



Cyber Bullying at Workplace as an Inhibitor in Diversity and Inclusion Practices

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Abstract

Cyberbullying was once generally considered with school and college-going teenagers, no surprise there are a lot of studies that address different perspectives on it. But it has expanded in the work environment hugely. Bullying at the workplace has also been discussed before technology and social media took over the working culture. To the best of our knowledge, there is a scarcity of studies that discuss workplace cyberbullying. A systematic literature review (SLR) for workplace cyberbullying has rarely been reported. There is also a need to study workplace cyberbullying with context to workforce diversity. Addressing these research gaps our study seeks to provide a brief review of workplace cyberbullying. This study is designed to understand how workplace cyberbullying can act as a stumbling block in diversity and inclusion practices and also to get an insight into the legal measures for preventing cyberbullying. An SLR has been carried out to understand the literature in more detail to identify previous studies addressing workplace cyberbullying published from the years 2000 to 2021. 60 out of 571 articles fall within the established inclusion criteria. The author has proposed an Ishikawa diagram showing antecedents of workplace cyberbullying at the individual and organizational levels. This study reveals that the diversity dimensions play a key role as one of the antecedent variables of workplace cyberbullying. The result of SLR indicated that employees are being bullied for their distinctive race, culture, geological foundation, sexual orientation, disability, and gender identity. Amid this loop, diversity and inclusion practices, arrangements, and projects run by organizations begin to collapse as workplace cyberbullying works as an inhibitor for these strategies.

Key Words: “Workplace Cyber Bullying”, “Cyber Bullying”, “Cyber bullying and Diversity”, “Social Media”, “Antecedents of Workplace Cyber bullying”, “Consequences of Workplace Cyber bullying” etc.

1. Introduction

Workforce diversity (WD) is not a new concept for post-modern organizations. There is extensive research regarding diversity and inclusion (D & I) worldwide. Social identity theory [1] is one of the major sources to understand the concept of WD. Since it is an interdisciplinary approach it includes social as well as legal aspects.

Legally it can be understood by affirmative action, government reservation policies benefit to minorities (caste, physical disabled, and women), etc. Superficially it seems that legally it is sufficient to implement these programs somehow leaders need to rethink to mitigate workplace harassment and bullying based on diversity in the workforce. Some studies indicate the impact of D & I practices on employee performance [2], [3], [4], [5], [6], turnover intention [7], [8], [9], work stress [10], [11], decision making [12], [13], [14] but there is still a lacuna of studies that address workplace cyberbullying and D & I practices simultaneously.

Today workplaces are more diverse than ever before due to increased migration and minorities are more likely to expose to bully [15]. This is a technology and machine era where artificial intelligence and virtual communication play a key role in organizations [16]. Despite having immense benefits of technology, leaders cannot ignore cybercrimes at the workplace in the form of E-harassment, cyberbullying, stalking, etc. Not just information and technology (IT) industries, higher education institutes are also facing various issues of cybercrimes (e.g. teachers facing cyber aggression, defaming email circulations, bullying on their race, gender, age, or color). A study of online faculty in a for-profit online university indicated that 57% of the female instructors reported being cyberbullied, those with 11-15 years of experience reported cyberbullying at a rate of 61%, those with 21+ years of experience reported a rate of 100%, those born 1982 and after reported at a rate of 60% and 60% of the full-time faculty reported being cyberbullied in the online classroom [17].

Studies have been done to understand the driving forces behind the act of cyberbullying. The central driving force behind increased cyberbullying is the **easy accessibility of information communication technology and development** [18], [19]. The **role of social media** [20], [21] and, **co-occurrences of bullying and cyberbullying** [22] have also been discussed as a driving force in previous studies. Individuals can make statements anonymously [23] in an email and arrogantly send them off without thinking about the immediate effect. The victim can't pass on non-verbal communication, outward appearances, or other nonverbal correspondence that connotes an issue. Some studies suggest the **psychological perspective** (being sensation seekers, indiscreet/unreliable attributes, melancholy, internet use, absence of social skills) of cyberbullying [24].

2. Background

2.1 Cyberbullying among children and teens

Cyberbullying literature reveals that most of the studies have been done on school and college students; adolescents and teenagers. A study revealed over 97% of young people in the US are associated with the Internet somehow or another. Around 20–40% of all adolescents have witnessed cyberbullying once in their lives [25]. A sample of 372 school children out of which 27% had been victims of CB, 18% had been aggressors, and 15% had been both cyberbullies and victims. Boys are significantly more likely to carry out cyberbullying than girls [26]. 35.7% of the sample (n=437 adolescents) from a school in Turkey were cyberbullied once in their life and age, gender, grade, father's age, and family income were significant factors predictive of cyberbullying [27]. Out of 79,492 students from 6th-12th graders in 16 schools of US 7.4% were named cyberbully [28]. Adolescents are usually involved in appearance-related cyberbullying (bullying for being fat or gay) [29]. These lead to lower esteem, depression, anxiety among girls while boys usually take no offense. Students who have mental strain are highly involved in cyberbullying [30].

21st- century factors like excess usage of the internet, smartphones, and social media are making cyberbullying a general wellbeing concern [31]. A study of 1150 adolescents concludes that 73 (6.3%) were periodic cyberbullies and 18 (1.6%) were regular cyberbullies utilizing the worldwide thing, while 186 understudies (16.2%) were recognized as incidental cyberbullies and 87 (7.6%) as continuous cyberbullies utilizing the evaluation of the particular things [32]. Sexual orientation is also related to cyberbullying and is significantly associated with negative psychological well-being. Expanded utilization of social media additionally corresponded with cyberbullying [33].

There are six types of perpetrators; one who is a coward in real life, introvert, hot-tempered, snobbish or arrogant, naughty, and ill-mannered. Bullying and victimization both are directly related to depression, anxiety [34]. The major predictors are gender, hostility, and lower self-esteem [35].

2.2 General impact of cyberbullying

Cyberbullying leads to some serious psychological and health effects. Victims and culprits of cyberbullying are in danger for some psychological issues, including depression and self-destructive ideation [36]. Cyberbullying increases the probability of fear [37].

Psychological impacts of cyberbullying are social anxiety, lower self-esteem, depression, self-harm, suicidal ideation, eating disorders, and substance abuse [38]. The general effects of

cyberbullying among Chinese adolescents are hopelessness, self-compassion, depression, and anxiety [39]. Cyberbullying among adolescents arises most ordinarily from relationship issues (break-ups, jealousy, bigotry, and ganging up); victims experience intensely negative impacts (particularly on their social well-being) [40]. Cyberbullying is related to suicidal ideation among children and adolescents. Peer victimization is also related to suicidal and suicidal attempts [41] [42].

2.3 Cyberbullying at workplace

In a US research conducted by Vital Smarts, 96% of more than 2,000 employees were surveyed and it was concluded they have experienced cyberbullying at the workplace [43]. 27% of Americans have suffered abusive conduct at work; another 21% have witnessed it; 72% are aware that workplace bullying happens. 37 million US workers report being subjected to “abusive conduct” 65.6 million are affected. 69% of bullies are men; 60% of bullied targets are women; women bullies choose women targets 68% of the time [44].

Essential precursors (power irregular characteristics, low apparent expenses, and disappointment and dissatisfaction), motivating forces (internal rivalry or conflict, reward frameworks, and anticipated advantages), and accelerating measures (scaling back and rebuilding, hierarchical changes, changes in the structure of the workgroup) factors were suggested [45].

Hence, in this study, the researcher has conducted an SLR to find out the most discussed antecedents and consequences of workplace cyberbullying.

So, the following objectives have been identified to fulfill the research purpose:

Objective 1: To investigate academic sources of workplace cyberbullying.

Objective 2: To find out antecedents and consequences of workplace cyberbullying.

Objective 3: To study existing literature related to workforce diversity and cyberbullying.

Objective 4: To find out the role of workplace cyberbullying as a stumbling block in diversity and inclusion practices.

Objective 5: To provide a framework for cyberbullying at the workplace.

3 Theoretical Framework

3.1 Definitions and scope of cyberbullying

The term "cyberbullying" is utilized extensively, both in casual and formal use. The term cyberbullying was first coined in the year 1999; there is no broad agreement on a definition,

albeit various forms ordinarily incorporate the utilization of technology to incur bully more than once or to menace.

Cyberbullying is a significant phenomenon however to date there exists no generally acknowledged definition. This prompts an assortment of definitions and conceptualizations, making it practically difficult, to sum up, their outcomes. Despite a lot of consideration by both the scholastic community and society, there keeps on existing with a lot of disarray about both the calculated and operational meanings of cyberbullying [46] [47].

In the words of UNICEF [48] “Cyberbullying is bullying with the use of digital technologies. It can take place on social media, messaging platforms, gaming platforms, and mobile phones. It is repeated behavior, aimed at scaring, angering or shaming those who are targeted.”

Cyberbullying includes sending or posting hurtful or unfeeling content or pictures utilizing the web or other advanced specialized gadgets. It can include stalking, threat, provocation, harassment, or exclusion, etc[49]. “Cyberbullying is a willful and repeated harm inflicted through the use of computers, cell phones, or other electronic devices” [47]. Cyberbullying was also defined as “the use of electronic communication technologies to bully others” [20]. Cyberbullying is a type of bullying, which in turn is a type of aggression [50].

The existing literature revealed that the concept of cyberbullying has evolved into a multidisciplinary approach. It is also evident from the previous studies that research on cyberbullying was inclined towards school and college-going, students. To study and to provide a framework of cyberbullying at the workplace is the need of the hour.

3.2 Underlying theories

Although theories like General Strain Theory by Agnew [51], General Aggression Model by Anderson & Bushman [52], Social-ecological model by Bronfenbrenner [53], Social learning theory by Bandura [54], were discussed behind the event of cyberbullying (among schoolchildren and young adolescents) in previous studies. Affective Event Theory by Weiss [55] was one of the theories that were discussed for workplace cyberbullying.

The current study focuses on cyberbullying at the workplace and how it acts as an inhibitor in D&I practices. The current study aims to identify antecedents and consequences of workplace cyberbullying that is based on the cause and effect theory of social science. Neither a single cause can determine nor can we generalize the causes of cyberbullying in the workplace. In social sciences, David Lewis was the first who came up with the idea of cause and effect theory.

The reality of counterfactuals is firmly identified with the presence of causal connections. For example, the counterfactual case of cyberbullying suggests that there is a causal connection between the discrete emotions (the reason X) and anger (the impact Y) [56]. Also, there is a goal behind identifying the cause and effect of an event is to recognize the conditions engaged with proposing causal relations among chronicled substances, designs, and cycles.

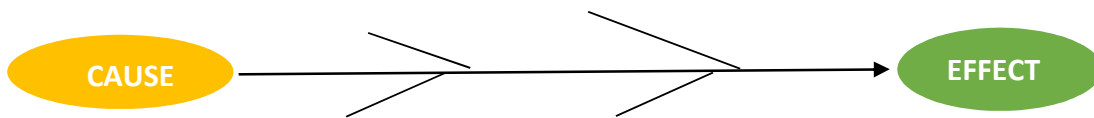


Figure 1: Cause & Effect Theory

3.3 The current study

This study is exploratory, where the researcher has conducted a systematic review of the literature. The previous work focused on teenagers and young adolescents for the study of cyberbullying. Here, the research work has been done for workplace cyberbullying that explains individual and organizational antecedents. As one of the objectives stated to identify antecedents and consequences of cyberbullying at the workplace based on cause and effect theory, the researcher is providing an Ishikawa Diagram/ fishbone diagram as a framework:

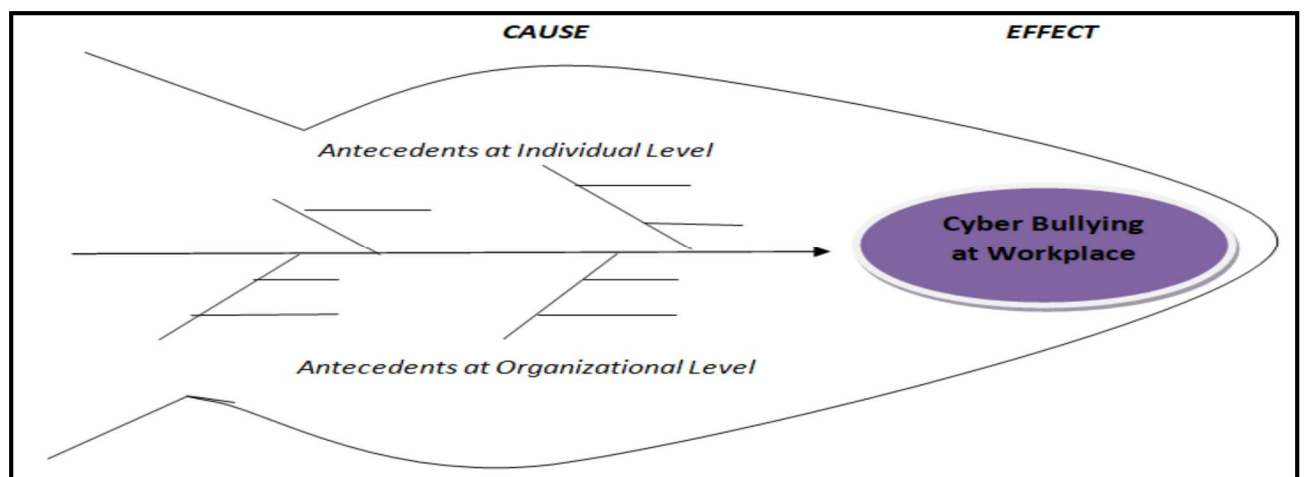


Figure 2: Ishikawa Diagram for Proposed Research Work

4 Literature Review

4.1 Studies addressing cyberbullying at workplace across the globe

Often bullying is considered harassment. We live in a society, where a bully initiates misbehaving with people who are not as same as others e.g. difference in gender identity or sexual orientation, race, color, caste, religion, region of origin, and many more. It starts with society then in schools, colleges, and then at the workplace. Earlier it was face-to-face bullying but now a day with the increasing role of technology hiding identity is much easier than earlier. Cyberbullying is a related type of cyber abuse in the workplace. Workplace bullying is a group of behaviors that are offensive and aggressive repeated over time to harass, abuse, stalking, and intimidating other employees. Whereas cyberbullying/ cyber stalking/ cyber harassment is the new form of workplace bullying with the use of the internet or wireless technology [57]. Online bullying is greater than face-to-face bullying and it can be in the form of **cyber incivility** and **cyber aggression** [58]. There are the following cybercrimes at the workplace: **cyberactivism** (bully tries to damage other employees' images by spreading rumors and false information through social media), **cyber pornography** (attacker posts some private photos and videos on public websites by hacking victims' personal computers. It includes nude and sexual materials to make victim shame at the workplace) and **Cyber trespass** (to cross the boundaries for which someone is not authorized) [59].

There are three most common types of cyberbullying at the workplace: **Impersonation** (When an employee tries to present himself as another employee in an email or circulating messages to gain work-related or personal secrets), **Outing** (bully shares work-related or personal secrets of an employee with a large group of other employees), **Trolling** (Posting destructive comments on social media) [60].

Traditional bullying and cyberbullying often co-exist at the workplace and specific interventions are required as there is no specific boundary in workplace cyberbullying and it is often invisible & anonymous [61]. A survey study of 158 trainee doctors across eight different UK NHS (National Health Service) trusts concluded that half of the sample was experiencing cyberbullying that lead to bad health and job dissatisfaction. Cyberbullying influenced individual and productivity outcomes [62]. Another study of 331 samples from UK University including all employees from academic, administrative, research management, and technical roles concluded that cyberbullying displayed a stronger negative relationship with employee performance as compare to offline bullying. There was an indirect effect between cyberbullying acts and outcomes via negative affectivity (NA). Also, intensity and witnessing cyberbullying acts did not relate to negative outcomes. The intensity and frequency have been increased due to the use of the internet and technology. It had different forms like harassing,

abusing, stalking, intimidating now it has been converted into cyberstalking and cyberbullying [63].

A study at the Australian Manufacturing Workers Union (AMWU) showed that 34% of the respondents were bullied face-to-face, and 10.7% were cyberbullied [64]. Cyberbullying can happen outside working hours and, professionals should actualize cycles to address these dangers [65]. It can happen from sources inside and out to the workplace and from the individuals who possibly do not have a 'legitimate' connection with the organization [66]. Because of the quickly developing and uncontrolled digitization accompanied by a high computerized populace of Indian young people and working grown-ups, the pace of digital assaults and cybercrimes are expanding day by day [67].

The most adverse impacts of cyberbullying can be seen on the people who work online, as most of the communication is done via telephone, e-mails, or chats. There are no visual clues in virtual communication and no specific identity of a bully and it triggers them to misbehave.

4.2 Studies related to antecedents and consequences of workplace cyberbullying

While studying workplace cyberbullying it is important to find out antecedents and consequences. In this section, the researcher has studied different articles which have discussed its antecedents and consequential variables.

4.2.1 Antecedents

A study of 826 employees was conducted in New Zealand and it was reported that participants had been cyberbullied within the last six months. The major concern was that women employees had been more bullied than men [69]. Gender diversity (gender identity and sexual orientation) is the reason behind employees is being cyberbullied at the workplace [68]. A study of faculty members from four Canadian universities concludes that 25 % of faculty members had been cyberbullied either by students (15 %) /or by colleagues (12 %) in the last year. Female faculty members were more vulnerable to cyberbullying as they were targeted both by colleagues and students [70]. Global diverse virtual teams having different psychological and personality dimensions of diversity; sometimes it can lead to cyber aggression. When there is a lack of cross-cultural competence and sensitivity it levels up the misbehavior of employees. Factors like gender, race, ethnicity, disability and sexual orientation, social dominance orientation [72] cause cyberbullying at the workplace [71]. A study of a community college including people of color e.g. African American/Black, Hispanic/Latino, Native American, Asians, and multiple races, results indicated that 56% of

people of color face cyberbullying, while only 41% of whites face cyberbullying [73]. A study of lecturers from West Java and Banten concluded that minority at the workplace is being cyberbullied. Mocking in WhatsApp group messages (e.g. for being unmarried, for physical disability) was considered as cyberbullying. Gender differences and power imbalance were the important antecedents of the study [74].

Most of the studies show female employees are vulnerable to cyberbully but a study shows that Men rather than women employees and those who are in supervisory positions were more exposed to cyberbullying than individuals with no managerial responsibility [75]. Poor social climate, gender diversity, and management position [76] at work predict exposure to cyberbullying behavior.

Employees' bullying behavior is always affected by cultural values [77]. Self-esteem protection, absence of social fitness/ competence, and being in a higher position, being low on friendly skill and self-decisiveness, and high principles [78] concerning the casualty are likely individual precursors that may add to the event of workplace cyberbullying. Risk proportion uproots aggression, and hierarchical standards emphasize 'durability' [79] fill in as a scaffold between the perception of injustice and aggression and bullying.

Stressors, such as role conflicts, interpersonal conflicts [80], [81], and procedural injustice, emotions such as anger, sadness, and fear are important antecedents of cyberbullying at work. Working in a virtual environment is the reason that offers an outlet for different emotions. Emotions (fear, sadness) in the workplace can play a key role in the emergence of cyberbullying at work [82].

Leadership, organizational culture, the changing nature of work are antecedents [83] for workplace cyberbullying. Hence, a poor working environment may directly or indirectly give rise to bullying. There is a relationship between ethical leadership and workplace cyberbullying exposure [84]. Lean Communication media [85] and poor conflict management [86] play a critical role in workplace cyberbullying.

4.2.2 Consequences

A survey of employed south Sweden residents concludes that face-to-face bullying has a direct impact on employees' mental health whereas cyberbullying behaviour is indirectly affecting health, well-being, work engagement, and intention of quitting. Female employees were more likely to report greater perceived stress than male employees [87]. Employees' job performance

is also affected by cyberbullying [88], [89]. Workplace cyberbullying resulted into perceived stress and job dissatisfaction [90], [91], [92], [62], [93], [94].

Consequences of workplace cyberbullying are employee's mental strain, low job satisfaction, and hostile organizational climates [86]. A victim can feel emotions of fear, sadness, low productivity, irritation, and anger at the workplace [95].

A study of the workers of five Finnish expert organizations and a representative sample of Finnish workers states that victims of cyberbullying who were in social media identity bubbles reported higher psychological distress, exhaustion, and technostress than other victims. Cyberbullying at work is a prevalent phenomenon and has negative outcomes on well-being at work [114]. The more an individual had experienced cyberbullying, the higher the psychological response [96].

Image-based sexual abuse (IBSA), commonly called revenge pornography, is a kind of cyber harassment that affects the workplace, potentially one's career, and one's well-being [97]. Cyberbullying negatively affects creativity [98] through increased psychological distress. Cyberbullying results in poor mental and physical health, more destructive leadership and team conflict, less organizational effectiveness, and higher strain [69].

Hence, a victim's performance can deteriorate and can increase frustration, irritation, anger, low spirit, and low productivity. Above studies show that it affects mental and physical health due to increased fear and sadness at the workplace. Some employees are indulged in bullying and harassing at the workplace due to a lack of cross-cultural competence and lack of gender sensitivity. E-mail and WhatsApp rolling messages are the part of new era work culture and we can't deny the role of other social networking sites like Facebook, Instagram, Twitter, and LinkedIn.

4.3 Studies on diversity & inclusion and workplace cyberbullying

Studies on the antecedents of workplace cyberbullying show employees are being cyberbullied for diverse personalities, cultures, and social dimensions.

Some leading companies like Novartis [99], Johnson & Johnson [100], and MasterCard [101] believe that workforce diversity is a significant factor for their organizations. But to manage a diverse and cross-cultural workforce requires a holistic transformation of human resource strategies [102]. If workforce diversity is handled poorly it can easily turn into a losing situation for all involved, leading to devaluation of employees who are perceived as culturally different, reverse discrimination against members of the majority group, demoralization and reinforcement, and increased exposure to legal risks [103]. The biggest

challenges for accepting workforce diversity are prejudice, ethnocentrism, discrimination [104], harassment, backlash [117]. Discrimination at the workplace can be in the form of bullying, stereotyping, and insensitivity.

A study of international-facing call centres in Bangalore and Mumbai concluded that in virtual service where there is no face-to-face interaction telephonic communication is the only medium where employees feel they are abused for their race, ethnicity, and geographical background. A study suggested that organizations can adopt zero-tolerance policies for customer cyberbullying and codes of conduct as retail organizations and airlines in the West, adopted a policy where they stop when their dignity is violated by customers [105]. 30% of employees in the UK have witnessed racial bullying at the workplace and today it has converted into cyberspace. Bullying and harassment at the workplace are growing as some of the organizations have little focus on diversity and inclusion practices [106]. Transgender face many problems at the workplace even though organizations have inclusion policies. These obstructions can go from authoritative oversights, e.g., absence of admittance to suitable restroom offices to social avoidance or potentially verbal badgering from associates and actual assaults from clients. Trans workers often conceal their identity so that they can avoid exclusion and harassment from their colleagues [107]. In higher education teacher targeted cyberbullying was evident from social media comments that female teachers were targeted more than male teachers [108].

If any employee has to conceal their identity every policy for D&I seems to fail.

There is a scarcity of studies addressing diversity and workplace cyberbullying. Employees at the workplace are being bullied for their different races, geographical background, ethnicity, sexual orientation, and gender diversity. Despite implementing policies regarding D&I, some employees tend to have a lack of cultural competence and sensitivity towards other dimensions of diversity and it leads them to misbehave with other employees. In this situation, a diverse workforce has to conceal their true identity so that they cannot be mocked or harassed for their gender identity or race, or religion. In a study above it is shown that often transgender employees conceal their identity to avoid exclusion or being bullied.

Amid this loop, D&I policies and programs run by organizations collapse as workplace cyberbullying starts to act as a stumbling block for these policies.

4.4 Studies on legal measures for preventing cyberbullying

There is no specific anti-cyberbullying law in India but some remedies are there in Information Technology (IT) Act and the Indian Penal code (IPC).

IT Act, 2000 was established to deal with e-commerce offenses. Offenses such as intimidation, insult, annoying, harassment, defamation, etc. in cyberspace continued to be punishable only under the IPC till the 2008 amendment to the IT Act [109]. Federal discrimination laws protect people from discrimination based on race, colour, ethnicity, nationality, emigrant status, marital status, age, disability, sexual orientation, gender identity, intersex status, medical or criminal record, political opinion, etc. Bullying may not be unlawful unless it is related to racism, age, or sexuality [110]. Following legal remedies were described to cope with cyberbullying [111]:

Information Technology Act

- There is no specific definition of cyber bullying.
- Cyber stalking has been added as a criminal offense.
- Chapter 11 of IT amendment act provides remedies under section 66,66-C, 66-D, 66-E 67, 67-A67-B

Indian Penal Code

- Remedies for defamatory and act outraging modesty of women.
- Remedies under section 354-A, 354 - C, 354-D, 499, 503, 506, 509.

International Law

- Cyber bullying bill passed by Singapore legislation is aiming at the problem in which cyber bullying refers all types of online offenses: bullying, stalking, sexual harassment [112].
- UK hasn't yet formed a legal definition of cyber bullying. There is Malicious Communications Act for prevention of cyber bullying.

Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act 2013 (**POSH Act**) has been implemented in India, other than the IT Act and IPC. Legislation has its importance but the universal declaration of Human Rights as per Article 5 that no one shall be subjected to torture or cruel inhuman or degrading treatment is the real essence in preventing bullying [113].

There is a way of generalizing the content looking at individual case that is an intentional deviation of social norms but has been intentionally or un-intentionally overlooked by legal

authorities. Social media has given an opportunity to comment such deviational acts to social norms but have been overlooked.

5. Research Methodology

To study workplace cyberbullying extensive research has been done. For this purpose, studies from the year, 2000 to the year 2021 have been searched. In the search process total, 571 articles were collected, and finally going through a systematic review method total of 60 studies were shortlisted for synthesis. These final studies focused on workplace cyberbullying, antecedents and consequences of workplace cyberbullying, diversity and inclusion & legal measures for preventing it.

The initial search across the database was limited to keywords, reference sections, and abstracts. Relevant keywords were used to select articles e.g. “workplace bullying”, “cyberbullying”, “workplace cyberbullying”, “antecedents of workplace cyberbullying”, “consequences of workplace cyberbullying”, “diversity”, “social media” etc. Scholarly journals were selected for review of research papers with no restrictions on publications’ outlets. However, the selection of the papers was based on inclusion and exclusion criteria.

The detailed methodology is in figure 3 with a description in the section below.

5.1 Selection Criteria

The time frame was chosen from the year 2000 to 2021 as 21 years would be adequate to reveal the beginning phases of cyberbullying. The total number of articles was very large in number as the term cyberbullying has been used in different fields e.g. psychology, IT, social policy but the primary focus was on human resources management and organizational behaviour. For inclusion of articles in SLR, the study population must be the working employees, cyberbullying caused by colleagues, customers, or student bullying teachers, addressing its antecedents & consequences and legal measures. The selection of articles was also looking for the terms like gender, age, race, colour, cultural, ethnic diversity, social media, and the internet. Studies that did not address the issue of usage of the internet in bullying behaviour, bullying of school or college students, opinions, editorials, observations, and publications that were not in the English language were excluded.

| Inclusion Criteria | Exclusion Criteria |
|--------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|
| 1. Study population must be working employees | 1. Study population comprising school and college students |
| 2. Cyber bullying | 2. Traditional bullying |
| 3. Focus on workplace cyber bullying, antecedents and consequences, diversity and inclusion, legal measures for cyber bullying | 3. Duplicates and Miscellaneous were removed |
| 4. Journal Articles, Books | 4. Opinions, editorials, observations |
| 5. Published articles between year 2000-2021 | 5. Other than English language |
| 6. Full Text Available | 6. Not in Diversity Management ,HR and OB context |

Table 1 Inclusion and exclusion criteria of articles

All the research articles and studies were compiled systematically. For referencing articles Zotero software has been used. However, each article was placed in MS Excel and information like Author, publication year, journal name, sample, industry, antecedents, consequences, were manually entered and analyzed.

5.2 Systematic Literature Review

The process of selecting 60 articles out of 571 went through a rigorous process. First, 519 articles were identified from selected keywords and 52 articles were identified from the reference section of included articles (**level 0**). A total of 571 studies were selected in the identification stage (**level-1**). Then, 73 duplicate studies were omitted at the first level only. At the screening stage (**level-2**) 498 studies were screened by their abstract, and 268 articles were removed based on its inclusion and exclusion criteria. At the eligibility stage (**level-3**) 230 articles were screened by full text and out of those 174 articles were excluded based on the eligibility criteria. At the final stage (**level-4**) 56 articles were shortlisted for SLR, further 4 articles/ chapters were added to cover the most recent development in the workplace cyberbullying area. Finally, 60 articles were selected for this review study.

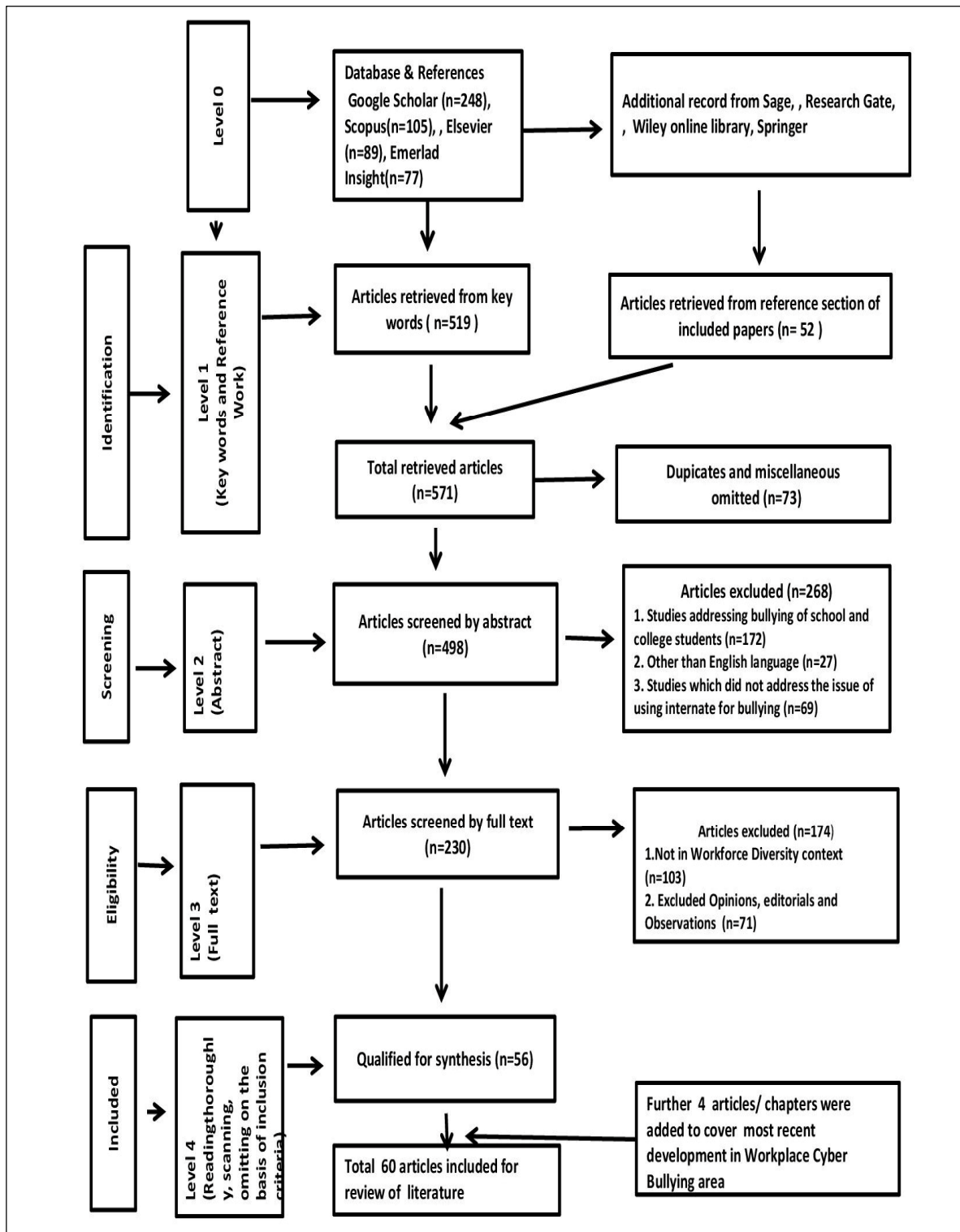


Figure 3 Systematic Literature Review (Source: Developed for research)

6. Results

6.1 Country based and year wise classification of Articles

The following graphical representation shows that the maximum studies were done between the years 2017-2021. It means that gradually the focus of researchers has been shifted to workplace cyberbullying. This is because in recent years the Internet has taken over the working culture and cyberbullying behavior has increased.

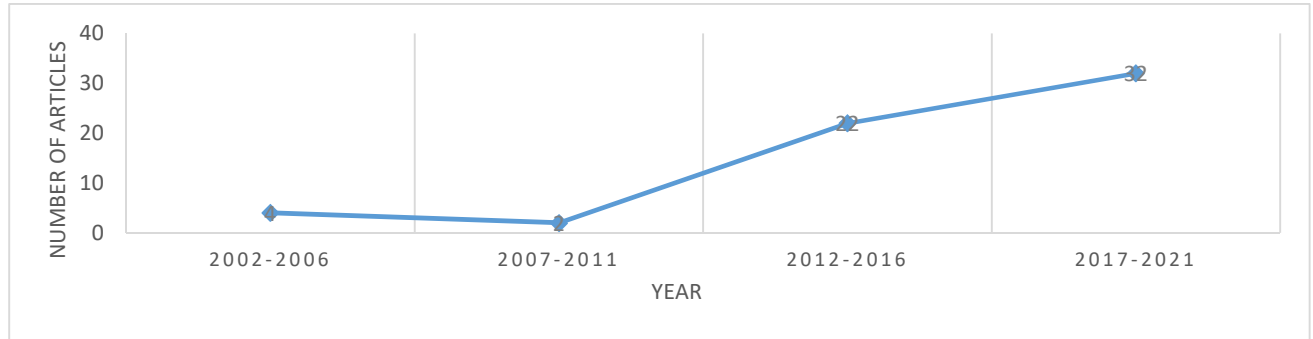


Figure 4 Year Wise Categorization of Articles
Source: Developed for Research

From the year 2017-2021, there have been more studies on cyberbullying at the workplace explaining its impact on diversity and inclusion practices than ever, as the use of the internet and globalization has increased dramatically.

| Country | 2002-2006 | 2007-2011 | 2012-2016 | 2017-2021 | Total | % |
|--------------|-----------|-----------|-----------|-----------|-----------|--------------|
| USA | 3 | 2 | 4 | 9 | 18 | 30 |
| Spain | | | 2 | | 2 | 3.33 |
| Australia | | | 2 | 2 | 4 | 6.67 |
| Switzerland | | | 1 | 1 | 2 | 3.33 |
| UK | | | 3 | 5 | 8 | 13.3 |
| India | | | 5 | 3 | 8 | 13.3 |
| Sweden | | | 1 | 2 | 3 | 5 |
| Netherlands | | | 2 | 1 | 3 | 5 |
| Singapore | | | | 1 | 1 | 1.6 |
| Finland | 1 | | | 1 | 2 | 3.33 |
| New Zealand | | | 1 | 1 | 2 | 3.33 |
| Pakistan | | | | 1 | 1 | 1.6 |
| Indonesia | | | | 1 | 1 | 1.6 |
| Thailand | | | | 1 | 1 | 1.6 |
| China | | | | 1 | 1 | 1.6 |
| Germany | | | | 1 | 1 | 1.6 |
| South Africa | | | | 1 | 1 | 1.6 |
| Taiwan | | | 1 | | 1 | 1.6 |
| Total | 4 | 2 | 22 | 32 | 60 | 100.0 |

Table 2 Country and time period based classification of articles

Another purpose of writing this section is to identify the country which has encountered the most workplace cyberbullying. The countries have been identified by respondents’ profiles or by the author’s affiliation. From the above table, it is apparent that the maximum of 30% of the studies have been identified in the USA while the remaining 70% of the studies have been done

in Australia (6.67%), UK (13.3 %), India (13.3%), Sweden (5%), Netherlands (5%) and other 12 countries.

Finland and the USA both have focused on the early stages of workplace cyberbullying, while other countries like Spain, Australia, UK, India, Sweden, Switzerland have reviewed this issue after the year 2012.

6.2 Academic sources of workplace cyberbullying

Tables 3 and 4 depict a summarized form of workplace cyberbullying SLR and the study is categorized according to the setting of research (industry, academic or mixed), size of the sample used, and summary of each study. Most of the research setting is done in industries especially call centers, BPO, e-commerce, and IT sectors, and higher education.

| Author | Year | Journal/ Book/Web link / Publication | Setting of Research | Sample | Summary |
|------------------------------------|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|--------|----------------------------------------------------------------------------------------------------|
| Farley et.al | 2015 | <i>Medical Education Journal</i> | Medical (Hospitals) | 158 | Trainee doctors face workplace cyber bullying. |
| Piotrowski | 2012 | <i>Organization Development Journal</i> | Industry | NA | Cyber bullying is the new form of workplace bullying. |
| Berkley, Beard, & Kaplan | 2012 | <i>USA: IGI Global Publisher</i> | Industry | NA | The antecedents of workplace cyber bullying are lack of cross cultural competency and sensitivity. |
| D'Cruz & Noronha | 2013 | <i>Information and Organization</i> | Industry (IT-BPO) | NA | There is no specific boundary in workplace cyber bullying as it is anonymous. |
| D'Cruz & Noronha | 2014 | <i>Information and Organization</i> | Industry (Call centre) | NA | Employees are bullied for their race, ethnicity and geographical background. |
| Alcazar, F. M | 2013 | <i>Cross Cultural Management: An International Journal</i> | Industry | NA | Holistic transformation of human resource strategies |
| Bergen, C. V. | 2002 | <i>Public Personnel Management</i> | Industry | NA | If workforce diversity is handled poorly it can easily turn into a losing situation |
| Patrick, H. A., & Rajkumar, | 2012 | <i>Sage Journals</i> | Industry | NA | The biggest challenges for accepting workforce diversity is discrimination |
| Hollis, L. P | 2016 | <i>Emerald Group Publishing Limited</i> | Higher Education | 52 | Racial bullying among people of color. |
| Coyne, I., & Farley, S | 2017 | <i>International Journal of Human Resource Management</i> | Higher Education | 331 | Job dissatisfaction is the consequence of workplace cyber bullying. |
| Karthikeyan, C. | 2021 | <i>IGI Global</i> | Industry | NA | no one shall be subjected to torture or cruel inhuman or degrading treatment |
| Hoel, H., & Salin, D | 2003 | <i>Taylor and Francis.</i> | Industry | NA | Leadership, organizational culture, the changing nature of work is the major antecedents. |
| Australian Human Rights Commission | 2015 | https://www.humanrights.gov.au/ https://www.humanrights.gov.au/our-work/employers/workplace-discrimination-harassment-and-bullying | Industry & academic | NA | Federation discrimination law protects people from discrimination. |
| Neuman, J. H., & Baron, R. A. | 2003 | <i>Taylor and Francis.</i> | Industry | NA | Risk proportion uproots aggression |

| Author | Year | Journal/ Book/Web link / Publication | Setting of Research | Sample | Summary |
|-----------------------------|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|--------------|--------------------------------------------------------------------------------------------------------|
| Farley et.al | 2015 | <i>Medical Education Journal</i> | Medical (Hospitals) | 158 | Trainee doctors face workplace cyber bullying. |
| Piotrowski | 2012 | <i>Organization Development Journal</i> | Industry | NA | Cyber bullying is the new form of workplace bullying. |
| Berkley, Beard, & Kaplan | 2012 | <i>USA: IGI Global Publisher</i> | Industry | NA | The antecedents of workplace cyber bullying are lack of cross cultural competency and sensitivity. |
| D'Cruz & Noronha | 2013 | <i>Information and Organization</i> | Industry (IT-BPO) | NA | There is no specific boundary in workplace cyber bullying as it is anonymous. |
| D'Cruz & Noronha | 2014 | <i>Information and Organization</i> | Industry (Call centre) | NA | Employees are bullied for their race, ethnicity and geographical background. |
| Alcazar, F. M | 2013 | <i>Cross Cultural Management: An International Journal</i> | Industry | NA | Holistic transformation of human resource strategies |
| Bergen, C. V. | 2002 | <i>Public Personnel Management</i> | Industry | NA | If workforce diversity is handled poorly it can easily turn into a losing situation |
| Patrick, H. A., & Rajkumar, | 2012 | <i>Sage Journals</i> | Industry | NA | The biggest challenges for accepting workforce diversity is discrimination |
| Vranjes, I. | 2015 | <i>WAOP Conference. Amsterdam: KU Leuven.</i> | Industry | NA | Interpersonal conflict is the antecedent of workplace cyber bullying. |
| Hirsch | 2015 | https://www.theguardian.com/commentisfree/2015/nov/10/workplace-racism-racial-bullying-discrimination | Industry | Not reported | Some of the organizations have less focus on diversity and inclusion programs. |
| Batra | 2015 | SSRN | Industry (E-commerce) | NA | In India, IT Act, 2000 was established to deal with e-commerce. |
| Gardner, et al | 2016 | <i>International Journal of Environment Research and Public Health</i> | Industry | 826 | Female employees were more cyber bullied than male employees. |
| Privitera & Campbell | 2009 | <i>CyberPsychology and Behavior Journal</i> | Manufacturing Industry | NA | Workers were cyber bullied. |
| Salin, D. | 2021 | <i>Springer</i> | Industry | NA | Gender Diversity is the reason behind workplace cyber bullying. |
| Richard, Walsh & Zhou | 2019 | <i>Cyber bullying in Schools, Workplaces, and Romantic Relationships. New York: Taylor and Francis.</i> | Industry | NA | The major antecedent of workplace cyber bullying is lack of knowledge about different cultural values. |
| Mirawati, I. e. | 2019 | <i>Jurnal Studi Komunikasi</i> | Higher Education | 30 | Minority at workplace is being cyber bullied. |
| Forsell, R | 2016 | <i>Computers in Human Behavior</i> | Industry | NA | Female employees are vulnerable to cyber bully |
| Heatherington, W., & Coyne, | 2014 | <i>International Journal of Organizational Theory and Behavior</i> | Industry | NA | Lean communication media is the antecedent. |
| Lawrence, F. | 2015 | <i>Australia: Southern Cross University</i> | Industry | NA | Job dissatisfaction is the consequence. |

Table 3 Workplace cyberbullying SLR summary

| Author | Year | Journal/ Book/Web link / Publication | Setting of Research | Sample | Summary |
|------------------------------------------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|---------------|---------------------------------------------------------------------------------------------------------------------|
| Coyne, et al | 2017 | <i>International Journal of Human Resource Management</i> | Academic | 331 | Cyber bullying displayed a stronger negative relationship with employee performance as compare to offline bullying. |
| Albarella | 2017 | https://staysafeonline.org/blog/happens-cyberbullies-join-workforce/ | Industry | NA | Impersonation, outing, trolling are the most common types of cyber bullying. |
| Vranjes | 2017 | <i>Elsevier</i> | Industry | NA | Consequences of workplace cyber bullying are fear, sadness, low productivity, irritation and anger. |
| Baloch, R. | 2020 | <i>Islamabaad: Central University of Science and Technology</i> | Industry | NA | Job performance is affected by workplace cyber bullying. |
| Jon-Chao | 2014 | <i>Computers in Human Behavior</i> | Industry | NA | The more an individual had experienced cyber-bullying, the higher psychological response. |
| Forsell, R | 2020 | <i>The International Journal of Human Resource Management</i> | Industry | 3371 | Poor social climate, gender diversity and management position are the antecedents. |
| Muhonen, Jonsson, & Backstrom | 2017 | <i>International Journal of Workplace Health Management</i> | Health care industry | NA | Consequences of workplace cyber bullying are bad health, work engagement and intention to quit. |
| Reputation Defender | 2017 | ReputationDefender/cyber-bullying-is-a-worldwide-problem-25b1cfefdf2a | Industry | NA | There is law for all types of online offenses. |
| Shivashankar & Rajan | 2018 | <i>International Journal of Pure and Applied Mathematics</i> | Industry | NA | There are IT Act, IPC & International law. |

| | | | | | |
|----------------------------------------------------|------|-------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----|---------------------------------------------------------------------------------------|
| Brar & Kumar | 2018 | <i>Journal of Computer Networks and Communications</i> | Industry | NA | Cyber activism , cyber pornography and cyber trespass are types of cyber bullying. |
| Kowalski, Toth, & Morgan | 2018 | <i>The Journal of Social Psychology</i> | Industry | NA | Cyber incivility and cyber aggression are the most common types of cyber bullying. |
| Ferley, Coyne, D’Cruz, | 2021 | <i>Concepts, Approaches and Methods Journal</i> | Industry | NA | Workplace cyber bullying is beyond working hours. |
| Beugragard, Booth & Whiley | 2021 | <i>Aligning Perspectives in Gender Mainstreaming Journal</i> | Industry | NA | Transgender employees often conceal their identity to avoid being mocked and bullied. |
| De Wet | 2020 | <i>South African Journal of Education Journal</i> | Higher Education | NA | Female teachers were more cyber bullied than mal teachers. |
| D’Souza et al. | 2019 | <i>Journal of Management & Organization</i> | Medical Industry | NA | cyber bullying can happen from sources inside and outer to the work place |
| Sadia, H., Yadav, S., & Faisal, M. | 2021 | <i>IGI Global Publishers</i> | Industry | NA | Uncontrolled digitization causes cyber crimes. |
| Cassidy, W., Jackson, M., & Faucher, C. | 2016 | <i>Cyberbullying Across the Globe</i> | Higher Education | 331 | Female faculty members were more vulnerable. |
| Salazar, L. R | 2021 | <i>Workplace Cyberbullying and Cross-Cultural Differences: Examining the Application of Intercultural Communication Theoretical Perspective</i> | Industry | NA | Diversity & social dominance orientation are the antecedents. |
| Zapf, D., & Einarsen, S | 2003 | <i>Taylor and Francis.</i> | Industry | NA | Self esteem protection and absence of social fitness are the antecedents. |
| Schimmel, K., & Nicholls, J. | 2014 | <i>Routledge</i> | Industry | NA | Interpersonal conflict is the major antecedent. |
| Vranjes, I | 2016 | <i>The European Academy of Occupational Health Psychology</i> | Industry | NA | Discrete emotions are the antecedents. |

| | | | | | |
|--------------------------------------|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------|------------------------------------------------------|
| Zhang, S., & Leidner, D. | 2018 | <i>Information and Management</i> | Industry | NA | Poor conflict management is the antecedent. |
| Loh, J., & Snyman, R. | 2020 | <i>Gender in Management</i> | Industry | NA | Stress and job dissatisfaction are the consequences. |
| Kim, Y. J. | 2020 | <i>JMIR Research Protocols</i> | Industry | NA | Job dissatisfaction is the consequence. |
| Blando, J | 2008 | <i>University of Phoenix</i> | Industry | NA | Job dissatisfaction is the consequence. |
| Jones, A. S. | 2019 | <i>University of Iowa</i> | Industry | NA | Job dissatisfaction is the consequence. |
| Rood, M., & Schriener, J. | 2021 | <i>IGI Global</i> | Industry | NA | Cyber bullying affects well being. |
| Kalyar, M. N. | 2021 | <i>Management Research Review</i> | Industry | NA | Cyber bullying affects creativity. |
| Novartis | 2019 | novartis.com/our-company/diversity-inclusion/diversity-inclusion-our-strategic-priorities-novartis#inclusivebehavior | Medical Industry | NA | workforce diversity is the significant factor |
| Johnson \$ Johnson | 2019 | https://www.jnj.com/latest-news/how-johnson-johnson-promotes-workplace-diversity-inclusion | Medical Industry | NA | workforce diversity is the significant factor |
| Mastercard | 2019 | https://www.mastercard.us/en-us/about-mastercard/who-we-are/diversity-inclusion.html | IT/Financial Industry | NA | workforce diversity is the significant factor |
| Oksanen, A | 2020 | <i>Computers in Human Behavior</i> | Industry | 563, 1817 | Psychological distress is the consequence. |

Table 4 Workplace cyberbullying SLR Summary

A few studies address the issue of workplace cyberbullying. Research databases like Scopus, Elsevier, Emerald, Sage, Research Gate, Wiley online library have studies related to workplace cyberbullying and D&I. International Journal of Human Resources Management, IGI Global publishers, Taylor & Francis, Computers in Human Behavior, CyberPsychology and Behavior Journal, Aligning Perspectives in Gender Mainstreaming Journal, International Journal of Environment Research and Public Health, Information and Organization, etc. journals have relevant publications regarding workplace cyberbullying.

6.3 Antecedents and consequences of workplace cyberbullying

After analyzing literature, it was found that the most discussed antecedents (Table 5) of cyberbullying were lower self-esteem, gender diversity, social isolation, cultural differences and cultural diversity, different psychological and personality dimension of diversity, lack of sensitivity and cultural competence, racial diversity, generational diversity, discrete emotions, interpersonal conflict, power imbalance, management position, role conflict, ethical leadership, etc. The most discussed consequences (Table 6) were employees' health, depression, anger, stress, productivity, self-efficacy, job dissatisfaction, job performance, turnover intention, absenteeism, work engagement, and organizations' productivity and efficiency.

| | Antecedents of Workplace Cyber Bullying | Supporting Reference |
|--------------------------------------------|-------------------------------------------------------|------------------------------------------------|
| <i>Antecedents at Individual Level</i> | 1. Gender Diversity / Sexual Orientation | (68), (69), (70), (72), (74), (75), (76), (72) |
| | 2. Personality & Psychological Dimension of Diversity | (71) |
| | 3. Cross Cultural/ Social Competence | (71), (77) |
| | 4. Racial Diversity | (72), (73) |
| | 5. Ethnic Diversity | (72) |
| | 6. Disability Diversity | (72) |
| | 7. Social Dominance Orientation | (76) |
| | 8. Social Climate | (76) |
| | 9. Cultural Values | (77) |
| | 10. Self Esteem | (77) |
| | 11. Self Decisiveness | (77) |
| | 12. Interpersonal Conflict | (80), (81) |
| | 13. Emotions (fear, sadness) | (80), (82) |
| <i>Antecedents at Organizational Level</i> | 1. Power Imbalance | (74) |
| | 2. Team Diversity | (71) |
| | 3. Management Position | (76), (78), (79) |
| | 4. Role Conflict | (80) |
| | 5. Procedural Justice | (80) |
| | 6. Leadership | (83), (84) |
| | 7. Organizational Culture | (83) |
| | 8. Nature of Work | (83) |
| | 9. Communication Media | (85) |
| | 10. Conflict Management | (86) |

Table 5 Antecedents of Workplace Cyberbullying

| Consequences of Workplace Cyber Bullying | | Supporting Reference |
|---------------------------------------------|----------------------------------------------------------------------------|------------------------------------------|
| <i>Consequences at Individual Level</i> | 1. Health(Mental and Physical), Well being | (87), (69), (97) |
| | 2. Work Engagement | (87) |
| | 3. Intention to Quit | (87) |
| | 4. Performance | (88), (89) |
| | 5. Perceived Stress/ Mental Strain / Psychological Distress, Techno Stress | (90), (86), (69), (96), (98), (114) |
| | 6. Job Satisfaction | (62), (90), (91), (92), (93), (94), (86) |
| | 7. Productivity | (95) |
| | 8. Fear, Sadness | (95) |
| | 9. Exhaustion | (96) |
| | 10. Creativity | (98) |
| <i>Consequences at Organizational Level</i> | 1. Hostile Organizational Climate | (86) |
| | 2. Organizational Effectiveness | (69) |
| | 3. Team Conflict | (69) |

Table 6 Consequences of Workplace Cyberbullying

6.4 Ishikawa framework of cyberbullying at workplace

SLR reveals the most discussed antecedents and consequences of workplace cyberbullying. Here, the researcher proposes an Ishikawa diagram showing antecedents at individual and organizational levels. **Individual** antecedents as **diversity** (gender, disability, race, ethnicity, cultural), **psychological** (self-esteem, discrete emotions, interpersonal conflict, psychological dimension of diversity) and **social** (lack of cross-cultural competence, social dominance orientation, social climate) and **organizational** antecedents as **work environment** (team diversity, organizational culture, lean communication media), **leadership** (ethics, power imbalance, management position), **policy** (role conflict, procedural injustice, poor conflict management) were categorized based on SLR.

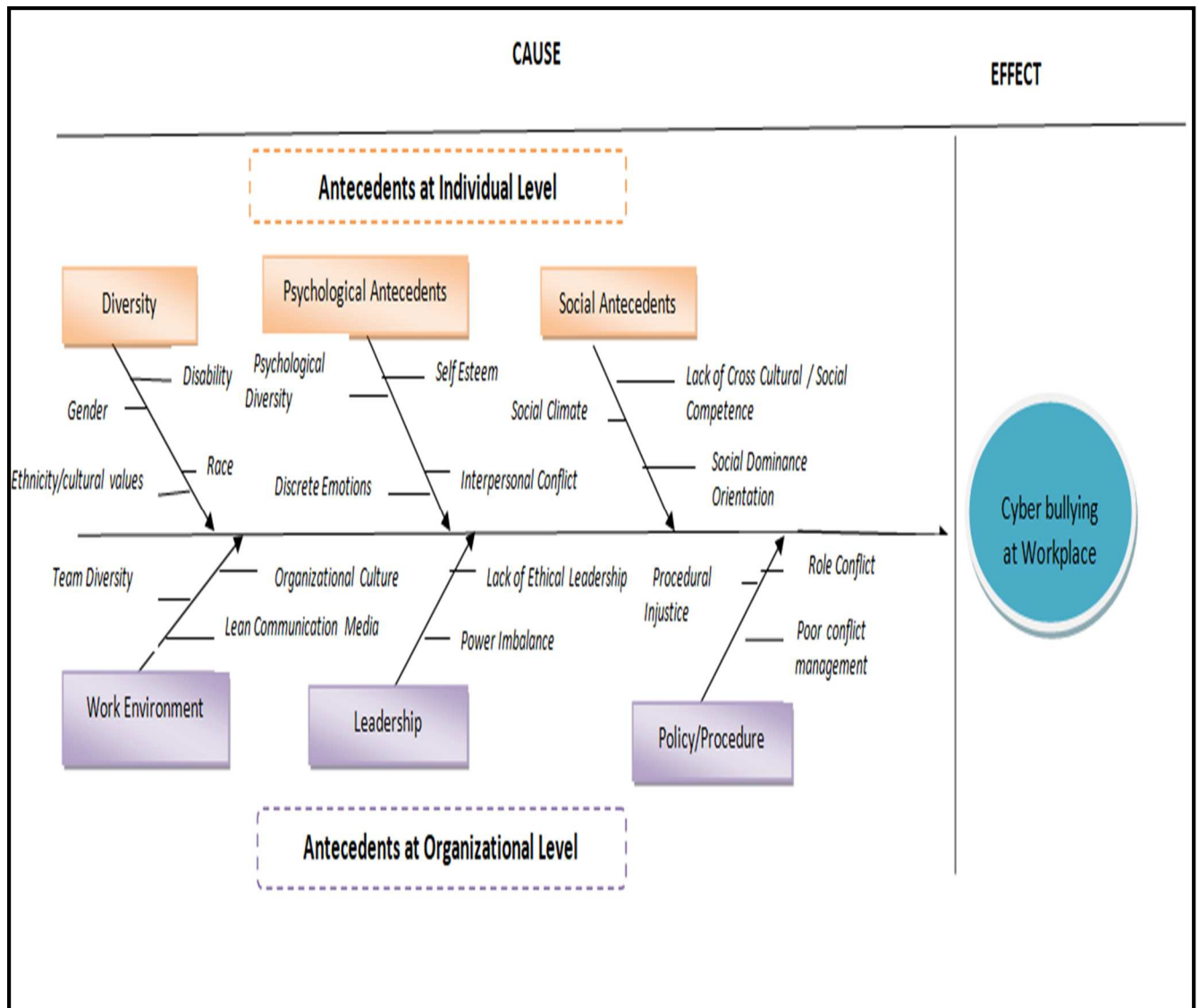


Figure 5 Ishikawa framework for workplace cyberbullying

After analyzing the relevant literature, the researcher has developed an Ishikawa framework of cyberbullying at the workplace explaining its antecedents. (Figure5). Based on cause and effect theory this framework explains most discussed individual and organizational antecedents of workplace cyberbullying.

6.5 Role of workplace cyberbullying as a stumbling block in diversity and inclusion practices

Section 4.3 (Studies on diversity & inclusion and workplace cyberbullying) explains the role of workplace cyberbullying as a stumbling block in diversity and inclusion practices. As the result above clearly shows that diversity dimensions play a role in antecedents of cyberbullying at the workplace.

In this way, it was found that diversity dimensions and the absence of cross-cultural/ social competence lead to cyberbullying behavior. Representatives in a work environment are being bullied for their distinctive race, culture, geological foundation, sexual orientation, disability, and gender identity. Notwithstanding executing arrangements in regards to diversity and inclusion, a few employees have an absence of social skill and sensitivity towards different elements of diversity and it drives them to misbehave with different employees. In this scenario, a diverse workforce needs to disguise their actual personality so they can't be taunted or bothered for their sexual orientation or race, or religion. In an investigation above it is shown that frequently transgender representatives hide their personalities to keep away from exclusion or being harassed.

Amid this circle, diversity and inclusion practices, arrangements, and projects run by organizations break down as cyberbullying at the workplace begins to go about as a hindrance for these strategies.

7. Implications

This study will benefit the academicians, researchers, practitioners, managers as a comprehensive solution to workplace cyberbullying literature. This is the first kind of systematic literature review study of workplace cyberbullying that uses cause and effect theory as a theoretical framework. Further, this study is providing an Ishikawa diagram showing the root cause of workplace cyberbullying that helps in brainstorming to identify the underlying contributing factors in the happening of an event. Further, practitioners can develop actions that sustain the corrections. This study is also providing academic sources of the literature on workplace cyberbullying. Workplace cyberbullying literature also presents the most affected industries and countries. Conclusively, the categorization of antecedents and consequences of workplace cyberbullying at the individual and organization levels might help to develop the conceptual model in future research.

The practical relevance of the proposed Ishikawa framework is primarily improving diversity and inclusion practices by diminishing the barriers in the form of cyberbullying. Our findings also highlight the importance of legal measures. This study is a practical framework both for management and employees. Employees should follow the code of conduct and ethics decided by the organization. Employees also need to be aware of their responsibility. They can prevent cyberbullying by reporting it, calling the police, responding, and supporting on time. Employees must practice social media hygiene. Employees have been victimized for their race,

color, sexual orientation, gender identity, geographical background, religion, etc. Leaders, managers, HR practitioners must ponder on this issue that how they can indulge a bully more into diversity and inclusion practices. They need to work on ground level and must ensure that they are practicing what they are preaching. There must be a zero-tolerance policy, sensitivity training, diversity laws, social media policy, and general anti-bullying policy.

A restrictive behavioral line must be there. Workshops should be conducted for employees, customers, teachers, students for diversity management. Practitioners should work for equality and should try that no one can be harassed or bullied based on their physical disability, gender identity, and sexual orientation, race, or color. There must be a monthly or quarterly evaluation of diversity and inclusion programs. There should be an active cyber cell, mental health intervention program and there must be training on cross-cultural competency. Everyone should understand that workplace culture is not sexually or racially hostile. So, in the current situation, we have to first identify the type of organization and its need for eliminating workplace cyberbullying to make sure that employees must feel included and should not be excluded, mocked, or bullied for their different race, gender, sexual orientation, color, language, or geographical background.

This review is an attempt to present the literature in a systematic pattern, unlike the past studies. This shall guide future researchers with a systematic understanding of the concepts in this area of study.

8. Limitations and Future Research

Identifying workplace cyberbullying literature showing the antecedents, consequences, legal measures and linking it with workforce diversity was the focus of this study. This study has overlooked other contributing aspects like traditional bullying, excessive social media use, working from home etc. The filtering process of selecting the articles may have excluded some good studies.

The manufacturing industry is a male dominant industry and it is still to be explored. The possible role of emotional intelligence (EI) [115] and the role of bystander intervention [116] can be used to in future research to eliminate undesirable behaviors at work.

Our study found that the diversity dimension is the most discussed antecedents of workplace cyberbullying therefore, future research can foster other aspects like the role of ethical leadership, procedural justice, conflict management, the role of spirituality at work to overcome

the barrier cyberbullying to improve diversity and inclusion practices. Additionally, the contextual variables have been ignored in this study which can be included in future research.

9. Conclusion

There is ample literature on cyberbullying but workplace cyberbullying has been reported less. Therefore, this study is inspired by a scarcity of systematic literature review studies on workplace cyberbullying. This study probes into every type of workplace cyberbullying literature and finds out its precursors and outcomes. By doing SLR, this study provides a holistic understanding of the concept of workplace cyberbullying that works as an inhibitor in diversity and inclusion practices. The previous studies have been done in call centers, BPO, e-commerce, IT sectors, and higher education. There has been an increase in studies in the last five years. This study concludes with an Ishikawa framework showing antecedents of workplace cyberbullying at individual and organizational levels. Overall, this study provides a significant contribution by providing a research summary in workplace cyberbullying that can help future researchers.

On behalf of all authors, the corresponding author states that there is no conflict of interest.

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