

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

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**THE MODERATING EFFECT OF PERSONALITY IN THE RELATIONSHIP  
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BULLYING: A STUDY OF NURSES IN JORDAN**

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**Thesis Submitted to  
Othman Yeop Abdullah Graduate School of Business,  
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in Fulfillment of the Requirement for the Degree of Doctor of Philosophy**

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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 hierachal 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

Kajian ini menguji faktor-faktor penentu yang mempengaruhi tingkah laku membuli di tempat kerja dalam kalangan jururawat di hospital awam di Jordan. Objektif kajian ini adalah untuk menguji pengaruh tuntutan kerja dan kawalan kerja terhadap tingkah laku membuli di tempat kerja dalam kalangan jururawat di Jordan. Peranan personaliti sebagai faktor penyederhana dalam hubungan ini juga turut diuji. Kajian ini menggunakan kaedah tinjauan. Sebanyak 750 soal selidik diedarkan kepada jururawat di satu hospital awam terbesar di Jordan. Data dianalisis menggunakan teknik analisis regresi, dan analisis regresi bertingkat. Kajian mendapati bahawa tahap membuli dalam kalangan jururawat adalah tinggi. Di samping itu, kajian juga mendapati bahawa terdapat hubungan positif dan signifikan antara tuntutan kerja dengan tingkah laku membuli di tempat kerja. Selain itu, terdapat hubungan negatif dan signifikan antara kawalan kerja dengan tingkah laku membuli di tempat kerja. Hasil kajian menunjukkan bahawa peranan personaliti sebagai penyederhana dalam hubungan antara tuntutan kerja dengan kawalan kerja terhadap tingkah laku membuli di tempat kerja adalah sebahagian sahaja. Ciri-ciri personaliti seperti kesungguhan dan keterbukaan menimba pengalaman didapati memainkan peranan sebagai penyederhana dalam hubungan antara kawalan kerja dengan tingkah laku membuli di tempat kerja. Selain itu, kestabilan emosi didapati memainkan peranan sebagai penyederhana dalam hubungan antara tekanan kerja dengan tingkah laku membuli di tempat kerja. Dapatan kajian ini mengukuhkan dapatan kajian terdahulu berhubung dengan kepentingan personaliti dalam menjelaskan tingkah laku membuli di tempat kerja. Kesimpulannya, insiden membuli dalam kalangan jururawat hospital di Jordan dapat dikurangkan dengan memahami faktor tentang tuntutan kerja dan kawalan kerja di tempat kerja serta mengurus kedua-dua faktor ini dengan efektif. Manakala ciri-ciri personaliti jururawat yang berbeza dan interaksi ciri-ciri personaliti ini dengan faktor tuntutan kerja dan kawalan kerja menunjukkan pengaruh yang berbeza terhadap tingkah laku membuli di tempat kerja dalam kalangan jururawat di hospital di Jordan.

**Kata kunci:** Tuntutan Kerja, Kawalan Kerja, Personaliti, Buli Di Tempat Kerja

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## LIST OF ABBREVIATIONS

ANA	American Nurses Association
APA	American Psychological Association
BBC	British Broadcasting Corporation
Cal/OSHA	Californian Division of Occupational Health and Safety
CCU	Coronary Care Unit
CEOs	Chief Executive Officers
CHIP	Civil Health Insurance Plan
CNN	Cable News Network
DoS	Department of Statistics
EOC	Equal Opportunities Commission
EU-OSHA	European Agency for Safety and Health at Work
FDI	Foreign Direct Investment
FT	Field Theory
GDP	Gross Domestic Product
HCW	HealthCare Workers
HKJ	Hashemite Kingdom of Jordan
ICN	International Council of Nurses
ICU	Intensive Critical Unit
ILO	International Labor Organization
JCQ	Job Content Questionnaire
JDC	Job Demand Control Model
JDCS	Job Demand Control Support Model
JDR	Job Demand Resources Model
JNA	Jordanian Nursing Association
JNMC	Jordan Nurses and Midwives Council
JoD	Jordanian Dinar
JRF	Jordan River Foundation
JUH	Jordan University Hospital
KAH	King Abdullah Hospital

<b>KHCC</b>	King Hussein Cancer Center
<b>LTSI</b>	Learning Transfer System Inventory
<b>MENA</b>	Middle East and North African
<b>MoH</b>	Ministry of Health
<b>MoHE</b>	Ministry of Higher Education
<b>N</b>	Population
<b>n</b>	Sample size
<b>NAQ</b>	Negative Act Questionnaire
<b>NAQ-R</b>	Negative Act Questionnaire-Revised
<b>NGO's</b>	Non Government Organizations
<b>NHS</b>	National Health Service
<b>NIOSH</b>	National Institute for Occupational Safety and Health
<b>PCA</b>	Principle Component Analysis
<b>PHA</b>	Private Hospitals Association
<b>PTSD</b>	Post Traumatic Stress Disorder
<b>RMS</b>	Royal Medical Services
<b>RNs</b>	Registered Nurses
<b>RSSD</b>	Relief and Social Services Department
<b>SCT</b>	Social Cognitive Theory
<b>SWMENA</b>	Status of Women in the Middle East and North Africa
<b>U.K</b>	United Kingdom
<b>U.S</b>	United States
<b>U.S\$</b>	United States Dollar
<b>UNRWA</b>	United Nation's Relief and Works Agency for Palestinian Refugees
<b>VIF</b>	Variance Inflation Factor
<b>WBI</b>	Workplace Bullying Institute
<b>WBTI</b>	Workplace Bullying and Trauma Institute
<b>WHO</b>	World Health Organization
<b>WpB</b>	Workplace Bullying

# **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 (Liefoghe & 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

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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, Knorz, 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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