

CORRECTIVE DISCIPLINARY MODEL AND WORKPLACE BULLYING IN QUICK SERVICE RESTAURANT IN RIVERS STATE

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ABSTRACT

This study investigated the effect of corrective disciplinary model on workplace bullying in Quick service restaurants in Rivers State. The study raised two research questions and two hypotheses, and adopted the social exchange theory and the general deterrence theory were used as the base line theories to underpin the study variables. The study adopted the descriptive research design, with a total population of 277 employees of quick service restaurants in Rivers State, which was also used as the sample size. The study employed primary data source with the use of questionnaire while Pearson Product Correlation Coefficient with the aid of Statistical Package for the Social Sciences (SPSS) was adopted to determine the theoretical validity of the variables hypothesized. Analyses from the study revealed that corrective disciplinary model has no significance relationship with intimidation but has a strong positive significant relationship with verbal abuse of Quick service restaurant in Rivers State. Based on the findings, it was concluded that corrective disciplinary model statistically affect workplace bullying in quick service restaurants in Rivers State, hence, it was recommended that corporate firms and especially those in the quick service sub-sector should develop and communicate a comprehensive and concise anti-bullying policy that explicitly states the organization's zero-tolerance approach towards workplace bullying. Firms should also encourage a culture where employees feel empowered to speak up and support each other.

Key words: Corrective disciplinary model, Workplace bullying, Intimidation, Verbal abuse and Strategic disciplinary practices.

INTRODUCTION

Encapsulated by the necessity to achieve a more conducive work atmosphere, enterprises across different sectors are poised to incorporate ethical disciplinary practices suitable to prevent work place aggression and bullying at different levels of organisation. Workplace bullying is known as the repeated less favorable treatment of an employee by another or others in the workplace, which may be considered unreasonable and inappropriate workplace practice. It includes behaviour that intimidates, offends, degrades or humiliates a worker, possibly in front of co-workers, clients, or customers. Thus, workplace bullying has been recognized as a serious issue in the working environment. It can have a profound impact on both the victims of bullying and the organisation as a whole (Robert, 2018). Studies have found that employees who

experience bullying may experience significant decline in their performance and productivity, leading to a decrease in the overall efficiency of the organisation (Robert, 2018).

Bullying in an organisation can be caused by many factors. According to Rayner and Hoel (1997), lack of proper work control and increased levels of role conflicts are some of the causes that may trigger employees engaging in such behaviours. Vartia (1996) also believes that problems in communication and cooperation, low morale and unhealthy social climate are also some possible causes for bullying to occur in a workplace. Cultural differences and the fact that 'who' is involved in bullying at workplace also determine the environment as conducive for this act or otherwise. Bullying behaviours arise from long duration conflicts (Razzaghian & Shah, 2011). Such a scenario is also expected to produce emotional responses as well as counter-productive behaviours in the group. Though, counterproductive behaviours can be of different forms. For example, when people face hindrance in the achievement of their set tasks or goals, frustration may result and this can prove to be an antecedent for organisational aggression. Thus, employees react to situations by engaging in different counterproductive behaviours including hostility, interpersonal aggression, etc (Fox & Spector, 2009). On the other hand, when the employees are subjected to organisational aggression, they respond through different means which includes stress, anxiety, anger, etc. They may even respond with aggressive actions that are aimed at the organisation.

Victims of bullying often suffer from physical and psychological health issues, such as depression, anxiety, and post-traumatic stress disorder (Robert, 2018). These health issues can make it difficult for employees to effectively perform their job duties, resulting in further loss in productivity. Bullying can also lead to a decrease in morale among employees, which can result in an increase in workplace conflict, absenteeism, and even turnover (Robert, 2018). Overall, workplace bullying can have a negative impact on employee performance and productivity, leading to detrimental effects on the organisation's goal.

Corrections in the organisation consists of setting clearly defined limits for employees. The vast majority of workers in modern corporate firms often claim to not clearly understand organisation's limit, because most of them may have come from places where corrections were at abysmal level. Thus employees' corrections for undesirable behaviours only tells them what not to do and does not tell workers what behaviours are preferred. Both parties are expected to abide by the prevailing regulations. As such policies relating to correcting and putting employees in the right perspective should be in place to serve as a guide to an orderly conduct in the workplace in order to achieve the organisational goal (Gatchalian and Lumiqued, 2005). In the context of quick service restaurants in Rivers State, correction disciplinary models put in practice are an area of concern in relation to workplace bullying. The Corrective Disciplinary Model (CDM) is an approach to managing employee behaviour in the workplace that emphasizes correcting problem behaviours through targeted interventions and support (Crespo, 2022). The use of a corrective disciplinary model in an organisational setting can have many positive benefits. Effective disciplinary models should include clearly defined goals, timely feedback, and open communication (Mohammed & Dumville, 2001). Such models can be used to help employees recognize and learn from their mistakes, providing them with opportunities to improve their performance and prevent similar mistakes in the future. Additionally, these models can enable organisation to create a culture of open communication, allowing employees to become comfortable with discussing their mistakes and taking corrective action. Furthermore, a corrective disciplinary model can help organisation foster a respectful workplace environment where employees feel that they are respected and their best interests are taken into consideration. This can help to create a positive work atmosphere and increase employee morale and engagement (Mohammed & Dumville, 2001).

Overall, the use of a corrective disciplinary model can be an effective way for an organisation to create a positive and productive work environment. Additionally, fostering open communication channels and providing employees with avenues to report incidents of intimidation in a safe and confidential manner can help create a supportive workplace environment. Thus, this study examined the relationship between corrective disciplinary models and workplace bullying in Quick service restaurants in Rivers State. Furthermore, this study was also guided by the following research questions:

- i. What is the relationship between corrective disciplinary model and intimidation in Quick service restaurants in Rivers State?
- ii. What is the relationship between corrective disciplinary model and verbal abuse in Quick service restaurants in Rivers State?

Conceptual Framework

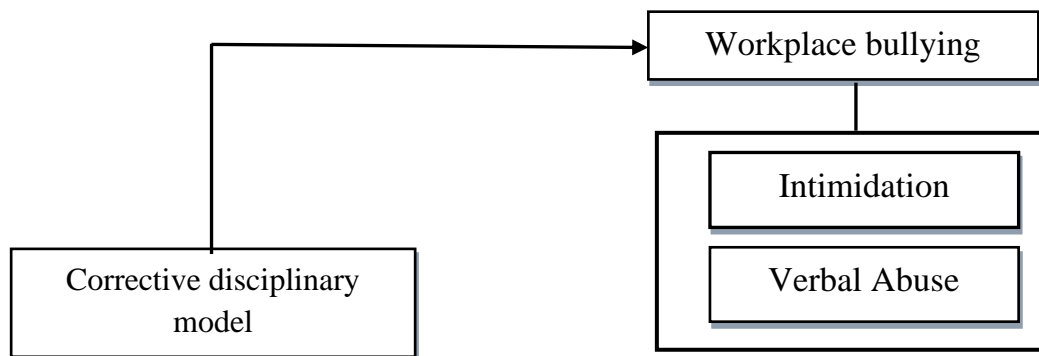


Figure 1: Relationship between strategic corrective disciplinary model and workplace bullying

Source: Dimensions of strategic corrective disciplinary model were adapted from the work of Sule-Dan and Ilesanmi (2015); Chai, Ismail and Khan (2021); the measures of workplace bullying were adapted from the work of Sepler (2015); Rossiter and Sochos (2018).

The study tested the following research hypotheses:

H₀₁: There is no significant relationship between corrective disciplinary model and intimidation in Quick service restaurants in Rivers State.

H₀₂: There is no significant relationship between corrective disciplinary model and verbal abuse in Quick service restaurants in Rivers State.

LITERATURE REVIEW

Theoretical Foundation

The main theories adopted for this study were the social exchange theory and general deterrence theory.

Social Exchange Theory

The social exchange idea was advocated by George Homans in 1958. The idea is founded on the social psychology, sociological and philosophical viewpoints on human relationships (Allen & Ebby, 2007). These concepts were drawn from behaviouralism and utilitarianism which are still present in the relationship between individuals today. This is because humans engage in many interactions on a regular basis as we participate in activities inside communities, organisation, networks and institutions that we inhabit. The social exchange theory states that social development and stability is a process where parties involved negotiate exchanges and that human relationships are formed after parties involved balance the cost and advantages of the relationship and compare alternatives (Rutti, Helms, & Rose, 2013). The hypothesis has been backed by different researches key among them was by George Homans a sociologist in 1961, Richard Emerson in 1962 and 1972 as well as the contribution of Peter Blau in 1964 (Burgess & Huston, 2013). According to the theory, employers may strategically employ disciplinary practices to maintain control and power in the workplace. They may use punishments or threats of negative consequences as a means to elicit compliance and conformity from employees, thus enhancing their authority.

General Deterrence Theory

General deterrence theory is a theory which asserts that undesirable acts of individuals may be controlled or prevented through fear of punishment (Gibbs, 1975). The theory was originally a grounded theory and started being used as a military strategy throughout the Cold War. By using the perception of nuclear

superiority and massive retaliation, it was aimed to dissuade the adversary states from attacking or taking an unwanted action. In later times, the theory examined in the context of criminology and several studies found that the high level of fear punishment is negatively associated with crime commitment intention of individuals (Kuhlampi, 2017). Based on previous researches, scholars started emphasizing GDT concept that can be also used for the organisation to control and prevent any type of incompatible behaviours with the rules of the organisation.

[However, the existence of these rules has only a small impact on individuals' behaviour, if they are not enforced in the right way (Peace, Galletta & Thong, 2003). The GDT asserts formal sanction against an undesirable act of individuals and directs them to comply with organisational policies (Han and Jie, 2010). Likewise, other scholars supported this notion with findings which prove that perceived sanction severity and detection certainty associated with the behavioural intention for misuse of the Internet. Nevertheless, the detection strategies which are used by companies must be applied in accordance with the laws and it can vary from country to country. In conclusion, within general deterrence theory, it is intended to eliminate the perceived benefits of engaging deviant behaviours and strengthen the perceived deterrents against deviant behaviours.

Conceptual Review

Strategic Disciplinary Practices

There is no universally acceptable definition of discipline. Some scholars perceive discipline as a form of punishment which brings about fear and disdain when a person is involved in inappropriate acts. On the other hand, some scholars view discipline as the behaviour of good conduct and adherence to established rules and regulations (Idris & Alegbeleye, 2015). Discipline in the workplace is the means by which supervisory personnel correct behavioural deficiencies and ensure adherence to established rules. In the simplest term, discipline refers to the orderly behaviour exhibited by individuals or group of individuals.

In management parlance, employee discipline implies that employees adhere to the rules and regulations established by an organisation for appropriate behaviour (Onah, 2009). Knight (2014) viewed discipline as a form of behaviour traceable to a particular training. According to Dumisan (2012), discipline refers to observance and total compliance to the rules and regulations of a society, community or organisation. Calhoon (2008) also defines discipline as a catalyst that propels individuals or groups of individuals to comply with the rules and regulations which are imperative for the smooth running of an organisation. Similarly, Acquadro (2020), described discipline as a force that restricts individuals or groups of individuals from embarking on activities that are contradictory to the policies of an organisation.

Strategic disciplinary practices refer to the systematic and proactive approach to managing employee behaviour within organisation (Irvin, Tobin, Sprague, Sugai & Vincent, 2004). Strategic disciplinary practices involve the implementation of a well-thought-out plan that aligns with the organisation's goals and objectives (Kuchi, 2006). Characteristics of strategic disciplinary practices include clear communication, consistency, and fairness. The benefits of implementing strategic discipline in the workplace include improved productivity, increased employee morale, and reduced turnover rates. The implementation of strategic disciplinary practices can have significant benefits for organisation.

Corrective Disciplinary Model

The Corrective Disciplinary Model (CDM) is an approach to managing employee behaviour in the workplace that emphasizes correcting problem behaviours through targeted interventions and support (Crespo, 2022). The use of a corrective disciplinary model in an organisational setting can have many positive benefits. Effective disciplinary models should include clearly defined goals, timely feedback, and open communication (Mohammed & Dumville, 2001). Such models can be used to help employees recognize and learn from their mistakes, providing them with opportunities to improve their performance and prevent similar mistakes in the future. Additionally, these models can enable organisation to create a culture of open communication, allowing employees to become comfortable with discussing their mistakes

and taking corrective action. Furthermore, a corrective disciplinary model can help organisation foster a respectful workplace environment where employees feel that they are respected and their best interests are taken into consideration. This can help to create a positive work atmosphere and increase employee morale and engagement (Mohammed & Dumville, 2001). Overall, the use of a corrective disciplinary model can be an effective way for an organisation to create a positive and productive work environment.

According to Mohammed and Dumville (2001), the implementation of a corrective disciplinary model is an important part of any successful organisation. They argued further that a corrective disciplinary model can be successful in improving employee performance, reducing turnover, and increasing morale. They suggest that organisation should focus on providing clear expectations and developing a culture of accountability through the use of a corrective disciplinary model. Additionally, they suggest that organisation should ensure that employees have a sense of fairness and understanding of the consequences of their actions. Furthermore, effective corrective disciplinary models should be tailored to the specific needs of the organisation and be based on an understanding of the diverse needs of the workforce. Ultimately, an effective corrective disciplinary model can help organisation to create an effective and productive work environment.

The corrective disciplinary model is a practical and effective way to address misconduct in the workplace. It provides organisation with a structured approach to help employees to recognize and modify their behaviour, to bring about positive outcomes. It emphasizes immediate action, so that employees are clear on the consequences associated with misconduct, and it can be tailored to the specific needs of each organisation. Overall, the corrective disciplinary model is a useful resource for organisation to maintain a productive and harmonious work environment.

Concept of Workplace Bullying

Workplace bullying has been recognized as a harmful feature of modern workplaces with long-term damaging effects for both the bullied individuals as well as the organisation (Hutchinson, Vickers, Jackson,

& Wilkes, 2005). It happens to be a deliberate, ongoing, and subtle activity with all its negative implications carefully masked, that is, “severe and pervasive problem” (Carbo, 2009). In fact, workplace bullying can be characterized as an invisible, “intensively, individualized and harmful experience” (Hutchinson, Vickers, Jackson, & Wilkes, 2004 as cited in Hutchinson, Vickers, Jackson, & Wilkes, 2006). Workplace bullying involves repeated acts, in which one or more individuals engage in, with the intent to harm others and create a hostile working environment (Archer, 1999; Hutchinson et al., 2005, 2006; Simpson & Cohen, 2004). In work-related bullying, individuals are given heavy workloads, their applications for leaves are refused, and they are allocated menial tasks (S. Fox & Stallworth, 2006).

Bullying behaviours include shifting opinions, overruling the victim’s decision, professionally attacking the victim, and openly flaunting one’s status and power (Yildirim, 2009). It takes the form of excessive monitoring, unfair criticism, judging work wrongly, and blocking someone’s promotion (Randle, Stevenson, & Grayling, 2007). It also involves behaviour like ignoring the victim, not returning phone calls, memos, and emails. Workplace bullying leads not only to psychological harm but also to health-related issues (Hutchinson et al., 2005), financial loss, increased staff turnover, lowered morale, reduced productivity, and loyalty (Quine, 1999; Rayner & Cooper, 1997). In fact, workplace bullying could be a “more crippling and devastating problem for employees than all other work-related stress put together” (Einarsen, 1999).

Workplace bullying attributed to systematic power abuse may be adopted in various forms, including predatory, job-related, and individual-related bullying; direct or indirect harassment; and dispute-related bullying, either face-to-face or online known as cyber- bullying. Workplace bullying has been described by Slonje and Smith (2008) as ‘repeated and persistent negative acts towards one or more individual(s), which involve a perceived power imbalance and create a hostile work environment’. The prevalence of workplace bullying varies considerably. Based on country, industrial sector and method of measurement, Grainger and Fitzner, (2007) revealed bullying rates of 25% in Portugal,

13.6% in the Czech Republic, 16.2% in the telecom sector of Canada and 30% face-to-face bullying victimisation among adults have been reported. Both face-to-face bullying and cyberbullying were detected in the educational settings in Spain.

Workplace bullying is an increasingly serious problem in today's society, and its effects on employees can be severe. Loh, Restubog, Kiew and Tang (2010) argued that workplace bullying can lead to a variety of negative outcomes for employees. These include decreased job satisfaction, organisational commitment, and work performance, as well as an increase in psychological distress and an overall decrease in psychological well-being. Furthermore, the authors note that workplace bullying can have a lasting impact, as the effects can become more severe over time and can even persist after the bullying has stopped. They highlighted the importance of addressing workplace bullying, as the effects on employees can be significant and long-lasting. It is therefore essential that employers take proactive steps to prevent and address workplace bullying in order to protect the health and wellbeing of their employees.

Intimidation

Workplace intimidation is the use of threats, coercion, or other forms of aggressive behaviour to intimidate or control an employee in the workplace. It is a form of workplace bullying and can lead to negative consequences for both the employee and the organisation as a whole. Workplace intimidation can come in many forms and can have serious consequences for both the victim and the business. According to Cregan and Kelloway (2021) posit that there are four main types of workplace intimidation: verbal, physical, psychological, and sexual. Verbal intimidation includes threats, insults, and aggressive language, while physical intimidation includes physical assault or the threat of physical assault. Psychological intimidation includes manipulation, control, and humiliation, while sexual intimidation includes unwelcome sexual advances, requests for sexual favors, and any other form of sexually charged behaviour. It is important to note that all of these forms of intimidation can be perpetrated by both supervisors and coworkers and can have negative effects on the victim, such as reduced job performance, increased stress, and physical or

psychological harm. Additionally, the business itself can suffer from workplace intimidation, such as increased absenteeism, decreased productivity, and financial losses due to legal action. Therefore, it is important for employers to be aware of the different types of workplace intimidation and take steps to prevent and address it in their workplaces.

Workplace intimidation may take the following forms banter, insults, taunts, jibes, shunning people because of their tribe, colour, nationality or ethnic background, excluding them from conversations, being condescending or deprecating about the way they dress or speak, picking on workers unnecessarily, sexual harassment etc. It can be a major issue for human resource management. Caillier (2021) discussed the various forms of workplace intimidation such as bullying, harassment and discrimination, and how these forms of intimidation can have a detrimental effect on personnel. He stated that the effect of workplace intimidation on public personnel can include decreased morale and job satisfaction, increased stress and anxiety, decreased productivity and increased turnover rates. Caillier argues that in order to mitigate the effects of workplace intimidation, public personnel management must ensure that policies and procedures are in place to address such workplace issues. Furthermore, the author suggests that public personnel management must be proactive in creating an environment that is free from intimidation and discrimination. By doing so, public personnel will be better equipped to handle such workplace issues, and ultimately be more productive and successful in their roles.

Verbal Abuse

Verbal abuse refers to the use of words, tone, or language to harm, control, manipulate, or belittle another person. It involves the consistent and intentional use of spoken words to demean, insult, threaten, criticize, or humiliate someone. It can occur in various relationships, such as between romantic partners, family members, friends, or colleagues. Verbal abuse is a type of workplace aggression that involves the use of language to degrade, humiliate, or intimidate an employee. It can take the form of insults, threats, yelling, or other forms of verbal aggression (Yüçetürk & Öke, 2005). Verbal abuse can lead to negative

consequences for both the employee and the organisation as a whole, including reduced job satisfaction, increased stress and anxiety, and physical health problems. Effective prevention and management of verbal abuse require a comprehensive approach that includes policies and procedures, training and education, support for targets and witnesses of abusive behaviour, a prompt response to reported incidents, fair and impartial investigation process, and appropriate disciplinary measures for perpetrators.

According to Woodrow and Guest (2014) workplace verbal abuse is caused by a combination of factors, including the emotional and psychological characteristics of the abuser, such as anger and resentment. Furthermore, they suggest that the social context of the workplace plays a role as well; for example, a workplace characterized by low morale, high stress levels, or a lack of respect can create an environment where verbal abuse is more likely to occur (Woodrow & Guest, 2014). Additionally, they suggest that workplace verbal abuse can be caused by structural conditions such as poor job design, inadequate resources, and role ambiguity (Woodrow & Guest, 2014).

Workplace verbal abuse can have a devastating impact on employee mental health. Conway, Høgh, Balducci and Ebbesen (2021) highlighted the importance of protecting employees from verbal abuse in the workplace, as it can cause psychological distress and long-term mental health issues. Verbal abuse can have a significant impact on employee mental health and overall well-being, and it is crucial for employers to recognize and address this issue. It is also important to note that workplace verbal abuse can create a toxic work environment, which can ultimately lead to decreased productivity, high turnover rates, and negative impacts on an organisation's reputation. Additionally, the impact of verbal abuse can be significant and long-lasting, causing emotional, psychological, and sometimes even physical harm to the victim. It can lead to lowered self-esteem, anxiety, depression, post-traumatic stress disorder (PTSD), and a range of other negative psychological effects. Verbal abuse can erode trust, damage relationships, and create an environment of fear and intimidation. Examples of verbal abuse include name-calling, insults, derogatory remarks, mocking or making fun of someone, yelling, screaming, constant criticism, using threats or

intimidation, gaslighting (manipulating someone to doubt their own perception or sanity), and using sarcasm or passive-aggressive comments to hurt or demean another person.

Empirical Review

Juma and Moronge (2015) examined Progressive Discipline and Employee Performance in the organisation. Kenya: A Case of Mukurwe-Ini Wakulima Dairy Ltd. The general objective of the study was to establish the influence of progressive discipline on employee performance in Kenya. The study reviewed several literatures in line with the area of study and employed descriptive research design so as to carry out an in depth study of the organisation in order to come up with relevant data for analysis. It targeted 130 employees of Mukurwe-ini wakulima dairy Ltd and 50% of the population being 65 respondents were sampled using simple random sampling method. The primary data was collected by use of questionnaires as the data collection instruments and data was analyzed using the statistical package for social sciences (SPSS). The analysis showed that codes of conduct had the strongest positive (pearson correlation coefficient =.603) influence on employee performance. In addition, employee reprimand, employee disciplinary procedures and rules and regulations are positively correlated to employee performance (pearson correlation coefficient =.506, .559 and .622). The code of conduct was the most significant factor. The study concluded that employee reprimand, code of conduct, employee rules and regulations and employee disciplinary procedures positively influenced employee performance at Mukurwe-ini wakulima dairy.

Another study by Chelliah and Pitsis (2010) carried out a study on power sharing in progressive discipline: New rules of engagement arising from an Australian perspective. Using data from the Australian Industrial Relations Commission, analyses were made based on the outcomes of 78 unfair dismissal cases across 17 industries over a four-year period (1997-2000). The data were obtained from a large study of unfair dismissals under the former Australian Workplace Relations Act 1996 (Cth). The study found that the application of progressive discipline on employees is concentrated around industry and occupational class.

Specifically, it shows that occupational classes such as unskilled, skilled, and sales staff are more susceptible to disciplining by employers but did not examine how employees perceived and experienced the disciplinary process and how it may have affected their well-being and job attitudes.

BlueJack, Biriowu and Asawo (2021) explored the relationship between preventive discipline and industrial relations atmosphere of electrical engineering service companies in South-South, Nigeria. The objective of the study was to ascertain the extent to which preventive discipline impacts on industrial relations atmosphere measures such as adversarial and harmonious industrial relations atmosphere of electrical engineering service companies in Port Harcourt. The research design for this study takes the form of a cross sectional survey research strategy and data were obtained using well-structured questionnaire from a total of 144 employees within the companies. The Cronbach alpha reliability was used in assessing the reliability of the instruments adopted in the study. The test on the hypothesis showed that there is significant negative but strong relationship between preventive discipline and adversarial industrial relations atmosphere. There is also significant positive but strong relationship between preventive discipline and harmonious industrial relations atmosphere. It was therefore concluded that as preventive discipline mechanisms are applied in the workplace, the adversarial industrial relations atmosphere is significantly reduced. Also, as preventive discipline mechanisms are adopted the harmonious industrial relations atmosphere is significantly increased.

Bradshaw et al. (2009) conducted research on strategies to promote a positive workplace environment through a preventive disciplinary model. The study examines the impact of PBIS on staff reports of school organisational health using data from a group-randomized controlled effectiveness trial of PBIS conducted in 37 elementary schools. Longitudinal multilevel analyses on data from 2,596 staff revealed a significant effect of PBIS on the schools' overall organisational health, resource influence, staff affiliation, and academic emphasis over the 5-year trial; the effects on collegial leadership and institutional integrity were significant when implementation fidelity was included in the model. This study found that the model was

effective in reducing disruptive behaviour while also improving the overall workplace climate. The model utilizes a combination of positive reinforcement, corrective feedback, and educational training to encourage better behaviour in the workplace. In addition, it emphasizes problem solving and collaboration, as well as providing support to workers who are experiencing difficulty. By providing an environment that is conducive to success, the preventive disciplinary model can help to prevent further disruptive behaviour and create a more positive work experience.

Braun (2021) indicated that nearly 30% of the participants surveyed had experienced face-to-face harassment at work at some point in their careers. His findings showed that 27% of workers faced harassment, and 30% reported face-to-face bullying among middle-aged employees at work. At the same time, somewhere between 9% and 20% of workers from various occupations reported victimisation through cyberbullying at work.

Through the use of several variables, previous research has attempted to address the issue of workplace bullying. Nkporbu and Douglas (2016) examined the prevalence and pattern of work place bullying as psychosocial hazards among workers in a tertiary Institution in Nigeria and discovered that work place bullying was common and verbal abuse was the most prevalent (43.9%), followed by assigning meaningless tasks unrelated to the employee's job (41.2%). Moreover, Otema, Acanga and Mwesigwa (2022) carried out a study on workplace bullying and its consequence to employee productivity in civil society organisation in Lira City, Uganda. They found that workplace bullying has negative implications on the productivity of employees, and by extension, negative implications on the productivity of organisation. Similarly, Hakizimana (2014) carried out a study on workplace bullying, job satisfaction and organisational commitment among healthcare professionals a case of Kigali university teaching hospital (CHUK). He found a statistically significant association between workplace bullying and position was observed, and nursing position was found to be associated with workplace bullying.

Also, Nwaneri, Onoka and Onoka (2017) examined workplace bullying among nurses working in tertiary hospitals in Enugu, southeast Nigeria and found that the prevalence of workplace bullying among nurses working in tertiary hospitals in Enugu is reported to be high. In addition, Afolaranmi, Hassan, Gokir, Kilani, Igboke, Ugwu and Ofakunrin (2022) examined workplace bullying and its associated factors among medical doctors in residency training in a tertiary health institution in Plateau State Nigeria. They found workplace bullying has been found to be in existence and relatively high among medical doctors in residency. Likewise, ALhadrawi, and ALhisnawi (2022) carried out a study on the effect of workplace bullying in the job anxiety in the Iraqi Health Sector. Their results showed that bullying behaviours in the workplace have a positive significant effect on job anxiety.

A study conducted by Einarsen (2011) on 745 Norwegian medical staff showed that bullied workers experience a higher level of exhaustion compared to non-bullied colleagues. Mathisen, Einarsen and Mykletun (2008) conducted another Norwegian study and explored the incidence and effects of harassment in restaurants. Results of the study demonstrated a definite link between experience of victimisation behaviour and burnout.

Previous researches have also established that workplace bullying, as a considerable stressor, negatively affects the victims' well-being and has adverse effects. Parkins et al. (2006) showed that workplace bullying might have severe outcomes in terms of mental health and physical well-being. Results revealed that emotional and physical symptoms are in form of despair, jittery feelings, lack of ability to think, nervousness, petulant feelings, annoyance, digestion problems, high blood pressure, depression, sleep disturbance, etc.

METHODOLOGY

This study adopted descriptive design method which was targeted to answer the questions how, what, why, when and which? The design also described systematically a situation or area of interest factually and precisely in investigating the effects of strategic disciplinary practices on work place bullying in Quick

service restaurants in Rivers State. The target population of this study was 277 employees drawn from 25 Quick service restaurants in Rivers State. Since the population of this study is rather small (25 major Quick service restaurants in Rivers State), using the census survey (Robert, 2018), the population size was adopted as the same as the sample size (with two-hundred and seventy-seven employees selected across the sampled firms). Primary data was collected using a self-administered questionnaire that featured closed- ended questions on a five point Likert scale ranging from strongly disagree to strongly agree. The research questionnaire was validated using the content validity technique while reliability was tested with the use of Cronbach's Alpha Correlation Coefficient with coefficients of all the study variables greater than 70%, as the threshold. The study applied both descriptive and inferential statistical analysis; the hypotheses were tested using the Pearson Product Correlation Coefficient with the aid of Statistical Package for the Social Sciences (SPSS) was adopted to determine the theoretical validity of the variables hypothesized

DATA ANALYSIS AND RESULTS

Data Presentation

Table 1: Table 1: Numbers and Percentages of Questionnaires Distributed and Retrieved

S/N	Details	Frequency	Percentage (%)
1	Number of Copies Distributed	277	100.00
2	Number of Copies Retrieved	228	82.31
3	Number of Copies not Retrieved	49	17.69
3	Number of Copies not correctly filled	0	0.00
4	Number of Copies used for Analysis	228	82.31
	Total	277	100.00

Source: Field Survey, 2023

Table 1 showed the distribution and collection of questionnaire sent to the respondents. It was shown that 277 copies of questionnaire were distributed to the respondents representing 100%. 228 copies of questionnaire representing 82.3% were correctly filled and successfully returned from the respondents;

however, 49 copies of questionnaire representing 17.7% were not returned despite repeated efforts. However, the researcher used the 228 copies correctly filled questionnaire to represent 100% as a basis for the analyses. The implication of this result is that the respondents to the questionnaire are more active to the issues of discipline and workplace bullying.

Table 2: Descriptive Statistics for Creative disciplinary model

	N	Minimum	Maximum	Mean	Std. Deviation
Creative disciplinary model	228	1.00	5.00	2.451	3.643
Valid N (listwise)	228				

Source: Research Data 2023, (SPSS output version 25.0)

Table 2 showed that 228 persons responded to the items of the questionnaires on corrective model in Quick service restaurants in Rivers State. Scores on corrective model had a mean and standard deviation of 2.451 and 3.643 respectively, which implies that the quick service restaurants in Rivers State applies corrective model moderately.

Table 3: Descriptive Statistics for Workplace Bulling

	N	Minimum	Maximum	Mean	Std. Deviation
Intimidation	228	1.00	5.00	3.9732	1.28766
Verbal Abuse	228	1.00	5.00	3.7143	1.21545
Valid N (listwise)	228				

Source: Research Data 2023, (SPSS output version 25.0)

Table 3 above illustrates the descriptive statistics for workplace bullying, which are intimidation and workplace bullying with mean scores of 3.9732 and 3.7143, and standard deviation of 1.28766 and 1.21545 respectively, which implies that most of the respondents were in the agree range of the measurement scale that workplace bullying do exist in the quick service restaurants.

Bivariate Analysis

Test of Hypothesis 1

H0₁: There is no significant relationship between corrective model and intimidation in Quick service restaurants in Rivers State.

Table 4: Correlation Analysis on the Extent and Direction of the Relationship between Corrective Model and Intimidation in Quick Service Restaurants in Rivers State

		Corrective Model	Intimidation
Corrective Model	Pearson Correlation	1.00	.180**
	Sig. (2-tailed)		.163
	N	228	228
Intimidation	Pearson Correlation	.680**	1.00
	Sig. (2-tailed)	.163	
	N	228	228

**, Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Statistics Output (2023)

Table 4. shows the correlation analysis on the extent and direction of the relationship between corrective model and intimidation in Quick service restaurants in Rivers State. The table showed a correlation coefficient of $r = 0.180^{**}$ with a correspondent significant/probability value of 0.163, from the classification of r value, the value is very weak. Since the Significant/Probability Value (PV) $0.163 > 0.05$ (critical value), the researcher therefore accepts the null hypothesis and concludes insignificant relationship between corrective model and intimidation. The implication of this is that an increase corrective model is associated with low proportionate increase in intimidation since the correlation coefficient is positive. Thus it was concluded that there is no significant relationship between corrective model and intimidation of Quick service restaurants in Rivers State.

Test of Hypothesis 2

H0₈: There is no significant relationship between corrective model and verbal abuse in Quick service restaurants in Rivers State.

Table 5: Correlation Analysis on the Extent and Direction of the Relationship between Corrective Model and Verbal Abuse in Quick Service Restaurants in Rivers State

		Corrective Model	Verbal Abuse
Corrective Model	Pearson Correlation	1.00	-.715**
	Sig. (2-tailed)		.002
	N	228	228
Verbal Abuse	Pearson Correlation	-.715**	1.00
	Sig. (2-tailed)	.002	
	N	228	228

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Statistics Output (2023)

Table 5: shows the correlation analysis on the extent and direction of the relationship between corrective model and verbal abuse in Quick service restaurants in Rivers State. The table showed a correlation coefficient of $r = -0.715^{**}$ with a correspondent significant/probability value of 0.002, from the classification of r value, the value is strong. Since the Significant/Probability Value (PV) $0.002 < 0.05$ (critical value), the researcher therefore accepts the rejects the null hypothesis and concludes significant relationship between corrective model and verbal abuse. The implication of this is that an increase corrective model is associated with decrease in verbal abuse since the correlation coefficient is negative. Thus the analysis shows that there is a strong but negative significant relationship between corrective model and verbal abuse.

DISCUSSION OF FINDINGS

The test of hypotheses was carried out using primary data obtained from the respondents and to test the effect of corrective disciplinary model and workplace bullying in Quick service restaurants in Rivers State. The tests were done to also done to determine the extent and direction of the relationship between the predictor variables (corrective disciplinary model) and the measures of criterion variable (intimidation and verbal abuse). And the results from the analysis shows that there is a very weak positive relationship

between corrective model and intimidation on the test of H_{01} as shown in table 4 with the correlation coefficient value of $r = 0.180^{**}$ significant at $p_v = 0.163 < 0.05$. Thus, it was concluded that there is no significant relationship between corrective model and intimidation of quick service restaurants in Rivers State. And also, there is a strong but negative significant relationship between corrective model and verbal abuse on the test of H_{02} as shown in table 4.23 with the correlation coefficient value of $r = -0.715^{**}$ significant at $p_v = 0.002 < 0.05$

These findings are in agreement with a study by Spyridakis and Siguaw (2003) that organisation who implemented the corrective disciplinary model experienced a significant reduction in disciplinary problems and an improvement in employee job performance. The authors suggest that this is because the corrective disciplinary model provides a supportive approach to addressing problem behaviours, which can motivate employees to make positive changes and improve their job performance. In addition, the results are in line with a study by Burnett and Budd (2010) which found that corrective disciplinary model creates a supportive work environment that values employee development and improvement, which fosters a sense of loyalty and commitment among employees. Although, the study by Burnett and Budd (2010) provides useful insights into the benefits of the corrective disciplinary model, the study only examines the relationship between the corrective disciplinary model and employee job satisfaction and commitment, without exploring other factors that may influence these outcomes.

CONCLUSION AND RECOMMENDATIONS

This study was carried out to empirically examine the relationship between corrective disciplinary model and workplace bullying in Quick service Restaurants in Rivers State. Based on the hypotheses tested it was concluded that corrective disciplinary model has a significant relationship with workplace bullying, that an increase in the corrective disciplinary model in the quick service restaurants in Rivers State, will reduce workplace bullying such as intimidation and verbal abuse. Therefore, corrective disciplinary model statically affect workplace bullying in Quick service restaurants in Rivers State. From the conclusion, it

was recommended that: Managers of quick service restaurant should develop and implement policies on corrective disciplinary models that will reduce workplace bullying such as intimidation and verbal abuse, and in addition should regularly review and monitor the work environment to identify signs of workplace bullying as well as promptly follow up on reported incidents, investigate them thoroughly, and take appropriate disciplinary actions against the perpetrators. And lastly, managers should implement regular training and awareness programmes, conduct training sessions on workplace bullying, its impact, and how to prevent and address it.

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