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**WORKPLACE BULLYING AMONG NURSES IN THE
JORDANIAN PRIVATE HOSPITALS**

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**DOCTOR OF PHILOSOPHY
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PRIVATE HOSPITALS**

BY

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UUM
Universiti Utara Malaysia

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

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ABSTRAK

Buli di tempat kerja merupakan satu fenomena meluas yang menimbulkan kesan negatif kepada individu dan organisasi.

Kajian lepas menunjukkan implikasi negatif buli tingkah laku di tempat kerja terhadap kesihatan mangsa dan prestasi organisasi. Kajian ini bertujuan mengkaji hubungan antara persepsi ketidakadilan, persepsi tidak selamat berkerja, sifat marah, dan afektiviti negatif dengan buli di tempat kerja dalam kalangan jururawat di hospital swasta di Jordan. Peranan kawalan diri sebagai faktor yang sederhana dalam hubungan ini juga telah diselidiki. Kajian ini menggunakan kaedah tinjauan dan soal selidik yang telah diedarkan kepada 500 orang jururawat di lima buah hospital swasta di Amman, Jordan. Data seterusnya dianalisis dengan menggunakan *Least Squares-Structural Equation Modeling* (PLS-SEM) separa yang mendapati hubungan yang positif dan signifikan antara persepsi ketidakadilan teragih, persepsi ketidakadilan interaksi, sifat marah, afektiviti negatif dan buli di tempat kerja. Sebaliknya, tidak terdapat hubungan yang positif dan signifikan antara persepsi ketidakadilan prosedur dan buli di tempat kerja dan persepsi keadaan pekerjaan yang tidak terjamin dan buli di tempat kerja. Walau bagaimanapun, kajian ini mendapati bahawa kawalan diri berfungsi sebagai moderator dalam hubungan antara persepsi ketidakadilan teragih dan buli di tempat kerja dan antara sifat marah dan buli di tempat kerja. Secara umum, dapatan kajian ini menyokong pandangan bahawa kawalan diri boleh mengatasi kecenderungan individu untuk terlibat dalam masalah buli di tempat kerja. Implikasi teori kajian dan pelaksanaan praktikal turut dibincangkan.

Kata kunci: Persepsi ketidakadilan, keadaan pekerjaan yang tidak terjamin, sifat marah, afektiviti negatif, buli di tempat kerja

ABSTRACT

Workplace bullying is a wide spread phenomenon that constitutes negative impact to individuals and organizations. Prior studies have proven the negative implications of bullying behaviors in workplaces on the health of the victims and the performance of organizations. This study aims to examine the relationship between the perception of injustice, job insecurity, trait anger, and negative affectivity with workplace bullying among nurses in private hospitals in Jordan. The role of self-control as the moderating factor in this relationship is also examined. The study used a survey method and questionnaires were distributed to 500 nurses at five private hospitals in Amman, Jordan. The data then were analysed using Partial Least Squares-Structural Equation Modeling (PLS-SEM) and it is found that there is a positive and significant relationship between the perception of distributive injustice, perception of interactional injustice, trait anger, negative affectivity and workplace bullying. On the contrary, it is discovered that there is no positive and significant relationship between perception of procedural injustice and workplace bullying; and perception of job insecurity and workplace bullying. However, it is discovered that self-control serves as moderator in the relationship between the perception of distributive injustice and workplace bullying; and between trait anger and workplace bullying. In general, these findings support the view that self-control can override predispositions of individuals to engage in workplace bullying. Theoretical and practical implications of this study are also discussed.

Keywords: Perception of injustice, job insecurity, trait anger, negative affectivity, workplace bullying

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TABLE OF CONTENTS

PERMISSION TO USE.....	i
ABSTRAK.....	ii
ABSTRACT.....	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS.....	vi
LIST OF TABLES	xi
LIST OF FIGURES	xii
LIST OF APPENDECIES	xiii
LIST OF ABBREVIATIONS	xiv
CHAPTER ONE INTRODUCTION	1
1.1 Background	1
1.2 Problem Statement	7
1.3 Research Questions	12
1.4 Research Objectives	13
1.5 Significance of the Study	13
1.5.1 Contribution to knowledge	13
1.5.2 Contribution to practitioners	14
1.6 Scope of Study	16
1.7 Organization of Chapters in Thesis.....	16
CHAPTER TWO LITERATURE REVIEW	17
2.1 Introduction.....	17
2.2 Health sector in Jordan.....	17
2.2.1 Health sector organizations in Jordan	18
2.3 Overview of Workplace Bullying	21
2.3.1 Features of workplace bullying.....	22
2.3.2 Types of workplace bullying.....	24
2.3.3 Consequences of workplace bullying	25
2.3.4 Levels of factors related to workplace bullying.....	26
2.3.5 Empirical studies on workplace bullying.....	29

2.4 Perception of Injustice and Workplace Bullying	31
2.4.1 Distributive injustice	34
2.4.2 Procedural injustice	37
2.4.3 Interactional injustice	41
2.5 Perception of Job Insecurity and Workplace Bullying	44
2.6 Trait Anger and Workplace Bullying	48
2.7 Negative Affectivity and Workplace Bullying	50
2.8 Self-Control as Moderator	54
2.9 Conclusions and Issues to be Addressed.....	56
2.10 Underpinning Theory	58
2.10.1 Cognitive Neoassociation Theory	58
2.10.2 Self-Control Theory	60
2.11 Summary	62
CHAPTER THREE RESEARCH METHOD.....	63
3.1 Introduction	63
3.2 Research Framework.....	63
3.3 Development of Hypotheses	67
3.3.1 Relationship between perception of injustice and workplace bullying.....	68
3.3.2 Relationship between perception of job insecurity and workplace bullying	69
3.3.3 Relationship between trait anger and workplace bullying	70
3.3.4 Relationship between negative affectivity and workplace bullying	70
3.3.5 Interaction role of self-control	71
3.4 Research Design.....	73
3.5 Population and Sampling	75
3.5.1 Sample size	75
3.5.2 Sampling technique.....	77
3.6 Operational Definitions and Measurements.....	79
3.6.1 Workplace bullying.....	79
3.6.2 Perception of injustice.....	80
3.6.3 Perception of job insecurity	82

3.6.4 Trait anger	82
3.6.5 Negative affectivity	83
3.6.6 Self-control	84
3.6.7 Demographic characteristics and other questions	84
3.7 Pretesting of the Instrument	86
3.8 Pilot Test	87
3.9 Data Collection Procedure	88
3.10 Technique of Data Analysis	89
3.11 Summary	91
CHAPTER FOUR RESULTS.....	92
4.1 Introduction	92
4.2 Response Rate	92
4.3 Data Screening and Preliminary Analysis	93
4.3.1 Missing value analysis	94
4.3.2 Assessment of outliers	95
4.3.3 Normality test.....	96
4.3.4 Linearity	97
4.3.5 Multicollinearity	98
4.4 Non-Response Bias	99
4.5 Common Method Variance Test	101
4.6 Demographic Profile of the Respondents	102
4.7 Descriptive Analysis of the Latent Constructs	105
4.8 Assessment of PLS-SEM Path Model Results.....	106
4.9 Assessment of Measurement Model	107
4.9.1 Individual item reliability	107
4.9.2 Internal consistency reliability	108
4.9.3 Convergent validity	111
4.9.4 Discriminant validity	111
4.10 Assessment of Significance of the Structural Model	115
4.10.1 The Main Effect Model.....	117
4.10.1.1 Assessment of direct relations	117

4.10.1.2 Assessment of variance explained in the endogenous latent variables.....	118
4.10.1.3 Assessment of effect size (f^2).....	119
4.10.1.4 Assessment of predictive relevance.....	120
4.10.2 The Moderating Effect Model.....	121
4.10.2.1 Testing moderating effect.....	121
4.10.2.2 Assessment of variance explained in the endogenous latent variables.....	125
4.10.2.3 Assessment of effect size (f^2).....	126
4.10.2.4 Assessment of predictive relevance.....	127
4.10.2.5 Determining the strength of the moderating effects	127
4.11 Summary of Findings	129
4.12 Summary	130
CHAPTER FIVE DISCUSSION, IMPLICATIONS AND CONCLUSION	131
5.1 Introduction.....	131
5.2 Recapitulation of the Study's Findings.....	131
5.3 Discussion.....	133
5.3.1 Direct Relationships.....	133
5.3.1.1 Relationship between perception of injustice and workplace Bullying	134
5.3.1.2 Relationship between perception of job insecurity and workplace bullying.....	137
5.3.1.3 Relationship between trait anger and workplace bullying.....	138
5.3.1.4 Relationship between negative affectivity and workplace bullying	139
5.3.2 Interacting Effects	140
5.3.2.1 Self-control as a moderator in a relationship between perception of injustice and workplace bullying.....	140
5.3.2.2 Self-control as a moderator in a relationship between perception of job insecurity and workplace bullying.....	141

5.3.2.3 Self-control as a moderator in a relationship between trait anger and workplace bullying	142
5.3.2.4 Self-control as a moderator in a relationship between negative affectivity and workplace bullying	143
5.4 Research Implications	143
5.4.1 Theoretical implications	144
5.4.2 Practical implications	146
5.5 Limitations and Future Studies Directions.....	147
5.6 Summary	148
REFERENCES	150



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LIST OF TABLES

TABLE	PAGE
Table 3.1 Overall Variables of the Instrument to Collect Data.....	85
Table 3.2 Reliabilities of Constructs for Pilot Study	88
Table 4.1 Response Rate of the Questionnaires.....	93
Table 4.2 Total and Percentage of Randomly Missing Values in Present Study.....	94
Table 4.3 Multivariate Outliers Detected and Removed.....	96
Table 4.4 Tolerance and Variance Inflation Factors (VIF).....	99
Table 4.5 Results of Independent-Samples T-test for Non-Response Bias	100
Table 4.6 Demographic Characteristics of the Respondents	102
Table 4.7 Descriptive Statistics for Latent Variables.....	105
Table 4.8 Measurement Model (Loadings, Composite Reliability and Average Variance Extracted).....	109
Table 4.9 Discriminant Validity (Latent Variable Correlations and Square Roots of Average Variance Extracted)	112
Table 4.10 Cross Loadings	113
Table 4.11 Results of the Main Effect Structural Model	117
Table 4.12 Variance Explained in the Endogenous Latent Variables (Main Effect Model)	119
Table 4.13 Effect Sizes of the Latent Variables on Cohen’s (1988) Recommendation (Main Effect Model).....	120
Table 4.14 Construct Cross-Validated Redundancy (Main Effect Model).....	121
Table 4.15 Results of the Moderating Effect Model.....	122
Table 4.16 Variance Explained in the Endogenous Latent Variables (Moderating Effect Model).....	125
Table 4.17 Effect Sizes of the Latent Variables on Cohen’s (1988) Recommendation (Moderating Effect Model)	126
Table 4.18 Construct Cross-Validated Redundancy (Moderating Effect Model).....	127
Table 4.19 Strength of the Moderating Effects Based on Cohen’s (1988) Guidelines.....	128
Table 4.20 Summary of Hypotheses Testing	129

LIST OF FIGURES

Figure 3.1 Theoretical Framework of the Present Study	67
Figure 3.2 The Output of a Priori Power Analysis	76
Figure 4.2 Linearity Graph	98
Figure 4.3 Two-Step Process of PLS Path Model Assessment.....	106
Figure 4.4 Measurement Model.....	107
Figure 4.5 Main Effects Model.....	116
Figure 4.6 Interaction Effect of Perception of Distributive Injustice and Self-Control on Workplace Bullying.....	123
Figure 4.7 Interaction Effect of Trait Anger and Self Control on Workplace Bullying	124



LIST OF APPENDECIES

Appendix A Questionnaire	186
Appendix B Hospitals Written Permission to Conduct the Study	196
Appendix C Common Method Variance	201



LIST OF ABBREVIATIONS

AVE	Average Variance Extracted
CNT	Cognitive Neoassociation Theory
DoS	Department of Statistics
f ²	Effect Size
SCT	Self-Control Theory
ICN	International Council of Nurses
ICU	Intensive Critical Unit
JNA	Jordanian Nursing Association
JUH	Jordan University Hospital
JUST	Jordan University of Science and Technology
KAH	King Abdullah Hospital
MENA	Middle East and North African
MoH	Ministry of Health
NAQ-R	Negative Act Questionnaire-Revised
NHS	National Health Service
PHA	Private Hospitals Association
PLS-SEM	Partial least squares-Structural Equation Modeling
PTSD	Post Traumatic Stress Disorder
Q ²	Construct Cross validated Redundancy
R ²	R-squared values Extracted
RMS	Royal Medical Services
SPSS	Statistical Package for the Social Sciences
SWMENA	Status of Women in the Middle East and North Africa
U.K	United Kingdom
U.S	United States
U.S\$	United States Dollar
UNRWA	United Nation's Relief and Works Agency for Palestinian Refugees
VIF	Variance Inflation Factor
WHO	World Health Organization

CHAPTER ONE

INTRODUCTION

1.1 Background

Workplace violence has become an alarming phenomenon worldwide (Abbas & Selim, 2011). The real size of the workplace violence is largely unknown and recent surveys around the world showed that current numbers represent only the tip of iceberg (Chappell & Di Martino, 2006). Workplace violence influences many occupational groups, particularly those in the health care settings where violence becomes a daily clinical practice feature (Jones & Lyneham, 2001; Lyneham, 2001; Warshaw & Messite, 1996).

The frontline personnel in hospitals such as nurses are especially at higher risk; where patients, patients' relatives, employers, supervisors, or co-workers are usually the possible sources of violence (Abbas & Selim, 2011). Many researchers classified workplace bullying as a form of violence at workplace (e.g. Di Martino, 2003; Giorgi, Ando, Arenas, Shoss, & Leon-Perez, 2013).

Bullying commonly happens at workplaces and it is appeared as being from the worst behaviors impacting both of individuals and organizations (Liefoghe & Mac Davey, 2001). The bullying behaviors impact employee or organizational performance as it impairs the victim's health and change his relationship with his family and the society.

The pioneer expression of workplace bullying was made by Andrea Adams, the British journalist in 1988, who connected bullying to adult suffering in her book entitled, “Workplace Bullying” (Lee, 2000). In 1980, the German psychiatrist, Heinz Leymann established the initial clinic for work trauma in the world. Leymann argued that sustained psychological terrorization at work will make a traumatization for which the term ‘mobbing’ was used (Namie, 2003).

Literature about bullying were established from Europe, specifically from the Scandinavian countries. For example, in Norway, Einarsen, Raknes, and Matthiesen (1994) argued that in the eighties and before, sexual harassment was a common issue in Europe, and that the time has come to start the discussion of non-sexual harassment issues in the workplace such as bullying.

The interest of the topic of bullying rapidly spreads to other countries, such as North America (Fox & Stallworth, 2005). Most of bullying studies have had a strong empirical focus at the beginning of this studying concept. The objectives of these studies were to measure the bullying prevalence (Hoel & Cooper, 2000), to identify the antecedents of bullying as individual and organizational antecedents (Einarsen et al., 1994), and to examine the bullying consequences on individual and organizations (Djurkovic, McCormack, & Casimir, 2004; Einarsen & Mikkelsen, 2003).

The study implemented by Zapf, Knorz, and Kulla (1996) is consistent with Einarsen and Raknes (1997), stating that mobbing is seen both as psychological and non-physical type of violence. Researchers have utilized different terminologies in order

to describe workplace bullying (e.g. Einarsen, 2000; Leymann, 1993; Zapf, 1999). Most researchers from the UK, Ireland, Northern Europe, and Australia prefer the term ‘bullying’ while Scandinavian and German researchers make use of the term ‘mobbing’ (Einarsen, 2000, p. 380; Zapf & Einarsen, 2001, p. 369).

However, the researchers had come to a common ground and they agree to categorize bullying as a regular negative treatment happens over a period of time (Einarsen, Hoel, & Cooper, 2003; Salin, 2003). Power differences has been emphasized in many researchers’ definitions of bullying (e.g. Salin, 2003), proposing that bullying is not ordinal dispute between similar parties in strength. Moreover, the studies indicate that there are other sources than a hierarchy of organizations which can lead to these differences of power (Einarsen et al., 2003), as bullies can be colleagues or followers (Zapf, Einarsen, Hoel, Vartia, & Cooper, 2003).

It is widely known that stress has negative effects on individuals’ health, and that bullying combined with high stress may cause permanent damages for individuals’ psychological and physical health (Leymann, 1996). This fact is reinforced by Vartia’s (2001) assertion that workplace bullying associates with many physical and psychological health consequences that affect the targets and people who witnessed bullying. Negative physical consequences of bullying include cardiovascular disease (Kivimäki et al., 2003), psychosomatic complaints such as headaches and backaches (Moayed, Daraiseh, Shell, & Salem, 2006), as well as insomnia and chronic fatigue (Niedhammer, David, Degioanni, Drummond, & Philip, 2009). The negative

psychological consequences of bullying include anxiety (Hansen et al., 2006), depression (Kivimäki et al., 2003), and suicidal ideation (Brousse et al., 2008; Leymann, 1996).

In addition, workplace bullying has negative consequences for organizations. Organizations started focusing on the issue of workplace bullying more seriously in the 1990s as the health of the employee impacts on their organizational costs. Direct costs to organization include increasing number of sick leave among workplace bullying targets (Kivimaki, Elovainio, & Vahtera, 2000; Quine, 2001), and increasing turnover rate of staff who have been targets or those who have experienced workplace bullying (Johnson & Rea, 2009; Quine, 2001; Simon, 2008). Additionally, there are indirect costs to organizations as hospitals that linked with reduced commitment to patients (MacIntosh, Wuest, Merrit-Gray, & Cronkhite, 2010), productivity reduction (Berry, Gillespie, Gates, & Schafer, 2012), and less than maximum level of patient care (Purpora, 2012) that provided by nurses who have been targets or witnessed of bullying. The long period of investigations by managers and human resources personnel into complaints of bullying forms additional indirect costs (Hoel, Sheehan, Cooper, & Einarsen, 2011).

Regarding the widespread workplace bullying phenomena, a survey that was carried by the Workplace Bulling Institute and Zogby International in 2007, included 7,740 participants in the US, indicated that 37% of employees have exposed to bullying. In addition, a survey conducted in 2009 by Johnson among members of Washington State Emergency Nurses Association showed that 27% of the respondents had

witnessed bullying acts during the past 6 months. In 2012, The Workplace Bullying Institute carried out an online Instant Poll including a self-selected sample of 658 respondents who experienced workplace bullying. The findings showed that 56% of the respondents attributed bullying to the work environment, 24% to people, and 20% to societal causes.

Moreover, a Health Improvement Survey conducted in the UK in 2003 showed that 37% of the staff of the National Health Sector has witnessed bullying, harassment or abuse by other staff, managers, or patients along with their relatives (Edwards & O'Connell, 2007). Furthermore, according to Namie and Namie (2003), 10-50% of the workforces have experienced bullying.

In Turkey, 10% of the respondents had suicidal inclinations after being exposed to workplace bullying and the negative effects of bullying were viewed to be sharp that comprises Post Traumatic Stress Disorder and suicide (Yildirim & Yildirim, 2007). In a related study, Matthiesen and Einarsen (2004) indicated that 77% of bullying victims experience PTSD.

In Jordan, a study conducted by Oweis and Diabat in 2005 among hospital respondents showed that bullying among nurses happened by verbal abuse, shame, accusations, humiliation, blaming and frustrations. Furthermore, in a study done by Amal Awawdeh (2007), it was found that 77% of 265 female respondents employed in the healthcare sector have experienced psychological violence while employers or immediate managers bullied 46.4% of the respondents. In addition, 49.5% of

Jordanian nurses experienced high workplace bullying in public hospitals while the nurses which label themselves as victims of bullying were 70% of the total respondents (Almualala, 2013).

A significant amount of academic literature has focused on the existence of bullying at varying sectors like public settings, education, hospitals, manufacturing and department stores, public administration, semi-military and metropolis (Einarsen & Skogstad, 1996; Salin, 2008; Vartia, 1996; Vartia & Hyyti, 2002; Zapf & Gross, 2001) providing the idea that the concept of bullying or mobbing in the majority of countries has become a crucial problem.

In the era of technology, social networking sites like Facebook and Twitter, are used by the victims, psychologists and anti-bullying specialists all over the world to help in raising the awareness of this problem. The increasing number of these groups and pages in the social networking sites imply the growth of bullying actions everywhere. These sites contain stories of victims, incidents, newspaper articles, comments, and sympathies among the followers who are also the victims of bullying. The purpose of having all these is to demand that legislation can be imposed concerning bullying in the workplace. For example, over ten groups were created to focus on workplace bullying on Facebook, which are reported to be patronized by thousands of people all over the world, particularly from Australia, the US, and Canada. These groups/pages include No Workplace Bullying, Stop out Bullying, Say No to Workplace Bullying, International Educational Coalition on Workplace Bulling, and Standing Up for Victims of Bullies.

1.2 Problem Statement

In the health care sector, studies confirmed that the nursing profession was substantially at risk of facing workplace violence and related trauma (Chambers, 1998; Duffy, 1995; Farrell, 2001). In the US health care sector, 27.3% of nurses were exposed to workplace bullying (Johnson & Rea, 2009). Another study done by Simon (2008) included nurses from Massachusetts showed that 31% (N=511) of respondents reported having exposed to bullying acts. Previously, 64% and 82% of the respondents in two surveys of American nurses reported having subjected to verbal abuse by superior nurses and physicians (Cox, 1987; Diaz & McMillin, 1991).

In Europe, two studies that were conducted in Britain by the National Health Service (NHS) viewed that 10.7% of nurses have been experienced bullying within the last 6 months (Hoel & Cooper, 2000) and 38% within their last year (Quine, 1999). Similarly, 46.9% of nurses in North of Ireland have been subjected to bullying (McGuckin, Lewis, & Shevlin, 2001).

Jordanian nurses, like any other place in the world, suffer from workplace bullying and its consequences. In 2005, Oweis and Diabat found that nurses' bullying in hospitals happened through verbal abuse, shame, accusations, humiliation, blaming and frustration. Awawdeh (2007) found that 46.4% of Jordanian female workers in the health care sector have been exposed to bullying. 49.5% of Jordanian nurses were subjected to high workplace bullying (Almuala, 2013). A study conducted by Albashtawy (2013) reported that 63.9% of nurses in private hospitals have been bullied in their workplace.

A study conducted by Ahmed (2012) among 447 nurses working in three private hospitals in Amman, revealed that 37.1% of nurses had been exposed to bullying over the last six months. Over 60% of bullied nurses in Jordan reported that they have headaches and having difficulties in sleeping. Additionally, over half of bullied nurses thought of leaving the profession and their quality of work decreased. The lack of policies and assertive legislations in Jordan regarding the workplace bullying has placed nurses at frequent risk for workplace bullying (AbuAlRub & Al-Asmar, 2011).

Prior studies highlighted numerous factors may relate to workplace bullying. In general, there are three levels of factors, namely, individual, group, and organizational. According to a meta-analysis by Hershcovis et al. (2007), individual factor is commonly studied as antecedents of workplace bullying such as perception of injustice (distributive, procedural, interactional), trait anger, and negative affectivity. In particular, perception of injustice was studied by the majority of researchers as the antecedent of workplace bullying (e.g. Giorgi, 2009; Oxenstierna, Elofsson, Gjerde, Hanson, & Theorell, 2012; Rodríguez, Moreno, Baillien, Sanz, & Moreno, 2011; Tsuno, Kawakami, Inoue, & Abe, 2010; Zapf & Gross, 2001). This is followed by perception of job insecurity (Ariza-Montes, Muniz, Montero-Simó, & Araque-Padill, 2013; Baillien, Neyens, De Witte, & De Cuyper, 2009; De Cuyper, Baillien, & De Witte, 2009; Notelaers, De Witte, & Einarsen, 2010), trait anger (Bosworth, Espelage, & Simon, 1999; Farrar, 2006; Gates, Fitzwater, & Succop, 2003; Inness, Le Blanc, & Barling, 2008; McNeice, 2013; Vie, Glasø, & Einarsen,

2010) and, finally, negative affectivity (Farrar, 2006; McNeice, 2013; Rodwell & Demir, 2012; Vartia, 1996; Zapf, 1999).

From the literature review, the studies have looked at the effects of these variables (perception of injustice, perception of job insecurity, trait anger, negative affectivity) on workplace bullying in a nursing setting seemed to be neglected. This gap in the previous literature is one of the major reasons behind the inclusion of perception of injustice, perception of job insecurity, trait anger and negative affectivity in this study among nurses.

Another theoretical gap is the inconsistent findings regarding the relationship between perception of injustice and workplace bullying (e.g., Blau & Andersson, 2005; Oladapo & Banks, 2013) as well as the direction of perception of job insecurity with workplace bullying (e.g., Greenberg & Barling, 1999; Barney, 2013), also the relationship between negative affectivity with workplace bullying (Demir & Rodwell, 2012; Douglas & Martinko, 2001; Glomb & Liao, 2003).

To better understand the underlying causes of workplace bullying, this study intends to investigate the individual related factors by incorporating self-control as a moderator on the relationship between perception of injustice, perception of job insecurity, trait anger, negative affectivity and workplace bullying.

Self-control was proposed as a moderator because it can increase our theoretical understanding and provide empirical evidence on how it adjusts the effect on perception of injustice, perception of job insecurity, trait anger and negative

affectivity on workplace bullying. Self-control is defined as the individual's ability for changing and adapting himself of the environment in order to fit his needs (Rothbaum, Weisz, & Snyder, 1982). Relevant literatures indicated that individual inability of controlling their emotions can be related to workplace aggression incidence (Baron & Richardson, 1994; Buss, 1961; Sarchione, Cuttler, Muchinsky, & Nelson-Gray, 1998). Previous studies have examined the moderating role of self-control on the relationship between emotional labour and workplace bullying (Bechtoldt, Welk, Zapf, & Hartig, 2007), between negative reciprocity beliefs and workplace bullying (Restubog, Garcia, Wang, & Cheng, 2010), and between abusive supervision and subordinates' bullying behaviors (Wei & Si, 2013). Overall, it can be inferred from these studies results that self-control can inhibit individuals' tendency to be engaged in bullying behaviors in work settings.

The comprehensive review of literatures indicated that self-control has not been studied as a moderating factor in the relationship between perception of injustice, perception of job insecurity, trait anger, negative affectivity and workplace bullying in various settings. This is another issue that the present study attempts to address.

In the past decade, violence that occurred among employees has increased in the Middle East countries, in general, and in Jordan, in particular, including in the health industry (Awawdeh, 2007). The study done by De Martino (2003) confirmed that the occurrence of violence in the healthcare sector is remarkable in many countries. Going back to the context of Jordan, in Altutanji hospital, Amman, two emergency department nurses who were involved in violence were brought upon by security

men during the night shift. The argument began with verbal abuse and ended in assault (Amer, 2010).

It was found that previous researchers indicated of high prevalence of violence toward nurses working in private hospitals (Chikoko, 2011; Kwok et al., 2006). Moreover, the prevalence of workplace violence against nurses in private hospitals was higher (83.6%) than in public hospitals (79.5%) (Somani & Khowaja, 2012). The private hospitals nurses are facing more bullying behaviors than nurses in the public hospitals (Yildirim & Yildirim, 2007). Furthermore, the prevalence of bullying among 8,000 Norwegian workers was 11% in the private sector compared to 8% in the public sector (Einarsen & Skogstad, 1996). In the Jordanian context, the study conducted by Ahmed (2012) among nurses working in three private hospitals in Amman, revealed that 37.1% of nurses had been bullied. Moreover, the study conducted by Albashtawy (2013) reported that 63.9% of nurses in private hospitals had been verbally abused in their workplace. Additionally, the Jordanian Nursing Association (JNA) has recorded many complaints concerning the bullying incidents in the private hospitals among nurses (Alquds, 2012).

The prevalence of workplace violence at private hospitals is more than public hospitals because nurses working in private hospitals have less job security than those working in public hospitals (Labor Law and State Civil Servants Law). In addition, patients who prefer to get their treatment in the private hospitals are usually from the upper socio-economic class and they expect a high level of treatment which is worth the amount of money they are paying (Somani & Khowaja, 2012). Thus,

any delays in treatment would end up in violence against nurses by their supervisors, managers, co-workers and patients (Somani & Khowaja, 2012). Nurses working at private hospitals are more aware of violent behaviors and support by their senior management than their counterpart in public hospitals that increase reporting of violence at private hospitals (Somani & Khowaja, 2012).

Many studies that have investigated the factors which influence individuals to engage in workplace bullying, were conducted mainly in Asia, United States of America (USA), Australia and Europe (Efe & Ayaz, 2010; Einarsen & Mikkelsen, 2003; Hoel & Cooper, 2000; Hutchinson, Wilkes, Jackson, & Vickers, 2010; Johnson & Rea, 2009; Leymann, 1990; Quine, 2001; Rayner, 1999; Simon, 2008; Zapf, 1999). However, not much attention was paid to cases in Arab countries, particularly in Jordan. Studies on workplace bullying in Jordan are generally scarce, particularly among nurses (Almuala, 2013); and most of the studies were concentrated on verbal aggression, stress and violence (Awawdeh, 2007). Thus, workplace bullying in Jordan deserves further investigation because the findings in previous studies may not be generalized to the Jordanians due to cultural and contextual differences.

1.3 Research Questions

Based on the discussion above, followings are the research questions that need to be answered:

- (a) Do perception of injustice, perception of job insecurity, trait anger and negative affectivity related to workplace bullying?
- (b) Does self-control moderate the relationship between perception of injustice, perception of job insecurity, trait anger, negative affectivity and workplace bullying?

1.4 Research Objectives

This study has two main objectives:

- (a) To examine the relationship between perception of injustice, perception of job insecurity, trait anger, negative affectivity and workplace bullying.
- (b) To examine the moderator role of self-control on the relationship between perception of injustice, perception of job insecurity, trait anger, negative affectivity and workplace bullying.

1.5 Significance of the Study

The findings of the present study will benefit both the knowledge and practitioners.

1.5.1 Contribution to knowledge

The findings of the current study contribute to knowledge through examining of the relationships between perception of injustice, perception of job insecurity, trait anger and negative affectivity on workplace bullying among nurses. Moreover, the new

contribution to the existing knowledge is the use of self-control as a moderator in the said relationships. Previous studies on workplace bullying used self-control as an independent variable (Archer & Southall, 2009; Chui & Chan, 2013; Moon & Alarid, 2014; Unnever & Cornell, 2003). However, this perception can be changed as self-control can interact with the perception of injustice, perception of job insecurity, trait anger and negative affectivity and can reduce the impact of these factors on workplace bullying.

Another contribution to the knowledge is the underpinning theories that have been used to explain the model of the study. The cognitive neo-association theory (CNT), and self-control theory (SCT) have been used to explain the relationship between perception of injustice, perception of job insecurity, trait anger and negative affectivity variables and workplace bullying. At the same time, the moderating role of self-control on said relationship. Because of the scarce and limited empirical studies regarded to workplace bullying in Jordan, this study contributes to the literature by providing a wider perspective concerning the existence of the phenomenon in the nurses' workplace environment in the country. Moreover, the current study contributes by highlighting the requirement for more empirical studies in the future of the same caliber, specifically Arab countries that experiencing the same issue.

1.5.2 Contribution to practitioners

The research finding could assist the Jordanian government in developing strategies to support the work environment for nurses in Jordanian hospitals. Workplace

bullying is among the top issues in the health sector in Jordan. Any results found could be used by the managers of hospitals, nurses association, and the Ministry of Health in improving the quality of the work environment among the nurses.

In addition, this study would have significant implications for the policy makers, specifically to the ministries who are directly related to health and worker relation activities – Ministry of Health and Ministry of Labor – to create strategies to enhance the work environment for nurse. This in turn will affect their performance in the healthcare sector directly as well as developing a sounder and fairer labor law.

Moreover, the findings will also be valuable in formulating the national policies, particularly those who motivate and enhance the development of professional nurses. This in turn will have a positive impact on Jordan and reduce the shortage of nurses. The information regarding perception of injustice, perception of job insecurity, trait anger and negative affectivity factors and workplace bullying will give an overview to government and hospitals' managers to create a suitable work environment and affective strategies to improve a sound work environment.

Administrators are also required to see workplace bullying from different angles, involving organization and individuals. To this end, the results of the study will assist the formulation of hospital plans, policies and procedures according the information provided. The hospitals administrations will also be able to conduct an analysis regarding their work environment and investigating the nurses' work

performance. They will be able to effectively identify the best way to increase the work environment quality and to protect staff from being bullied.

1.6 Scope of Study

The current study aims to examine the relationship between perception of injustice, perception of job insecurity, trait anger, negative affectivity and workplace bullying. Apart from that, the study also aims to determine whether self-control moderates the relationship between perception of injustice, perception of job insecurity, trait anger, negative affectivity and workplace bullying.

For this study, which was cross-sectional, data were collected from five private hospitals in Jordan (Al-Islami, Al-Israa, Al-Istiqla, Al-Estishari, and Falasteen) involving 500 nurses.

1.7 Organization of Chapters in Thesis

This thesis is divided into five chapters. Chapter one presents background of the study, problem statement, research questions, research objectives, significance of the study, and scope of the study. Chapter two provides the literature review on perception of injustice, perception of job insecurity, trait anger, negative affectivity, self-control, workplace bullying and the underpinning theories for this study. Chapter three presents detailed explanations on the research method while chapter four includes explanation of data analysis and research findings. Finally, chapter five presents the discussion, study contributions, limitations, future studies directions, and summary.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The previous chapter has presented the background and problem of research as well as justifications of significance and scope of this study. This chapter aims to facilitate deeper understanding on variety of variables to delve deeper on the workplace bullying. This chapter also provides an overview of the Jordanian healthcare sector. A review of literature related to perception of injustice, perception of insecurity, trait Anger, negative affectivity, and workplace bullying are also being discussed in this chapter. Apart from that, this chapter also discusses self-control as a moderator variable and the two underpinning theories.

2.2 Health sector in Jordan

According to the Ministry of Health (MoH), the real healthcare development in Jordan started after the foundation of the Hashemite Kingdom of Jordan, the country's independence and its unity with the West Bank. The Ministry of Health was established on December 14, 1950 followed by the establishment of six health departments managed by physicians in varied places of the Kingdom and the MoH as the central management.

Currently, Jordan has a high-quality healthcare system with respect of its health care possibilities. According to a report by the World Bank (2010), the country's health

expenditure per capita is US\$357, which is considered in the league of most developing countries. In 2010, a recorded number of 16,212 physicians, 5,691 dentists, 9,151 pharmacists, 17,861 staff nurses, and 5,698 practical nurses were reported.

2.2.1 Health sector organizations in Jordan

The Jordanian health sector includes several public and private organizations that provide healthcare services. The main categories of healthcare organizations in the country are:

1. Ministry of Health

The Ministry of Health or MoH is the main organization that provides the healthcare services in the country. It is depicted as the biggest in light of the size of utilization in comparison to other organizations, such as the Royal Medical Services (RMS), Jordan University Hospital (JUH), King Abdullah Hospital (KAH), and private hospitals. The ministry manages 31 hospitals in 12 governorates comprising a total of 4,372 hospital beds that forms 37.1% of the total hospital beds in the country. As of 2010, the MoH budget totaled JD 460.1 million constituting 7.9% of the general budget.

2. Jordanian Royal Medical Services (RMS)

RMS offers healthcare services to the country's military and security personnel. It also provides health services to patients who are referred by MoH and private

hospitals. RMS is also a center that offers outstanding health services characterized by special treatment for patients. The MoH in Jordan claims that in 2010, the RMS has 4,918 nurses employed in 12 hospitals and serving 2,412 beds and other centers affiliated to the RMS. The RMS has a key role in the health sector of Jordan by improving the health level of Jordanian citizens by the saving of health services, providing professional physicians, as well as qualified nurses and technicians for various medical fields.

3. The United Nation Relief and Works Agency for Palestinian Refugees in the Near East (UNRWA)

Jordan is considered a main recipient of the largest influx of Palestinian refugees that resulted from the Arab-Israeli conflict. A total of ten camps were founded for Palestinian refugees in the central and northern region of Jordan. Over 40% of the total registered refugees in the UNRWA are in Jordan (UNRWA, 2011). UNRWA provides services to the Palestinian refugees like education and healthcare within the public sector and the agency is in collaboration with governmental authorities in the region.

4. University Hospitals

In Jordan, university hospitals are operationalized by schools of medicine in the universities. Among them are the Jordan University Hospital and the King Abdullah Hospital. The Jordan University Hospital (JUH) is one of the two teaching hospitals in Jordan. It is also one of the most specialized hospitals in the Jordanian public

sector. The hospital was founded in 1971. The total capacity of JUH is more than 531 beds. It receives referred patients from the MoH, the sick personnel of Jordan University and their families, and independent patients from private firms that have contractual agreements with JUH.

The King Abdullah Hospital (KAH) is the second teaching hospital in Jordan. In 2002, Jordan University of Science and Technology (JUST) founded KAH that has total capacity of 650 beds. KAH is a teaching hospital for students of the Faculty of Medicine at JUST. Additionally, it is a referral hospital for patients from the public hospital in the northern region of Jordan.

5. Private Healthcare System

The Jordanian private sector has a key role in light of financing as well as delivery of services. Majority of private firms offer their employees' healthcare insurance by either of self-insuring method or through the benefit of private health insurance. According to the Ministry of Health (2013), there are 61 hospitals that are being operated privately. They have 3,888 beds which accounted for 34% of the total Jordanian hospital beds (MoH, 2010). Moreover, the private sector has 60% of the total physicians, 94% of pharmacists, 83% of dentists, and 44% of registered nurses (MoH, 2010). Also, the private sector offers competent care like home nursing services, health and psychological rehabilitation centers, and treatment resorts located on the shores of the Dead Sea and Mount Nebo (Elaph, 2012). According to the Chairman of Private Hospitals Associations (PHA), the private sector has been

planning to receive a large number of patients from the Arab countries. The revenue for their services in 2011 was US\$850 million from 240,000 foreign patients (Elaph, 2012). Moreover, the private sector has the most diagnostic capabilities in the country. Since hospitals in private sector are driven by commercial and marketing incentives, they are competing for the latest technologies to implement the most advanced medical procedures. Approximately, half of Jordan's medical technology are exists in the private hospitals (Ajouni, 2011).

2.3 Overview of Workplace Bullying

The term of workplace bullying refers to inappropriate behaviors at workplace. Workplace bullying reflects a long-term process that occurs gradually where a person is subjected to systematic forms of psychological violence. In recent decades, workplace bullying has developed quickly and become at the forefront of research, with considerable effort to examine the nature, extent and causes of the problem.

The problem of workplace bullying is widespread in most professions. However, previous literature also reported the widespread prevalence of bullying among nurses (Farrell, Bobrowski, & Bobrowski, 2006; Hutchinson, Vickers, Jackson, & Wilkes, 2006). The prevalence of workplace bullying varies between countries. In a study conducted in the United States of America to assess the extent of workplace bullying in the nursing profession (n = 303), more than 70% of respondents reported that they had been bullied (Vessey, Demarco, Gaffney, & Budin, 2009). In the study conducted in Canada, 33% of nurses have been bullied (Laschinger & Grau, 2012) while in 2011, a study by Pai and Lee on clinical nurses in Taiwan, 29.8% (N= 521)

of participants reported that they were bullying victims. To show how prevalent this problem is, in 2007, a report from the International Council of Nursing stated that 30.9% of nurses were bullied in Bulgaria, 20.6% in South Africa and 10.5% in Australia.

Bullying is a type of interpersonal aggressive behaviors at the work settings. Bullying may involves a number of negative acts such as verbal aggression, excessive criticism, social isolation, rumors or withholding information (Einarsen, 1996; Keashly, 1997).

2.3.1 Features of workplace bullying

Workplace bullying is considered as a pattern of hostile actions persistently targeted toward others in workplaces that may include humiliation, verbal abuse, threatening acts, and intimidation. The workplace bullying is a behavior that featured as a regular (repetition), persistent (duration), increases aggression (escalation), associates with power disparity between the perpetrator and target (power disparity), and attributed intent (Tinuke, 2013).

1. Repetition

Workplace bullying is a behavior often happens frequently and includes various hostile interactions and transactions (e.g. gossip, verbal abuse, humiliation, work obstruction) (Tinuke, 2013).

2. Duration

Workplace bullying usually extends over long periods of time. Persistence nature of bullying makes it to be harmful and negatively affected on targets' defenses and health (Tinuke, 2013).

3. Escalation

Adams and Crawford (1992) affirm on the escalatory nature of workplace bullying as it starts with subtle and indirect insults and growing to more frequent and flagrant types of criticism, verbal abuse, or humiliation.

4. Power disparity

Workplace bullying is mostly combined with power differences between perpetrators and victims. In bullying behavior, there is a misuse of the power relation between bully and target (Tinuke, 2013). This abuse of power enforce other individuals to do things they do not want to do, or deter them doing things they want to do. The perception of power disparity has two sides with the bully thinking of power possession that allow proceeding with negative behavior and the targets thinking that bully has enough power to make them feel intimidated (Tinuke, 2013). The power and oppression that linked with workplace bullying affects targets, bullies, witnesses, and managers (Tinuke, 2013).

2.3.2 Types of workplace bullying

The typology of workplace bullying has many forms as discussed below:

1. Perpetrators typology in which workplace bullying can be classified as downwards, horizontal or upwards (Tinuke, 2013). In the downward workplace bullying, the target is bullied by management or superiors as the most common (Tinuke, 2013). Moreover, horizontal bullying including co-workers bullying while upwards bullying happens by subordinates towards their managers (Tinuke, 2013).
2. Covert or overt bullying that may be unknown by superiors or recognized by many across the institution (Tinuke, 2013).
3. Typology of Rayner, Hoel, and Cooper (2003) classified workplace bullying behaviors into five categories. The first category involves threat to professional status that includes negative behaviors such as public professional humiliation and intimidating use of discipline. The second category is threat to personal standing that includes inappropriate actions like persistent teasing. The third category is isolation that includes negative action as physical or social isolation, withholding necessary information, ignoring or excluding the target. The fourth category is overwork that includes actions at impossible deadlines and the last category is destabilization that involves actions such as allocation of

meaningless tasks, repeated reminders of blunders, shifting goal posts without telling the target (Tinuke, 2013).

4. Workplace bullying that be entrenched and accepted as part of the culture (Tinuke, 2013).
5. Cyber bullying where individual or group intended to harm others by using information and communication technologies (Tinuke, 2013)

The current study focuses on the underlying causes of workplace bullying behaviors against nurses in private hospitals in Jordan.

2.3.3 Consequences of workplace bullying

Workplace bullying has impacts on both individual and organization. For individual, workplace bullying affects the victims' psychological and physical health (Leymann, 1996) which significantly enhances the rates of psychological illnesses, such as anxiety or depression (Einarsen & Mikkelsen, 2003). Moreover, bullying can influence adversely the physical health of the targets where complaints on headaches and backaches will increase (Moayed et al., 2006; Yildirim & Yildirim 2007).

On top of that, the individual who witnesses bullying behaviors, but is not directly bullied, reports higher stress than non-witnesses individual (Lutgen-Sandvik, Tracy, & Alberts, 2007) as he fears on becoming the next target of bullying and the incapacity to help the target may cause chronic anxiety for people who witnesses bullying actions (Einarsen & Mikkelsen, 2003). On the social level, workplace

bullying leads the targets to feel socially isolated at work (Einarsen & Mikkelsen, 2003). The personality of the targets may be subjected to changes since they can head for improper actions to face the bullying (Einarsen & Mikkelsen, 2003). Since the targets become increasingly preoccupied with workplace problems, finally they will feel depletion of their social networks (Lewis & Orford 2005).

Workplace bullying also has an impact on organizations such as a decrease in job satisfaction, an increase in absenteeism and the staff turnover rate, will reduce its productivity, and increased the possibility of compensation claims by its workers (Quine 2001). Furthermore, the consequences of workplace bullying on health care institutions have already worsen as it facing a shortage of workforces (Simon, 2008). This is because as previous literature had indicated, the situation of workplace bullying had forced the targeted and victimized nurses to think of leaving their workplace or their profession (e.g. Quine, 2001; Simon, 2008).

2.3.4 Levels of factors related to workplace bullying

Numerous factors may relate to workplace bullying. In general, there are three levels of factors, namely, individual, group, and organizational. According to a meta-analysis by Hershcovis et al. (2007), individual factor is commonly studied as antecedents of workplace bullying such as trait anger and negative affectivity. Additionally, individual level factor that relates to workplace bullying have been employed in several studies. For instance, Coyne, Seigne, and Randall (2000) conducted a study to examine the extent of personality traits to predict bullying victim status among sample included 60 victims and a controlled-group of 60 non-

bullied work colleagues using both of ICES Personality Inventory and semi-structured interview. The findings reported that victims were more conscientious, less stable, less independent, and extroverted than non-victims. Additionally, ICES personality traits has strongly predicted bullying victim status.

In addition to that, a study done by Deniz and Ertosun (2010) to investigate the relationship between personality of victim and the exposure to workplace bullying had used a cross sectional survey among convenient sample comprised of 186 employees from a single company in Turkey. The findings reported of significant relationship between victim personality and exposure to workplace bullying.

On top of that, several researchers had also conducted studies to examine organizational level factor which related to workplace bullying. For example, Hoel, Glas, Hetland, Cooper, and Einarsen (2010) conducted a study to examine the relationship between leadership styles and perceptions of bullying. The researchers distributed questionnaires among 5,288 respondents in Great Britain and the results indicated that leadership styles correlated with bullying.

Additionally, Balducci, Cecchin, and Fraccaroli (2012) conducted a study to investigate the impact of role stressors on workplace bullying in both perpetrators and victims by using questionnaire. The data was collected from 234 employees in Italy and they found that the role conflict related positively for being bullied. Moreover, some evidence viewed that role stressors have mutual relations with bullying.

However, some researchers argued that bullying at workplace is a multifaceted phenomenon. Thus, workplace bullying has multiple related factors, including individual, group, and organizational factors. For instance, Hutchinson et al. (2010) implemented a study to examine a multidimensional model that identifies individual, work group and organizational factors of bullying in nursing workplace. Data were collected by using questionnaires that distributed randomly among a sample of 370 Australian nurses. The research findings have emphasized that organizational characteristics were a critical antecedent of bullying.

Another study employed measuring of workplace bullying as a multi-dimensional phenomenon was conducted by Giorgi et al. (2013) to assess the prevalence of bullying among 699 employees recruited in five labor unions in Japan. The objective of their study is to explore antecedents of exposure to workplace bullying in this population by using questionnaire. The research findings revealed that 15% of respondents reported that they were bullied. Furthermore, the regression analyses found that female workers have been bullied more than male workers.

Similarly, a study implemented by Sharipova, Hogh, and Borg (2010) to investigate the risk factors (individual and organizational) of violence in the Elder Care Sector in Denmark. Data was collected by questionnaires from 8,134 workers in thirty six Danish municipalities. The research result revealed that individual factors seemed to enhance the risk of violence. In addition, organizational factors such as occupation (health care assistants), role conflict, higher emotional demands, and lower leadership quality increased the risk of work-related violence.

2.3.5 Empirical studies on workplace bullying

Various literature had discussed workplace bullying as a dependent variable that measured target, perpetrator, and bystanders' perspective. In this section, empirical studies on workplace bullying will be reviewed.

Previous researchers have employed the measuring of workplace bullying from target perspective. For instance, Etienne (2014) conducted a study to examine the prevalence of workplace bullying among 95 registered nurses in a Pacific Northwest state. The findings of the study revealed that 48% of participants reported they had been bullied in the workplace. In addition, 24% of participants stated they were exposed to bullying at work only rarely, 20% of respondents said now and then, 12% said several times a week, and 4% said on a daily basis.

Similar result obtained by Cooper-Thomas et al. (2013) in a study they conducted to assess the impacts of perceived organizational support and constructive leadership on workplace bullying. The study aims to examine the effect of perceived organizational initiatives among 727 workers in nine healthcare organizations in New Zealand. The findings revealed that 133 workers stated that they were bullied weekly in the past six months. However, the findings indicated negative correlations between the three contextual work factors that studied and bullying.

A study by Hutchinson et al. (2010) examined the multidimensional model of bullying actions in the nursing settings, using sequential mixed methods. In the third stage of their study, the researchers utilized a random survey procedure for collecting

data from a sample of 370 nurses in Australia. Structural equation modeling and confirmatory factor analysis were employed to assess the multidimensional model of bullying and the results revealed that organizational characteristics were critical antecedents of bullying.

In other hand, previous scholars have employed the measuring of workplace bullying from perpetrator perspective. For example, Jenkins, Zapf, Winefield, and Sarris (2012) conducted a study to explore the background of bullying allegations, types of acts that classified as bullying and the justification of perpetrators of their acts among 24 convicted managers of workplace bullying. Some participants defended their acts as legitimate performance management. Moreover, a number of participants stated that the highly stressors of workplace, including shortages of staff and roles ambiguity, lead them to engage in bullying behaviors. Other participants showed themselves as targets of bullying by their staff.

Another study that measured workplace bullying from perpetrator perspective was conducted by Hauge, Skogstad, and Einarsen (2009) in order to examine the individual and situational predictors of being a perpetrator of workplace bullying by using self-report questionnaires, which were administered on a sample of 2,539 Norwegian workers. The research findings from logistic regression analysis revealed that being male and being one self a target of bullying were significantly predicted the engagement in bullying acts against others. For the situational factors, only interpersonal conflicts and role conflict strongly predicted involvement of perpetrator in bullying acts.

Additionally, previous researchers have employed measuring of workplace bullying from bystander perspective. For example, a study that carried out by Vartia (1996) revealed that 35.4% of respondents confirmed that they witnessed workplace bullying.

Furthermore, the study conducted by Haffner (2010) among university sample viewed that 55% of participants reported that they observed workplace bullying.

Moreover, according to a study that was conducted by Tehrani (2004) across healthcare professionals showed that 68% of the respondents had witnessed bullying at workplace in the last two years.

2.4 Perception of Injustice and Workplace Bullying

Fairness is a core value in organizations (Konovsky, 2000). Organizational injustice refers to employees' unfairness perception of interaction of organizational distributive decisions and procedures (Niehoff & Moorman, 1993). In other hand, organizational justice refers to fairness in the workplace (Greenberg, 1990). In particular, organizational justice refers to perception of employees if they have been received fairly treatment in their workplace (Moorman, 1991). The researchers began to study organizational justice since more than three decades since previous literature on organizational injustice have mainly classified three types of organizational injustice, namely, distributive, procedural, and interactional injustice.

Distributive injustice refers to workers evaluations of fairness regarding outcomes in the workplace such as promotions and benefits. Additionally, procedural injustice refers to the employees' perception of fairness of formal procedures in company. A third dimension of organizational injustice is the interactional injustice that refers to workers perception of the quality of interpersonal treatment receives from others during the enactment of procedures in organization.

Many researchers have differentiated the concepts of procedural justice and distributive justice. Moreover, the distinction between procedural justice and interactional justice has less agreement with some researchers arguing that interactional justice is included in procedural justice (e.g. Niehoff & Moorman, 1993) while others argued that interactional justice should be separated into two sections, namely, informational justice and interpersonal justice (e.g. Colquitt, 2001; Greenberg, 1993). Interactional justice is separated into two subsets, the first is interpersonal justice that related to the honesty and respect shown by the organization and the second is informational justice that explains the extent to which procedures were adequately clarified to workers in organization (Colquitt, 2001).

Number of studies have suggested that employees' perception of fairness will affect their attitudes, organizational citizenship behavior within the organization (Moorman, 1991), and their health (Elovainio, Kivimaki, & Vahtera, 2002), comprising depression (Ylipaavalniemi et al., 2005) and psychological distress (Sutinen, Kivimaki, Elovainio, & Virtanen, 2002). Many scholars have studied the organizational justice dimensions. The distributive and procedural justice had been

measured as predictors for levels of organizational citizenship behavior such as civic virtue, sportsmanship and courtesy (Cohen-Charash & Spector, 2001) and there are no consistent results in this area. Procedural justice has been linked to productivity, organizational citizenship behaviors, and organizational commitment (Viswesvaran & Ones, 2002). Roberts and Young (1997) indicated that perception of interactional justice is strongly related to challenging decisions making by employees in organization.

In the context of injustice and bullying, it has been reported in a research that unfairness perception is as critical factor for employees' engagement in retaliatory acts in the workplace (Cohen- Charash & Mueller, 2007). Moreover, based on a meta-analysis by Hershcovis et al. (2007), perception of injustice (distributive, procedural, interactional) was commonly studied as a predictor of workplace bullying. In the same line, the previous studies on organizational justice and bullying have primarily revealed that perception injustice is a predictor of workplace bullying (e.g Giorgi, 2009; Neuman & Baron, 2003). Thus, this study examines perception of injustice as an antecedent of workplace bullying.

In the present study, the perception of injustice involves three dimensions, namely, distributive injustice, procedural injustice, and interactional injustice. The following section empirically examines the dimensions of perception of injustice.

2.4.1 Distributive injustice

Distributive injustice refers to workers perception of resources misallocation as rewards or punishments in the organization (Niehoff & Moorman, 1993). In contrast, distributive justice refers to individual fairness perception of outcomes that received such as the promotions (Moorman, 1991). Distributive justice was the first studied dimension of organizational justice in previous literature. The concept of distributive justice in organizations was derived from general social action of justice based on equity theory, Adams, 1965; distributive justice theory, Homans, 1961; and relative deprivation theory, Stouffer et al., 1949 (Greenberg, 1990).

Previous empirical examinations showed that a link exists between distributive injustice and workplace bullying. For instance, Zapf and Gross (2001) implemented a study to investigate whether bullying victims use specific conflict management strategies more often in comparing with individuals who are not bullied. The researchers used a qualitative study with 20 semi-structured interviews with victims of bullying and a quantitative questionnaire study with a total of 149 victims of bullying and a control group (N = 81). The qualitative data indicated that most victims started with constructive conflict-solving strategies, changed their strategies several times, and finally tried to leave the organization. In the interviews, the victims of bullying most often recommended others in the same situation to leave the organization and to seek social support. Moreover, the individuals who feel of injustice often contributed to engage in the bullying behaviors.

Moreover, Blau and Andersson (2005) carried out their study to measure the instigating of workplace bullying behaviors over a period of four years on sample consists of 211 workers. The researchers also examined the effect of injustice on instigated workplace bullying. Correlates of instigated workplace bullying were then tested using 162 medical technologists over a 4-year time frame. Results indicated that distributive injustice and job satisfaction were positively related to instigate workplace bullying.

To suggest a framework of a possible relationship between working environment and workplace bullying, Giorgi (2009) carried out another related study. This study also seeks to test climate variables that have not been accurately examined before in association with bullying at work. Another aim of this study is to identify the work-related risk of bullying in the psychosocial working environment. He used self-administered questionnaire among 926 Italian workers from 12 Italian organizations. Response rate was high, from 50 percent to 95 per cent. The study finds that organizational climate is a critical antecedent of bullying at work. The study findings also indicated that bullying at workplaces arises where organizational injustice exists.

Moreover, Tsuno et al. (2010) implemented a study to explore the workplace bullying. Also, to test the Reliability and Validity of the Japanese Version of the Negative Acts Questionnaire. They distributed anonymous questionnaires among sample of 830 males and 796 female servants including the NAQ- R, Leymann Inventory of Psychological Terror, and scales for interpersonal relations at work and

psychological distress. The response rate was 46.7%. The study showed that organizational injustice was positively and significantly correlated with workplace bullying. Additionally, Rodríguez et al. (2011) carried out a study to identify the relationships between organizational predictors (workload and organizational injustice) and workplace bullying. The sample consists of 286 employees from two companies in Madrid. The results of structural equation modeling analyses indicated that distributive injustice was positively related to target of bullying.

Furthermore, Oxenstierna et al. (2012) conducted a longitudinal study to examine the workplace conditions that enhanced risk of bullying behaviors in Sweden. The study population was derived from the Swedish Longitudinal Occupational Survey of Health based on the respondents from the 2003 Swedish Work Environment Survey. The employees who had not been bullied in 2006 and without workplace change between 2006 and 2008 formed the final sample (n=1,021 men and 1,182 women). In the group studied, 7.5% reported in 2008 that they had been bullied at work once or several times in the last two years. Among those reporting that they had been bullied in 2006, a much larger proportion (42%) reported in the 2008 survey that they had been bullied during the last two years. In addition, the study findings found that lack of organizational justice was independently significant predictor of workplace bullying for men but insignificant predictor for women.

In summary, distributive injustice was generally found to be significantly related to workplace bullying.

2.4.2 Procedural injustice

Previous literature have been studied procedural justice as the second dimension of organizational justice. The years 1975–1995 had been known as the procedural justice ‘wave’ (Colquitt, Greenberg, & Zapata-Phelan, 2005).

Procedural injustice refers to workers feelings of unfairness in the processes used for decisions making in organization (Cohen-Charash & Spector, 2001). In contrast, procedural justice is the individual’ fairness perception for the processes through its determined outcomes (Cohen-Charash & Spector 2001). Moreover, there are two main approaches that have influenced the development of procedural justice. The first approach came from Thibaut and Walker who, in 1975, founded the notion of procedural justice by design a model that focus on individuals’ conflict responses in opinions about legal processes decisions like arbitration. Thibaut and Walker argued that individuals believed the disputants procedures were fair if they believed their ‘voice’ had been heard.

The second approach was when Leventhal, in 1980, transferred the concept of procedural justice from the legal to organizational context. Leventhal argued that any perceived procedure as fair should be met by six criteria, namely, a) consistency criteria; b) bias-suppression criteria; c) accuracy criteria; d) correctability criteria; e) representativeness criteria, and f) ethicality criteria (Cohen-Charash & Spector 2001).

Previous literature have indicated that procedural justice can have a significant impact on behavioral outcomes (Sweeney & McFarlin, 1993). Moreover, the processes of unfair decision-making may affect organizations negatively such as increase turnover intentions rates, decrease performance, and decrease organizational commitment (Folger & Skarlicki, 1998). Furthermore, procedural justice dimension is proposed as an important factor of behaviors more than distributive justice in judgments about the organization (Masterson, Lewis, Goldman, & Taylor, 2000). Since the organizations launch its formal policies and regulations to control worker's behavior and allocate of outcomes, the employees evaluate organizations as the source of justice or not. In effect, when employees perceive inequity of organizational rules and policies, they may feel of inability to obtain fair results for their performance. Thus, many researchers propose that individuals' behaviors which resulted from procedural injustice must be directed toward organization-focused results (Aquino, Lewis, & Bradfield, 1999).

In the context of workplace bullying, previous empirical studies viewed that procedural injustice associated with workplace bullying. For example, Zapf and Gross (2001) implemented a study to investigate conflict escalation and coping with workplace bullying. The researchers used a qualitative study with 20 semi-structured interviews with victims of bullying and a quantitative questionnaire study with a total of 149 victims of bullying and a control group (N = 81). The study findings showed that victims who feel of injustice often contributed to engage in the bullying behaviors.

In the same line, Giorgi (2009) conducted a study to suggest an organizing framework of a possible relationship between working environment and workplace bullying. He utilized self-administered questionnaire among 926 Italian employees. The study found that organizational climate is a critical predictor of workplace bullying. Additionally, the study revealed that bullying behaviors arise where organizational injustice exists. Moreover, Tsuno et al. (2010) implemented a study to measure the workplace bullying in Japan. A total of 830 males and 796 females were surveyed, using anonymous questionnaires. The study showed that organizational injustice was positively and significantly correlated with workplace bullying.

Furthermore, Rodríguez et al. (2011) carried out a study to identify the relationships between procedural justice and workplace bullying. The sample consists of 286 employees from two companies in Madrid. The results of structural equation modeling analyses indicated that procedural injustice was positively related to target of bullying. In addition, Oxenstierna et al. (2012) conducted a longitudinal study to examine the workplace conditions that enhanced risk of bullying behaviors among sample of Swedish employees. The employees who had not been bullied in 2006 and without workplace change between 2006 and 2008 formed the final sample (n=1,021 men and 1,182 women). The study findings found that lack of organizational justice was independently significant predictor of workplace bullying for men.

Even though many studies revealed a significant relationship between perception of procedural injustice and workplace bullying, other studies revealed a different set of results. For example, Dietz, Robinson, Folger, Baron, and Schulz (2003)

implemented a study to examine the effect of societal violence in community and the procedural justice climate of organizations on workplace bullying. The scholars collected the data from 250 factories. The analyses indicated that the climate of procedural justice climate not related significantly to bullying.

Moreover, a study that conducted by Blau and Andersson (2005) to test the instigated of workplace bullying over a period of four years on sample of 211 employees. The researchers also examined the impact of injustice on instigated bullying. Correlates of instigated workplace bullying were then tested using 162 medical technologists over a 4-year time frame. The study analyses reported of insignificant impact of procedural injustice on work bullying.

Additionally, Oladapo and Banks (2013) conducted a study to examine the relation between bullying behaviors and employees' job satisfaction and productivity. The results indicated that 47% of employees have been subjected to bullying through their work; and 27% of them confessed as being target of a bully in the last twelve months. Furthermore, the results revealed that is no distinction in perceptions of procedural justice among employees who were innocent of doing bullying and those who have been convicted of bullying.

In summary, procedural injustice is a critical factor that influences the issue of workplace bullying as illustrated by numerous studies.

2.4.3 Interactional injustice

Interactional injustice refers to workers perception of mistreatment by a hierarchical superior in organization (Niehoff & Moorman, 1993). Moreover, interactional justice is defined as a fairness of interpersonal treatment of superiors with their employees and sufficient explanation of decision-making processes (Greenberg, 1990). Previous literature described interactional justice as the third wave of organizational justice (Colquit et al., 2005).

Some researchers separate interactional justice into two dimensions, namely, interpersonal justice and informational justice (Greenberg, 1990). Interpersonal justice dimension refers to individual dealings with others like respect and politeness, while informational justice dimension refers to illustrations that given for the reason of following of certain procedures (Colquitt, 2001). In other hand, there is an argument among scholars to consider interactional justice as a part of procedural justice or as a separate construct.

Previous researchers demonstrated studies on interactional justice's effect on organizational outcomes. Greenberg (1994) conducted a study to evaluate employee acceptance of a smoking ban. Moreover, Bemmels (1994) demonstrated a study to examine the effects of supervisor consideration on grievance procedures. In addition, the previous researches research has linked interactional justice to constructs such as social exchange satisfaction (Hui, Au, & Zhao, 2007) and organizational citizenship behaviors (Moorman, 1991).

It is important to note that people may show the biased outcomes in their favor as fair, and outcomes that are more useful to others as unfair in which called egocentric bias (Diekmann, Samuels, Ross, & Bazerman, 1997; Greenberg, 1983). These findings have been explained in numerous contexts, including compensation for research participation (Greenberg, 1987), attitudes toward organizational parental leave policies (Grover, 1991), court verdicts (Thibaut & Walker, 1975), and the acceptance of a workplace smoking ban (Greenberg, 1994).

Additionally, the previous empirical researches indicated that interactional injustice is related to workplace bullying. For instance, Zapf and Gross (2001) implemented a study to investigate conflict escalation and coping with workplace bullying. The researchers utilized a qualitative study with 20 semi-structured interviews with victims of bullying and a quantitative questionnaire study with a total of 149 victims of bullying and a control group (N = 81). The study findings showed that victims who feel of injustice often contributed to engage in the bullying behaviors.

Furthermore, Giorgi (2009) carried out a study to propose a framework of a possible relationship between working environment and workplace bullying among sample of 926 Italian workers by using self-administered questionnaire. The results indicated that workplace bullying increased where organizational injustice exists. Moreover, Tsuno et al. (2010) implemented a study to explore the workplace bullying. They distributed the questionnaires among sample of 830 males and 796 female servants. The study showed that interactional injustice was positively and significantly correlated with workplace bullying.

In addition, Rodríguez et al. (2011) carried out a study to identify the relationships between organizational injustice and workplace bullying. The sample consists of 286 employees from two companies in Madrid. The results of data analyses indicated that interactional injustice was positively related to target of bullying. Furthermore, Oxenstierna et al. (2012) implemented a study to examine the workplace conditions that enhanced risk of bullying behaviors among sample of Swedish employees. The study findings found that lack of organizational justice was independently significant predictor of workplace bullying for men but insignificant predictor for women.

Even though many scholars found a significant relationship between perception of interactional injustice and workplace bullying, other scholars found a various set of results. For example, Blau and Andersson (2005) carried out a study to measure the increasing of workplace bullying over a period of four years on sample of 211 workers. The researchers also examined the effect of injustice on instigated bullying. The study analyses reported of insignificant impact of interactional injustice on work bullying.

In same line, Oladapo and Banks (2013) conducted a study to investigate the bullying behaviors and its impact on job satisfaction and productivity. The results indicated that 47% of respondents have been subjected to workplace bullying during their work. Furthermore, the results indicated that perception of interactional injustice was not related to bullying.

In summary, interactional injustice is related to workplace bullying, as explained by numerous studies, suggesting that interactional injustice is critical predictor of workplace bullying.

2.5 Perception of Job Insecurity and Workplace Bullying

Another variable that lead to workplace bullying is the perception of job insecurity. It refers to workers perception of threat to lose their current jobs (Greenhalgh & Rosenblatt, 1984). Furthermore, job insecurity is an important source of threatening for employees to lose their psychological and social privileges associated with employment (De Witte, 1999).

Job insecurity is characterized as a prolonged phenomenon where the worker be uncertain and worries about his or her future in the organization (Gopalkrishnan, 2011). However, the most important feature of job insecurity is the uncertainty. The other distinctive feature of job insecurity is that it is a perception, where the worker has a subjective feeling about relationship with the organization whether it will be continued or terminated (Sverke, Hellgren, & Naswall, 2002).

The high perception of job insecurity may lead workers to be worried and tensed at the probability of job losing, which can influence their physical and psychological well-being as well as their performance (Gopalkrishnan, 2011). Job insecurity can negatively influence both the individual and the organization (Sverke et al., 2002). At the individual level, a perception of job insecurity is linked with workers' negative behaviors, job dissatisfaction and adverse health consequences (Sverke et

al., 2002). In other hand, for the organization's level, job insecurity can negatively affect employee's opinions and willingness to stay in the organization as well as their performance (Sverke et al., 2002).

In the context of bullying, job insecurity raises in environment of rumors (Bordia, Jones, Gallois, Callan, & DiFonzo, 2006); which stimulate workplace bullying actions (Baillien et al., 2009). Furthermore, job insecurity generates rivalry work climate since workers consider their colleagues as potential rivals for their career in future. This may enhance feelings of suspicion and competition that link with bullying acts in workplace (Bjorkqvist, Osterman, & Hjelt-Back, 1994). In addition, job insecurity may grow in a climate that does not abide by anti-bullying policies that may lead to enhance bullying behaviors (Rayner, Hoel, & Cooper, 2003).

The stressors of work may enforce bully to do bullying actions at workplaces. Since job insecurity is under work stressors, the feeling of insecurity about the jobs may lead workers to lash out other colleagues to minimize their frustration (Greenberg & Barling, 1999). Also, the perpetrators usually with low patience for ambiguity that perhaps considered the core part of job insecurity. Thus, perpetrators may engage in bullying behaviors against co-workers to retrieve control of unclear condition (Ashforth, 1994).

In addition, previous empirical studies showed that perception of job insecurity associated with workplace bullying. For example, De Cuyper et al. (2009) investigated the relationship between job insecurity and workplace bullying, and

examined perceived employability as a moderator of this relationship by using questionnaire among 693 Belgian workers. The research results viewed that job insecurity was combined with reports of victims and perpetrators about bullying. Job insecurity was correlated significantly with bullying at workplace under high perceived employability. Additionally, Baillien et al. (2009) conducted a qualitative study to examine job, team and organizational related factors for bullying in workplace. The researcher performed semi-structured interviews with 126 participants. The study findings viewed that job insecurity emerge as important risk factors for workplace bullying.

Moreover, Notelaers et al. (2010) conducted a study to empirically explore the nature of workplace bullying as well as examining the job characteristics as predictors of workplace bullying. Questionnaires were used among heterogeneous sample that consisted from 6175 Belgian workers. The data analysis revealed that job insecurity was directly related to workplace bullying. Additionally, Reisel, Probst, Chia, Maloles, and König (2010) studied the impact of job insecurity on bullying behavior. The researcher used self-report electronic survey among sample of 320 managers from United States. Furthermore, two independent referees have analyzed comments of managers' (N = 97). Data Analyses of the study viewed that job insecurity impact directly and indirectly on bullying behavior.

In the same line, Ariza-Montes et al. (2013) carried out a study to investigate consistent predictors through the use of a sample that includes different actors from the healthcare work force to identify certain key elements in a set of job-related

organizational contexts. The data was collected from 284 health professionals. The research results indicated that job insecurity contributes the existence of bullying.

Even though many researchers have found a significant relationship between perception of job insecurity and workplace bullying, as shown above, other researchers revealed a different set of findings. For example, Greenberg and Barling (1999) implemented a study to examine the effect of job insecurity, perceptions of injustice, and workplace surveillance on employee bullying. The researchers focused in this study on male. The researchers sent the questionnaires to 550 non-faculty males' employees at a Canadian university; 136 usable questionnaires were returned by mail. The study findings viewed that job insecurity did not predict bullying against coworkers, subordinates, and supervisors.

In sequence, Barney (2013) implemented a study to examine the moderating effect of core self-evaluation on the relationship between job insecurity and workplace bullying behavior. The questionnaires were completed by 135 participants. The research findings indicated that job insecurity was related to bullying behaviors but there is no statistical significance.

In summary, perception of job insecurity is critical factor that influence workplace bullying as illustrated by numerous studies.

2.6 Trait Anger and Workplace Bullying

The anger is classified into state anger and trait anger (Speilberger, 1999). A state of anger is a temporary emotional and physiological status, whereas, trait anger refers to a personal disposition for response with angry feelings such as frustration to environmental stimuli (Speilberger, 1999). Any individuals with a high of trait anger are more likely to feel frustration and be more susceptible for any negative evaluation and criticisms. They are also likely to act aggressively at any time during various social conditions (Douglas & Martinko, 2001). They would feel that their well-being is under threat since they experience emotional stimulation over time. This stimulation rises immediately after a flight or fight response that may be triggered or mitigated by more cognitive appraisals. The individual may respond aggressively to behavior that assessed as true and an unjustified (Averill, 1983). The individual aggressive response to stimuli may become accustomed over time, or the individual may continuously response to threats in manner that encourages anger (Zillmann, 1988). Additionally, based on a meta-analysis by Hershcovis et al. (2007), trait anger was commonly studied as a factor of workplace bullying.

The previous empirical researches indicated that trait anger is related to workplace bullying. For instance, Bosworth et al. (1999) conducted a study to determine the risk for bullying actions; and to investigate the correlations between behavioral and psychosocial predictors with bullying. The research findings revealed that trait anger was a significant factor of bullying actions.

In the same line, Gates et al. (2003) conducted a study to describe the context in which bullying occurs and to identify characteristics of the nursing assistants related to the incidence of bullying. In addition, to examine the relationship between stressors, strains, anger, and caregiver bullying. The researcher used questionnaire to measure the responses of 138 subjects participated. The results showed that trait anger is positively related to incidence of bullying.

Additionally, Farrar (2006) implemented a study to assess how the meanings linked with race and gender in the form of popular stereotypes influence bullying behaviors among sample of 535 respondents in USA. The research findings revealed a significant relationship between trait anger and bullying behaviors. Moreover, Inness et al. (2008) implemented a study to examine the moderating effect of situational variables on the relationship between trait anger and aggression. The questionnaires were completed by sample of 308 participants. The findings showed that individual with high levels of trait anger will enact bullying.

Moreover, Vie et al. (2010) implemented a study to assess the moderating effect of trait anger and on the relationship between workplace negative actions and victim self-labeling of workplace bullying. The researcher used self-report questionnaire among sample of 466 employees participated in the study. Data analysis of the study showed that trait anger is a predictor of self-labeling as a victim of workplace bullying.

In addition, McNeice (2013) implemented a study to examine trait anger and negative affectivity as moderators in the relationship between family-work conflict, angry temperament and instigated bullying at work. Respondents were invited to participate in this study through using direct email and online social Medias of “Facebook” and “LinkedIn”. This convenience and snowball sample methodology yielded voluntary participation from 187 people working in different organizations across Canada, including participation from approximately 60 people working in a large healthcare organization. There online survey with total of 105 questions was sent to respondents. The design was cross- sectional and all measures were self-report. The study findings indicated that trait anger significantly predicts bullying at work.

In summary, trait anger is critical factor that influence issue of workplace bullying as illustrated by numerous studies.

2.7 Negative Affectivity and Workplace Bullying

Another variable that lead to workplace bullying is the negative affectivity. Watson and Clark (1984) defined negative affectivity as consistence individual’s tendency to experience states of negative emotion, feel of distress and dissatisfaction in various situations.

Individuals with high negative affectivity tend to feel distressed, extremely reactive to negative stimuli, and be pessimistic toward their surrounding environment. In contrast, individuals with low negative affectivity feel of their sphere as less

exhausting, less sensitive to provocative stimuli, and be more optimistic toward surrounding environment (Mangan, Quartermain, & Vaughan, 1960).

People with high level of negative affectivity are more susceptible to aversive actions that leading them to respond aggressively than people with low negative affectivity (Berkowitz, 1983, 1993). Furthermore, there is direct relationship between negative affectivity and aggression (Andersson & Pearson, 1999). Additionally, based on a meta-analysis by Hershcovis et al. (2007), negative affectivity was commonly studied as a predictor of workplace bullying. George (1992) reported that people who have high negative affectivity have worse relationships with their supervisors than people who exhibit low negative affectivity. In addition, the relationship between employees' fairness perceptions and retaliation actions is stronger for employee with high negative affectivity than employee with low negative affectivity (Skarlicki, Folger, & Tesluk, 1999). In other hand, other researchers failed to find any evidence of this relationship between negative affectivity and workplace aggression (Douglas & Martinko, 2001). Negative affectivity has been indicated as critical factor to understand personal response to aversive conditions such as bullying at workplace (Mikkelsen & Einarsen 2002).

Furthermore, the previous empirical researches indicated that negative affectivity is related to workplace bullying. For example, Vartia (1996) carried out a study to investigate the work-related risk factors of bullying in the psychological work environment and the organizational climate. Moreover, the roles of individual features of bullying victims were examined. Total of 949 employees were answered

a mailed questionnaire. Moreover, the study found a high negative affectivity level between groups of workplace bullying victims.

In addition, Zapf (1999) conducted a study to investigate the organizational, work group related and personal causes of bullying at workplace among two German samples. The first sample (constant sample) included 96 victims of bullying and a control sample included 37 respondents. Members of this sample were collected by means of newspaper articles on bullying, local broadcasting, bullying self- helps groups and by help of “Society against Psycho-social Stress and Mobbing” organization. The members of control group were collected by snowball method. The second sample comprised from 118 respondents in Stuttgart. The research results indicated that the bullying victims are with high negative affectivity in comparing with control group.

Moreover, Farrar (2006) carried out a study among sample of 535 respondents in USA. The study aims to examine the race and gender differences in bullying. The findings of the analysis indicate a significant relationship between negative affectivity and bullying.

Furthermore, Rodwell and Demir (2012) implemented a study to extend a model of the antecedents of workplace bullying to apply for workplace aggression together with several types of violence and bullying among nurses. The study used the Demand-Control-Support model to explain work aggression in general. The researchers employed a cross sectional design, where 273 questionnaires were

completed by respondents. As a result of data analysis, the study found that bullying was predicted by negative affectivity. The study concluded by distinguishing between forms of violence and bullying across aggression in the workplace.

Moreover, McNeice (2013) conducted a study to investigate the moderating effect of trait anger and negative affect on the relationship between family to work conflict and instigated bullying at work. The researcher administered questionnaire among sample of 466 employees from various organizations across Canada. The study showed that negative affectivity significantly predicts workplace instigated bullying.

Even though many researchers have found a significant relationship between negative affectivity and workplace bullying, as shown above, some researchers indicated to different set of findings. For instance, Douglas and Martinko (2001) carried out a study to examine the relationship between individual differences and the incidence of workplace bullying. This study conducted among workers of a transportation firm and a public school system. 158 participants completed the questionnaires. The study findings indicated that negative affectivity was not associated with the incidence of workplace bullying.

Furthermore, Glomb and Liao (2003) carried out a study to examine the impact of social influence, reciprocal, and individual variables on individual bullying. Cross-level study was conducted among 149 employees. This study finding reported that negative affectivity was not significantly related to bullying.

In the same line, Demir and Rodwell (2012) implemented a study to examine a full model of the antecedents and consequences of different types of workplace aggression (bullying, emotional abuse, and violence), with a consideration of psychosocial factors among hospital nursing staff. The researchers used across-sectional survey design, in which 207 nurses and midwives completed the survey with a 26.9% response rate. The analysis of data revealed that nurses and midwives were exposed to high rate of bullying, emotional abuse, and violence at work. Additionally, the analysis indicated that bullying was linked negatively with high negative affectivity and low support from both supervisors and coworkers.

In summary, negative affectivity is an important factor that influences issue of workplace bullying.

2.8 Self-Control as Moderator

The moderator variable concept lies in its effect on the relationship among independent and dependent variables (Baron & Kenny, 1986). The results of the relationships between perception of injustice, perception of insecurity, trait anger, negative affectivity and workplace bullying are inconsistent. Thus, the understanding of the moderating effect on these relationships is important. In workplace bullying related studies, several moderating variables have been examined, such as assertiveness and social anxiety (Moreno-Jiménez, Rodríguez-Muñoz, Moreno, & Garrosa, 2006), emotionally intelligent and leadership capability (Hutchinson & Hurley, 2013).

However, this study considers self-control as a potential moderator in the relationship between perception of injustice, perception of insecurity, trait anger, negative affectivity and workplace bullying. Self-control is defined as individual's ability for managing frustrations feeling (Buss, 1961). Moreover, self-control is selected as a moderating variable in the present study since several studies suggested that individual ability to manage his or her emotions and feelings may reduce probability in engagement in workplace aggression (Baron & Richardson, 1994; Buss, 1961; Hynan & Grush, 1986; Sarchione et al., 1998).

In context of workplace bullying, previous empirical studies have examined the self-control as a moderator variable. For instance, Wei and Si (2013) carried out a study to investigate the moderating role of self-control and perceived mobility on the relationships between abusive supervision and subordinates' bullying behaviors. Using a sample of 198 employees and their immediate supervisor (N = 396) from a multinational company in China. The study findings indicated that self-control moderates the relationship between abusive supervision and subordinates' bullying.

Furthermore, Restubog et al. (2010) implemented a study to examine the moderating role of self-control in buffering the effects of negative reciprocity beliefs on workplace bullying. The study conducted among 125 employees. The results of the study revealed that self-control serves a moderator on the relation between negative reciprocity beliefs on workplace bullying.

Moreover, Bechtoldt et al. (2007) conducted a study to examine moderating effects of self-control on the association between emotional labour and workplace bullying. An online study was used on sample of 559 employees. The research results reported that self-control moderates the association between emotional labour and workplace bullying.

Thus, since self-control has a moderator role in several studies on workplace bullying, this study considers self-control as moderator variable.

2.9 Conclusions and Issues to be Addressed

From the discussion above, several conclusions can be drawn from the literature review. Firstly, it can be concluded that bullying behaviors at work are still a continuous phenomenon (e.g. Bechtoldt et al., 2007; De Cuyper et al., 2009; McNeice, 2013; Zapf, 1999)

It was also found that workplace bullying is a prominent phenomenon that exists in various sectors either at government or non-government organizations (e.g. Zapf, 1999), municipalities (Salin, 2008), semi-military (Vartia & Hyyti, 2002), education (Lewis, 1999), public sector organizations (Agervold, 2009; Ayoko, Callan, & Hartel, 2003; Coyne et al., 2000), manufacturing (Agervold & Mikkelsen, 2004), and healthcare environment (Quine, 2001).

Thirdly, in other settings, the individual level predictors include perception of injustice (Giorgi, 2009; Santinello, Vieno, & De Vogli, 2011), perception of job

insecurity (Ariza-Montes et al., 2013; Baillien et al., 2009; De Cuyper et al., 2009; Notelaers et al., 2010), trait anger (Bosworth et al., 1999; Farrar, 2006; Stevens, De Bourdeaudhuij, & Van Oost, 2002; Vie et al., 2010) and negative affectivity (Farrar, 2006; Rodwell & Demir, 2012; Vartia, 1996; Zapf, 1999) have been studied with workplace bullying.

Despite these empirical studies, the literatures indicate the effects of these variables (perception of injustice, perception of job insecurity, trait anger, and negative affectivity) on workplace bullying in a nursing setting seemed to be neglected. This gap that exists in the previous literature is one of the major reasons behind the inclusion of perception of injustice, perception of job insecurity, trait anger and negative affectivity in the study.

Fourthly, a comprehensive literature review indicates that there are inconsistent findings regarding the relationship between perception of injustice on workplace bullying (e.g., Blau & Andersson, 2005; Oladapo & Banks, 2013) as well as the direction of perception of job insecurity with workplace bullying (e.g., Greenberg & Barling, 1999; Barney, 2013), also the relationship between negative affectivity with workplace bullying (Demir & Rodwell, 2012; Douglas & Martinko, 2001; Glomb & Liao, 2003). This is another gap in previous literature that this study attempts to address.

To better understand the underlying causes of workplace bullying, this study investigated the individual related factors by incorporating self-control as a

moderator on the relationship between perception of injustice, perception of job insecurity, trait anger, negative affectivity and workplace bullying, By doing so, this study aims to better understand and explain the individual predicting factors of workplace bullying behaviors.

And finally, based on comprehensive searching in past literature of bullying, there is major deficiency in which that most of prior studies were conducted mainly in the Western countries such as US, European countries, and Australia. Studies concerning bullying in other parts of the world and in Arab countries, in particular, are scarce. There are only a few studies conducted in nursing workplace setting and the healthcare industry. Thus, this study is focusing on the Jordanian nurses' healthcare settings in private hospitals.

2.10 Underpinning Theory

This study examines the effect of perception of injustice, perception of insecurity, trait anger, and negative affectivity on workplace bullying. Additionally, the study incorporates the moderating effect of self-control on this relationship. These relationships are best-illustrated using Cognitive Neoassociation Theory (CNT) and Self-Control Theory (SCT). The following section discusses the theory and its application to this study.

2.10.1 Cognitive Neoassociation Theory

Leonard Berkowitz proposed cognitive neoassociation theory, which suggests that negative feelings and experiences are the primary reasons of anger and angry

aggression. Berkowitz argued that aversive conditions such as pain, frustrations, crowding, and provocations form a negative affect that stimulates individual's ideas, memories, expressing motor responses, and physiological reactions that combined with tendencies of fight and flight (Anderson & Bushman, 2002). Fight tendency associated with primitive anger sensations, while the flight tendency associated with primitive sensations of fear. Moreover, cognitive neoassociation theory suggests that hints associated with aversive case be connected with case and individual cognitive and emotional reactions (Anderson & Bushman, 2002). In addition, cognitive neoassociation involves higher-order cognitive processes like attributions and appraisals. Cognitive neoassociation theory accommodates the previous frustration-aggression theory and shows the causal explanation for why the aversive events stimulate bullying behaviors (Anderson & Bushman, 2002). Previous studies on aggression have utilized cognitive neoassociation theory in explaining bullying behaviors (e.g. Anderson & Huesmann, 2003, Bushman, 2002; Bushman & Bonacci, 2002).

The provocations stimulate cognitive process and affective responses, which connected in individual memory that may lead to wrong attributions and eventually to bullying behaviors: the employees at workplace may blame the person responsible for unfair distributions, distributive injustice will be associated with bullying (Martinko, Gundlach, & Douglas, 2002).

Berkowitz (1989) argued that work stressors may lead the bullies in engaging in bullying behaviors at workplace (Berkowitz, 1989): such as perception of job

insecurity, frustration that result from work stressors motivates offensive reactions through creating negative affect (Greenberg & Barling, 1999).

The aversive events will produce negative affect that motivate thoughts, memories, motor reaction expressions, and psychological responses that linked with rudimentary feelings of anger (fight) in which ideas of bullying inclined (Anderson & Bushman, 2002). Unpleasant events may cause unpleasant feelings such as frustration that develops into show of emotional aggression. The individual who exhibit high negative affectivity is probably has the tendency of bad feelings more often (Berkowitz, 1993). Therefore, the use of the cognitive neoassociation theory is justified and sets the direction of the present study.

In this study, cognitive neoassociation theory will be empirically tested and will constitute the foundation for examining how perception of injustice, perception of job insecurity, trait anger, and negative affectivity can lead to workplace bullying.

2.10.2 Self-Control Theory

Gottfredson and Hirschi (1990) found a theory that aims to clarify various kinds of antisocial actions. The idea of self-control is located at the center of their theory. They indicated that “low self-control is...the individual-level cause of crime” (p. 232) and that low self-control is able for “explaining all crime, at all times, and, for that matter, many forms of behavior that are not sanctioned by the state” (p. 117). Prior scholars gave a considerable attention for this theory since its onset, with some studies that supported the association between low self-control with accidental and

bullying actions (e.g. Muraven, Pogarsky, & Shmueli, 2006; Pratt & Cullen, 2000; Shalvi, Eldar, & Bereby-Meyer, 2012; Tangney, Baumeister, & Boone, 2004; Virkkunen, De Jong, Bartko, Goodwin, & Linnoila, 1989).

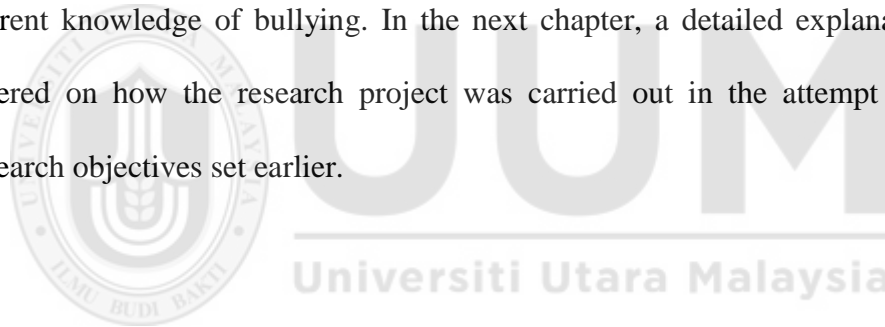
Gottfredson and Hirschi (1990) argue that bullying and deviance are resulted from low individual self-control. Individuals' internal constraint or self-control deters them to be involved in bullying or deviance behaviors. Self-control is "the differential tendency of people to avoid criminal acts whatever the circumstances in which they find themselves" (Gottfredson & Hirschi 1990). A person who possess a low level of self-control and have the opportunity to commit norm violating are more likely to become involved in deviant, bullying, and accidental acts.

In explaining the moderating role of self-control on the relationship between perception of injustice, perception of job insecurity, trait anger, negative affectivity and WPB, the current study proposes that the extent to which perception of injustice, perception of job insecurity, trait anger and negative affectivity are able to influence employees to engage in workplace bullying vary, depending upon the level of the individual's self-control. The individual's possess high self-control are less likely to engage in bullying workplace behaviors. Given the empirical support for self-control theory in diverse organizational settings, it is suggested that this theory would give an empirical support for self-control as a moderator variable on the relations between perception of injustice, perception of job insecurity, trait anger, negative affectivity and workplace bullying.

2.11 Summary

Previous studies indicated that perception of injustice, perception of job insecurity, trait anger, and negative affectivity are related to workplace bullying

However, researchers to date have not addressed the moderating role of self-control on workplace bullying. Because individual who control his or her feelings and emotions is less like to engage in bullying behaviors. Thus, in the present study, self-control examined as a moderator of the relationship between perception of injustice, perception of job insecurity, trait anger, negative affectivity and workplace bullying among nurses in the Jordanian private hospitals, to fill the existing gaps in the current knowledge of bullying. In the next chapter, a detailed explanation will be offered on how the research project was carried out in the attempt to meet the research objectives set earlier.



CHAPTER THREE

RESEARCH METHOD

3.1 Introduction

The previous chapter has discussed the literatures that related to perception of injustice, perception of job insecurity, trait anger, negative affectivity, self-control, and workplace bullying. To recap, the present study intends to examine the relationship between perception of injustice, perception of job insecurity, trait anger, negative affectivity, and workplace bullying. Also, to examine the moderator role of self-control on said relationship. This chapter presents the methods and procedures to investigate the relationship between variables. These procedures include the theoretical framework, development of hypotheses, research design, identification of population and sample, validity and pilot study, data collection, procedures of data analysis and summary.

3.2 Research Framework

The research framework was developed based on widely used theory in workplace bullying research, namely Cognitive Neoassociation Theory. This theory expounds that negative feelings and events such as provocations stimulate cognitive process and affective responses that are associated in memory, which lead to false attributions and eventually to bullying behaviors. The variables (perception of job insecurity, trait anger, and negative affectivity) are related to negative feelings and events in Cognitive Neoassociation Theory, therefore, it was selected as independent variables in this study. Prior studies examined the perception of injustice, perception

of job insecurity, trait anger, and negative affectivity as antecedents of workplace bullying. However, these studies were confined to the Western countries. Moreover, the studies that have looked at the effects of these variables (perception of injustice, perception of job insecurity, trait anger, and negative affectivity) on workplace bullying in a nursing setting seemed to be neglected. There are another reasons behind the inclusion of these variables in this study.

For better understanding of the influence of these independent variables on workplace bullying, self-control is included as a potential moderator variable. The role of self-control as a moderator can be illustrated by the Self-Control Theory perspectives. The theory argues that low self-control of individuals lead to bullying behaviors. In addition, self-control has a moderator role in several studies on workplace bullying. (Bechtoldt et al., 2007; Restubog et al., 2010; Wei & Si, 2013).

Cognitive Neoassociation Theory (CNT) explains the link between perception of injustice and workplace bullying. CNT suggests that negative events such as provocations stimulate cognitive process and affective responses that are associated in memory, which lead to false attributions and eventually to bullying behaviors; the experience of negative events causes an attributions that lead to response of targeted behavior. Workers are probably blames the responsible person for inequitable distributions or procedures (Martinko et al., 2002). Previous studies have indicated that perception of injustice is related to workplace bullying (Giorgi, 2009; Oxenstierna et al., 2012; Tsuno et al., 2010; Zapf & Gross, 2001).

Another independent variable which was examined in this study is the perception of job insecurity. The relationship between perception of job insecurity and workplace bullying is explained by CNT, which indicated that the perpetrators may engage in bullying behaviors as a result of work stressors (Berkowitz, 1989); as in the case of workers feeling of job insecurity, frustration results from stressors instigates bullying reactions by creating negative affect (Greenberg & Barling, 1999). Prior studies have indicated that perception of job insecurity is related to workplace bullying (Ariza-Montes et al., 2013; Baillien et al. 2009; De Cuyper et al., 2009; Notelaers et al., 2010; Reisel et al., 2010).

In addition, CNT also explains the association between trait anger and workplace bullying. It argues that aversive events such as pain and frustrations will form a negative affect that causes an unpleasant experiences, which elicit various memories, thoughts, motor reaction expressions, and psychological responses that linked with fight trends of bullying (Anderson & Bushman, 2002). Moreover, previous literatures have indicated that trait anger is related to workplace bullying (Bosworth et al., 1999; Farrar, 2006; Gates et al., 2003; Inness et al., 2008; McNeice, 2013; Vie et al., 2010).

Similarly, the CNT illustrates the link between negative affectivity and workplace bullying. It suggests that unpleasant events may cause unpleasant feelings like sadness or frustration that develops into exhibition of bullying. Despite the aggressive act which persons do when they have bad feelings, those with high in negative affectivity potentially have more tendency of bad feelings (Berkowitz,

1993). Moreover, previous studies have indicated that negative affectivity is related to workplace bullying (Andersson & Pearson, 1999; Berkowitz, 1993; Farrar, 2006; McNeice, 2013; Rodwell & Demir, 2012; Vartia, 1996; Zapf, 1999).

This study contributes to the body of knowledge by investigating the moderating role of self-control on the relationship between perception of injustice, perception of job insecurity, trait anger and negative affectivity in terms of workplace bullying. In this study, self-control is considered to be capable of influencing workplace bullying.

The buffering role of self-control on the relationship between perception of injustice, perception of job insecurity, trait anger and negative affectivity on workplace bullying can be understood by Self-Control Theory perspectives. The theory argues that low self-control of individuals lead to bullying, accidental and deviance behaviors. Previous literature have indicated that self-control moderates the relationship between emotional labour and workplace bullying (Bechtoldt et al., 2007), between negative reciprocity beliefs and workplace bullying (Restubog et al., 2010), and between abusive supervision and subordinates' bullying behaviors (Wei & Si, 2013). Generally, the results of these researches supported the idea that self-control can neutralize the tendency of individual to engage in bullying behaviors.

Figure 3.1. presents the variables tested in this study. The first independent variable is perception of injustice, which theoretically has three dimensions, namely, distributive injustice, interactional injustice, and procedural injustice. The second independent variable is perception of job insecurity. The third independent variable

is trait anger. The forth-independent variable is negative affectivity. The dependent variable of this study is workplace bullying. Meanwhile, the moderating variable of this study is self-control.

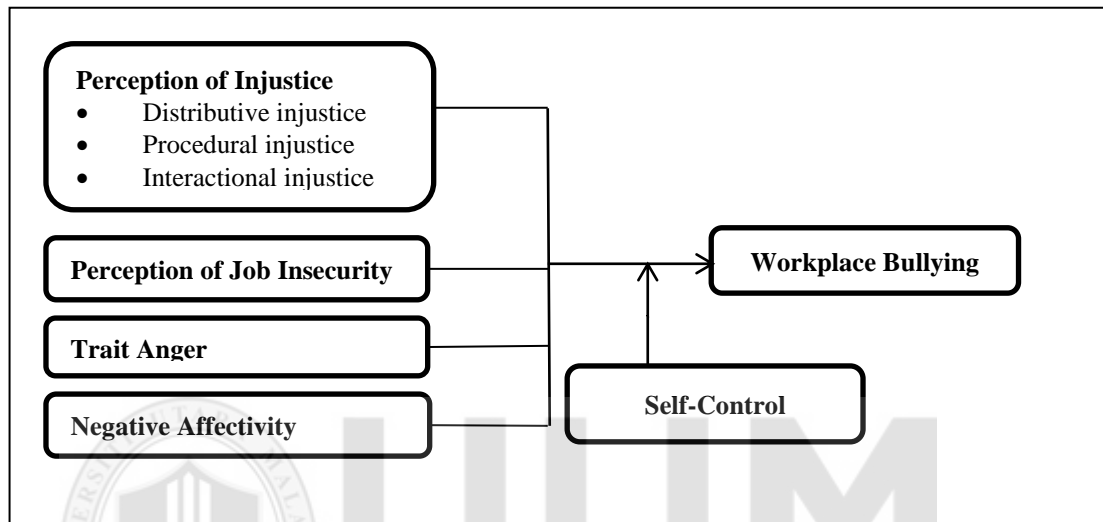


Figure 3.1
Theoretical Framework of the Present Study

3.3 Development of Hypotheses

A hypothesis is a formal suggestion of the presumed relationships among variables, which is based on theoretical framework that tested empirically to expect the solution of the problem statement (Sekaran & Bougie, 2010; Zikmund, Babin, Carr, & Griffin, 2010). This section includes related literature that support these relationships and the hypotheses that define them.

3.3.1 Relationship between perception of injustice and workplace bullying

The link between perception of injustice and workplace bullying can be understood from the cognitive neoassociation perspective, which proposes that negative events stimulate cognitive process and affective responses that are combined in memory, and lead to wrong attributions and finally to bullying responses: workers are potentially to blame the individual who are responsible for inequitable distributions, distributive injustice will be linked with bullying behaviors (Martinko et al., 2002). Similarly, procedural injustice may lead employees to perform bullying actions in the organization (Tepper, Duffy, Henle, & Lambert, 2006). In addition, perception of interactional injustice motivates the workers to engage in bullying at workplace (Tsuno et al., 2010). Moreover, previous literature principally viewed that perception of injustice is a predictors of bullying (Giorgi, 2009; Oxenstierna et al., 2012; Zapf & Gross, 2001).

Perception of injustice may lead to workplace bullying because the workers are likely to blame person who responsible of unfair distributions or procedures that may promote people to engage in bullying behaviors at work. Hence, the following hypothesis is developed:

H1: Perception of injustice is positively related to workplace bullying.

H1a: Perception of distributive injustice is positively related to workplace bullying.

H1b: Perception of procedural injustice is positively related to workplace bullying.

H1c: Perception of interactional injustice is positively related to workplace bullying.

3.3.2 Relationship between perception of job insecurity and workplace bullying

Similar to perception of injustice, the relationship between perception of job insecurity and workplace bullying can be understood from cognitive neoassociation perspective that argues the perpetrators may engage in workplace bullying as a result of work stressors (Berkowitz, 1989): such in the case of workers feeling of job insecurity, frustration results from stressors instigates bullying actions by creating negative affect (Greenberg & Barling, 1999). Moreover, environmental ambiguity may be essential element of job insecurity. In addition, perpetrators have low ambiguity tolerance (Ashforth, 1994). Furthermore, numerous studies have demonstrated the significant relationship between perception of job insecurity and workplace bullying (Ariza-Montes et al., 2013; Baillien et al. 2009; De Cuyper et al., 2009; Notelaers et al., 2010).

Job insecurity can cause frustration and ambiguity that may lead some workers to lash out at co-workers in view of exercising control to reduce their feelings of frustration and ambiguity (De Cuyper et al., 2009). Hence, the following hypothesis is offered:

H2: Perception of job insecurity is positively related to workplace bullying.

3.3.3 Relationship between trait anger and workplace bullying

The link between trait anger and workplace bullying can be understood from the cognitive neoassociation perspective, which proposes that aversive events such as pain and frustrations will produce negative affect which lead to unpleasant experiences elicit various memories, thoughts, motor reaction expressions, and psychological responses combined with fight (rudimentary feelings of anger) that ideas of hostility and bullying inclined, or flight tendencies (Anderson & Bushman, 2002). Additionally, previous studies have revealed that trait anger is related to workplace bullying (Farrar, 2006; Madaan, 2012; Stevens et al., 2002; Vie et al., 2010).

Trait anger may lead to workplace bullying because individual with high trait anger are perceiving events as frustrating, thus, are more probably to be rapidly provoked. Hence, the following hypothesis is offered:

H3: Trait anger is positively related to workplace bullying.

3.3.4 Relationship between negative affectivity and workplace bullying

The negative affectivity has direct relation with aggression in which individual with high negative affectivity is more probably to respond with aggressive manner to negative events than individual with low negative affectivity (Berkowitz, 1993). In addition, the relationship between negative affectivity and workplace bullying can be understood from cognitive neoassociation perspective that suggest unpleasant may cause unpleasant feelings like frustration that develops into exhibition of bullying

actions. Despite of people perform bullying behaviors when they have bad feelings, those are high in negative affectivity probably have the tendency of bad feelings more often (Berkowitz, 1993). In addition, previous literature viewed that negative affectivity has been linked with workplace bullying (Farrar, 2006; McNeice, 2013; Rodwell & Demir, 2012; Vartia, 1996; Zapf, 1999).

Negative affective state is related positively to bullying because temporary negative affective state is related to bullying, and people with continuous negative tendency may experience negative affective state more often. Hence, the following hypothesis is offered:

H4: Negative affectivity is positively related to workplace bullying.

3.3.5 Interaction role of self-control

This study examines the moderating role of self-control on the relationship between perception of injustice, perception of job insecurity, trait anger, negative affectivity and workplace bullying.

Self-control was studied in several studies as moderator variable for workplace bullying. The previous literature have indicated that self-control moderates the relationship between emotional labour and workplace bullying (Bechtoldt et al., 2007), as well as between negative reciprocity beliefs and workplace bullying (Restubog et al., 2010), and between abusive supervision and subordinates' bullying behaviors (Wei & Si, 2013).

Self-Control Theory explains the buffering role of self-control on the relationship between perception of injustice, perception of job insecurity, trait anger and negative affectivity on workplace bullying. The theory indicated that bullying and deviance behaviors are the result of low level of individual self-control. Moreover, individuals are prevented from bullying and deviance behaviors by their self-control. Individuals who have low level of self-control may be involved in bullying and deviant behaviors.

In other hand, the moderating role of self-control on the relationship between these variables, namely, perception of injustice, perception of job insecurity, trait anger, negative affectivity and workplace bullying has not been previously investigated.

Various studies stated that person inability to control his emotions and feelings may lead to engage in workplace aggression behaviors (Baron & Richardson, 1994; Buss, 1961; Sarchione et al., 1998). In this study, individual with high self-control is less likely to engage in bullying behaviors at workplace. Self-control can be an effective variable to prevent engagement in workplace bullying behaviors. Hence, the following hypotheses are offered:

H5: Self-control moderates the relationship between perception of injustice and workplace bullying.

H5a: Self-control moderates the relationship between perception of distributive injustice and workplace bullying.

H5b: Self-control moderates the relationship between perception of procedural injustice and workplace bullying.

H5c: Self-control moderates the relationship between perception of interactional injustice and workplace bullying.

H6: Self-control moderates the relationship between perception of job insecurity and workplace bullying.

H7: Self-control moderates the relationship between trait anger and workplace bullying.

H8: Self-control moderates the relationship between negative affectivity and workplace bullying.

3.4 Research Design

Numerous researchers have classified purposes of research into exploratory, descriptive, and hypotheses testing (Sekaran & Bougie, 2010). Exploratory research enables researchers to examine defined problems which are still unclear. This approach helps to seek new insights, describe the situation, and ask key questions. Qualitative methods have always been used in this approach. In the other hand, descriptive research is used for accurate clarification of phenomena using narrative descriptions or measured relationships while hypothesis testing is conducted to infer causal relationships among variables (Sekaran & Bougie, 2010).

Based on the above explanation, the present research is primarily to test hypotheses that were developed based on earlier research questions and objectives. The present study seeks specifically to examine the relationship between perception of injustice, perception of job insecurity, trait anger, negative affectivity and workplace bullying. As well as examining the moderator role of self-control on said relationship.

In this study, quantitative approach was used to satisfy the research objectives. Quantitative research is defined by Burns and Grove (2005) as a methodical, formal, and purposive process that examines the expected relationship and calculates the interaction effects between variables. Quantitative approach is very important because it enables researcher to derive significant results from the data collected. Moreover, this approach gives a high level of confidence by giving a summary of the analysis results in statistical values (Zikmund et al., 2010). The researcher used a quantitative approach for his study because it is quantitative in nature. Furthermore, the data in this study are cross-sectional.

Additionally, researchers must explain their unit of analysis to suggest the solutions to the problem statement (Sekaran & Bougie, 2010; Zikmund et al., 2010). The unit of analysis may be at the individual, group, or organizational level. This study, in an effort to understand of workplace bullying, investigates the role of perception of injustice, perception of job insecurity, trait anger, and negative affectivity of nurses. Thus, the level of analysis is individual-based, which means that the data collected from the employees are aggregated at the individual level.

3.5 Population and Sampling

In the present study, the population was nurses who work at private hospitals in Amman, Jordan.

They were selected due to their work conditions which are considered to be more overworked than other professions. Apart from that there is high prevalence of bullying among nurses in private hospitals (Ahmed, 2012; Albashtawy, 2013).

Jordan has 61 private hospitals that distributed all over the country (MoH, 2013), and Amman as the capital city has the biggest number of private hospitals that are 39 of them (MoH, 2013). Hence, the current study focusing on Amman as there are 3,841 total of nurses who are working in the 39 private hospitals (MoH, 2013).

3.5.1 Sample size

Sampling is defined as the process in which selecting some members from population is enough to represent all population (Cooper & Schindler, 2009). Based on Sekaran and Bougie (2010), a sample is a subgroup of a population that comprises a selection of members of specific population.

Generally, researchers have agreed that the bigger the sample size, the greater the power of a statistical test (Kelley & Maxwell, 2003; Snijders, 2005). Power analysis is defined as a statistical procedure to calculate the suitable sample size for study (Faul, Erdfelder, Lang, & Buchner, 2007). Thus, to calculate the sample size for the present study, an a priori power analysis was applied using G*Power 3 (Faul et al., 2007). By using the following input parameters: Power (0.95), an alpha significance

level (0.05), medium effect size f^2 (0.15) and six predictors (perception distributive of injustice, perception procedural of injustice, perception interactional of injustice, perception of job insecurity, trait anger, and negative affectivity), the sample size required was 146. (see Figure 3.2).

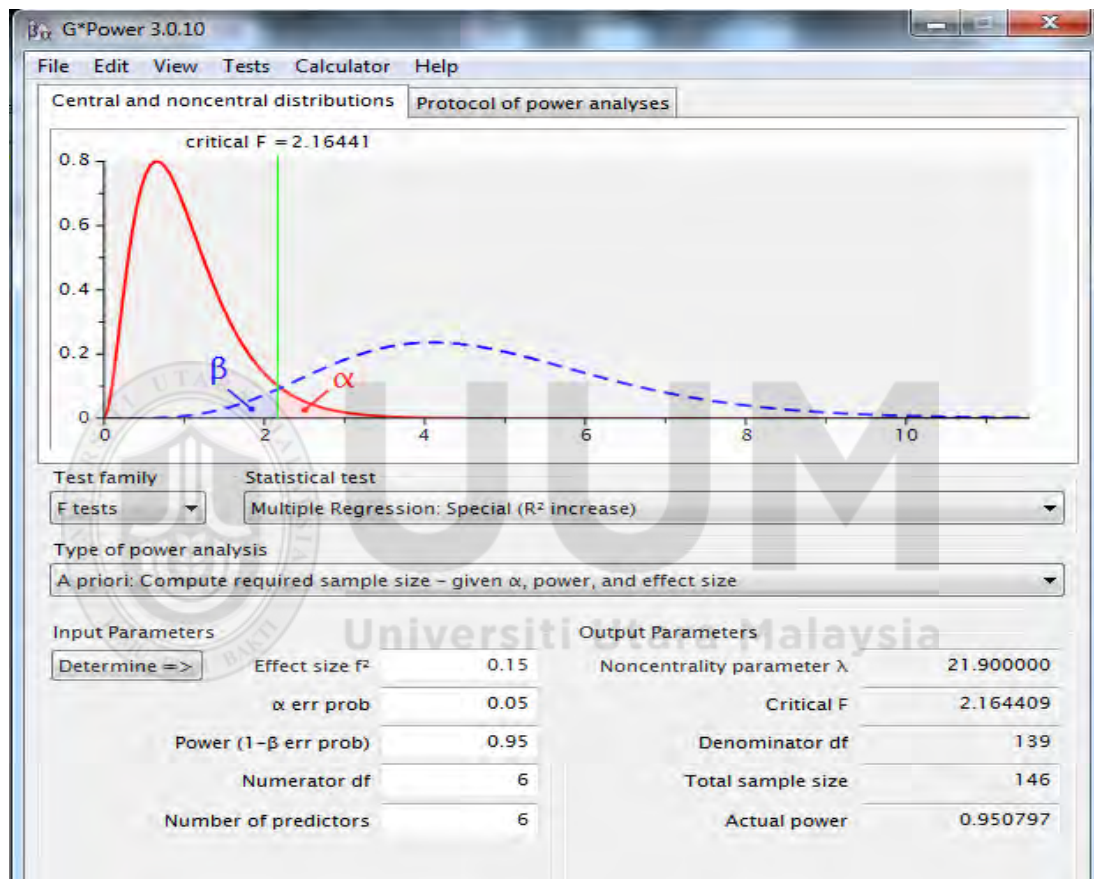


Figure 3.2
The Output of a Priori Power Analysis

While the output of priori power analysis indicated that a minimum of 146 subjects would be required for the present study, it is worth noting that the response rate is poor among nurses in Jordanian hospitals (Alhamwan, Mat, & Al Muala, 2014). The reason were being that they have heavy work load, particularly in the emergency unit

and surgery unit, as well as other units, thus they did not have enough time to contribute to the research (Alhamwan et al., 2014). Due to the poor response rate, the sample size obtained using priori power analysis appears to be inadequate in the present study. Therefore, it became necessary to consider other means in determining an adequate sample size for a given population. Following this line of argument, the present study compromised a priori analysis for Krejcie and Morgan's (1970) sample size determination criteria. The Krejcie and Morgan's (1970) sample size determination criteria was used to determine the representative sample size for this study because it has taken into account the level of confidence and precision, ensuring that sampling error is minimized.

Since the population size for the current study is 3,841 nurses working in Amman (MoH, 2013), the sample size according Krejcie and Morgan (1970) should be around 351.

In multivariate studies, the required sample size must be ten times bigger than the total number of variables (Curran–Everett, Taylor, & Kafadar, 1998). The desired sample size for this study should be at least 90 since it has nine variables. Thus, 351 subjects can be considered appropriate as a population size for this study.

3.5.2 Sampling technique

There are two types of sampling design to select sample from a population: probability and nonprobability sampling. Probability sampling is based on the process of random selection, in which each subject of population has the same opportunity to be selected from the sample, while nonprobability sampling denotes

the idea that the sample selection is based on a random process (Singleton & Straits, 2005).

For each sampling design, there are various sorts of sampling techniques. In nonprobability sampling, sample can be selected through convenience, purposive, and quota sampling techniques. Convenience sampling is one of the most commonly used sampling procedures (Dörnyei, 2007). Convenience sampling includes participants who are readily available and agree to participate in a study (Fink, 1995).

In the present study, the researcher obtained approvals from five private hospitals out of 39 in Amman, to distribute questionnaires among their nurses. The hospitals were Al-Islami, Al-Israa, Al-Istiqla, Al-Estishari, and Falasteen. The researcher attempted to distribute the questionnaire randomly. However this was not possible as the name list of all nurses was not given and impossible to obtain, as well as the situation was very difficult in doing so owing to heavy workload in the various hospitals departments. This is also because many units and rooms are restricted like surgery rooms and Intensive Critical Unit (ICU). Thus, the researcher was forced to take convenience sample of nurses from the five private hospitals in Amman, Jordan. At each hospital, all participants were assured that participation was confidential and voluntary. The researcher distributed 100 questionnaires (20%) among nurses in each hospital with a total of 500 questionnaires.

3.6 Operational Definitions and Measurements

3.6.1 Workplace bullying

Workplace bullying is a dependent variable. Workplace bullying is operationalized as the nurses' perception of workplace bullying, where the nurse was asked if he or she perceived receiving negative actions from one or several persons persistently over a period of time (Einarsen & Hoel, 2001). Twenty-one items were used to measure workplace bullying, which were adopted from Einarsen and Hoel (2001). The instrument is called the Negative Acts Questionnaire-Revised (NAQ-R). The measurement scale was based on a seven-point scale with 1=strongly disagree, 2=disagree, 3=somewhat disagree, 4= neither agree or disagree, 5=somewhat agree, 6=agree, and 7= strongly agree. Seven-point scales are a little better than 5-points. The psychometric literature suggests that having more scale points is better but there is a diminishing return after around 11 points (Nunnally 1978). Having seven points tends to be a good balance between having enough points of discrimination without having to maintain too many response options. Some examples of the items include "someone withholding information, which affects your performance" and "Having your opinions and views ignored."

Einarsen and Hoel (2001) also reported a high Cronbach alpha of NAQ-R in their study (.90). Previous studies also employed NAQ-R to measure workplace bullying (e.g., Tsuno et al., 2010; Patterson, 2007).

3.6.2 Perception of injustice

Perception of injustice is an independent variable. It is operationalized as an unfairness perception of interaction between procedures and distributive decisions in the organization (Niehoff & Moorman, 1993). A total of 20 items were used to measure perception of injustice, which were adapted from Niehoff and Moorman (1993). All items were converted to negative statements since the original items with positive statements are using to measure justice, not injustice. The measurement scale was based on a seven-point scale with 1=strongly disagree, 2=disagree, 3=somewhat disagree, 4= neither agree or disagree, 5=somewhat agree, 6=agree, and 7= strongly agree. Seven-point scales are a little better than 5-points. Three dimensions of perception of injustice were examined, namely, distributive injustice, procedural injustice, and interactional injustice. The following subsections explain each dimension of perception of injustice.

a) **Distributive injustice** – employees' perception of resources misallocation as rewards or punishments in the organization (Niehoff & Moorman, 1993). To measure distributive injustice, five items that converted into negative statements were used. Some examples of these items include “My work schedule is unfair”, and “I think that my level of pay is unfair”.

The internal consistency for this scale was 0.88 (Niehoff & Moorman, 1993). Previous studies also assessed individuals' perception of distributive injustice using this scale (e.g., Ismail, 2015; Mashinchi, Yaghoubi, Ahmadi, Hadi, & Hamid, 2012; Radzi, Ramley, Salehuddin, & Othman, 2009).

b) Procedural injustice – employees’ unfairness perception of the processes utilized for decisions making in organization (Niehoff & Moorman, 1993). Six items which converted into negative statements were used to measure the procedural injustice. Some examples of the items include “Job decisions are made by the supervisor in a biased manner,” and “My supervisor does not make sure that all employee concerns are heard before job decisions are made.”

The cronbach alpha coefficient for this scale was 0.84 (Niehoff & Moorman, 1993). Perception of procedural justice scales have been successfully utilized in prior empirical studies (e.g., Ismail, 2015; Mashinchi et al., 2012; Radzi et al., 2009).

c) Interactional injustice – employees’ perception of interpersonal mistreatment by a hierarchical superior in organization (Niehoff & Moorman, 1993). Nine converted items into negative statements were used to measure interactional injustice. Some examples of the items include “When decisions are made about my job, the supervisor does not treat me with kindness” and “When decisions are made about my job, and the supervisor does not treat me with respect.”

The alpha coefficient for this scale in Western studies was 0.90 (Niehoff & Moorman, 1993). Besides the present study, several empirical studies have

also used it to individuals' perception of interactional justice (e.g., Ismail, 2015; Mashinchi et al., 2012).

3.6.3 Perception of job insecurity

Perception of job insecurity is an independent variable. The term is operationalized as an employees' perception of threat of losing their current job (De Witte, 2000). To measure the perception of job insecurity, four items which were adopted from De Witte (2000) were used. The instrument is called the job insecurity Scale (JIS). The measurement scale was based on a seven-point scale with 1=strongly disagree, 2=disagree, 3=somewhat disagree, 4= neither agree or disagree, 5=somewhat agree, 6=agree, and 7= strongly agree. Some examples of the items include "Chances are I will soon lose my job" and "I think I might lose my job in the near future."

The cronbach alpha coefficient of this scale was 0,90 (De Witte, 2000). Additionally, prior studies used this scale to measure perception of insecurity (e.g., Bosman & Buitendach, 2005; De Cuyper & De Witte, 2005).

3.6.4 Trait anger

Trait anger is an independent variable. Trait anger is operationalized as a psychological state including of subjective feelings that vary in frequency and intensity and would turn overtime as a function of frustration, perception of insults or being verbally or physically abused (Speilberger, 1999). Trait anger was measured with the 9-item subscale of the Trait-Anger Expression Inventory (Speilberger, 1999). The measurement scale was based on a seven-point scale with 1=never,

2=almost never, 3=rarely, 4= occasionally, 5=often, 6=almost always, and 7= always. Some examples of the items include “I have a fiery temper” and “I feel infuriated when I do a good job and get a poor evaluation.”

The reliability alpha coefficients for this scale were ranged from 0.65 to 0.93 across all samples (Speilberger, 1999). A side this study, previous studies used this scale to measure trait anger (e.g., Brees, 2012; Lench, 2004)

3.6.5 Negative affectivity

Negative affectivity is an independent variable. Negative affectivity is operationalized as a level of individuals’ experience of subjective stress and states of aversive moods (Clark & Watson, 1995). To measure negative affectivity, 14 items which were adopted from Clark and Watson (1995) were used. The instrument is called the Negative Emotionally Subscale. The measurement scale was based on a seven-point scale with 1=never, 2=almost never, 3=rarely, 4= occasionally, 5=often, 6=almost always, and 7= always. Some examples of the items include “Small problems often irritate you” and “You frequently find yourself worrying about things.”

Negative affectivity scale has adequate internal consistency .82 (Clark & Watson, 1995). A part from the present study, prior research has utilized this scale to measure negative affectivity (e.g., Rink, 2009).

3.6.6 Self-control

Self-control is a moderator variable. Self-control is operationalized as an individual attempts to counter, inhibit, or modify the expression of emotions, feelings and behaviors (Tangney et al., 2004). To measure perception of self-control, 13 items which were adopted from Tangney et al. (2004) were used. The instrument is called Trait Self Control Scale. The measurement scale was based on a seven-point scale with 1=strongly disagree, 2=disagree, 3=somewhat disagree, 4= neither agree or disagree, 5=somewhat agree, 6=agree, and 7= strongly agree. Some examples of the items include “I am good at resisting temptations” and “I have a hard time breaking bad habits.”

The internal consistency of this scale was .70 (Tangney et al., 2004). Furthermore, prior studies used this scale to measure self-control (e.g., Caprara, Regalia, & Bandura, 2002; Gitter, 2010; Zimmerman, Bandura, & Martinez-Pons, 1992).

3.6.7 Demographic characteristics and other questions

Participants were asked about their demographic characteristics, including job title, gender, age, educational level, marital status, working experience, shift work, and department. The categorical scale was used to measure these items. Table 3.1 illustrates all variables of the instrument that were used to collect data.

Table 3.1
Overall Variables of the Instrument to Collect Data

No.	Variable	Operational Definitions	Items	Sources
1	Workplace bullying	This describes the nurses' perception of workplace bullying, where the nurse was asked if he or she perceived receiving negative actions from one or several persons persistently over a period of time (Einarsen & Hoel, 2001).	21 (1-21)	Einarsen and Hoel (2001)
2	Perception of injustice:	Employees' perception of resources misallocation as rewards or punishments in the organization (Niehoff & Moorman, 1993).	20 (1-20)	Niehoff & Moorman (1993)
	Distributive injustice	Employees' perception of resources misallocation as rewards or punishments in the organization (Niehoff & Moorman, 1993).	5 (1-5)	
	Procedural injustice	Employees' unfairness perception of the processes utilized for decisions making in organization (Niehoff & Moorman, 1993).	6 (6-11)	
	Interactional injustice	Employees' perception of interpersonal mistreatment by a hierarchical superior in organization (Niehoff & Moorman, 1993).	9 (12-20)	

No.	Variable	Operational Definitions	Items	Sources
3	Perception of job insecurity	The employees' perception of threat of losing their current job (De Witte, 2000).	4 (1-4)	De Witte (2000)
4	Trait anger	Psychological state including of subjective feelings that vary in frequency and intensity and would turn overtime as a function of frustration, perception of insults or being verbally or physically abused (Speilberger, 1999).	9 (1-9)	Speilberger (1999)
5	Negative affectivity	Level of individuals' experience of subjective stress and states of aversive moods (Clark & Watson, 1995).	14 (1-14)	Clark & Watson (1995)
6	Self-Control	Individual attempts to counter, inhibit, or modify the expression of emotions, feelings and behaviors (Tangney et al., 2004).	13 (1-13)	Tangney et al. (2004)

3.7 Pretesting of the Instrument

Before conducting the actual survey, an initial draft of the questionnaire was pretested by asking three academic experts, specializing in nursing in Jordanian universities to see if there are any ambiguities which have not been noticed by the researcher. The experts examined the quality of the survey instrument for its face validity in terms of wording, format, clarity, simplicity and ambiguity of the questionnaire items.

After collected all the discussions with the academic experts and the feedback, a few modifications were made to the questionnaire. Difficult words were replaced by easier words that have the same meaning, to ensure they were easy to understand. For example, in the Bullying Experience questionnaire item “sent to Coventry” was replaced with “socially isolated”. Second, unclear statements were modified to make them clearer, such as the pronoun “you” in all items of negative affectivity scale is replaced by using “me”. Moreover, in Bullying Experience questionnaire item no.15 “you are from other” was replaced with “made by other”.

3.8 Pilot Test

A pilot study was implemented in order to ensure the measurements face validity, content validity, and internal consistency. Reliability is referred to as the consistency and stability of measurement instrument (Nunnally, 1978).

In the present study, a pilot test was conducted among 31 Jordanian nurses. Those respondents were not included in the main study sample frame, and selected from another private hospital in Amman (Dar Al-Salam). Total of 50 questionnaires were distributed. The 31 returned questionnaire were analyzed using the PLS 3.0 to test the individual item reliability and the internal consistency reliability of the measurement instrument.

The examining of the outer loadings of each construct was used to assess individual item reliability (Duarte & Raposo, 2010; Hair, Hult, Ringle, & Sarstedt, 2014). Following the rule of thumb for retaining items with loadings between .40 and .70

(Hair et al., 2014), all items were retained because they had loadings over the threshold of 0.40. Moreover, the composite reliability coefficient of each latent construct ranged from .73 to .89, each exceeding the minimum acceptable level of .70, which also suggests adequate internal consistency reliability of the measures used in the pilot study (Bagozzi & Yi, 1988; Hair, Ringle, & Sarstedt, 2011). (see Table 3.2)

Table 3.2
Reliabilities of Constructs for Pilot Study

Variables	Dimensions	No of Items	Composite reliability
Perception of injustice	Distributive injustice	5	.78
	Interactional injustice	6	.82
	Procedural injustice	9	.86
Perception of job insecurity		4	.88
Trait anger		9	.79
Negative affectivity		14	.73
Workplace bullying		21	.83
Self-control		13	.89

3.9 Data Collection Procedure

Data collection is considered the basic element of quantitative research. The most common and effective tool for data collection of research is a questionnaire survey. Thus, questionnaire survey was used as the primary tool of data collection in this study. Respondents can give the required data within a short time to answer

questionnaires, while decreasing response bias (Sekaran & Bougie, 2010; Zikmund et al., 2010).

As a result of restrictions of the information, and no way of respondents' randomization, the researcher distributed the questionnaires among convenience sample of nurses. The researcher distributed the questionnaires among nurses with each nursing head department. To decrease the bias that resulted from using of convenience sample technique; the researcher distributed the questionnaires on different days and times in each department in attempt to achieve diversification. Additionally, the researcher distributes questionnaire for large sample (500) to incorporate more data to control uncertainty and bias of using convenience sample technique. A period of one week was given for the respondents to complete the questionnaire. After one week, the researcher collected the completed questionnaires from each department. To ensure a high level of response rate, a few steps were adopted in getting the cooperation of the respondents by continual reminders, phone calls, and had a personal contact with the head of departments to arrange for the collection of the questionnaires. The data were collected between October 2014 and April 2015.

3.10 Technique of Data Analysis

After the data collection was done, the data then were analyzed by using Partial Least Squares regression (PLS regression).

The PLS technique was used for this study because of the following reasons. Firstly, PLS path modeling becomes more appropriate for real world applications and more advantageous to use when models are complex (Fornell & Bookstein, 1982; Hulland, 1999). Secondly, in most social science studies, data tend to have normality problem (Osborne, 2010) and PLS path modelling does not necessarily require data to be normal (Chin, 1998). In other words, PLS treats non-normal data relatively well. By and large, PLS path modelling was selected for this study to help avoid any normality problem that might arise in the course of data analysis for the current study. Thirdly, PLS SEM offers more meaningful and valid results, while other methods of analysis such as software package used for statistical analysis (SPSS) often result in less clear conclusions and would require several separate analyses (Bollen, 1989). Additionally, Tabachnick and Fidel (2007) state that SEM is one of the most powerful statistical tools in social and behavioural sciences that have the ability of testing several relationships simultaneously.

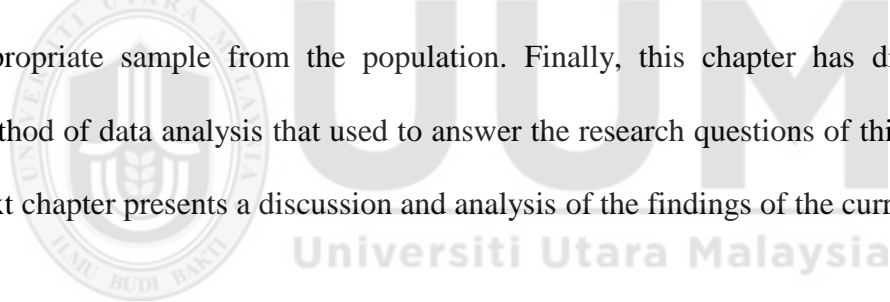
The data analysis was conducted in several stages. Firstly, the data collected was screened using SPSS to ensure that it is suitable for the PLS analysis. Secondly, to ascertain the measurement model, individual item reliabilities, internal consistency reliabilities, convergent validity and discriminant validity were calculated using Smart PLS (Hair et al., 2011).

Thirdly, routine bootstrapping procedure with a number of 500 bootstrap samples and 273 cases was used to measure the structural model.

3.11 Summary

This chapter has discussed the research methodology that used in the present study to examine the moderator role of self-control on the relationship between perception of injustice, perception of job insecurity, trait anger, negative affectivity, and workplace bullying among nurses in Jordanian private hospitals. This chapter has also presented the pilot measurement of variables, survey instrument, sampling, and data collection procedure.

The present study involves private hospitals in Jordan. Therefore, the study used the list of private hospitals that located in Jordanian capital (Amman) as a framework to draw the sample. The researcher utilized convenience sampling in selection the appropriate sample from the population. Finally, this chapter has discussed the method of data analysis that used to answer the research questions of this study. The next chapter presents a discussion and analysis of the findings of the current study.



CHAPTER FOUR

RESULTS

4.1 Introduction

This chapter presents the results of data analysis of this study which utilized the PLS path modeling. The present chapter reports the results based on the data provided by survey questionnaires of respondents. This chapter begins by initial data screening and preliminary analysis. Results of the descriptive statistics for all the latent variables are reported. Next, the main results of the current study are presented in two main sections. In section one the measurement model was assessed to determine the individual item reliability, internal consistency reliability, convergent validity and discriminant validity. In addition, results of structural model are reported in section two (i.e., significance of the path coefficients, level of the R-squared values, effect size). Finally, this chapter provides results of complementary PLS-SEM analysis that determines the moderating effects of self-control on the structural model.

4.2 Response Rate

This study used self-administered questionnaires to gain data where a total of 500 questionnaires were distributed to the nurses in the private hospital in Jordanian capital (Amman). From this figure, 312 questionnaires were returned, which gives a response rate of 62.4%. However, out of the 312 questionnaires, 35 were unusable because of a significant missing part in the questionnaires while the remaining 277 were used for further analysis (see Table 4.1).

Table 4.1
Response Rate of the Questionnaires

Response	Frequency/Rate
No. of distributed questionnaires	500
Returned questionnaires	312 (62.4%)
Returned and usable questionnaires	277 (55.4%)
Returned and excluded questionnaires	35

4.3 Data Screening and Preliminary Analysis

In multivariate analysis, the initial data screening is very important because it helps researchers to identify any possible violations of the key assumptions regarding the application of multivariate techniques of data analysis (Hair, Money, Samouel, & Page, 2007). Furthermore, it helps researchers to gain better understanding on the collected data for further analysis.

Prior to initial data screening, all the 277 usable questionnaires were coded and entered into the statistical Package for the Social Science or SPSS. Next, the following preliminary data analyses were performed: (1) missing value analysis, (2) assessment of outliers, (3) normality test, (4) linearity test, (5) multicollinearity test, and (6) homoscedasticity test (Hair, Black, Babin, Anderson, & Tatham, 2010; Tabachnick & Fidell, 2007).

4.3.1 Missing value analysis

In the original SPSS dataset, out of the 22,113 data points, 28 were randomly missed which accounted for 0.12% specifically on the workplace bullying which had 5 missing values. The perception of injustice had 2 missing values while the perception of job insecurity had 1 missing values. The missing values for trait anger were 3, the negative affectivity had 9, and finally self-control had 8.

Generally, the researchers have agreed that missing rate of 5% or less in a data set is non-significant for making a valid statistical inference (Tabachnick & Fidell, 2007). Next, randomly missing values were replaced in this study by using expected maximization. Table 4.2 shows the total and percentage of randomly missing values in the present study.

Table 4.2
Total and Percentage of Randomly Missing Values in Present Study

Variables	Number of Values Detected and Replaced
Workplace Bullying	5
Perception of Injustice	2
Perception of Job Insecurity	1
Trait Anger	3
Negative Affectivity	9
Self-control	8
Total	28 out of 22,113 data points
Percentage	0.12%

Note: Percentage of missing values is obtained by dividing the total number of randomly missing values for the entire data set by total number of data points multiplied by 100.

4.3.2 Assessment of outliers

In order to detect any outside observation of the SPSS value labels that were caused by incorrect data entry, frequency tables were tabulated for all variables using minimum and maximum statistics. Based on this initial analysis of frequency statistics, there was no any value found to be outside the expected range.

Moreover, the data were determined for univariate outliers using standardized values with a cut-off of ± 3.29 ($p < .001$) as recommended by Tabachnick and Fidell (2007). Following Tabachnick and Fidell's (2007) criterion for detecting outliers, none of the case was identified using standardized values as potential univariate outliers. For detecting the Multivariate outliers, two methods were used to identify and treat outliers, namely, box plot and Mahalanobis distance (D2). Regarding the box plot, 11 outliers were identified including: 7, 70, 74, 91, 96, 182, 197, 189, 242, 251, and 270. In order to deal with these 11 outliers, the present study employed winsorizing approach (Dixon, 1980). When outliers are detected in a sample, it should be changed by replacing its' original values by the nearest value of an observation that is not seriously suspected as outliers (Dixon, 1980). Following Dixon, 1980 rule of thumb, the 11 outliers in this study were replaced to nearest value of an observation.

On other hand, multivariate outliers were also detected using Mahalanobis distance (D2). Based on 81 observed variables of the study, the recommended threshold of chi-square is 124.83 ($p = 0.001$). Mahalanobis values that exceeded this threshold were deleted. Following this criterion, four multivariate outliers (31, 33, 35, and 54) were deleted from the dataset because they could affect the accuracy of the data

analysis technique. Thus, after removing four multivariate outliers, the final data set in this study was 273. (see Table 4.3)

Table 4.3
Multivariate Outliers Detected and Removed

Case Number	Mahalanobis Distance (D2)
31	139.98811
33	149.46544
35	141.18802
54	140.14656
Number of Items (n)	81
Degree of Freedom (n-1)	80
Chi-square Table Value (p=0.001)	124.83900

4.3.3 Normality test

Normality refers to the score of each variable that is normally distributed. Normality can be verified through the score histograms of each variable (Hair et al., 2010). For this study, graphical method was employed to check for the normality of collected data (Tabachnick & Fidell, 2007). Looking at the shape of the graphics distribution is more important than looking at the value of the skewness and kurtosis statistics in a large sample of 200 or more (Field, 2009).

The large sample of data decreases the standard errors that inflate the value of the skewness and kurtosis statistics (Field, 2009). Hence, histogram and normal probability plots were examined in this study to ensure that normality assumptions were not violated. Figure 4.1 explains that the collected data for this study follow

normal pattern since all the bars on the histogram were closed to a normal curve. Thus, it indicates that normality assumptions were not violated in this study.

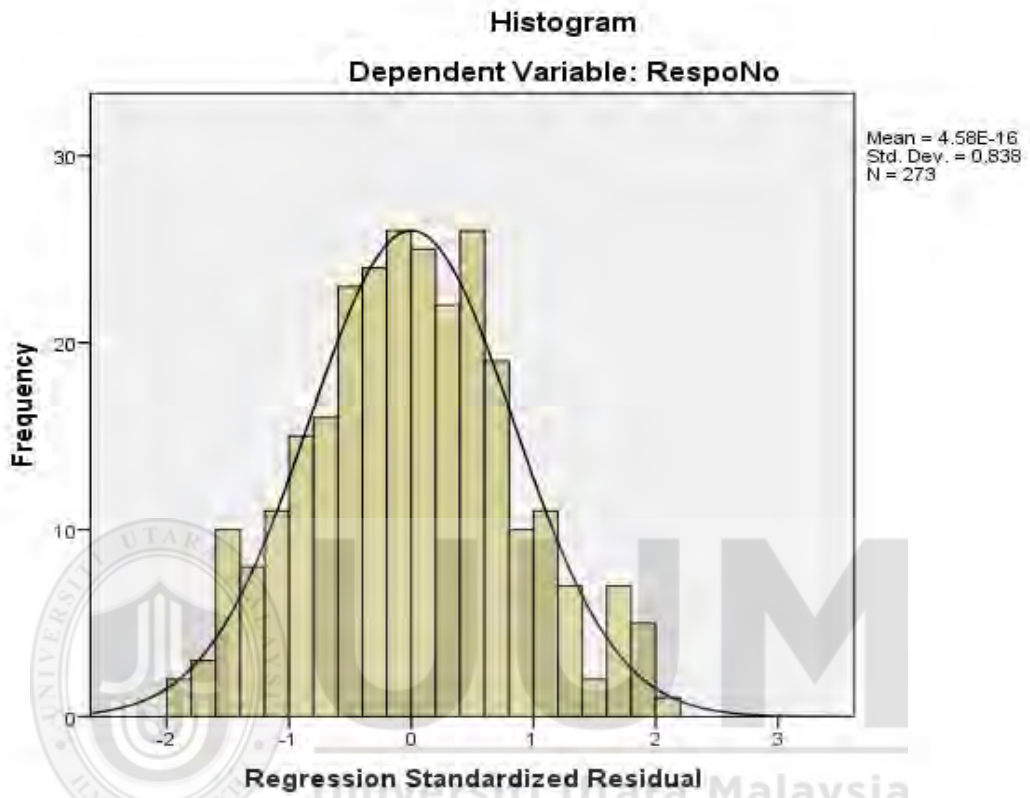


Figure 4.1
Histogram and Normal Probability Plots

4.3.4 Linearity

To check for linearity, the study utilized the residual scatter plot, where standardized residuals were plotted against predicted values. When this assumption is satisfied, the residuals should scatter around zero, or most of the scores shall concentrate at the center along the zero point (Flury & Riedwyl, 1988). Figure 4.2 demonstrates the scatter plot between the independent variables (perception of injustice, perception of job insecurity, trait anger, and negative affectivity) and the dependent variables

(workplace bullying). The plot indicated that the residual scores were concentrated at the center along the zero point, thus, the linearity assumption was not violated.

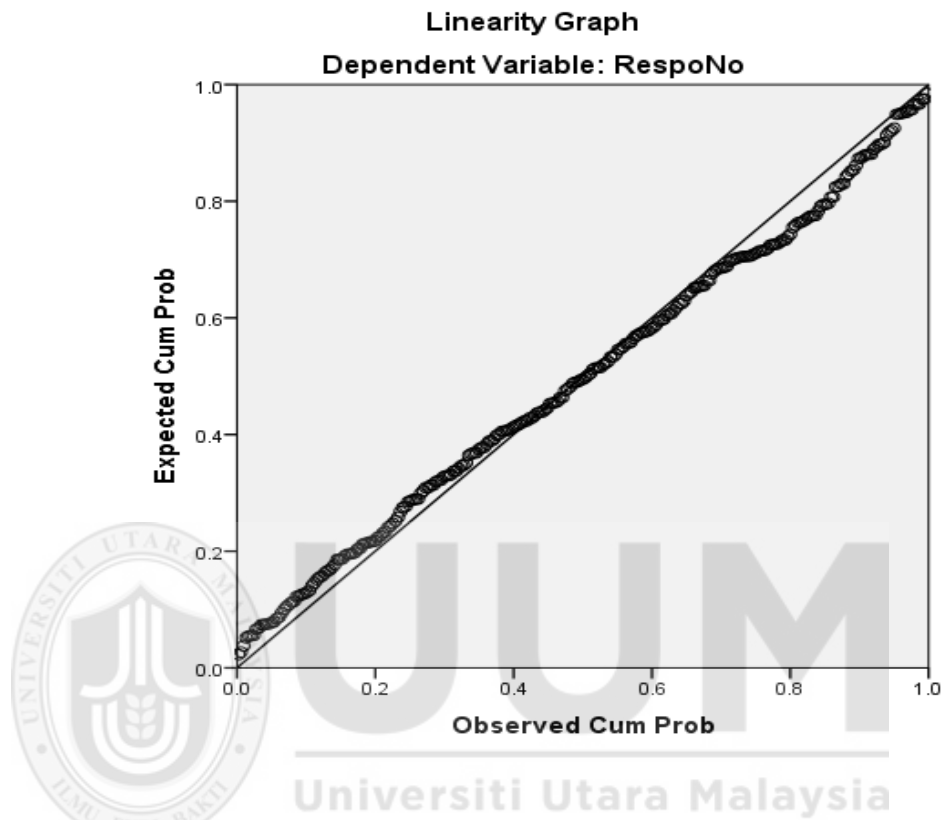


Figure 4.2
Linearity Graph

4.3.5 Multicollinearity

Multicollinearity refers to a situation in which independent variables are highly correlated among themselves (Hair et al., 2010). The presence of multicollinearity among the predictor variables can ultimately distort the estimates of regression coefficients and their statistical significance tests (Chatterjee & Yilmaz, 1992; Hair et al., 2010).

As generally agreed, multicollinearity problem can be detected by testing the tolerance value and the variance inflation factor (VIF) (Pallant, 2010). Multicollinearity is suggested as a concern if the results show a tolerance value below than 0.10 and a VIF that is higher than 10 (Gujarati, 2002; Hair et al., 2010; Petter, Straub, & Rai, 2007).

Table 4.4
Tolerance and Variance Inflation Factors (VIF)

	Tolerance	VIF
Job Insecurity	0.42	2
Trait Anger	0.12	9
Negative Affectivity	0.30	3
Self-Control	0.10	10
Perception of Distributive Injustice	0.40	2
Perception of Procedural injustice	0.17	6
Perception of Interactional Injustice	0.14	7

Table 4.4 indicates that the tolerance values ranged from 0.1 to 0.4, and the VIF values ranged from 2 to 10. Hence, the results confirmed that multicollinearity is not an issue in the present study.

4.4 Non-Response Bias

The current study utilized the time-trend extrapolation approach that suggested by Armstrong and Overton (1977) in order to estimate the probability of a non-response

bias using a comparison between early and late respondents. They argued that late and non-respondents share the same features. Following Armstrong and Overton's (1977) procedure, the present study separated respondents into two sets: 1) early respondents (responded in 30 days); 2) late respondents (responded after 30 days) (Vink & Boomsma, 2008). Majority of the respondents in the sample—234 (85%) respondents—responded to the questionnaire within 30 days, while the remaining 39, representing 15% responded after 30 days (Table 4.5). In particular, an independent samples t-test was conducted to detect any possible non-response bias on the main study variables including, perception of injustice, perception of job insecurity, trait anger, negative affectivity, self-control and workplace bullying.

Table 4.5
Results of Independent-Samples T-test for Non-Response Bias

Variables	Group	N	Mean	SD	Levene's Test for Equality of Variances	
					F	Sig.
Workplace Bullying	Early Response	234	4.015	1.293	.000	.990
	Late Response	39	4.045	1.275		
Job Insecurity	Early Response	234	3.021	0.943	.037	.848
	Late Response	39	2.666	0.906		
Trait Anger	Early Response	234	4.129	1.356	.761	.384
	Late Response	39	4.047	1.204		
Negative Affectivity	Early Response	234	3.150	1.049	.484	.487
	Late Response	39	2.857	0.950		

Self-Control	Early Response	234	3.765	1.241	.412	.521
	Late Response	39	3.735	1.086		
Perception of Distributive Injustice	Early Response	234	3.886	1.312	.264	.608
	Late Response	39	4.446	1.267		
Perception of Procedural Injustice	Early Response	234	3.643	1.373	.286	.593
	Late Response	39	3.404	1.213		
Perception of Interactional Injustice	Early Response	234	4.004	1.334	.101	.751
	Late Response	39	3.775	1.320		

As presented in Table 4.5, the results of independent-samples t-test revealed that the equal variance significance values for each study variables were greater than the 0.05 significance level of Levene's test for equality of variances as suggested by Pallant (2010) and Field (2009). Hence, this suggests that the assumption of equal the variances between early and late respondents has not been violated. Thus, non-response bias was not a major concern in the present study.

4.5 Common Method Variance Test

The researchers have generally agreed that common method variance form a problem for researchers using self-report surveys (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003; Spector, 2006).

All items in the present study were subjected to a principal components factor analysis according to Podsakoff and Organ (1986). The results show that the largest factor explaining 16.958% of the total variance, which is less than 50% (Kumar, 2012). Thus, there is no single factor accounted for the majority of covariance in the variables (Podsakoff, MacKenzie, & Podsakoff, 2012). In the present study, the common method bias is unlikely to inflate relationships between variables measured. Thus, common method bias is not considered as a major issue in this study.

4.6 Demographic Profile of the Respondents

This section describes the demographic profile of the respondents. The demographic characteristics examined in this study include job title, gender, age, education, marital status, working experience and work shift (see Table 4.6).

Table 4.6
Demographic Characteristics of the Respondents

Job Title	Frequency	Percentage
Registered Nurse	202	74.0
Licensed Practical Nurse	68	24.9
Assistant Nurse	3	1.1
Gender		
Male	105	38.5
Female	168	61.5
Age		
18-28 Years Old	165	60.4
29-38 Years Old	87	31.9

39-48 Years Old	21	7.7
Education		
Secondary School	1	.4
Diploma	75	27.5
Bachelor's Degree	197	72.2
Marital Status		
Married	161	59.0
Single	98	35.9
Divorced/Widowed	14	5.1
Working Experience		
1-5 Years	167	61.2
6-10 Years	84	30.8
11-15 Years	12	4.4
16-20 Years	2	.7
20 Years and Above	8	2.9
Work Shift		
Yes	258	94.5
No	15	5.5

As shown in Table 4.6, the majority of respondents were registered nurses that represent 74.0% of sample. This is followed by licensed practical nurses that form 24.9% of sample, while assistant nurses form approximately 1.1% of sample respondents.

Regarding the gender of respondents, female forms the majority of sample respondents, that is 168 (61.5%), while male forms the remaining of respondents (105), representing 38.5% of sample.

In terms of age group, 60.4% of the participants were in the age group of 18-28 years. This is followed by those in the age group of 29-38 years with 87 respondents, which accounted for 31.9% of the sample. In the age group of 39-48 years, there were 21 respondents, representing 7.7% of the sample. There is no respondent in the age group ranged between 49 years and above.

Additionally, in terms of education, the table shows that a very small proportion of the respondents were secondary school degree holders, which accounted for 0.4% or 1 respondent. This is followed by 75 respondents (27.5%) with diploma degree, while the largest proportion 197, representing 72.2% were bachelor degree holders.

It also shows that 59.0% of the respondents were married, followed by single (35.9%) while approximately 5.1% were divorced or widowed.

Regarding their working experience, it can be seen in Table 4.6 that 61.2% of respondents spent 1-5 years working as a nurse, 30.8% of participants spent between 6 to 10 years in working as a nurse while another 4.4% spent between 11-15 years working in nursing. 0.7% spent between 16-20 years working as a nurse, while the remaining 2.9% of participants worked for 20 years and above as a nurse.

The table further indicates that 94.5% of the respondents working according work shift system, while the remaining (5.5%) working as one shift system.

4.7 Descriptive Analysis of the Latent Constructs

This section is primarily concerned with the descriptive statistics for the latent variables that used in this study. In the term of descriptive statistics for this study, means and standard deviations for the latent variables were computed.

Table 4.7
Descriptive Statistics for Latent Variables

Variable	N	Mean	Std. Deviation
Workplace Bullying	273	4.019	1.288
Perception of Job Insecurity	273	2.970	0.945
Trait Anger	273	4.118	1.334
Negative Affectivity	273	3.108	1.039
Self-Control	273	3.761	1.218
Perception of Distributive Injustice	273	3.966	1.318
Perception of Procedural Injustice	273	3.609	1.352
Perception of Interactional Injustice	273	3.972	1.332

Table 4.7 shows that the overall mean for the latent variables ranged between 2.970 and 4.118. In particular, the mean for the workplace bullying was 4.019, with a standard deviation of 1.288. The results also show that the mean and standard deviation for the perception of job insecurity were 2.970 and .945, respectively. Furthermore, the descriptive statistics indicate the values for the trait anger (Mean = 4.118, Standard deviation = 1.334).

Table 4.7 also indicates the score for negative affectivity (Mean = 3.108; standard deviation =1.039). Furthermore, the results shows the scores for self-control (Mean =

3.761, Standard deviation = 1.218). In terms of the three dimensions of perception of injustice, the means and standard deviations are as follows: for perception of distributive injustice (Mean = 3.966; standard deviation = 1.318), for perception of procedural injustice (Mean = 3.609; standard deviation = 1.352) and for perception of interactional injustice (Mean = 3.972; standard deviation = 1.332).

4.8 Assessment of PLS-SEM Path Model Results

In terms of model validation, this study utilized a two-step process to assess and report the results of PLS-SEM path as recommended by Henseler, Ringle, and Sinkovics (2009). The two-step process used in this study involves (1) the assessment of a measurement model, and (2) the assessment of a structural model, as depicted in Figure 4.3 (Hair et al., 2014; Henseler et al., 2009).

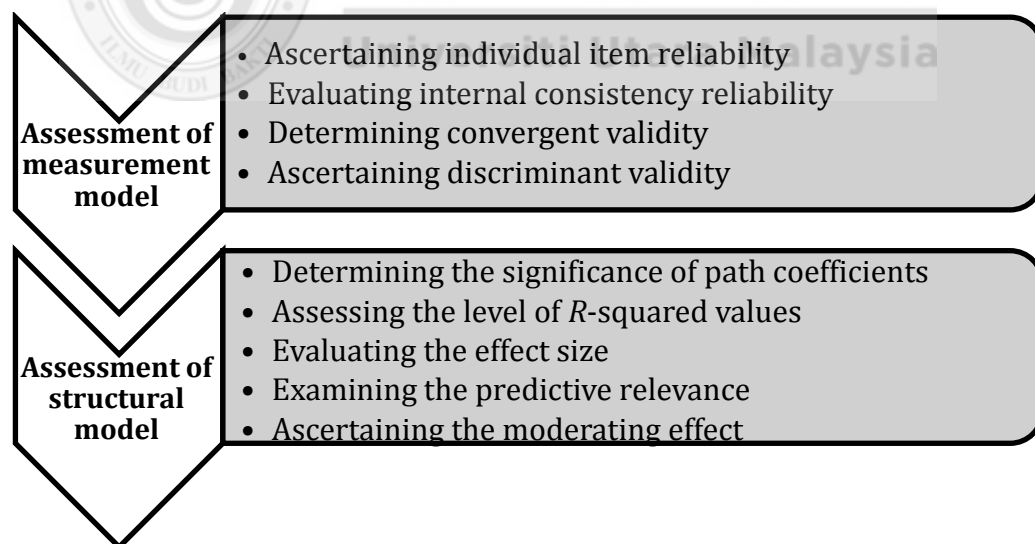


Figure 4.3
Two-Step Process of PLS Path Model Assessment

4.9 Assessment of Measurement Model

The assessment of a measurement model involves determining individual item reliability, internal consistency reliability, content validity, convergent validity and discriminant validity (Hair et al., 2014; Henseler et al., 2009).

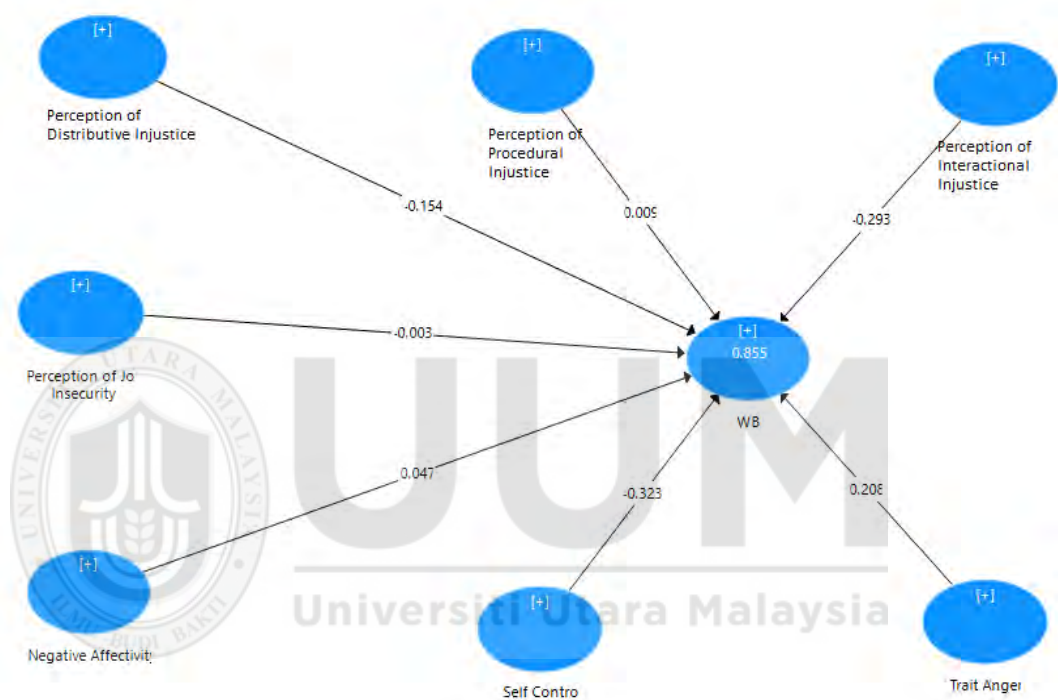


Figure 4.4
Measurement Model

4.9.1 Individual item reliability

The examining of the outer loadings of each construct's was used to assess individual item reliability (Duarte & Raposo, 2010; Hair et al., 2014). Following the rule of thumb for retaining items with loadings between .40 and .70 (Hair et al., 2014), 35 were omitted because they had loadings below the threshold of 0.40. Thus,

the retaining items in the whole model were 46 as they presented loadings between 0.735 and 0.945.

4.9.2 Internal consistency reliability

Internal consistency reliability refers to the extent to which all items on a particular scale are measuring the same concept (Bijttebier et al., 2000). Composite reliability coefficient is one of the most commonly measurement used to measure the internal consistency reliability (e.g., Peterson & Kim, 2013). For this study, composite reliability coefficient was chosen to realize the internal consistency reliability of measurement. An internal consistency reliability value above .70 is considered satisfactory for an adequate model, whereas a value below .60 shows a lack of reliability. Nevertheless, the interpretation of internal consistency reliability was according to Hair et al. (2011), suggesting that the composite reliability coefficient should be at least .70 or more.

In this study, the composite reliability coefficient of each latent constructs ranged from .845 to .968 that exceeds .70 as the minimum accepted level, suggesting of adequate internal consistency reliability of the used measures (Hair et al., 2011). Table 4.8 shows the composite reliability coefficients of the latent constructs.

Table 4.8
*Measurement Model (Loadings, Composite Reliability and Average Variance
 Extracted)*

Latent constructs and indicators	Standardized Loadings	Composite Reliability (CR)	Average Variance Extracted (AVE)
Perception of Distributive Injustice		0.899	0.643
inj1	0.741		
inj2	0.811		
inj3	0.745		
inj4	0.822		
inj5	0.881		
Perception of Procedural Injustice		0.944	0.773
inj7	0.87		
inj8	0.883		
inj9	0.893		
inj10	0.88		
inj11	0.869		
Perception of Interactional Injustice		0.962	0.834
inj15	0.903		
inj16	0.914		
inj17	0.945		
inj18	0.914		
inj19	0.89		
Perception of Job Insecurity		0.845	0.578
insec1	0.746		
insec2	0.765		
insec3	0.761		

Latent constructs and indicators	Standardized Loadings	Composite Reliability (CR)	Average Variance Extracted (AVE)
insec4	0.767		
Trait Anger		0.952	0.869
anger6	0.917		
anger8	0.944		
anger9	0.934		
Negative Affectivity		0.935	0.589
affec10	0.773		
affec12	0.756		
affec13	0.77		
affec3	0.735		
affec4	0.749		
affec5	0.8		
affec6	0.776		
affec7	0.802		
affec8	0.758		
affec9	0.754		
Self-Control		0.957	0.818
cont10	0.914		
cont11	0.892		
cont7	0.869		
cont8	0.919		
cont9	0.926		
Workplace Bullying		0.968	0.768
bull2	0.87		
bull3	0.9		
bull4	0.9		
bull5	0.884		
bull6	0.887		

Latent constructs and indicators	Standardized Loadings	Composite Reliability (CR)	Average Variance Extracted (AVE)
bull7	0.87		
bull8	0.871		
bull18	0.869		
bull19	0.838		

4.9.3 Convergent validity

Convergent validity is referred to how items are really represent the intentional latent construct and actually correlated to other measurements of the similar construct (Hair et al., 2010). For this study, Average Variance Extracted or the AVE was used to investigate the latent constructs according to Fornell and Larcker (1981). In order to obtain sufficient convergent validity, Chin (1998) suggests that the AVE for any latent construct must be .50 or more. In this study, the AVE values showed high loadings ($> .50$) on their particular constructs, indicating sufficient convergent validity. (see Table 4.8)

4.9.4 Discriminant validity

Discriminant validity refers to the extent to which a particular latent construct is different from other latent constructs (Duarte & Raposo, 2010). For this study, AVE was used to determine discriminant validity, as suggested by Fornell and Larcker (1981). This was accomplished through making comparison between the correlations among latent constructs and the square roots of average variance extracted (Fornell & Larcker, 1981).

Furthermore, discriminant validity was determined by using a comparison between indicator loadings and other reflective indicators loadings (Chin's, 1998). Based on Fornell and Larcker (1981) criterion to evaluate discriminant validity, AVE scores suggested being .50 or more. Additionally, to obtain sufficient discriminant validity, it is suggested that the square root of the AVE must be larger than the correlations between latent constructs. (Fornell & Larcker, 1981).

The scores of the average variances ranged from 0.578 to 0.869, suggesting accepted scores (see Table 4.8). In Table 4.9, the all square root of the average variances were larger than the correlations between latent constructs, proposing sufficient discriminant validity (Fornell & Larcker, 1981).

Table 4.9
Discriminant Validity (Latent Variable Correlations and Square Roots of Average Variance Extracted)

Latent Variables	1	2	3	4	5	6	7	8
1 Distributive Injustice	0.802							
2 Interactional Injustice	0.675	0.913						
3 Negative Affectivity	-0.641	-0.693	0.768					
4 Perception of Job Insecurity	-0.612	-0.625	0.713	0.760				
5 Procedural Injustice	0.697	0.776	-0.668	-0.619	0.879			
6 Self-Control	0.651	0.858	-0.728	-0.648	0.786	0.904		
7 Trait Anger	-0.690	-0.851	0.709	0.649	-0.781	-0.845	0.932	
8 Workplace Bullying	-0.727	-0.874	0.723	0.646	-0.772	-0.875	0.861	0.876

Note: Entries shown in bold face represent the square root of the average variance extracted.

In addition, discriminant validity can be determined by comparing the indicator loadings with cross-loadings (Chin, 1998). To achieve adequate discriminant validity, Chin (1998) assumes that all the indicator loadings should be higher than the cross-loadings. As shown in Table 4.10, all indicator loadings were greater than the cross loadings that suggesting of adequate discriminant validity for further analysis.

Table 4.10
Cross Loadings

	Perception of Distributive Injustice	Perception of Procedural Injustice	Perception of Interactional Injustice	Perception of Job Insecurity	Trait Anger	Negative Affectivity	Self-Control	WB
inj1	0.741	0.551	0.538	-0.465	-0.546	-0.513	0.541	-0.571
inj2	0.811	0.570	0.526	-0.420	-0.552	-0.496	0.512	-0.589
inj3	0.745	0.466	0.440	-0.387	-0.442	-0.427	0.410	-0.487
inj4	0.822	0.534	0.536	-0.545	-0.558	-0.481	0.490	-0.584
inj5	0.881	0.653	0.644	-0.608	-0.645	-0.631	0.630	-0.665
inj7	0.631	0.870	0.692	-0.537	-0.718	-0.569	0.678	-0.685
inj8	0.601	0.883	0.668	-0.504	-0.686	-0.566	0.690	-0.681
inj9	0.621	0.893	0.696	-0.559	-0.697	-0.617	0.712	-0.686
inj10	0.605	0.880	0.669	-0.562	-0.668	-0.595	0.680	-0.660
inj11	0.604	0.869	0.688	-0.558	-0.662	-0.591	0.695	-0.679
inj15	0.595	0.709	0.903	-0.562	-0.788	-0.637	0.778	-0.815
inj16	0.623	0.720	0.914	-0.569	-0.763	-0.654	0.780	-0.787
inj17	0.626	0.733	0.945	-0.591	-0.798	-0.660	0.796	-0.800
inj18	0.620	0.698	0.914	-0.571	-0.764	-0.603	0.774	-0.783
inj19	0.617	0.686	0.890	-0.561	-0.773	-0.612	0.787	-0.808
insec1	-0.455	-0.464	-0.452	0.746	0.504	0.524	-0.501	0.474
insec2	-0.430	-0.465	-0.421	0.765	0.424	0.512	-0.444	0.448

	Perception of Distributive Injustice	Perception of Procedural Injustice	Perception of Interactional Injustice	Perception of Job Insecurity	Trait Anger	Negative Affectivity	Self-Control	WB
insec3	-0.473	-0.481	-0.555	0.761	0.534	0.511	-0.531	0.540
insec4	-0.497	-0.471	-0.459	0.767	0.502	0.619	-0.486	0.494
anger6	-0.636	-0.728	-0.805	0.611	0.917	0.671	-0.778	0.803
anger8	-0.642	-0.735	-0.790	0.592	0.944	0.658	-0.791	0.793
anger9	-0.651	-0.721	-0.785	0.612	0.934	0.652	-0.794	0.810
affec10	-0.498	-0.564	-0.501	0.598	0.524	0.773	-0.540	0.529
affec12	-0.488	-0.507	-0.497	0.543	0.542	0.756	-0.523	0.538
affec13	-0.522	-0.502	-0.549	0.547	0.568	0.770	-0.552	0.553
affec3	-0.530	-0.530	-0.598	0.542	0.598	0.735	-0.623	0.652
affec4	-0.496	-0.534	-0.564	0.506	0.562	0.749	-0.576	0.586
affec5	-0.478	-0.516	-0.556	0.575	0.554	0.800	-0.568	0.586
affec6	-0.505	-0.506	-0.513	0.572	0.532	0.776	-0.538	0.552
affec7	-0.465	-0.521	-0.555	0.539	0.551	0.802	-0.590	0.533
affec8	-0.466	-0.465	-0.461	0.546	0.485	0.758	-0.532	0.493
affec9	-0.457	-0.469	-0.497	0.497	0.495	0.754	-0.524	0.487
cont10	0.540	0.712	0.768	-0.559	-0.745	-0.628	0.914	-0.778
cont11	0.555	0.718	0.791	-0.601	-0.787	-0.664	0.892	-0.820
cont7	0.658	0.677	0.735	-0.575	-0.715	-0.647	0.869	-0.761
cont8	0.630	0.727	0.792	-0.586	-0.787	-0.667	0.919	-0.806
cont9	0.560	0.718	0.788	-0.606	-0.783	-0.686	0.926	-0.789
bull2	-0.635	-0.686	-0.760	0.590	0.765	0.635	-0.766	0.870
bull3	-0.649	-0.695	-0.798	0.582	0.781	0.623	-0.792	0.900
bull4	-0.646	-0.684	-0.782	0.585	0.763	0.644	-0.777	0.900
bull5	-0.590	-0.631	-0.733	0.523	0.725	0.612	-0.752	0.884
bull6	-0.651	-0.658	-0.765	0.529	0.763	0.621	-0.746	0.887
bull7	-0.698	-0.693	-0.759	0.556	0.747	0.643	-0.735	0.870
bull8	-0.664	-0.711	-0.786	0.587	0.765	0.658	-0.775	0.871
bull18	-0.593	-0.693	-0.775	0.573	0.753	0.625	-0.797	0.869

	Perception of Distributive Injustice	Perception of Procedural Injustice	Perception of Interactional Injustice	Perception of Job Insecurity	Trait Anger	Negative Affectivity	Self-Control	WB
bull19	-0.605	-0.633	-0.737	0.572	0.725	0.644	-0.762	0.838

4.10 Assessment of Significance of the Structural Model

In fact, the nature of effects between exogenous and endogenous differs for models with and without moderation effect (Hair et al., 2014). Since one of the objectives of this study is to test the significance of the main effects between all exogenous and endogenous constructs, the PLS analysis should be initially executed without the moderator, and then the interaction effects can be safely tested in another model (Hair et al., 2014). Therefore this study executes two models: the main effects model and the moderation effects model separately. For the assessment of significance of the path coefficients, this study applied the standard bootstrapping procedure with a number of 500 bootstrap samples and 273 cases. Therefore, Figure 4.5 and Table 4.11 view the estimates for the main effects model.

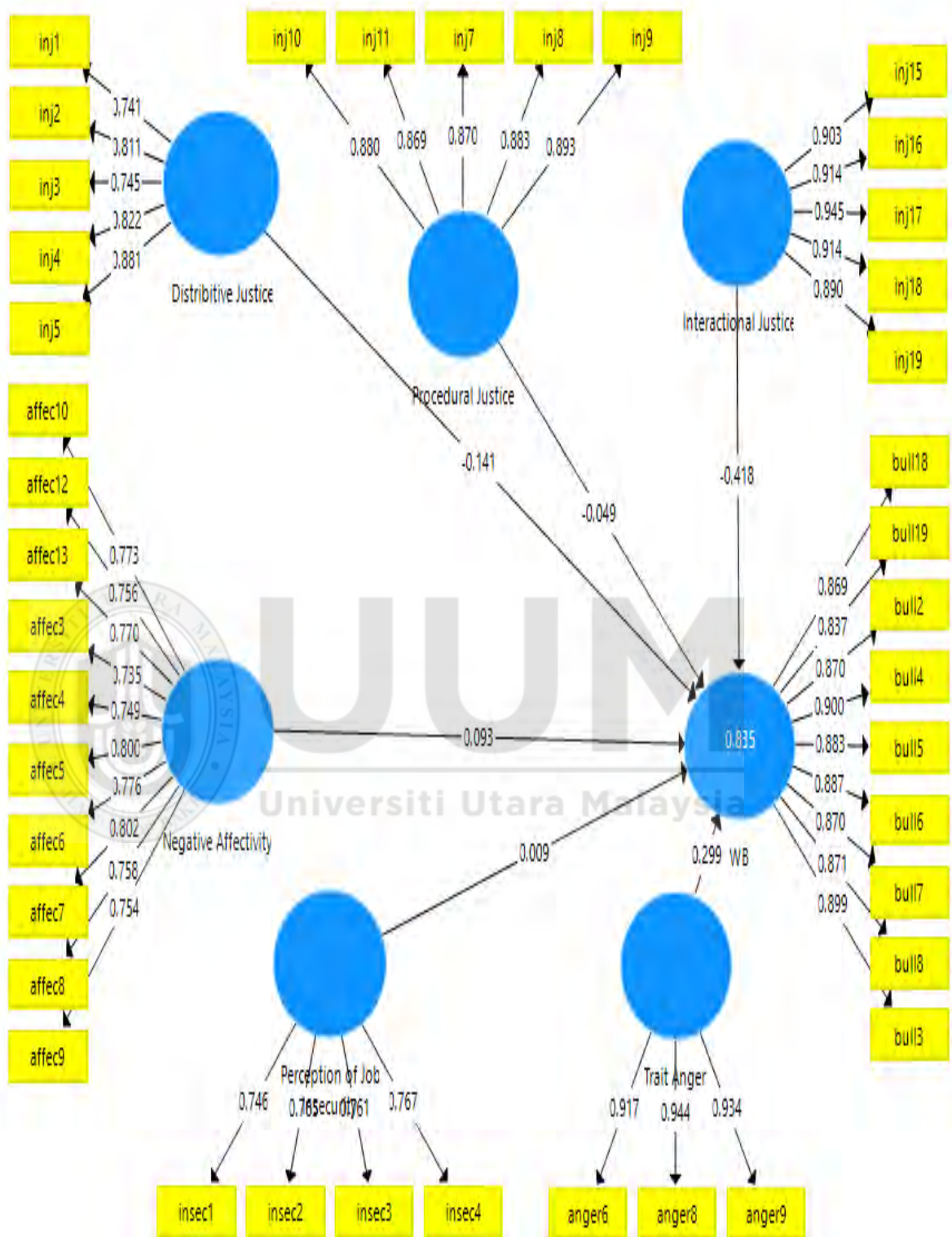


Figure 4.5
Main Effects Model

4.10.1 The Main Effect Model

4.10.1.1 Assessment of direct relations

1. At the outset, the Hypothesis 1 predicted that high perception of injustice is related positively to high workplace bullying. Two predictor dimensions (perception of distribution injustice, perception of interactional injustice) influenced the dependent variable in the hypothesized direction. While hypotheses 1a and 1c were supported, hypothesis 1b was not supported. In particular, result (Table 4.11, Figure 4.5) revealed a significant positive relationship between perception of distribution injustice and workplace bullying ($\beta = -0.141$, $t = 3.400$, $p < 0.01$). Moreover, there was no significant positive relationship between perception of procedural ($\beta = -0.049$, $t = 1.111$, $p > 0.10$). Additionally, there was a significant positive relationship between perception of interactional injustice ($\beta = -0.418$, $t = 7.602$, $p < 0.01$).

Table 4.11
Results of the Main Effect Structural Model

Hypotheses	Relations	Beta	t-value	P-value	Findings
H1	Distributive justice -> Workplace bullying	-0.141	3.400	0.000	Supported
H2	Procedural justice -> Workplace bullying	-0.049	1.111	0.133	Not-supported
H3	Interactional justice -> Workplace bullying	-0.418	7.602	0.000	Supported
H4	job insecurity -> Workplace bullying	0.009	0.241	0.405	Not-supported
H5	Negative affectivity -> Workplace bullying	0.093	2.186	0.014	Supported
H6	Trait anger -> Workplace bullying	0.299	5.465	0.000	Supported

Note: t-value ***Significant at 0.01 (1-tailed), **significant at 0.05 (1-tailed), *significant at 0.1 (1-tailed).

2. Hypothesis 2 predicted that high perception of job insecurity is related positively to high workplace bullying. The Table 4.11 and Figure 4.5 revealed that perception of job insecurity had no significant positive relationship with workplace bullying ($\beta = 0.009$, $t = 0.241$, $p > 0.10$), not supporting Hypothesis 2.
3. In examining the relation between trait anger with workplace bullying, result showed that trait anger had a significant positive relationship with workplace bullying ($\beta = 0.299$, $t = 5.465$, $p < 0.01$), supporting Hypothesis 3.
4. Hypothesis 4 predicted that high negative affectivity is related positively to high workplace bullying. As Table 4.11 indicated, a significant positive relationship between negative affectivity and workplace bullying ($\beta = 0.093$, $t = 2.186$, $p < 0.05$) was found, indicating supporting for Hypothesis 4.

4.10.1.2 Assessment of variance explained in the endogenous latent variables

In PLS-SEM, another important criterion for assessing the structural model is the R^2 value (Henseler et al., 2009). The R -squared value represents the variation ratio of the dependent variable that may be illustrated by one or more predictors (Hair et al., 2010). The accepted level for R -square is depends on the context of research (Hair et al., 2010). In other hand, Falk and Miller (1992) suggest a minimum acceptable level of R^2 value is (.10). Meanwhile, Chin (1998) proposes that the R^2 values of 0.67, 0.33, and 0.19 in PLS-SEM can be considered as substantial, moderate, and

weak, respectively. Table 4.12 presents the *R*-squared values of the endogenous latent variable.

Table 4.12
Variance Explained in the Endogenous Latent Variables (Main Effect Model)

Endogenous Latent Variable	R Square
Workplace Bullying	0.835

As Table 4.12 indicated, the main effect model illustrates 83.5% of the total variance in workplace bullying. Hence, following Falk and Miller's (1992) and Chin's (1998) the criteria, the endogenous latent variable showed acceptable levels of *R*-squared values, which were considered as a substantial.

4.10.1.3 Assessment of effect size (*f*²)

Effect size value shows the relative influence of a specific independent variable on dependent variable by averages of changes of *R*-squared (Chin, 1998). The value of effect size could be calculated by the following formula (Cohen, 1988):

$$\text{Effect size: } f^2 = \frac{R^2_{Included} - R^2_{Excluded}}{1 - R^2_{Included}} \quad (4.1)$$

Cohen (1988) describes *f*² values of 0.02, 0.15 and 0.35 as having weak, moderate, strong effects respectively. Table 4.13 shows the respective effect sizes of the latent variables of the structural model.

Table 4.13
Effect Sizes of the Latent Variables on Cohen's (1988) Recommendation (Main Effect Model)

Exogenous Latent Variable	f-squared	Effect Size
Perception of Distributive Injustice	0.051	Small
Perception of Procedural Injustice	0.004	Small
Perception of Interactional Injustice	0.248	Moderate
Perception of Job Insecurity	0.000	None
Trait Anger	0.119	Small
Negative Affectivity	0.019	Small

Note. Endogenous Latent Variable: Workplace Bullying

As indicated in Table 4.13, the effect sizes for the perception of distributive injustice, perception of procedural injustice, perception of interactional injustice, perception of job insecurity, trait anger and negative affectivity on workplace bullying, were 0.051, 0.004, 0.248, 0.000, 0.119 and 0.019, respectively. Hence, according of Cohen's (1988) guideline, the result of effects sizes of these six exogenous latent variables on workplace bullying can be considered as small, small, moderate, none, small, small respectively.

4.10.1.4 Assessment of predictive relevance

In order to examine the predictive relevance of the main effect model, a cross-validated redundancy measure (Q^2) was utilized (Chin, 2010). The research model considered to have predictive relevance when its Q^2 scores are above zero. Table 4.14 presents the results of the cross-validated redundancy Q^2 test.

Table 4.14
Construct Cross-Validated Redundancy (Main Effect Model)

	SSO	SSE	Q ² (=1-SSE/SSO)
Workplace Bullying	2,457.000	888.269	0.638

As shown in Table 4.14, the cross-validation redundancy measure Q^2 for dependent variable was greater than zero, proposing that main effects model has the predictive relevance (Chin, 1998; Henseler et al., 2009).

4.10.2 The Moderating Effect Model

4.10.2.1 Testing moderating effect

This study used a product indicator approach using Partial Least Squares Structural Equation Modeling to examine the strength of the moderating effect of self-control on the relationship between perception of injustice, perception of job insecurity, trait anger, negative affectivity and workplace bullying (Chin, 2010).

Furthermore, to determine the strength of the moderating effects, this study applied Cohen's (1988) guidelines for examining the effect size. Thus, Table 4.15 show the estimates after using the product indicator approach to assess the moderating effect of self-control on the relationship between exogenous and endogenous latent variable.

Table 4.15
Results of the Moderating Effect Model

Hypotheses	Relations	Beta	SE	t-value	P-value	Findings
H5a	Perception of Distributive Injustice x Workplace bullying	-0.061	-0.063	1.616	0.053	Supported
H5b	Perception of Procedural Injustice x Workplace bullying	-0.018	-0.014	0.412	0.340	Not-supported
H5c	Perception of Interactional Injustice x Workplace bullying	0.006	0.016	0.094	0.462	Not-supported
H6	Perception of Job Insecurity x Self Control	0.047	0.045	1.069	0.143	Not-supported
H7	Trait Anger x Self Control	-0.066	-0.042	1.285	0.100	Supported
H8	Negative Affectivity x Self Control	-0.025	-0.029	0.471	0.319	Not-supported

Note: t- value ***Significant at 0.01 (1-tailed), **significant at 0.05 (1-tailed), *significant at 0.1 (1-tailed).

- It could be recalled that Hypothesis 5 stated that self-control moderates the relationship between perception of injustice and workplace bullying. Specifically, this relationship is weaker (i.e. less positive) for individuals with high self-control than it is for individuals with low self-control. The results shown in Table 4.15, Figure 4.6 revealed that the interaction terms representing perception of distributive injustice x self-control ($\beta = -0.061$, $t = 1.616$, $p < 0.10$) was statistically significant. Moreover, the interaction between perception of procedural injustice x self-control ($\beta = -0.018$, $t = 0.412$, $p > 0.10$) was statistically not significant. Similarly, the interaction terms representing perception of interactional injustice x self-control ($\beta = 0.006$, $t = 0.094$, $p > 0.10$) was statistically not significant. Therefore, hypothesis 5a was supported meanwhile hypotheses 5b and 5c were not supported. Figure 4.6 views that the relationship between perception of

distribution injustice and workplace bullying is weaker (i.e. less positive) for individuals with high self-control than it is for individuals with low self-control.

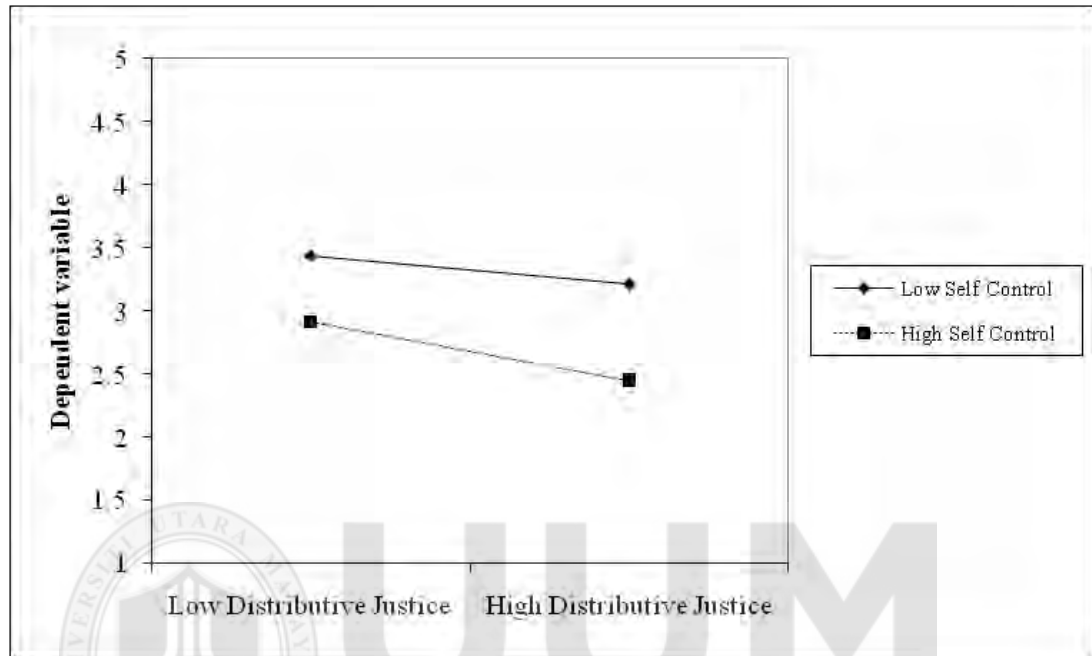


Figure 4.6
Interaction Effect of Perception of Distributive Injustice and Self-Control on Workplace Bullying

2. Hypothesis 6, which stated that self-control moderates the relationship between perception of job insecurity and workplace bullying, was not supported. Specifically, this relationship is weaker (i.e. less positive) for individuals with high self-control than it is for individuals with low self-control ($\beta = 0.047$, $t = 1.069$, $p > 0.10$).
3. Hypothesis 7 stated that self-control moderates the relationship between trait anger and workplace bullying. Specifically, this relationship is weaker (i.e.

less positive) for individuals with high self-control than it is for individuals with low self-control. The results in Table 4.15, Figure 4.7 showed a significant interaction between trait anger and self-control in predicting workplace bullying ($\beta = -0.066$, $t = 1.285$, $p < 0.10$). Hence, Hypothesis 7 was supported. As explained in Figure, self-control moderates the relationship between trait anger and workplace bullying, such that this relationship is weaker (i.e. less positive) for individuals with high self-control than it is for individuals with low self-control.

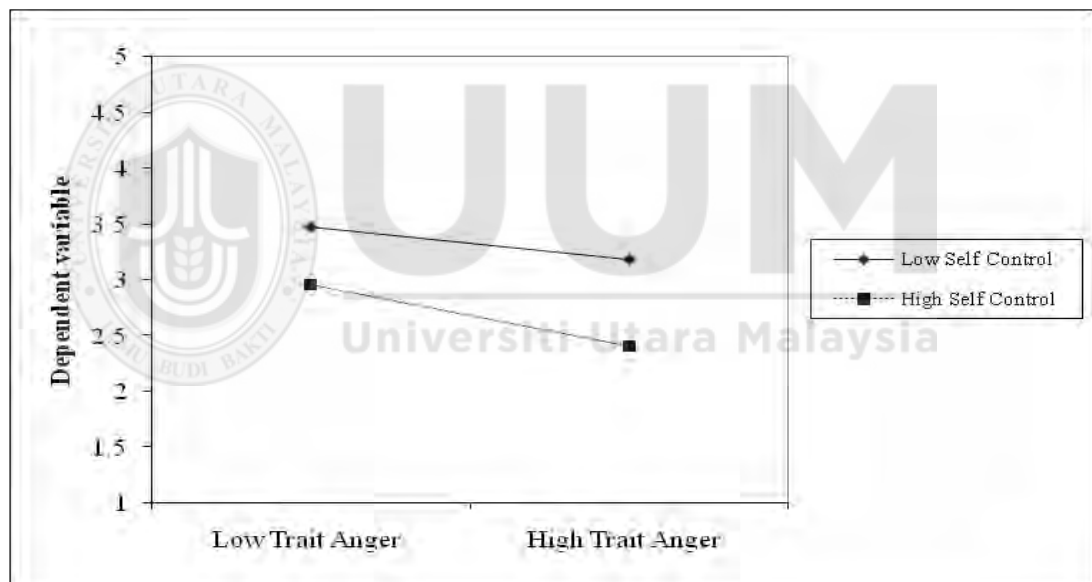


Figure 4.7
Interaction Effect of Trait Anger and Self Control on Workplace Bullying

4. On the other hand, the results shown in Table 4.15 did not support Hypothesis 8, which posited that self-control moderates the relationship between negative affectivity and workplace bullying. Specifically, this

relationship is weaker (i.e. less positive) for individuals with high self-control than it is for individuals with low self-control ($\beta = -0.025$, $t = 0.471$, $p > 0.10$).

4.10.2.2 Assessment of variance explained in the endogenous latent variables

In PLS-SEM, another important criterion for assessing the structural model is the R^2 value (Henseler et al., 2009). Falk and Miller (1992) suggest a minimum acceptable level of R^2 value is (.10). Meanwhile, Chin (1998) proposes that the R^2 values of 0.67, 0.33, and 0.19 in PLS-SEM can be considered as substantial, moderate, and weak, respectively. Table 4.16 presents the R -squared values of the endogenous latent variable.

Table 4.16
Variance Explained in the Endogenous Latent Variables (Moderating Effect Model)

Endogenous Latent Variable	Model 2 (With Interaction)
Workplace Bullying	0.857

As Table 4.16 indicated, the full research model illustrates 85.7% of the total variance in workplace bullying. This suggests that the five sets of exogenous latent variables (i.e., perception of injustice, perception of job insecurity, trait anger, negative affectivity, and self-control) collectively explain 85.7% of the variance of the workplace bullying. Hence, following Falk and Miller's (1992) and Chin's (1998) the criteria, the endogenous latent variable showed acceptable levels of R -squared values, which were considered as a substantial.

4.10.2.3 Assessment of effect size (f^2)

Effect size value shows the relative influence of a specific independent variable on dependent variable by averages of changes of R -squared (Chin, 1998).

Cohen (1988) describes f^2 values of 0.02, 0.15 and 0.35 as having weak, moderate, strong effects respectively. Table 4.17 shows the respective effect sizes of the latent variables of the moderating model.

Table 4.17
Effect Sizes of the Latent Variables on Cohen's (1988) Recommendation (Moderating Effect Model)

Exogenous Latent Variable	f-squared	Effect Size
Perception of Distributive Injustice	0.069	Small
Perception of Procedural Injustice	0.000	None
Perception of Interactional Injustice	0.117	Small
Perception of Job Insecurity	0.000	None
Trait Anger	0.060	Small
Negative Affectivity	0.005	None

Note. Endogenous Latent Variable: Workplace Bullying

As indicated in Table 4.17, the effect sizes for the perception of distributive injustice, perception of procedural injustice, perception of interactional injustice, perception of job insecurity, trait anger and negative affectivity on workplace bullying, were 0.069, 0.000, 0.117, 0.000, 0.060 and 0.005, respectively. Hence, according of Cohen's (1988) guideline, the result of effects sizes of these four exogenous latent variables on workplace bullying can be considered as small, none, small, none, small, none respectively.

4.10.2.4 Assessment of predictive relevance

In order to examine the predictive relevance of the moderating model, a cross-validated redundancy measure (Q^2) was utilized (Chin, 2010). The research model considered to have predictive relevance when its Q^2 scores are above zero. Table 4.18 presents the results of the cross-validated redundancy Q^2 test.

Table 4.18
Construct Cross-Validated Redundancy (Moderating Effect Model)

	SSO	SSE	Q2 (=1-SSE/SSO)
Workplace Bullying	2,457.000	851.038	0.654

As shown in Table 4.18, the cross-validation redundancy measure Q^2 for dependent variable was greater than zero, proposing that full research model has the predictive relevance (Chin, 1998; Henseler et al., 2009).

4.10.2.5 Determining the strength of the moderating effects

In order to determine the strength of the moderating effects of self-control on the relationship between perception of injustice, perception of job insecurity, trait anger, negative affectivity and workplace bullying, Cohen's (1988) effect sizes were calculated. Further, the strength of the moderating effects can be examined by comparing the coefficient of determination (R -squared value) of the main effect model with the R -squared value of the full model that incorporates both exogenous latent variables and moderating variable (Henseler & Fassott, 2010).

Thus, the strength of the moderating effects could be calculated according the following formula (Cohen, 1988):

$$\text{Effect size: } f^2 = \frac{R^2_{\text{model with moderator}} - R^2_{\text{model without moderator}}}{1 - R^2_{\text{model with moderator}}}$$

Moderating effect sizes (f^2) values of 0.02 can be regarded as weak, effect sizes of 0.15 as moderate while the effect sizes above 0.35 may be considered as strong (Cohen, 1988). However, according to Chin, Marcolin, and Newsted (2003), a low effect size does not necessarily mean that the underlying moderating effect is insignificant. The result of the strength of the moderating effects of self-control is presented in Table 4.19.

According to Cohen's (1988) in evaluating the strength of the moderating effects, Table 4.19 shows that the effect size for workplace bullying was .01, suggesting of no moderating effect (Henseler, Wilson, Götz, & Hautvast, 2007).

Table 4.19
Strength of the Moderating Effects Based on Cohen's (1988) Guidelines

	Included	Excluded	f-squared	Effect size
R-squared	0.857	0.855	0.01	None

4.11 Summary of Findings

Having presented all the results including main and moderating effects in preceding sections, Table 4.20 summarizes the results of all hypotheses tested.

Table 4.20
Summary of Hypotheses Testing

Hypotheses	Statement	Findings
H1a	Perception of distributive injustice is positively related to workplace bullying	Supported
H1b	Perception of procedural injustice is positively related to workplace bullying	Not-supported
H1c	Perception of interactional injustice is positively related to workplace bullying	Supported
H2	Perception of job insecurity is positively related to workplace bullying	Not-supported
H3	Trait anger is positively related to workplace bullying	Supported
H4	Negative affectivity is positively related to workplace bullying	Supported
H5a	Self control moderates the relationship between perception of distributive injustice and workplace bullying	Supported
H5b	Self control moderates the relationship between perception of procedural injustice and workplace bullying	Not-supported
H5c	Self control moderates the relationship between perception of interactional injustice and workplace bullying	Not-supported
H6	Self control moderates the relationship between job insecurity and workplace bullying	Not-supported
H7	Self control moderates the relationship between trait anger and workplace bullying	Supported
H8	Self control moderates the relationship between negative affectivity and workplace bullying	Not-supported

4.12 Summary

In this chapter, the data of general sample characteristics, as well as the descriptive statistics of the study main variables were presented. This chapter has provided the empirical results of the conducted tests on the study hypotheses. The data were collected using questionnaire survey. Additionally, the key findings of the study were presented. In particular, the path coefficients indicated a significant positive relationship between: (1) perception of distribution injustice and workplace bullying, (2) perception of interactional injustice and workplace bullying. (3) trait anger and workplace bullying. Regarding the influence of negative affectivity, results revealed a significant positive relationship between negative affectivity and workplace bullying.

Most important is concerning the moderating role of self-control on the relationship between the four predictor variables and workplace bullying. PLS path coefficients revealed that of six formulated hypotheses, two were significant. In particular, self-control moderates the relationship between: (1) perception of distribution injustice and workplace bullying, (2) trait anger and workplace bullying.

The next chapter discusses the findings, followed by implications, suggestions for future research, statement of limitations, and the conclusion of this study.

CHAPTER FIVE

DISCUSSION, IMPLICATIONS AND CONCLUSION

5.1 Introduction

This chapter discusses the study findings presented in the preceding chapter by relating them to the theoretical perspectives and previous studies related to workplace bullying. The present chapter is organized as follows: recapitulation of the study's findings, illustration regarding research hypotheses, examination of the study implications on theory and practice, limitations and future studies directions, and finally the study conclusion.

5.2 Recapitulation of the Study's Findings

The main objective of this study is to examine the relationship between perception of injustice, perception of job insecurity, trait anger, negative affectivity and workplace bullying. Also, to examine the moderator role of self-control on the relationship between perception of injustice, perception of job insecurity, trait anger, negative affectivity and workplace bullying among nurses in private hospitals in Jordan.

Overall, this study has succeeded in advancing the current understanding of the key determinants of workplace bullying by providing answers to the following research questions:

- (a) Do perception of injustice, perception of job insecurity, trait anger and negative affectivity related to workplace bullying?

- (b) Does self-control moderate the relationship between perception of injustice, perception of job insecurity, trait anger, negative affectivity and workplace bullying?

Regarding the direct relationship between independent and dependent variables, the findings of this study revealed that of 6 hypotheses, 4 were supported. The results of the PLS path model revealed that perception of distributive injustice was significantly and positively related to workplace bullying. Perception of interactional injustice was also found to be significantly and positively related to workplace bullying. It was also found that the trait anger was significantly and positively related to workplace bullying. Moreover, Negative affectivity was found significantly related to workplace bullying. In contrast, perception of procedural injustice was not found to be significantly related to workplace bullying. Furthermore, perception of job insecurity was not found to be significantly related to workplace bullying.

With respect to self-control as a moderator on the relationship between exogenous latent variable and endogenous latent variables, findings provided empirical support for 2 hypotheses. Particularly, self-control was found to moderate the relationship between perception of distributive injustice and workplace bullying. The findings also indicated that self-control moderates the relationship between trait anger and workplace bullying. But self-control was not found to moderate the relationship between perception of procedural injustice and workplace bullying. The findings also showed that self-control does not moderate the relationship between Perception

of interactional injustice and workplace bullying. In the same vein, self-control was not found to moderate the relationship between perception of job insecurity and workplace bullying. Furthermore, the results indicated that self-control does not moderate the relationship between negative affectivity and workplace bullying.

5.3 Discussion

The present study aims to examine the relationship between perception of injustice, perception of job insecurity, trait anger, negative affectivity and workplace bullying. Also, to examine the moderator role of self-control on the relationship between perception of injustice, perception of job insecurity, trait anger, negative affectivity and workplace bullying among nurses in private hospitals in Jordan. The present chapter discusses each of the study hypotheses that were developed for the study as follows; the first section of the chapter discusses the direct relationship between independent variables (perception of injustice, perception of job insecurity, trait anger, negative affectivity) with dependent variable (workplace bullying), while the second section discusses the moderating impact of self-control upon the relation between perception of injustice, perception of job insecurity, trait anger and negative affectivity on workplace bullying.

5.3.1 Direct Relationships

This section discusses the direct relations between perception of injustice, perception of job insecurity, trait anger and negative affectivity upon workplace bullying.

5.3.1.1 Relationship between perception of injustice and workplace Bullying

1. Perception of distributive injustice

The findings revealed a positive and significant relationship between perception of distributive injustice and workplace bullying, indicating that nurses having high perception of distributive injustice are more likely to engage in workplace bullying.

In general, in various settings, several studies revealed a positive correlation between perception of distributive injustice and workplace bullying (e.g. Giorgi, 2009; Oxenstierna et al., 2012; Rodríguez et al., 2011; Tsuno et al., 2010; Zapf & Gross, 2001).

For instance, a study done by Rodríguez et al. (2011) on Spanish employees revealed that perception of distributive injustice is related significantly to the existence of a higher occurrence of bullying behaviors. Similarly, Giorgi (2009) study in Italy investigated the relation between working environment and workplace bullying among 926 Italian employees and revealed that bullying behaviors arise where organizational injustice including distributive injustice exists.

Furthermore, the current findings are also consistent with cognitive neoassociation theory demonstrating that negative events as perception of injustice stimulate cognitive process and affective responses that linked in memory, which cause a false attributions and eventually to bullying actions.

The perception of the term distributive injustice in the present study refers to the resources misallocation as rewards, incentives or punishments in the hospitals among nurses. Nurses having high perception of distributive injustice at work are highly stressed, and, hence, leading them to blame the person whom they feel are responsible of the unfair distributions and engaging in bullying behaviors at hospitals.

2. Perception of procedural injustice

The findings from this study show that the perception of procedural injustice is not significant in prediction of workplace bullying in the nursing working environment. This finding appears to be consistent with other studies that found no significant impact of perception of procedural injustice on engagement in bullying behaviors at workplaces (Blau & Andersson, 2005; Dietz et al., 2003; Oladapo & Banks , 2013). For example, the study conducted by Dietz et al. (2003) on employees revealed that perception of procedural injustice was not a significant factor of workplace bullying. Moreover, Blau and Andersson (2005) study reported of insignificant impact of procedural injustice on workplace bullying.

One possible justification is that when supervisors exhibit enough sensitivity and attentions for workers and dealing with them with respectful way, their subordinates appear some willing to afford the associative biases processes (procedural injustice) that may contribute to bullying propensities. In other words, superiors who personify the hospital for their nurses and being kind and polite with them will compensate

unwelcome procedures (procedural injustice) linked with the unfairness of a specific outcome, hence, inhibiting the nurses' tendencies of bullying.

3. Perception of interactional injustice

The findings also revealed a positive and significant relationship between perception of interactional injustice and workplace bullying, indicating that nurses with high perception of interactional injustice are more likely to engage in workplace bullying behaviors.

The results are consistent with other studies that revealed a positive relation between perception of interactional injustice and workplace bullying (e.g. Giorgi, 2009; Oxenstierna et al., 2012; Rodríguez et al., 2011; Tsuno et al., 2010; Zapf & Gross, 2001).

For example, a study conducted by Tsuno et al. (2010) in Japan which examined the workplace bullying among a sample of 830 males and 796 female servants indicated that interactional injustice was positively and significantly correlated with workplace bullying. Similarly Oxenstierna et al. (2012) which conducted a study on employees in Sweden showed that perception of interactional injustice is correlated significantly to the existence workplace bullying.

The results are also consistent with cognitive neoassociation theory argued that aversive events stimulate cognitive process and affective responses that articulated in person memory, which cause a faulty attributions and lastly to bullying responses.

5.3.1.2 Relationship between perception of job insecurity and workplace bullying

The findings show that perception of job insecurity is not significant in its prediction of workplace bullying in the nursing working environment. Therefore, the findings do not support the postulated hypothesis. Nevertheless, workers with high perception of job insecurity do not appear to affect workers in performing bullying behaviors at workplaces. This finding seems to be consistent with other studies that found no significant impact of perception of job insecurity on other related behaviors of bullying (e.g. Barney, 2013; Greenberg & Barling, 1999). For instance, Barney (2013) conducted a study to investigate the moderating role of core self-evaluation on the relation between job insecurity and workplace bullying behavior. The findings indicated that job insecurity was not significantly related to workplace bullying behaviors.

One plausible explanation to justify this finding might be because of short-term contractual employment. In line with job insecurity, short-term contractual employment that commonly exists in private hospitals inhibits conflicts to dominate because employees would find it relatively easy to lose their job if bullying appears (Zapf et al., 2003). However, working in private hospital does not grant the worker with life-long job that makes it very difficult for the person to give up his/her job.

In line with job security, workplace bullying can be misused to expel a specific worker whom otherwise would be impossible to lay off (Zapf & Warth, 1997). The problematic nature of suspending employment because of strict bureaucratic rules

can explain higher bullying prevalence rates. In contrast, the ease in employment and laying off employees as in private sector may decline the importance of using bullying as political strategy to circumvent the legal systems to terminate undesirable worker.

5.3.1.3 Relationship between trait anger and workplace bullying

In the present study, trait anger is examined to see the level of importance of trait anger and its relation with workplace bullying. The findings revealed that trait anger is statistically significant related to workplace bullying in the context of nursing environment. A direct and positive relation was found between trait anger and workplace bullying, and, therefore, it supports hypothesis 3 of the present study. In other words, the study indicated that employees with greater trait anger are more likely to perform bullying behaviors as compared to those with lower trait anger.

Moreover, this finding supports other findings, which examined the relation between trait anger and workplace bullying (e.g. Bosworth et al., 1999; Farrar, 2006; Gates et al., 2003; Inness et al., 2008; McNeice, 2013; Vie et al., 2010).

With regards to other settings, Bosworth et al. (1999) examined the role of behavioral and psychosocial factors upon bullying and revealed a significant relation between trait anger with bullying behavior. Similarly, Farrar's (2006) study among a sample of 535 respondents in the US revealed that trait anger is significantly related to bullying. Also, the study done by Vie et al. (2010) attempted to investigate the moderating effect of trait anger and on the relationship between workplace negative

actions and victim self-labeling of workplace bullying. The findings indicated that trait anger is a predictor of self-labeling as a victim of workplace bullying.

Nurses in Jordanian hospitals are working in hard work conditions, in light of the working with distress patients, heavy workload and shift work (Almuala, 2013). In these extreme conditions, nurses are vulnerable for negative evaluation and criticisms. Any nurse with high trait anger is more likely to be susceptible for any negative evaluation, criticisms and events, and more probably to be rapidly provoked, therefore, engaging in bullying actions.

5.3.1.4 Relationship between negative affectivity and workplace bullying

The findings reveal that negative affectivity is a significant predictor for workplace bullying, indicating that the person negative affectivity will result in engagement in bullying behaviors at work. This finding appears to be consistent with other studies that found a significant effect of negative affectivity on engagement in workplace bullying (e.g. Farrar, 2006; Rodwell & Demir, 2012; Vartia, 1996; Zapf, 1999). For example, Farrar (2006) conducted a study to examine the effects of the race and gender differences upon individual bullying. He found a significant relationship between negative affectivity and bullying. Moreover, Rodwell and Demir (2012) carried out a study among sample of 273 workers. The study aims to extend a model of the antecedents of workplace bullying to apply for workplace aggression together with several types of violence and bullying among nurses. As a result of the data analysis, the study found that bullying was predicted by negative affectivity. Moreover, McNeice (2013) conducted a study to investigate the moderating role of

negative affectivity on the relationship between family to work conflict and instigated bullying at work among a sample of 466 employees in Canada. The study showed that negative affectivity significantly predicts workplace instigated bullying.

5.3.2 Interacting Effects

5.3.2.1 Self-control as a moderator in a relationship between perception of injustice and workplace bullying

In this study, it is hypothesized that self-control moderates the relationship between perception of distributive injustice and workplace bullying. The result reveals that self-control is statistically significant in moderating the said relationship. The findings also revealed that workers who possess high levels of self-control are less likely to perform bullying behavior in the workplace compared to those possess low levels of self-control.

The findings found in this study are consistent with other studies that revealed self-control to have a moderating impact (e.g. Bechtoldt et al., 2007; Restubog et al., 2010; Wei & Si, 2013). Bechtoldt et al. (2007) in their study found that self-control moderated the relationship between emotional labour and workplace bullying. Additionally, Restubog et al. (2010) examined the relationship between negative reciprocity beliefs and workplace bullying, besides the self-control as moderator. The study found that self-control moderated the relationship between negative reciprocity beliefs and workplace bullying.

Moreover, the study results are also consistent with self-control theory suggested that bullying and deviance are the result of low self-control. Any person will prevent themselves from bullying actions by their self-control as a person who possesses low self-control will probably engaged in bullying acts.

In contrast, the result reveals that self-control is not statistically significant in moderating the relationship between of perception of procedural injustice and workplace bullying, and the relationship between perception of interactional injustice and workplace bullying.

One plausible justification of these results due to self-control is a limited resource; which may tentatively be depleted upon persistent efforts, and thus it makes the long work of self-control difficult to continue. In other words, nurse' self-control resource will be depleted by the time, hence, it cannot inhibit the nurses tendencies to perform bullying behaviors as resulted of negative events such as perception of procedural and interactional injustice.

5.3.2.2 Self-control as a moderator in a relationship between perception of job insecurity and workplace bullying

The study findings reveal that self-control not statistically moderates the relationship between perception of job insecurity and workplace bullying.

The lack of support for this relationship can be illustrated in the idea of misregulation. In misregulation, the cause of self-control failure lies in the determination of the correct side to which the efforts are guided. According to

Baumeister and Heatherton (1996), “the person may even be quite successful at exerting control over him or herself but the end result is failure because the efforts are misguided or are wasted in other ways” (p. 9). The nurse may fail at self-control because they are trying to control wrong aspects of the process in hospitals such as job insecurity. Therefore, nurse’s self-control will not decrease of their propensities to engage in bullying acts.

5.3.2.3 Self-control as a moderator in a relationship between trait anger and workplace bullying

The third moderating relationship is that of self-control moderated the relationship between trait anger and workplace bullying. The result reveals that self-control is statistically significant in moderating the said relationship. The findings revealed that workers with high levels of self-control are less likely to engage in bullying behaviors than those with low levels of self-control.

Prior studies which support this finding, among them are by Bechtoldt et al. (2007) which revealed that self-control moderates the relation emotional labor and workplace bullying. Additionally, Restubog et al. (2010) concluded that self-control moderated the relation between negative reciprocity beliefs and workplace bullying. In addition, Wei and Si (2013) revealed that self-control moderates the relationship between abusive supervision and subordinates’ bullying behaviors.

In the same line, the present study results are also consistent with self-control theory proposed that bullying resulted from low level of self-control. Any person is

protected from bullying and deviance actions by their self-control. Any person with low self-control could probably engage in bullying acts.

5.3.2.4 Self-control as a moderator in a relationship between negative affectivity and workplace bullying

Hypothesis 8 postulated that self-control moderates the relationship between negative affectivity and workplace bullying. Specifically, this relationship is weaker (less positive) for individuals with high self-control than it is for individuals with low self-control. Unfortunately, the current study did not find the support for this hypothesis (H8).

One of the possible explanations for the lack of support for this hypothesized relationship might be because high level of self-control may be related to bullying behaviors. In the long run, nurses self-control may be associated with tension and frustration. The tension and frustration could accumulate in overcontrolled nurses that may lead them to engage in bullying actions.

5.4 Research Implications

The current study findings have several important implications to practice and theory. The first part focuses on the managerial implications, whereas the second part discusses the theoretical implications.

5.4.1 Theoretical implications

Bullying is considered as a global phenomenon and not limited to a certain country or society; this study focused on the workplace bullying in a different culture, whereas the prior researches on bullying behaviors at workplaces have been conducted in Western cultures. The present study is from the scarce academic investigation into workplace bullying in Jordan. While workplace bullying has been studied extensively in Western countries, it is largely ignored in Arab countries and in the Middle East. Therefore, the study contributes to workplace bullying literature in the context of developing countries, and Arab/Middle Eastern countries, particularly Jordan. The research model provides a clear understanding of workplace bullying among Jordanian nurses' working in private hospitals. Studies concerning perception of injustice, perception of job insecurity, trait anger, and negative affectivity have not been extensively conducted in the context of Jordan before this study and this may be considered as a significant contribution of the knowledge.

The researcher recommends self-control as a moderating factor that enhances the model's explanation of the bullying problem. In addition, self-control has not been investigated as moderating the relationship between perception of injustice, perception of job insecurity, trait anger, negative affectivity and workplace bullying in previous studies.

The current study also contributes to the knowledge by the explanation of important theories that concern of workplace bullying. More specifically, this study has provided a theoretical implication by giving additional empirical evidence in the

domain of cognitive neoassociation theory. In testing cognitive neoassociation theory, the research results reported that perception of distributive injustice, perception of interactional injustice, trait anger, negative affectivity (negative feeling and experiences) had significant influence on bullying among nurses at workplaces, lending empirical evidence in support of the said theory. Moreover, this study has provided a theoretical implication by giving additional empirical evidence in the domain of self-control theory. The theory posits that individuals' self-control should theoretically be able to deter individual's to be involved in bullying in the workplace. The research results reported that self-control moderates the relationship between perception of distributive injustice and workplace bullying. Also, the study results indicated that self-control moderates the relationship between trait anger and workplace bullying, lending empirical evidence in support of the said theory. Therefore, the cognitive neoassociation theory and self-control theory suitably explain workplace bullying in this study.

This knowledge further enhances future studies in the healthcare sector of Jordan by the development of the researchers' knowledge in Jordanian universities. The findings of the research may be used in future studies and literature reviews. In sum, the findings of the current study reveal the significance of investigating perception of injustice, perception of job insecurity, trait anger, negative affectivity, and workplace bullying in the context of Jordanian nurses working in private hospitals. Moreover, the study examined the moderating role of self-control in an attempt to shed light on workplace bullying.

5.4.2 Practical implications

The current study has contributed several practical implications in terms of human resource management practices in the context of Jordanian hospitals. The results suggest that high perception of injustice has important consideration in managing bullying behavior at work. Hospitals can make considerable efforts in minimizing the occurrence of workplace bullying by enhancing nurse's perceptions of justice. By creating a fair environment, management of Jordanian hospitals can minimize the tendency of nurses to engage in bullying behavior at work. For example, hearing of all nurses concerns by the supervisor before making of job decisions, treated nurses with fairness regardless of their personal characteristics, and fair rewarding to the nurses who accomplish their goals by behaving in ways that are consistent with stated norms.

The study also demonstrates that perception of job insecurity is related to workplace bullying. Therefore, management of the hospitals needs to improve working conditions that lead to minimize the nurses' perception of job insecurity. For example, management of the hospitals might establish long-term contractual employment where the nurses would find it not easy to lose their jobs that minimize nurses' perception of job insecurity.

The present study found that trait anger and negative affectivity are linked to workplace bullying. It suggested that the hospital's management to improve working environment of nurses. For example, minimizing negative evaluations and repetitive

criticisms by the supervisors for nurses and punishing those nurses who intend to provoke their colleagues.

Finally, the results of the current study suggest that individual factors should be given serious consideration in the selection process in the Jordanian hospitals. Particularly, the moderating role of self-control. This is because it suggests that effective self-control can minimize the tendencies of individuals to engage in bullying acts. Thus, human resource managers in the Jordanian hospitals could consider self-control as a selection criterion in the hiring process of nurses. This can be achieved by conducting personality inventory test selection process, so that the outcomes of such test can help them to select nurses whose values are compatible with hospitals norms and screening out those whose values are incompatible.

5.5 Limitations and Future Studies Directions

While the present thesis focused on the workplace bullying in the context of Jordanian nursing workplace, the significance of perception of injustice, perception of job insecurity, trait anger, negative affectivity in workplace bullying, and the importance of self-control in this relationship, there are several limitations, both conceptual and methodological. Firstly, the study conducted an examination of the individual factors of workplace bullying. Despite the importance of individual factors in workplace bullying (Einarsen, 1999), there are other factors, such as organizational factors and social support, which are evidenced to influence workplace bullying (Hauge, Skogstad, & Einarsen, 2007). Thus, other factors such as organizational factors in future need to be considered to be examined with

workplace bullying. Secondly, this study shed light only on the antecedents of workplace bullying and did not focus on the outcomes of workplace bullying. Therefore, the outcomes of workplace bullying may be examined in the future paying attention to workplace bullying sequences such as decreased job satisfaction, and employee's health complaints. Thirdly, this study focused only on private hospitals due to high percentage of bullying among nurses in private hospitals comparing to public hospitals. Therefore, future studies may be conducted in other sectors and in other regions such as public hospital. Fourthly, study contains limited literature concerning all the related variables. Finally, the researcher utilized a single instrument to collect the data through using a questionnaire survey. In depth qualitative studies, using of the interview technique is important to assess the level of workplace bullying among Jordanian nurses. This may gain better findings as it builds trust relations with nurses, specifically when speaking in their mother tongue they will be able to express themselves clearly.

5.6 Summary

This study conducted an investigation of workplace bullying among Jordanian nurses, which will help the nursing profession and the related officials involving supervisors and managers, policy makers to understand the phenomenon.

The study found four direct significant relations, namely, perception of distributive injustice, perception of interactional injustice, trait anger and negative affectivity with workplace bullying. In addition, the current study found two significant moderating relationships with direct significant antecedents of workplace bullying.

In particular, self-control serves as a moderator on the relationship of perception of distributive injustice and trait anger with workplace bullying.

The current thesis contributes to the body of literatures through the examination of perception of injustice, perception of job insecurity, trait anger, negative affectivity as predictors of workplace bullying from the nurses' perspective. It includes self-control as moderating variable for this relation. This study tries to focus on workplace bullying to fill the gap in the literature.



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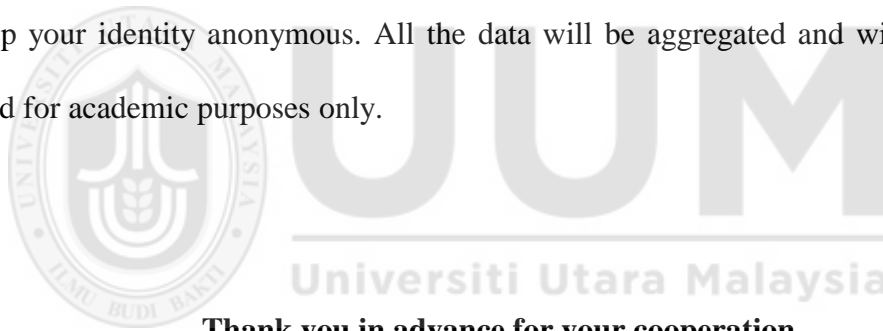
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Appendix A

Questionnaire

Dear respondent:

I am a graduate student of Universiti Utara Malaysia and conducting a survey regarding workplace bullying, to fulfill the PhD requirement of the university. The objective of this study is to examine the relationship between perception of injustice, perception of insecurity, trait anger, negative affectivity, self control and workplace bullying. Your participation in this survey is vital to the success of this study. Please be rest assured that all your responses will be kept strictly confidential and I will keep your identity anonymous. All the data will be aggregated and will be strictly used for academic purposes only.



Thank you in advance for your cooperation.

Sincerely,

Sami Farhan Ahmad Abuseif

Postgraduate candidate, OYA, UUM

Contact No.: 0124956264, E-mail: samiabusaiif22@yahoo.com

Section (A)- Demographic Information

Please fill in blank and tick (\checkmark) in the appropriate boxes that corresponds to the questions below.

1. Job title: Registered nurse Licensed practical nurses Assitant nurse

2. Gender: Male Female

3. Age: 18-28 years old 29-38 Years old

39-48 Years old 48 < Years old

4. Educational level: Secondary school Diploma Bachelor's

degree

Others, please

specify.....

5. Marital status: Married Single Divorced/widowed

6. Working experience: 1-5 Years 6-10 Years

11-15 Years 16-20 Years

> 20 Years

7. Shift Work: A B C

8. Department:.....

Section (B)- Workplace Bullying

	Strongly disagree 1	Disagree 2	Somewhat disagree 3	Neither agree or disagree 4	Somewhat agree 5	Agree 6	Strongly agree 7				
1	Someone withholding information which affects my performance.				1	2	3	4	5	6	7
2	Having my opinions and views ignored.				1	2	3	4	5	6	7
3	Practical jokes carried out by people I don't get on with.				1	2	3	4	5	6	7
4	Being given tasks with unreasonable or impossible targets or deadline.				1	2	3	4	5	6	7
5	Excessive monitoring of my work.				1	2	3	4	5	6	7
6	Pressure not to claim something which by right I am entitle to (e.g. sick leave holiday entitlement, travel expenses).				1	2	3	4	5	6	7
7	Being exposed to an unmanageable workload.				1	2	3	4	5	6	7
8	Being humiliated or ridiculed in connection with my work.				1	2	3	4	5	6	7
9	Being ordered to do work below my level of competence.				1	2	3	4	5	6	7
10	Having key areas of responsibility removed or replaced with more trivial or unpleasant tasks.				1	2	3	4	5	6	7
11	Spreading of gossip and rumours about me.				1	2	3	4	5	6	7
12	Having insulting or offensive remarks make about my person.(i.e. habits and background) my attitudes or my private life.				1	2	3	4	5	6	7
13	Being shouted at or being the target for spontaneous anger (or rage).				1	2	3	4	5	6	7

14	Intimidating behavior such as finger-pointing, invasion of personal space, shoving, blocking/ barring the way.	1	2	3	4	5	6	7
15	Hints or signals made by others that I should quit my job.	1	2	3	4	5	6	7
16	Repeated reminders of my errors or mistakes.	1	2	3	4	5	6	7
17	Being ignored or facing a hostile reaction when I approach others.	1	2	3	4	5	6	7
18	Persistent criticism of my work and effort.	1	2	3	4	5	6	7
19	Having allegations made against me.	1	2	3	4	5	6	7
20	Being the subject of excessive teasing and sarcasm.	1	2	3	4	5	6	7
21	Threats of violence or physical abuse or actual abuse.	1	2	3	4	5	6	7



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Section (C)- Perception of Injustice

	Strongly disagree 1	Disagree 2	Somewhat disagree 3	Neither agree or disagree 4	Somewhat agree 5	Agree 6	Strongly agree 7
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							

- | | | | | | | | | |
|----|--|---|---|---|---|---|---|---|
| 12 | When decisions are made about my job, the supervisor does not treat me with consideration. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 13 | When decisions are made about my job, the supervisor does not treat me with respect . | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 14 | When decisions are made about my job, the supervisor is not sensitive to my personal needs. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 15 | When decisions are made about my job, the supervisor does not deal with me in a truthful manner. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 16 | When decisions are made about my job, the supervisor does not show concern for my rights as an employee. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 17 | Concerning decisions made about my job, the supervisor does not discuss the implications of the decisions with me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 18 | The supervisor does not offer adequate justification for decisions made about my job. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 19 | When making decisions about my job, the supervisor does not offer explanations that make sense to me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 20 | My supervisor does not explain very clearly any decision made about my job. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Section (D)- Perception of Job Insecurity

	Strongly disagree 1	Disagree 2	Somewhat disagree 3	Neither agree or disagree 4	Somewhat agree 5	Agree 6	Strongly agree 7			
1	Chances are I will soon lose my job.			1	2	3	4	5	6	7
2	I am sure I can keep my job (reverse scored).			1	2	3	4	5	6	7
3	I feel insecure about the future of my job.			1	2	3	4	5	6	7
4	I think I might lose my job in the near future.			1	2	3	4	5	6	7



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Section (E)- Trait Anger

	Never	Almost Never	Rarely	Occasionally	Often	Almost Always	Always			
	1	2	3	4	5	6	7			
1				1	2	3	4	5	6	7
2				1	2	3	4	5	6	7
3				1	2	3	4	5	6	7
4				1	2	3	4	5	6	7
5				1	2	3	4	5	6	7
6				1	2	3	4	5	6	7
7				1	2	3	4	5	6	7
8				1	2	3	4	5	6	7
9				1	2	3	4	5	6	7

Section (F)- Negative Affectivity

	Never	Almost Never	Rarely	Occasionally	Often	Almost Always	Always			
	1	2	3	4	5	6	7			
1				1	2	3	4	5	6	7
2				1	2	3	4	5	6	7
3				1	2	3	4	5	6	7
4				1	2	3	4	5	6	7
5				1	2	3	4	5	6	7
6				1	2	3	4	5	6	7
7				1	2	3	4	5	6	7
8				1	2	3	4	5	6	7
9				1	2	3	4	5	6	7
10				1	2	3	4	5	6	7
11				1	2	3	4	5	6	7
12				1	2	3	4	5	6	7
13				1	2	3	4	5	6	7
14				1	2	3	4	5	6	7

Section (G)- Self-Control

	Strongly disagree	Disagree	Somewhat disagree	Neither agree or disagree	Somewhat agree	Agree	Strongly agree				
	1	2	3	4	5	6	7				
1					1	2	3	4	5	6	7
	I am good at resisting temptations.										
2					1	2	3	4	5	6	7
	I have a hard time breaking bad habits.										
3					1	2	3	4	5	6	7
	I am lazy.										
4					1	2	3	4	5	6	7
	I say inappropriate things.										
5					1	2	3	4	5	6	7
	I do certain things that are bad for me, if they are fun.										
6					1	2	3	4	5	6	7
	I refuse things that are bad for me.										
7					1	2	3	4	5	6	7
	I wish I had more self-discipline.										
8					1	2	3	4	5	6	7
	People would say that I have iron self-discipline.										
9					1	2	3	4	5	6	7
	Pleasure and fun sometimes keep me from getting work done.										
10					1	2	3	4	5	6	7
	I have trouble concentrating.										
11					1	2	3	4	5	6	7
	I am able to work effectively toward long-term goals.										
12					1	2	3	4	5	6	7
	Sometimes I can't stop myself from doing something, even if I know it is wrong.										
13					1	2	3	4	5	6	7
	I often act without thinking through all the alternatives.										

Thank you so much for your cooperation

Appendix B
Hospitals Written Permission to Conduct the Study

THE ISLAMIC HOSPITAL
Amman - Jordan

Tel.: 5101010 Fax.: 5661773
P.O.Box: 925693 Amman 11190 Jordan
P.O.Box: 2414 Amman 11181 Jordan
www.islamic-hospital.org

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



المستشفى الإسلامي

عمان - الأردن

تلفون : ٥١٠١٠١٠ - فاكس : ٥٦٦١٧٧٣
ص.ب: ٩٢٥٦٩٣ عمان ١١١٩٠ الأردن
ص.ب: ٢٤١٤ عمان ١١١٨١ الأردن
e.mail: info@islamic-hospital.org

Ref :
Date:

الرقم : 5103/2014/1
التاريخ: 2014/12/17
الموافق: 24/صفر/1435 هـ

السادة جامعة أوتارا الماليزية - المحترمين.

بناء على كتابكم والمتعلق بالموافقة للطالب / الباحث "سامي فرحان أحمد أبو سيف"
لجمع المعلومات الخاصة ببحثه .
نود اعلامكم بالموافقة على جمع البيانات واستكمال متطلبات البحث ، شريطة الالتزام
بالتعليمات والاجراءات المعمول بها، واستكمال الاوراق المطلوبة.

المدير العام

الدكتور عمار أبو صبيح

نسخة الى :
- الملف العام
- ر . ق قسم الجودة والتدريب

S043D

التاريخ: 27/12/2014

لمن يهمه الأمر

تحية طيبة وبعد،،،

نود إعلامكم بموافقة المستشفى الاستشاري على توزيع الاستبيان الخاص بالسيد سامي فرحان أبو سيف طالب الدكتوراه لديكم على كادر التمريض والممرضين القانونيين.


وتفضلوا بقبول فائق الاحترام.

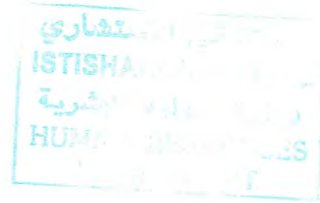


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القائم بأعمال مدير الموارد البشرية

عبدالقادر الكركي


karakay



التاريخ: 4/12/2014

لمن يهمه الامر

تحية طيبة وبعد،،،

نود اعلامكم بموافقة مستشفى الاستقلال على توزيع الاستبيان الخاص بالسيد سامي فرحان ابو سيف طالب الدكتوراة لديكم على كادر التمريض والمرضين القانونيين.

وتفضلوا بقبول فائق الاحترام والتقدير،،،





الدكتور أسامة عطاري
مدير عام الشركة - مستشفى الاستقلال

Universiti Utara Malaysia





مستشفى الإسراء

ESSRA HOSPITAL

كافة التخصصات الطبية

طلب اجراء بحث

moderator effect of self-control on the relationship between perception of injustice, perception of job insecurity, trait anger, negative affectivity & workplace bullying.	عنوان البحث
ما حصة أو آثارها على المزاج	الجامعة أو المؤسسة
Dr. Nor Azimah Chew بنتi abdallah	اسم المشرف
سماح من طرف دكتور أحمد الواسع	اسم الباحث
الاردن - عمان	عنوان الباحث
078726 8755	هاتف الباحث
	اسماء وعناوين المشاركين (إن وجد)
جميع اقسام مستشفى الفيل في جميع التخصصات	الدوائر أو الأقسام المستهدفة (حدد)
المرضى والموظفين في المستشفى	الفئات المستهدفة (حدد)
استبيان	المواد أو الأجهزة المستخدمة (إن وجد)

توقيع الباحث

تاريخ تقديم الطلب

٢٠١٤/١١/٢٠

- يجب إرفاق صورة عن البحث
- يجب تزويد المستشفى بنتيجة البحث

للاستعمال الرسمي :

التوقيع والتاريخ	ملاحظات الدائرة المعنية
١١/٢٠	لا مانع لدينا من تزويد الاستبيان
التوقيع والتاريخ	ملاحظات دائرة الإدارة
١١/٢٠	لورانج دل انتم تزويدنا بالدراسه
التوقيع والتاريخ	ملاحظات دائرة التعليم والتدريب
١١/٢٠	لانج شرف الالتران ميدانتي الاستبيان

EDU 013 Rev 000



مستشفى فلسطين
Palestine Hospital

د. نورا
ارشد المراتبة عمدة جميع عدلوما
من اكلاد التحريض المرضية القانوية
من الاستبانه المرفق
المقدم من الطالب صافي ابو يوسف
طالب دكتوراة HR ، من جامعة
Uttara في عالىزيا
14/11/2014



Universiti Utara Malaysia

Appendix C
Common Method Variance

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	13.736	16.958	16.958	13.736	16.958	16.958
2	5.788	7.146	24.104			
3	4.581	5.655	29.759			
4	3.685	4.550	34.309			
5	2.905	3.586	37.895			
6	2.305	2.846	40.741			
7	2.027	2.503	43.244			
8	1.915	2.364	45.608			
9	1.606	1.983	47.591			
10	1.510	1.865	49.456			
11	1.417	1.750	51.205			
12	1.402	1.731	52.936			
13	1.316	1.625	54.561			
14	1.243	1.535	56.096			

15	1.219	1.505	57.601
16	1.198	1.479	59.080
17	1.167	1.441	60.521
18	1.089	1.344	61.865
19	1.059	1.308	63.173
20	1.023	1.263	64.435
21	1.009	1.245	65.680
22	.965	1.191	66.871
23	.953	1.177	68.048
24	.902	1.113	69.161
25	.844	1.042	70.203
26	.825	1.018	71.221
27	.817	1.009	72.230
28	.793	.979	73.209
29	.784	.968	74.178
30	.748	.923	75.100
31	.732	.904	76.004
32	.722	.892	76.896
33	.705	.871	77.766
34	.682	.842	78.608

35	.662	.817	79.426
36	.647	.798	80.224
37	.628	.775	80.999
38	.611	.754	81.753
39	.596	.735	82.488
40	.585	.722	83.210
41	.565	.697	83.908
42	.540	.667	84.575
43	.534	.659	85.234
44	.524	.647	85.880
45	.510	.629	86.510
46	.487	.601	87.111
47	.474	.586	87.697
48	.467	.576	88.273
49	.461	.569	88.842
50	.447	.552	89.394
51	.440	.543	89.937
52	.413	.510	90.447
53	.395	.487	90.934
54	.390	.481	91.415

55	.387	.477	91.892
56	.378	.467	92.360
57	.359	.443	92.802
58	.350	.432	93.234
59	.346	.427	93.661
60	.340	.419	94.080
61	.331	.409	94.489
62	.319	.394	94.884
63	.302	.373	95.256
64	.287	.354	95.611
65	.284	.350	95.961
66	.271	.335	96.296
67	.253	.313	96.608
68	.251	.310	96.918
69	.247	.305	97.223
70	.236	.291	97.515
71	.232	.287	97.802
72	.222	.274	98.075
73	.210	.260	98.335
74	.202	.250	98.584

75	.194	.240	98.824		
76	.189	.234	99.058		
77	.176	.217	99.275		
78	.167	.206	99.481		
79	.147	.182	99.663		
80	.144	.178	99.841		
81	.129	.159	100.000		



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