



From hurt to harmony: Investigating the impact of workplace bullying on food and beverage employees' outcomes

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Abstract

The organisational outcomes (job crafting and work engagement) of food and beverage employees are examined in this study in relation to workplace bullying. Additionally, it is assumed that emotional intelligence plays a mediation role in the associations between employee organisational outcomes and workplace bullying. The study primarily aims to accomplish these goals: (1) determining the prevalence of workplace bullying in the food and beverage industry; (2) calculating the impact of workplace bullying on job crafting and work engagement among food and beverage employees; and (3) examining the mediating role of emotional intelligence between workplace bullying and the aforementioned outcomes. Results of a study conducted among 312 staff members in five-star hotels in Egypt that are part of a chain revealed that bullying in the workplace had a negative impact on organisational outcomes and that emotional intelligence was a key factor in mediating this relationship. Hotel management should provide emotional support and use caution when hiring new personnel to ensure that staff members have high levels of emotional intelligence.

Keywords: Workplace bullying, emotional intelligence, job crafting, work engagement, food and beverage employees.

1. Introduction

One of the primary things that harms employees' performance is harassment at work. Any form of unfavourable behaviour when interacting with others at work is considered bullying. Such unfavourable conduct could be defined as demeaning, intimidating, and undermining others (Gomez and Quintos, 2023). Degrading working conditions for employees could also harm the organisation's reputation and service quality. Such undesirable behaviour can be as severe as overt or covert hostility (Anasori et al., 2023). Workplace bullying and interpersonal bullying are two different types of bullying. The first

category is described as routine actions that are directed towards one or more victim employees and result in some level of intimidation and denigration. The second category is described as a type of extremely aggressive activity that has a detrimental effect on employees' health, such as the omission of crucial information and hazardous working conditions (Chaichi et al., 2023).

But at this point, it's critical to take into account various human resources strategies. Such procedures might enhance service recovery efficiency, work engagement, and job design. By putting an emphasis on employee well-being, operational and financial performance would both increase (Roh et al., 2023). Having a healthy environment is a sign of an

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employee's wellbeing. Having such surroundings has physical and psychological effects (Srivastava et al., 2023). This implies that the workplace should be productive and joyful. By allowing an individual to express his skills and identity at work, such constructive behaviours could improve job crafting. An employee has the option of expressing himself when speaking with peers, supervisors, subordinates, and visitors. Giving the employee the chance to develop his sentiments is the fundamental benefit of job creation (Owens et al., 2023).

Additionally, given the current workloads and demands, the focus right now should be primarily on workplace stressors. Such pressures and strains greatly increase workplace conflict and severely lower employee morale (Gustiawan et al., 2023; Lin et al., 2023). Conflict results from the buildup of unfavourable feelings over time without an opportunity to let them go. The study concentrated on the direct-contact personnel in the food and beverage division since they face the greatest pressure in their jobs dealing with consumer and chef requests as well as dealing with guests from various cultural backgrounds (Johnson and Madera, 2021; Tuckey et al., 2023).

Additionally, many forms of violence, such as psychological and physical aggression, could be observed in such departments (Li et al., 2023). Accordingly, such bullying may reduce employee inventiveness and heighten discontent, both of which ultimately result in a rise in intentions to quit (Ma et al., 2023). The organisational potential to maximise job design and work engagement and minimise employee emotional consequences like emotional dissonance and weariness is enunciated by focusing on employee workplace bullying to reduce it. As a result, the investigation of workplace bullying in connection to organisational results is the main emphasis of this study. Also looking into the emotional quotient of employees as a mediator. However, the current study aims to achieve the following goals: (1) determining the prevalence of workplace bullying in the food and beverage

industry; (2) calculating the impact of workplace bullying on job crafting and work engagement among food and beverage employees; and (3) examining the mediating role of emotional intelligence between workplace bullying and the aforementioned outcomes.

2.Theoretical framework and hypotheses development

2.1 Workplace bullying

According to common understanding, workplace bullying occurs when a person is repeatedly and over an extended period of time subjected to unpleasant behavior by coworkers, supervisors, or subordinates (Kim et al., 2021; Singh and Srivastava, 2023). Negative behaviors include aggressive, vulgar, and cramming at work, which are associated with bullying and involve physical intimidation and bullying actions driven by both personal and professional motives. Additionally, frequent, persistent attempts to harm the victim's reputation, professional performance, or social life are characteristics of workplace bullying. Rarely are bullying victims able to defend themselves (Van-Der-Wal et al., 2020; Xiang et al., 2023).

Emotionally intelligent people should be able to establish a balance between taking pleasure in a pleasant diversion and acknowledging their feelings. According to Nimri et al. (2020), bullying at work can cause a decline in trust, diminished performance, trembling uncertainty, increased distance between management teams and those they supervise dormant creativity, growing skepticism, and rising frustration, in addition to the dissolution of commitment and loyalty (Zong and Tsaur, 2023). However, emotional intelligence can assist employees in strengthening their reasoning skills while also more effectively utilizing the energy of their emotions. Bullying at work will cause victims to experience unpleasant emotions and adverse physical and psychological conditions, which will reduce their level of performance. As a result, the following theory was proposed:

H1: Workplace bullying negatively influences employee emotional intelligence.

2.2 Job crafting

By altering the physical or mental demands of their jobs to suit their preferences, skills, and needs, employees can make their work more meaningful (Abbas and Khan, 2023). This process is known as "job crafting." To establish variances in the amount of work and workload perceptions, employees weigh their preferences, abilities, and requirements against the demands of the job (Teng, 2023; Mondo et al., 2023). Job crafting is the practice described here (Kossyva et al., 2023). When an employee is successful in creating a work environment that stands out by job resources and challenging job requirements, they may be said to have mastered the talent of job crafting, which enables them to redesign their work on their own initiative without management involvement (Hur et al., 2023; Buonocore et al., 2023).

Due to the harmony between the requirements of the task and the resources available in terms of particular requirements or talents, employees believe that their work is significantly simpler (Hoang et al., 2023). In reality, changing workplaces and putting desired changes into place might minimize the stress that most employees would feel during routine interpersonal encounters (Agnihotri et al., 2023). Therefore, modifying workplaces may reduce conflicts at work and improve a worker's ability to devote themselves fully and appropriately to their task. This kind of job engagement enhances service recovery performance and helps other employees advance their careers by generating passion among peers (Bhawna et al., 2023).

Some models provide a substantial contribution to illustrating how employee work design affects a range of employee outcomes, including service quality and employee engagement (Zhang et al., 2023). Based on the aforementioned ideas, this Job Demands-Resources (JD-R) model illustrates how job construction influences different organizational outcomes. The amount of time required to

execute specific tasks could also be altered by staff, as well as working environment and client interactions. According to multiple findings (Laurence et al., 2019; Robledo et al., 2019; Wang et al., 2023), there is a significant and positive correlation between employee job crafting and other positive organizational outcomes. As a result, the following theory was put forth:

H2a: Workplace bullying negatively influences employees' job crafting.

2.3 Work engagement

The term work engagement has many different definitions, but in general, it refers to a positive work attribute that arises from a positive workplace that supports an employee's innate desire to express him at work (Baquero, 2023; Gordon et al., 2023). Involving an employee in a way that is beneficial, represents his personality at work, and aids in his goal-achieving is another definition of job engagement (Touni and Hussien, 2023). The employee has been inspired to accomplish all essential goals as a result of his excitement and active participation in the job (Ampofo et al., 2023; Ugwu et al., 2023). But multiple researchers have discovered that job crafting has a significant positive impact on recovery performance, worker job happiness, and job crafting.

Numerous studies have also shown how having negative results including emotional dissonance, tiredness, unhappiness, and ultimately the decision to leave the firm can be damaging (Mendiratta and Srivastava, 2023; Viseu et al., 2023). Employee job design is actually crucial for increasing work engagement and loyalty, according to various researches. Additionally, emotional exhaustion and the desire to quit your job have a significant negative impact on work engagement. When workers feel psychologically safe, they are more devoted to their work and driven. However, workplace bullying jeopardizes employees' emotional and mental health, which affects engagement levels.

H2b: Workplace bullying negatively influences employees' work engagement.

2.4 Emotional intelligence

According to a large body of research done over the preceding decade, victims of bullying are more likely to experience health problems such as anxiety and physical ailments, impaired psychological health, and indications consistent with posttraumatic stress disorders (Nguyen et al., 2022; Hassan et al., 2022). As a result, bullying at work can negatively impact one's performance and productivity levels rather than promote career success (Tekeli et al., 2022). According to numerous researchers, bullying is a frequent cause of stress that is both work- and job-related (Hameli et al., 2022). When conversing with others, those who possess emotional intelligence are aware of feelings and attitudes (Mahesar et al., 2020; Elkhwesky et al., 2023). Instead of acting hastily or impulsively, they respond to a situation with prudence and discretion. As a result, emotionally intelligent individuals consider and control their conduct to improve performance while using their emotions to their benefit.

Depending on how they view the bullying conduct, a target of workplace bullying may feel either positively or negatively, according to the literature (Vincent et al., 2022). People with strong interpersonal and communication skills seem to have emotional coping strategies that enhance their wellbeing by assisting them in overcoming challenges and stressful situations (Ahmad et al., 2022; Chaudhary et al., 2022). People can benefit greatly from emotional intelligence because it has been consistently linked to positive outcome measures like life and career fulfillment, social competence, emotional well-being, ability to perform tasks, mental well-being, emotional health, and psychophysiological coping strategies. Consequently, the following theories were put forth:

H3a: Emotional intelligence is a significant mediator between workplace bullying and job crafting

H3b: Emotional intelligence is a significant mediator between workplace bullying and work engagement.

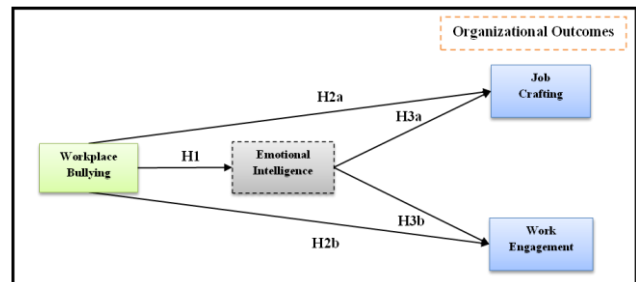


Fig 1: The research hypothetical framework

3. Methodology

3.1 Measures

The NAQ-R scale's 10 items are used to measure workplace bullying (Nielson et al., 2009). The level of employee job crafting was also assessed using 10 items from Slemp and Vella-Brodrick (2013). Ten items from the Wong and Law (2002) scale were used to assess emotional intelligence. Six items from Schaufeli et al. (2010) were also used to gauge work engagement. On a five-point scale, responses to the research statements ranged from 1 for strongly disagreeing to 5 for strongly agreeing.

3.2 Sampling technique

Using a stratified random sample strategy, the first stage of the sampling process involved selecting the hotels from among the five various locations in Egypt. In the second stage, the basic random sampling technique chooses relatively small samples of respondents at random and extrapolates the results to a large population (McKenzie and Danforth, 2009). Using stratified random sampling, different results can be obtained for each stratum. It might also make gathering data simpler.

3.3 Sampling selection

Total respondents to the study are workers in the food and beverage divisions of chain-owned five-star hotels in Egypt. Since they work under the most pressure to fulfil demands from customers and chefs and to interact with visitors from a variety of ethnic backgrounds, the study

focused on the direct-contact employees in the food and beverage business. However, over 30% of Egypt's five-star hotels, according to the 38th edition of the Egyptian Hotel Guide (EHA, 2019/2020), are situated in tourist destinations. 46 hotels were chosen by selecting 30% of the available hotels, out of a total of 154 hotels. The population of the study was therefore decided to be drawn from these cities by the researchers. It should be noted that the researcher was determined to select a representative sample from every five-star hotel in Egypt. Thus, only 312 of the 367 surveys that were disseminated could be screened and subjected to statistical analysis.

However, the researcher understood that examining five-star hotels in such well-known sites suited the goals of this study and provided a thorough viewpoint that helped to further understand the situation of five-star hotels in Egypt. Following the distribution of the surveys, the researcher visited with representatives from dining establishments, eateries, lounges, and coffee shops. Because of the breadth of these cities geographically and the concerns about the COVID-19 epidemic, the researcher created an electronic version of the survey to address this issue, significantly increase response rates, and make it simple to follow up with these specific hotels.

3.4. Data analysis and procedure

Employees were asked to self-administrate questionnaires for the study's final poll, which was conducted from January 2023 to April 2023. Meetings with 46 hotels interested in the idea were scheduled. In the study, hypotheses were evaluated using structural equation modeling and the statistical program Smart-PLS. Additionally, multicollinearity was examined; varying inflation factors below the cutoff of 3.3 indicated no common method bias. With kurtosis and skewness < 0.3, all survey questions met the normality criterion, suggesting acceptable results. Measurement model evaluation, structural model assessment, and hypothesis testing were the two suggested techniques that the analysis used.

4. Results

4.1 Sample characteristics

Male employees made up 73.3% of the study's sample, while female respondents made up 24.7%. The majority of workers were between the ages of 25 and 40, and 64.9% had a college degree. With 40.2% of employees working for one year to five years or less, the majority of employees had tenures of less than a year. The high percentage of long-tenured employees may be to blame for this high turnover rate. Only 2.1% of employees had experience more than fifteen years, while the bulk of workers had one to five years of experience. There were 49.5% married employees, making up the majority of the workforce.

4.2 Confirmatory factor analysis of the measurement model

Confirmatory factor analysis is a method for evaluating the psychometric qualities of the supplied items in each research dimension. In order to assess the validity of the measured items, the researcher first presented a confirmatory factor analysis on the dimensions WB (workplace bullying), EI (emotional intelligence), JC (job crafting), and WE (work engagement), as shown in figure 2.

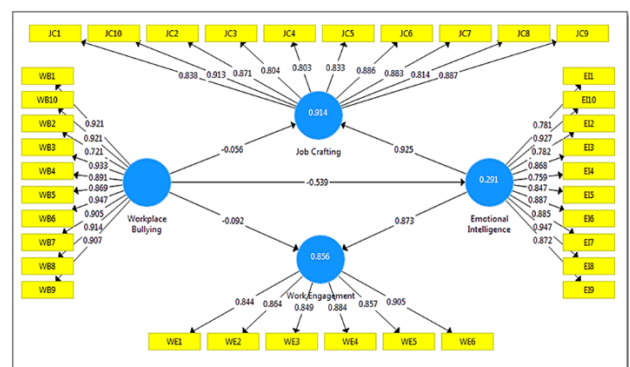


Fig 2: The measurement model

The evaluation of the measurement model includes factor loadings, composite reliability, Cronbach's alpha, and average variance extracted. Internal dependability was demonstrated by standardized estimations that were greater than the 0.6 cutoff thresholds. Indicating internal dependability, composite reliability scores were above the threshold of 0.6. Each dimension had convergent validity if

the average extracted variance was more than 0.50, which denotes that the dimension accounts for at least 50% of the variation of the items in the dimension.

Table 1 Results of confirmatory factor analysis

Dimensions	Loadings	Cronbach α	CR	AVE
<i>Workplace Bullying</i>				
WB1	0.92	0.955	0.914	0.874
WB2	0.72			
WB3	0.93			
WB4	0.89			
WB5	0.86			
WB6	0.94			
WB7	0.90			
WB8	0.91			
WB9	0.90			
WB10	0.92			
<i>Emotional Intelligence</i>				
EI1	0.78	0.928	0.979	0.894
EI2	0.78			
EI3	0.86			
EI4	0.75			
EI5	0.84			
EI6	0.88			
EI7	0.88			
EI8	0.94			
EI9	0.87			
EI10	0.92			
<i>Job Crafting</i>				
JC1	0.83	0.979	0.954	0.933
JC2	0.87			
JC3	0.80			
JC4	0.80			
JC5	0.83			
JC6	0.88			
JC7	0.88			
JC8	0.81			
JC9	0.88			
JC10	0.91			
<i>Work Engagement</i>				
WE1	0.84	0.992	0.966	0.977
WE2	0.86			
WE3	0.84			
WE4	0.88			
WE5	0.85			
WE6	0.90			

4.3 Structural model and hypotheses testing

Factor loadings, composite reliability, Cronbach's alpha, average variance extracted, and heterotrait-monotrait are all considered in the measurement model evaluation. With factor loadings ranging from 0.684 to 0.910 and significance levels at or above 1%, all standardized estimates are greater than the cut-off value of 0.6. All of the dimensions' composite reliability values are higher than the threshold of 0.6 and each one account for at least 50% of the variation, suggesting convergent validity. Table 2 indicates discriminant validity provision as Heterotrait–Monotrait ratio of 95% confidence interval is less than the rule of thumb number 0.85 (Hair et al., 2019).

Table 2 Heterotrait–Monotrait Ratio (HTMT)

	EI	WB	JC	WE
EI				
WB	0.733			
JC	0.752	0.594		
WE	0.648	0.841	0.733	

Notes: (EI) = Emotional Intelligence, (WB) = Workplace Bullying, (JC) = Job Crafting, (WE) = Work Engagement

Though it was confirmed, as indicated in table 3, that the modification indices' results were accurate. The following criteria are also used: The SRMR is equal to or less than 0.08, NFI is more than 0.90, and the RMSTheta is less than 0.12 (Hu and Bentler, 1999). Consequently, it is believed that the measurement model is sufficient to go before testing of hypotheses.

Table 3 The structured Model Criteria

Research Constructs	R ²	R ² Adjusted	Q ²	SRMR	NFI	RMS ^{Theta}
<i>Workplace Bullying</i>						
<i>Emotional Intelligence</i>	0.423***	0.411	0.411	0.051	0.922	0.13
<i>Job Crafting</i>	0.511***	0.584	0.354			
<i>Work Engagement</i>	0.655***	0.711	0.574			

***p < .001, R²= the coefficient of determination, Q²= Predictive relevance, SRMR= standardized root mean squared residual, NFI= normed fit index

The researcher looked at the research constructs' route coefficients. According to the first hypothesis, the findings show that bullying at work has a detrimental impact on workers' emotional intelligence ($\beta = -0.55$, $t = -8.74$, $p < .001$). Regarding the second hypothesis, the findings show that bullying at work has a detrimental impact on employees' job crafting ($\beta = -0.38$, $t = -1.80$, $p < .001$), as well as their level of involvement at work ($\beta = -0.61$, $t = 3.4$, $p < .001$). Thus, as demonstrated clearly in table 4, the second hypothesis is fully supported.

Table 4 Structural equation model

Hypotheses	Structural Relationship	R ²	β	Results
H1	Workplace Bullying → Emotional Intelligence	.46	-.55***	Supported
H2a	Workplace Bullying → Job Crafting	.48	-.38***	Supported
H2b	Workplace Bullying → Work Engagement	.56	-.61***	Supported
H3a	Workplace Bullying → EI → Job Crafting	.39	-.41	Rejected
H3b	Workplace Bullying → EI → Work Engagement	.44	.37***	Supported

Notes: (EI) = Emotional Intelligence; ***p < .001

Additionally, the third hypothesis was partially disproved, according to which the association between job crafting and workplace bullying is not mediated by employees' emotional intelligence ($\beta = -0.41, t = -2.56, p >.001$). Rejecting H3a modulates the association between workplace bullying and job engagement ($\beta = 0.44, t = 2.37, p <.001$). As a result, the third hypothesis was partially supported. The results of the structural equational model test are consistent with the hypothesis that 46% of the variance in emotional intelligence is explained by workplace bullying, an independent variable.

This suggests that bullying at work has a detrimental effect on emotional intelligence, with an employee's emotional intelligence shifting by 0.55 units for every unit change in bullying at work. This hypothesis is further supported by the job crafting R2, which shows that changes in job crafting will have a negative effect of 0.38 units and that 48% of variance is explained by workplace bullying. Similarly, workplace bullying accounts for 56% of the variation in work engagement, meaning that changes in job crafting will have a negative impact on work engagement by 0.61 units. Overall, bullying at work has a detrimental influence on both job satisfaction and job creation.

4.4 Mediation analysis of emotional intelligence

The study contends that employee emotional intelligence, particularly job design and work engagement, affects workplace bullying and employee outcomes. To support this claim, the study used mediation analyses. Bullying at work was the independent variable, emotional intelligence was the mediator, and job design and engagement at work were the outcomes in the model. The Smart PLS was employed in the study to look at indirect effects because it was more relevant and useful than the Sobel (1982) test. As it does not presuppose a regular data distribution, this method is regarded as a more formal test for examining the anticipated indirect or mediating effects. According to the research, emotional intelligence has a mediating role in workplace bullying.

However, 5000 bootstrap samples were used in the investigation, and bias-corrected and accelerated confidence intervals were used to evaluate the indirect path. The upper and lower limits were guaranteed to be in the positive or negative region by the positive or negative 95% confidence intervals. The indirect effect is statistically significant at the 0.05 level, according to the bias-corrected 95% confidence interval (0.15 to 0.36), which was deemed to be more reliable. H3a is rejected while H3b is supported, suggesting that emotional intelligence mediates the relationship between workplace bullying and work engagement while surprisingly does not mediate the relationship between workplace bullying and job crafting. The bias-corrected 95% confidence interval (0.27, 0.41) was also thought to be more accurate, indicating that the indirect effect is statistically significant at the 0.05 level, as shown in table 5.

Table 5 Path coefficients and indirect effects for mediation models

	Point Estimate	Bootstrap 5000 Times		
		Bias Corrected		
		Lower	Upper	P
Effects from Workplace Bullying to Job Crafting via Emotional Intelligence				
Indirect Effect	-0.48	-0.23	-0.45	0.000
Direct Effect	- 0.36	-0.33	-0.46	0.000
Total Effect	0.84	-1.02	1.24	0.325
Effects from Workplace Bullying to Work Engagement via Emotional Intelligence				
Indirect Effect	-0.49	-0.38	-0.52	0.000
Direct Effect	-0.51	-0.22	-0.33	0.000
Total Effect	-1.30	-1.14	-1.31	0.000

*** $p < .001$

5. Discussion

This study examines the detrimental effects of workplace bullying on workers in the food and beverage industry and finds that it has a negative impact on job satisfaction and job design. To deal with bullying behaviors, however, emotional intelligence is essential because it results in less combative consequences. The survey underscores how crucial it is for companies in the food and beverage industry to deal with workplace bullying. Bullying can be less harmful if there are laws against it, better reporting processes and more people are aware of the problem, and more people are trained in emotional intelligence techniques. This study adds to the body of knowledge on bullying in the hotel industry, particularly in terms of emotional intelligence. The research has implications for fostering a positive workplace culture and environment. These conclusions could be expanded upon in future studies by using more regional and demographic data.

This study emphasizes the damaging effects of workplace bullying on people and organizations, especially in the food and beverage industry. It emphasizes the value of emotional intelligence as a coping mechanism for bullying. Individuals who are emotionally intelligent are better able to manage the stress and negative emotions brought on by bullying and shield themselves from its negative effects. The results indicate that bullying at work is widespread, particularly among lower-status employees like waiters, bartenders, kitchen assistants, and cashiers. This worrying circumstance emphasizes the want for measures to stop bullying and advance a healthy workplace (Magdy, 2022).

The cross-sectional design of the study, potential responder bias, and sample selection from a specific geographic area are major weaknesses. It does, however, have important theoretical and practical ramifications, emphasizing the value of bullying prevention measures and emotional intelligence training in establishing a constructive workplace culture. The study also demonstrates how the food and

beverage business is harmed by workplace bullying and how emotional intelligence may be used to alleviate this problem. Businesses need to take action to stop bullying, develop emotional intelligence among employees, and develop a culture that is advantageous to both the workforce and the company.

6. Theoretical implications

The study examining the impact of workplace bullying on the organizational outcomes of the food and beverage employees as well as the mediating role of emotional intelligence has a number of theoretical implications. The study underlines the critical role that emotional intelligence plays in buffering the relationship between workplace harassment and workers' organizational outcomes. Employee performance, job satisfaction, and general health are all believed to be significantly influenced by their ability to effectively control and regulate their emotions. In order to decrease the negative consequences of workplace bullying on employees' organizational outcomes, the study underlines how important it is for employees to acquire emotional intelligence training.

The study emphasizes the detrimental effects of workplace harassment on employees' organizational outcomes. Workplace bullying can have a range of detrimental effects, including lower levels of creativity and engagement as well as increased stress (Magdy et al., 2022). In order to decrease workplace bullying's detrimental impacts on employees' well-being and organizational outcomes, the study emphasizes the need for businesses to approach the issue pro-actively. The study advances our understanding of workplace bullying and emotional intelligence by emphasizing its importance and the need to address it in order to improve employee well-being and organizational outcomes.

In order to decrease the negative impacts of workplace bullying on employees' welfare, it emphasizes the need for organizations to establish a supportive environment that values and develops emotional intelligence. These findings, however, are in line with the theories

of the following academics (Stoeber et al., 2013; Haase et al., 2013; Gnilka et al., 2013), who hypothesized that workplace bullying lowers satisfaction levels, service recovery performance, work engagement, and job crafting. But this is at odds with the findings of the following researchers (Childs and Stoeber, 2010; Tziner and Tanami, 2013), who held that emotional intelligence strongly buffers the link between workplace bullying and job crafting. Numerous research have suggested that emotional intelligence may have an impact on employees' welfare, which in turn has an impact on job design, performance during service recovery, and work engagement (Rathi, 2011).

This study explores the relationship between job crafting and emotional intelligence, with the goal of lowering anxiety, increasing job satisfaction, and involving people in their work. It advances past research on the relationship between workplace and employment creation. Additionally, the third hypothesis was partially disproved, according to which the association between job crafting and workplace bullying is not mediated by employees' emotional intelligence. Fundamentally, such results were inconsistent with further studies that support the mediating role of emotional intelligence in the association between job crafting and workplace bullying (Laurence et al., 2019; Robledo et al., 2019; Wang et al., 2023).

7. Practical implications

The study emphasizes the importance of emotional intelligence and the effects of workplace bullying on food and beverage employees' organizational outcomes. It recommends that companies put a high priority on developing a culture that appreciates and supports emotional intelligence, including instruction in performance evaluation and hiring practices. Anti-bullying policies, employee and manager training on spotting and reporting bullying, and the development of a safe reporting channel are all ways to deal with bullying proactively. Companies can also prioritize their employees' mental and physical well-being by offering tools and support like counseling services, employee support

programs, and flexible work schedules. All employees will work in a more satisfying environment thanks to this.

As mentioned in point number four, firms' anti-bullying and emotional intelligence policies should be regularly reviewed and assessed for effectiveness. By keeping an eye on important performance indicators like employee happiness, attrition rates, and absenteeism, organizations can identify possibilities for improvement and adjust their plans. The research also emphasizes the necessity for businesses to implement a thorough strategy to combat bullying at work and improve emotional intelligence. By encouraging an environment that promotes employee well-being and emotional intelligence, organizations can decrease the negative consequences of workplace bullying on employees' organizational results and create a more enjoyable and productive workplace culture.

Additionally, there are several approaches to promote emotional intelligence among personnel. Training and seminars on the subject can help employees develop their emotional intelligence capabilities, including self-awareness, self-regulation, empathy, social skills, and motivation. Organizations can also incorporate emotional intelligence into their performance evaluations and hiring strategies by assessing candidates' emotional intelligence skills during the recruiting process and providing ongoing feedback to employees on their emotional intelligence skills. Offering resources and support to employees who experience workplace bullying is another aspect of putting employee wellbeing and mental health first.

This may entail gaining access to counseling services, taking part in programs to help employees, and designing flexible work schedules to accommodate staff needs. The repercussions of bullying at work should be addressed, and organizations should support and encourage employees to take time off as needed. Last but not least, creating an inviting and inclusive workplace that places a high priority on employee welfare and emotional

intelligence necessitates a thorough approach. Developing a culture that promotes open communication, teamwork, and respect among employees should be a top concern for businesses. This can be achieved by having leaders act in a way that is emotionally intelligent, by promoting teamwork and collaboration, and by praising and rewarding employees who behave effectively.

8. Limitations and future research directions

There are limitations to the study on the effects of workplace bullying on the organizational results of food and beverage employees and the mediation function of emotional intelligence. It uses self-reported measurements for organizational success and emotional intelligence, which may be swayed by more objective metrics like supervisor ratings. The study's narrow emphasis on the food and beverage industry might make it less applicable to other industries. Additionally, it did not investigate the part that other mediators, such as coping strategies or social support, played in the relationship between workplace bullying and organizational outcomes. To lessen the negative impacts of workplace bullying, future study should investigate these characteristics.

The study did not examine the relationship between organizational traits like leadership style and culture and bullying at work and emotional intelligence. Future studies should investigate the effects of these factors on the connections between bullying at work, emotional intelligence, and organizational success. The moderating influences of personal or organizational variables were not examined in the study either. These elements might reduce the impact of workplace bullying on workers' organizational outcomes. Insights from the study are helpful, but more investigation is required to properly comprehend the intricate connections between these aspects in the workplace.

9. Conclusion

The study investigates how bullying affects the well-being of food and beverage workers as well as organisational outcomes. The

detrimental impacts of bullying on job happiness, performance, and stress are highlighted, underscoring the significance of emotional intelligence. The results indicate that businesses can aid employees in developing emotional intelligence by providing training programmes, including emotional intelligence in performance evaluations and hiring practices, and modelling emotionally intelligent behaviour themselves. The detrimental consequences of workplace bullying on staff members' well-being and organisational performance might be lessened with the use of this strategy.

To lessen its detrimental effects on employee well-being and organisational outcomes, the study underlines the significance of taking a proactive approach to workplace bullying. Anti-bullying rules can be put into place, staff and management can be trained, and a safe reporting procedure can be established. The study highlights the value of emotional intelligence in minimising the harmful impacts of workplace bullying. Further study and limitations should be taken into account to better understand and treat workplace bullying as well as to enhance emotional intelligence.

The study places a strong emphasis on the necessity of treating workplace bullying proactively to minimise its detrimental effects on employee well-being and organisational outcomes. This can be accomplished by putting anti-bullying policies into place, educating management and workers, and creating a secure reporting procedure. The study emphasises how important emotional intelligence is in minimising the damaging impacts of workplace bullying. More research and restrictions should be taken into account in order to better comprehend and treat workplace bullying as well as foster emotional intelligence.

According to the study, businesses may boost employees' emotional intelligence by using a variety of techniques, including training programs, adding emotional intelligence to recruiting and performance reviews, and having senior leaders serve as role models. Implementing anti-bullying rules, educating

staff members and supervisors, and setting up a safe reporting process are examples of proactive actions. In order to address workplace bullying and its effects on employees' well-being and organizational outcomes, the study emphasizes the significance of emotional intelligence. It highlights the need for more investigation into the complex relationships between emotional intelligence, workplace bullying, and other personal and organizational traits. The results can direct organizational policies and practices to support worker wellness, establish a positive workplace culture, and successfully deal with bullying at work.

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