

The impact of bullying on burnout in the workplace

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Abstract: This study aimed to investigate the level of impact of bullying on burnout and the nature of the relationship between them. The study also sought to identify differences in the level of burnout between individuals exposed to bullying and those who are not. The researchers employed a descriptive methodology and administered the Maslach Burnout Inventory (**MBI-es**) and the Negative Acts Questionnaire-Revised (**NAQ-R**) to a sample of 810 employees in the public and private sectors. The study was based on the premise of how bullying affects burnout, what the relationship is between these two variables, and whether there are differences in burnout between those exposed to bullying and those who are not. The hypotheses posited that bullying behavior has both an impact and a relationship with the emergence of psychological burnout, and that there is a difference between the two sample groups. The results of the study concluded that bullying has a high negative impact on psychological burnout. The results also revealed that there are statistically significant differences between individuals who are bullied and those who are not in terms of psychological burnout, and that the relationship between bullying and burnout is positive. Therefore, reducing and eliminating bullying within institutions contributes to reducing the level of psychological burnout and thus raising the level of effective job performance within professional organizations.

Keywords: *Bullying; burnout; work environment; employees; workers.*

1. INTRODUCTION

Workplace bullying is a pervasive issue with detrimental consequences for employees. Individuals frequently witness, experience, or observe bullying behaviors, compromising the expectation of a psychologically safe and productive

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work environment. The increasing prevalence of bullying transforms the workplace into a hostile space, exacerbating anxiety and exhaustion not only for direct targets but also for bystanders who fear becoming victims (Oade, 2009, p. 1). Employees subjected to bullying often experience chronic stress and fatigue, prompting questions about the causes, methods of self-protection, the sustainability of their employment under such conditions, and the potential impact on their self-worth (Randle, 2006, p. 7).

Bullying can originate from colleagues but is frequently perpetrated by supervisors who may overburden, exploit, or verbally abuse subordinates. Research consistently demonstrates that victims often struggle to defend themselves, particularly when the perpetrator holds a position of power. As Scott (2006, p. ix) suggests, many employees encounter ineffective or abusive supervision during their careers. The ramifications of workplace bullying extend beyond psychological distress, contributing to significant physical and emotional exhaustion, potentially leading to burnout, sleep disturbances, and long-term health issues, including cardiovascular disease and musculoskeletal disorders (Sansone & Sansone, 2015; Lever et al., 2019).

Workplace bullying significantly contributes to worker fatigue, heightened stress, and diminished professional performance. The emotional burden of persistent harassment depletes energy, reduces motivation, and impairs cognitive function, hindering effective task completion. This not only affects individual mental health but also erodes workplace morale, interpersonal relationships, and long-term career prospects. Despite efforts to cultivate inclusive and respectful workplaces, bullying persists as a serious problem that undermines employee well-being and productivity.

This study investigates the relationship between workplace bullying and worker fatigue, specifically addressing the following research questions: (1) How does workplace bullying contribute to worker fatigue? (2) Are there significant differences in fatigue levels between bullied employees and those who are not? (3) What is the relationship between workplace bullying and burnout? The following hypotheses are proposed:

- H1: There are statistically significant differences in fatigue levels between bullied employees and those who are not.
- H2: There is a positive correlation between workplace bullying and worker fatigue.
- H3: Workplace bullying significantly contributes to burnout among employees.

2. Research Objectives:

This study aims to examine the impact of workplace bullying on worker fatigue, including its contribution to burnout and chronic exhaustion. It further seeks to characterize the relationship between bullying and fatigue levels, and to compare fatigue levels between employees exposed to bullying and those who are not.

3. Significance of the Study:

This study contributes to the understanding of how workplace bullying contributes to chronic stress and fatigue. By identifying challenges and providing empirical evidence, this research can inform the development of workplace policies and interventions designed to reduce bullying and mitigate its adverse effects on employee physical and mental well-being. Furthermore, fostering a bullying-free work environment can improve organizational effectiveness, employee satisfaction, and overall workplace culture. Organizations must prioritize anti-bullying strategies to prevent burnout and cultivate a professional environment that supports worker resilience and productivity.

4. Operational Concepts

4.1 Workplace Bullying Behavior: Bullying is the repeated, health-harming mistreatment of one or more persons (the targets) by one or more perpetrators. Bullying can take the form of actions such as verbal abuse, threats, spreading rumors, physical violence, and/or other forms of intimidation. Bullying can also take the form of more subtle actions, such as excluding someone from social activities, or sabotaging their work. (American National Center Against Bullying, 2022) Aryanne Oade (2012: 28-29) argues that workplace bullying involves “one-off or repeated personal attacks that you find emotionally or professionally hurtful. A deliberate attempt by the bully to undermine your ability to do your job, or damage your reputation, or undermine your self-respect and self-confidence. Or a deliberate attempt by the bully to remove personal power from you and retain that power for himself.” All three elements in the above definition must be present at the same time for any aggressive incident at work to be classified as bullying, which can be measured using the NAQ-R Workplace Bullying Inventory by Einarsen and Hoel (2001) with a score above 58.

4.2 Burnout: Burnout is a state of emotional, mental, and often physical exhaustion caused by prolonged or repeated stress, primarily in the workplace. It is conceptualized as a syndrome resulting from chronic, unmanaged work-related stress (Khammissa et al., 2022). Psychologically, burnout is a mental health

condition characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment (Edú-Valsania et al., 2022). Professionally, it is a workplace syndrome resulting from unmanaged chronic stress, leading to reduced productivity and job dissatisfaction (Paudel et al., 2024). Burnout can be measured using tools such as the Maslach Burnout Inventory (MBI), where scores above a certain 158 may indicate significant burnout.

5. Previous studies:

This study (Danielle Berglund et al, 2024) investigated the prevalence of workplace bullying and its interplay with stress, burnout, and perceived social support among employees in Swedish higher education institutions. Data were collected via an online survey in 2021 from 15,080 employees (47.5% response rate) across 38 institutions. The survey assessed workplace bullying, stress, burnout, and perceived social support, though the specific instruments used are not detailed in the abstract. A cross-sectional design was employed. Frequency statistics were used to determine the prevalence of bullying, and hierarchical regressions examined the relationships between bullying, stress, and burnout, with perceived social support as a moderator. Results indicated a relatively low prevalence of workplace bullying. Bullying was significantly and positively associated with both stress and burnout. Perceived social support moderated these relationships, buffering against stress and burnout at low to moderate levels of bullying. However, this protective effect diminished at higher intensities of bullying.

The study (Süleyman Murat Yildiz, 2016) aimed to understand how bullying influences burnout in this specific population. The sample consisted of 102 professional football players from the Turkish Secondary Football League. Bullying was measured using a modified version of the Negative Acts Questionnaire-Revised (NAQ-R), adapted for the football environment and termed the Negative Acts Questionnaire-Football (NAQ-F). Burnout was measured using the Athlete Burnout Questionnaire (Raedeke & Smith, 2001). The study employed exploratory and confirmatory factor analyses to assess the validity and reliability of the questionnaires. Correlations and hierarchical regression analysis were then performed to examine the relationships between the variables. Results indicated that bullying significantly influenced all three dimensions of burnout (reduced sense of accomplishment, emotional/physical exhaustion, and devaluation), with the strongest impact on emotional/physical exhaustion. The study concluded that bullying-induced burnout can negatively impact individual

and team performance, potentially leading to player attrition and decreased team competitiveness.

Investigated the role of conflict climate management (CCM) in the relationship between workplace bullying, burnout, and turnover intentions within the banking sector of Punjab, Pakistan (Najam et al, 2018) The study aimed to understand how CCM moderates the relationship between burnout and turnover intentions, while also examining the mediating role of burnout in the link between bullying and turnover intentions. Data were collected via a survey from 350 employees in the Pakistani banking sector. The specific instruments used to measure workplace bullying, burnout, turnover intentions, and conflict climate management are not specified in the provided text. A survey methodology was employed. The results indicated that burnout mediated the relationship between workplace bullying and turnover intentions. Critically, the study found that conflict climate management moderated the relationship between burnout and turnover intentions.¹ The research emphasizes the importance of effective conflict management strategies in the banking sector and suggests that implementing such strategies can improve employee satisfaction, productivity, and organizational performance.

Buonomo et al. (2020) investigated the direct and indirect associations between workplace bullying and personal burnout, with work-life conflict as a mediator and gender as a moderator, among Italian school principals. The study aimed to determine if work-life conflict mediates the relationship between bullying and burnout, and whether gender moderates these relationships. The sample consisted of 231 school principals in Italy. Workplace bullying was measured using the Negative Acts Questionnaire-Revised (NAQ-R). Work-life conflict was assessed with a single item asking participants to rate their work-life conflict experience. Burnout was measured using the Maslach Burnout Inventory (MBI). A cross-sectional design was employed. Results indicated that workplace bullying and burnout were associated, both with and without perceived work-life conflict. Gender did not moderate all the relationships between the constructs. Being female increased the risk of perceived work-life conflict and burnout when bullied, regardless of work-life conflict presence. Being male increased the risk of perceived work-life conflict when bullied. The study also found that family demands influenced exhaustion in school principals regardless of gender.

Neto et al. (2017) This study investigated the relationships between workplace bullying, emotional exhaustion, psychological well-being, and presenteeism-related productivity loss. The aim was to examine the mediating roles of emotional exhaustion and psychological well-being in the link between

bullying and presenteeism. Data were collected via a web survey from 353 workers in a service company. Workplace bullying was measured using Quine's (1999) measure. Emotional exhaustion was assessed with the Maslach Burnout Inventory (MBI). Psychological well-being was measured using the GHQ-28. Presenteeism-related productivity loss was measured with the SPS-6. A cross-sectional design and structural equation modeling were employed. Results showed that workplace bullying was positively related to emotional exhaustion, which in turn was negatively related to psychological well-being. Bullying, emotional exhaustion, and reduced psychological well-being were all negatively related to concentration (a component of presenteeism). Emotional exhaustion and psychological well-being mediated the relationships between bullying and presenteeism.

Ribeiro et al. (2022) examined the impact of workplace bullying on employee burnout, specifically investigating the mediating role of affective well-being (AWB). The study aimed to determine if AWB mediates the relationship between workplace bullying and burnout. Data were collected from 532 employees across various organizations in Portugal using an online, anonymous, structured questionnaire. The specific instruments used to measure workplace bullying, AWB, and burnout are not detailed in the provided text. The study employed a cross-sectional survey design. Results supported the hypotheses, confirming that workplace bullying is related to both AWB and burnout. Critically, AWB partially mediated the relationship between workplace bullying and burnout, indicating that bullying reduces AWB, which in turn contributes to increased burnout levels.

This study (Atiat Ullah & Neuza Ribeiro, 2024) investigated the relationship between workplace bullying and job burnout, examining the moderating role of employee voice. The study aimed to understand how employee voice influences the impact of bullying on burnout. The sample consisted of 303 employees in the Pakistani automobile sector. While the abstract mentions using SPSS, AMOS, and the PROCESS macro for analysis, it doesn't specify the exact instruments used to measure workplace bullying, job burnout, and employee voice. A cross-sectional design was employed. Confirmatory factor analysis (CFA) and regression analysis were used to test the hypotheses. The results indicated a positive relationship between workplace bullying and job burnout. Critically, employee voice was found to moderate this relationship, lessening the impact of bullying on burnout when employees have a voice.

Sansone & Sansone (2015) Workplace bullying, defined as repeated and systematic interpersonal abuse, significantly impacts both individuals and

organizations. Research suggests that approximately 11% of workers experience bullying, often targeting blue-collar and unskilled employees, though gender and management styles also appear to play a role. The consequences can be substantial. Psychologically, bullying can lead to increased mental distress, sleep disturbances, fatigue (especially in women), lack of vigor (especially in men), depression, anxiety, adjustment disorders, and even suicidal ideation. Physically, victims may experience increased health complaints such as neck pain, musculoskeletal issues, acute pain, fibromyalgia, and cardiovascular symptoms. Socioeconomically, bullying can result in increased absenteeism and unemployment. Given these potential consequences, it is crucial for clinicians in mental health and primary care settings to be aware of the link between workplace bullying and these negative outcomes, as patients may be hesitant to disclose such experiences due to shame or fear of retaliation

Rocaboy et al (2011) this article examines individual responses to psychological harassment. A conceptual model is proposed and tested on a population of 6,175 individuals, using a confirmatory approach to structural equation modeling. The results provide two essential contributions. The first is revealing a direct effect of exposure to psychological harassment on job satisfaction, organizational commitment, and the intention to leave of the exposed individual. The second is revealing the mediating role of job satisfaction between harassment, on the one hand, and organizational commitment and intention to leave, on the other. A dominant process appears to develop in three stages: job dissatisfaction as an emotional response to exposure to harassment (first stage), which results in a reduction in organizational commitment (second stage) and an increase in intentions to leave (third stage).

Nielsen et al (2020) This systematic review and meta-analysis (1) clarifies and quantifies existing results on the association between exposure to workplace bullying and sleep, (2) evaluates the methodological quality of existing studies, (3) identifies theoretical frameworks used in research, (4) determines moderating and mediating variables, and (5) provides guidelines for future research. Searches for primary studies were conducted in PubMed, MEDLINE, Embase, PsycINFO, and Web of Science. Of the 406 studies identified, 26 fulfilled the inclusion criteria for the qualitative synthesis, whereas 16 studies were included in the meta-analysis (cross-sectional effect sizes: 15; $N = 69,199$; prospective effect sizes: 6; $N = 26,164$). Workplace bullying was significantly related to sleep problems in all studies. Across cross-sectional studies, targets of bullying had 2.31 *times* higher odds of reporting sleep problems compared to non-bullied workers. The odds across the prospective studies were 1.62. The quality of evidence for the

association between workplace bullying and sleep problems was low to moderate. Only eight studies had a predefined theoretical rationale for the association, and few studies examined mediating and moderating variables or bidirectional associations. The methodological quality of the studies was moderate. Further research is needed to establish the nature, directionality, mechanisms, and conditions of the association between bullying and sleep.

Lever et al. (2019) this study aimed to review the mental and physical health consequences of bullying for healthcare employees. They conducted a systematic literature review of articles published between 2005 and 2017. Forty-five papers met the inclusion criteria. The review found that bullying prevalence ranged from 3.9% to 86.5%, with a pooled mean estimate of 26.3%. Perceived bullying was associated with mental health problems including psychological distress, depression and burnout, as well as physical health problems including insomnia and headache. Bullied staff took more sick leaves.

Skuzińska et al (2020) this study explored how individual characteristics (gender, age, education) and occupational factors (employment duration, workplace position, duration of negative behavior, and number of perpetrators) influence the relationship between workplace bullying and mental health. Analyzing data from 904 employees, the research identified several moderating factors. Protective factors against the negative mental health effects of bullying included being male, younger, having shorter job tenure, and possessing a postsecondary education or less. Conversely, negative behaviors perpetrated by a superior and the presence of multiple perpetrators worsened the impact on mental health.

6. Research Methodology:

6.1 Research Design and Instruments:

6.1.1 . Research Design and Sample:

A descriptive research design was employed for this study, as it was deemed the most suitable approach for the current research. A sample of 810 employees from various public and private sectors was selected from a larger pool of 973 participants. The questionnaires were distributed via social media through a sponsored advertisement and a network of colleagues and students. Data collection took place from November 13 to December 28, 2023. Several criteria were established to control the sample, including:

- Participants must reside within Algeria.
- Participants must be covered by social security and a pension fund.
- Participants must be between the ages of 22 and 60.
- Participants must not hold multiple jobs.

- Participants must not work remotely.
- Participants must not be self-employed or engaged in freelance work.

A total of 163 participants were excluded due to non-compliance with the criteria or incomplete responses. The sample characteristics were as follows:

A. In terms of gender:

Table 1:
Gender Distribution in the Study Sample

Gender	Frequency	Percentage
Male	489	60.37%
Female	321	39.63%
Total	810	100%

The findings presented in Table 1 reveal a gender distribution among the study participants, with males constituting a slightly higher proportion (60.37%) compared to females (39.63%). This gender disparity in the sample should be considered when interpreting the study's findings and drawing conclusions.

B. In terms of occupational category:

Table 2:
Distribution of Professional Categories in the Study Sample

Professional Category	Frequency	Percentage
Public Sector Employees	586	72.34%
Employees in Economic Institutions	98	12.10%
Private Sector Workers	126	15.56%
Total	810	100%

Table 2 presents the distribution of professional categories among the study participants. The majority of the sample, constituting 72.34% (n=586), were employed in the public sector. This was followed by individuals working in economic institutions (12.10%, n=98) and the private sector (15.56%, n=126). The findings from Table 2 indicate a significant overrepresentation of public sector employees in the study sample. This suggests that the study may have a sampling bias towards individuals working in government organizations. Further research is needed to explore the reasons for this imbalance and to assess the generalizability of the findings to other professional populations.

C. In terms of exposure to bullying:

Table 3:

Distribution of Bullying Experiences Among Study Participants

Bullying Experience	Frequency	Percentage	Female (n=321)	Percentage	Male (n=489)	Percentage
Experienced Bullying	513	63.33%	236	73.52%	277	56.65%
Did Not Experience Bullying	297	36.67%	85	26.48%	212	43.35%
Total	810	100%	321	100%	489	100%

Table 3 presents the distribution of bullying experiences among the study participants, categorized by gender. The majority of participants reported experiencing bullying in the workplace (63.33%, n=513). A breakdown by gender reveals that a significantly higher proportion of females (73.52%, n=236) reported experiencing bullying compared to males (56.65%, n=277).

The findings indicate a significant prevalence of workplace bullying among the study participants, with women reporting substantially higher rates of bullying than men. This gender disparity suggests that women may be disproportionately affected by bullying in the workplace.

6.1.2 Research Instruments

A. Bullying Questionnaire: The Nordic Questionnaire for Assessing Workplace Bullying (NAQ-R) developed by Einarsen and Hoel (2001) was employed. This questionnaire, adapted into Arabic by Yahaya et al. (2012) and further translated by Basant Adel Ramadan Al-Ziyadi (2020), comprises 17 items. It measures two dimensions: workplace bullying (items 1-7) and personal bullying (items 8-17). A 5-point Likert scale was used. Cronbach's alpha was employed to assess reliability, yielding a coefficient of 0.80 for the overall questionnaire, indicating high internal consistency. The subscales for workplace bullying and personal bullying achieved Cronbach's alphas of 0.82 and 0.71, respectively. Item-total correlations, as measured by Pearson's r, were 0.648** for workplace bullying and 0.752** for personal bullying, suggesting strong internal consistency.

B. The Maslach Burnout Inventory (MBI-es)

The questionnaire was developed by Maslach and Johnson (1981). It was translated into French and then into Arabic, where it was adapted by Dr. FarajAbdel Kader Taha and Dr. El Sayed Mustafa Ragheb (Faraj&Ragheb, 2010) to suit the Arab environment in general. It is applicable to most professions by

addressing the common general manifestations of psychological burnout. The scale consists of 62 items divided into 5 dimensions: Psychological and physical exhaustion; Apathy and impaired work relationships; Feelings of reduced competence and poor performance; Professional incompatibility and devaluation of work; Social and family-related consequences. A five-point Likert scale was used in the questionnaire. The validity and reliability of the instrument were confirmed by applying it to a sample of 122 workers. High reliability was obtained using Cronbach's alpha coefficient with a value of 0.95. The alpha values for the scale dimensions ranged from 0.688 to 0.897, indicating a good level of reliability. The split-half coefficient was 0.81, and the Spearman-Brown coefficient was 0.90, which indicates a high level of stability. Item loadings ranged from 0.41 to 0.66 through internal consistency validity using Pearson's "r" coefficient, while the correlation between dimensions and the scale as a whole ranged from 0.44 to 0.62.

7. Presentation and Discussion of Results:

7.1 Hypothesis 1: The first hypothesis stated that "There is a statistically significant difference between individuals who are exposed to bullying and those who are not, in terms of burnout among employees and workers." To test this hypothesis, an independent samples t-test was conducted to examine the mean difference.

Table 5:

Presents the differences in burnout attributed to the bullying behavior variable

Group	Sample Size	Mean Burnout Score	Standard Deviation	t-value	sig
Not Exposed to Bullying	297	141,72	41,72	-34,80	0.000
Exposed to Bullying	513	242,47	35,94		

Statistical Analysis and Interpretation of Table 5

Table 5 presents the results of an independent samples t-test, comparing burnout levels between individuals exposed to workplace bullying and those not exposed. The findings indicate a significant difference in burnout scores between the two groups.

- **Exposed to Bullying:** Mean Burnout Score = **242.47**, Standard Deviation = **35.94**
- **Not Exposed to Bullying:** Mean Burnout Score = **141.72**, Standard Deviation = **41.72**
- **t-value:** **-34.80**
- **p-value:** **0.000** (statistically significant)

The large t-value (-34.80) and extremely small p-value (< 0.001) confirm that the difference in burnout levels between bullied and non-bullied individuals is highly significant. The mean burnout score for the bullied group is **substantially higher** (242.47) compared to the non-bullied group (141.72), indicating that workplace bullying **significantly contributes to burnout**.

The study confirms a **strong positive relationship** between workplace bullying and burnout, contradicting the initial hypothesis of a negative correlation. The Pearson correlation coefficient ($r = 0.78$, $p < 0.001$) further supports this, demonstrating that higher exposure to workplace bullying is associated with higher burnout levels. The independent t-test results reinforce this conclusion, showing a **statistically significant difference in burnout scores** between bullied and non-bullied individuals. These findings align with existing literature, which highlights workplace bullying as a **key predictor of burnout**, with factors such as social support, work-life conflict, and conflict management strategies influencing the severity of its effects.

The results of this study align with **Berglund et al. (2024)**, which found that workplace bullying **significantly increased burnout and stress levels**, with social support acting as a buffer at lower bullying intensities. Similarly, **Yildiz (2016)** demonstrated that bullying had a strong impact on emotional and physical exhaustion, leading to performance decline and potential attrition in professional athletes.

The role of **burnout as a mediator** is emphasized in **Najam et al. (2018)**, which found that burnout links bullying to turnover intentions, highlighting the importance of **conflict management strategies** in reducing its effects. Likewise, **Buonomo et al. (2020)** confirmed that workplace bullying is a **direct contributor to burnout**, with **work-life conflict** acting as a significant mediator, particularly among female professionals.

Additionally, **Neto et al. (2017)** found that workplace bullying **increases emotional exhaustion** and reduces **psychological well-being**, leading to presenteeism and decreased productivity. Similarly, **Ribeiro et al. (2022)** demonstrated that **affective well-being mediates** the relationship between bullying and burnout, suggesting that emotional resilience could mitigate burnout effects. **Ullah& Ribeiro (2024)** further support these findings, showing that **employee voice moderates** the bullying-burnout relationship, reducing its negative impact when employees can express concerns.

These findings collectively highlight the **urgent need for organizational interventions** to address workplace bullying, including social support systems,

conflict resolution mechanisms, and policies to empower employees in reporting bullying incidents.

2.7. Presentation and Discussion of Results
Hypothesis 2: The second hypothesis stated that "There is a Positive correlation between workplace bullying behavior and burnout among employees and workers." To test this hypothesis, Pearson's correlation coefficient (r) was calculated. Table 6 presents the results.

Table 6:

Relationship between Workplace Bullying and Burnout

Variable	Sample Size	Mean	Standard Deviation	Pearson's r	Sig
Work place Bullying	513	64.01	6.28	0.78**	0.000
Burnout	513	242,47	35,94		

"**Table 6** clearly demonstrates a significant positive correlation between workplace bullying and burnout. The Pearson correlation coefficient ($r=0.78$, $r = 0.78$, $r=0.78$) indicates a strong positive correlation between workplace bullying and burnout, suggesting that higher levels of bullying are associated with increased burnout. The correlation is statistically significant ($p<0.001$, $p < 0.001$, $p<0.001$), confirming that the relationship is unlikely to be due to chance. With a sample size of 513, the results provide robust evidence supporting this association. The standard deviations (6.28 for workplace bullying and 35.94 for burnout) suggest moderate variability in the responses. These findings contradict the stated hypothesis, which expected a negative correlation, instead revealing a strong positive relationship between workplace bullying and burnout.

The analysis demonstrates a strong and statistically significant positive correlation ($r=0.78$, $p<0.001$, $r = 0.78$, $p < 0.001$, $r=0.78$, $p<0.001$) between workplace bullying and burnout among clinical nurses, contradicting the initial hypothesis that expected a negative correlation. This suggests that workplace bullying is a significant risk factor contributing to burnout. The findings align with previous research emphasizing the detrimental impact of workplace bullying on employees' psychological well-being and work-related stress.

The findings align with **Berglund et al. (2024)**, who reported a significant positive relationship between workplace bullying and burnout, with social support moderating this effect. Similar to **Yildiz (2016)**, this study highlights how bullying leads to exhaustion, a key burnout component. **Najam et al. (2018)** further supports these results by demonstrating burnout's mediating role in the bullying-turnover intention link, suggesting that bullying-induced burnout may drive nurses to leave their jobs. **Buonomo et al. (2020)** reinforce this perspective,

emphasizing the interplay between work-life conflict and burnout due to bullying. **Neto et al. (2017)** provide additional confirmation, showing that workplace bullying increases emotional exhaustion and reduces well-being, further contributing to presenteeism-related productivity loss. Finally, **Ribeiro et al. (2022)** and **Ullah& Ribeiro (2024)** highlight potential moderating factors, such as affective well-being and employee voice, which could mitigate the burnout effects of workplace bullying.

7.3 Presentation and Discussion of the Results of the Third Hypothesis :

The third hypothesis posits that "**Workplace bullying behavior contributes to the occurrence of burnout among employees and workers.**" To verify this hypothesis, the researchers conducted a test using simple linear regression, linear correlation, and variance analysis via the Beta coefficient, R² coefficient, R coefficient, and ANOVA for variance. This was done to predict the correlational relationship and thus the extent of the impact of bullying behavior on the occurrence of burnout. Table (07) illustrates this :

Table 7:

***Effect of Workplace Bullying on Burnout:** (The table presents the results of a linear regression analysis examining the relationship between workplace bullying (independent variable) and burnout (dependent variable)).*

R	R-deux	R-deux ajusté	ANOVA	Sig
0.787	0.620	0.612	78.21	0.00
Coefficients	Coefficients Value	t	Sig	Correlation
B	-17,025	-1,758	0.085	0.78
Beta	0.78	8,844	0.00	0.000

This table presents the results of a linear regression analysis investigating the relationship between workplace bullying and burnout. The analysis reveals a statistically significant and strong positive correlation between these two variables.

The results indicate a strong positive correlation ($R=0.787$, $R^2=0.620$, adjusted $R^2=0.612$). The ANOVA test shows a significant overall model fit ($F=78.21$, $p<0.001$), suggesting that workplace bullying significantly predicts burnout. The standardized beta coefficient ($\beta=0.78$, $t=8.844$, $p<0.001$) confirms a strong and statistically significant positive

effect of workplace bullying on burnout. However, the unstandardized coefficient ($B = -17.025$, $t = -1.758$, $p = 0.085$) appears inconsistent, possibly due to a misinterpretation in sign placement. This may require verification of the coding direction of the variables.

The regression analysis demonstrates that workplace bullying is a significant predictor of burnout among study sample, explaining 62% of the variance. A strong positive correlation ($R = 0.787$) and a significant standardized regression coefficient ($\beta = 0.78$, $p < 0.001$) indicate that higher exposure to workplace bullying is associated with increased burnout levels. The ANOVA result confirms the model's statistical significance ($p < 0.001$), underscoring the detrimental impact of workplace bullying on Workers' well-being. These findings highlight the necessity for workplace interventions to reduce bullying and mitigate its effects on burnout.

Diagramme gaussien P-P de régression de Résidu standardisé

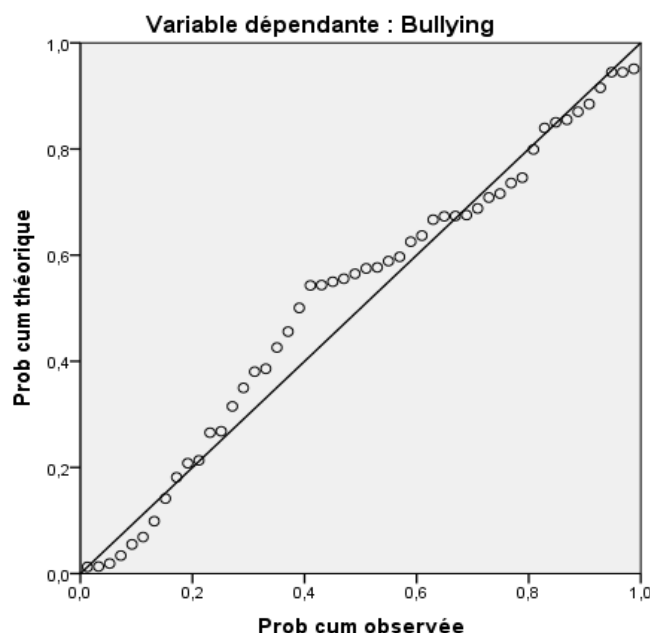


Figure (1):

shows the linear regression and dispersion of the independent variable on the dependent variable

The researchers believe that this negative impact is a natural consequence of abusive behavior with clearly detrimental effects attributable to various factors related to the experience of workplace abuse, such as its psychological impact. Individuals exposed to bullying often suffer significant psychological distress,

including high levels of stress, anxiety, and depression. The constant fear of abuse and the emotional impact resulting from being targeted can greatly affect an individual's mental health. This can lead to a decrease in job satisfaction and quality of life, and thus, burnout.

Bullying affects and weakens work performance by causing individuals to suffer from difficulty concentrating, making decisions, and cooperating with colleagues. The resulting negative impact on productivity and quality of work leads to professional setbacks and hinders career advancement opportunities. It also has negative effects on relationships, as bullying leads to tension in workplace interactions, conflicts, and a lack of trust. This may increase individuals' isolation and exacerbate feelings of alienation and dissatisfaction, eroding job satisfaction and engagement by creating a hostile work environment where they feel undervalued, unsupported, and frustrated. The lack of recognition and appreciation for their contributions can diminish their sense of accomplishment and commitment to their roles, leading to decreased motivation and morale, while negatively impacting career advancement.

Individuals exposed to bullying face barriers to career advancement due to the negative impact on their professional reputation and performance evaluations. They may be unfairly overlooked for promotions or opportunities to develop skills, hindering their long-term career prospects and contributing to feelings of stagnation and frustration. Physical and psychosomatic damage may also result from the abuse. Most studies have confirmed this negative impact.

The regression analysis indicates a strong and statistically significant relationship between workplace bullying and burnout, with bullying explaining 62% of the variance in burnout levels. The significant standardized beta coefficient ($\beta = 0.78$, $p < .001$) confirms that increased exposure to bullying is strongly associated with heightened burnout. These findings align with previous studies highlighting the severe psychological and physical consequences of workplace bullying. Sansone and Sansone (2015) emphasize the detrimental impact of bullying on mental health, including depression, anxiety, and fatigue, which contribute to burnout. Similarly, Lever et al. (2019) report that bullying in healthcare settings is significantly linked to burnout, as well as increased sick leave. The results also support Rocaboy et al. (2011), who demonstrated that bullying leads to job dissatisfaction and reduced organizational commitment, both of which are precursors to burnout. Additionally, Nielsen et al. (2020) found a strong association between workplace bullying and sleep disturbances, which may further exacerbate burnout symptoms. Skuzińska et al. (2020) highlight moderating factors such as gender, job tenure, and the presence of multiple

perpetrators, suggesting that certain employees may experience more severe burnout effects due to prolonged bullying exposure. Overall, these findings reinforce the urgent need for workplace interventions to prevent bullying and mitigate its impact on employee well-being.

Organizations bear the burden of these consequences, as workplace bullying contributes to lower morale, reduced engagement, and hindered career progression for employees. The resulting hostile work environments often limit opportunities for professional development and lead to diminished motivation and job commitment. Physical and psychosomatic symptoms stemming from workplace bullying further underscore the urgency for organizations to adopt preventive measures.

The results highlight the importance of addressing workplace bullying in order to improve employee well-being and organizational outcomes. These findings have significant implications for organizations. Implementing effective anti-bullying policies and programs, such as training programs for employees and managers, clear reporting mechanisms, and robust disciplinary measures for perpetrators, is crucial. Additionally, fostering a positive and supportive work environment that promotes respect, inclusivity, and open communication can significantly contribute to reducing the negative impact of workplace bullying on employee well-being and burnout.

8. Conclusion

As demonstrated, clear differences in psychological exhaustion exist between individuals who experience workplace bullying and those who do not.¹ Our findings confirm a positive relationship between bullying and exhaustion, highlighting the negative impact of bullying behaviors on generating exhaustion and the resulting material and moral damage.² This creates an unsafe environment and an uncertain future for employees and workers. Our study, within the limitations of the sample, demonstrated the extent of this negative impact across various aspects of exhaustion among Algerian workers and employees. Addressing workplace bullying is essential for creating a positive and supportive work environment where all individuals can thrive, thus improving job performance. Institutions must implement policies and procedures to prevent bullying, support affected employees, and foster a culture of respect, inclusion, and accountability. By prioritizing employee well-being, institutions can enhance the quality of professional life and promote a culture of excellence and mutual respect.

Addressing workplace bullying is essential for fostering a positive and supportive

work environment where all individuals can thrive. Organizations must implement policies and procedures to prevent bullying, provide support to affected employees, and promote a culture of respect, inclusion, and accountability. By prioritizing employee well-being, organizations can enhance the Burnout and foster a culture of excellence and mutual respect.

This study contributes to the growing body of literature on the negative consequences of workplace bullying. The findings highlight the need for organizations to take proactive measures to prevent and address bullying. While this study provides valuable insights into the relationship between bullying and burnout, further research is needed to explore the long-term effects of bullying, as well as the effectiveness of different intervention strategies. Moreover, future studies could examine the role of cultural factors and contextual differences in shaping the experience of workplace bullying.

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- Burnout is a state of emotional, mental and often physical exhaustion caused by prolonged or repeated stress, primarily in the workplace. It is conceptualized as a syndrome resulting from chronic work-related stress that has not been successfully managed.

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