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ORGANIZATIONAL PSYCHOLOGICAL BULLYING: THE PLIGHT OF THE YOUTH AND THE PHYSICALLY IMPAIRED

Zimkhitha. F Juqu¹ & Hlalele Matebese²

^{1&2} Independent Researcher, South Africa

Corresponding Author: Zimkhitha. F Juqu

Corresponding Author Email: finaljuqu@gmail.com, / matebeha@gmail.com

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ABSTRACT

This research critically examined organizational psychological bullying directed towards vulnerable individuals, namely the youth and the physically impaired, who face difficulties accessing employment opportunities globally. Unlike prior studies that focused on internal organizational bullying, this research investigated external factors beyond organizational structures. By conducting desktop research, the study aimed to provide insights that support a more inclusive work culture. The study developed the 60/30 model, proposing retirement at the age of 60 or after 30 years of service to promote inclusivity in the labor market, especially for historically marginalized individuals. It recommended that governments amend labor laws, review employment policies, and collaborate with stakeholders to create customized employment initiatives. Moreover, it suggested further research using quantitative or mixed methods approaches to validate these findings. The study further advocates positive transformations within the industrial and organizational psychology by advancing workplace diversity and inclusivity.

Keywords: Marginalized Individuals, Organizational Bullying, Physically Impaired, Psychology, Victims, Youth.

INTRODUCTION

Organizational psychological bullying can be defined and described as a pattern of reprimanded, deliberate, or unprovoked detriment inflicted on individuals perceived as vulnerable or marginalized, often through psychological, social, or emotional means (Bunnett, 2021). In the same train of thought, Einarsen et al. (2020) averred that it is critical to comprehend that psychological bullying is a recurring and increasing pattern of behavior that creates a power imbalance between the perpetrator and their target. This shift can make it difficult for the victim to defend themselves against the bullying. Therefore, recognizing this destructive behavior and taking measures to reduce it is crucial for promoting a fair environment for everyone involved, including youth and physically impaired individuals, aligning with the principles of the Sustainable Development Goals (SDGs). This commitment is emphasized by specific targets such as 8.5, which aims to “achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value” by 2030 (United Nations, 2015). Complimenting this, target 8.6 sought to “substantially reduce the proportion of youth not in employment, education or training” (NEET) by 2020 (United Nations 2015). Moreover, target 10.2 aims to “empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status” by 2030 (United Nations, 2015). These interconnected goals exemplify a holistic approach to building an inclusive society.

In this sense, this study identified a gap and sheds light on a crucial aspect of society regarding the challenges faced by marginalized or vulnerable groups such as youth and physically impaired individuals. Notably, studies related to workplace social interaction have primarily concentrated on general issues of respect and dignity instead of targeting bullying directly (Einarsen et al., 2020), while previous studies focused on internal organizational bullying. This study is unique in its approach and contribution, as it examines bullying in an external context. Specifically, the study explores bullying within the broader society beyond the confines of organizational structures. Through this lens, the study provides valuable insights that can help organizations and communities work together to address the issue of bullying and promote a more inclusive and supportive work culture.

For this reason, creating a positive and inclusive work environment is crucial for the well-being of the youth and the physically impaired group. It is imperative to note behaviors that may negatively impact others, such as discrimination, exclusion, and any actions that affect their self-esteem (Farley et al., 2023). In this regard, a study showed that bullying can have a detrimental effect on a group's resources, including their self-esteem, self-confidence, cognitive health, and trust in the organizations that are bullying them (Krishna & Soumyaja, 2020). In light of these arguments, this study contends that organizations are bullying the youth and the physically impaired by depriving them of job opportunities in the labor market. As a result, this group is highly likely to be resilient. Meseguer-de-Pedro et al. (2019) define resilience as a psychological construct reflecting an individual's ability to survive, recuperate, and emerge more assertive against adversity. This phenomenon is particularly relevant for vulnerable populations such as youth and individuals with physical impairments, who may be more susceptible to the effects of stress and adversity resulting from organizational bullying.

Problem Statement

The problem statement of this study is that the youth and the physically impaired face challenges in accessing the labor market owing to their under representation in the workforce worldwide. The study argues that these groups are often subjected to bullying by organizations, which can have detrimental psychological effects. While internal employees have access to well-being program choices to be represented by labor unions to deal with organizational bullying, external partners such as the youth and the physically impaired do not have access to such support. This study suggests the criticality of employers and organizations to recognize and address these issues to create a more inclusive and supportive workplace environment for all individuals.

LITERATURE REVIEW

Organizational Bullying

According to Taris (2022), organizational bullying is a phenomenon influenced by time and context. Moreover, it is a challenge within organizations, both internally and externally. This assertion implies that it is critical to consider the circumstances surrounding a bullying event to understand and address the issue effectively. As a result, it is crucial to tackle it and address such behavior, as it can cause significant psychological impairment to its targets or victims. Organizational bullying is characterized by a set of recurring negative behaviors, attitudes, and incidents that manifest within and beyond an organization (Burman, 2021). These patterns can cause significant harm to individuals, leading to severe mental distress, emotional disturbances, and psychological discomfort (Burman, 2021). Thus, it is imperative to acknowledge that these negative, undesirable impacts, such as organizational bullying, significantly affect the prey and the overall organization. In this regard, the United States (US) corporations were examined and estimated to have lost around \$300 billion annually due to declined employee productivity resulting from bullying (Nagina & Abdin, 2022). According to Bloisi (2021), organizational bullying is not exclusively limited to internal relations but can also exist in external interactions with consumers or customers. The current study corroborates that bullying within organizations can also impact external recipients, specifically youth and physically impaired individuals. Therefore, there is a need for organizations to consider and address external interactions as well when developing strategies to prevent and address organizational bullying. The rationale is that external parties also suffer psychological effects emanating from organizational bullying as it threatens their livelihood and survival in the economy relished by a selected few in different countries.

Overall, it is worth noting that most research on organizational bullying has focused on internal employees within a company. However, a recent study by Bloisi (2022) took a different approach by examining organizational bullying externally, specifically among customers. This study is significant as it examined bullying behaviors towards vulnerable groups such as physically impaired individuals and youth, making it a groundbreaking contribution to the field of industrial and organizational psychology.

Different Forms of Organizational Bullying in the Workplace

Salin (2021) investigated organizational bullying in terms of gender. The study uncovered that gender interacts with other social dimensions, resulting in distinct and diverse experiences for various groups of women. A recent study by Nazim, Ihsan, and Ahmad (2021) focused on examining organizational bullying within academic settings. The results indicated a significant association between organizational bullying, job satisfaction, and performance among academic professionals in Pakistanian universities.

Similarly, Aboagye et al. (2021) conducted a study on organizational bullying within the education sector. This research study found that educators who experience workplace bullying suffer from poor mental health and subjected to an unhealthy work environment. In their study, Yang and Zhou (2021) investigated organizational bullying among nurses in China. The authors discovered that the marital status of nurses played a significant role in the bullying process at work. Specifically, the study revealed that married nurses were more prone to experiencing bullying in the workplace compared to their unmarried counterparts.

This section of the study delved into an extensive analysis of diverse types of organizational bullying and their repercussions on individuals. The research findings indicate that bullying is a rampant crisis that affects everyone in the workplace, irrespective of their profession, gender, or marital status. Therefore, the study implies that even the vulnerable groups, such as the physically challenged and the young, are not immune to organizational bullying. These results signify that the various forms of organizational bullying can have a substantial adverse impact on the psychological well-being of humankind, their productivity, and job satisfaction. Therefore, it is imperative to have an enabling and supportive organizational culture that fosters respect and fairness for all employees and society.

Effects of Organizational Bullying on the Psychological Well-Being of the Victims

Organizational bullying can create a lopsided power dynamic between individuals, leading to the stigmatization and isolation of victimized employees (Nielsen et al, 2020). Such actions can severely impact an individual's ability to function effectively in the workplace and cause a significant decline in their productivity. Therefore, it is imperative to take prompt and constructive measures to address bullying or counterproductive behavior to cultivate a positive, conducive, and supportive work environment.

According to a recent study by Van den Brande, Bernstein, Reknes, and Baillien (2021), organizational bullying adversely affects the workforce. The study reveals that being subjected to bullying can significantly impact an individual's psychological well-being, leading to increased levels of anxiety and fear, lessened self-esteem, and causing the victim to doubt their professional competence and abilities. The negative consequences of bullying in the workplace can create a toxic work environment with far-reaching effects. Thus, organizations must address and avert organizational bullying to ensure a healthy and positive work atmosphere for all employees.

In accordance with Chirico et al. (2021), organizational bullying has a considerable impact on causing burnout among the targets. The study results imply that organizational bullying has a direct correlation with the victim's mental exhaustion and psychological health. Therefore, organizations need to take measures and have mechanisms in place to deal with bullying effectively. In support of this finding, in the realm of organizational and industrial psychology, a school of thought showed that organizational bullying has detrimental effects on the victims, leading to increased burnout and stress for the victims, specifically in departments or sub-units where bullying is highly prevalent (Escartín, Dollard, et al., 2021).

Organizational bullying has been the subject of numerous studies, with a primary focus on its effects on the victim. However, recent research by Cullinan et al. (2020) and Kline & Lewis (2019) has revealed that the harmful consequences of workplace bullying extend beyond the individual level, impacting the financial health of organizations and society as a whole. This result is due to a range of factors, including but not limited to increased employee turnover, absenteeism, and reduced productivity, leading to a waste of resources and decreased profitability. In essence, addressing

workplace bullying does not exclusively benefit employees' well-being but also contributes positively to the financial health of organizations and society.

The analysis of this section provides a detailed exploration of the numerous forms of organizational bullying's adverse impact on individuals. In this regard, most studies primarily focused on the effects that it can have on the victims. However, a few studies revealed that the negative consequences of bullying extend beyond just the individual victim and can have significant financial implications for organizations and society as a whole. Research indicates that the effects of organizational bullying are not limited to just the victims but can also impact the perpetrators. The current study is no exception and claims that organizational bullying has psychological effects on individuals across different demographics, including young people and those with physical disabilities. This assertion emphasizes the broad and profoundly damaging impact that organizational bullying can have on both individuals and communities.

Strategies Dealing with Organizational Bullying in the Workplace

Lee et al. (2020) proposed a theoretical framework that provides a comprehensive classification of demands and resources, which allows for a better comprehension of the climatic factors that affect the impact of organizational bullying. Therefore, it is highly likely to develop more effective interventions and strategies to mitigate the adverse consequences of bullying by identifying these factors.

In a recent study conducted by Vranjes et al. (2022), researchers found that individuals who use specific coping mechanisms to deal with bullying are less likely to engage in aggressive behavior. The study suggests that coping with bullying through emotional expression, seeking emotional support, and withdrawing behaviorally or mentally from the bullying situation can effectively reduce the probability of perpetuation. These coping mechanisms may be beneficial in dealing with bullying behavior at the individual level and managing the effects of organizational bullying to promote a peaceful and healthy work environment. These findings have significant implications for individuals and organizations, as they suggest that fostering a culture where employees feel empowered to use these coping mechanisms could help reduce the incidence of bullying and promote a more positive and harmonious working relationship.

In another sense, Muazzam, Anjum, and Visvizi (2020) conducted a study to explore the relationship between bullying, strain, turnover intention, and problem-focused coping strategies. The study found that victims who experience bullying at work tend to experience higher levels of strain, which ultimately leads to an increased intention to leave the job. However, the study also revealed that problem-focused coping strategies can play a mediating role in this relationship. In other words, employees who utilize problem-focused coping strategies in response to bullying tend to experience lower levels of strain and are less likely to intend to leave their jobs. This finding highlights the significance of implementing problem-focused coping strategies in workplace settings to mitigate the negative impact of bullying on victims' well-being and retention.

Other studies demonstrated that workplace bullying is a significant concern that can have severe adverse impacts on both victims and organizations. While there are multiple strategies to tackle and prevent this issue, one such approach involves holding organizations accountable for their actions. This strategy can be accomplished by implementing and enforcing clear policies and practices that explicitly prohibit organizational bullying and establishing penalties when these policies and courses are not followed or absent (Lacy, 2020). This finding emphasizes the crucial role that government bodies can play in creating a sound and respectful work environment for all. Organizations can foster

a culture of respect and equality, which can lead to enhanced productivity and overall organizational success, contributing significantly to economic growth by taking action to address bullying in the workplace.

This section offers coping techniques to tackle organizational bullying. However, this study proposes an alternative approach that emphasizes the implication of developing strategies to support young and physically challenged individuals in dealing with organizational bullying. This study suggests implementing a 60/30 model, which is thoroughly discussed in the subsequent sections to address the challenges faced by these groups. This model will probably help organizations create more equitable and inclusive employment relations that allow marginalized groups to participate in the economy.

Youth Unemployment Plight

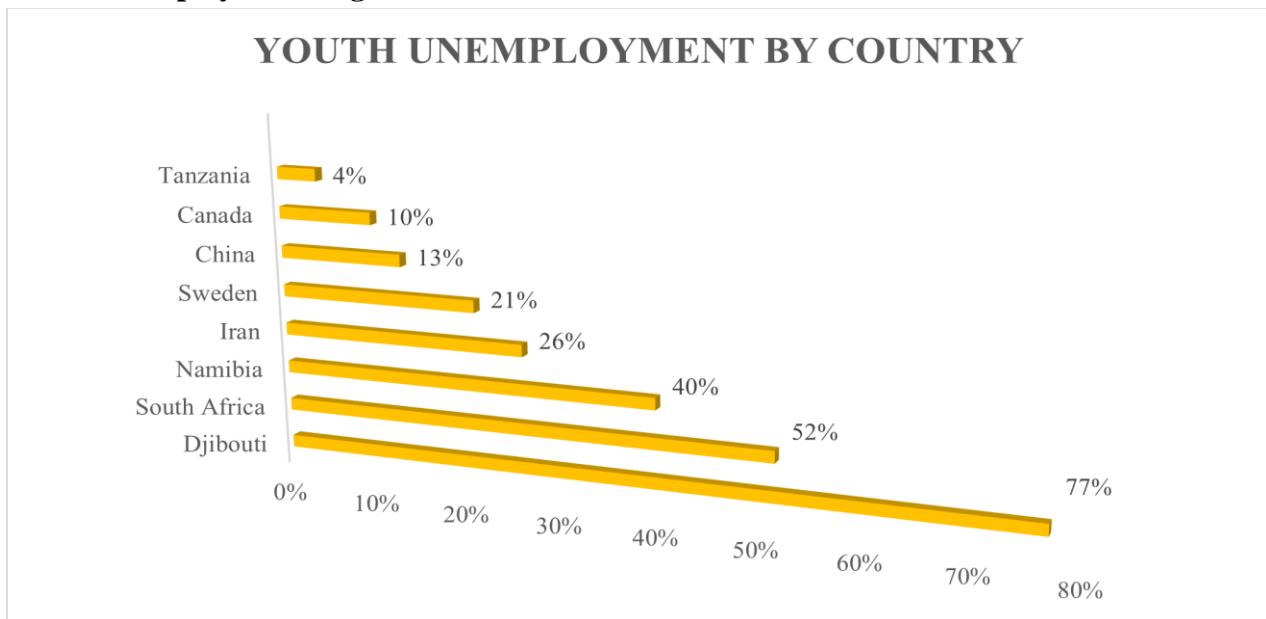


Figure 1: Youth Unemployment Rate by Country. Source: Statista (2024)

Figure 1 above presents an insightful comparison that comprehensively analyzes the youth unemployment rate across developing and developed nations. The selection of countries for the graph followed a randomized methodology, aimed at fostering impartiality and representation across diverse regions. This approach was deliberately chosen to mitigate bias and enhance objectivity in the analysis. Policymakers and researchers can leverage this valuable information to identify potential areas for improvement and formulate effective strategies to address youth unemployment issues. Ultimately, this data can inform policy decisions and drive positive change in the lives of young people across the globe. The study involved the use of data sourced from Statista (2024). The researchers then employed this data to construct a graph displayed below.

According to Figure 1 above, the youth unemployment rate for Djibouti is a staggering 77%, South Africa's is also high at 52%, and Namibia faces a significant hurdle with a rate of 40%. Iran's youth unemployment rate is 26%, while Sweden's is 21%. These rates indicate the challenges young people face in accessing meaningful employment opportunities and highlight the need for targeted strategies to unlock their potential in driving sustainable development. In contrast, China's youth unemployment rate is 13%, Canada with 10%, and Tanzania with just 4%. These differences suggest that youth unemployment is not tied to a country's level of development; it is a widespread issue.

The distinctions arise from diverse economic conditions and policies among nations, profoundly affecting the opportunities accessible to young individuals entering the workforce.

The analysis shows that the youth unemployment rates in several countries, including Djibouti, South Africa, and Namibia, are alarmingly high. These figures call for urgent action to create opportunities for young people to participate in the workforce and contribute to sustainable growth. On the other hand, some countries like China, Canada, and Tanzania have relatively lower youth unemployment rates, which reflect favorable economic conditions and policies. Nevertheless, there is still a need to implement practical strategies to ensure that the youth have access to meaningful job opportunities and can realize their full potential. This initiative will create a brighter future for the younger generation and promote economic growth and prosperity. As such, this study offers a 60/30 model as a potential practical tool to reduce youth unemployment globally. This model proposes mandating formal sector employees' retirement at either 60 years of age or after completing 30 years of service, whichever comes first. This approach aims to provide more job opportunities to the younger generation and those with physical impairments by freeing up positions previously occupied by the aging or longer-serving workforce. This strategy will enable the marginalized group to contribute to economic growth by filling up jobs that would have otherwise been held by the older generation or longer serving employees, thereby creating a more equitable workforce.

Physically Impaired Unemployment Plight

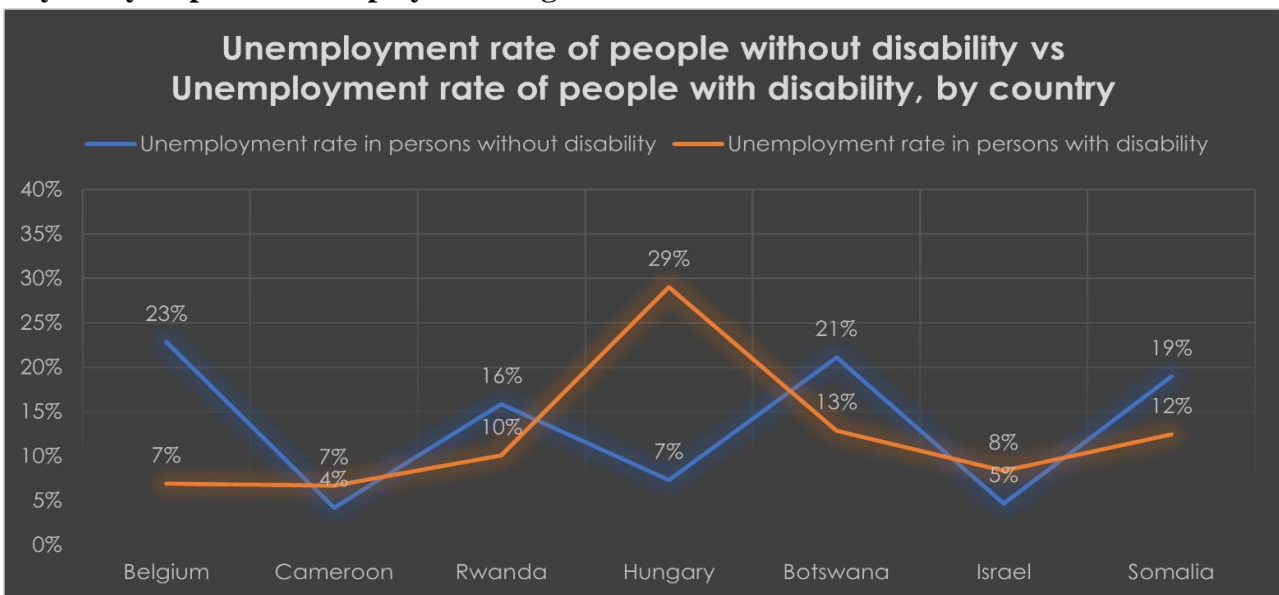


Figure 2: Unemployment Rate of People Without Disability Versus Unemployment Rate of People with Disability, By Country. Source: Our World in Data (2023)

In Figure 2 above, a comprehensive comparison of unemployment rates between individuals with disabilities and those without disabilities is presented. The figure displays the data breakdown by country, providing a clear and detailed insight into the differences in unemployment rates between the two groups of individuals. A randomized approach was employed in the selection of countries for the graph to ensure impartiality and representation across various regions. This method was selected and adopted to prevent bias and promote objectivity in the analysis, thereby enhancing the reliability of the results. In this approach, the probability of choosing countries that may skew the results in a particular direction was minimized, and the data obtained was considered more representative of the population being studied. This information can be particularly useful in

understanding the job market landscape and the specific challenges faced by people with disabilities in finding employment opportunities.

The study involved the use of data sourced from Our World Data. The researchers then employed this data to construct a graph displayed below.

Figure 2 above shows that individuals without disabilities in Belgium face a higher unemployment rate of 23%, while individuals with disabilities experience a significantly lower unemployment rate of 7%. Rwanda also has a relatively high unemployment rate of 16% for individuals without disabilities, compared to a notably lower rate of 10% for those with disabilities. In Botswana, the unemployment rate for those without disabilities is 21%, while it is 13% for individuals with disabilities. Similarly, in Somalia, the unemployment rate for those without disabilities is 19%, slightly higher than the rate faced by their counterparts with disabilities, which is 12%. These unemployment rates reflect the proactive approach towards inclusivity in the workforce in these countries.

On the other hand, Cameroon has a comparatively low unemployment rate of 4% among individuals without disabilities; however, individuals with disabilities have a higher unemployment rate of 7%. While Hungary has a modest unemployment rate of 7%, it surges to a high of 29% among individuals with disabilities. In Israel, the unemployment rate for people without disabilities is steady at 5%, while it rises to 8% for individuals with disabilities.

These disparities indicate that individuals with disabilities face systemic barriers and challenges in finding meaningful employment. The discrepancies highlight a lack of inclusive practices, discrimination, and inadequate support systems. These challenges act as a reminder of the ongoing need for inclusivity, equal opportunity, and economic empowerment on a global scale. Therefore, these systematic barriers must be addressed to promote policies that foster diversity and inclusion in the workforce. The significance of these disparities is evident in the context of the SDG targets, emphasizing the need for efforts to ensure that individuals with disabilities have access to meaningful employment opportunities and can fully participate in economic activities.

The analysis in Figure 2 presents a graph that evaluates the inclusivity of the workforce in different countries by comparing the unemployment rates of individuals with and without disabilities. The analysis reveals that countries like Belgium, Rwanda, and Botswana have a lower unemployment rate for people with disabilities than those without disabilities, indicating a more inclusive approach towards their workforce. However, the analysis also highlights some areas that need improvement. For instance, Cameroon has a low unemployment rate for people without disabilities but a higher rate for individuals with disabilities. Hungary shows a significant disparity, with a higher unemployment rate for individuals with disabilities and a lower rate for the general population. Israel has a slightly higher unemployment rate for individuals with disabilities than those without disabilities. Based on the findings, policymakers must focus on creating more inclusive employment opportunities for people with disabilities. In light of these results, the current study proposes a 60/30 model as a potential solution to the issue at hand.

MATERIALS AND METHODS

Research Methodology

The study's research team adopted the desk research method, a widely accepted technique for collecting information on the study's topic by analyzing existing documents and research (Felszeghy et al., 2019). The primary goal was to conduct a thorough investigation that could provide valuable insights to support and guide the study's conclusion. The team collected data from credible

academic sources such as peer-reviewed journal articles, conference papers, international bodies data, internet sources and books relevant to the research topic to achieve this goal. The desk research method was selected for its cost-effectiveness and expedited the research process by relying on already published studies, reports, and statistics. This approach proved worthwhile as it enabled the research team to access massive data swiftly without incurring additional costs associated with other research methods.

The team conducted an in-depth review of the sources, extracting information and insights relevant to the study's purposes. The researchers then analyzed the data in the context of the research aim, focusing on recent studies in industrial organizational psychology. This analysis aided synthesize and interpret the findings to provide meaningful insights that supported the study's goals. In essence, the desk research method proved to be a suitable approach for this study as it allowed for easy access to data and expedited the research process. As a result, the team was able to gather a significant amount of information in a relatively short period, and the findings were informative and relevant to the research objectives.

FINDINGS

This section presents the study's results, providing a comprehensive understanding of the key findings. The data and analysis presented will assist in gaining a deeper understanding of the research problem and its potential solutions. This section aims to highlight the most significant aspects of the research through a detailed and systematic presentation of the results. These results will offer valuable insights into the research topic and contribute to knowledge expansion in its domain.

The study found that:

- Organizations bully the youth and physically impaired individuals by depriving them of access to the labour market.

This finding implies that multiple organizations engage in discriminatory practices that bully marginalized individuals by denying them equal opportunities to participate in the labor market. These discriminatory practices may take many forms, such as refusing to hire the youth and the physically impaired individuals or failing to provide reasonable accommodations for individuals with disabilities. The consequences of these discriminatory practices can be devastating, as they limit the ability of marginalized individuals to support themselves and their families and perpetuate cycles of poverty and inequality.

- Organizational bullying prejudice is not limited to traditional factors like profession and gender but is also present within specific groups, the youth and the physically impaired.

This finding signifies that discrimination can manifest itself based on various factors beyond the typical ones, such as occupation and gender. Other disadvantaged groups, such as the youth and physically challenged individuals, also encounter discrimination. It is crucial to recognize and comprehend the tribulations of these communities and take proactive measures to address them. Organizations can help create a more equitable and unprejudiced world by being cognizant of such issues and actively working towards creating an inclusive society that includes and accommodates all humankind, regardless of their background. Overall, every individual deserves respect, dignity, and equal treatment. Organizations must strive to eliminate all forms of discrimination and prejudice to achieve this goal. Such actions will facilitate the SDG goals aligned with this activity.

- The effects of organizational bullying psychologically affect the youth and the physically impaired individuals.

This finding implies that bullying can have a profound and long-lasting impact on the mental and emotional well-being of individuals who are targeted, particularly in the workplace. Those who are marginalized or belong to minority groups are often more vulnerable to such mistreatment, which can result in feelings of isolation, anxiety, and depression. Organizations must prioritize creating a culture of respect, fairness, and support for every employee and potential labor market entrants to prevent such outcomes. This initiative can be achieved by promoting inclusive policies, encouraging open communication and dialogue, and consistently enforcing anti-bullying measures. Organizations can ensure that their workplaces are inclusive and empowering for all human beings by fostering an environment that values diversity and emphasizes equity towards everyone.

- Organizational bullying adversely affects the perpetrator and the victim.

This finding suggests that organizational bullying within organizations can have significant negative impacts on the victim and the perpetrator. The effects of the victims have been extensively discussed in this paper. In terms of the perpetrator, the financial implications of bullying are often overlooked; however, they can lead to increased absenteeism, decreased productivity, and high employee turnover, adversely affecting an organization's financial performance. Organizations must focus on sound and fair recruitment strategies that foster a progressive and nurturing work environment to prevent such outcomes. Creating a positive work culture requires implementing anti-bullying policies and procedures, holding individuals accountable for their actions, and ensuring that all individuals feel valued and respected. Ultimately, a positive work culture can lead to a more productive and profitable organization while benefiting the well-being of all those involved.

- Globally, there is a significant prevalence of high unemployment rates among the youth and physically impaired individuals.

This finding implies that there is a persistent problem of high unemployment rates among the youth and physically challenged individuals in different parts of the world. Governments across the globe have claimed to make efforts to tackle this issue, but it remains a significant challenge that affects countless individuals. Despite the various measures taken, the problem of unemployment persists, particularly among young people and those with disabilities. However, there is hope that this trend can be addressed and reversed with a concerted effort by all relevant stakeholders. By working together and pursuing innovative and effective solutions, governments, employers, and civil society can begin to make meaningful progress toward addressing this global problem. While some countries have made notable strides in this area, others are still lagging and have yet to make significant progress in addressing this pressing issue. Therefore, there is a need for a comprehensive approach that involves all stakeholders to come up with tailor-made solutions that will help to mitigate the challenge of unemployment among the youth and physically challenged individuals.

DISCUSSION

Overview of the Findings

The study's findings reveal that numerous countries are still grappling with the challenge of high unemployment rates among the youth and physically impaired society. This issue has had a severe impact on the psychological well-being of these individuals, who often struggle to express their concerns and have limited access to resources that can offer support. Furthermore, the study highlights the growing concern about organizational bullying, appearing detrimental to both internal staff and external stakeholders in the employment sector.

In light of this plight, the study proposes a pragmatic resolution, viz., the 60/30 model that relevant stakeholders can implement to address this issue effectively. The proposed solution aims to improve

the current circumstances faced by marginalized groups, particularly the youth and other vulnerable sections of society. It involves creating more employment opportunities, promoting equal access to resources and support, and ensuring that organizations implement policies that prohibit organizational bullying in the workplace. Through implementing these measures, stakeholders can promote a more inclusive economy and an unbiased and supportive employment relations discipline, which can help alleviate the negative impact of unemployment and bullying on marginalized individuals.

The 60/30 Model

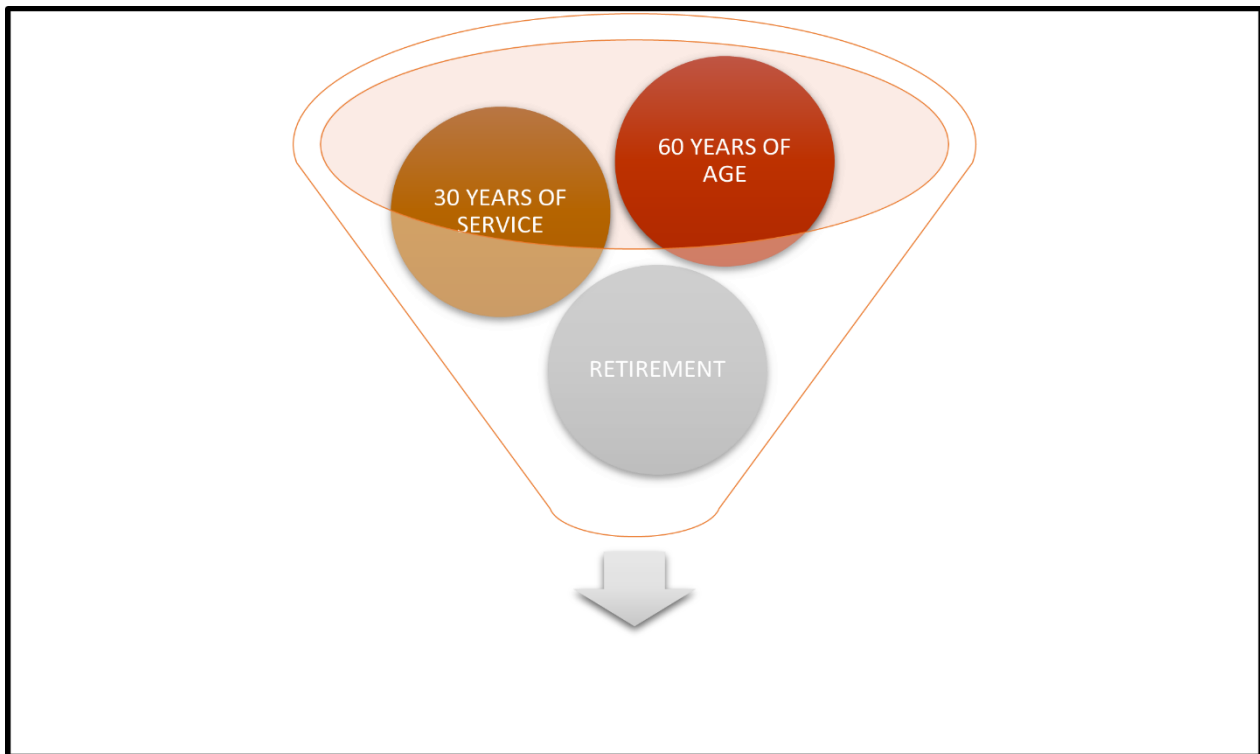


Figure 3: The 60/30 Model [Source: Author]

This study presents and provides the innovative 60/30 model, which proposes a new approach to retirement. Figure 3 above displays the 60/30 model developed by the study researchers.

According to the above figure, the model suggests that employees should retire from formal employment either at the age of 60 or after working for 30 years in the formal sector, depending on which milestone comes first. This principle also considers prior work experience, counting years worked before joining a new employer. The 60/30 model aims to create a labour market inclusive for everyone, including those with disabilities and the youth, providing equal opportunities for historically marginalized individuals worldwide. For effective implementation, accurate record-keeping systems are necessary to ensure that no employee works beyond the age of 60 or 30 years of formal employment. This approach will help promote diversity in the workforce and eradicate organizational bullying. Figure 3 above displays the 60/30 model developed by the study researchers. The underlying reason for the 60/30 principle is to ensure that all individuals have a fair chance at economic activity and contributing to society, irrespective of their age or physical ability. The principle establishes a retirement age and maximum working period, encouraging organizations to provide more opportunities for younger employees and those with disabilities. It also prevents organizational discriminatory practices that disadvantage the marginalized community. In essence, the 60/30 principle advocates for employee retirement, either at the age of 60 or after 30 years of

formal employment, whichever comes first. This approach promotes an inclusive and diverse workforce, benefiting the population across the board instead of the few.

It is imperative to acknowledge that the 60/30 principle, which suggests that employees should retire at 60 years or after 30 years of service, may not be universally applicable. In certain circumstances, such as when employees begin working later in life or possess highly specialized skills that are difficult to replace, exceptions must be made.

For instance, an employee who starts working at 45 would have only worked for 15 years by the time they reach 60, making it more reasonable to allow them to continue working until 65 years. Similarly, employees with valuable and specialized skills should not be coerced to retire prematurely, as this action could negatively impact the organization, threatening its survival. In such cases, it is critical to transfer the knowledge and expertise of these employees to younger or physically impaired individuals to ensure the future of the organization and the labor market as a whole.

In evaluating each case, decisions should be based on the individual's and organizational circumstances. The 60/30 principle should be applied only where feasible and reasonable, and exceptions should be identified and executed. In developing countries, where there may be a shortage of skilled labour, the principle should be adopted and applied to accommodate all stakeholders involved, including the government, employers, and employees.

Scarce Skills Shortages

The study highlights the widespread issue of skill shortages in different countries, which compels organizations to recruit skilled workers from foreign countries to ensure efficacious operations. However, the study proposes that this practice is not sustainable in the long run, as it fails to address local unemployment. Instead, the study suggests that organizations focus on training the youth and disabled in specialized fields whenever they employ foreign skills. This approach can be achieved by collaborating with higher education institutions to develop comprehensive training programs for identified areas of skill shortages. As such, these programs can provide practical training to these individuals and bridge the gap in skill shortages, leading to reduced unemployment rates. Overall, this approach provides a sustainable solution to the issue of skills shortages while also addressing the problem of unemployment in the marginalized community.

Implications of the study

The current study holds significant value in terms of its theoretical, practical, and methodological implications. In theory, it explores the phenomenon of organizational bullying in two relatively under-researched groups, namely the physically impaired and youth, adding to the existing body of knowledge in organizational and industrial psychology. The theoretical underpinnings of this study provide a framework for researchers to further test the proposed theory in the context of organizational bullying.

From a practical standpoint, this research offers a comprehensive tool in the form of the 60/30 model, which can be utilized by industrial psychologists, private and public organizations, governments, HR professionals, organized labor, and other stakeholders. This tool can be effectively used to address the high unemployment rates related to youth and physically impaired individuals across the globe, especially in countries where such issues are most prevalent.

Methodologically, this study marks a significant milestone, as it is the first of its kind and offers a foundational platform to validate its findings. Future researchers are urged to select and use a different research method, such as a quantitative or mixed-method approach, to validate the current study's findings. The study's findings offer a robust foundation for future research in this area, and

researchers are encouraged to undertake different research methods to test the validity and reliability of the current study's findings.

CONCLUSION AND RECOMMENDATIONS

This research delves into the crucial issue of bullying in organizations, particularly towards young people and individuals with physical impairments. Although some countries have been making strides in incorporating these groups into the workforce, they still face significant challenges in terms of having a platform to express their grievances. As such, this study serves as an integral foundation for marginalized individuals to demand equal opportunities and fair consideration when organizations have job openings. The ultimate goal is to achieve diversity and equity in the labor market.

The study further argues that despite the enactment of Employment Equity Acts by many governments, the practical implementation of these Acts is still lacking. Notably, only a few countries have made significant strides in protecting these groups in the public and private sectors. Therefore, there is a need for more comprehensive and practical approaches to address the challenges faced by these individuals. The study concludes that organizations bully the youth and physically impaired individuals from entering the labor market, thus depriving them of economic opportunities. In light of this assertion, the study proposes the 60/30 model as a viable starting point for stakeholders to improve and address this issue adequately. Overall, this study provides valuable acuties into the industrial and organizational psychology field and encourages positive changes towards inclusivity and diversity in the workplace.

Recommendations:

- Governments are urged to amend labour laws to allow formal employment employees to work up to the age of 60 years or 30 years of service. This measure will facilitate the youth and the physically impaired individuals to gain valuable work experience and enter the labour market.
- It is advised to establish robust monitoring mechanisms that prioritize practical application to ensure that amended legislation are effectively implemented. Organizations that abide by such legislation should be recognized and incentivized, while those that fail to comply must be held accountable through appropriate penalties that deter future non-compliance.
- Governments may consider reviewing their employment policies and legislation to ensure that all citizens are accommodated based on their qualifications and eligibility, thereby sharing the country's resources among their populace.
- Retired employees who wish to continue working beyond 60 years or after 30 years of service should consider starting their own businesses or joining the informal sector. The former will enable them to remain productive and create job opportunities for the marginalized group.
- No employee should work for more than 30 years in their careers. Even if an employee has not yet reached the age of 60, they should not work beyond 30 years. This approach will make way for younger talents and the physically impaired community, helping absorb them into the labour market.
- Organizations should also collaborate with the government, recognized higher educational institutions, and all relevant stakeholders to create employment programs tailored to meet the needs of different industries and sectors to address the plight of the youth and the physically impaired in terms of difficulties in entering the job market.

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Conflict of Interest Statement

No conflict of interest has been declared by the authors.