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HIGH-PERFORMANCE WORK SYSTEM AND ORGANIZATIONAL PERFORMANCE: MEDIATING ROLE OF WORKPLACE BULLYING

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ABSTRACT

This study has reviewed previous investigations regarding the relationships among high performance work system and organizational performance; and it showed some negative and positive results by using various mediation methods to find the link between high performance work system (HPWS) and organizational performance. Past researchers also indicated that there has been a need to explore the contingent conditions like up-to-date technology, strategies, organizational culture, team building and Human Resource power to increase the worth of high-performance work system (HPWS). In the current race, the organizations want to achieve the competitive advantage from others. The hurdle among others organizations face in present time is workplace bullying. The aim of the current study was to explore whether the personnel who have been exposed to workplace bullying would have an effect on overall performance of organizations or not. This study introduced Workplace Bullying as a mediator between High Performance Work System (HPWS) and Organizational Performance. In this study, the variables included: High Performance Work System that was considered as independent variable, Organizational Performance as dependent variable, and Workplace Bullying as a mediator between them. Different sources were used for collecting the data. Also, the study provided the important insights for the future researchers and policy makers interested in this area.

Keywords: High-performance work systems, Organization performance, Workplace Bullying, Employees performance.

INTRODUCTION

From last 2010, Human Resource Management (HRM) got great attention from the scholars. HRM is the term used for the upper management of an organization, which deals with the recruitment and management, and provides direction for the employees of an organization. High Performance Work System (HPWS) has been presented into a different but interlinked group of human resource (HR) practices like selection, training, performance appraisal, compensation, and design to enhance employee effectiveness; employees should have better skills than more motivation. Strategic Human Resources Management (SHRM) is a term used to attract, develop, reward and retain employees for better outcomes of the organization. Actually, the goals of HR department reflect to support the objectives of the organization. The

linkage of HPWS Organization Performance had a major cause to promote ethics, inimitability and matchlessness of employee's knowledge and skill (Wright, Gardner, & Moynihan, 2003). HPWSs enhance firm performance by improving employee satisfaction with their job, commitment with their job, attractive social climate along with less absenteeism and employee turnover rate, motivation from work, and psychological empowerment (Becker & Gerhart, 1996), which result in competitive benefits and improved performance outcomes. When these HR practices are aligned, then the working rate of employees increases.

Organizational Performance consists of output of the organization which is measured in opposition to its deliberate outputs or decided goals and objectives of the organization. Specialists in the organization performance are involved in the strategic planning, operational, financial, legal and organizational development. (Venkatraman & Ramanujam, 1986) gave the definition of performance. "Use of simple output-base financial indicators that are considered has shown the achievement of the economic goals of the organization". Organizational performance (OP) is a most widely used term in the research area as a dependent variable after that it is also one of the undefined constructs.

The concept of workplace bullying has been introduced in early 1990s, which very commonly happens in every type of workplace from any large organizations to coffee shops or etc. It is actually a verbal, physical, social, psychological abuse and any dominating or frightening act which employees have to face within the working area by any person related to that workplace (Einarsen, 2000). Employees can withdraw or respond with acts of aggression. Due to this, the curve of outcomes for organizational productivity and level of groups turn down. Different studies (Menard et al., 2016) have shown some negative and positive results by using various mediation methods to find the link between high performance work system (HPWS) and organizational performance. In past, researchers also indicated that there has been a need to explore the contingent conditions like up-to-date technology, strategies, organizational culture, team building, and HR power to increase the worth of HPWS. In the current race of the present Era, the organizations want to achieve competitive advantages from one another. The hurdle for the organizations is that they have to face with the most common fact, which is present in our day-to-day life that is workplace bullying. The purpose of the current learning was to investigate the employees who are exposed to a bullying workplace that will affect the performance of organizations. In this study, Workplace Bullying was considered as a mediator between High Performance Work System (HPWS) and Organizational Performance.

As the link of High-Performance Work System (HPWS) and Organizational Performance are important components, though Workplace Bullying is prevailing in the environment of the organizations in different ways in different countries. Mostly, the bad performance of the organization is due to the workplace bullying. As many people are working at the same time in organization for different jobs, some may become the victim of workplace bullying. Organizations want to achieve 100% results, and upper management has to take control on the workplace bullying. In previous studies, Menard et al. (2016) demonstrated that workplace bullying had intense negative effect on the organizations' work engagement. But, here the question was that, whether the workplace bullying has a mediator effects between HPWS and organization performance.



In all fields, humans are considered as the most important resources. Organizations get competitive advantage due to the human resources. It is human psychology, that when employees are facing any problem in the working environment as discussed in the previous studies (Park & Ono, 2016), it affected the work engagement and health of the employees. This is important to measure that how much Workplace Bullying effects as a mediator between HPWS and Organizational Performance and to what level.

The focus of this research was to develop and assess the framework of those factors that affect the high-performance work system and organizational performance under the mediating effect of workplace bullying. Now, it is present in all organizations, and every organization wants to overcome it and achieve full outcomes. By considering these issues, this study conducted a research on the educational sector which is the most important sector. The performance of the educational sector is also affected by the inside bullying. Employers can use different bullying strategies to relieve the good employees or for the purpose of avoiding from legal obligation. Employees are considered as the asset of the organization if they do well, and organizations offer them better position. In this study, workplace bullying acted as a mediator. But, here the question was:

Does the workplace bullying have a mediator effect between HPWS and Organizational Performance?

Therefore, the problem was trying to find that how much workplace bullying would affect the organizational performance in educational sector of Multan, Pakistan. To fulfill this gap, this research was conducted.

This research added value to the existing literature about High Performance Work System (HPWS), Organizational Performance under the mediating effect of Workplace Bullying because it has been the smallest studied area in the field of Human Resource Management. Further, this study would help the organizations to overcome the effect of workplace bullying which is very common in today's life. The researchers started their research with the specific objectives. The research objective was actually what a researcher wanted to be achieving at the end of the study. It should be closely related to the statement of the study. The research objectives were:

1. To set up the relationship between High Performance Work System, Workplace Bullying and Organizational performance.
2. To determine the mediating effect of Workplace Bullying in Educational sector of Pakistan.

LITERATURE REVIEW & RESEARCH PROPOSITION DEVELOPMENT

High Performance Work System (HPWS)

HPWS came to the surface in the form of typologies of HPWS in 1980 (Miles & Snow, 1984; Osterman, 1987; Schuler & Jackson, 1987). High performance work system (HPWS) had been used with many other terminologies such as HC work systems and HI work systems. It is true that practices have been the most important sources to get advantage for the organizations with in the hard market where organizations have to struggle for a long life. But on the other side, it is not necessary that HR practices are the reasons, such as different background conditions, causal ambiguity or social hurdles (Barney & Wright, 1998). On the platform of



strategic human resource management, HRM is a larger growing term with the recognizing of theoretical and empirical research. Wright and McMahan (1992) defined that “Planned pattern of HR distribution and activities which intend to enable the firm to achieve its outcomes”. In the field of SHRM, a major line of empirical research has been focused on how we explore the performance which relates with a set of HR practices, and this is called a HPWS. The link between HPWS and organization performance had a major cause to enhance the value, distinctiveness, rareness of employees skills and abilities (Wright et al., 2003). In this, results gave fruitful benefit and improved outcomes. Many researchers have explored that in manufacturing companies, the HR practices on different companies like services, high technology and emergent companies had a positive link between HPWS and organizational performance (Messersmith & Guthrie, 2010).

In a research conducted by Arthur (1994), HPWS and organizational performance were assessed by using two different HR perspectives (control vs. commitment) of steel mini-mills. In the term of control system, the results showed high productivity, reduced rates and reduced outcomes in the research which was held in China (Zhu, Thomson, & Cieri, 2008).

Björkman and Xiucheng (2002) cited that HPWS had a progressive link with organizational achievement in FIEs (Trachootham et al., 2006). A research conducted by Chinese scholars also showed that the high performance was related with the group of HR practices both in large and small size firms in China (Sun, Aryee, & Law, 2007). Literature research also conducted on the business of hotel management in the southern province of mainland China also concluded that the high performance work activities were positively linked with productivity, and the employees’ retention. Another researcher Chow, Huang, and Liu (2008) in China found that HR activities had no major impact on the growth of sales, profit and the firms’ overall performance. The research concluded that worker affective obligation and employee human capital was mediated via the relationship of HPWS and employees’ overall performance on the job. Several China-based studies conducted on SHRM were that HPWS was likely to enhance the organizations’ performance. But not all the researchers found HPWS as supportive (Wood & De Menezes, 1998). It has been early to say something about the HRM and organization performance because some lacked the evidence support and had some technical issues (Combs et al., 2006). Whereas, different results have recommended that it might be early to find the general effectiveness of the HPWS which has been established in the Chinese context (Kim et al., 2010). Now, the point is how to treat with HPWS practices. All the theories and past studies on HPWS proposed that the firms’ nature basically depended on a different and equally reinforcing HR practices (B. E. Becker & Huselid, 1998). As well as individuals, HR practices created values, but these values were not sure that they produced competitive advantages. Combs et al. (2006) HPWS had a greater performance effect than the individual HR practices, and the results were based on meta-analysis.

Workplace Bullying

In 1990s, the term Work Bullying was introduced, to show either common or unnoticed phenomenon, with very thoughtful consequences on the welfare of employees and organizations. Many acts which might be common at working area, and when they happened separately they could be measured as a bad behavior or mistreatment at workplace (Lim & Cortina, 2005). In the past, the researchers also noticed the similarity between workplace



bullying and sexual harassment which was another debated issue, and had a severe impact on the well-being.

As stated by Einarsen (2000), the workplace bullying had two main characteristics: recurring and continuing hostile behaviors (a) that are planned to be aggressive or supposed as intimidating (b) by the receiver. Many studies have investigated the forms of workplace harassment as well as the workplace mistreatment (Harvey, Treadway, & Heames, 2007; Houshmand, O'Reilly, Robinson, & Wolff, 2012). Different behaviors like shouting, hostile behavior, threatening physical actions and wrong words of mouth against the victims are included in workplace bullying. All these activities which the subjected person have to face one or more time, cause stress and depression, and due to them, the productivity is reduced in the workplace, and workplace bullying affects not only the boundaries of organizations but also the employment contract.

The psychological contract has also been uttered. The psychological contract is a group of expectations or beliefs which is not written, but it is a relationship between the one employee to the other. It is referred to the level of employee loyalty, work commitment, work output, satisfaction with job, flexible job attitudes that all of which are not included in the contract (Galanaki & Papalexandris, 2013). The scholars Serafeimidou and Dimou (2016) found that within the Europe, many studies conducted on workplace bullying have had different results which was due to the different ways of measuring the bullying, and also due to the different features of the country considering the specific characteristics of the countries and their cultures.

According to the researchers, the organizations have been accountable for the existence of bullying in workplaces (Coleman Gallagher, Harris, & Valle, 2008; Johan Hauge, Skogstad, & Einarsen, 2007), and there have been ways to remove this level of the phenomenon or the seriousness of its effects (Rayner, Sheehan, & Barker, 1999). Organizations in different countries where employers are bullied in the workplace, have to overcome the negative acts, and provide healthy working environment to the employees. The percentage of the recent studies on workplace bullying has been from 1% to 55%, depending on the measured ways and the country in which the study have been conducted. Almost 102 published articles on bullying also showed a clear difference in the presence of the phenomena, based on the way by which it was measured, and country in which the study was held.

Organizational Performance

Organizational performance is a largely used term in the study area as a dependent variable, and it is also one of the undefined constructs. For many years, there has been a fight to conclude the exact meaning of the performance, and another point is that it is not just limited in the field of strategic HRM. Some more recent research studies like the one done by Murphy, Trailer, and Hill (1996), on the scales of performance in entrepreneurial research, determined that, "The researcher should also consider discontinuing the use of the term in research because of the lack of construct validity for what we call performance is so clear". The performance of the main focus has almost been completed on financial measures of performance within the strategy field (Rowe et al., 1995). Theoretically, it has been observed that the value which is created by a firm with the value owners is likely to be received from the firm (Alchian & Demsetz, 1972). Venkatraman and Ramanujam (1986) gave the definition of



the performance as “the use of simple output-base financial indicators that are considered to show the achievement of the economic goals of the organization”.

Kalleberg and Moody (1994) suggested 11 variables of human resource practices affecting on a company’s performance (investment payback, larger dividends, company’s capitalization, return on both financial and economic activities, quality of products, increases in market shares, innovation, strategy success, customer loyalty, capacity to attract/retain talented personnel). Productivity ultimately results in better financial performance, whereas elasticity avails the opportunities for sustained competitive advantages. By the reduction of administrative overhead costs, the improved organizational efficiency can be achieved. In addition, the monitoring cost can also be reduced by the increase of employee’s networking outside the company that may lead to access timely information (Adler & Kwon, 2002). Organizational agility (Dyer & Shafer, 1999), flexibility (Sanchez, 1995), and the coordinating and exploiting of knowledge resources (Wright, Dunford, & Snell, 2001) can describe the skills to sustain a competitive advantage within the market. Possessions may be calculated by financial and physical capital, but organizational flexibility is mainly considered in sense of effective knowledge management. Certainly, for organizations, the sustainability of financial performance may depend on their strength to gain and share the knowledge needed by the association to reconfiguring itself, and adjust with the change of the environment (Tece, Pisano, & Shuen, 1997).

Unspoken knowledge is the most valuable asset because it is difficult for the other opponents to copy or reproduce. Organizational elasticity has been theorized in two forms: resource elasticity and coordination elasticity. Larger limits of alternative uses result in resource elasticity like less time is required to switch to another resource, and that reduces the cost in redirecting a resource from one use to another. Coordination elasticity refers to the ability to combine, set out, and replace resources.

A ‘high-performance workplace program’ is working in Queensland, Australia, to support manufacturers boost their performance (Queensland Government, 2010), Similarly in New Zealand, the Department of Labor (DOL) assists fund industry firms, businesses and mergers to become ‘high-performance working partners’ (DOL, 2011). In a past study, the effect of “bundling” on Human Resources practices present in the field of SHRM was investigated (Dyer & Reeves, 1995), and 4 expected types of dimensions for organizational performance were planned: (a) HR outcomes including (outcomes, absenteeism, job satisfaction); (b) organization outcomes (efficiency, feature, service); (c) monetary accounting outcomes (ROA, profitability); and (d) capital market outcomes (stock price, growth, returns). It has been supposed that HR strategies directly impacted on HR outcomes, which have been followed by organizational, financial, and capital market outcomes.

High-Performance Work System and Organizational Performance

The Human Resource set ups that expand employee capabilities, assurance and output are frequently called “high-performance work systems” (HPWSs) (Sun et al., 2007).The HR activities that SHRM philosophers take as work life performance enhancing are measured as high-performance work practices (HPWPs) (Huselid, 1995) or HPWS. The set of employee management activities that definitely have effects on employee attitudes, inspiration and performance are referred to be as HPWS. High Performance Work Systems represent a system



or package of HR activities designed to improve employees' skills, assurance and participation in such a way that employees turn out to be a source of sustainable benefit. HPWS are a bundle of Human Resource activities whose goal is to improve the consumption of employees' knowledge, abilities and set of abilities for the advantage of the organization. More precisely, HPWS improve the organizational efficiency by generating situations where workers become extremely interested in the organization, and do their bests to achieve their goals, in other words, by improving their workers' vow to the organization and job satisfaction (Ramsay, Scholarios, & Harley, 2000). There are two collaborating and overlapping processes by which HPWPs improve the organizational performance. One is, they provide workers the Knowledge, Skill, Ability (KSAs) required to complete job tasks and give both the inspiration and chance to do so (Delery & Shaw, 2001). Second is, HPWPs ease communication and collaboration between employees by expanding the inner social structure within firms (Evans & Davis, 2005). Together, these two points rise job satisfaction and assist employees to work more effectively, and produce better results.

The criticism on the best practice approach is on its Universalist nature and inadequate application to jobs and sectors where firms are trying to feat advanced technology. However, its values and procedures of 'good HRM' have 'significance to exercise as vital qualities of a firm's aptitude to compete in the selected market. HPWS is widespread, with its evidence that effective HR practices definitely narrate to improved employee inspirations and commitments (Combs et al., 2006). Currently, firms are facing many hard competitions for the best and valuable human resources and making many struggles to find the right person for the right place with new faces. Discoverers and technicians are in-front of the knowledge-based economy, and their works have great contribution directly to their employees' performance, so the organizations get benefit. However, the value of the competence and their insufficiency in the labor market provides the favor to the advancement of discoverers and technicians (Flood, Turner, Ramamoorthy, & Pearson, 2001).

RP1: High Performance Work System has significant effects on Organizational Performance.

High Performance Work System and Workplace Bullying

The Human Resource (HR) activities which increase the competency of employee's loyalty and productivity are called High Performance Work System (HPWS) (Appelbaum et al., 2000; Datta et al., 2005). Strategic Human Resource Management considers that HR practices that enhance the performance are also considering HPWS (Huselid, 1995). HPWS is a set of employee management practices that are positively related to the employees' attitudes, enthusiasm, and performance results (Sels et al., 2006). It indicates an arrangement of HR rehearses that are intended to upgrade workers' aptitudes, responsibility and inclusion with the association's work to such an extent that the representatives turn into the wellspring of the practical upper hand (Combs et al., 2006). Superior Work System is an arrangement of human asset rehearses whose goal is to get enhanced use of laborer's learning and aptitudes, and capacities of KSAs for the advantage of the associations (Sels et al., 2006).

Workplace bullying is the type of workplace harassment that involves negative acts, such as degradation, social elimination and verbal abuse (Einarsen, 2000). Past studies have indicated that employees face the percentage of 11.3-18.1% of workplace Bullying (Nielsen, Matthiesen, & Einarsen, 2010). Some researchers had been examining some constructs of workplace



bullying, including the demand of job, role stressor and leadership styles (Rodríguez-Muñoz, Baillien, Van den Broeck & De Witte, 2009). The side effects of workplace bullying considered that the person cannot defend easily by itself from the bad treatment of an offense of mistreatment. Some studies have shown that effect of workplace bullying had a positive impact to leave the job and to burnout, and had a negative impact on the job satisfaction and commitment to the organizations (Vie, Glasø, & Einarsen, 2012; Trépanier, Fernet, & Austin, 2013). Most researchers have focused on the workplace bullying in different ways to give the solution to the upper management and employees that how they overcome the side effects of the workplace bullying, and have shown that how it affects on the well-being of the workplace (Vie et al., 2011). The experience of the emotional victims mediates the relationship between the workplace bullying and the job satisfaction, and the intent to leave (Vie, Glasø, & Einarsen, 2011). Researchers believed that bullying has adverse effects through an instinctual process. The other psychological acts exploring the bullying have remained unidentified (Penhaligon, Louis, & Restubog 2013).

RP2: High Performance Work System has significant effect on workplace bullying.

Workplace Bullying and Organizational Performance

In organizations where workplace bullying exists, one in every ten employees faces bullying (Rayner, 1998). Mostly, people who become the victim of bullying affect on the organizations performance, or tend to leave the job in the result of this experience (Rayner, 1998). In a workplace, the bullying situation involves one or more person who face the negative behavior of the others for a long period of time, and in this condition, the victims found it difficult to defend themselves against the action of bullying (Lewis, 1999). The bullying behavior includes many acts like uncooperative eye contact, bad physical actions, hostile behavior and spreading wrong rumors about the victims (Keashly & Jagatic, 2011). Naturally, continuous unconsciously actions of bullying on the one or more employees result in feelings of irritation, stress and reduced performance of the job (Einarsen, 2000). Work environment bullying shows negative activities and hints done by at least one person. In this case, this routine and negative act is applied by the people gathering, and it particularly implies as assaulting them (Žukauskas & Vveinhardt, 2011).

In psychological contract, it measures a set of unwritten expectations that is present in the relationship between employees and employers. It has been mentioned that a number of factors are not in the written form of the employment such as the level of employee's commitment, productivity, quality of working life of employees' job satisfaction, and attitudes towards the flexible working environment (Bloomsbury Business Library, 2007). By this, from the side of employees, workplace bullying trend constitutes a break of the psychological contract, as it fails to guarantee the working life and security victims of the workplace bullying.

RP3: Workplace bullying has a significant effect on organizational performance.

The Mediation Effect of Workplace Bullying on High Performance Work System and Organizational Performance

The impact of workplace bullying highlighted the role of organizations to control the existence of the harmful acts. Organizations in other places (included different cities and countries) where workers are responsible for the occurrence of the bullying in the working areas, are forced to control harmful acts, and increase the responsibility to overcome them and make a



secure & clear platform for work. The first step to control any situation is to explain its path by empirical evidence. In the platform, where the self-styled "soft disciplines" are provided with the priority of facts in support of any case (Beatty et al., 2003). The impacts of bullying have been recorded on both people and organizations. These have been some mentioned impacts on the workers including stress, impatience, tension, obsession, mood swings, helplessness, lower self-esteem, physical symptoms, social isolation and disturbance, psychological illness, anger, despair, lower job satisfaction, and well-being (Lutgen-Sandvik, Tracy & Alberts, 2007).

The job harassment affects the victims. There are many ways to measure workplace bullying in organizations. The atmosphere on the job area or the willing to leave the job affect the employees (Einarsen, Raknes & Matthiesen, 1994). A person who is affected by bullying may choose a counterproductive behavior as a set of responses. Many counter behaviors are held in working places. These results include discomfited, aggressiveness and embarrassment. Being discomfited is a reason to organizational aggressiveness, and happens when an established goal-response is intervening. Such acts are situational constraints in the start of the work situation that stop the person to achieve the working goals (Peters, O'Connor & Rudolf, 1980).

The organizational frustration lowers the scale of job's performance, absenteeism and interpersonal offensiveness. If these behaviors hinder the organizational performance of the tasks, that can damage the organizations. On the opposite side, the representatives act towards the authoritative animosity incorporate resistance, excitement, stress, and outrage (Chen and Spector, 1992).

Work commitment refers to a person with positive rewarding; state of mind is related to his/her job, which is arranged by strength, commitment and concentration. Employees having great level of work engagement consider themselves with their high level of power and ability to work (Bakker, Schaufeli, Leiter, & Taris, 2008). Rodríguez-Muñoz et al. (2009) declared that workplace bullying was an originator of job-related (negative) well-being, as exploitations at workplace would wear out the sufferers, and reduce the level of their job commitment. Study of the past empirical findings suggested that workplace bullying has a negative relation with the work engagement. As the work engagement decreases due the workplace bullying, whenever the work engagement goes down, the organizational performance is also badly affected. As well, the outcomes of the organization is also affected in a bad manner.

RP4: Workplace bullying has mediating role between High performance work systems.

Conceptual framework

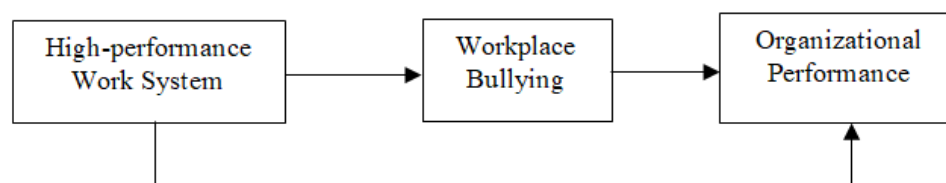


Figure 1. Conceptual framework

Based on the Social behavior theory, this conceptual framework was proposed (Fig.1). The supported theory was Resource Based Theory.



METHODOLOGY

In this conceptual paper, the different sources of data collection were used. The **first** source was the “**Google search engine**”. The term organizational performance and workplace bullying were used, and a huge amount of information was found, but it was not a reliable information to support the research.

Second, different articles written by different authors were studied. No one agreed on the single concept of HPWS, and presented different approaches.

Third, two books were supposed helpful for this conceptual paper. Effective Human Resource Management: A Global Analysis by Adward E Lawer III ,Achieving Excellence in Human Resources Management, An Assessment of Human Resource Functions.

This conceptual paper went through the numerous articles from 3 journals including International Journal of Human Resource Management, Academy of management journal, and European journal of work and organizational psychology.

DISCUSSION

This research examined the role of High-Performance work system in the company performance by the mediation consequences of workplace bullying in organization. Current research supported the literature and different theories related to HPWS, Organizational performance and workplace bullying. The feedback on HPWS and many studies of meta-analytical have correlated with the above study (Combs et al., 2006). No one can agree on the concept of HPWS which presents different approaches like theoretical, empirical, practical ones which all are followed by many researchers (Boxall & Macky, 2009). HPWS actually has been a part but an inter-linked group of HR activities that are used in the improvement of the employees' skills and efforts (Datta et al., 2005; Takeuchi et al., 2007). It had been noticed that the act which is continuous, frequent, demoting and threatening, occurs in the daily life fills the employees with stress which is not possible for that person to face it with patience. For the organizational performance, it has been observed that the value which is created by a firm with the value owners is likely to be received from the firm (Alchian & Demsetz, 1972).

Venkatraman and Ramanujam (1986) gave the definition of performance as “the use of simple output-base financial indicators that are showing the achievement of the economic goals of the organization”. In the past, the literature had been filled with many studies with the workplace bullying as an independent or dependent variable the same as the concept of HPWS and organizational performance with their dimensions in different fields (Jeong & Choi, 2016). Workplace bullying exists in every field of life with its multiple dimensions of negative effects on the employees as well as the performance of organizations (O'Moore et al., 1998). As expected, the results of the present study found that HPWS had a positive effect on organizational performance. Workplace bullying has had a negative effect on organizational performance. The results clearly showed that education department (E.D) where workplace bullying also exists in negative manner, suffered negatively from the performance of the organization in different aspects. Nowadays, in market, many E.Ds are running, and all have to achieve more from the others, and due to the workplace bullying, the employees are affected by the direct impact of the organizations' performance (Lim & Cortina, 2005).In this research,



the conceptual framework based on the theory basically explained the relationship between independent and dependent variables.

CONCLUSION

The study focused on the impact of the High-Performance Work System and Organizational Performance with a mediating effect of Workplace bullying on Educational Sector. In the study, different articles and research papers have been studied. Based on the results and discussions, it could be concluded that High Performance Work System played an important and significant role to increase the organizational performance. HPWS has been a source to strengthen the performance of the organization. Both had direct relationship with each other. The increase in the HPWS, led to an increase in the organizational performance. In this study, HPWS was positively related to the organizational performance. The results showed that Bullying had a negative effect on the organizational performance. HPWS improved the performance of the organizations directly; but when workplace bullying worked as a mediator between them, it affected the organizational performance negatively. It turned down the employees' morale, and also brought changes in the organization culture.

Implication of the study

For the theory of social behavior, the current study showed the impact of workplace bullying on the educational institutes of all levels (small to international) including private and government. The scholars Serafeimidou and Dimou (2016) found that within the Europe, many studies conducted on workplace bullying have had different results which was due to the different ways of measuring the bullying, and also due to the different features of the country with respect to the specific characteristics of the countries and their cultures. In this study the workplace harassment had a negative relation with the performance of the organizations which is the most important for organizations at every level. Actually, it is the accomplishment of the psychological contract in any organization that is the most important for firms' behavior and outcomes (Tomprou *et al.*, 2012). The psychological contract includes expectations or belief & values which are not written. It refers to the level of employee loyalty, work commitment, work output, satisfaction with job, flexible job attitudes, all of which are not included in the contract (Galanaki & Papalexandris, 2013), and when someone faced it in working environment it affects on the performance of that employee which directly affects on the performance. By the results of the present study, there has been a need to overcome the workplace bullying through different channels to get more outcomes and competitive advantages in the market.

Limitations of the study

Firstly, in the literature, many studies have shown different results which were due the cultural and countries differences (Serafeimidou and Dimou, 2016). However, by considering different models of workplace, bullying dimensions studies have found the same results (Harvey, Treadway & Heames, 2007; Houshmand, O'Reilly, Robinson & Wolff, 2012).

Secondly, the existing different theories of High-Performance work system would be also discussed to find the clearer impact of workplace bullying on organizations' performance.



Suggestions for future research

Suggestion 1:The dimensions of workplace bullying which also affect the performance, should be included (Harvey et al., 2007; Houshmand et al., 2012).

Suggestion 2: In the future, workplace bullying should be compared with financial factors if any available to better understand the impact of workplace bullying. Future research should take other factors influencing the performance of organizations such as family support, coworker's behavior or other features present in organizations.

Suggestion 3: This study recommended the further research on educational sectors in Punjab region.

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