

# **HUMAN RESOURCES BETWEEN WORKPLACE BULLYING AND JOB EMBEDDEDNESS**

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## **ABSTRACT**

*This research aims to diagnose the nature of the mutual relationship between bullying in the workplace and job embeddedness, and the extent of its impact on human resources within business organizations, as it is possible for the human resource to face a series of repeated procedures and practices that make him unwilling to work within the organization, and on the other hand it can It builds a set of social relationships and appropriate behaviors by the administration that push it to continue working within the organization, and it is also possible to face these circumstances and situations jointly at the same time, which will be tried to study in this research. As the research problem reflected the low cognitive perception of the researched organization regarding the interrelation between bullying in the workplace and job embeddedness, so the importance of the research focused on providing treatments to reduce this problem and address all its implications. To achieve these goals, the questionnaire was adopted in collecting data, which was distributed to the 23 members of the Council of the College of Israa University. For the purpose of data processing, the researcher relied on a set of statistical tools available within the application of the program (SPSS.V21), and after processing them, the results confirmed the existence of A reciprocal and overlapping relationship between workplace bullying and job embeddedness, so it was recommended that situations related to workplace bullying and job embeddedness should be identified, and studied in their various details in order to determine the positions that can be invested in line with the organization's goals.*

**Key words:** *workplace bullying, job embeddedness, human resources, organization.*

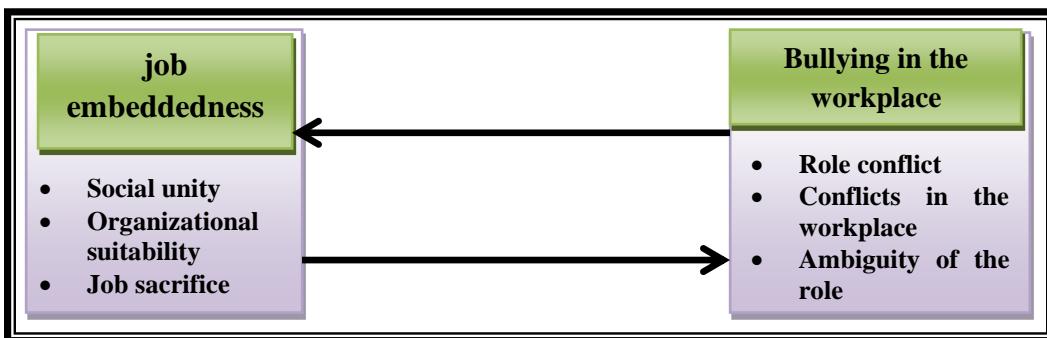
## **THE FIRST AXIS: INTRODUCTION AND RESEARCH METHODOLOGY**

There is a set of concepts that can occur within the organization, which may affect negatively or positively on its human resources. Including human resources because of their exposure to a set of inappropriate practices and behaviors by their management or colleagues repeatedly, which leads them to adopt a set of behaviors that are not aligned with the orientations of the organization. On the other hand, the organization can adopt a set of methods and tools that will control and influence the internal and external variables and forces that contribute in a significant way to enhancing the degree of functional inclusion of human resources, in a way that prompts them to serve their organization and enhance their desire to stay and continue to work within it, regardless of The nature of the incentives they obtain from them, due to the building of a set of social ties and relationships between them and

the parties they deal with, which contribute in a significant way to achieving organizational and cultural cohesion and thus strengthening the degree of cohesion within the organization. Hence, the main research idea emerged in an attempt to study the reciprocal relationship between bullying in the workplace and job embeddedness and what is the potential impact on human resources within contemporary organizations. Within the framework of this idea, methodological lines of research were formulated within the framework of the following points:

1. **Research problem:** Human resources face various situations and situations when implementing their activities and functions within the organization, all of which positively or negatively affect their ability to implement what is required of them and to achieve their goals and the goals of their organization, but some departments focus on certain aspects and neglect the other, which can affect negatively In human resource motivation. Perhaps the most prominent of these concepts is bullying at work, which reflects the inappropriate situations to which human resources are exposed, and the job embeddedness that is represented by positive forces that enhance the desire of human resources to continue working within the organization. Therefore, the researcher can, after field experience in the organization in the field of application, determine the problem of research in the lack of cognitive awareness of the administration in the organization investigated the importance of studying the relationship between bullying in the workplace and job embeddedness and investing its results in enhancing the performance of its human resources and retaining them in the future, and therefore some questions can be raised within the framework of this is the problem :
  - What is the nature of workplace bullying within the organization's field of application?
  - What is the nature of functional inclusion within the organization? Field of application.
  - What is the nature of the correlation between workplace bullying and job embeddedness within the organization and field of application?
2. **The importance of the research:** The importance of the research is divided into two aspects, the first is to discuss the foundations and intellectual principles that foreign researchers have addressed in the study of the two researched variables, to enhance the researcher's ability to make a modest addition to the Iraqi library in terms of combining two important variables in the field of human resource management, namely (bullying in place Employment, and job embeddedness ). As for the second aspect, it emerges in the researcher's attempt to employ a set of global standards and indicators to diagnose the reality of these two variables in the Iraqi environment, and then suggest a set of treatments to reduce the problems facing the organization in the field of application, and to the extent that it relates to bullying in the workplace and the nature of the mutual relationship between him and job embeddedness .
3. **Research objectives:** The current research seeks to achieve a set of goals represented in diagnosing the reality of both bullying in the workplace and functional inclusion within the organization in the field of application, and then diagnosing the nature of the mutual relationship between them to test the main hypothesis of the research, to come out with a set of conclusions and recommendations that contribute to enhancing knowledge of the variables that will be Study it.

4. **Research model:** The research model summarizes its idea in determining the nature of the reciprocal relationship between the two variables in question within the framework of the interdependence and influence relations between them, as in Figure (1):



**Figure (1) Hypothesis research model**

5. **Research hypothesis:** The research starts from a main hypothesis that is formulated within the framework of the philosophical discussion of the theoretical frameworks of the variables studied, and the applied pillars of the research model, which states: "There is a mutual relationship between bullying in the workplace and the functional inclusion of human resources within the organization in the field of application".
6. **Society and Research Sample:** The educational sector was chosen to implement the research, as the research community was represented by the employees of the Al-Israa University College, and the main reason for choosing it is that it is one of the pioneering colleges in the Iraqi environment, which may face a variety of variables and attitudes related to its human resources, especially It relies directly on them in the implementation of its various activities. As for the research sample, it was represented by the members of the faculty council of (23) individuals, and among their most prominent characteristics is that 92% of them hold a doctorate, compared to only 8% who hold a master's degree, and the largest percentage of them are males. As it reached 84% compared to 16% for females, and the percentage of holders of the title of professorship reached 30%, 39% for holders of the title of assistant professor, and finally 31% for those holding the title of teacher, knowing that most of them had a job service of more than ten years, whether within the current college or in government colleges Which he worked on previously.

## THE SECOND AXIS: REVIEWING THEORETICAL LITERATURE

### Bullying in the workplace

The cognitive and intellectual foundations and principles that the researchers dealt with when studying the concept of bullying in the workplace differed, because it explains the relationships that occur within the organization between its human resources, whether between them or between them and their management. Bullying in the workplace as: "a disciplinary tool that can be relied upon by the

administration to get rid of human resources that do not match their orientations by intentionally exposing them to a group of harassment, which could cause accidents or motivate them to leave their jobs" (Glambek el at, 2014 : 255). This definition makes it clear that management relies on bullying in the workplace, to reduce its human resources, especially those that do not suit it. It has also been defined as: "The harassment, abuse, or social exclusion of a group of human resources, which adversely affects the performance of another group of human resources, whose influence escalates over time to move to the level of the organization as a whole" (Jacobs & Wet, 2015 : 32). From this definition it is clear that the impact of this concept from human resources extends to the organization as a whole, and it is necessary to emphasize an important point that through bullying in the workplace, it is possible to control the communications that take place between human resources within the organization, especially non-verbal ones and rumors that may Negatively affects its ability to achieve its goals and the sustainability of its competitive advantage (Goodboy el at, 2015 :2). Focusing on the behavioral aspect, it is defined as: "A set of negative behaviors that the human resource is exposed to during the implementation of what is required of it within the organization, repeatedly during close periods of time, which leads to the adoption of negative behaviors when dealing with others" (Escartín, 2016 : 157). This definition emphasized the importance of repetition in behaviors in order for bullying to form in the workplace, and in line with the idea of the previous definition, it was defined as: "A set of practices adopted by senior management in dealing with their human resources, which affect them negatively and push them to adopt a set of behaviors that are not appropriate to the orientations of the organization And its philosophy " (Oh el at, 2016 : 380). There are a group of concepts that can be used to refer to the concept of bullying in the workplace, including: "Attacking in the workplace, harassment in the workplace, abuse in the workplace, emotional abuse, and other similar concepts" (Adewumi & Danesi, 2017 : 324). This gives a clear indication of the researchers' interest in studying this concept from a multiple and varied angle, which resulted in difficulty in defining an accurate concept for it, and by focusing on the importance of studying bullying in work sites and following up its course by the organization, the researchers pointed out (Nwobia & Aljohani, 2017 : 137) It is the most important problem facing the organization because it is related to the satisfaction of human resources and their psychological state, which reflects negatively on their performance and their desire to leave the job or be absent and delay it, as the report issued by the Institute for Bullying in the Workplace confirmed that 50% of human resources suffer from bullying In the workplace, because of her exposure to a range of inappropriate practices, and perhaps the reason for this is due to the difficulty in determining the behaviors and causes of bullying in the workplace (Yarbrough, 2018 :2). It can be said that bullying in the workplace occurs due to continuous exposure to a range of negative behaviors and actions, which are difficult to address by human resources and defend their rights due to the imbalance of power between them and the parties they deal with (Glambek el at, 2018 : 1). It is necessary to note that bullying in the workplace has a set of social and economic impacts that negatively affect the lives of human resources, not only within the organization, but also transmitted outside it to their personal lives, which carries the organization an additional cost to provide care and insurance services (Vukelic el at , 2018 :2). Bullying in the workplace has also been defined as: "A

group of hidden behaviors that negatively affect the performance of human resources, and cause them pessimism or physical insomnia at work" (Al-Ghabeesh & Qattom, 2019 :2). From this definition it is clear that there are a group of negative behaviors associated with job bullying, perhaps the most prominent of which is gossip, raising problems, withholding information, and the occurrence of conflicts within the organization. It has also been defined as: "Stress, insult, or harassment to which human resources are exposed within the organization, which negatively affects their position within it and excludes them or their loss of their job positions, as a result of a set of practices that occur frequently daily or weekly, which threaten the performance of human resources in the future" (Paul & Kee , 2020 : 24). After discussing the previous ideas, the researcher is able to present a hypothetical definition of bullying in the workplace as: "A group of negative feelings that the human resource suffers from within the organization, due to repeated exposure to practices that do not fit his orientations or capabilities repeatedly, perhaps the most prominent of which is the conflict of the role and its ambiguity, as well as the occurrence of conflicts. In the workplace, which drives him to follow a set of negative behaviors when working within the organization". There is a set of risks that result from bullying in the workplace, which will be studied in the applied aspect of this research, which are: "role conflict, role ambiguity, and conflicts in the workplace" (Feijó el at, 2019 :2), Which will be briefly recognized :

1. **Role conflict:** Role conflict reflects the assignment of human resources to a variety of roles, which requires different behaviors to deal with various situations and situations that they encounter at work, which leads to bullying at work because of their weak ability to balance what is required of them and what they want to achieve from Personal goals (Nambisan & Baron, 2019 : 1).
2. **Conflicts in the workplace:** cases of real or imagined conflicts that occur between human resources within the organization due to the contradiction between their needs, values, or interests at work. Insufficiency in the implementation of functions and tasks (Zahlquist el at, 2019 : 4).
3. **Role ambiguity:** It is a set of situations in which unclear expectations are built about the nature of activities and tasks that human resources must undertake within the organization to implement its role in relation to serving its organization, and perhaps the main reason for this is the lack of information necessary to design and implement jobs (Maden-Eyiusta, 2019 :4).

## JOB EMBEDDEDNESS

Researchers and those interested relied on various foundations and approaches in their definition of job embeddedness , which resulted in a clear difficulty in finding a unified definition for this contemporary concept in the field of human resources management, as job embeddedness was defined as: "A set of variables that explain the nature of the communications that take place between resources And between their organization and the society to which they belong, and he explains to them the nature of the losses that they will bear if they leave the organization" (Bambacas & Kulik, 2013 : 1934). From this definition we deduce the importance of communication in achieving job embeddedness , as it has been defined as: "the building or structure that reflects the behaviors of human

resources approved to solidify its position within the organization, by providing systems and procedures supporting it" (Hernandez el at, 2014 : 336). As for this definition, it emphasized the importance of systems and procedures in addition to communications in achieving job embeddedness . It has been pointed out that job embeddedness is: "The advanced stages of job integration, in which job satisfaction, organizational commitment, and organizational loyalty are advanced" (Ghosh & Gurunathan, 2015 :2). Accordingly, it has been defined according to the behavioral approach as: "A set of relationships between human resources working with others inside and outside the organization in the form, in which the loss of these relationships represents a great loss for them if they leave their jobs" (Tabak & Hendy , 2016 :21). From this definition it appears that relationships are the main engine for achieving job embeddedness , as it has been defined as: "The tool that clarifies the methods and mechanisms through which the organization can enhance the ability of its human resources to integrate into their jobs, and enhance their confidence in their abilities to work and implement what is required of them within their organization" (Khan el at, 2018 :1). On the other hand, it was defined as: "a network of variables that help the human organization to strengthen their relationships within the organization and outside it with the authorities related to their jobs, which makes them less likely to leave or lose their job positions in the future" (Hussain & Deery, 2018 : 282). Focusing on a variety of variables, job embeddedness has been defined as: "A set of environmental, social and social variables that affect the decisions taken by human resources, regarding their continuation or leaving work within the organization" (Qian el at, 2019 :3). Accordingly, job embeddedness occurs as a result of the interaction of a variety of variables related to human resources, and accordingly it can be defined as: "It is a group of power that enables human resources to keep their cards and invest them in the implementation of the tasks assigned to them, to maintain their job positions within their organization" (Ren el at, 2019 :1). Then the concept of job embeddedness tries to discuss the main reason for the survival of human resources and their continued work within the organization instead of leaving it, as the philosophical theory of this concept focuses on identifying the factors that workers perceive as positive and make them continue to work despite their dissatisfaction or conviction with some policies or procedures Their organization (Yu el at, 2019 :8). It has also been pointed out that job embeddedness is one of the attitudinal factors related to achieving the internal integration of human resources for three reasons, which are to take into account the effect of external factors on the position of the human resource towards his organization, and stresses the importance of addressing situations inappropriate to work conditions during its implementation, and finally emphasizes the principles Conservation theory (Rubenstein el at, 2020 :2) . From a strategic point of view, it was defined as: "One of the positive strategies adopted by the administration to preserve its human resources, by strengthening social ties between them and enhancing the processes of congruence between them and their jobs" (Harunavamwe el at, 2020 :3). From this definition we find that job embeddedness is one of the strategies that help secure human resources and enhance their sense of safety when working within the organization. After discussing the previous definitions, the researcher can procedurally define functional inclusion in this research as: "A set of procedures that the organization adopts to enhance social ties between its human resources and achieve organizational suitability between them

and its functions and culture, in order to enhance their desire for job sacrifice for the purpose of achieving the goals of their organization and continuing their desire to work. In her future". With regard to the importance of job embeddedness , it is one of the factors that affect the desire of human resources to continue working within the organization, by achieving congruence between their values and beliefs with the values of their organization and society in general, so it plays an important role in achieving cultural congruence (Burton, 2014 :3). A study also confirmed (Afsar & Badir, 2016 : 253) That there is a positive relationship between job embeddedness , job performance and organizational support, and an inverse relationship between job embeddedness , work turnover and absenteeism rate. Accordingly, job embeddedness is the most important engine that can be relied upon to preserve valuable human resources within the organization, by relying on a series of services provided to them and policies in dealing with them (Arasli, 2017 :3). Through job embeddedness , it is possible to identify the most important reasons for pushing human resources to stay inside or leave the organization, and accordingly, through this concept, it is possible to control and control the processes of work turnover within the organization, and then reduce the costs it bears to secure its human resource needs (Kim & Kim, 2019 :2). The researchers have found (Jia el at, 2019 :3) In their study applied in China, that job embeddedness is the main indicator of behavioral attitudes and the prevailing social relations between human resources inside and outside the organization within the wider society. There is a set of dimensions that can be relied upon in the study of job embeddedness , social ties inside and outside the organization with society, organizational fit within the organization, and the sacrifices made by human resources that can be lost if they leave their organization (Akgunduz & Sanli, 2017 : 119). Accordingly, there is a set of variables through which job embeddedness can be achieved, perhaps the most prominent of which are :"social cohesion, organizational suitability, job sacrifice" (Reitz & Smith, 2018 :3), The researcher will try to diagnose its reality on the applied side of the research (Shah el at, 2020 : 3):

1. **Social cohesion:** refers to the degree of cohesion and interdependence between the human resources working within the organization, which enhances the degree of social relations prevailing within the organization, which will contribute to strengthening their sense of belonging and their desire for the continuity of work within it.
2. **Organizational suitability:** it is the degree in which the jobs within the organization are similar to the skills and capabilities of the human resources working within it, in a way that enhances the degree of proportionality in the design and description of jobs and then strengthening the cases of achievement.
3. **Functional sacrifice:** it can be felt by preferring human resources to the organization's interest at the expense of their own interest, in order to achieve its goals and strengthen its competitive position regardless of their personal privileges.

So, after discussing the theoretical foundations referred to in the two paragraphs, the two researchers conclude that there is a correlation and reciprocal relationship between workplace bullying and job embeddedness , as when human resources encounter a set of behaviors or behaviors in dealing with

them in a negative way, their desire to work within the organization will decrease, and therefore the inclusion will decrease. When the forces and variables that have a positive impact on human resources rise and their desire to serve their organization deepens and favor its interest over their own interests, bullying at work will automatically decrease, hence the basis on which the researcher relied in formulating the research hypothesis, which was confirmed in its content. On the existence of the inverse relationship between the two variables that will be studied.

## **THE THIRD AXIS: ANALYSIS AND INTERPRETATION OF RESULTS**

The researcher adopted the descriptive approach in carrying out the research in both theoretical and practical sides, as the questionnaire was used to collect data, which were prepared according to a number of ready-made indicators, as the paragraphs of bullying in the workplace were designed according to the ideas of the researchers (Feijó et al, 2019). As for the functional inclusion paragraphs, they were drafted according to the researchers' ideas (Akgunduz & Sanli, 2017). The researcher deliberately subjected it to validity and reliability tests to ensure its suitability for the application community, as it was presented to a number of specialists in the field of human resources management in Iraqi universities, who numbered (8) arbitrators, and within the framework of their proposals and opinions, the researcher deleted some paragraphs and other fragmentation, and reformulated many of them. And after it was presented again before their sight, it achieved an agreement rate of (93%), which is an excellent percentage and reflects the ability of the paragraphs of the questionnaire to express the variables studied. As for the stability of the questionnaire, it was measured by the dependence of the (Chrome-Bach-Alpha) parameter on the data that were collected twice from the same sample during two periods separated by (14) days, and it reached (89%), which confirms the ability of the questionnaire to give the same results if distributed on the same sample twice over separate time periods. In order to ensure the accuracy of the questionnaire and its ability to collect the required data, the researcher conducted an exploratory and confirmatory factor analysis on its data, whose results were greater than the standard value (1.96), and it confirms that these data are consistent with the hypothesis model of the research and are able to achieve the objectives of the research and test the hypothesis. With it, however, these data were subjected to a normal distribution test to determine the nature of the statistical tools that can be adopted in their treatment and analysis, and the results were greater than (0.05). Therefore, these data follow the normal distribution and measures of central tendency can be used in their analysis.

Before testing the research hypotheses, the researcher diagnosed the reality of the variables that were studied within the organization in the field of application, to ensure their existence and then identify the nature of the relationship between them, and it can be through Table (1):

**Table (1) Diagnosis of the reality and importance of the studied variables**

| T | Variables                         | Agreement percentage | Arithmetic mean | standard deviation | Coefficient of variation | Relative importance |
|---|-----------------------------------|----------------------|-----------------|--------------------|--------------------------|---------------------|
| 1 | <b>Role conflict</b>              | %76                  | 3.3             | 0.78               | 0.24                     | 1                   |
| 2 | <b>Conflicts in the workplace</b> | %69                  | 2.9             | 0.98               | 0.34                     | 3                   |
| 3 | <b>Ambiguity of the role</b>      | %73                  | 3.1             | 0.91               | 0.29                     | 2                   |
|   | <b>Bullying in the workplace</b>  | %73                  | 3.1             | 0.89               | 0.29                     | 2                   |
| 4 | <b>Social unity</b>               | %89                  | 4.1             | 0.61               | 0.15                     | 1                   |
| 5 | <b>Organizational suitability</b> | %85                  | 3.6             | 0.73               | 0.20                     | 3                   |
| 6 | <b>Job sacrifice</b>              | %87                  | 3.8             | 0.68               | 0.18                     | 2                   |
|   | <b>Functional inclusion</b>       | %87                  | 3.8             | 0.67               | 0.18                     | 1                   |

**Source:** Prepared by the researchers, 2020.

1. The bullying variable in the workplace achieved an agreement rate of (73%), which is a good percentage and higher than the standard percentage of the agreement, and confirms that the human resources working for the research organization suffer from bullying in the workplace, when dealing with their colleagues or managing them and implementing the activities and tasks assigned to them, etc. This is confirmed by the value of the arithmetic mean that came in line with the percentage of agreement, as it reached (3.1), which confirms the presence of bullying in the workplace with a degree close to or about the hypothetical mean. 0.89), and this is confirmed by the value of the coefficient of variation (0.29). The bullying variable in the workplace was delayed in terms of relative importance, as it came in second place after the job embeddedness variable. As for its dimensions, after the role conflict, it ranked first with a difference coefficient (0.24), while after ambiguity the role came second with a difference coefficient (0.29), and finally It came after conflicts in the workplace with a difference coefficient of (0.34).
2. As for the functional inclusion variable, it achieved an agreement rate of (87%), which is a very good percentage, and is higher than the standard value of the agreement, and confirms the organization's interest in the field of application, to provide all the variables and factors that represent influential forces to enhance the desire of its human resources to continue working within it, and not to leave it and search for Other job opportunities at the present time and in the future, and what confirms this is the value of the arithmetic mean of the total variable of job embeddedness of (3.8), which reflects the presence of this variable at a high level within the researched

organization, and the results confirmed the existence of a statistically high harmony between the members of the surveyed sample when answering the The functional inclusion paragraphs, as the value of its standard deviation was (0.67), and the value of the coefficient of variation confirmed the decrease in the dispersion between the answers, as it reached (0.18). With regard to the ranking of relative importance, job embeddedness ranked first as for its dimensions, after social cohesion it ranked first with a difference coefficient (0.15), which confirms the existence of relationships and social commonalities between human resources within the organization in the field of application, but after job sacrifice, it came second with a coefficient Difference (0.18), which confirms the readiness of human resources to sacrifice their personal interests in order to achieve the goals of their organization and prefer its interest mainly, and finally it came after the organizational suitability with a difference factor of (0.20). Expressed its interest in achieving compatibility between their values and attitudes to build a cohesive organizational culture.

In order to test the main hypothesis that reflects the idea of the research, correlation relationships were found between the two variables studied, and then the effect of one on the other was found mutually, as shown in Table (2):

**Table (2) results of correlation relationships**

|                                   | Social unity | Organizational suitability | Job sacrifice | Functional inclusion |
|-----------------------------------|--------------|----------------------------|---------------|----------------------|
| <b>Role conflict</b>              | **0.64       | **0.71                     | **0.61        | **0.65               |
| <b>Conflicts in the workplace</b> | **0.59       | **0.58                     | **0.72        | **0.63               |
| <b>Ambiguity of the role</b>      | **0.62       | **0.49                     | **0.58        | **0.56               |
| <b>Role conflict</b>              | **0.62       | **0.59                     | **0.64        | **0.61               |

\* Correlation at the level of significance 0.05.

\*\* Correlation at the level of significance 0.01.

**Source:** Prepared by the researchers, 2020.

The correlations between the two variables studied were found using Spearman's correlation coefficient, as the value of the correlation between job embeddedness and bullying in the workplace reached (0.61 \*\*), which is a strong positive relationship and reflects the overlap between them statistically, and then it can be said administratively that job embeddedness and bullying In the workplace, they are related to each other, and then controlling one of them can be reflected in the other, and at the level of sub-relationships, the strongest relationships between functional sacrifice and conflicts in the workplace were (0.72 \*\*), which confirms the possibility of controlling conflicts in the workplace and job sacrifice. By controlling one of them, the lowest relationships were between organizational relevance and role ambiguity, reaching (0.49 \*\*), which is also a strong positive

relationship, and some if it becomes clear to us the correlation between job embeddedness and bullying in the workplace, the nature of the influence of one of them on The other is through Table (3), which shows the results of the simple regression analysis as follows:

**Table (3) Results of influence relationships**

|   | <b>B</b>    | <b>a</b>    | <b>R<sup>2</sup></b> | <b>F</b>     | <b>Moral</b> | <b>Relative importance</b> |
|---|-------------|-------------|----------------------|--------------|--------------|----------------------------|
| <b>The effect of job embeddedness on workplace bullying</b>   | <b>0.69</b> | <b>0.93</b> | <b>%37</b>           | <b>31.64</b> | <b>0.01</b>  | <b>%100</b>                |
| <b>T The effect of workplace bullying on job embeddedness</b> | <b>0.96</b> | <b>0.78</b> | <b>%37</b>           | <b>23.54</b> | <b>0.05</b>  | <b>%100</b>                |

Source: Prepared by the researchers, 2020.

It is evident from Table (3) that the functional inclusion of human resources has a significant effect in reducing bullying in the workplace, as the calculated value of (f) reached (31.64), which is greater than its tabular value at the significance of (0.01) and with confidence limits (0.99). A value of ( $B = 0.93$ ) which confirms the change of bullying in the workplace by (0.93) if the functional inclusion changes only one unit, while the value of ( $a = 0.69$ ) confirms the presence of bullying in the workplace by 0.69 even if the functional inclusion is equal to zero, as The value ( $R^2 = 37$ ) confirms the ability of functional inclusion to explain (37%) of the variance in workplace bullying. When discussing the effect of bullying in the workplace on job embeddedness , we find that the calculated value of (f) reached (23.54), which is also greater than its tabular value, but with a significant (0.05) and with confidence limits (0.95), meaning that bullying in the workplace has a significant effect on job embeddedness . But with a lesser level than its impact, and as mentioned previously, the value of ( $B = 0.78$ ), which confirms the change of employment inclusion by (0.78), if bullying in the workplace changes one unit, while the value of ( $a = 0.96$ ) confirms the existence of employment inclusion by (0.96) Within the organization the field of application even if the bullying in the workplace is equal to zero, while the value of ( $R^2 = 37$ ) confirms the ability of bullying in the workplace to explain (37%) of the variation in job embeddedness .

After discussing the results listed in Tables (2 and 3), it becomes clear that there is a correlation between bullying in the workplace and job embeddedness , despite the fact that they are two opposite concepts in terms of concept and theoretical framing. Workplace and functional inclusion of human resources within the organization (field of application).

## CONCLUSION

There are varying levels of bullying in the workplace within the organization in the field of application, which can positively or negatively affect the performance levels of its human resources, so the researcher sees the need to develop mechanisms and procedures to deal with human resources in a way that ensures control of bullying for them, in order to enhance or reduce it. In cases that the organization believes are compatible with the goals and strategies it seeks to implement. The researched organization is interested in studying the most important factors and variables affecting the functional inclusion of its human resources, whether these factors are internal to it or external related to the external community, to ensure the preservation of these valuable resources and not to lose them at the present time or in the future, and in order to achieve this, the researcher recommends the researched organization the need Follow-up of the successive developments that occur in the internal and external variables that may affect the functional inclusion of their human resources in order to take the necessary measures to deal with them, and then preserve these resources that are the main source for the sustainability of their competitive advantage and support their creativity and innovation programs. The results also reflected the existence of a reciprocal relationship between bullying in the workplace and the functional inclusion of human resources, whether in terms of interdependence or influence, so the organization in the field of application must study the most important areas in which one of the two variables contributes to promoting the other variable positively, and focus on directing its resources to invest in it In order to maintain the morale of its human resources at its highest levels, and to employ this in achieving the goals of the organization.

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