21	3.6%	7	1.2%	63	10.9%	155	26.8%	14.344** 0.006
		Travel Agents	7	1.2%	9	1.6%	2	0.3%	97	16.8%	210	36.3%	
D4	I will never change the organization in case I get a better job offer.	Hotels	8	1.4%	9	1.6%	1	0.2%	76	13.1%	159	27.5%	1.218 0.875
		Travel Agents	6	1.0%	11	1.9%	1	0.2%	95	16.4%	212	36.7%	
D5	I am proud of my organization.	Hotels	2	0.3%	10	1.7%	1	0.2%	84	14.5%	156	27.0%	2.949 0.566
		Travel Agents	8	1.4%	9	1.6%	1	0.2%	106	18.3%	201	34.8%	

\*\*Significant at  $\alpha < 0.01$ .

Item	Type	Mean	weighted mean	Std. Dev.	T test
Total D (Organizational commitment)	Hotels	22.21	4.44	2.799	t= -0.418 sig (0.676)
	Travel agents	22.30	4.46	2.480	

The result revealed insignificant differences at the level of significance of ( $\alpha$ ) 0.05 in Organizational commitment (T= -0.418, p. > 0.05) between hotels (mean= 22.21) and travel agents (mean= 22.30). Although on a more detailed level, the result revealed significant differences at the level of significance of ( $\alpha$ ) 0.01 in the third phrase "I always speak positively about the organization." ( $x^2$ = 14.344, p. < 0.01) between hotels (mean= 4.34) and travel agents (mean= 4.52).

**Test of Hypothesis**

**Hypothesis 1: “There is a statistically significant relationship between Workplace bullying and Job Stress”.**

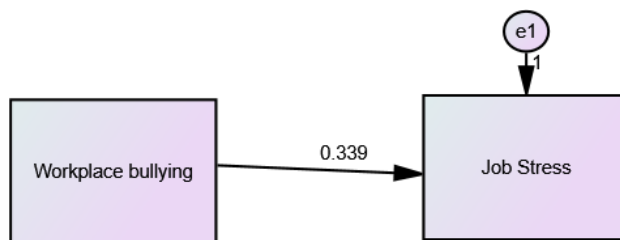
The first hypothesis was tested using the liner regression analysis. Results are presented on table 7.

TABLE 7: Liner Regression Analysis showing the effect between Workplace bullying and Job Stress. (n= 578):

	B	T	P.value	R	R <sup>2</sup>	F	P.value
(Constant)	12.827	20.772**	0.001	0.339	0.115	74.579**	0.001
<b>Workplace bullying</b>	0.395	8.636**	0.001				

\*\* Significant at  $\alpha < 0.01$ .

The result revealed a significant effect workplace bullying and job Stress ( $R^2 = 0.115$ ,  $F= 74.579$ ,  $P. < 0.01$ ). This indicates that workplace bullying contributed significantly (11.5%) to job stress. Figure 3 shows a regression model.



**Figure 3:** Liner Regression Analysis showing the effect between Workplace bullying and Job Stress, using IBM Amos ver. 25.

The findings of the current study agreed with Luthans,( 2011) & Leka et al.(2004) studies where they mentioned that workplace bullying has other observable effects on job stress, such as damage to the organization's internal and external image, which in turn leads to more customer complaints. Unsafe work environments and a higher number of workplace accidents can result in direct costs for the organization, including insurance and legal claims.

**Hypothesis 2: “There is a statistically significant relationship between Job Stress and Organizational commitment ”.**

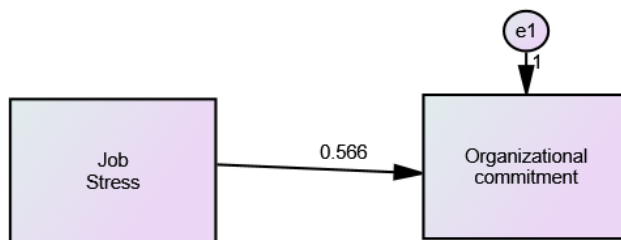
The second hypothesis was tested using the liner regression analysis. Results are presented on table 8.

TABLE 8: Liner Regression Analysis Showing the effect between Job Stress and Organizational commitment (n= 578):

	B	T	P.value	R	R <sup>2</sup>	F	P.value
(Constant)	9.973	10.970**	0.001	0.566	0.321	197.937**	0.001
<b>Job Stress</b>	-0.686	14.069**	0.001				

\*\* Significant at  $\alpha < 0.01$ .

The result revealed a significant effect job Stress and Organizational commitment ( $R^2 = 0.321$ ,  $F= 197.937$ ,  $P. < 0.01$ ). This indicates that job stress contributed significantly (32.1%) to organizational commitment. Figure 4 shows a regression model.



**Figure4:** Liner Regression Analysis Showing the effect between job Stress and Organizational.

This study agreed with the study of Aghdasi *et al.*, (2011) and Lambert *et al.*, (2009) studies where they assumed that job fulfillment, affective dedication to the organization, and intentions to leave, are related to job pressure. Additionally, it has detrimental consequences for personnel, increasing their likelihood of developing health issues, increasing exhaustion, tardiness, and other undesirable outcomes .personnel with higher degrees of dedication may experience the negative impacts of stress more severely than those with fewer involvement levels. Compared to people who have lower commitment levels, they could react to these stresses more negatively.

**Hypothesis 3:** “There is a statistically significant relationship between Job Stress and job performance ”.

The third hypothesis was tested using the liner regression analysis. Results are presented on table 9.

TABLE 9: Liner Regression Analysis Showing the effect between job stress and job performance (n= 578):

	B	T	P.value	R	R <sup>2</sup>	F	P.value
(Constant)	7.610	9.843**	0.001	0.706	0.449	382.495**	0.001
<b>Job Stress</b>	-0.816	19.557**	0.001				

\*\* Significant at  $\alpha < 0.01$ .

The result revealed a significant effect job stress and job performance ( $r^2 = 0.449$ ,  $f= 382.495$ ,  $p. < 0.01$ ). This indicates that job stress contributed significantly (45%) to job performance. Figure 5 shows a regression model.



**Figure5:** Liner Regression Analysis showing the effect between job stress and job performance, using IBM Amos ver. 25.

The present study agreed with studies of Ahmed & Ramzan, (2013) and the study of Bashir & Ismail, (2010) which has shown consequently, employees are considered a highly valuable asset for their organizations). Stress exists in every organization, and it has significant effects on employee job performance. According to Rose (2003), employees tend to experience high levels of stress related to time constraints and long working hours, which diminishes their motivation to perform better.

Also the studies of Hallowell (2005), Elmadağ & Ellinger,( 2018) and the study of Nawaz et al.,( 2019) which suggest that employees in modern organizations may struggle to reach targeted performance levels due to the stress imposed by heavy workloads, resulting in a decline in their creative abilities. Exceptional workloads, time stress, and continuous interference can erode employees' creative abilities and reduce their in-role job performance. And the study of Sari et al., (2020)which indicated that Job stress can have a negative impact on employee performance across various work sectors .

**Hypothesis 4: “There is a statistically significant relationship between Workplace bullying and Organizational commitment ”.**

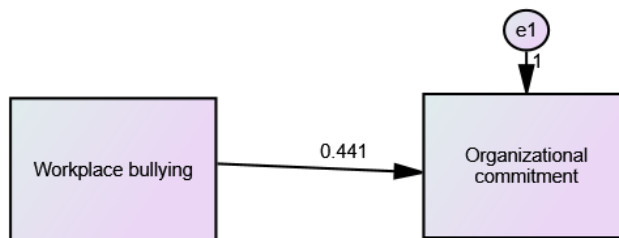
The second hypothesis was tested using the liner regression analysis. Results are presented on table 10.

TABLE 10: Liner Regression Analysis Showing the effect between Workplace bullying and Organizational commitment (n= 578):

	B	T	P.value	R	R <sup>2</sup>	F	P.value
(Constant)	16.585	26.133**	0.001	0.441	0.194	104.301**	0.001
<b>Workplace bullying</b>	-0.475	10.213**	0.001				

\*\* Significant at  $\alpha < 0.01$ .

The result revealed a significant effect workplace bullying and organizational commitment ( $R^2 = 0.194$ ,  $F = 104.301$ ,  $P < 0.01$ ). This indicates that workplace bullying contributed significantly (19.4%) to organizational commitment. Figure 6 shows a regression model.



**Figure 6:** Liner Regression Analysis Showing the effect between workplace bullying and Organizational commitment, using IBM Amos ver. 25.

This study agreed with Previous research results as the study of McCormack et al., (2016) which have suggested a connection between workplace bullying and organizational commitment, as targets of bullying are likely to exhibit lower levels of organizational commitment. For instance, organizational commitment has been found to have a negative correlation with bullying behaviors in the workplace.

**Hypothesis 5: “There is a statistically significant relationship between Workplace bullying and job performance ”.**

The third hypothesis was tested using the liner regression analysis. Results are presented on table 11.

TABLE 11: Liner Regression Analysis Showing the effect between workplace bullying and job performance (n= 578):

	B	T	P.value	R	R <sup>2</sup>	F	P.value
(Constant)	7.882	11.565**	0.001	0.741	0.549	454.392**	0.001
<b>Workplace bullying</b>	-1.047	21.316**	0.001				

\*\* Significant at  $\alpha < 0.01$ .

The result revealed a significant effect workplace bullying and job performance ( $r^2 = 0.349$ ,  $f = 454.392$ ,  $p < 0.01$ ). This indicates that workplace bullying contributed significantly (55%) to job performance. Figure 8 shows a regression model.



**Figure7:** Liner Regression Analysis showing the effect between workplace bullying and job performance, using IBM Amos ver. 25.

On the other hand, the current findings agreed with Bowling & Beehr (2006) demonstrated a negative yet weak association between higher levels of workplace harassment, often referred to as bullying, and job performance where the adverse impacts of workplace bullying on both organizations and individuals have been extensively documented. Also the study of Teo et al. (2019) which argued that the consequences of bullying encompass a decrease in organizational commitment within the workplace. Workplace bullying has consequences for both employees and organizations. The organization can experience negative effects, such as financial costs or behavioral changes in employees that result in poor work performance.

### Recommendations & Future research

The study recommends the following:

The necessity of taking legal measures against people who have characteristics of bullying. Treating employees with respect, Working in a team spirit and forming a work team to accomplish the required tasks. Holding seminars on job bullying and its negative impact on society, and working to raise awareness and spread a culture of respect for others, also Organizations must create positive change for the benefit of employees by not detracting from their value or the value of their job and don't pressure them in the job, but rather give them a type of responsibility in the organization.

The results of this research showed a number of areas that deserve attention, study and analysis on the part of those applying and those interested in several vital issues, the most important of these issues from the researchers' point of view, The role of bullying in enhancing the intention to leave work, Job bullying and its impact on employees' professional stability. Future research could examine other moderator variables other than job stress like Job frustration, employee engagement and Job Satisfaction.

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## كيف يؤثر التمر في مكان العمل على الالتزام التنظيمي والأداء الوظيفي؟ التأثير الوسيط لضغوط العمل في الفنادق وشركات السياحة المصرية.

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### المخلص

### معلومات المقالة

التمر هو أحد أبرز المصطلحات التي تم تداولها مؤخرًا بين الناس وعلى وسائل التواصل الاجتماعي. وهذا المصطلح ليس حديثاً؛ فهو من السلوكيات السلبية التي يتبعها بعض الافراد. فظاهرة التمر موجودة في كافة مستويات الحياة، ولا تقتصر على طرف دون الآخر. ويظهر التمر في بيئة العمل كما في الحياة بشكل عام، حيث يتعرض بعض الموظفين لأشكال مختلفة من التمر الوظيفي. ولقد تناول العديد من الباحثين ظاهرة التمر في بيئة العمل. لما لها من تأثير كبير على الموظفين وأدائهم، وبالتالي على العمل وأداء المهام. لذا اعتمدت الدراسة على البحث الكمي ذو المنهج الاستنباطي واستخدام الطريقة الأحادية الكمية (المسح الميداني) وتم توزيع استمارة استبيان على ٥٧٨ موظفًا من شركات السياحة المصرية فئة أ والفنادق ذات الخمس نجوم في مصر. وتم إجراء التحليلات الإحصائية باستخدام برنامج الحزمة الإحصائية للعلوم الاجتماعية (SPSS) الإصدار ٢٣ و IBM Amos ver. 25. وقد توصلت نتائج هذه الدراسة إلى أن التمر في مكان العمل يؤثر على الالتزام التنظيمي والأداء الوظيفي. توصي الدراسة بما يلي:

ضرورة اتخاذ الإجراءات القانونية ضد الأشخاص الذين يتمتعون بصفات التمر. التعامل مع الموظفين باحترام، والعمل بروح الفريق، وتشكيل فريق عمل لإنجاز المهام المطلوبة. عقد ندوات حول التمر الوظيفي وتأثيره السلبي على المجتمع، ونشر ثقافة احترام الآخرين.

### الكلمات المفتاحية

التمر في مكان العمل؛  
ضغوط العمل؛  
الأداء الوظيفي؛  
الالتزام التنظيمي.

### (JAAUTH)

المجلد ٢٥، العدد ١،  
(٢٠٢٣)،  
ص ٢٢٧-٢٤٥.