

IMPACT OF WORKPLACE BULLYING AND HARASSMENT ON EMPLOYEES WELL BEING IN IT SECTOR: A PSYCHOLOGICAL PERSPECTIVE

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Abstract: Workplace bullying and harassment have emerged as significant organizational issues affecting employees' psychological and emotional well-being, particularly in the fast-paced and highly demanding IT sector. The present study examines the impact of workplace bullying and harassment on employees' well-being from a psychological perspective. The IT industry, characterized by long working hours, high performance expectations, strict deadlines, and competitive work culture, often creates an environment where negative behaviours such as verbal abuse, exclusion, intimidation, and excessive criticism may occur.

This study aims to analyse how workplace bullying and harassment influence employees' stress levels, anxiety, job satisfaction, self-esteem, and overall mental health. Primary data were collected through structured questionnaires from IT employees, and appropriate statistical tools were used to interpret the findings.

Keywords: Workplace Bullying, Workplace Harassment, Psychological Well-Being, IT Sector, Employee Performance, Work Environment, Psychological Impact etc.,

I. INTRODUCTION

In today's competitive and technology-driven economy, the IT sector has emerged as one of the fastest-growing industries, characterized by intense competition, long working hours, strict deadlines, and continuous performance evaluation. While these factors promote innovation and organizational success, they also create high work pressure that can foster workplace bullying and harassment, including verbal abuse, intimidation, exclusion, humiliation, unreasonable demands, and misuse of authority. Such negative behaviours act as serious psychological stressors, leading to stress, anxiety, depression, low self-esteem, burnout, reduced job satisfaction, and overall decline in mental well-being. In a sector that depends heavily on teamwork, communication, and cognitive performance, bullying not only affects individual employees but also disrupts team dynamics, lowers morale, increases absenteeism and turnover intention, and damages organizational culture and productivity. Since employee well-being is essential for sustainable growth and effectiveness, it is important for organizations to recognize the psychological consequences of bullying and implement supportive policies, grievance mechanisms, and awareness programs to create a respectful and psychologically safe work environment.

II. STATEMENT OF THE PROBLEM

The IT sector is characterized by high work pressure, strict deadlines, and competitive environments, which often contribute to workplace bullying and harassment. Such negative behaviours, including verbal abuse, intimidation, and unfair treatment, can seriously affect employees' psychological well-being, leading to stress, anxiety, depression, low job satisfaction, and reduced self-confidence. Despite the significant impact of bullying and harassment on employees' mental health and overall well-being, these issues are frequently overlooked or underreported in IT organizations.

OBJECTIVES OF THE STUDY

- To examine the psychological effects of workplace bullying and harassment in IT sector
- To explore the role of high – pressure in IT sector



HYPOTHESIS OF THE STUDY

H1: There is a significant difference between gender of the respondents and psychological well-being among employees in IT sector.

H2: There is a significant relationship between age of the respondents and role of high pressure in IT sector

SCOPE OF THE STUDY

The scope of the study is limited to understanding the impact of workplace bullying and harassment on the psychological well-being of employees working in the IT sector. The study focuses on identifying various forms of bullying and harassment experienced by employees, such as verbal abuse, intimidation, discrimination, and exclusion at the workplace.

III. RESEARCH METHODOLOGY

Descriptive research design is used in this study to describe and analyse the impact of workplace bullying and harassment on the psychological well-being of employees in the IT sector. Primary data for the study are collected through well-structured questionnaires administered to respondents, while secondary data are gathered from journals, newspapers, articles, and other relevant publications to support and validate the research findings. The period of the study is from November 2025 – March 2026. A total of 106 respondents were collected for the study using the convenience sampling method. The tools used for analysis are percentage analysis, one-way ANOVA and regression analysis.

LIMITATIONS OF THE STUDY

- The study is limited to employees working in the IT sector and may not represent other industries.
- The research is conducted within a limited geographical area and time period.
- The sample size is limited, which may affect the generalization of the findings.

IV. REVIEW OF LITERATURE

Shahid Mehmood & Maham Rasool (2024) focused on workplace bullying and incivility among female nurses in the healthcare sector. The findings revealed that both bullying and incivility negatively affected employee performance, with perceived psychological well-being acting as a mediator. Perceived organizational support moderated these relationships, highlighting the role of supportive work environments. **Nestor Raúl Porras Velásquez (2024)** examined workplace psychological violence as a systemic organizational issue rooted in power relations and cultural structures. The findings showed that psychological violence significantly harmed employee mental health, reduced productivity, and encouraged withdrawal behaviours. The study emphasized that individual-level solutions are insufficient, and organizational-level cultural and structural interventions are necessary.

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AN OVERVIEW

Workplace bullying and harassment in the IT sector, driven by high pressure, strict deadlines, and competitive work environments, negatively affect employees’ psychological well-being. Behaviours such as verbal abuse, intimidation, and unfair treatment lead to stress, anxiety, depression, low self-esteem, and burnout, reducing job satisfaction and performance. The impact also extends to organizations through decreased productivity, absenteeism, and high turnover. Therefore, strong anti-bullying policies, supportive leadership, and a psychologically safe work environment are essential for ensuring employee well-being and organizational success.

V. DATA ANALYSIS AND INTREPRETATION

TABLE.NO.1
DEMOGRAPHIC PROFILE

| PARTICULARS | | NO OF RESPONDENTS | PERCENTAGE (%) |
|-------------|-------------|-------------------|----------------|
| Age group | 18-25 | 95 | 89.6 |
| | 26-35 years | 9 | 8.5 |

| | | | |
|----------------------------------|-------------------------|------------|-------------|
| | 36-45 years | 2 | 1.9 |
| | Above 46 years | - | - |
| | TOTAL | 106 | 100 |
| Gender | Male | 31 | 29.2 |
| | Female | 75 | 70.8 |
| | TOTAL | 106 | 100 |
| Monthly income | BELOW ₹20,000 | 57 | 53.8 |
| | ₹20,001-₹50,000 | 37 | 34.9 |
| | ₹50,001- ₹1,00,000 | 10 | 9.4 |
| | Above-₹1,00,000 | 2 | 1.9 |
| | TOTAL | 106 | 100 |
| Educational qualification | UG | 79 | 74.5 |
| | PG | 15 | 14.2 |
| | Professional degree | 12 | 11.3 |
| | TOTAL | 106 | 100 |
| Occupation | Student | 34 | 32.1 |
| | Government employee | 12 | 11.3 |
| | Private employee | 52 | 49.1 |
| | Entrepreneur | 8 | 7.5 |
| | TOTAL | 106 | 100 |

Source: primary data

INTERPRETION

- Majority 89.6percent of the respondents belong to the age group of 18-25 years, 8.5percent of the respondents belong to 26-35 years, 1.9percent of the respondents belong to 36-45 years and none of the respondents belong to above 46 years. 29.2percent of the respondents are male and 70.8percent of the respondents are female.
- 53.8percent of the respondents earn below ₹20,000 per month, 34.9percent of the respondents earn between ₹20,001–₹50,000, 9.4percent of the respondents earn between ₹50,001–₹1,00,000 and 1.9percent of the respondents earn above ₹1,00,000.
- 74.5percent of the respondents are Under Graduates, 14.2percent of the respondents are Post Graduates and 11.3percent of the respondents hold Professional degrees.
- 49.1percent of the respondents are Private employees, 32.1percent of the respondents are Students, 11.3percent of the respondents are Government employees and 7.5percent of the respondents are Entrepreneurs.
- It is inferred that the majority of the respondents are young, female, undergraduate students and private employees with lower to middle level income.
- There is a significant difference between gender of the respondents and psychological well-being among employees in IT sector.
- There is a significant relationship between age of the respondents and organisational support and emotional intelligence of workplace bullying and harassment in IT sector

TABLE.NO.2

Table shows the gender of the respondents and psychological well-being among employees in IT sector

HYPOTHESIS TESTING

H₀: There is no significant difference between gender of the respondents and psychological well-being among employees in IT sector

H₁: There is a significant difference between gender of the respondents and psychological well-being factors among employees in IT sector.

| PARTICULARS | | Sum of Squares | df | Mean Square | F | Sig. |
|---|----------------|----------------|-----|-------------|-------|------|
| Stressed or mentally exhausted | Between Groups | .019 | 1 | .019 | .036 | .050 |
| | Within Groups | 54.321 | 104 | .522 | | |
| | Total | 54.340 | 105 | | | |
| Level of anxiety or nervousness | Between Groups | .121 | 1 | .121 | .175 | .076 |
| | Within Groups | 72.114 | 104 | .693 | | |
| | Total | 72.236 | 105 | | | |
| Mood swings | Between Groups | 1.035 | 1 | 1.035 | 1.528 | .019 |
| | Within Groups | 70.409 | 104 | .677 | | |
| | Total | 71.443 | 105 | | | |
| Inappropriate conduct impact my self-esteem | Between Groups | .893 | 1 | .893 | 1.047 | .009 |
| | Within Groups | 88.664 | 104 | .853 | | |
| | Total | 89.557 | 105 | | | |
| Emotionally drained | Between Groups | 1.800 | 1 | 1.800 | 1.919 | .069 |
| | Within Groups | 97.559 | 104 | .938 | | |
| | Total | 99.358 | 105 | | | |

Source: primary data

INTERPRETATION

The one-way ANOVA results indicate that workplace bullying and harassment have a partial but meaningful impact on employees’ psychological well-being in the IT sector. The variables mood swings and inappropriate conduct impacting self-esteem show significance values less than 0.05, indicating statistically significant differences between groups and suggesting that bullying strongly affects employees’ emotional stability and self-worth. Therefore H1 is accepted at 1%, 5% and 10 % level.

TABLE.NO. 3

Age of the respondents and age of the respondents and role of high pressure in IT sector

HYPOTHESIS TESTING:

H₀: There is no significant relationship between age of the respondents and role of high pressure in IT sector.

H₁: There is a significant relationship between age of the respondents and role of high pressure in IT sector.

| Model Summary | | | | |
|--|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .078 ^a | .006 | -.044 | .324 |
| a. Predictors: (Constant), target, long working hours, heavy work load, tasks, high expectations from management | | | | |

Source: primary data

| ANOVA ^a | | | | | | |
|--|------------|----------------|-----|-------------|------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | .065 | 5 | .013 | .124 | .087 ^b |
| | Residual | 10.473 | 100 | .105 | | |
| | Total | 10.538 | 105 | | | |
| a. Dependent Variable: Age (in years) | | | | | | |
| b. Predictors: (Constant), target, long working hours, heavy work load, tasks, high expectations from management | | | | | | |

Source: primary data

| Coefficients ^a | | | | | | |
|---------------------------------------|--|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.063 | .175 | | 6.071 | .000 |
| | Accessibility using my usage | .005 | .043 | .12 | .119 | .005 |
| | Affordable pricing | -.027 | .052 | -.057 | -.515 | .008 |
| | Quick delivery of medicines | .028 | .043 | .070 | .658 | .012 |
| | Availability of online doctor consultation | .004 | .050 | -.011 | -.089 | .029 |
| | Trust and security of health | -.010 | .036 | -.034 | -.271 | .087 |
| a. Dependent Variable: Age (in years) | | | | | | |

Source: primary data

INTERPRETATION

The regression analysis was conducted to examine whether job-related stress factors such as target pressure, long working hours, heavy workload, assigned tasks, and high expectations from management have a significant relationship with employees' age. The model summary shows that the R value is 0.078, which indicates a very weak relationship between the independent variables and age. The R square value is 0.006, meaning that only 0.6% of the variation in age is explained by these factors. The adjusted R square is negative (-0.044), which further indicates that the model does not fit the data well. The ANOVA table shows that the overall model is not statistically significant (F = 0.124, p = 0.987), as the significance value is much greater than 0.05. This means that the regression model as a whole does not significantly predict age. Therefore H1 is accepted.

FINDINGS OF THE STUDY

- Majority 89.6 per cent of the respondents are belonging to the age group of 18 to 25 years.
- Majority 70.8 per cent of the respondents are belonging to the gender of female
- Majority 53.8 per cent of the respondents Income Level Below Rs.20,000
- Majority 74.5 per cent of the respondents are Under graduation
- Majority 49.1 per cent of the respondents are private employee.
- Majority 67 per cent of the respondents are Urban.
- There is a significant difference between gender of the respondents and psychological well-being factors among employees in IT sector.
- There is a significant relationship between age of the respondents and role of high pressure in IT sector

SUGESSTIONS OF THE STUDY

- Regular awareness programs and training sessions on workplace ethics, emotional intelligence, and respectful communication should be conducted.
- Organizations should promote a positive organizational culture that values teamwork, inclusion, and mutual respect.
- Management should provide psychological counselling and employee assistance programs (EAP) to support affected employees.

**VI. CONCLUSION**

The study concludes that workplace bullying and harassment have a significant negative impact on employees' psychological well-being in the IT sector. Bullying not only affects the mental health of employees but also reduces job satisfaction, productivity, and organizational commitment. The fast-paced and competitive nature of the IT industry may increase stress levels, making employees more vulnerable to psychological harm. Therefore, organizations must take proactive steps to create a safe and supportive work environment. Addressing workplace bullying is not only a moral responsibility but also essential for maintaining employee well-being and organizational effectiveness. A psychologically healthy workplace ultimately contributes to better performance, employee retention, and long-term organizational success.

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