THE MODERATING EFFECT OF PERSONALITY IN THE RELATIONSHIP BETWEEN JOB DEMAND AND JOB CONTROL ON WORKPLACE BULLYING: A STUDY AMONG NURSES IN JORDAN

IMAD MOHMAD ATWAN AL MUALA

DOCTOR OF PHILOSOPHY
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THE MODERATING EFFECT OF PERSONALITY IN THE RELATIONSHIP BETWEEN JOB DEMAND AND JOB CONTROL ON WORKPLACE BULLYING: A STUDY OF NURSES IN JORDAN

BY

IMAD MOHMAD ATWAN AL MUALA

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Othman Yeop Abdullah Graduate School of Business,
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ABSTRACT

This study examined the factors influencing workplace bullying among nurses in the public hospitals in Jordan. The objective of the study was to examine the influence of job demand and job control on workplace bullying among nurses in Jordan. The role of personality as the moderating factor in this relationship was also examined. The study utilized a survey method and questionnaires were distributed to a sample of 750 nurses at one of the biggest public hospitals in Jordan. The data was analysed using regression analysis techniques, and hierarchal regression analysis. The study found that the level of workplace bullying among nurses as being high. The study also found a positive and significant relationship between job demand and workplace bullying. The study also found that there appeared a significantly negative relationship between job control and workplace bullying. Personality too appeared as partial moderator in the relationship between job demand and job control on workplace bullying. Personality traits of conscientiousness and openness to experience were found to moderate the relationship between job control and workplace bullying. Other than that, emotional stability was found playing a role in moderating the relationship between work pressure and workplace bullying. The finding of this study strengthens earlier research findings regarding the importance of personality in influencing workplace bullying. It can thus be concluded, that understanding job demand and job control factors in the workplace and managing them effectively can help reduce incidents of bullying among nurses in Jordanian hospitals. Furthermore, the different personality traits of nurses and the interaction of these traits with job demand and job control factors, show the workplace bullying differences among nurses in the Jordanian hospitals.

**Keywords:** Job Demand, Job Control, Personality, Workplace Bullying
ABSTRAK


Kata kunci: Tuntutan Kerja, Kawalan Kerja, Personaliti, Buli Di Tempat Kerja
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TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>TITLE PAGE</td>
<td>i</td>
</tr>
<tr>
<td>PERMISSION TO USE</td>
<td>ii</td>
</tr>
<tr>
<td>ABSTRACT</td>
<td>iii</td>
</tr>
<tr>
<td>ABSTRAK</td>
<td>iv</td>
</tr>
<tr>
<td>ACKNOWLEDGEMENT</td>
<td>v</td>
</tr>
<tr>
<td>TABLE OF CONTENTS</td>
<td>vi</td>
</tr>
<tr>
<td>LIST OF TABLES</td>
<td>xii</td>
</tr>
<tr>
<td>LIST OF FIGURES</td>
<td>xiv</td>
</tr>
<tr>
<td>LIST OF APPENDICES</td>
<td>xv</td>
</tr>
<tr>
<td>LIST OF ABBREVIATIONS</td>
<td>xvi</td>
</tr>
<tr>
<td>CHAPTER ONE INTRODUCTION</td>
<td>1</td>
</tr>
<tr>
<td>1.1 Background of the Study</td>
<td>1</td>
</tr>
<tr>
<td>1.2 Problem Statement</td>
<td>9</td>
</tr>
<tr>
<td>1.3 Research Questions</td>
<td>23</td>
</tr>
<tr>
<td>1.4 Research Objectives</td>
<td>24</td>
</tr>
<tr>
<td>1.5 Significance of the Study</td>
<td>24</td>
</tr>
<tr>
<td>1.5.1 Contribution to knowledge</td>
<td>25</td>
</tr>
<tr>
<td>1.5.2 Contribution to Practitioners</td>
<td>26</td>
</tr>
<tr>
<td>1.6 Definition of Key Terms</td>
<td>27</td>
</tr>
<tr>
<td>1.6.1 Workplace Bullying</td>
<td>27</td>
</tr>
<tr>
<td>1.6.2 Job Demand</td>
<td>28</td>
</tr>
<tr>
<td>1.6.2.1 Role Conflict</td>
<td>28</td>
</tr>
<tr>
<td>1.6.2.2 Role Ambiguity</td>
<td>28</td>
</tr>
<tr>
<td>1.6.2.3 Work Pressure</td>
<td>29</td>
</tr>
<tr>
<td>1.6.3 Job Control</td>
<td>29</td>
</tr>
<tr>
<td>1.6.4 Personality</td>
<td>30</td>
</tr>
<tr>
<td>1.7 Scope of Study</td>
<td>30</td>
</tr>
<tr>
<td>1.8 Structure of the Thesis</td>
<td>30</td>
</tr>
<tr>
<td>CHAPTER TWO HEALTHCARE SECTOR IN JORDAN</td>
<td>32</td>
</tr>
<tr>
<td>2.1 Introduction</td>
<td>32</td>
</tr>
<tr>
<td>2.2 Cultural Background</td>
<td>32</td>
</tr>
<tr>
<td>2.3 Health Sector in Jordan</td>
<td>34</td>
</tr>
<tr>
<td>2.4 Health Sector Organizations in Jordan</td>
<td>38</td>
</tr>
<tr>
<td>2.4.1 Ministry of Health</td>
<td>38</td>
</tr>
</tbody>
</table>
CHAPTER THREE LITERATURE REVIEW ................................................ 55
3.1 Introduction .................................................................................. 55
3.2 Negative Behaviors at the Workplace ............................................. 56
  3.2.1 Workplace Aggression .............................................................. 60
  3.2.2 Workplace Violence ................................................................. 63
  3.2.3 Sexual Harassment ................................................................. 67
3.3 Bullying Definition ........................................................................ 73
3.4 Workplace Bullying ....................................................................... 76
  3.4.1 Characteristics of Bullying ......................................................... 79
    3.4.1.1 Duration ........................................................................... 83
    3.4.1.2 Repetition ........................................................................ 84
    3.4.1.3 Power Imbalance ............................................................. 86
    3.4.1.4 Intention .......................................................................... 87
  3.4.2 Bullying Among Nurses ........................................................... 92
  3.4.3 Other Forms of Bullying .......................................................... 95
  3.4.4 Workplace Bullying Outcomes ................................................. 97
3.5 Antecedents of Workplace Bullying ............................................... 105
  3.5.1 Role Conflict .......................................................................... 108
    3.5.1.1 The relationship between role conflict and workplace bullying 108
  3.5.2 Role Ambiguity ....................................................................... 112
    3.5.2.1 The relationship between role ambiguity and workplace bullying 113
  3.5.3 Work Pressure ........................................................................ 116
    3.5.3.1 The relationship between work pressure and workplace bullying 117
  3.5.4 Job Control .......................................................................... 120
    3.5.4.1 The relationship between job control and workplace bullying ... 121
  3.5.5 Moderating Effect of Personality ............................................. 124
3.6 Research Framework ..................................................................... 134
3.7 Model and Hypothesis Development ............................................. 137
  3.7.1 Model Development ............................................................... 137
  3.7.2 Job Demand Control Model (JDC-Model) .................................. 138
    3.7.2.1 The Strain and Buffer hypotheses of the JDC model .......... 140
5.6 Reliability Analysis .................................................. 196

5.7 Restatement of Research Hypotheses ....................................................... 198
5.8 Profile of Respondents ........................................................................... 199
5.9 Descriptive Statistics of Principal Constructs......................................... 201
5.10 Experience of Bullying At Work .......................................................... 203
5.11 Correlation of Constructs ...................................................................... 207
5.12 Intercorrelation between Variables ...................................................... 208
5.12.1 Correlation between Job Demand Factors ........................................ 209
5.13 Hypothesis Testing ................................................................................ 211
5.13.1 Multiple Regression Analysis ............................................................ 216
5.13.2 Hierarchical Regression Analysis ....................................................... 219
5.13.2.1 Interacting effects of extraversion with job demand and job control on workplace bullying among nurses .................................................. 219
5.13.2.2 Interacting effects of conscientiousness with job demand and job control upon workplace bullying among nurses ......................... 222
5.13.2.3 Interacting effects of openness to experience with job demand and job control upon workplace bullying among nurses ............. 225
5.13.2.4 Interacting effects of emotional stability with job demand and job control upon workplace bullying among nurses ...................... 228
5.14 Summary ............................................................................................... 231

CHAPTER SIX DISCUSSION, IMPLICATIONS AND CONCLUSIONS..... 233
6.1 Introduction ............................................................................................. 233
6.2 Discussion ............................................................................................... 233
6.2.1 Prevalence of workplace bullying among Jordanian nurses .............. 234
6.2.2 The Direct Relationship ....................................................................... 236
6.2.2.1 The relationship between role conflict and workplace bullying (Hypothesis 1) .......................................................... 237
6.2.2.2 The relationship between role ambiguity and workplace bullying (Hypothesis 2) ......................................................... 238
6.2.2.3 The relationship between work pressure and workplace bullying (Hypothesis 3) .......................................................... 239
6.2.2.4 The relationship between job control and workplace bullying (Hypothesis 4) .......................................................... 241
6.2.3 Interacting Effects ................................................................................ 242
6.2.3.1 Interacting effects of conscientiousness between job control and workplace bullying .................................................. 244
6.2.3.2 Interacting effects of openness to experience with job control and workplace bullying .................................................. 245
6.2.3.3 Interacting effects of emotional stability between work pressure and workplace bullying .................................................. 246
6.3 Implications ............................................................................................. 248
6.3.1 Managerial Implications ..................................................................... 248
6.3.2 Theoretical Implications ........................................................................ 251
6.4 Limitations ............................................................................................... 253
6.5 Future Research ....................................................................................... 254
6.6 Conclusion ............................................................................................... 255

REFERENCES .................................................................................................. 257
LIST OF TABLES

<table>
<thead>
<tr>
<th>TABLE</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 2.1  Number of Hospitals According To Health Sector</td>
<td>36</td>
</tr>
<tr>
<td>Table 2.2  Health Indicators in Jordan</td>
<td>37</td>
</tr>
<tr>
<td>Table 2.3  Total Registered Refugees by Sex and Field</td>
<td>43</td>
</tr>
<tr>
<td>Table 2.4  UNRWA’s Health Infrastructure by Field</td>
<td>45</td>
</tr>
<tr>
<td>Table 2.5  Medical Services Staff by Field</td>
<td>46</td>
</tr>
<tr>
<td>Table 4.1  Scale for Workplace Bullying</td>
<td>156</td>
</tr>
<tr>
<td>Table 4.2  Scale for Role Conflict</td>
<td>157</td>
</tr>
<tr>
<td>Table 4.3  Scale for Role Ambiguity</td>
<td>158</td>
</tr>
<tr>
<td>Table 4.4  Scale for Work Pressure</td>
<td>159</td>
</tr>
<tr>
<td>Table 4.5  Scale for Job Control</td>
<td>160</td>
</tr>
<tr>
<td>Table 4.6  Scale for Personality</td>
<td>162</td>
</tr>
<tr>
<td>Table 4.7  Summary of Variables, Dimensions, and Total Number of Items</td>
<td>163</td>
</tr>
<tr>
<td>Table 4.8  Four Point Scale</td>
<td>167</td>
</tr>
<tr>
<td>Table 4.9  Reliabilities of Constructs for Pilot Study</td>
<td>168</td>
</tr>
<tr>
<td>Table 5.1  Summary of Response Rates</td>
<td>180</td>
</tr>
<tr>
<td>Table 5.2  Recoded Items Table</td>
<td>184</td>
</tr>
<tr>
<td>Table 5.3  Variables and Number of Measured Items in the Research Model</td>
<td>188</td>
</tr>
<tr>
<td>Table 5.4  Summary of Factor Analysis for Job Demand Factors</td>
<td>190</td>
</tr>
<tr>
<td>Table 5.5  Summary of Factor Analysis for Nurses Personality</td>
<td>193</td>
</tr>
<tr>
<td>Table 5.6  Factor Analysis of Workplace Bullying</td>
<td>195</td>
</tr>
<tr>
<td>Table 5.7  Cronbach’s Alpha for the Study Variables after Factor Analysis</td>
<td>197</td>
</tr>
<tr>
<td>Table 5.8  Description of Sample (Individual Characteristics)</td>
<td>200</td>
</tr>
<tr>
<td>Table 5.9  Descriptive Statistic of All Principle Constructs (n= 562)</td>
<td>202</td>
</tr>
<tr>
<td>Table 5.10  Exposing To Workplace Bullying Behaviour/ Six Months Duration</td>
<td>204</td>
</tr>
<tr>
<td>Table 5.11  The Descriptive Data of Workplace Bullying Statements</td>
<td>205</td>
</tr>
<tr>
<td>Table 5.12  Experiencing Bullying At Work</td>
<td>206</td>
</tr>
<tr>
<td>Table 5.13  Cohen’s Guideline of Correlation Strength</td>
<td>208</td>
</tr>
<tr>
<td>Table 5.14  Correlations between Study Variables</td>
<td>210</td>
</tr>
<tr>
<td>Table 5.15  Testing for Multicollinearity on Assessment of Tolerance and VIF Values</td>
<td>216</td>
</tr>
<tr>
<td>Table 5.16  Result of Regression Analysis</td>
<td>218</td>
</tr>
</tbody>
</table>
Table 5.17 The Hierarchical Regression Result Using Extraversion as Moderator in the Relationship between Job Demand and Job Control Factors on Workplace Bullying ................................................................. 221

Table 5.18 The Hierarchical Regression Result Using Conscientiousness as Moderator in the Relationship between Job Demand and Job Control Factors on Workplace Bullying ................................................................................. 223

Table 5.19 The Hierarchical Regression Result Using Openness to Experience as Moderator in the Relationship between Job Demand and Job Control Factors on Workplace Bullying ................................................................................. 226

Table 5.20 The Hierarchical Regression Result Using Emotional Stability as Moderator in the Relationship between Job Demand and Job Control Factors on Workplace Bullying ................................................................................. 230

Table 5.21 Summary of Hypothesis Testing.............................................................................................................. 232
# LIST OF FIGURES

<table>
<thead>
<tr>
<th>FIGURE</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Figure 2.2 Organizational Structure-Ministry of Health in Jordan</td>
<td>54</td>
</tr>
<tr>
<td>Figure 3.1 The Relationship between Aggression, Violence, and Bullying</td>
<td>66</td>
</tr>
<tr>
<td>Figure 3.2 Research Framework</td>
<td>136</td>
</tr>
<tr>
<td>Figure 3.3 Karasek's Job Demand-Control Model (1979)</td>
<td>139</td>
</tr>
<tr>
<td>Figure: 3.4 Theory of Social Cognitive by Bandura (1977)</td>
<td>150</td>
</tr>
<tr>
<td>Figure 5.1 Plot of Interaction between Conscientiousness and Job Control on Workplace Bullying</td>
<td>224</td>
</tr>
<tr>
<td>Figure 5.2 Plot of Interaction between Openness and Job Control on Workplace Bullying</td>
<td>227</td>
</tr>
<tr>
<td>Figure 5.3 Plot of Interaction between Emotional Stability and Work Pressure on Workplace Bullying</td>
<td>229</td>
</tr>
</tbody>
</table>
LIST OF APPENDICES

APPENDIX A: Questionnaire .................................................................309
APPENDIX B: Written Permission To Conduct The Study..........................320
APPENDIX C: Outlier........................................................................322
APPENDIX D: Descriptive Statistics .....................................................330
APPENDIX E: Linearity, Normality, and Homoscedasticity .......................331
APPENDIX F: Main Effect of Job Demand and Job Control On Workplace Bullying ....333
APPENDIX G: The Interaction between Personality Traits and Job Demand and Job Control On Workplace Bullying .........................................................334
### LIST OF ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANA</td>
<td>American Nurses Association</td>
</tr>
<tr>
<td>APA</td>
<td>American Psychological Association</td>
</tr>
<tr>
<td>BBC</td>
<td>British Broadcasting Corporation</td>
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<tr>
<td>Cal/OSHA</td>
<td>Californian Division of Occupational Health and Safety</td>
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<tr>
<td>CCU</td>
<td>Coronary Care Unit</td>
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<tr>
<td>CEOs</td>
<td>Chief Executive Officers</td>
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<td>CHIP</td>
<td>Civil Health Insurance Plan</td>
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<td>CNN</td>
<td>Cable News Network</td>
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<td>DoS</td>
<td>Department of Statistics</td>
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<td>EOC</td>
<td>Equal Opportunities Commission</td>
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<tr>
<td>EU-OSHA</td>
<td>European Agency for Safety and Health at Work</td>
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<tr>
<td>FDI</td>
<td>Foreign Direct Investment</td>
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<td>FT</td>
<td>Field Theory</td>
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<td>GDP</td>
<td>Gross Domestic Product</td>
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<td>HCW</td>
<td>HealthCare Workers</td>
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<td>HKJ</td>
<td>Hashemite Kingdom of Jordan</td>
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<td>ICN</td>
<td>International Council of Nurses</td>
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<td>ICU</td>
<td>Intensive Critical Unit</td>
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<td>ILO</td>
<td>International Labor Organization</td>
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<td>JCQ</td>
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</tr>
<tr>
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<td>Job Demand Control Model</td>
</tr>
<tr>
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<td>Job Demand Control Support Model</td>
</tr>
<tr>
<td>JDR</td>
<td>Job Demand Resources Model</td>
</tr>
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<td>JNA</td>
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<tr>
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<td>JoD</td>
<td>Jordanian Dinar</td>
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<td>JRF</td>
<td>Jordan River Foundation</td>
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<td>JUH</td>
<td>Jordan University Hospital</td>
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<td>KAH</td>
<td>King Abdullah Hospital</td>
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<td>KHCC</td>
<td>King Hussein Cancer Center</td>
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<td>LTSI</td>
<td>Learning Transfer System Inventory</td>
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<td>MENA</td>
<td>Middle East and North African</td>
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<td>MoH</td>
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<td>Ministry of Higher Education</td>
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<td>N</td>
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</tr>
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<td>n</td>
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</tr>
<tr>
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<td>Negative Act Questionnaire</td>
</tr>
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<td>Negative Act Questionnaire-Revised</td>
</tr>
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</tr>
<tr>
<td>NHS</td>
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</tr>
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<td>PCA</td>
<td>Principle Component Analysis</td>
</tr>
<tr>
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</tr>
<tr>
<td>RMS</td>
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<tr>
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</tr>
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<td>RSSD</td>
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</tr>
<tr>
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<td>Social Cognitive Theory</td>
</tr>
<tr>
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</tr>
<tr>
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<td>United States</td>
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<tr>
<td>U.S$</td>
<td>United States Dollar</td>
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<tr>
<td>UNRWA</td>
<td>United Nation’s Relief and Works Agency for Palestinian Refugees</td>
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<td>VIF</td>
<td>Variance Inflation Factor</td>
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<td>WBI</td>
<td>Workplace Bullying Institute</td>
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<td>WBTI</td>
<td>Workplace Bullying and Trauma Institute</td>
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<td>WHO</td>
<td>World Health Organization</td>
</tr>
<tr>
<td>WpB</td>
<td>Workplace Bullying</td>
</tr>
</tbody>
</table>

xvii
CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Bullying commonly occurs in the workplace and is viewed as being among the worst behaviors impacting employees and organizations (Liefooghe & Mac Davey, 2001; and Namie, 2003). The impact of bullying goes beyond individual or organizational performance as it damages the health of the victim and modifies the course of family relationships within society.

The pioneering expression of workplace bullying was made by British journalist, Andrea Adams in 1988 who linked bullying to adult misery in her book entitled, “Workplace Bullying”, which was published in 1992 (Lee, 2000). According to Heinz Leymann, the founder of the International Anti-Bullying Movement, bullying has affected individuals’ health. Leymann German psychiatrist who established the world’s first work trauma clinic in Sweden in the 1980s, documented traumatization stemming from sustained psychological terrorization at work for which the term ‘mobbing’ was used (Namie, 2003b). Literature concerning bullying originated from Europe, specifically from the Scandinavian countries.

For instance, in Norway, Einarsen, Raknes & Matthiesen (1994) argued that in the eighties and before, sexual harassment was a public issue in Europe, and that it is now time to begin the discussion of non-sexual harassment issues in the workplace like bullying. According to them, workplace bullying is considered as a negative action.
The contents of the thesis is for internal user only
including verbal aggression, isolation, and name-calling, which arises between employees where the victims are unable to defend themselves from this type of action. In addition, studies from the UK consistently reveal that 25% of the workplace bullying victims quit their jobs owing to the treatment received (Rayner, 1999).

The study conducted by Zapf, Knorzh, and Kulla (1996) is consistent with Leymann et al., (1996), and Einarsen & Raknes (1997), stating that mobbing is a psychological and non-physical type of violence. Researchers describing workplace bullying (e.g. Einarsen et al., 1994; Einarsen, 2000; Einarsen & Skogstad, 1996; Leymann, 1993; Zapf, 1999a) have utilized varying terminologies. Most researchers hailing from UK, Ireland, Australia, and Northern Europe make use of the term ‘bullying’ while Scandinavian and German researchers prefer the term ‘mobbing’ (Einarsen, 2000, p. 380; and Zapf & Einarsen, 2001, p. 369). Leymann added that there exists a distinction between mobbing in the workplace and bullying in the school, which is characterized by physical violence, whereas it is more psychological in the workplace (Olweus, 1993).

It is widely known that stress negatively effects health and that bullying is a situation characterized by high stress, which could lead to permanent psychological and physical damage (Leymann, 1996). This is reinforced by Vartia’s (2001) and Gary, Ruth & Namie’s (2003) assertion that workplace bullying causes adverse consequences to the victim’s health. The Workplace Bullying Institute (WBI) considers bullying as attributable to the core of stress that is faced by the bully’s victim (Namie, 2003a). Organizations began focusing on the issue of workplace bullying more seriously in the 1990s as the health of the employee impacts on organizational costs. Workplace bullying
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257


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