REVIEW ARTICLE

Model Building with Antecedents and Consequences of Workplace Bullying: A SPAR-4-SLR approach using ADO-TCCM Framework with Bibliometric Analysis

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Abstract

Workplace bullying has emerged as a universal workplace problem having implications for employees' psychological well-being, job satisfaction, and organizational performance. In the last two decades, research on workplace bullying has grown significantly across diverse sectors and cultural contexts. This review paper creates an existing literature on workplace bullying to provide a detailed understanding of workplace bullying with a focus on prevalence, theoretical underpinnings, context, characteristics, and methodological approaches used in research. The review paper categorizes findings of workplace bullying using the Antecedents–Decisions–Outcomes (ADO) framework, mapping key drivers such as Individual Factors, Job Factors, Interpersonal Factors, Leadership Factors, Organizational Factors, and Environmental Factors; the decisions employees make in response to bullying, including Psychological Decisions, Occupational Decisions, Social Exchange Decisions, Managerial Decisions, Organizational Decisions, and Societal/Legal Decisions; and the outcomes that manifest in terms of Mental Health Outcomes, Workplace Behavioral Outcomes, Career/Workplace Outcomes, Trust & Social Exchange Outcomes, Task/Output Outcomes, Well-Being & Health Outcomes, and Structural/Policy Outcomes. Despite the significant research on workplace bullying, gaps remain in exploring the role of digital environments and the effectiveness of preventive interventions. This review paper contributes to theory and practice by consolidating fragmented research. With the help of bibliometric analysis, we identified emerging themes of workplace bullying, and offer directions for future research.

Keywords: Workplace Bullying, Hybrid Framework ADO+TCCM, SPAR-SLR Approach, Model Building, Bibliometric Analysis.

Introduction

Workplace bullying is a major, uncontrollable global issue and prevalent in all types of organisation (Hameed et al., 2024). Managing human resources is a significant challenge at workplace for managers. Workplace bullying is a widespread issue across different cultures, regions, and professions, giving a significant negative impact on individuals and organisations (Hameed et al., 2024; Léné, 2024). Workplace bullying may be considered as ongoing and systematic hostile behaviors from organizational members that damage the victim's dignity and disrupt their professional well-being (Ma et al., 2024). The traditional narrative literature review in management often results in bias due to a lack of rigor, transparency, and critical evaluation. The systematic review method ensures that the review is structured, reproducible, and evidence-informed (Tranfield et al., 2003). We did the systematic literature review because it prevents the duplication of work and guides future research with novelty (Paul et al., 2021). The domain-based review using a framework like we used, a hybrid framework ADO + TCCM, provides "the highest level of clarity and coverage i.e., breadth and depth" of review. It is more impactful and useful as compared to other domain-based reviews (Paul et al., 2021). The *Scientific Procedures and Rationales for Systematic Literature Reviews* (*SPAR-4-SLR*) (Paul et al., 2021) protocol suggests the formation of research questions that should be answered in a systematic literature review. The identified research gaps are that there is no

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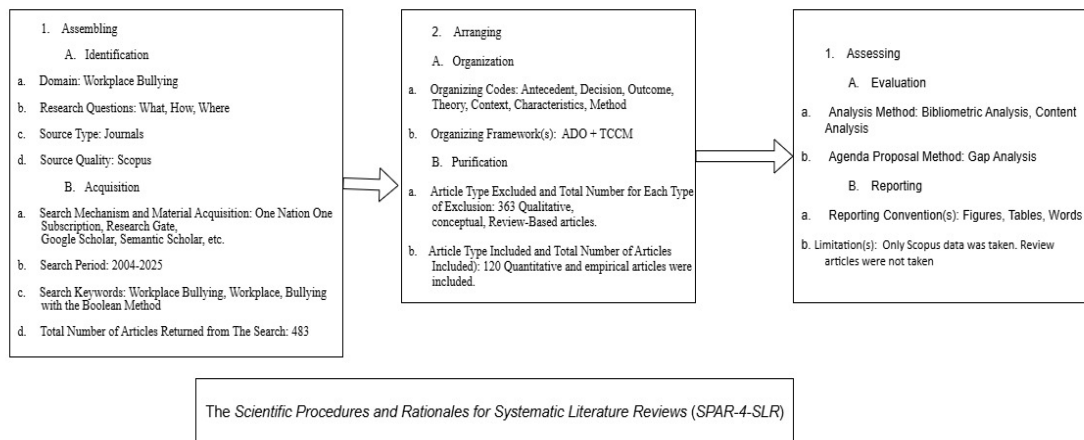
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The following is the structure of the figure (three boxes with arrows):

Box 1:
1. Assembling
   A. Identification
a. Domain: Workplace Bullying
b. Research Questions: What, How, Where
c. Source Type: Journals
d. Source Quality: Scopus
   B. Acquisition
a. Search Mechanism and Material Acquisition: One Nation One Subscription, Research Gate, Google Scholar, Semantic Scholar, etc.
b. Search Period: 2004-2025
c. Search Keywords: Workplace Bullying, Workplace, Bullying with the Boolean Method
d. Total Number of Articles Returned from The Search: 483

Box 2:
2. Arranging
   A. Organization
a. Organizing Codes: Antecedent, Decision, Outcome, Theory, Context, Characteristics, Method
b. Organizing Framework(s): ADO + TCCM
   B. Purification
a. Article Type Excluded and Total Number for Each Type of Exclusion: 363 Qualitative, conceptual, Review-Based articles.
b. Article Type Included and Total Number of Articles Included): 120 Quantitative and empirical articles were included.

Box 3:
1. Assessing
   A. Evaluation
a. Analysis Method: Bibliometric Analysis, Content Analysis
b. Agenda Proposal Method: Gap Analysis
   B. Reporting
a. Reporting Convention(s): Figures, Tables, Words
b. Limitation(s): Only Scopus data was taken. Review articles were not taken

The *Scientific Procedures and Rationales for Systematic Literature Reviews* (*SPAR-4-SLR*)

Source 1: Prepared by Authors and Adapted from Paul et al., 2021

Figure 1: The SPAR-4-SLR Protocol for the Research Paper

model of workplace bullying that suggests its antecedents and consequences, what are the recent constructs related to workplace bullying research, and finally, there is no paper that tells the least or most developed theme on workplace bullying. The following are the research questions are answered in this review paper:

RQ 1. What are the dimensions of workplace bullying and its relationship with other constructs?

RQ 2. Where is the maximum research conducted, i.e., context?

RQ 3. How were the workplace bullying research studies conducted, including the theories applied, the method of data collection, statistical test/technique, and data analysis tools?

RQ 4. What are the trends and themes of research on workplace bullying over the last 25 years?

The rational of this review paper is that it integrated SPAR-4-SLR, ADO, and TCCM frameworks with bibliometric analysis which provides a comprehensive and methodologically rigor for reviewing and organising research on workplace bullying. SPAR-4-SLR protocol enhances the review's methodological robustness as it ensures transparency, replicability, and systematic rigor in literature selection (Paul et al., 2021). ADO framework (Antecedents–Decisions–Outcomes) ensures the conceptual clarity by organizing the fragmented literature of workplace bullying and gives the idea of causal sequences, identifying key drivers, behavioral manifestations, and consequences of workplace bullying (Paul & Benito, 2018). This framework is complemented by TCCM framework (Theories–Contexts–Characteristics–Methods) that helps in the identification of theoretical foundations, contextual diversity, construct relationships, and methodological trends, which provides insights into underexplored research areas on workplace bullying (Paul & Rosado-Serrano, 2019). Additionally, Bibliometric analysis

supports quantitative mapping of trends of topics, influential authors, and thematic evolution that indicate uncovering intellectual structures and research hotspots of previous research and for future researches (Aria & Cuccurullo, 2017; Donthu et al., 2021). The combined application of these frameworks and Analysis provides a holistic, evidence-based mixture that bridges conceptual, theoretical, and empirical gaps, and provides a structured foundation for advancing future workplace bullying research. (Figure 1)

Review of Literature

Literature search

We use the Scopus database to extract high-quality papers. We use the Boolean search method using the keywords 'Workplace Bullying', 'Workplace', and 'Bullying'. It provided 4,087 research articles on July 7, 2025. The search was further refined using five criteria: (1) Subject Area: we used the Business, Management, and Accounting area. (2) Publication Years: we took the year range from 2004 to 2025, approximately 2 decades, (3) Document type: research articles were taken, (4) Publication stage: Final published articles were considered, and (5) Source type: Journal articles were considered. It gives 483 articles. We screened these articles based on their abstract. Qualitative, conceptual, review-based articles or articles that don't have workplace bullying as a construct were excluded. A total of 363 articles were excluded from the study, 286 articles were excluded on the basis of the abstract only, and 77 after reading the full articles. Only 120 quantitative or empirical articles were included to develop the model and for ADO+ TCCM framework. But we used the SCOPUS database file having 483 articles for bibliometric analysis. We used the Antecedents-Decisions-Outcomes (ADO) framework (Paul & Benito, 2018) to answer questions 1, the Theories-Characteristics-Contexts-Methodology (TCCM) framework

(Paul & Rosado-Serrano, 2019) to answer questions 2 and 3, and a bibliometric analysis to answer question 4. The TCCM framework guides the future research that explains theories, characteristics, context, and methodologies used in past researches, and it supplements with ADO as it tells about the constructs and their related constructs used in previous research (Paul et al., 2024). It completes the systematic literature review. We used the Scientific Procedures and Rationales for Systematic Literature Reviews (SPAR-4-SLR) protocol to justify the researcher's decisions(Paul et al., 2021). This is a framework-based review. Systematic reviews can produce more reliable and relevant knowledge because of clear protocols, quality assessments, and synthesis techniques (Tranfield et al., 2003). Bibliometric analysis is important in context where increasing emphasis on empirical research had led to increasingly huge, fragmented, and at times, argumentative research on a specific topic (Aria & Cuccurullo, 2017).

Literature Review

A systematic literature review identifies research variables that are important for creating fragmented knowledge, maps the relationship between constructs, and identifies theoretical or empirical inconsistencies on a specific topic (Webster & Watson, 2002). A literature review that identifies independent, dependent, mediating, and moderating variables helps the researchers to understand the causal linkages between variables and their underlying mechanisms (Paul & Criado, 2020). The structured approach in the literature review increases the conceptual clarity, helps in theory building and guides in hypothesis development for future researches (Tranfield et al., 2003). The literature review is not only a foundation for theory development but also an important tool for getting reliable and evidence-informed insights. Variable-based review allows future researchers to compare across contexts and methodologies and reveal underexplored areas for research (Snyder, 2019). From the literature review of 120 research papers, the variables/ constructs used in the workplace bullying studies are as follows (Table 1):

Model Building

In management and behavioural research, systematic review that maps construct of study leads to development of integrative models and guides the future empirical research by identifying conceptual and methodological gaps (Paul et al., 2021).The theoretical model can be used to develop a new theory or to extend the existing theory. Briggs (2007) highlights The research paper results in qualitative modelling enhances data analysis, interpretation and functions as a dynamic, knowledge-constructing process. The model can serve as a powerful qualitative tool for theory building in the research. Visual models help in identifying the relationship between factors that lead to prediction and theory development. (Figure 2)

ADO Framework-Based Review of The Studies

The Antecedents-Decisions-Outcomes (ADO) framework is given by Paul & Benito (2018). (Figure 3)

Antecedents of Workplace Bullying

Antecedents help the researchers to map the linkages between constructs, verify the conceptual robustness and guides the researchers to identify the research gaps (Paul & Benito, 2018; Paul & Criado, 2020). The researchers identified 6 categories of antecedents of workplace bullying, which are as follows (Table 2):

Decisions from Workplace Bullying By Employees

The decision component in the ADO framework captures the core cognitive processes that occur between antecedents (drivers) and outcomes (consequences). It reflects in this paper how employees translate their motivations, attitudes, and perceptions into actual choices or behavioral intentions (Paul & Benito, 2018). The employee has to take several decisions regarding workplace bullying, and the authors identified and categorize them in 6 decision categories, which are as follows (Table 3):

Outcomes from Workplace Bullying

The authors categorize the outcome of workplace bullying into 7 categories, which are as follows (Table 4):

TCCM Framework-Based Review Of The Studies

Theories used in the Research of Workplace Bullying

Paul & Rosado-Serrano (2019) Suggested that future research on workplace bullying should be based on theories that lead to empirical findings across different industries and contexts. Theoretical lens can explain uncovered areas for research. A new theoretical model may be developed by using theories that are less applied in the area of workplace bullying. Theories used (120 papers) to do research on workplace bullying, and included by researchers in the study are as follows (Table 5):

Contexts of Research on Workplace Bullying

It is suggested that more research be conducted in the countries that are less represented in terms of research. Here we took context as a country of research. Literature gaps can be filled by using more theories in the area of workplace bullying. The context may be represented by the countries of study (Paul & Rosado-Serrano, 2019). The following table represents the countries of study that are included by the researchers in this study (Table 6).

Characteristics of Employees used in the research on Workplace Bullying

The knowledge gap can be filled by using the characteristics of research studies (Paul & Rosado-Serrano, 2019). The characteristics of research on workplace bullying are

Table 1: Findings/Results/Focus of Research Studies with their Constructs

S.N.	Authors	Finding/ Results/ Focus	Independent	Dependent	Mediator	Moderator
1	Hameed et al. (2024)	Workplace bullying negatively affects Work engagement. Emotional exhaustion and psychological distress partially mediate the relationship between Workplace bullying and Work engagement. Emotional intelligence moderates the relationship between psychological distress and work engagement.	Workplace Bullying	Work Engagement	Emotional Exhaustion, Psychological Distress	Emotional Intelligence
2	Léné (2024)	Workplace bullying increases absenteeism, and anxiety/depression mediates the relationship between workplace bullying and absenteeism. And job autonomy & supervisor support moderate the relationship.	Workplace Bullying	Absenteeism	Anxiety, Depression	Job Autonomy, Supervisor & Colleagues Support
3	Ma et al. (2024)	Maladjustment leads to workplace bullying, which increases turnover intention; inclusive practices reduce bullying from role ambiguity and exclusion, but not low self-efficacy.	Maladjustment Factors (role ambiguity, low self-efficacy, and social exclusion)	Turnover Intention	Workplace Bullying	Perceived Inclusive Practices
4	Tootell et al. (2023)	Workers expressing dissent are more likely to perceive workplace bullying; older men show increasing perception with age; dissent and bullying overlap in perception.	Organizational Dissent	Perception of Workplace Bullying	—	Age, Gender, Industry, Org. level
5	Stapinski et al. (2023)	Role stress (ambiguity/conflict) leads to bullying; high fair/supportive leadership reduces this effect over time.	Role stress (Role Ambiguity, Role Conflict)	Exposure to Bullying	—	Fair and Supportive Leadership
6	A. Singh & Srivastava (2023)	Workplace bullying leads to employee exit via sequential mediation by work alienation and emotional exhaustion.	Workplace Bullying	Exit Intentions	Work Alienation, Emotional Exhaustion	—
7	Krishna et al. (2024)	Bullying leads to employee silence via reduced affect-based trust; conflict management climate moderates bullying–silence relationship.	Workplace Bullying	Employee Silence	Affect-Based Trust	Climate for Conflict Management
8	Blomberg et al. (2025)	Strong conflict management climate (CMC) reduces workplace bullying and buffers long-term exposure, even after adjusting for active leadership.	Bullying at T1	Bullying at T3	—	Conflict Management Climate (CMC)
9	Zheng et al. (2025)	Workplace bullying lowers job satisfaction and increases job anxiety and emotional exhaustion; surprisingly, job productivity increased due to pressure to perform; social support did not moderate effects	Workplace Bullying	Job Productivity, Job Satisfaction	Job Anxiety	Perceived Social Support
10	Jaakson & Dedova (2023)	Gendered ageism in older women; no ethnic effect	Age, Gender, Ethnicity, Role	Work/Person-Related Bullying	None	Gender, Age, Minority,
11	Ribeiro et al. (2024)	Bullying increases burnout and turnover intention; burnout fully mediates this link.	Workplace Bullying	Turnover Intention	Burnout	Not explicitly tested
12	Sabino et al. (2025)	Organizational cynicism negatively affects prosocial voice and positively affects defensive silence; bullying partially mediates both relationships.	Organizational Cynicism	Prosocial Voice, Defensive Silence	Workplace Bullying	Not explicitly tested
13	Chaudhary & Islam (2025)	Bullying increases knowledge hiding; Psychological contract breach mediates the link; Learning goal orientation weakens the relationship between Psychological contract breach and Knowledge hiding.	Workplace Bullying	Knowledge Hiding	Psychological Contract Breach	Learning Goal Orientation
14	Maheshwari et al. (2024)	Workplace bullying increases emotional exhaustion and intention to quit; meaningfulness of work strengthens this effect, acting as a paradoxical amplifier.	Bullying during Telework	Turnover Intention	Emotional Exhaustion	Meaningfulness of Work
15	Duong et al. (2025)	Workplace bullying reduces job performance via lowered affect-based trust; this effect weakens when moral disengagement is low.	Workplace Bullying	Job Performance	Affect-Based Trust	Moral Disengagement
16	Bari et al. (2023)	Person-related bullying increases evasive hiding and playing dumb; rationalized hiding is only linked with direct bullying. Relational Psychological Contract Breach mediates these effects.	Indirect Person-Related Workplace Bullying, Direct Person-Related Workplace Bullying	Knowledge Hiding	Relational Psychological Contract Breach	—

17	Silwal et al. (2024)	High bullying prevalence (54.7%), low reporting (28.8%), major mental health impacts, top-down bullying from supervisors; widespread under-reporting.	Hierarchical Structures, Supervisory Abuse	Psychological Distress, Reluctance To Report, Work-Life Disruption	—	—
18	Mendiratta & Srivastava (2023)	Workplace bullying negatively affects Organizational Citizenship Behavior. Job satisfaction and resilience both mediate this relationship, reducing the impact of bullying on citizenship behavior.	Workplace Bullying	Organizational Citizenship Behavior	Job Satisfaction, Resilience	—
19	Pate & Beaumont (2010)	Bullying perceptions dropped significantly after a "Dignity at Work" policy, but trust in management did not improve.	Bullying Policy Implementation	Perceived Bullying & Trust In Management	—	—
20	Casimir et al. (2012)	Psychosomatic model is validated in both cultures; stronger mediation in Australia; downward bullying evokes stronger negative affect in low power-distance cultures.	Downward Workplace Bullying	Physical Symptoms	Negative affect	Culture (Australia vs Uganda)
21	Berthelsen et al. (2011)	Victims of bullying more likely to intend leaving and exhibit exclusion tendencies, though majority remain employed; exposure linked to health outcomes and partial exclusion.	Exposure To Bullying	Intention To Leave, Job Exit, Exclusion from Workforce	NA	NA
22	K. Einarsen et al. (2019)	High-quality HRM practices predict both formal & informal ethical infrastructure elements; size predicts policies and training; financial resources had no predictive effect.	HRM Practices, Financial Resources, Organizational Size	Elements Of Ethical Infrastructure	NA	NA
23	Sischka et al. (2021)	Competition and passive avoidant leadership are predictors of bullying exposure and perpetration; Passive Avoidant Leadership moderates impact of competition especially for self-labeled bullying; stronger bullying under high competition and weak leadership.	Competition, Passive Avoidant Leadership	Workplace Bullying Exposure & Perpetration	NA	Passive Avoidant Leadership
24	Rai & Agarwal (2021)	Justice perceptions negatively correlate with bullying; Psychological Contract Violation mediates justice–bullying link; Power Distance Orientation weakens this mediation (procedural & interactional only).	Justice Perceptions	Workplace Bullying	Psychological Contract Violation	Power Distance Orientation
25	Ahmad et al. (2021)	Servant leadership reduces workplace bullying directly and indirectly through resilience; proactive personality strengthens resilience–bullying relationship.	Servant Leadership	Workplace Bullying	Employee Resilience	Proactive Personality
26	Hayat & Afshari (2020)	Workplace bullying negatively affects well-being directly and via burnout; Perceived Organizational Support mitigates Workplace bullying's impact on both burnout and well-being; burnout mediates Workplace bullying and Employee well-being link; Perceived Organizational Support buffers both paths.	Workplace Bullying	Employee Well-Being	Burnout	Perceived Organizational Support
27	Ahmad & Kaleem (2020)	Workplace bullying reduces employee well-being, which triggers turnover intentions; collectivist culture buffers these effects.	Workplace Bullying	Turnover Intentions	Employee Well-Being	National Culture (collectivism vs individualism)
28	Magee et al. (2017)	Bullying subtypes predict absenteeism via health (mental) and engagement pathways.	Workplace Bullying Subtypes	Absenteeism (sick days)	Poor Mental Health, Low Work Engagement	N/A
29	Ågotnes et al. (2018)	Laissez-faire leadership amplifies conflict-to-bullying escalation.	Co-Worker Conflict	New Bullying Cases	N/A	Laissez-Faire Leadership
30	Salin & Notelaers (2020a)	High-performance work practices reduce bullying by increasing justice and decreasing role conflict. No support for increased competition or workload.	High-Performance Work Practices	Workplace Bullying	Justice, Role Conflict	-
31	Vranjes et al. (2023)	Perpetrators of bullying may become targets due to increased conflicts and diminished control.	Bullying Enactment	Bullying Exposure	Relationship Conflicts, Perceived Control	-
32	De Clercq et al. (2022)	Workplace bullying increases turnover intentions via perceived organizational politics; creativity moderates this effect.	Workplace Bullying	Turnover Intentions	Perceived Organizational Politics	Creativity
33	Rai & Agarwal (2018b)	Workplace bullying increases silence behaviors; Psychological contract violation mediates this relationship; workplace friendship buffers the effect.	Workplace Bullying	Employee Silence Behaviors	Psychological Contract Violation	Workplace Friendship

34	De Cieri et al. (2019)	High bullying prevalence (42%), downward and horizontal bullying most common, bureaucracy significant predictor.	Workplace Characteristics, Demographics	Bullying	None	None
35	Lockhart & Bhanugopan (2020)	Employees perceive Workplace bullying policies as tokenistic; Employee Assistance Programs are ineffective and mistrusted; Perceived organizational support is low in Workplace bullying cases.	Workplace Bullying Exposure, Organizational Policies	Perceived Organizational Support, Employee Assistance Programs Effectiveness	None	None
36	Jahanzeb et al. (2020)	Workplace bullying increases anger, which mediates deviant behavior; neuroticism strengthens this path. Highlights the «double harm» through emotional reactivity.	Workplace Bullying	Interpersonal & Organizational Deviance	Anger	Neuroticism
37	Behery & Al-Nasser (2016)	Coaching positively affects transactional leadership and job alienation; job alienation mediates coaching and commitment; leadership has indirect effects on trust and commitment.	Transformational & Transactional Leadership, Coaching	Trust and Commitment	Workplace Bullying, Job Alienation	Age, Gender, Citizenship, Work Status
38	Spagnoli et al. (2017)	Organizational Justice has positive correlations to job satisfaction and negative correlations to workplace bullying.	Organizational Justice	Job Satisfaction, Workplace Bullying	-	-
39	Ullah & Ribeiro (2024)	Workplace bullying increases burnout; employee voice weakens this relationship.	Workplace Bullying	Job Burnout	-	Employee Voice
40	Rai & Agarwal (2019)	Workplace bullying positively relates to exit and neglect, negatively to voice and loyalty. Psychological contract violation mediates the relationship. Workplace friendship moderates the effects.	Workplace Bullying	Exit, Voice, Loyalty, Neglect (EVLN) Outcomes	Psychological Contract Violation	Workplace Friendship
41	Ahmad et al. (2017)	47.9% of academics reported bullying. Common forms: excessive monitoring, ignored contributions, delayed actions. No gender differences; higher risk for ages 40-50.	Workplace Bullying	Bullying Prevalence, Forms of Bullying	-	-
42	Fadda et al. (2015)	Bullying prevalence: 10.1%; quadratic model better explains health effects than linear model.	Negative Acts	Mental Health	None	None
43	Meriläinen, Nissinen, et al. (2019)	Bullying predicts intention to leave; work environment mediates this relationship.	Workplace Bullying	Intention To Leave	Work Environment Perceptions	None
44	Meriläinen, Kõiv, et al. (2019)	«Professional understating» negatively impacts engagement and performance; reciprocal relationship between engagement and performance.	Workplace Bullying	Work Engagement, Work Performance	None	None
45	Rai & Agarwal (2018a)	Workplace bullying increases Intention to quit, reduces job satisfaction and work engagement. Psychological contract violation mediates, and workplace friendship buffers negative effects.	Workplace Bullying	Intention To Quit, Job Satisfaction, Work Engagement	Psychological Contract Violation	Workplace Friendship
46	Devonish (2013)	Job satisfaction mediates workplace bullying-task performance; work-related depression mediates bullying-individual-targeted organizational citizenship behavior; both mediate bullying-Interpersonal Counterproductive Work Behavior; supports partial mediation.	Workplace Bullying	Performance Behaviors (Task, Individual-Targeted Organi-zational Citizenship Behavior, Interpersonal Counter-productive Work Behavior)	Job Satisfaction, Work-Related Depression	–
47	Devonish (2014)	Workplace bullying exacerbates the effects of job demands on physical exhaustion, depression, and uncertified absence.	Job Demands	Health Outcomes (Exhaustion, Depression, Absenteeism)	–	Workplace Bullying
48	Peng et al. (2016)	Workplace bullying leads to deviance; emotional exhaustion mediates; Core Self-Evaluations moderates the relationship.	Workplace Bullying	Workplace Deviance	Emotional Exhaustion	Core Self-Evaluations
49	Tambur & Vadi (2012)	Bullying is negatively related to task and relationship orientation; low self-labeling observed despite high negative act reports.	Organisation Culture: Task/ Relationship Orientation	Workplace Bullying	Not applicable	Not applicable
50	Brotheridge & Lee (2010)	Bullying triggers distinct emotions; gender moderates responses (men: active coping; women: passive coping).	Bullying Forms	Emotional Responses	-	Gender

51	Rosander & Salin (2023)	Reciprocal effects between hostile climate and bullying; Stronger effect for men.	Hostile Work Climate	Workplace Bullying	None	Gender
52	Medina-Craven & Ostermeier (2021)	Workplace bullying increases turnover intentions via lower distributive justice perceptions.	Workplace Bullying	Intentions To Leave	Distributive Justice	-
53	Bohle et al. (2017)	PDR variables (pressure, disorganisation, regulatory failure) linked to bullying, which increases turnover intentions.	PDR Variables (Financial Pressure, Disorganisation, Regulatory Failure)	Intentions To Leave	Workplace Bullying	-
54	Bergbom et al. (2015)	Immigrants (especially culturally distant groups) face higher bullying rates, primarily through social exclusion.	Cultural Distance, Immigrant Status	Workplace Bullying	-	-
55	Djurkovic et al. (2006)	Neuroticism and workplace bullying both increase negative affect independently; bullying is a stronger predictor; findings support the psychosomatic model; neuroticism does not moderate the bullying-negative affect link.	Workplace Bullying	Negative Affect	—	Neuroticism
56	De Clercq & Pereira (2023)	Workplace bullying leads to work meaningfulness deprivation, which reduces discretionary change behavior. Resilience and passion for work buffer this negative pathway.	Workplace Bullying	Change-Oriented Citizenship Behavior	Work Meaningfulness Deprivation	Resilience, Passion for Work
57	Srivastava et al. (2024)	Workplace bullying increases both internal whistleblowing and workplace withdrawal. Moral Injury mediates workplace bullying–internal whistleblowing and workplace bullying–workplace withdrawal. Inclusive Leadership moderates Workplace bullying–Moral Injury by buffering distress. Highlights dual coping strategies: fight (internal whistleblowing) and flight (workplace withdrawal).	Workplace Bullying	Internal Whistleblowing, Workplace Withdrawal	Moral Injury	Inclusive Leadership
58	Srivastava et al. (2023)	Workplace Bullying leads to Workplace Withdrawal through Fear-Based Silence, moderated by Proactive Personality. The study validates Fear-Based Silence as a mediator and Proactive Personality as a moderator within Indian hotels.	Workplace Bullying	Workplace Withdrawal	Fear-Based Silence	Proactive Personality
59	Tuckey et al. (2017)	Task demands (leaders) and emotional demands (followers) increased bullying; autonomy reduced bullying. Transformational leadership moderated these effects, sometimes even increasing bullying when follower autonomy was low.	Emotional Demands, Task Demands, Autonomy	Workplace Bullying	—	Transformational Leadership
60	Cooper-Thomas et al. (2013)	Constructive leadership, perceived organizational support, and anti-bullying initiatives reduce bullying directly and buffer its impact on strain, performance, wellbeing, and organizational commitment.	Contextual Factors	Strain, Wellbeing, Performance, Commitment	—	Perceived Organizational Support, Anti-bullying Initiatives
61	Nielsen et al. (2013)	Workplace Bullying more strongly predicts anxiety than risk perception. Self-esteem buffers risk perception–anxiety link, but not bullying–anxiety link.	Workplace Bullying, Risk Perception	Mental Health (Anxiety)	—	Self-Esteem
62	Vandevelde et al. (2020)	Person-job fit, Person-group fit, and Person-organization fit negatively relate to workplace bullying, mediated by strain (all 3) and conflict (only Person-group fit); Person-group fit most impactful.	Person-Job Fit, Person-Group Fit, Person-Organization Fit	Workplace Bullying Exposure And Enactment	Strain, Conflict (For Person-Group Fit Only)	None
63	Ul Hassan et al. (2022)	Workplace bullying significantly predicts Turnover Intentions directly and indirectly via psychological contract violation and poor employee wellbeing. Servant leadership moderates the serial mediation path (psychological contract violation employee wellbeing Turnover Intentions), reducing its strength.	Workplace Bullying	Turnover Intentions	Psychological Contract Violation, Employee Wellbeing	Servant Leadership
64	Benmore et al. (2018)	Three user types (colleagues, professionals, victims) emerged post-workshop; all reported some benefit; low institutional change observed; personal/relational change stronger	Bullying Training Intervention (Stopit Programme)	Behavior Change, Victim Support, Awareness	Context, Mechanism, And Outcome (Contextual Perception, Personal Reflection)	Organizational Hierarchy, Prior Experience of Bullying

65	Ahmad et al. (2023)	Servant leadership reduces perceived exposure to workplace bullying by building employee compassion. Social cynicism beliefs moderate this mediation effect—stronger effects at lower Social Cynicism Beliefs.	Servant Leadership	Workplace Bullying	Employee Compassion	Social Cynicism Beliefs
66	Mardanov & Cherry (2018)	Abusive supervision, Coworker Bullying, and Group Mobbing are interrelated and reciprocally cause and reinforce negative workplace acts and poor work-life outcomes; abusive supervision moderates bullying and mobbing effects	Abusive Supervision, Coworker Bullying, Group Mobbing	Work-Life Outcomes (Performance, Absenteeism, Job Dissatisfaction)	–	Abusive Supervision
67	Treadway et al. (2013)	Politically skilled bullies are able to strategically engage in bullying without damaging their image and receive higher job performance evaluations. They are more likely to target vulnerable individuals and avoid detection.	Bullying Behavior	Job Performance	None	Political Skill
68	Giorgi (2010)	Workplace bullying partially mediates the link between organizational climate and employee health. Poor climate increases bullying, reducing psychological health and affecting sleep and alcohol use.	Organizational Climate	Psychological & Behavioral Health	Workplace Bullying	Gender, Culture
69	D'Cruz & Rayner (2013)	44.3% experienced bullying; 42.3% were bullied weekly. Managers (73.1%) were main aggressors. New form of "cross-level co-bullying" identified. Victims rarely seek legal or collective action due to cultural, reputational, and systemic constraints.	Managerial Role, Hierarchy, Group Dynamics	Bullying Frequency & Severity	None	Job Position
70	Leeza & Kumar (2025)	Workplace bullying is systemic, driven by management's use of formal authority to meet organisational goals. Most employees experience work-related bullying (75%) but do not report due to fear, lack of external redressal mechanisms, and normalisation of bullying. HR policies exist but are ineffective in practice.	Organisational Structures, Managerial Control	Bullying Prevalence, Job Distress	None	National Culture
71	Rai & Agarwal (2017)	Workplace bullying negatively impacts work engagement. Psychological contract violation (PCV) partially mediates this relationship. Bullying causes emotional distress, mistrust, and disengagement. Work-related, person-related, and physical bullying types all reduce engagement.	Types of Workplace Bullying	Work Engagement	Psychological Contract Violation	Gender, Age, Tenure
72	Baillien et al. (2016)	Task conflict escalates into bullying through relationship conflict. Forcing (perpetrators) and yielding (targets) intensify this effect. Direct paths also found from task conflict to bullying roles.	Task Conflict, Relationship Conflict	Workplace Bullying (Target & Perpetrator)	Relationship Conflict	Forcing (Perpetrator), Yielding (Target)
73	Howard et al. (2016)	Perpetrator's status affects perception of aggression; aggression and bullying impact reactions and sanctions; empowerment and well-being moderate these effects	Perceived Aggression/ Bullying	Reactions; Sanctioning	-	Empowerment, Well-being, Communication Satisfaction
74	Kakarika et al. (2017)	Bullying scenario significantly increased Psychological contract breach. Psychological contract breach mediated the negative effects of bullying on job & life satisfaction; the strongest psychological contract breach response for older women, reversed for older men.	Workplace Bullying	Job Satisfaction; Life Satisfaction	Psychological Contract Breach	Gender; Age
75	S. Valentine et al. (2018)	Psychopathy, bullying, and unethical values negatively influence moral intensity, ethical issue importance, judgment, and intention. Ethical reasoning is weakened in unethical climates.	Unethical Corporate Values, Psychopathy, and Bullying	Ethical Judgment, Ethical Intention	Moral Intensity, Issue Importance	None
76	Francioli et al. (2018)	Poor quality leadership increases bullying; social community at work fully mediates the effect	Quality of Leadership	Workplace Bullying	Social Community At Work	None
77	Mackey et al. (2018)	Entitlement indirectly affects bullying via perceived abusive supervision; effect stronger under low felt accountability	Entitlement	Coworker Bullying	Abusive Supervision	Felt Accountability
78	H. Park et al. (2020)	Superiors' bullying significantly drives colleagues' bullying; support from colleagues reduces frequency; government/NGO support is ineffective	Superiors' Bullying	Colleagues' Bullying	None	Colleagues' Understanding

79	Yao et al. (2022)	Workplace bullying leads to emotional exhaustion and moral disengagement, which respectively reduce Unethical Pro-organizational Behaviors and increase Unethical Pro-family Behaviors. Perceived forgiveness climate moderates these effects.	Workplace Bullying	Unethical Pro-Organizational Behaviors And Unethical Pro-Family Behaviors	Emotional Exhaustion, Moral Disengagement	Perceived Forgiveness Climate (PFC)
80	Malik & Pichler (2023)	Perceived Organizational Politics leads to anger and fear; anger promotes cyberbullying; fear promotes victimization; face-to-face victims may become cyberbullies.	Perceived Organizational Politics	Workplace Cyberbullying Perpetration	Anger, Fear	None
81	S. R. Valentine et al. (2017)	Workplace bullying increases psychopathy; psychopathy reduces recognition of ethical issues; full mediation effect of psychopathy between bullying and ethical issue recognition.	Workplace Bullying	Ethical Issue Recognition	Psychopathy	None
82	Porter et al. (2018)	Stability and Leader–Member Exchange reduce bullying; rewards culture and newcomer status increase it; commitment to change was surprisingly positively correlated with bullying.	Organizational Culture, Leader–Member Exchange, Commitment To Change, Newcomer Status	Workplace Bullying	None	None
83	Annor & Amponsah-Tawiah (2020)	Workplace bullying negatively affects subjective well-being; resilience, surprisingly, *strengthened* (rather than buffered) this negative relationship, suggesting a reversed buffering effect.	Workplace Bullying	Subjective Well-being	None	Resilience
84	S. R. Valentine et al. (2023)	Workplace bullying is positively associated with perceived distributive and procedural injustice. These perceptions mediate the relationship between bullying and job dissatisfaction and turnover intention. The study highlights a contagion effect and justice violation as core explanatory mechanisms.	Workplace Bullying	Job Dissatisfaction, Turnover Intention	Perceived Work Injustice (Procedural & Distributive)	None
85	Nimmi et al. (2023)	Workplace bullying negatively impacts employee engagement and employability. organization-based self-esteem (OBSE) buffers these negative effects and acts as a resource passageway.	Workplace Bullying	Employee Engagement, Employability	None	Organization-Based Self-Esteem (OBSE)
86	Khairy et al. (2023)	Workplace Bullying positively affects Work Disengagement; Authentic Leadership negatively affects Workplace Bullying and Work Disengagement; Authentic Leadership moderates Workplace Bullying-Work Disengagement link.	Workplace Bullying, Authentic Leadership	Work Disengagement	None	Authentic Leadership
87	Kakarika et al. (2017)	Bullying increases Psychological contract breach, negatively affects satisfaction; effects strongest for older women.	Workplace Bullying	Job & Life Satisfaction	Psychological Contract Breach	Gender & Age
88	Rai & Agarwal (2020)	Person-job fit (PJ fit), Person-supervisor fit (PS fit) negatively predict bullying; Power Distance Orientation weakens these relationships.	Person-Job Fit, Person-Supervisor Fit	Workplace Bullying	-	Power Distance Orientation
89	Blomberg et al. (2024)	Role ambiguity predicts bullying via hostile work climate; supportive leadership buffers the effect.	Role Ambiguity	Workplace Bullying	Hostile Work Climate	Supportive Leadership
90	Kim et al. (2025)	Workplace bullying leads to loneliness, intrusive thoughts, and anti-corporate ideation; distress and emotion regulation moderate some effects.	Workplace Bullying Factors	Intrusive Thoughts, Anti-Corporate Ideation	Feelings of Loneliness	Distress Tolerance, Emotion Control
91	Alqhaiwi et al. (2024)	Workplace bullying increases hostility and Counterproductive work behavior; trait mindfulness buffers this relationship.	Workplace Bullying	Counterproductive Work Behavior	Hostility	Trait Mindfulness
92	Said & Tanova (2021)	Workplace bullying leads to emotional exhaustion; mindfulness mediates this relationship.	Workplace Bullying	Emotional Exhaustion	Mindfulness State	-
93	Teo et al. (2020)	High-performance work systems enhance affective commitment via work engagement; Psychosocial safety climate moderates bullying impact.	High-Performance Work Systems (HPWS), Perceived Organizational Support (POS)	Affective Commitment	Work Engagement, Workplace Bullying	Psychosocial Safety Climate (PSC)
94	Page et al. (2018)	High-performance work systems increase bullying; Perceived organizational support reduces bullying; Bullying mediates High-performance work systems-outcome relationships.	High-Performance Work Systems, Perceived Organizational Support	Job Satisfaction, Intention to Quit	Workplace Bullying	None

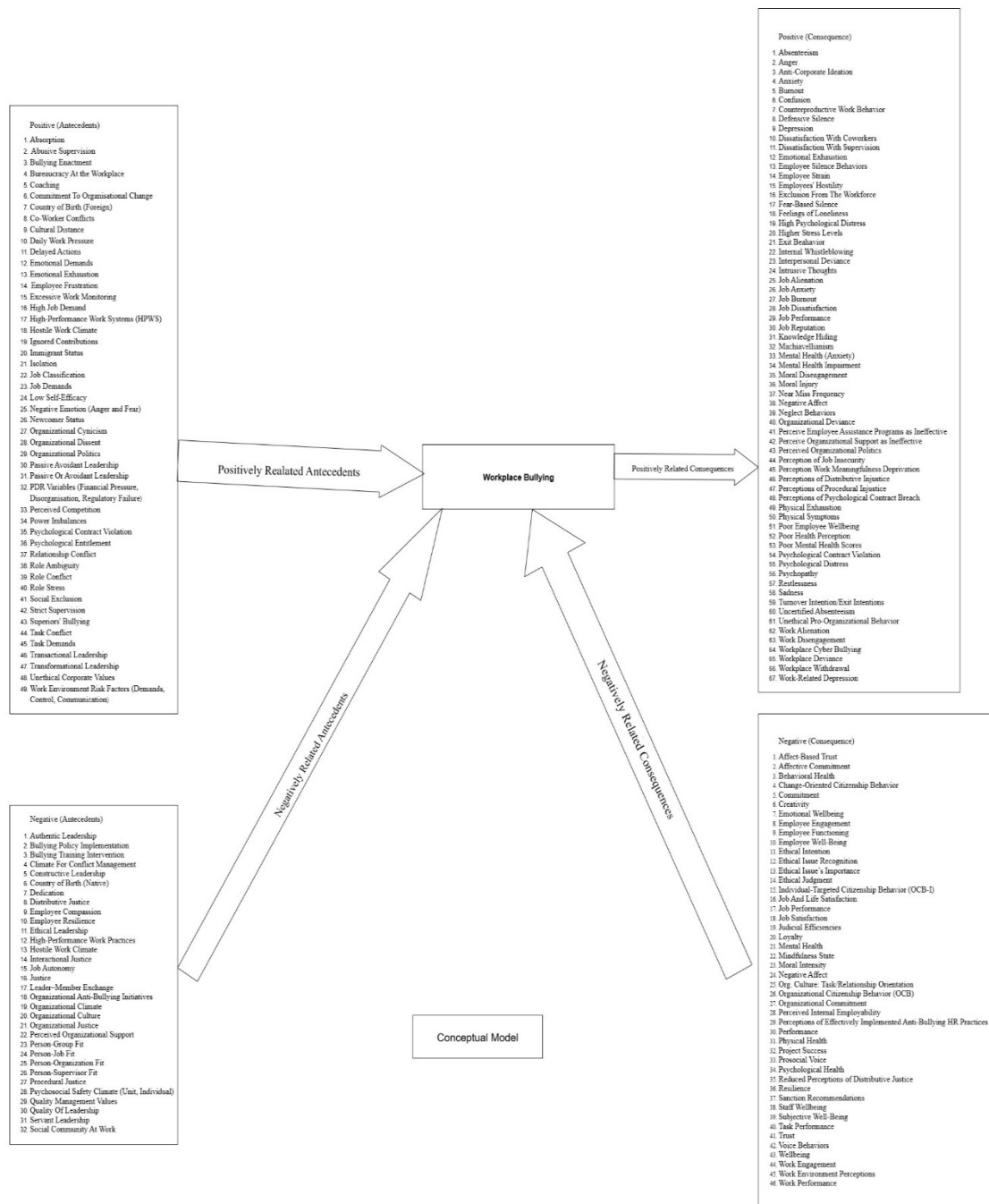| 95	Ågotnes et al. (2021)	Work pressure increases bullying-related acts; laissez-faire leadership exacerbates this relationship.	Daily Work Pressure	Daily Exposure to Bullying-Related Negative Acts	-	Transformational And Laissez-Faire Leadership
96	Ahmad (2018)	Ethical leadership reduces workplace bullying via interactional justice across cultures.	Ethical Leadership	Workplace Bullying	Interactional Justice	-
97	Bentley et al. (2012)	11.4% prevalence of bullying; business travel sub-sector at highest risk (18%); bullying linked to stress, lower wellbeing, and higher turnover.	Leadership, Work Environment	Stress, Wellbeing, Performance, Turnover Intention	-	Gender, Age, Hierarchical Level
98	Trépanier et al. (2016)	Bullying frustrates autonomy, competence, and relatedness; need frustration predicts poor functioning.	Workplace Bullying	Employee Functioning	Need Satisfaction/ Frustration	None
99	Mubarak & Mumtaz (2018)	Workplace bullying negatively affects project success; Individual Organizational Citizenship Behavior (OCBI) partially mediates this relationship.	Workplace bullying	Project success	Individual Organizational Citizenship Behavior (OCBI)	None
100	Al-Saggaf & Ceric (2017)	27.2% identified bullying as ethical issue; bullying includes covert sabotage, exclusion, insults, physical aggression.	Job Classification, Age, Gender	Perception of Bullying As Ethical Issue	None	None
101	Muniz et al. (2020)	Bullying and poor working conditions directly and indirectly affect health via job dissatisfaction.	Bullying, Deteriorated Working Conditions	Poor Health Perception	Job Dissatisfaction	None
102	Manolchev & Lewis (2024)	Bullying normalized; poor leadership and resource imbalance drive stress and burnout; cultural toxicity embedded.	Job Demands, Organizational Culture	Staff Wellbeing, Burnout	None	None
103	Cassie & Crank (2018)	Emotionally exhausted and absorbed workers more likely to be bullied; bullying linked to burnout and depersonalization.	Emotional Exhaustion, Dedication, Absorption	Workplace Bullying Exposure	None	None
104	S. Einarsen et al. (2018)	Strong climate for conflict management reduces bullying and buffers its impact on engagement; weak climate for conflict management worsens outcomes.	Conflict Management Climate	Work Engagement	Bullying Exposure	Climate For Conflict Management
105	Stapinski & Gamian-Wilk (2024)	Role stress leads to bullying via frustration and hostile climate; full mediation confirmed.	Role Stress	Exposure To Bullying	Frustration, Hostile Climate	None
106	J. H. Park & Ono (2017)	Job insecurity fully mediates between workplace bullying and work engagement; partially mediates between workplace bullying and health; direct effect on health; no direct effect on engagement.	Workplace Bullying	Work Engagement; Health Problems	Job Insecurity	–
107	Lagrosen & Lagrosen (2022)	Quality management values positively correlated with self-reported health; Quality management values associated with greater job control; control but not demands predicted health; Quality management values inversely related to bullying; four employee clusters identified.	Quality Management Values; Job Demands; Job Control	Workplace Health; Self-Reported Stress; Bullying	None	None
108	S. Valentine & Fleischman (2018)	Workplace Bullying increases Machiavellianism and decreases job satisfaction; Machiavellianism decreases perceived ethical issue importance; job satisfaction increases perceived importance; both mediate between workplace bullying and ethical reasoning.	Workplace Bullying Experiences	Machiavellianism; Job Satisfaction; Perceived Importance of An Ethical Issue (PIE)	Machiavellianism; Job Satisfaction	None
109	Najam et al. (2018)	Burnout partially mediates between workplace bullying and turnover; Conflict Climate Management buffers the burnout and turnover link, reducing turnover intentions when Conflict Climate Management is high.	Workplace Bullying	Turnover Intentions	Burnout	Conflict Climate Management
110	van Raalte et al. (2025)	Prevalent systemic risk factors align with known bullying predictors; individual 'bad-apple' focus is insufficient—workplace must be managed as a psychosocial hazard.	Work Environment Risk Factors (e.g., Demands, Control, Communication)	Bullying Incidence (Self-Reported)	–	–
111	Rosander & Blomberg (2022)	Foreign-born face are at higher bullying risk; only person-related behaviors (PRB) elevated; self-labelling inflates risk; cultural distance amplifies effect.	Country of Birth (native vs foreign)	Bullying Exposure	None	None
112	Escartín et al. (2021)	Group Psychosocial Safety Climate reduces bullying at the work-unit level; bullying increases unit-average and individual emotional exhaustion; mediation supported at both levels; reversed causal tests showed weaker effects	Psychosocial Safety Climate (Unit, Individual)	Emotional Exhaustion	Workplace Bullying	None

113	Salin & Notelaers (2020b)	Witnessing bullying has negative effects on work attitudes; these effects are fully mediated by perceived psychological contract violation when controlling for personal bullying experience	Witnessing Bullying	Job Satisfaction; Organizational Commitment; Turnover Intentions	Psychological Contract Violation	None
114	Mubarak & Mumtaz (2018)	Workplace bullying negatively influences project success; Organizational citizenship behavior-individual partially mediates this relationship, reducing bullying's impact when Organizational citizenship behavior-individual is higher.	Workplace Bullying	Project Success	Organizational Citizenship Behavior-Individual (OCBI)	None
115	M. S. Malik & Sattar (2022)	Workplace bullying harms performance via emotional exhaustion; cynicism strengthens the Workplace bullying and exhaustion link; exhaustion mediates Workplace bullying and performance.	Workplace Bullying	Job Performance	Emotional Exhaustion	Organizational Cynicism
116	Anasori et al. (2023)	Workplace bullying in hospitality undermines creativity via distress; creativity drives performance; resilience buffers bullying's and distress's impacts on creativity.	Workplace Bullying	Creativity; Performance	Psychological Distress	Psychological Resilience
117	Anasori et al. (2020)	Workplace bullying leads to exhaustion; distress & resilience partially mediate the relationship; mindfulness is not a significant moderator.	Workplace Bullying	Emotional Exhaustion	Psychological Distress; Resilience	Mindfulness
118	Farr-Wharton et al. (2017)	High turnover intentions explained 50% by bullying; Leader-Member Exchange inversely related to perceived bullying; Perceived Organizational Support & Leader-Member Exchange positively affect job satisfaction and commitment	Perceived Organizational Support; Leader-Member Exchange	Perceived Bullying; Job Satisfaction; Affective Commitment; Turnover Intentions	None	None
119	Sheehan et al. (2020)	Effective implementation of anti-bullying HR practices partially mediates the bullying–outcome link; targeted line-manager training (incidence, time, resources) strengthens implementation and weakens bullying's negative effects	Workplace Bullying	Job Satisfaction; Turnover Intentions; Near Miss Frequency	Perceived Effectiveness of Implemented Anti-Bullying Practices	Targeted Line-Manager Training
120	Biswakarma et al. (2024)	Emotional exhaustion fully mediates between workplace bullying and turnover intention; physical bullying has significant affect; Work-related and person-related did not have direct effect.	Workplace Bullying Subtypes (Work-Related, Person-Related, Physically Intimidating)	Turnover Intention	Emotional Exhaustion	None

Source 2 Authors' Own Source

Table 2: Antecedents of Workplace Bullying

Category	Antecedents
Individual Factors	Age, Gender, Ethnicity, Tenure, Environment, Neuroticism, Entitlement, Felt Accountability, Risk Perception, Person–Job Fit (PJ-Fit), Person–Group Fit (PG-Fit), Person–Organization Fit (PO-Fit), Person–Supervisor Fit (PS-Fit), Foreign-Born Status, Minority Status, Non-Prototypicality, Norm-Violation Perceptions, Low Social Power, Past/Current Experiences Of Bullying, Witnessing Bullying
Job Factors	Poor Working Conditions, Role Ambiguity, Role Conflict, Role Stress, Job Demands, Task Demands, Emotional Demands, Autonomy, Work Pressure, High Workload, Long Hours, Poor Time-Management, Insecure Freelance Contracts, Micro-Management, Poor Communication, Unfair Practices, Deteriorated Working Conditions (Stress, Overload, Low Motivation, Poor Autonomy), Disorganization, Regulatory Failure, Alienation, Discriminatory Treatment, Verbal Offense
Interpersonal Factors	Social Exclusion, Co-Worker Conflict, Relationship Conflict, Task Conflict, Bullying Behavior (Direct, Indirect, Person-Related, Work-Related, Physically Intimidating), Abusive Supervision, Coworker Bullying (CB), Group Mobbing (GM), Bullying by Superiors, Understanding by Colleagues, Perpetrator Position, Empowerment, Communication Satisfaction, Political Skill
Leadership Factors	Transformational Leadership, Transactional Leadership, Laissez-Faire Leadership, Coaching, Servant Leadership, Constructive Leadership, Passive Avoidant Leadership, Dysfunctional Leadership, Unethical Corporate Values, Hostile Work Climate, Quality of Leadership, Leadership Styles, Managerial Malpractice, Poor Processes, Power Imbalance (Managerial Behavior, Organisational Control)
Organizational Factors	Organizational Dissent (Articulated, Latent), Organizational Cynicism, Organizational Hierarchy, Organizational Climate, Organizational Culture, Toxic Culture, Organizational Power Imbalances, Organisational Size, Perceived Financial Resources, High-Quality HRM Practices, High-Performance Work Practices (HPWPS), High-Performance Work Systems (HPWS), Perceived Organizational Support (POS), Employee Assistance Programs (EAPS), Quality Management Values, Organizational Politics, Intended Vs Implemented Anti-Bullying HR Practices, Justice Perceptions (Distributive, Procedural, Interactional), Organizational Change/Post-Transition Uncertainty
Environmental Factors	Cultural Norms, Cultural Distance, Industry/Sector (Telecom Sector, Medical Hierarchy), Institutional Support (NGOs/government)

Source 5: Authors' Own Source

Positive (Antecedents)

1. Absorption
2. Abusive Supervision
3. Bullying Enactment
4. Bureaucracy At the Workplace
5. Coaching
6. Commitment To Organisational Change
7. Country of Birth (Foreign)
8. Co-Worker Conflicts
9. Cultural Distance
10. Daily Work Pressure
11. Delayed Actions
12. Emotional Demands
13. Emotional Exhaustion
14. Employee Frustration
15. Excessive Work Monitoring
16. High Job Demand
17. High-Performance Work Systems (HPWS)
18. Hostile Work Climate
19. Ignored Contributions
20. Immigrant Status
21. Isolation
22. Job Classification
23. Job Demands
24. Low Self-Efficacy
25. Negative Emotion (Anger and Fear)
26. Newcomer Status
27. Organizational Cynicism
28. Organizational Dissent
29. Organizational Politics
30. Passive Avoidant Leadership
31. Passive Or Avoidant Leadership
32. PDR Variables (Financial Pressure, Disorganisation, Regulatory Failure)
33. Perceived Competition
34. Power Imbalances
35. Psychological Contract Violation
36. Psychological Entitlement
37. Relationship Conflict
38. Role Ambiguity
39. Role Conflict
40. Role Stress
41. Social Exclusion
42. Strict Supervision
43. Superiors' Bullying
44. Task Conflict
45. Task Demands
46. Transactional Leadership
47. Transformational Leadership
48. Unethical Corporate Values
49. Work Environment Risk Factors (Demands, Control, Communication)

Positive (Consequence)

1. Absenteeism
2. Anger
3. Anti-Corporate Ideation
4. Anxiety
5. Burnout
6. Confusion
7. Counterproductive Work Behavior
8. Defensive Silence
9. Depression
10. Dissatisfaction With Coworkers
11. Dissatisfaction With Supervision
12. Emotional Exhaustion
13. Employee Silence Behaviors
14. Employee Strain
15. Employees' Hostility
16. Exclusion From The Workforce
17. Fear-Based Silence
18. Feelings of Loneliness
19. High Psychological Distress
20. Higher Stress Levels
21. Exit Behavior
22. Internal Whistleblowing
23. Interpersonal Deviance
24. Intrusive Thoughts
25. Job Alienation
26. Job Anxiety
27. Job Burnout
28. Job Dissatisfaction
29. Job Performance
30. Job Reputation
31. Knowledge Hiding
32. Machiavellianism
33. Mental Health (Anxiety)
34. Mental Health Impairment
35. Moral Disengagement
36. Moral Injury
37. Near Miss Frequency
38. Negative Affect
39. Neglect Behaviors
40. Organizational Deviance
41. Perceive Employee Assistance Programs as Ineffective
42. Perceive Organizational Support as Ineffective
43. Perceived Organizational Politics
44. Perception of Job Insecurity
45. Perception Work Meaningfulness Deprivation
46. Perceptions of Distributive Injustice
47. Perceptions of Procedural Injustice
48. Perceptions of Psychological Contract Breach
49. Physical Exhaustion
50. Physical Symptoms
51. Poor Employee Wellbeing
52. Poor Health Perception
53. Poor Mental Health Scores
54. Psychological Contract Violation
55. Psychological Distress
56. Psychopathy
57. Restlessness
58. Sadness
59. Turnover Intention/Exit Intentions
60. Uncertified Absenteeism
61. Unethical Pro-Organizational Behavior
62. Work Alienation
63. Work Disengagement
64. Workplace Cyber Bullying
65. Workplace Deviance
66. Workplace Withdrawal
67. Work-Related Depression

Workplace Bullying

Positively Related Antecedents

Positively Related Consequences

Negatively Related Antecedents

Negatively Related Consequences

Negative (Antecedents)

1. Authentic Leadership
2. Bullying Policy Implementation
3. Bullying Training Intervention
4. Climate For Conflict Management
5. Constructive Leadership
6. Country of Birth (Native)
7. Dedication
8. Distributive Justice
9. Employee Compassion
10. Employee Resilience
11. Ethical Leadership
12. High-Performance Work Practices
13. Hostile Work Climate
14. Interactional Justice
15. Job Autonomy
16. Justice
17. Leader-Member Exchange
18. Organizational Anti-Bullying Initiatives
19. Organizational Climate
20. Organizational Culture
21. Organizational Justice
22. Perceived Organizational Support
23. Person-Group Fit
24. Person-Job Fit
25. Person-Organization Fit
26. Person-Supervisor Fit
27. Procedural Justice
28. Psychosocial Safety Climate (Unit, Individual)
29. Quality Management Values
30. Quality Of Leadership
31. Servant Leadership
32. Social Community At Work

Negative (Consequence)

1. Affect-Based Trust
2. Affective Commitment
3. Behavioral Health
4. Change-Oriented Citizenship Behavior
5. Commitment
6. Creativity
7. Emotional Wellbeing
8. Employee Engagement
9. Employee Functioning
10. Employee Well-Being
11. Ethical Intention
12. Ethical Issue Recognition
13. Ethical Issue's Importance
14. Ethical Judgment
15. Individual-Targeted Citizenship Behavior (OCB-I)
16. Job And Life Satisfaction
17. Job Performance
18. Job Satisfaction
19. Judicial Efficiencies
20. Loyalty
21. Mental Health
22. Mindfulness State
23. Moral Intensity
24. Negative Affect
25. Org. Culture: Task/Relationship Orientation
26. Organizational Citizenship Behavior (OCB)
27. Organizational Commitment
28. Perceived Internal Employability
29. Perceptions of Effectively Implemented Anti-Bullying HR Practices
30. Performance
31. Physical Health
32. Project Success
33. Prosocial Voice
34. Psychological Health
35. Reduced Perceptions of Distributive Justice
36. Resilience
37. Sanction Recommendations
38. Staff Wellbeing
39. Subjective Well-Being
40. Task Performance
41. Trust
42. Voice Behaviors
43. Wellbeing
44. Work Engagement
45. Work Environment Perceptions
46. Work Performance

Conceptual Model

Source 3 Authors' Own Source

Figure 2: Model of Workplace Bullying

categorized into 6 Attributes by the researchers and represented by the following table (Table 7).

Methodology

Paul & Rosado-Serrano (2019) recommends the data collection and analytical tools to improve methodological rigor for research purposes. Methodological trends reveal a reliance on cross-sectional survey designs, though recent studies have increasingly incorporated longitudinal and multi-level analyses. (Table 8 and 9)

Bibliometric Characteristics of the Studies

Trend of Topic

To visualize the trend of topics in the field of workplace bullying, we utilized the SCOPUS database file, the Keyword Merged field, and selected three words per year. The
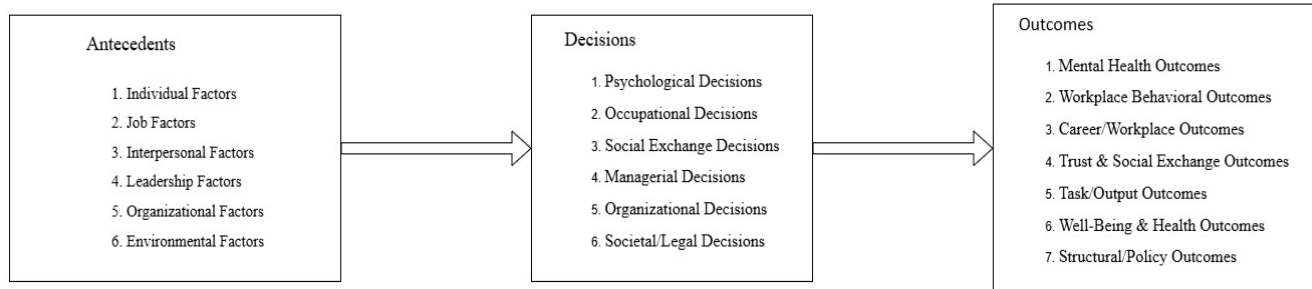
Source 4: Authors' Own Source

Figure 3: Findings from ADO Framework

Table 3: Decisions from Workplace Bullying

Category	Decisions
Psychological Decisions	Workplace Bullying Perception/Exposure, Continued Exposure to Bullying, Emotional Exhaustion, Withdrawal Behavior, Psychological Strain, Emotional Responses (Happiness, Sadness, Anger, Restlessness, Tiredness, Confusion), Negative Affect, Well-Being (Subjective Well-Being, Health Perception, Stress, Anxiety), Need Satisfaction/Frustration.
Occupational Decisions	Work Engagement, Absenteeism, Turnover Intention/Quit Behavior (Exit Intentions, Intention to Leave, Actual Turnover), Job Performance Decline, Career Growth & Employability (Internal Employability), Job Satisfaction, Commitment, Productivity
Social Exchange Decisions	Silence Behavior (Relational, Defensive, Ineffectual), Voice Behaviors (Opinions, Prosocial Voice, Whistleblowing), Knowledge Hiding, Reporting Decisions (Reporting/Not Reporting), Disengagement/Withdrawal, Workplace Deviance, Employee Reactions & Sanctioning Judgments, Organizational Citizenship Behavior, Counterproductive Work Behavior, Change-Oriented Behavior, Strategic Social Behavior
Managerial Decisions	Leadership Intervention, Conflict Management, Leadership Development, Coaching, Supervisor Practices, Supervisor Support, Feedback Practices, Appraisal Practices (Fairness Cues), HR Strategies Addressing Bullying/Absenteeism, Disciplinary Action, Supportive Climate Creation
Organizational Decisions	Anti-bullying policy & training, Reporting & grievance mechanisms, Ethical infrastructure systems, HR policies & practices (High-Performance Work System, Perceived Organizational Support, Employee Assistance Programs), Organizational culture, Authentic leadership, New Public Management Reforms (targets, monitoring, discretion), Risk Management & Systemic Approaches
Societal/Legal Decisions	Legal Responses, External Whistleblowing, Attitudes Toward Workplace Cyberbullying, Workplace Cyberbullying Perpetration, Ethical Issue Recognition & Judgment, Compliance with Labor Laws, NGO/Union Interventions, Societal Pressure & Cultural Influences

Source 6: Authors' Own Source

evolution of the research topic is based on the frequency of the keyword. (Figure 4)

Overall Interpretation of Chart

The chart shows the trend of research topics from 2000 to 2024 based on how the frequency of specific keywords ("KW_Merged" field) changes over time. The popular or current areas of research related to workplace bullying are shown on the chart by Keywords appearing later in the timeline (years). The size of the bubbles indicates the prominence of the term in a given year, while the interquartile range (light blue line) gives an idea of the variation in frequency across publications in that year. Since the data are derived from SCOPUS and use merged keywords, this analysis reflects broad research themes.

Specific Observations and Potential Insights based on Time Period

Early 2010s (approximately 2010-2014)

The Keywords such as "work," "personal health," "training," "employees," "employment," "coping", "health," "stress," "conflict," "aggression," "mobbing," "organizational culture," "harassment," "bullying" and "personality" appear and gain prominence. This suggests an early focus on traditional aspects of workplace dynamics, employee well-being, and organizational behavior.

Mid-2010s (approximately 2014-2018)

The prominence of "bullying" is notable around 2014-2015, suggesting a heightened research interest during this

Table 4: Outcomes from Workplace Bullying

Category	Outcomes
Mental Health Outcomes	Emotional Exhaustion, Psychological Distress, Anxiety, Depression, Burnout, Stress, Suicide Ideation, Mental Health Problems, Psychological Harm, Intrusive Thoughts, Loneliness, Emotion Regulation, Depersonalization, Negative Affective Experiences, Poor Health Perception, Emotional Distress
Workplace Behavioral Outcomes	Silence Reinforcement, Reduced Prosocial Voice, Defensive/Relational/Ineffectual Silence, Knowledge Hiding (Evasive, Playing Dumb, Rationalized), Interpersonal and Organizational Deviance, Counterproductive Work Behavior, Hostility, Workplace Withdrawal, Exit-Voice-Loyalty-Neglect, Reduced Voluntarism, Reaction Behavior & Sanctions, Ethical Reasoning Deterioration, Unethical Pro-organizational Behaviors, Unethical Pro-family Behaviors, Cyberbullying Perpetration, Face-To-Face Bullying Perpetration
Career/Workplace Outcomes	Turnover/Exit Intention, Intention to Quit, Job Dissatisfaction, Job Alienation, Work Engagement, Job Change, Sick Leave, Rehabilitation, Disability Pension, Absenteeism, Employee Employability, Negative Work Attitudes, Career Damage
Trust & Social Exchange Outcomes	Decreased Affect-Based Trust, Decreased Organizational Trust, Employee Trust & Commitment, Silence Reinforcement (Linked to Trust), Organizational Injustice Perceptions, Justice Perceptions, Social Exclusion, Perceived Lack of Support, Psychological Contract Breach
Task/Output Outcomes	Work Performance, Task Effectiveness, Reduced Organizational Citizenship Behavior, Project Success/Failure, Innovation/Creativity, Productivity Decline, Errors/Near Misses, Organizational Harm
Well-Being & Health Outcomes	Physical Exhaustion, Psychosomatic Complaints, Sleep Disturbances, Health Problems, Physical Symptoms, Alcohol Use, Emotional Wellbeing, General Wellbeing, Certified/Uncertified Absence, Staff Turnover (As A Health-Related Effect), Reduced Care Quality, Industry-Wide Mental Health Risks
Structural/Policy Outcomes	Presence of Anti-Bullying Policies, Training Effectiveness, Communication & Sanctions, Conflict Management Climate, Accuracy & Validity of Bullying Scores, Organizational Culture Shifts, Human Resource Program Dissatisfaction, Employee Assistance Program Dissatisfaction, Buffering Effects of Leadership/Climate, Systemic Risk Management, Organizational Strain

Source 7: Authors' Own Source

Table 5: Theories used to study the Workplace Bullying

S. N.	Theory	Count	S. N.	Theory	Count
1	Conservation of Resources (COR) Theory	30	17	Authentic Leadership Theory	1
2	Social Exchange Theory (SET)	23	18	Balance Theory	1
3	Affective Events Theory (AET)	14	19	Cognitive Consistency Theory	1
4	Social Learning Theory (SLT)	10	20	Cognitive-Affective Personality System (CAPS) Theory	1
5	Job Demands Resources (JD-R) Theory	9	21	Conflict Escalation Theory	1
6	Attribution Theory	5	22	Displaced Aggression Theory	1
7	Psychological Contract Theory	5	23	Human Capital Theory	1
8	Cognitive Activation Theory of Stress (CATS)	3	24	Intragroup Conflict Theory	1
9	Labour Process Theory	3	25	Multilevel Climate Theory	1
10	Social Identity Theory	3	26	Self-Categorization Theory	1
11	Social Information Processing (SIP) Theory	3	27	Social Power Theory	1
12	Fairness Heuristic Theory	2	28	Socialization Theory	1
13	Frustration–Aggression Theory	2	29	Sociocultural Power Theory	1
14	Person–Environment (PE) Fit Theory	2	30	Theory of Planned Behavior	1
15	Self-Determination Theory (SDT)	2	31	Transactional stress theory (Lazarus & Folkman)	1
16	Social Cognitive Theory	2	32	Trust Theory	1

Source 8: Authors' Own Source

Table 6: Countries of Research That are included in the Study

S.N.	Country	Count	S.N.	Country	Count	S.N.	Country	Count
1	Pakistan	19	14	Italy	2	27	Ghana	1
2	India	14	15	Barbados	2	28	Egypt	1
3	Australia	13	16	Canada	2	29	Jordan	1
4	USA / United States	13	17	New Zealand	4	30	Tanzania	1
5	Norway	6	18	South Korea / Korea	2	31	Spain	1
6	UK (United Kingdom)	5	19	Greece	2	32	North Cyprus	1
7	Sweden	5	20	Poland	2	33	Cyprus	1
8	Belgium	4	21	UAE	1	34	Ireland	1
9	Estonia	4	22	Vietnam	1	35	Nepal	1
10	Portugal	3	23	Taiwan	1	36	Europe (unspecified)	1
11	France	3	24	Japan	1	37	Uganda	1
12	China	3	25	Maldives	1			
13	Finland	3	26	Denmark	1			

Source 9: Authors' Own Source

Table 7: Characteristics of Workplace Bullying Study

Theme	Characteristics (C)
1. Demographic Attributes	Age, Children, Climate, Education, Ethnicity, Experience, Gender, Managerial Employees (81% Male), Job Tenure, Manager Status, Marital Status, Parents, Position, Role (Supervision/Non-Supervision)
2. Personal Attributes	Junior to Senior Management Employees, Mid-Career Employees in Construction Retail, Young Part-Time Employees, Students, Female Nurses With ≥1 Year Experience, Nurses (Majority Female), Mid-Career Professionals.
3. Psychological Aspects	Personality Traits (Neuroticism), Psychopathy (Subclinical), Ethical Sensitivity, Moral Disengagement, Psychological Resilience, Mindfulness as A State, Psychological Pathways Leading To Turnover Intention, Psychological Needs, Bullying Exposure.
4. Emotional Aspects	Negative Emotions (Anger, Fear), Emotional and Psychological Responses, Trust Erosion, Affect-Based Trust, Silence Dimensions, Change in Perception of Bullying and Trust Over Time.
5. Organizational Attributes	Workplace Bullying, Organizational Resources, Psychosocial Risks, Impact of Leadership Practices on Bullying Under Role Stress, Differentiated Bullying Effects on Knowledge Hiding, Reporting Barriers, Hierarchical Bullying, Job Satisfaction, Resilience, Role of Conflict Management Climate (CMC), Employees' Conflict Handling Behavior, Workplace Bullying, Job Alienation, Leadership Style, Politically Skilled Bullies Manipulating Workplace Social Networks, Organizational Culture, Public Utility Departments, Leadership, Employee Tenure.
6. Contextual Attributes	Cognitive Diversity, Perceived Inclusiveness, Adjustment Mechanisms, Managers' Perception of Dissent and Bullying, Bullying and Health in Hierarchical Japanese Workplaces, Cross-Cultural Validation, High Prevalence of Bullying, Stressful Work Conditions, High Staff Turnover, Precarious Freelance Roles, Isolated Work Setting, Escalation Over Time, Power Imbalance, Repeated Negative Acts, Multilevel Contextual Factors.

Source 10: Authors' Own Source

period. Term such as "workplace," "education," "employee," "India," "article" and "leadership" are gaining presence. This shows that evolving of research on employee matters as well as increasing attention on the importance of education in the workplace.

Late 2010s - Early 2020s (approximately 2018-2022)
The chart shows increased focus on "cyberbullying," "gender," "workplace bullying," "psychology," "incivility," "emotional exhaustion," "hospitality industry," "humans," "mental health," "job performance," "resilience," "turnover intentions," "psychological distress" and "working conditions". This shows interest to the topic related to the new work environment and the well-being of humans.

Recent Years (approximately 2022-2024):
Topics like "working conditions," "psychological distress," and "turnover intentions" have the most recent median values, indicating a potentially recent surge in interest around these areas.

Table 8: Data Collection Method and Software Used in the Research of Workplace Bullying

Data Collection Method	Frequency	Tool / Software	Frequency
Cross-Sectional Survey with Questionnaire	97	Analysis of Moment Structures (AMOS)	36
Mixed Method (Qualitative and Quantitative)	6	Partial Least Squares Structural Equation Modeling (PLS-SEM)	34
Longitudinal Cohort	11	Statistical Package for the Social Sciences (SPSS)	45
Multi-Level Study	6	Hierarchical Linear Model (HLM)	2
Person-Centered Approach-	1	Mplus	4
Total	121	NVivo	6
		PROCESS macro	5
		STATA	5
		Total	137

Source 11: Authors' Own Source

Table 9: Statistical Techniques/Tests Used in the Research of Workplace Bullying

Category	Frequency	Category	Frequency
Structural Equation Modeling (SEM)	71	Principal Components Analysis	2
Regression	30	Qualitative Coding	2
Mediation	17	K-Means Cluster Analysis	1
Hierarchical Linear Modeling (HLM)	5	Latent Class Analysis	1
Thematic Analysis	4	Latent Growth Modeling	1
Correlation	4	Linear regression	1
Descriptive statistics	4	Logistic regression	1
Moderation	4	One-Way ANOVA	1
Multilevel Analysis/Modeling	3	Risk-Factor Mapping	1
Multilevel Regression	3	Sequential Mediation	1
ANOVA	3	Binomial Logistic Regression	1
Confirmatory Factor Analysis (CFA)	3	Generalized Linear Model analysis	1
Hierarchical Regression	3	Harman's Single-Factor Test	1
Total			169

Source 12: Authors' Own Source

Three-Field Plot

A three-field plot, also known as a Sankey diagram, is used to visualize the relationships between three different sets of entities, like Left Field (CR): Cited References, Central Field (AU): Authors, Right Field (KW_Merged): Keywords (Merged) representing which represent the key themes and topics covered. These are all developed by using in Scopus database. (Figure 5)

Interpretation and Analysis of a three-field Plot

- **Identify Key Influences:** In the CR field, the references that appear highest up in the CR Field and have the thickest connections to the AU field represent highly influential publications within our dataset. They are frequently cited by the authors in our collection. In this plot, (Ågotnes et al., 2018, 2021; Beale & Hoel, 2010; Berthelsen et al., 2011; Blomberg et al., 2024, 2025; K. Einarsen et al., 2019; S. Einarsen et al., 2018; Lee et al.,

2013; Mathisen et al., 2012; Nielsen et al., 2013; Salin & Notelaers, 2020a, 2020b; Vandevelde et al., 2020) measuring exposure to bullying is one of the most influential works, as they have the most connections to the AU field.

- **Author Research Focus:** By examining the Author (AU) field. The authors who have the most connections radiating to both the cited references and keywords merged fields are the most central and prolific figures in the research area in the dataset. For instance, K. Einarsen et al. appears to be a central author, with links to multiple keywords and cited references, showing a broad influence within the field.

- **Keyword Hotspots:** In the KW_Merged field, keywords with the most connections with AU field indicate the most actively researched and discussed topics. The keywords associated with multiple authors suggest a
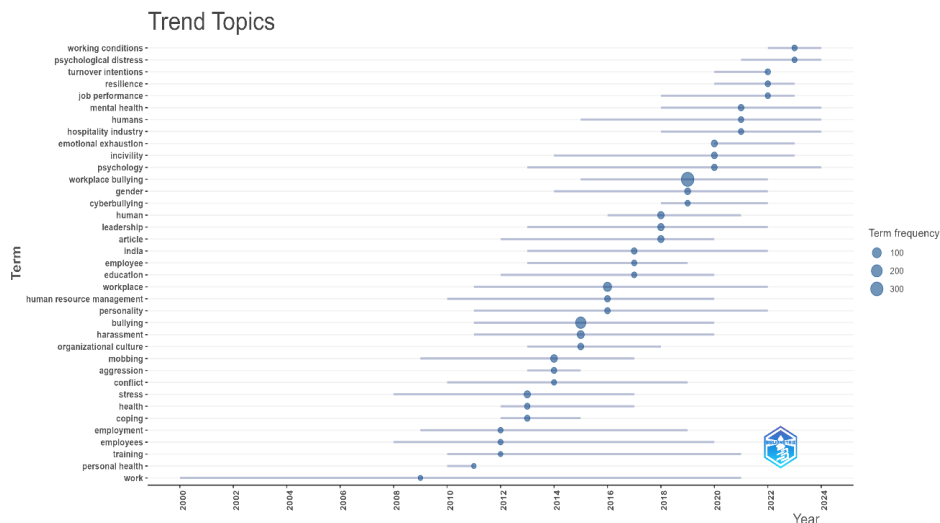
Source 13: Created by the author using Biblioshiny (Aria & Cuccurullo, 2017)

Figure 4: Trend of Topic

Source 14: Created by the author using Biblioshiny (Aria & Cuccurullo, 2017)

Figure 5: Three-Field Plot

shared research interest or a convergence of different perspectives on the same subject. In the KW_Merged field, workplace bullying is the most researched topic.

Specific Observations from Plot

Some of the specific observations are as follows:

- Topic Focus: The plot strongly suggests that the Scopus dataset is heavily focused on the topic of workplace bullying. This is evident from the prominent keywords such as "workplacebullying", "mobbing", and "harassment".
- Key Authors and Influences: Authors like Einarsen is central figures, and their publications are frequently cited. Research lays the groundwork for much of the work in the dataset.

- Research Themes: Besides the core topic of bullying, the keywords also indicate research into related areas like stress, organizational culture, emotional exhaustion, human resource management, and job satisfaction. This suggests a broader interest in the impact and management of workplace bullying.

Thematic Map

This strategic map interprets the clusters and their positions in the context of workplace dynamics and conflict management, based on the Scopus data. (Figure 6)

Overall Interpretation of the Strategic Map

This strategic map is generated by using keyword co-occurrence analysis (KW_Merged field), which visualizes
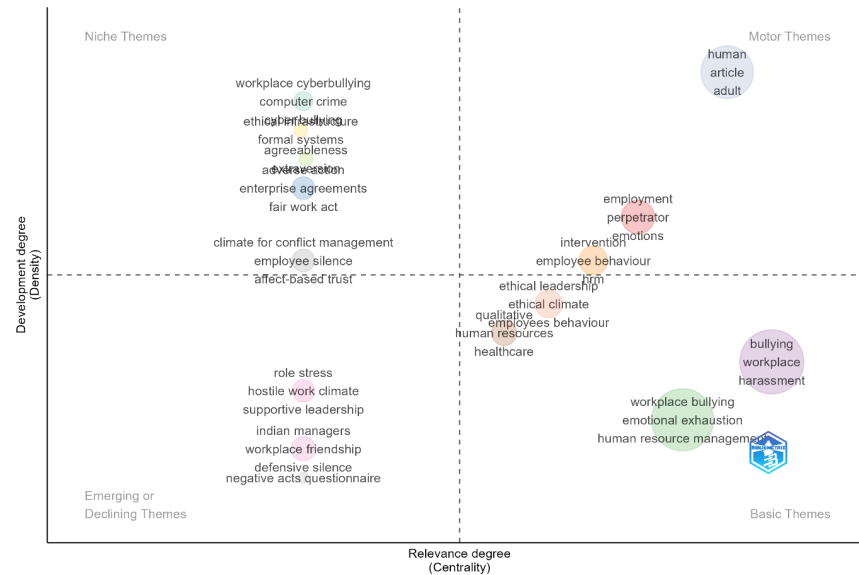
Source 15: Created by the author using Biblioshiny (Aria & Cuccurullo, 2017)

Figure 6: Thematic Map

the intellectual structure of the research area. This strategic map is divided into four quadrants on the basis of two dimensions:

- Centrality (Relevance Degree): The horizontal axis represents the degree to which a theme is central to the research area. Themes on the right side are more central and well-connected to other themes.
- Density (Development Degree): The vertical axis represents the degree to which a theme is developed or mature within the research area. Themes at the top are more developed and researched.

Quadrant and Cluster Analysis

- Quadrant I: Motor Themes (Upper Right), High centrality and high density. These are the core and well-developed themes that drive research in the field. The Cluster is "human". This suggests that articles are focusing on human articles, including adults.
- Quadrant II: Niche Themes (Upper Left), Low centrality and high density. These are specialized and well-developed themes that are somewhat isolated from the main research area. The Clusters are "workplace cyberbullying" that focuses on the negative effects of technology in the workplace, in particular computer crime and cyberbullying, "adverse action" that Includes themes like "agreeableness", "extraversion", "enterprise agreements" and "fair work act", "climate for conflict management" that Focuses on the factors that influence climate for conflict management.
- Quadrant III: Emerging or Declining Themes (Lower Left): Low centrality and low density. These are either new

themes that are just emerging or older themes that are losing relevance. They may represent areas ripe for further exploration. The Clusters "role stress" that includes themes such as supportive leadership.

- Quadrant IV: Basic Themes (Lower Right): High centrality and low density. These are fundamental themes that are important to the field but are not currently actively researched or developed. They represent foundational knowledge. The clusters are "bullying", A cluster related to this topic that includes "workplace bullying", "emotional exhaustion", and "human resource management", and "ethical leadership" includes ethical climate, qualitative aspects of the workplace.

Directions For Future Research

Although the literature on workplace bullying has incorporated mediation, moderation, and contextual analyses. But there remains a paucity of longitudinal, multi-level, and intersectional studies that examine the dynamic, systemic, and cross-cultural nature of bullying. Future research should focus on digital environments, perpetrator–target dyads, and organizational ethics frameworks. The researchers should use integrated theoretical models and longitudinal intervention designs to provide a complete and detailed understanding of workplace bullying. A new Integrative theory, as Socio-Moral Resource (ISMR) Model, can be developed to explain workplace bullying. It can be developed by integrating the Conservation of Resources (COR) theory, Social Exchange Theory, and Moral Disengagement Theory. This proposed theory explains workplace bullying as a process of resource

depletion and moral erosion. It also considers that high job demands, unethical climates, and power imbalances cause emotional exhaustion and deviant behaviors. It will also demonstrate ethical leadership, organizational justice, and psychological capital as key factors in restoring resources and moral balance. The ISMR model bridges individual, relational, and organizational levels. It provides a detailed understanding of workplace bullying in both traditional and digital workplaces. And this theory can be validated through longitudinal data and cross-cultural research (Blomberg et al., 2025; Samnani & Singh, 2016).

Conclusion

This research paper mentioned the review of 120 empirical papers on workplace bullying. The researchers developed a qualitative model based on previous research on workplace bullying. Maximum research studies mainly focused on the consequences and outcome of workplace bullying, neglecting the antecedents of workplace bullying. Limited researches are available that integrates the multi-level analyses linking individual and contextual variables with causal inferences i.e. researches used the cross-sectional data. The researchers should focus to explore bullying in hybrid, gig, and AI-mediated workplaces, that focus on the role of digital surveillance and algorithmic control. Intersectional approaches that integrating gender, caste, and cultural diversity are needed to address context-specific exposures. The future researchers should also evaluate restorative and preventive mechanisms in the organization about workplace bullying, such as ethical leadership, psychological safety, and HRM interventions. The future research should include emotional, moral, and neuroscientific perspectives that can provide a deeper understanding of bullying dynamics (Beale & Hoel, 2010; K. Einarsen et al., 2019; S. Einarsen et al., 2018; Samnani & Singh, 2016; K. Singh & Sen, 2025).

Conflict of Interest

There is no conflict of interest.

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