2016

Organizational Characteristics Influencing Workplace Bullying

Sinsey Elaine Johnson
Walden University

Walden University

College of Social and Behavioral Sciences

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Sinsey E. Johnson

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Dr. Gabriel Telleria, Committee Chairperson,
Public Policy and Administration Faculty

Dr. George Larkin, Committee Member,
Public Policy and Administration Faculty

Dr. Tanya Settles, University Reviewer,
Public Policy and Administration Faculty

Chief Academic Officer
Eric Riedel, Ph.D.

Walden University
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Abstract

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Public Policy and Administration Resources

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Abstract

Workplace bullying is a source of distress and contributes to productivity losses and poor mental health among workers in the United States. Little, though, is known about how organizational structure and culture may impact the frequency of bullying within the context of federal public organizations. Using Schein's theory of organizational climate as the foundation, this correlational study examined the relationship between organizational size, type including protective services, the United States Postal Service, or other government agencies, and climate as defined by Schein. Survey data using the modifications of the Negative Acts Questionnaire and the Psychosocial Safety Climate Scale were used to collect data from a sample of 78 employees of the federal government. Data were analyzed using a linear regression technique. Results indicate that organizational size and type are not predictive of bullying behavior, but there is a statistically significant relationship between organizational climate and bullying ($p = .001$). The positive social change implications stemming from this study includes recommendations to federal government executives to explore organizational policies and rules to mitigate bullying behaviors through attention to organizational climate, thereby potentially increasing organizational efficiency and improving the work experience of federal employees.

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Dedication

This milestone is dedicated to my daughter, Claudine, Iris Eight and my other future grandchildren. Special thanks to my parents, Forrest and Era LaJoyce Johnson, for believing in me as I undertook this endeavor to reveal the injustices of workplace bullying. Special commendations to those who suffered, overcame, and now advocate against bullying in the workplace.

Acknowledgments

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Chapter 1: Introduction to the Study

Introduction

Bullying is the display of aggression in which the bully uses superior strength to control, influence, or intimidate an individual to participate in an activity or activities against his or her will (Yildirim & Yildirim, 2007). Bullying can harm an individual's emotional health because the victim is being harassed and oppressed by another individual (Duffy, 2009). This mistreatment happens in the workplace, at home, on school grounds, and even through social media. This type of aggression could be in the form of verbal, physical, or psychological abuse or through sabotage tactics (Leymann & Gustafsson, 1996).

Many people in the United States associate the term bullying with school settings because the topic of school bullying has been in the spotlight in recent years. However, the existence of bullying in U.S. workplaces is just as widespread as is in the European countries where the concept originated. According to Namie and Namie (2004), bullying in the workplace has become a point of concern in most U.S. workplaces. In Europe, policies have been enacted in some of these countries to aid in curbing workplace bullying. The nature of bullying in the United States is usually examined within a school environment; however, researchers are beginning to examine it within the work environment. The effects of workplace bullying can have negative consequences on the victim's life, which can be long lasting and extend to the victim's family, social life, self-esteem, and subsequent careers (Namie & Namie, 2004).

There are few federal, state, or local laws that address workplace bullying unlike the more recent school bullying legislation (Duffy, 2009; Namie & Namie, 2004; Yamada, 2010). Few employers have internally incorporated bullying with harassment policies to address bullying allegations (Yamada, 2010). For the most part, the U.S. public sector has yet to establish a federal occupational safety and health policy that will not only deter bullying, but also punish perpetrators while protecting workers from psychological abuse (Duffy, 2009; Namie & Namie, 2004; Yamada, 2010). No current legal protection exists on the occurrence of workplace bullying, and employers may be liable for perpetrators that create a hostile work environment (Duffy, 2009; Yamada, 2010). Many researchers contend that antibullying policies are needed in order to combat workplace bullying (Duffy, 2009; Raider, 2013; Yamada, 2010).

In the workplace, bullying is often carried out in spoken and unspoken forms of abuse, emotional torture, and degradation (Lutgen-Sandvik, Tracy, & Alberts, 2007). Workplace bullying often involves disrespect toward a person's ethnicity, gender, race, creed, or employment status, and it is a nonsexual form of harassment. Workplace bullying differs from childhood and school bullying because the former is not recognized as bringing harm to the victim's emotional health as a result of being harassed by the perpetrator (Duffy, 2009; Namie & Namie, 2004). Even when there are organizational work rules and regulations in place against workplace discrimination and violence, it has been difficult to identify bullying as a form of workplace abuse (i.e., psychological). In an attempt to ensure

employee physical and mental wellness, laws have been enacted in many European countries, such as Finland, Japan, Mexico, Norway, and Sweden, to limit the occurrence of bullying. Recently, researchers have become more interested in studying workplace bullying in U.S. organizational cultures (Duffy, 2009).

The research regarding workplace bullying in the United States and its effects on employees dates back to as early as the late 1970s. Brodsky provided insight about the psychological and physical effects of systematic bullying on targets in a workplace setting (as cited in Duffy, 2009). The Workplace Bullying Institute (WBI, 2007) indicated that in the United States, 13% of employees reported that they have been on the receiving end of workplace bullying. In addition, 24% of employees indicated that they have endured bullying in the past, and 12% confirmed that they have witnessed workplace bullying (WBI, 2007). The WBI further indicated that 49% of U.S. employees, which is almost half of the employee population, have been affected, either directly or indirectly, by workplace bullying. The Zogby International Poll (2007) indicated that 37% of U.S. adults have been bullied at work.

Abusive behavior within the workplace is pervasive. However, workplace bullying has not been treated with the attention it deserves in the United States, as it has been in European countries. It remains an unspoken sociopsychological and pathological habit in U.S. organizations (Lutgen-Sandvik et al., 2007). One of the problems in addressing workplace bullying is in defining psychological aggressions as a form of harassment (Lutgen-Sandvik et al., 2007). Many employers are not

concerned with the psychological well-being and safety of their employees at the workplace (Roscigno, Lopez, & Hudson, 2009). Furthermore, many organizations' leaders believe that they are not obligated to protect their employees' well-being when it comes to bullying; therefore, many organizations do not take workplace bullying seriously (Roscigno et al., 2009). Workplaces that lack openness and transparency are prone to attributing oppressive behaviors, such as bullying, to personality conflicts, competitiveness, management style, or organizational politics (Roscigno et al., 2009).

Almost 2 decades ago, Einarsen and Skogstad (1996) conducted a study in Finland and documented the occurrence of workplace bullying (Einarsen & Skogstad, 1996). Einarsen and Skogstad found that approximately 30% of the working male population and 55% of the working female population had been on the receiving end of severe forms of workplace bullying and mistreatment. In addition, 32% of the working population agreed that bullying was an issue because they had observed their peers experience it (Einarsen & Skogstad, 1996). By 2004, 8.3% of the workforce in Finland had experienced workplace bullying, and 23.4% had witnessed the occurrence (Einarsen & Skogstad, 1996). Approximately 35% to 50% of U.S. employees have experienced some level of bullying during their careers (Lutgen-Sandvik et al., 2007; Raider, 2013). In the past, mainly European scholars researched and reported workplace bullying occurrences; however, the prevalence of bullying in the workplace has attracted the attention of many U.S. scholars and practitioners (Yamada, 2010).

In the United Kingdom, Khalib and Ngan (2006) conducted a survey regarding employees in the National Health Services and reported the existence of workplace bullying and harassment. Khalib and Ngan found that, out of 38% of the workforce population, 1,110 employees reported having experienced different forms of bullying within their workplaces. Of this population of workers, 42% claimed that they witnessed their coworkers being bullied (Khalib & Ngan, 2006). The European Foundation for the Improvement of Living and Working Conditions (2005) analyzed managers from 27 countries, all of which were members of the European Union and found that 47% of managers reported they had been bullied, and the remaining 53% declared that they had never been bullied (as cited in Montes, Guttierrez, & Campos, 2011).

Grubb, Roberts, Grosch, and Brightwell (2004) established that the cases of U.S. organizational harassment and bullying that large-sized workplaces reported exceeded those that were reported in small-sized organizations. Within the period of a year, 57% of employees in large workplace environments reported occurrences of harassment cases, whereas the percentage of small-sized workplace employees who reported occurrences of workplace bullying was only 8% (Grubb et al., 2004). In union organizations, 44% of employees reported being bullied, and 17% of employees of for-profit companies reported being bullied (Grubb et al., 2004).

In the United States, researchers from different fields have focused on the topic of workplace bullying and agreed that it is a matter that needs attention (Lutgen-Sandvik et al., 2007). By 2003, the WBI and the Healthy Workplace Bill

(HWB), an informal workplace antibullying bill, were successfully passed and implemented into 16 states: California, Connecticut, Hawaii, Illinois, Kansas, Massachusetts, Missouri, Montana, Nevada, New Jersey, New York, Oklahoma, Oregon, Utah, Vermont, and Washington (Duffy, 2009; HWB, 2014). The HWB acts as an agent between the employers and the employees (Yamada, 2010). This legislation protects employers from liability risks when terminating an employee as a result of his or her bullying conduct (Yamada, 2010). The HWB legislation allows a worker the right to sue the bully as an individual and still receive lost wages and benefits during the investigation (Namie & Namie, 2004; Yamada, 2010). In addition, the HWB presents incentives and tactics to help minimize or eliminate the possible occurrence of workplace bullying (Yamada, 2010).

Workplace bullying is concerned with the bully and the victim. Most of the models that researchers use to study workplace bullying are based on power imbalances in the workplace, with the most common issues being the conflict between managers and their subordinates (Namie & Namie, 2009). Researchers of workplace bullying have focused on the perpetrators' and victims' perspectives with an emphasis on developing the tools needed to measure the target's exposure to workplace bullying (Einarsen, Hoel, & Notelaers, 2009).

The objective of this study was to analyze how organizational structure and climate in public organizations affect the frequency of workplace bullying cases. I examined workplace bullying where the organizations' cultural and systematic influences can either encourage or discourage such behavior. I explored the

structural characteristics of public organizations and the frequencies of bullying incidents that occur within the workplace.

In Chapter 1, I present the background of workplace bullying, the statement of the problem, and the rationale of the study and its importance. I also present the hypotheses of the study, as well as the theoretical framework. I describe the scope and limitations of the study in Chapter 1.

Problem Statement

Workplace bullying has the potential to have long-lasting effects on the life of the victim (Namie & Namie, 2004). To protect workers and to compensate victims, efforts are being made to present workplace bullying legislation in the United States (Duffy, 2009; HWB, 2014; Namie & Namie, 2004; Yamada, 2010). Victims of workplace bullying are many times left with no solutions to address their abuser (Duffy, 2009; Namie & Namie, 2004). Workplace bullying continues to be one of the most disregarded forms of harassment, compared to sexual harassment, in U.S. employment laws for workplaces (Yamada, 2010). According to the WBI (2012), incidents of psychological aggression vis-a-vis workplace bullying needs to be controlled to eliminate the negative effects that victims face (Agervold, 2007; Raider, 2013; Yamada, 2010).

Negative consequences exist for victims of bullying and for the organizations where they work. Lieber (2010) documented that bullying causes resignations of up to 25% of victims and 20% of witnesses. Lieber further illustrated that of the 25% of employees in an organization who are bullied, 15%

will most likely quit their jobs. Moreover, workplace bullying can potentially be costly for employers (Lieber, 2010). Namie and Namie (2004) claimed that a single workplace bullying incident in which three employees were significantly victimized cost the company half a million dollars because of short-term disability claims.

Farrell (2002) found that workplace bullying affects the bottom line of the affected organizations. Out of 9,000 federal employees who were analyzed in a survey, 42% of female employees and 15% of male employees reported having been bullied within 2 years (Farrell, 2002). The affected federal organization reported $180 million in losses (Farrell, 2002). According to Farrell, 750 of 1,500 workers who were surveyed stated that they took a lot of time off from work after being subjected to harassment and bullying at the workplace. In a given international conference, 37% of the workforce in the United States confessed that they had been bullied at least once in their workplace (Farrell, 2002). The total costs that bullying has on organizations in the United States are up to $43.4 billion every year (Kelley & Mullen, 2006). Grubb et al. (2004) assessed the prevalence of workplace bullying in U.S. industries and which aspects of the organizational environment are effective predictors of workplace bullying. Grubb et al. found that the workplace, as the unit of analysis, "elicits information about the organization that cannot necessarily be ascertained from individual employees" (p. 14).

In this study, I assessed the relationships between organizational climate and frequency of occurrence of workplace bullying incidents. I also analyzed incidents

of workplace bullying among public organizations. The intent was to gain

knowledge regarding the reasons behind bullying incidents and organizational

characteristics influencing workplace influencing workplace bullying, as well as to

identify the effects on both the individual and the organization.

Purpose of the Study

The purpose of this study was to determine whether a statistically significant

correlation exists between public organizations' organizational climate and

structural indicators and workplace bullying. The aim of this study was to evaluate

the relationship between workplace bullying and organizational structural

characteristics in the population of U.S. public sectors. The findings of this study

will contribute to the body of workplace bullying literature, particularly the segment

of the literature that advocates for more comprehensive and enforceable U.S.

workplace antibullying policies.

I used a quantitative research method and design to assess if there was an

association between the variables identified in this study. I used a regression

analysis, a statistical process focused on the several kinds of organizational

structural characteristic indicators, to determine the prevalence of workplace

bullying. The study involved several different survey tools: The Negative Acts

Questionnaire (NAQ) and the Psychological Safety Climate Scale (PSC-12). The

NAQ and the PSC-12 were designed by several different proprietors (Einarsen,

Raknes, Matthiesen, & Hellesoy, 1994; Hall, Dollard, & Coward, 2010) with the

emphasis on specified organizational factors and workplace bullying. The NAQ is

a 22-item, self-report checklist written in behavioral terms with no immediate

reference to bullying or harassment. The PSC-12 scale is a questionnaire for all

levels of employees that is used to identify the psychological health and safety of an

organization. These instruments provided data regarding the prevalence of bullying

in the workplace and the structural characteristics of an organization, organizational

climate indicators, and bullying measures. The survey responses were used to

measure the relationship of frequencies and were used to correlate the prevalence of

workplace bullying in an organization.

Contributing to the pervasiveness of workplace bullying was the

independent variable, the organization itself; I measured the symptoms of

employees' psychosomatic complaints, as well as workplace psychosocial hazards,

using the PSC-12 scale. As in Grubb et al.'s (2004) study, the independent

variables included workplace climate indicators (such as the size of the organization

and the type of organization in which bullying behavior took place). Grubb et al.

also noted that dependent variables, such as the rate of recurrence of bullying,

increased absenteeism, turnover rates, and declines in productivity and litigation,

contributed to the costs organizations incurred.

Research Objectives

The purpose of this study was to test the hypothesis that workplace bullying

was more prevalent in public organizations that exhibit certain structural

characteristics or climate indicators (see Appendix C). Beyond its academic

objectives, it is important that there are effective and comprehensive workplace

antibullying policies. Through this study, I tested for nonlinear relationships between aspects of the public organization and workplace bullying.

Certain structural characteristics of an organization appeared to be correlated with higher percentages of workplace bullying reported incidents. I expected that the type of public organization will be positively correlated with more workplace bullying incidents. Also, I anticipated that a correlation between organizational size and climate variables exists, which led to the hypothesis that workplace bullying was positively correlated with organizational structural characteristics (Grubb et al., 2004). For this study, I drew from previous research studies and used regression analysis to determine which of the organizational structural characteristics and climate variables of the public organization would predict workplace bullying (Grubb et al., 2004).

Research Questions

From my analysis, the following research question arose: What were the key predictors of workplace bullying in public sector organizations? From this question, I formulated the following three research questions:

1. What is the relationship between public sector organizational size and workplace bullying?

2. What is the relationship between public sector organizational type and workplace bullying?

3. What is the relationship between public sector organizational climate and workplace bullying?

Hypotheses

Several hypotheses were necessary to understand and guide the findings. These hypotheses were used as a guide regarding how to analyze and interpret the data.

$H_0 1$: Organization size is not significantly correlated with incidences of workplace bullying.

$H_a 1$: Organization size is positively correlated with incidences of workplace bullying.

$H_0 2$: The type of public-sector organization under which an agency operated is not significantly correlated with incidences of workplace bullying.

$H_a 2$: The type of public-sector organization under which an agency operates is positively correlated with incidences of workplace bullying.

$H_0 3$: Organizational climate, measured through organizational structural factors, is not significantly correlated with incidences of workplace bullying.

$H_a 3$: Organizational climate, measured through organizational structural factors, is positively correlated with incidences of workplace bullying.

Theoretical Framework

In this study, I examined several aspects of organizational culture as defined by Schein's (1992) three levels at which organizational culture can be studied: basis underlying assumptions, espoused values, and artifacts (Guldenmund, 2000; Kelley & Mullen, 2006). Schein (1990) proposed that the organizational climate and structural characteristics of an organization affects the prevalence of workplace

bullying. The lack of detailed theoretical models—or literature on the relationship of the organization as the unit of analysis and the prevalence of workplace bullying—required me to take an original approach (Grubbs et al., 2004). Schein's proposal of organizational culture and climate theories served as a guide to collect and analyze data. Moreover, Schein examined how organizational culture and climate theories influence workplace bullying (Duffy, 2009).

Nature of the Study

I selected a quantitative research methodology, which involved a deductive, positivist nature to analyze the effect of organizational climate indicators and structural characteristics of an organization on workplace bullying.

Significance of the Study

The purpose of this study was to determine whether a statistically significant correlation existed between organizational climate indicators in public organizations and workplace bullying. I evaluated the relationship between workplace bullying and the organizational climate of certain U.S. public sectors. My intent was to determine the factors that influenced workplace bullying in public-sector organizations and to identify the relevance of organizational type, climate, and size as predictors of workplace bullying.

The findings from this study have several implications. The study adds insight on victims of workplace bullying. The findings of this study provide information on the drivers of workplace bullying, which organizations can

incorporate to better identify and manage workplace bullying. The results from this study may better prepare public organizations for addressing bullying among their employees and employers by increasing employees' and employers' understandings about the correlations between organizational structural characteristics and workplace bullying. This may provoke more public agencies to create policies and procedures to help eradicate and/or minimize workplace bullying incidences within the organization. Moreover, the results could motivate human resources employees to institutionalize changes regarding organizational climate indicators to help curb workplace bullying. The findings from this study could contribute to the literature on the relationship between workplace bullying and organizational characteristics, such as organization size, type of public organizations, and organizational climate factors.

Definitions

Correlations: Correlations are measures of the degree of linear relationships between two variables. For example, a positive correlation between the PSC-12 and the NAQ indicates that for every one unit increase in the PSC-12, the NAQ will increase or vice versa (Commons, 2010).

Negative Acts Questionnaire – Revised (NAQ-R): The *NAQ-R* is a 22-item self-report checklist, 4-point Likert scale questionnaire with no reference to bullying.

Psychological aggression: Psychological aggression is used in research to describe the workplace bullying phenomenon (Zapf, 1999). Psychological

aggression is a communication intended to cause a person to experience psychological pain. The communicative act may be active or passive or verbal or nonverbal (Straus & Field, 2003).

Psychosocial safety climate: This refers to an organization's priorities for the protection of workers' psychological health that are reflected through enacted organizational policies, practices, and procedures (Commons, 2010, p. 86). The psychosocial safety climate is a measure used to assess work-related psychosocial hazards that lead to psychological harm.

Psychosocial hazards: These are aspects in the workplace such as job content, work organization and management, environmental and organizational conditions, and the employees' competencies and needs that have a hazardous influence on employees' health and wellbeing (Commons, 2010, p. 86).

Psychosocial risk: This risk consists of workplace factors such as job content, work organization and management, environmental workplace conditions, and employees' competencies and the interaction of all these variables that have a potentially hazardous effect on employee health (Commons, 2010, p. 86).

Psychosocial risk factors: These are risk factors in the workplace such as demands and resources that have the potential to cause psychological or physical harm (Commons, 2010, p. 86).

Psychosocial Safety Climate Scale (PSC-12): This is a 12-item scale, 5-point Likert measure with statements concerning psychological health and safety in the workplace (Hall et al., 2010).

Public organizations: This term refers to government-owned organizations that produce goods and services that are not exchanged on the markets, such as the police department, state educational institutions, state hospitals, postal service, and the like (Rainey, 2009).

Public sector: This term refers to the government (departments, agencies, commissions, and government corporations, as well as the nonprofit sector) that includes members serving organizations and public serving organizations (Public Sector, 2009).

Structural characteristics of organization: This is a variable used to assess organizational size and type of industry (i.e., union or nonunion status; Grubb et al., 2004).

SurveyMonkey Audience: This is an online survey tool used to access numerous respondents and gather responses with one URL/link that is attached in e-mails and is posted on websites.

Workplace bullying: Repeated and persistent negative acts that are directed toward one or several individuals that creates risks to health and safety and a hostile work environment. In bullying, the targeted person has difficulties defending him or herself; it is, therefore, not a conflict between parties of equal strength (Commons, 2010; Salin, 2001).

Workplace Bullying Institute (WBI): This is a U.S. organization dedicated to the eradication of workplace bullying that combines help for individuals, research,

books, public education, training for professionals, unions, employers, legislative

advocacy, and consulting solutions for organizations (Namie & Namie, 2011-2012).

Assumptions

Several assumptions were associated with this study. Once the analysis was

completed, the assumptions were the results that could be generalized beyond the

sample under investigation. However, the data collection process was controlled to

ensure that the sample was not skewed or was representing the population needed

for the test (Keashly & Neuman, 2004).

My first assumption was that the variables under assessment were

measureable. I assumed that the instruments I used were valid and reliable when

measuring the variables (Kelley & Mullen, 2006). I also assumed that the

quantitative methodology was appropriate for the problem being addressed and for

the purpose of the study. For example, quantitative methods were frequently used

for organizational climate research (Patterson, West, Shackleton, & Dawson, 2005).

Also, Grubb et al. (2004) used multiple regression analyses to examine how

organizational structural characteristics and organizational climate indicators are

relevant in predicting workplace bullying. I assumed that the data would be

normally distributed. If not, then I would use an alternative, nonparametric

procedure for data analysis. I assumed that selecting this type of analysis and size

of the sample was sufficient to detect a possible existence of significant differences

and relationships in the chosen population. In order for this study to be valid, I

assumed that the random samplings of participants were representative of the

population. Lastly, I assumed that the participants responded to the questions as

honestly as possible on the online SurveyMonkey Audience questionnaire.

Limitations

One limitation of the study was the absence of literature on psychosocial

safety climate and workplace bullying based in the U.S. workforce and the

occupational health and safety category (Houdmont & Leka, 2010). Therefore, the

theoretical foundations of climate were general, and theories were used to explain

the origins of climate in terms of organizational structural characteristics. Thus,

numerous decisions regarding this study's theories, methodology, and analysis were

made using my own knowledge and reasoning with less influence from past and

proven findings compared to other studies. The results of this study were limited by

the accuracy of theoretical frameworks (e.g., organizational climate) to reflect the

phenomenon and variables under study. It was also limited by the ability of the

methodology to address the research problem and purpose.

Other limitations included having to remove item #22 from the NAQ

because of the nature of the question; therefore, the NAQ questionnaire was not an

exact replica of the original questionnaire. Another limitation was how I created

the operational definition of bullying. Most respondents focused on personal items

and ignored organizational constructs. Another limitation was the possibility of

social desirability bias. Participants may have responded in a manner that they

thought I would deem desirable. Thus, bullying may be difficult to quantify using

the participants' perceptions because they might have denied or minimized abuse as

a way to survive in an abusive climate in order for them to be perceived in a more

positive or acceptable light (Einarsen & Skogstad, 1996). Because I based this

study primarily on Grubb et al.'s (2004) analytical model, the data provided by the

online survey from the SurveyMonkey Audience of each organization were limited

because they reflected the participants' perspectives only. Also, the possibility

existed that the participants may not have been conscientious of more subtle forms

of bullying (Patah, Abdullah, Naba, Zahari, & Radzi, 2010). Finally, the data

gathered and what was actually taking place in the workplace may have been

skewed if only managers or human resource professionals were chosen to be a part

of the SurveyMonkey Audience survey. The participants were typically in

management positions and may have showed biased opinions to avoid making the

organization look bad. Organizations may not have acknowledged that bullying

was an issue because it was a taboo topic in the workforce (Namie & Namie, 2004).

Moreover, organizations do not have a scheme in place to define bullying (Grubb et

al., 2004; Namie & Namie, 2004).

Finally, a limitation was that this study had a quantitative methodology.

Grubb et al. (2004) recommended that, in regard to organizational climate,

longitudinal research should be used to systematically examine the antecedents and

consequences of the work environment and workplace bullying.

Summary

Chapter 1 provided the introduction to the study and included an

examination of the background of the topic, such as factors that support or influence

the prevalence of workplace bullying. I also outlined the purpose of this study, which was to examine a sample of several public organizations and their organizational culture using Schein's (1992) definition of basic underlying assumptions and espoused values, in relation to the organizational climate concept (Schneider & Reichers, 1983) and workplace bullying provided. I used three main research questions that involved the correlation of workplace bullying with three organizational variables: size, type, and climate. The intent was to better understand workplace bullying in public sector organizations and the relevance of organizational type, climate, and size as predictors of workplace bullying.

Chapter 2 consists of current literature regarding organizational culture, organizational climate, organizational structural characteristics, and workplace bullying. The significance of this literature to this study is explained in greater depth as well as organizational characteristics that influence workplace bullying. In Chapter 3, I describe the chosen quantitative methodology selected for this study. Chapter 4 provides the statistical analyses of the gathered data and findings of this research. Last, in Chapter 5, I present insights and conclusions regarding the findings of this research, as well as recommendations for future research.

Chapter 2: Literature Review

Introduction

The purpose of this study was to determine whether a statistically significant correlation existed between organizational climate indicators in public organizations and workplace bullying. The aim of this study was to evaluate the relationship between workplace bullying and the organizational characteristics of public organizations in the United States. The intent was to better understand workplace bullying in public sector organizations and the relevance of organizational factors such as type, climate, and size as predictors of workplace bullying.

The review of literature includes three primary theoretical models: (a) organizational structural characteristics, (b) organizational climate as imbedded in organizational culture, and (c) workplace bullying. The first section is the introduction to the literature review. The second section includes a review of organizational theory. The following section provides a review of the characteristics of organizational structure literature. Then, explanations of the constructs, structural characteristics of organizations, organization size, and public organization type are given to understand the essential connotations. The third section includes a review of organizational climate and organizational culture literature, the integrated constructs of climate and culture, and the instruments used to assess climate. The conclusion is a summary of the literature review.

Literature Search Strategy

I conducted a digital search of the literature through electronic sociological and psychology databases and Walden University library databases such as Academic Search, Political Science Complete, Business Source Complete, SAGE Premier, and Google Search. The list of terms used to conduct this research included *organizational theory*, *organizational climate*, *organizational structures*, *workplace bullying*, *workplace violence*, and *workplace incivility*. Several books were available that provided information on organization science and workplace bullying research.

Workplace Bullying

Bullying occurs when a person intentionally hurts another physically, psychologically, emotionally, or sexually. The outcomes are humiliation, deprivation of rights, and exclusion from the group. Bullying can take place in various media, face to face, or through other channels, such as by telephone or e-mail (Yildirim, 2009). Bullying ranges from intimidating the victims, to verbal and psychological abuse, to restricting and disregarding victims' rights, and discriminating against victims. Bullied employees feel put down, dispossessed of resources, and isolated. The employees' feelings of demoralization and depression affect how they perform their duties and how they shape their relationships with their clients, coworkers, and peers (Bergen Bullying Research Group, 2010). Bullying can also lead to reduced employee job satisfaction, which can lead to high turnover in the occupation. Workplace bullying is one aspect of violence in the

workplace, classified under *interpersonal community violence* (Krug, Dahlberg, Mercy, Zwi, & Lozano, 2002).

The World Health Organization developed a report on violence and health in response to the 49th World Health Assembly's adopted resolution WHA49.25, where violence was declared a growing public health problem (as cited in Krug et al., 2002). South Africa experiences violence on a daily basis, as indicated by the public violence percentage difference in reported cases from 2004/2005 to 2010/2011, which increased by 25.2% (Walrafen, Brewer, & Mulvenon, 2012). The media places the abusive and violent behavior on the front page of the newspaper, and it becomes the norm for society.

Researchers have done a number of studies on workplace bullying in Australia, New Zealand, United Kingdom, European countries, Japan, the United States, and South Africa (Johnson & Rea, 2009; Walrafen et al., 2012). Although bullying is taking place in many organizations, a high incidence of bullying behavior occurs in the nursing profession in South Africa (Hewett, 2010; Momberg, 2011). The nursing profession cannot afford to lose trained nurses or other health care resources due to workplace bullying. South Africa is a patriarchal society, and women have a history of being oppressed, which may lead South African female nurses to expect some type of bullying behavior (Glasø, Vie, Holmdal, & Einarsen, 2011).

Workplace violence is direct in nature and is usually more violent than bullying. Bullying is difficult to define because of its subjective nature, as it

depends on the target's experience (Carbo & Hughes, 2010). Bullying can be direct and indirect in nature; however, it is usually subtle so that the bully will not be blamed for any negative repercussions against the victim. In nursing, nurses bully one another; but, bullies mostly target people who have less power such as students, new employees, and the lower nursing categories (Walrafen et al., 2012.)

Three views exist regarding the causes of workplace bullying: oppression of group and the hierarchy, power play, and abuse of authority within an organization (Walrafen et al., 2012). Simons (2008), Johnson and Rea (2009), Stelmaschuk (2010), and Walrafen et al. (2012) suggested that workplace bullying is caused by organizational factors such as tolerance of workplace bullying because of a lack of policies and procedures to address the problem. Freire (2000) stated that workplace bullying is related to the oppressed group theory and power play. The oppressed group theory is about the bullying behavior among peers of minority groups. Freire asserted that nursing is an oppressed discipline with a strict hierarchy, and as such, the nurses suffer from low self-esteem and underestimate themselves.

Effects of Bullying

Bullying has numerous negative effects that range from poor patient care quality, personal effects to organizational effects, and occupational impairment (Walrafen et al., 2012). In health care, bullying leads to poor patient care, poor patient safety, and lowered quality of patient care (Hutchinson, Jackson, Wilkes, & Vickers, 2008). Bullying also leads to personal negative effects such as emotional exhaustion. Bullying can negatively affect an organization by increasing risks to

patient safety and job performance; costly resignations from the job and the profession; and low job satisfaction, absenteeism, and occupational goals (Johnson & Rea, 2009; Simons, 2008; Stelmaschuk, 2010).

South Africa is encountering a nursing shortage like most other countries (Roberts, DeMarco, & Griffin, 2009). Some of the nursing profession's problems relate to how nurses perceive and use power. Workplace bullying is a negative way of using power (Roberts et al., 2009). Workplace bullying damages the nursing profession. People tend to observe and copy behavior, attitudes, and emotional reactions in order to be part of a group (Hutchinson et al., 2008).

Addressing Workplace Bullying

Researchers have studied workplace bullying is and have focused mainly on the causes and effects of this phenomenon. However, few scholars have offered toward solutions to reduce workplace bullying. Walrafen et al. (2012) listed the following methods to reduce bullying: awareness, cognitive behavior techniques, individual resilience improvement, and participation in change. Along with Walrafen et al.'s methods, the influencer model also serves as a system of changing behaviors to reduce workplace bullying. The influencer model has three principles: (a) results where outcomes are clarified and made measurable, (b) the identification of vital behaviors, and (c) use of a rubric of six sources of influence where four to six sources must be addressed to change behavior (Asavathiratham, 2000). On the horizontal axis of the rubric are motivation and ability, whereas the vertical axis consists of psychological, sociological, and organizational criteria that should be

addressed. The model's success has been proven in other health-related studies where the problem was rooted in multiple causes (Asavathiratham, 2000). Higher rates of bullying incidences among nurses can lead damage the nurses' morale and job satisfaction levels (Asavathiratham, 2000).

Salin (2010) examined the measures that have been adopted by human resource departments to reduce workplace bullying. According to Salin, human resource management can eliminate workplace bullying. Salin found that introducing written antibullying policies, as well as providing and disseminating information, are common measures to prevent workplace bullying. These measurements allow supervisors and immediate superiors to play roles in combating workplace bullying. Salin stated that a correlation exists between the measures to deter workplace bullying and the adoption of human resource practices that fosters negative publicity against bullying, as well as the presence of a young human resource manager.

Researchers have examined organizational causes of workplace bullying, especially those taking place within large organizations (Einarsen, Hoel, Zapf, & Cooper, 2009). Baillien (2011) explored the same phenomenon in small-and medium-sized enterprises (SMEs). SMEs have their own cultural, structural, and strategic practices that affect incidences of workplace bullying. Baillien used the 3-way model as the theoretical framework and accumulated data from 358 employees serving 39 Flemish SMEs that employed 100 or fewer employees. Organizational characteristics can explain the variance of bullying by 29% (Baillien, 2011).

Baillien showed that a significant relationship existed between bullying and organizational change, between bullying and a people-oriented culture, and between bullying and antibullying policies in existence. In addition, bullying incidences can also be shaped by whether the bully is working in a family business or not. SMEs going through organizational changes should require policies against workplace bullying (Baillien, 2011). Bullying also occurs in MSMEs that do not foster people-oriented culture in family businesses. Baillien showed the importance of antibullying policies in managing workplace bullying.

Theoretical Framework

To create a framework of workplace bullying behaviors as the outcome of organizational characteristics, I highlighted bullying indicators through a review of related organizational literature. These frameworks, depicted as models, guided this research study and were based on Schein's (1990) theory of organizational culture. Schein's theory of culture helped in understanding complex organizational behaviors that can be applied to lead change. Table 1 shows a list of the history of the definition of culture and the different approaches found in the organizational literature. Schein suggested that organizational climate is a salient cultural phenomenon, organizational climate is a manifestation of the organization's culture, and cultural characteristics influence organizational climate.

In the theory of organizational culture, Schein (1990) created three levels at which organizational culture can be studied including underlying assumptions, espoused values, and artifacts (Glendon & Stanton, 2000; Guldenmund, 2000). At

the level of espoused values are attitudes, which are associated with climate indicators. The underlying assumptions determine such things as perceptions, thought processes, and behavior and become the nexus of the culture (Schein, 1990).

Moran and Volkwein (1992) believed that organizational climate and culture are distinct but interconnected constructs. Moran and Volkwein proposed that the relationship between climate and culture "is through the influence that the core, historically-constituted values, and meanings embodying the organization's culture have in determining the attitudes and practices that comprise the organization's climate" (p.12). Culture is embedded in an organization. Organizational climate includes the behaviors and attitudes of the employees and management of the company.

Hellriegel and Slocum (1974) argued that most climate studies approach measures of organizational climate as objective or perceptual. Objective climate is measured at a micro level, and the perceptual climate is measured at a macro level. Ashforth (1985) argued that, in an analysis of climate formation, climate is measured as both a macro and micro construct because the organization and the members are intertwined. Objectivism and subjectivism are combined to formulate an *interactionist approach* (Ashforth, 1985). Furthermore, Ashforth argued that the organization's members create the climate in response to the organizational structure. No scholars have related climate perceptions to cultural assumptions and values (Ashforth, 1985, p. 642).

I employed both the objective and perceptual climate measures in this study in order to provide a comprehensive analysis of workplace bullying. The organizational structural characteristics framework depicted relationships between the concepts of the size and organization type and workplace bullying (Duffy, 2009). The organizational climate framework includes links between organizational climate/culture indicators and workplace bullying (Duffy, 2009). I derived these frameworks from relevant organizational literature and constructed them to logically structure the study.

Table 1 shows definitions of organizational culture as represented in the field. The list, which Allaire and Firsirotu (1984) developed, served as a reflection of organizational culture constructs. The definition of culture has emerged into a series of studies and approaches in the organizational research. The organizational structural characteristics and organizational climate indicators were used to determine the prevalence of workplace bullying. To examine the influence of organizational climate indicators and structural characteristics of an organization on workplace bullying, the conceptual framework (Figure 1) was developed based on Patah et al.'s (2010) modified model.

The instruments I used were adopted from Grubb et al.'s (2004) and Einarsen and Raknes's (1997) earlier studies, like Meek's (1988) analysis of the origins and weaknesses of organizational culture, Guldenmund's (2000) review of research regarding safety climate and safety culture based on Schein's (1992)

organizational culture theory, and Glendon and Stanton's (2000) of the different

perspectives of organizational culture and safety culture.

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┌─────────────────────┐
│   Organizational    │╲ H1
│  Climate Indicators │  ╲
└─────────────────────┘    ╲
         ▲                    ╲
         │                      ╲
         │ H3 ──────────────────► Prevalence of
         │                      ╱   Workplace Bullying
         ▼                    ╱
┌─────────────────────┐    ╱
│ Structural          │  ╱
│ Organizational      │╱ H2
│ Characteristics:    │
│ 1. Size             │
│ 2. Union status     │
│ 3. Organization type│
└─────────────────────┘
```
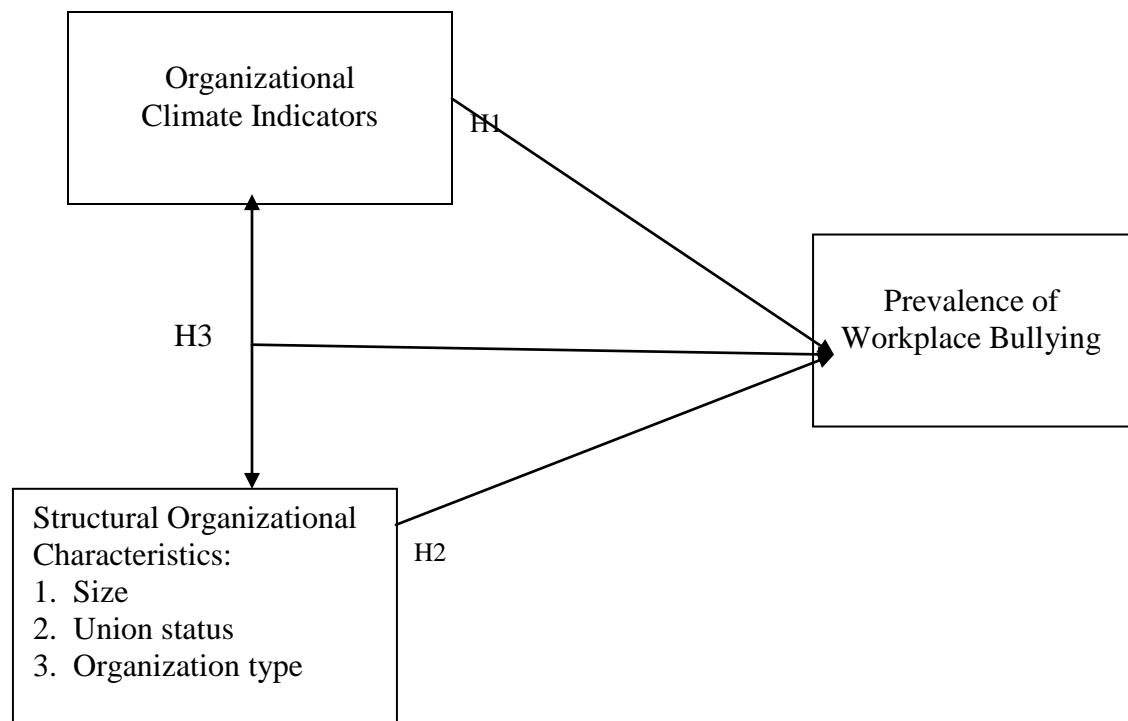
Figure 1. Hypothesized relationships among constructs.

Bullying and harassment affect organizational psychosocial climate and

psychological health problems in a mediated process (Law, Dollard, Tuckey, &

Dormann, 2011). The Likert 5-point scale was used for respondents to indicate

their levels of agreement with the study's predefined statements about the

psychosocial safety climate questionnaire. The number of items on the scale

affected the length of time required to complete the questionnaire. The organization

was the unit of analysis. I was only interested in examining the attitudes, feelings,

and social processes derived from a sample of public organizations, which equates

to organizational climate as opposed to semiotic analysis of organizational culture.

However, the distinction between the two was made in order to justify why examining organizational climate takes precedence over examining organizational culture.

Parallelism between Climate and Organizational Culture

Organizational climate is the process of quantifying the culture of an organization. It is a set of properties of the work environment that employees directly or indirectly perceive, and it influences employee behavior (Schneider, 1990). Organizational climate and organizational culture are characteristics of the overall organization context. Many organizational theorists believe that climate and culture are two unrelated constructs, that climate and culture are not interchangeable, and that both climate and culture have their own distinct measurement instruments (Scott, Mannion, Davies, & Marshall, 2003). Scott et al. (2003) distinguished the climate paradigm as a "meteorological metaphor" and culture paradigm as an "anthropological metaphor" (p. 938). Culture by definition is a collective phenomenon (Scott et al., 2003). It is only at the group level that culture data is examined. Organizational culture is often ambiguous and difficult to determine (Scott et al., 2003). Climate is more salient than culture and is, therefore, easier to measure (Schein, 1990).

Scott et al. (2003) examined 84 articles related to the use of organizational culture assessment instruments. In the final analysis, Scott et al. chose 13 instruments from the industry and education literature and used each instrument to evaluate cultural dimensions. Scott et al. surveyed the studies on the instrument,

scientific properties of the instrument, and its strength and limitations and claimed

that the instruments should be factored into the design of the study. The instrument

is compatible with the research goal, methods, and resources available to

investigation. For example, the constructivist approach should use a typology tool.

The typology approach means assessing one or more types (e.g., hierarchical) of

organizational culture (Scott et al., 2003, p. 928). On the other hand, the positivist

approach typically includes instruments that are quantitative in nature, such as the

dimensional approach, to collect data regarding organizational culture/climate. In

this approach, the researcher typically uses a Likert scale to numerically describe a

culture. With the Likert scale, the respondents are asked to mark the construct

statements according to the numerical level of agreement.

Table 2 depicts what Denison (1990) illustrated as the most important set of

differences among the culture and climate perspective found in classical

organizational literature. According to Denison's (1996) comparative analysis of

culture and climate, the conceptual and methodological difference of organizational

culture relates to the epistemological research regarding the evolution of the

organization. The organizational climate includes the influence that the

organization environment has on its members. Glendon and Stanton (2000)

suggested that the methodology is an indicator as to when to measure organizational

culture and organizational climate. Glendon and Stanton perceived scaled

dimensional measures as the choice instrument to measure organizational climate.

Denison (1996) contended that traditionally, qualitative methodology applied to

examining organizational culture, whereas quantitative methodology typically applied to examining organizational climate. Examining an organizational climate traditionally requires quantitative research methods (Denison, 1996; Patterson et al., 2005). Organizational culture and climate are considered abstracts. Organizational culture requires a macro-level analysis, whereas organizational climate is a micro-level analysis. Some scholars apply objective measures to micro-level analyses and perceptual measures to macro-level analyses (Hellriegel & Slocum, 1974). Moreover, Moran and Volkwein (1992) claimed that organizational climate is more empirical than theoretical.

Meek (1988) argued that culture is an abstract concept used to interpret organizational behaviors. The organizational culture model is an effective analytical tool for examining and interpreting complex organizational behaviors. However, the concept of culture is too broad. Researchers of organizational cultural studies should focus on one or only a few cultural derivatives. Therefore, my focus in this study was on Schein's (1990) basic underlying assumptions and espoused values.

Meek (1998) suggested to avoid thinking of culture as an independent variable or something that an organization has, but rather culture is something an organization is (p. 470). According to Sarros et al. (2005),

> When we speak of organizational culture, we refer to the meanings inherent
> in the actions and procedures of organizational commerce and discourse.

Culture evolves and is not manipulated easily, while climate is temporal and

often subject to manipulation by people with power and influence. (p. 159)

Organizational culture can neither be destroyed nor created by management. The

management or the members of the organization can establish or stimulate the

climate in the organization. Schneider and Reichers (1983) suggested that the

climate construct is not to be measured as an it, but as "a set of 'its', each with a

particular referent" (p. 22). In discussing the conceptualization and measuring of

organizational climate, Glick (1985) argued that organizational climate is an

organizational attribute. Moran and Volkwein (1992) questioned the notion that

organizational climate and organizational cultural are synonymous in their analysis

of the cultural slant to the development of the theory of organizational climate.

Table 4 is a compendium of Moran and Volkwein's (1992) distinction between

organizational culture and climate.

Some cultural researchers have suggested that from a phenomenological

perspective, the organizational culture and climate differ (Ashkanasy & Jackson,

2001; Denison, 1996). Ashkanasy and Jackson (2001) noted organizational culture

and climate as complementary terms. Both constructs typically employ proprietary

surveys and questionnaires to collect the data (Ashkanasy & Jackson, 2001). In

addition, certain facets of both organizational climate and culture constructs are

measureable and wield measureable outcomes. Both constructs are responsive to

multimethods (Ashkanasy & Jackson, 2001). Moran and Volkwein (1992)

identified three main approaches to the development of organizational climate as a

unit of theory: the structural, interactive, and perceptual (or psychological). The interactive perspective to the development of organizational climate contains several schools of thought that are useful in understanding organizational climate in the context of this study. First, the interactive approach involves an aggregate of individuals who interact on the basis of shared objectives as they come to terms with situational contingencies. The interactive level of analysis offers a nexus between structural and perceptual approaches (Moran & Volkwein, 1992). Table 2 lists an overview of some distinctions between climate and culture.

From Organizational Culture to Organizational Climate

The history of organizational culture is a derivative of organizational climate. Organizational climate is an indicator of the organization's culture. Organizational climate is an objective manifestation of the structural organizational characteristics (Denison, 1996; Moran & Volkwein, 1992). Researchers have traditionally used the organization as the unit of theory in organizational climate research (Glick, 1985). Schein (1990) and Denison (1996) believed that organizational climate has a longer research tradition than that of organizational culture (p. 109). The study of organizational climate predates the theory of organizational culture (Lewin, 1951). Kundu (2007) stated that organizational climate's origin and use is as "old as the original concept of management" (p. 99). Glick (1985) linked the origin of organizational climate back to the early 1950s, citing Lewin's (1951) equation, $B = f (P, E)$, which exemplifies that a person's environment is a cause of his or her behavior, and behavior is a function of the

person and his or her psychological environment or climate. The organizational

climate concept includes other constructs, such as social, organizational, and

situational influences on behavior. Organizational climate has been shown to

predict job satisfaction and other employee attitudes (Einarsen, Raknes, &

Matthiesen, 1994).

One of the original approaches to climate research included measuring the

organizational climate from a subjective interpretation of the organization's culture

and from an objective perception of the environment's organizational characteristics

(Denison, 1996). Denison (1996) mentioned several other approaches that

originated from the study of climate. The perceptual measurement includes both

the individual attributes and the organizational attributes, which were later

characterized as the psychological climate (Denison, 1996; Patterson et al., 2005).

The other organizational climate approach includes multiple measurements of

organizational attributes. Organizational climate was characterized as a

combination of subjective (individuals' perceptions of the organizational climate)

criteria and objective (e.g., unproductive behaviors, bullying) criteria (Denison,

1996).

Organizational climate is an empirically verifiable element of organizational

culture (Moran & Volkwein, 1992). The organizational climate construct provided

a framework in which an examination of other organizational phenomena constructs

is made. The perception of organizational climate indicators may influence the

pervasiveness of workplace bullying. The organizational climate construct is useful

in explaining employees' observations of the things that happen to them or their organization's events, practices, and procedures. Organizational climate is regarded as the characteristic or attributes of an organization (Guion, 1973; Hellriegel & Slocum, 1974; Moran & Volkwein, 1992; Patterson et al., 2005). Pritchard and Karasick (as cited in Guion, 1973) suggested that that the organizational climate construct is the leading effect or interacting effect on behavior, and the variable producing those effects is employees' perceptions of their organization's environment.

In the interest of this study, the human component (the describing and the understanding of organizational behavior; Woodman & King, 1978) within the organization was the dependent variable, even though the unit of analysis was the organization itself (Grubb et al., 2004; Hellriegel & Slocum, 1974). In this case, both the perceptual and objective measures were included as part of the organizational climate. I took into consideration these competing views in analyzing the correlation among structural characteristics of organizations, organizational climate indicators, and workplace bullying. As such, a quantitative research method and design assessing an association between the variables was applicable for this study. A quantitative approach that permitted a statistical analysis of different kinds of organizational structural characteristics and organizational climates indicators was more appropriate. Hellriegel and Slocum (1974) suggested what to look for in a climate instrument. In general, the dimensions of the climate instruments should be specific to the research. In this

case, the dimensions pertaining to this study included certain tenets of a positive and safe work climate.

Scaling was another part of the selection of instruments. Climate instruments response categories were nominal in nature. The Likert scale was largely used. The sample size and the population sample were typically drawn for middle or lower levels of management. All levels of employees from different industries took part in this research. Last, the reliability of the chosen climate instrument had a Cronbach's alpha indexed ranging from .7 (acceptable) to .9 (very high) internal consistencies. The climate instrument was used to reliably assess such organizational climate indicators as perceptual and objective measures (Hellriegel & Slocum, 1974; James & Jones, 1974). One of the instruments I used in this study was Hall et al.'s (2010) PSC-12.

Hellriegel and Slocum (1974) noted that most scholars indicated that organizational climate is measured perceptually. A perceptual (climate) measure is expected to correlate with objective organizational criteria (e.g., absenteeism). The independent variable size and the dependent variable (e.g., positive or negative organizational behavior), for example, are connoted as mediators of the organizational and psychological process. The members' perceptions of organizational climate are indicators of the valences that influenced certain behavior outcomes and a measure for certain outcomes (Hellriegel & Slocum, 1974). Hellriegel and Slocum further stipulated that the constructs of organizational climate pertain to organizational attitudes, main effects, and stimuli.

Psychological climate is related to the intervening psychological process, which is the member's perception of the interaction between organizational attributes and the individual's characteristics (Schneider & Reichers, 1983). Subsequently, the intervening psychological mechanism translates into the member's expectations, behaviors, and attitudes (Schneider & Reichers, 1983). Members' perceptions are instrumental in the climate approach in that they give insight into an understanding of how work contexts affect behavior and attitudes (Schneider & Reichers, 1983).

Schneider and Reichers (1983) argued that most researchers use nonspecified measures of climate that fail at assessing issues. Glick (1985) and Hall et al. (2010) recommended that researchers be more facet-specific about what element of the climate construct is under investigation. As such, I used the PSC theory of organizational climate in order to assess the perceptual organizational climate.

Psychosocial Safety Climate Variables

The PSC is a facet-specific subunit of the safety climate construct (Dollard & Karasek, 2010; Hall et al., 2010). Psychosocial safety researchers such as Dollard and Karasek (2010) and Hall et al. (2010) have argued that workers' psychological health is an occupational health and safety issue. The PSC is a mechanism used to maintain functional psychological health and safety in the organization. Safety climate and psychosocial safety climate are part of the organizational climate taxonomy. Hall et al. argued that psychosocial safety climate is also an "organizational climate variable" (p. 357). Psychosocial safety

climate is an attribute of the organization in which the unit of analysis is the organization. The PSC indicators, much like safety climate indicators, are useful predictors of organizational behavior outcomes (Dollard & Bakker, 2010; Hall et al., 2010).

Dollard and Karasek (2010) introduced the PSC theory to protect workers' psychological safety and health and to improve healthy production outcomes. PSC emerged from the psychological safety and the safety climate literature. The psychosocial climate construct is a measure of facet-specific organizational climate (Hall et al., 2010). PSC associates the policies, practices, and procedures of the organization with the organization's commitment to create a work environment that safeguards workers from psychological and social risk or harm. The PSC represents a work atmosphere that promotes freedom from psychosocial risk and social harm. An example of operationally defining an organizational climate that is representative of PSC is management's commitment to treating employees with dignity and respect. Good job security and freedom from psychological abuse and distress are indicative of the PSC paradigm.

Dollard and Bakker (2010) indicated that the PSC is, in many countries, legally considered a part of the occupational health and safety legislation. The PSC is an organizational resource. The PSC is also used to moderate or mediate positive and negatives relationships between work context, workplace bullying, and psychological health issues. Dollard and Bakker, for example, hypothesized that PSC moderates the negative relationship between job resources and psychological

health problems, and as a result, low PSC conditions will reduce the strength of the relationships.

Organizations with low PSC depict "pre-eminent psychosocial risk factor at work capable of causing psychological and social harm through its influence on other psychosocial factors" (Dollard & Bakker, 2010, p. 580). Psychosocial risks factors at work include characteristics of the organization's social environment that affect workers' responses to such workplace conditions as the prevalence of bullying, harassment, and violence. Low PSC ascribes the prevalence of these counterproductive behaviors to psychological stress (e.g., chronic or acute psychological stress) and social harm in the workplace (Dollard & Karasek, 2010; Dollard & Bakker, 2010).

PSC is analogous to organizational climate in that it is also an organizational attribute. Like psychological climate and safety climate, PSC also consists of individuals' perceptions of environmental attributes. Law et al. (2011) believed that the PSC theoretical basis is similar to that of safety climate. The difference is that the main focus of PSC is more on the psychosocial factors and psychological health (Law et al., 2011). The main focus of safety is on industrial accidents, errors, and disasters resulting in physical on-the-job injuries.

PSC is an element of the organizational safety climate construct used as an indicator for workplace psychosocial hazards and psychological health (Law et al., 2011). In this study, I proposed that exposure to workplace bullying and harassment represented a hazard and/or unsafe working conditions, which was

consistent with Dollard and Karasek's (2010) theory and Law et al.'s (2011) model

of psychosocial safety climate. The principle of the PSC is to protect the

psychological and social wellbeing of the worker. Some of the key tenets of PSC

involve management committing to ensure a psychologically healthy workplace,

developing a functional communication system for employees to report

psychosocial hazards and stressful work conditions, and participation from all levels

of the organization in maintaining the psychological health and safety of its

workforce (Hall et al., 2010). PSC is an indicator of the organization's

implementation of policies, practices, and procedures that "reduce workplace

psychological distress and improve productivity outcomes" (Dollard & Karasek,

2010, p. 208).

Law et al. (2011) examined the PSC concept. The PSC is an organizational

attribute. The level of measurement of PSC matches the theoretical level of PSC as

an attribute of the organization by aggregating the individuals' climate perceptions

to the organizational level (Hall et al., 2010; Law et al., 2011). Workplace

psychosocial hazards and psychological risk factors are a part of the typology of the

occupational stress genre. The PSC construct is a measure to assess work-related

psychosocial hazards that lead to psychological harm, such as workplace bullying.

The psychosocial working conditions are the manifestation of top-down leadership

where the psychological health and well-being is given the same level of

importance as production goals. Hall et al. (2010) argued that most employers are

not committed to maintaining a healthy PSC. Organizations neglect the importance

of the psychological wellbeing of their employees. As such, inappropriate behaviors such as bullying and the prevalence of other counterproductive behaviors often manifest.

Zapf (1999) noted that the organization can be operationalized as a causal link to bullying. The influences of the organization may be manifested in the behavior of an individual (Zapf, 1999). Zapf claimed that organizational variables do attribute to the pervasiveness of bullying.

Structural Organizational Characteristics Variables

The first component of this organizational analysis was directed toward structural organizational characteristic variables. According to Grubb et al. (2004), structural organizational characteristic variables can influence the occurrence of workplace bullying. The factors that Grubb et al. examined were the size of the organization, the type of the organization, and the industry to which the organization as belongs. The instrument allows the researchers to determine variables that can describe the organizational structure and context of the workplace. By using the data from the National Organizations Survey III, Grubb et al. found that an average of 24% of the surveyed companies experienced a degree of bullying within the past year. The most recent bullying incident took place between two employees (Grubb et al., 2004). In addition, Grubb et al. found that both the structural aspects of the organization, as well as the work climate factors, can shape and lead to workplace bullying. Workplace bullying can affect workers' safety, health, and well-being.

Complexity is another dimension of the organizational structure related to workplace bullying. Tobin (2001) argued that a multifaceted complex system—like a public unionized organizational structure or a mechanistic public organizational structure—cannot always be explained by simple cause and effect because such multifaceted complex systems have multiple factors that can influence a poor working relationship. Tobin suggested that complexity is linked to the fate of the organization and those within the organization. A direct relationship exists between complexity and workplace bullying in that as the complexity in the organization increases, workplace bullying increases (Tobin, 2001).

Caplan (as cited in Tobin, 2001) indicated that both the organization and individual should establish a fit between "the needs and the abilities of the employee and the corresponding resources of and demands from the work environment" (p. 92). In Tobin's (2001) study, the analysis of organizational structural characteristics and the effect they have promoting organizational aggression and violence were internally generated, meaning that the behaviors were from individuals the organization employed. The violent acts were target-specific. Target-specific meant that the violent acts were directed at a specific individual. Aggression, according to Tobin (2001), is open hostility, intimidation, and threats to safety. Violence is as the extreme version of aggression that includes severe negative and harmful disturbances, as well as the violation of human rights (Tobin, 2001). Some evidence existed along the "frustration-violence continuum" that

organizational structural characteristics can influence an employee's behavior (Tobin, 2001, p. 100).

By examining the organizational structure as the potential determinant of workplace violence, researchers can provide a better understanding of workplace harassment (Tobin, 2001). Research is necessary to identify the causes of and to ascertain the cost associated (e.g., stress-related chronic diseases, decreased productivity, and large-scale absenteeism) with workplace violence. Research would offer practitioners knowledge and suggestions regarding how to minimize, prevent, or eradicate workplace violence (Tobin, 2001).

Size Variables

Meyer (1972) examined the size of the organization as a structural component, whereas Pugh, Hickson, Hinings, and Turner (1969) examined size in relation to a dimension of organizational framework. Wally and Baum (1944) examined size in the context of organizational complexity. Schminke, Ambrose, and Cropanzano (2000) examined size and affect perceptions of fairness. Pugh et al. (1969) examined size as one of the factors that influence the functioning of an organization.

Einarsen and Skogstad (1996) presented epidemiological findings that validated the assumption that companies with large numbers of employees have a higher prevalence of workplace bullying. Einarsen and Skogstad claimed that larger organizations (>50 employees) have a higher frequency (11%) of bullying, whereas smaller organizations (<50) have a little over half (5.1%) the amount of

frequency of bullying. Bullying in smaller organizations is less frequent because they are more transparent. Hence, the perpetrator(s) are more salient. However, Kimberly (1979) argued that "organizational size and the structuralist" concept size has generally been too broad to deduce any meaning (p. 593). Few scholars have given a theoretical rationale for using size as a variable. Moreover, researchers have indicated little theoretical significance for the use of the organizational size construct (Kimberly, 1979). Kimberly (1976) suggested using the variable size as a control measure when making distinctions between big and small organizations. Kimberly (1976) suggested two competing perspectives regarding the conceptual definitions of size in the literature. The first definition was that size is considered a structural characteristic of the organization. The second definition was that size is a measure that represents one dimension of organizational context (Kimberly, 1976).

Kimberly (1976) cited 65 of 80 articles that used size as an indicator. Measuring the number of employees was important in that it correlates highly with other measures (Kimberly, 1976). Problems such as the difference in size between an organization with 10 full-time employees and one with two full-time employees and 16 half-time employees can be resolved with weighted indices of size (Kimberly, 1976; Marsden, Cook, & Knoke, 1994). Kimberly (1979) recommended that size be operationally defined according to the relevance of research. Kimberly (1976) also introduced examples of four aspects of size that would pertain to the characteristics of a study: physical capacity, available personnel, inputs and outputs, and discretionary resources. The most frequently

used operational definition for size was available personnel, which correlates with other variables. This facet of organizational size was used in this study. The organizational inputs referenced the number of people indicative to the organizational size. The appropriate analysis of the four aspects of size should pertain to the corresponding dimensions of the organizational structure (Kimberly, 1979).

Meyer (1972) supported the method of controlling size and argued that size should not be "underestimated when interacting with other organizational factors" (p. 440). Longitudinal studies are better for assessing the influence of size on organizational variables. When size is controlled, the use of the longitudinal approach is the best explanation for assessing relationships among organizational variables. That cross-sectional design of the data gets inflated or misrepresents the effects of size. Meyer further contended that size cannot benefit from other methodologies that are designed for "only one point in" time research (p. 440).

Public Organization Type Variables

Organization type was another variable perceived to prompt workplace bullying. Vartia (1996) found that enabling factors in organizations (mechanistic-, hierarchical-, and authoritarian-based philosophy) are sources of antecedents that potentially perpetrate bullying. King, Felin, and Whetten (2010) stated that organizational structures and human beings share the same ability to influence and manipulate individuals to get their desired results.

Einarsen and Skogstad (1996) investigated the prevalence of bullying and harassment in Norway's public and private organizations. Einarsen and Skogstad's study included surveys for several different but relevant sources, including the quality of working life survey, organization-wide survey, and the union survey. The participants' surveys were conducted by the Research Centre for Occupational Health, management coordinating with unions, and collaboration between Norwegian labor unions and the Norwegian's Employers' Federation, respectfully. Some examples of the variables measured were harassment and bullying, climate, and health (Einarsen & Skogstad, 1996). The prevalence rate of workplace bullying in public sectors was lower at 8.2% than that of the private sector at 10.7% (Einarsen & Skogstad, 1996). The highest prevalence rate of workplace bullying was at 17.4% in industries (Einarsen & Skogstad, 1996). The lowest rate of prevalence of workplace bullying was found in university employees and psychologists (Einarsen & Skogstad, 1996). Organizations that employed a large amount of employees were found to have a higher amount of bullying than smaller ones (Einarsen & Skogstad, 1996). The quality of the work environment dictated the prevalence of bullying (Einarsen & Skogstad, 1996). Similarly, researchers have found statistical evidence that in most countries a greater risk exists of being bullied in the public and religious sectors (Einarsen & Skogstad, 1996, Leymann & Gustafsson, 1996; Vartia, 1996; Zapf et al., 2003).

Vartia (1996) and Adams (1997) contended that production-type organizations (e.g., factories, organizations with unions) do not experience a high

prevalence of workplace bullying compared to administration and service-related organizations (hospitals, accounting, organizations without unions, etc.). Vartia and Adams (1997) pointed out that such factors as work control and organizational culture correlated with bullying, as Einarsen, Raknes, and Matthiesen (1994) found. Bullying is a complicated, interactive practice that manifests differently in each type of organization.

Roscigno et al. (2009) found that unions and bureaucratic organizations are not safeguards against the occurrence of bullying. Bullying is pervasive "in both union and non-union" organizations (Roscigno et al., 2009, p. 1578). Some unionized factory-like industries, because of the harsh conditions, favor bullying tactics as a part of supervising their employees. Bullying tends to emerge in organizational climates that foster turmoil (Roscigno et al., 2009). Unions in most organizations are not able to prevent even the most blatant bullying acts and are unable to have any effect on organizational cultures in dealing with or eliminating abuse and disrespect.

Schminke et al. (2001) examined the relationship between organizational size, mechanistic and organic structures, and the strength of organization members' ethical predispositions. Schminke et al. identified different interpretations of organizational size, including Meyer's (1972) study on the dimension of an organization's climate, Pugh et al.'s (1963) analysis as a surrogate for a third structural component, and Frederickson (1984) and Wally and Baum's (1994) organizational complexity. Schminke et al. analyzed size as available personnel, in

accordance with one of Kimberly's (1976) four aspects of organizational size, in regard to the extent to which it affects organizational behavior. In larger-sized organizations, individual's behaviors are often a reflection of the hierarchy leadership (Baum, 1994). Social cues are contagion cues and also influence ethical or unethical behaviors. Generally, little mimicking of unethical leadership behaviors occurs in small organizations because roles and positions are structurally unique (Baum, 1994).

Workplace Bullying Variables

Researchers have conceptualized workplace bullying (Einarsen et al., 1994; Zapf et al., 2003); its effect on employees' psychological and physiological health (Zapf et al., 1996); and its quantitative occurrences, consequences, and costs to organizations (Keashly & Neuman, 2004; Khalib & Ngan, 2006; Leymann & Gustafsson, 1996). Scholars have provided a foundation that can be used to build upon the study of organizational structural and aspects of the prevalence of bullying. However, the origin of research regarding workplace bullying is mainly from European countries. It is only recently that researchers have begun studying workplace bullying in the United States.

Zapf (1999) argued that the organization statistically could be operationalized as a causal link to bullying. Organizational attributes are linked to the manifestation of bullying behaviors (Einarsen et al., 1994; Zapf, 1999). In Zapf et al.'s analysis between mobbing (bullying), job characteristics, social environment variables, and psychological ill health, bullying was linked to poor job content,

dysfunctional work environment, and psychological ill health. Organizational

factors are related to workplace bullying.

Grubb et al. (2004) assessed workplace bullying using surveys, a 4-point

scale, and workplace key informants. Grubb et al. developed a set of bullying

measures. According to Grubb et al., the bullying measure items include the

following:

- Has bullying occurred at your establishment?

- How often in the past year?

- Do you believe that bullying incidents are becoming more frequent?

- Do you believe that bullying incidents are becoming more/less/same

  frequent compared to the past 6 months or more?

- Who is generally the aggressor in a recent bullying incident you have

  experienced?

- Who is generally the target in a recent bullying incident you have

  experienced? (p. 410).

Grubb et al. focused on the organization as the unit of analysis. The objectives of

the study were to take a sample of U.S. companies and explore the degree of

bullying that was present and to delineate which characteristics of the

organizational settings predicted workplace bullying. Fifty-nine percent of a

representative sample surveyed in Michigan indicated that they had experienced at

least one type of bullying from peers (Grubb et al., 2004). Another 27% stated that

within the past 12 months, they had been "mistreated by co-workers" (Grubb et al., 2004, p. 413).

Coinciding with previous studies (e.g., Salin, 2003) regarding the direct cost of bullying the organization incurred, typically higher absenteeism, higher turnover rate, reduced productivity, and litigation costs exist (Grubb et al., 2004, p. 408). Grubb et al. (2004) showed that 75% of companies had never experienced bullying in the past year. Twenty-four and a half percent of companies reported some degree of bullying incidents in the past year (Grub et al., 2004). According to the multiple regression analysis, organizational climate variables were predictive of workplace bullying and that "the structural variables as predictors of bullying was significant" (Grub et al., 2004, p. 413). Both structural variables and organizational climate indicators were statistically significant and accounted for 17% of the variance in bully (Grubb et al., 2004). Structural factors such as not-for-profit status, large company size, and having unions are predictive of bullying (Grub et al., 2004). Work climate indicators are also predictive of bullying. Low levels of organizational climate indicators are predictors of bullying, as well (Grub et al., 2004).

Bullying is more prevalent in larger-sized organizations. Bullying is more likely to be reported in organizations that have unions. Bullying was significantly correlated with all of the structural characteristics and poor work climate (Grubb et al., 2004). Additionally, organizational structural factors should be controlled when examining organizational climate issues (Grub et al., 2004). Grubb et al. (2004)

further suggested that future research should be aimed at establishing the relationships between workplace bullying, the organization, and organizational climate factors in U.S. public workplaces to assess workplace bullying as psychological abuse and the effect of workplace bullying on worker safety, health, and wellbeing.

Workplace bullying creates an abusive work environment (Namie & Namie, 2004). In a study of 7,787 Norwegian workers at all levels of organizations and representing all organizational sectors, Einarsen and Skogstad (1996) reported that 91.4% had not been victims of bullying in the last 6 months. Only 8.6% employees reported being bullied in the last 6 months (Einarsen & Skogstad, 1996). Four percent reported being bullied only once or twice, and 3.3% answered, yes, they had been bullied occasionally (Einarsen & Skogstad, 1996). Grub et al. (2004) indicated that 1.2% reported being bullied on a weekly basis within the last 6 months.

Einarsen et al. (1994) examined the relationship between quality of the work environment and the occurrence of bullying in different organizational settings. The aim of their study was to examine whether the strength of the relationship between bullying and the work environment is greater in some organizational settings than others and whether different aspects of the organizational setting are related to the prevalence of bullying. The study included measurements such as size, type of organization, climate, and bullying and work environment surveys. The participants were selected from all levels of the organization with labor unions

in Bergen, Norway. Einarsen et al. used several different statistics to measure

different parts of their research questions. According to the one-way ANOVA

analysis, the degree of bullying ($F = 15.40$, Df 1/1997, $P < 0.001$) differed

significantly between different unionized organizations. The Pearson's product-

moment correlations analysis used the mean scores of the bullying index and

environmental factors. Bullying correlated significantly with all of the

organizational environments ($P < 0.001$) for all correlations (Einarsen et al., 1994).

Bullying was associated with low satisfaction with organizational attributes such as

social climate (Einarsen et al., 1994). The work environment showed a strong

correlation related to bullying (Einarsen et al., 1994). The relationship between

bullying and work environment varied according to each organization. The

strongest correlation was between bullying and work environment.

Einarsen et al. (1994) also used the stepwise multiple regression analysis.

The stepwise multiple analyses were used to investigate which of the factors were

strongly linked to bullying. The dependent variable was the bullying index.

According to the multiple regressions, bullying was associated with certain

aspects—for example, role conflict and leadership—of the organization with some

variation (Einarsen et al., 1994). Overall, the work environment factors explained

only 10% of the variations in bullying ($R = 0.32$, $R^2 = 0.10$, $P < 0.001$; Einarsen et

al., 1994). The bullying index was used to measure participants' responses to the

degree of whether or not they were bullied. The index showed that 13.0% were

observers of harassment, 7.0% were both observers and victims, 86.9% were neither

bullied nor observed bullying, and only 2.7% out of 2,023 participants were victims of bullying (Einarsen et al., 1994). The nonbullied employees rated the work environment significantly more positively ($P < 0.05$) than the observers and victims (Einarsen et al., 1994). Also, the observers were more positive then the remaining two groups of victims ($P < 0.05$). The organizational element most relevant to this study was the social climate dimension, which showed identical results ($F = 40.68$, $df = 3/1993$, $P < 0.001$; Einarsen et al., 1994).

Einarsen et al. (1994) analyzed the four groups of each of the environment measures using a one-way ANOVA with least significant difference, and they found that leadership, work control, social climate, and role conflict strongly correlated with bullying (Einarsen et al., 1994). In a factorial ANOVA with a hierarchical multiple classification analysis, Einarsen et al. found no bias among the differences between observers, victims, and nonvictims. The degree of bullying varied among the different union organizations. However, union membership had no effect on the mean differences related to any of the four work environment measures (Einarsen et al., 1994). Einarsen et al. indicated that bullying relates to the different characteristics of the work environment in different kinds of organizations. The organization and organizational characteristics are predictors of workplace bullying (Einarsen et al., 1994). Although few cases of bullying lead to physical violence or death, bullying behaviors are dysfunctional, psychologically impairing, and can lead to early deterioration in a victim's health.

Research Gap

U.S. institutions are not properly equipped to deal with workplace bullying and its costly consequences. Only in the last 2 decades has research on adult bullying in the workplace begun to emerge. Employees in organizations, nationally and abroad, are vulnerable to bullying regardless of the organization sector (McCormack, Casimir, & Djurkovic, 2007). The United States, unlike other countries like South Africa, Scandinavian countries, Germany, and the United Kingdom, has not taken work bullying seriously enough to enact and implement a national public policy against bullying (Duffy, 2009). Few researchers have studied organizational factors and their predictive value regarding the study of workplace bullying (Aquino, Grover, Bradfield, & Allen, 1999; Vartia, 1996).

Current Study

Workplace bullying can take place in different aspects of an organizational environment. In this study, I addressed the public organization as the unit of analysis, the source of data, nature of variables, and acquired results. The goal for the study was based on a multiple regression analysis. This statistical analysis was used to determine the structural characteristics of the public organization; the organizational climate indicators variables were predictors of workplace bullying factors. The dependent variable of the study was bullying at work. I collected the survey data from the SurveyMonkey Audience. The respondents answered questions on the PSC-12 and NAQ. There were two sets of independent variables: the organizational structural characteristics and the organizational climate indicator variables.

Summary

Organizational attributions as causative factors have been the subject of most European and U.S. workplace bullying research. Research regarding organizational structural characteristics, organizational climate indicators as independent variables, and dependent measures of organizational outcomes such as the prevalence of workplace bullying are not well researched. The relationship between workplace bullying and these organizational factors has not been investigated. I will address such relationships.

Several findings emerged from the literature. Some scholars indicated that large organizations with numerous employees and unions have a greater prevalence of workplace bullying compared to their smaller counterparts and organizations without unions. Organizational climate indicators are an index of the organization's overall health; but, such organizational factors as climate are not causative of organizational outcomes (Furnham & Gunter, as cited in Glendon & Stanton, 2000, p. 198). Although other researchers (Fredericksen et al., 1972; Pritchard & Karasick, as cited in Schneider, 1975, p. 460) have conceptualized the climate construct as an independent variable and the cause of attitudes and behaviors, Furnham and Gunter (1993) concluded that organizational climate studies are important in the understanding of human behavior in the workforce.

The purpose of this chapter was to present evidence about the importance of the PSC as a framework in understanding how public organizational factors influence employee behaviors in work establishments and to provide a framework

for guiding future workplace bullying research. In this study, the unit of analysis was the public sector workplace. I hypothesized two primary dimensions of organizational structure: (a) organizational size, the number of full-time employees in the establishment and (b) the type of public organization and union status (Grubb et al., 2004). These organizational variables are generally found in the organizational literature. Researchers of previous studies (e.g., Meyer, 1972) that assess the relationship of organizational characteristics as independent variables on other organizational variables generally use longitudinal methodology.

The bullying measures are a combination of objective measures collected from Einarsen et al. (1994). The NAQ is a 22-item, self-report checklist written in behavioral terms with no reference to bullying or harassment. A representative item is, "Have you ever been humiliated or ridiculed in connection to your work?" The responses range from *daily* to *never* (Bergen Bullying Research Group [BBRG], 2010). Hall et al. (2010) created the PSC-12. The PSC-12 is a questionnaire designed for all levels of employees regarding the psychological health and safety of the organization. A representative item is that psychological wellbeing of staff is a priority of the organization.

Workplace bullying creates an abusive work environment and causes damage to workers' wellbeing and to the psychological safety and health of all the employees in the establishments. One scholar described workplace bullying as a form of lethal violence (Namie & Namie, 2004). In Chapter 3, I will cover the research method that I employed in this study.

Chapter 3: Research Method

Introduction

The purpose of this study was to determine whether a statistically significant correlation exists between organizational climate indicators in public organizations and workplace bullying. I used two survey instruments for the study: the NAQ-R, which Einarsen et al. (2009) created, and the PSC-12, which Hall et al. (2010) created. These questionnaires were used to measure perceived exposure to bullying and victimization at work. The independent variables for the study included workplace characteristics such as the size of the organization and the public organization type. The dependent variable was workplace bullying as measured by the following variables: psychosomatic complaints and psychosocial hazards, high turnover rate, increased absenteeism, and decline in productivity. The study adds insight on workplace bullying. Public organizations can use the findings regarding the key drivers of workplace bullying to better manage the effects of workplace bullying. The results from this study may better prepare public organizations for addressing incidents of bullying among their employees and employers.

In Chapter 3, I describe the applicability of quantitative research methodology; articulate the appropriateness of the research approach that I used; and discuss the data gathering procedures, study population and selection, sampling identification, research instrumentation, data coding, data analysis, and issues associated with participant confidentiality.

The research questions that guided this quantitative study were

1.   What is the relationship between public sector organizational size and workplace bullying?

2.   What is the relationship between public sector organizational type and workplace bullying?

3.   What is the relationship between public sector organizational climate and workplace bullying?

Several hypotheses were necessary to understand and guide findings. The following are the hypotheses I tested in the study:

$H_0 1$: Organization size is not significantly correlated with incidences of workplace bullying.

$H_a 1$: Organization size is positively correlated with incidences of workplace bullying.

$H_0 2$: The type of public sector organization under which an agency operated is not significantly correlated with incidences of workplace bullying.

$H_a 2$: The type of public sector organization under which an agency operates is positively correlated with incidences of workplace bullying.

$H_0 3$: Organizational climate, measured through organizational structural factors, is not significantly correlated with incidences of workplace bullying.

$H_a 3$: Organizational climate, measured through organizational structural factors, is positively correlated with incidences of workplace bullying.

Research Design and Rationale

Different quantitative designs, such as the experimental design, do not

provide the type of data to answer the research questions of this study (Creswell,

2005). In an experimental design, the researcher provides two groups of

participants—a control group and an experimental group. The researcher adds a

treatment to the experimental group, leaving the control without treatment

(Creswell, 2005). This study did not involve any added treatment to a participant

group. Instead, I gathered and examined opinions and actions from participants

using survey questions. I used correlational analysis to process the results from the

survey questions to determine a possible relationships between bullying, structural

characteristics of organizations, and organizational climate indicators.

Several qualitative research designs exist in social research. Grounded

theory, which is used to generate a new theory out of the existing theories, was not

used because it does not include an examination of the discovered phenomenon

(Creswell, 2005). In a grounded theory design, the researcher describes a social

phenomenon and designs a theory to explain the phenomenon. For the purposes of

this study, no new theory was needed. Instead, I examined relationships among the

variables.

The purpose of this study was to determine if a relationship exists among the

variables of workplace bullying, organizational structure, and organizational

climate. However, many extenuating circumstances could drive the participants'

answers. The descriptive design of the study provides me with the opportunity to

address the phenomenon under study using simple answers (Creswell, 2005). The

information gleaned from doing a quantitative analysis provided baseline

information to provide to stakeholders.

Population

I chose participants for this study from a target population in the

SurveyMonkey Audience and another online resource. The population included

individuals who were (a) ages 18 and older, (b) full-time or part-time public

employees, (c) from different types and sizes of public organizations (See Appendix

C), (d) from various levels of employment within a public organization (See

Appendix B), and (e) those with union or nonunion status.

Sample Size

The analysis included a multiple regression analysis. I used G*Power 3.1.4

to calculate an appropriate sample size. For a multiple linear regression with three

predictors, using a medium effect size ($f^2 = .15$), an alpha of .05, and a generally

accepted power of .80, I calculated the minimum sample required to achieve

empirical validity as 77 participants.

Instrumentation and Materials

The survey for this study contained demographic variables and two

questionnaires to determine bullying and scales for measuring the work

environment. Item #22 of the NAQ, which is used to measure exposure to

antisocial behavior, was removed The NAQ-R, which Einarsen et al. (1994)

developed, is a checklist that the participants in the study used to point out the

different experiences they had encountered in relation to bullying. The participants were expected to rate items on the NAQ checklist by using the 5-point-Likert scale coding system with a range from *never* to *daily*.

Sampling and Data Collection

Before collecting data, I used two instruments to obtain the main outcome measures: Hall et al.'s (2010) PSC-12 and the NAQ-R. The PSC-12 is a questionnaire designed for all levels of employees regarding the psychological health and safety of the organization. A representative item of the PSC-12 is that the psychological well-being of staff is a priority of the organization. I collected the data mainly via several online surveys (administered by SurveyMonkey Audience) with the intent of hearing from a variety of U.S. public servants spanning many age groups, public organizations, and locations (Lutgen-Sandvik et al., 2007). The surveys are geared toward obtaining answers to the main research questions and hypotheses of the study. In this study, I hypothesized that a statistically significant correlation exists between the variables of organizational structural characteristics and workplace bullying. I also hypothesized that a significant positive correlation exists between the organizational climate variables and workplace bullying.

Data Analysis

I entered gathered data into software for statistical analysis and presented descriptive statistics to describe the sample. I conducted frequencies and percentages for age, employment position and status, public organization type, sizes of organizations, and types of organizations. I also presented means and standard

deviations for the variables of interest, including the NAQ-R (Items Q1 – Q21) and the PSC-12 (Items Q1 – Q12).

Cronbach's Alpha

I conducted Cronbach's alpha tests of internal consistency on the NAQ-R and the PSC-12. The Cronbach's alpha provides the mean correlation between each pair of items and the number of items in a scale (Brace, Kemp, & Snelgar, 2006). I evaluated Cronbach's alphas using the guidelines George and Mallery (2010) suggested, where > .9 = *excellent*, > .8 = *good*, > .7 = *acceptable*, > .6 = *questionable*, > .5 = *poor*, and < .5 = *unacceptable*.

Preliminary Analysis

I applied a Bonferroni type adjustment because of the use of multiple univariate analyses with the same dependent variable. The Bonferroni type adjustment is applied to reduce the risk of Type I error or the likelihood of incorrectly rejecting a true null hypothesis. I calculated the adjustment by dividing the alpha level (.05) by the number of tests. I divided the standard alpha level of .05 by 3 (the number of analyses with the NAQ as the dependent variable) and established the new alpha level at .017. I used this level to determine statistical significance for the analyses (Tabachnick & Fidell, 2012).

Statistical Analysis for the Research Questions

1. To what extent, if any, do size of the organization, type of organization, and climate of the organization indicate statistically significant predictors of workplace bullying?

$H_0$1: Size of the organization, type of organization, and climate of the organization are not statistically significant predictors of workplace bullying.

H_a1: Size of the organization, type of organization, and climate of the organization are statistically significant predictors of workplace bullying.

To assess the research questions and to determine whether size of the organization, type of organization, and climate of the organization are statistically significant predictors of workplace bullying, I conducted a multiple linear regression. Multiple linear regressions are the appropriate type of statistical analysis when the goal of the research is to assess the effect of a group of predictor variables on a continuous criterion variable (Howell, 2010). The continuous dependent variable in the analysis was workplace bullying. I measured workplace bullying using the NAQ-R and created scores by taking the average of the 21 items on the NAQ; data were treated as continuous where lower scores indicated less bullying. The independent variables in the analysis were the size of the organization, type of organization, and organizational climate. I treated size of the organization as a continuous level variable and measured it with a question that asked participants to indicate the approximate number of employees the organization employs. Type of organization was measured as public service type. I treated data as categorical and dummy coded them for analysis where 0 = *non-inclusion* and 1 = *inclusion*. I measured organizational climate indicators using the PSC-12. Scores were created by taking the average of the 12 items on the PSC-12;

data were treated as continuous. Lower scores were used to indicate lower psychological health, well-being, and safety in the workplace.

I used standard multiple regression and entered all predictor variables into the model at the same time. I evaluated each of the three predictor variables based upon what they added to the prediction of workplace bullying that was different from the predictability the other predictors provided (Tabachnick & Fidell, 2012). I used an *F*-test to assess the model. R-squared was used to report the amount of variance in workplace bullying that can be attributed to the set of independent variables. I used *t*-tests to determine the significance of each of the predictors. I examined beta coefficients to understand the extent of prediction of each independent variable. In significant predictors, for every one unit increase in the predictor, workplace bullying increased or decreased by the number of unstandardized beta coefficients.

The assumptions of multiple regressions included linearity, homoscedasticity, and absence of multicollinearity, and I assessed each prior to analysis. Linearity assumes a straight line relationship between the predictor variables and workplace bullying, and homoscedasticity assumes that residual scores are normally distributed about the regression line. I assessed both assumptions by examining scatter plots. Absence of multicollinearity means that predictor variables are not too related to one another and will be assessed using variance inflation factors (VIF). VIF values higher than 10 suggest the presence of multicollinearity (Stevens, 2009).

Threats to Validity

A number of potential threats to validity existed in this study. Maturation, for example, was a valid threat to the study given that some participants may be redundant. A threat may not be valid because, during the period of the study, I expected that maturation should remain constant and not influence emotional or physical changes. In this study, I used self-reported questionnaires, as well as other instruments, to collect data. However, the use of many instruments only provides the sum of the items and does include the differences in the influence of behaviors. Consequently, this may have reduced the validity of the research methodologies I employed in the study.

Because I focused on workplace bullying behaviors, it may not be possible to compare the behaviors. Workplace bullying behaviors cannot be measured accurately without providing severity weights. In terms of external validity, selection treatment interaction and specificity of the variables had the potential to become threats. Selection treatment interaction was not valid because the participants in the study were randomly selected.

Human Subject Protection

The study participants accessed the instruments and materials online at their convenience and in their privacy. I sought institutional review board (IRB) approval to conduct the study and abided by the human rights protection policy. I applied neither penalty nor pressure to participate; the participants selected and included in the study were completely anonymous. I used a unique identification

number for each participant so that participants' names need not be used or published in order to ensure anonymity (Cozby, 2007).

Participants were provided with detailed information about the purpose of the study. Such information was included in the informed consent that I asked the participants to sign before participating in the study. I gave out my contact information for any queries or questions the participants may have had. In addition, I obtained Walden University IRB approval, as well as the school district's approval, to maintain and ensure participants' rights were not violated. Participation was voluntary, and no compensation was given. The data I used for the study were kept on a personal computer and on a thumb drive that was password-protected (Creswell, 2008). I will delete the data from the aforementioned storage mediums after 5 years, following completion of the dissertation.

Summary

In this chapter, I presented the methodology I used to determine whether a correlation exists among bullying, structural characteristics of organizations, and organizational climate indicators. Specifically, I determined whether a statistically significant relationship exists among bullying, structural characteristics of organizations, and organizational climate indicators. The research design and approach, the population and selection of participants, instruments and procedures used to collect the data, and the data analyses used to address the objective of this

study were presented. Chapter 4 will provide the statistical analyses of the gathered

data and findings of this research.

Chapter 4: Results

Introduction

I investigated the relationship between organizational climate indicators in public organizations and workplace bullying using a quantitative study. Participants included individuals over 18 years of age, full- or part-time public employees from different types and sizes of organizations who held various positions within their organization, and union or nonunion status employees. Participants were recruited through SurveyMonkey® Audience and several online surveys (administered by SurveyMonkey Audience) with the intent of hearing from a variety of U.S. public servants spanning age groups and public organizations (Lutgen-Sandvik et al., 2007). Data were collected using the NAQ created by Einarsen et al. (2009) and the PSC scale created by Hall et al. (2010). These instruments were used to gather data related to participants' perceptions of bullying at work.

In this chapter, I will detail the preliminary data management steps conducted on the raw data. Descriptive statistics will be presented, specifically frequencies and percentages for categorical variables and means and standard deviations for continuous variables. A summary of the results of the analyses will be presented, followed by a detailed reporting of the findings. The chapter will close with a short conclusion.

Preliminary Data Management

Data were entered into SPSS version 22 for Windows for analysis. Data
from 78 participants were used for preliminary data management. Data were
screened for univariate outliers and missing cases. Standardized scores, or *z* scores,
were calculated for scores on the NAQ-R and PSC scales. Stevens (2009) defined
univariate outliers as values greater than ± 3.29 standard deviations away from the
mean. No outlying cases were removed. Cases with significant amounts of missing
data (i.e., those missing data for more than 50% of the scales) were removed from
the dataset. Five participants were removed from the dataset. The final dataset
comprised data for 78 participants.

Descriptive Statistics

Frequencies and Percentages

Many of the participants were 50-59 years of age (24, 31%). Although
employee position within the sample was varied, a significant portion of the sample
was comprised of nonsupervisory employees (35, 45%). The majority of
participants were full-time employees (67, 87%) who indicated that they were
employees of other government (federal, state, and local) agencies for organization
type (56, 73%). Over half of the participants were employed at large organizations
(49, 63%). The majority of the participants were not union members (55, 71%).
Frequencies and percentages for age, employee position, employee status, public
organization type, organization size, and union states are presented in Table 1.

Table 1

Frequencies and Percentages for Age, Employee Position, Employee Status, Public Organization Type, Organization Size, and Union Status

Variables	*n*	%
Age		
21-29	7	9
30-39	11	14
40-49	17	22
50-59	24	31
60 or older	19	24
Employee Position		
Non-supervisory employee	35	45
Supervisor	14	18
Mid-manager	9	12
Senior-manager	2	3
Executive	4	5
Other	14	18
Employee Status		
Full-time	67	87
Part-time	10	13
Public Organization Type		
Protective Service	6	8
Public Health Service	10	13
Postal Service	5	6
Other government (federal, state, and	56	73
Organization Size		
Very small (1–9 employees)	7	9
Small (10–49 employees)	7	9
Medium (50–249 employees)	15	19
Large (250 or more employees)	49	63
Union Status		
Union	23	29
Nonunion	55	71

Note. Due to rounding error, percentages may not add up to 100.

Means and Standard Deviations

NAQ-R scores ranged from 0.00 to 5.00. The average NAQ-R score was 1.56 (*SD* = 1.09). The overall sample of respondents indicated seeing the negative behaviors never or now and then. PSC scores ranged from 1.00 to 5.00. The average PSC score was 2.75 (*SD* = 1.19). Within the overall sample, the responses tended to neither agree nor disagree with the statements related to health and safety in their workplace. Means and standard deviations for the NAQ-R and PSC scales are presented in Table 2.

Table 2

Means and Standard Deviations for NAQ-R & PSC Scale Scores

Variable	*M*	*SD*
NAQ-R Score	1.56	1.09
PSC Score	2.75	1.19

Reliability Analysis

Interitem reliability was assessed on each composite score using Cronbach's alpha. Cronbach's alpha is used to measure the mean correlation between each pair of items in a scale. The reliability of the NAQ-R scale was excellent (α = .97). The reliability of the PSC scale was also excellent (α = .98). These measures were evaluated using the guidelines for Cronbach's alpha suggested by George and Mallery (2010) where > .9 *Excellent*, > .8 *Good*, > .7 *Acceptable*, > .6 *Questionable*, > .5 *Poor*, < .5 *Unacceptable*. Reliability coefficients for the composite scores are presented in Table 3.

Table 3

Reliability Coefficients for NAQ-R & PSC Scales

Variable	Number of Items	Cronbach's Alpha
NAQ-R Score	21	.973
PSC Score	12	.976

Summary of Results

Analyses were conducted in alignment with the research questions listed below. For Research Question 1, multiple regression analysis was conducted to assess if organization size was a predictor of workplace bullying, as measured by the NAQ-R. The results of the regression were not significant, $F(3, 74) = .637$, $p = 0.594$, $R^2 = 0.03$, indicating that organization size was not a predictor of workplace bullying. For Research Question 2, multiple regression analysis was conducted to assess if the type of organization was a predictor of workplace bullying, $F(4, 73) = .773$, $p = 0.546$, $R^2 = 0.04$, indicating that organization type was not a predictor of workplace bullying. For Research Question 3, multiple regression analysis was conducted to assess if the climate of the organization was a predictor of workplace bullying, $F(1, 75) = 11.543$, $p = 0.001$, $R^2 = 0.13$. I found that the climate of the organization was a predictor of workplace bullying.

Detailed Results of Analysis

1. To what extent, if any, is size of the organization a predictor of

    workplace bullying?

$H_0$1: The size of the organization is not a predictor of workplace bullying.

H_a1: The size of the organization is a predictor of workplace bullying.

To examine Research Question 1, a linear regression was used to investigate if the size of the organization was a predictor of workplace bullying. Prior to analysis, the variable was dummy coded with medium organization size as the reference category. In preliminary analysis, the assumptions of linearity, homoscedasticity, and normality were assessed. Linearity and homoscedasticity were assessed using scatterplots; the assumptions were met. The assumption of normality was assessed using a Kolmogorov-Smirnov (K-S) test. According to the results of the K-S test, the assumption of normality was not met for the NAQ-R score. However, the linear regression was considered robust to the assumption of normality with a sufficient sample size (Stevens, 2009).

The linear regression model was not statistically significant, F (3, 74) = .637, $p = 0.594$, $R^2 = 0.03$. The size of the organization was not determined to be a significant predictor of workplace bullying. I failed to reject the null hypothesis that the size of the organization was a predictor of workplace bullying. The results of the linear regression are included in Table 4.

Table 4

Linear Regression with Size of the Organization Predicting Workplace Bullying

	B	*SE*	*β*	*t*	*p*
Very Small (ref: Medium)	.05	.51	.01	.104	.917
Small (ref: Medium)	.59	.51	.15	1.15	.254
Large (ref: Medium)	-.03	.33	-.01	-.100	.921

Note. $F(3, 74) = .637$, $p = 0.594$, $R^2 = 0.03$.

2. To what extent, if any, is type of organization a predictor of workplace bullying?

$H_0 2$: Type of organization is not a predictor of workplace bullying.

$H_a 2$: Type of organization is a predictor of workplace bullying.

To examine Research Question 2, a linear regression was used to investigate if the type of organization was a predictor of workplace bullying. Prior to analysis, I dummy coded the type of organization with public health service as the reference category. In preliminary analysis, the assumptions of linearity, homoscedasticity, and normality were assessed. Linearity and homoscedasticity were assessed using scatterplots; the assumptions were met. The assumption of normality was assessed using a K-S test. According to the results of the K-S test, the assumption of normality was not met for the NAQ-R score. However, the linear regression was

considered robust to the assumption of normality with a sufficient sample size

(Stevens, 2009).

The linear regression model was not statistically significant, F (4, 73) =

.773, $p = 0.546$, $R^2 = 0.04$. Type of organization was not determined to be a

significant predictor of workplace bullying. I failed to reject the null hypothesis

that the type of organization was a predictor of workplace bullying. The results of

the linear regression are included in Table 5.

Table 5

Linear Regression with Type of Organization Predicting Workplace Bullying

	B	SE	β	t	p
Protective Service (ref: Public Health Service)	-.04	.58	-.01	-.064	.949
Postal Service (ref: Public Health Service)	.57	.61	.13	.931	.355
Other Government Agencies (ref: Public Health Service)	.35	.39	.14	.908	.367

Note. F (4, 73) = .773, $p = 0.546$, $R^2 = 0.04$.

3.   To what extent, if any, is climate of the organization a predictor of

workplace bullying?

$H_0 3$: Climate of the organization is not a predictor of workplace bullying.

$H_a 3$: Climate of the organization is a predictor of workplace bullying.

To examine Research Question 3, a linear regression was used to investigate

if the climate of the organization was a predictor of workplace bullying. In

preliminary analysis, the assumptions of linearity, homoscedasticity, and normality

were assessed. Linearity and homoscedasticity were assessed using scatterplots; the

assumptions were met. The assumption of normality was assessed using a K-S test.

According to the results of the K-S test, the assumption of normality was not met

for the NAQ-R score. However, the linear regression was considered robust to the

assumption of normality with a sufficient sample size (Stevens, 2009).

The linear regression model was statistically significant F (1, 75) = 11.543,

$p = 0.001$, $R^2 = 0.13$. The climate of the organization accounted for (R^2)13% of the

variance in workplace bullying. The climate of the organization was determined to

be a significant predictor of workplace bullying, $t = -3.40$, suggesting that as PSC

score increased by one unit of agreement, NAQ-R score decreased by 0.37 units.

The null hypothesis that climate of the organization does not predict workplace

bullying was rejected. The results of the linear regression with privacy concerns

predicting behavioral intention are presented in Table 6.

Table 6

Linear Regression with Climate of the Organization Predicting Workplace Bullying

	B	SE	β	t	p
Climate of the Organization	-.34	.10	-.37	-3.40	.001

Summary

Within this quantitative study, I investigated the predictive relationships between organizational size, type, climate, and workplace bullying. Data from 78 participants, employed within various public organizations, were analyzed. I found that the size and type of organization were not predictors of bullying. The climate of the organization was determined to be a predictor of organizational bullying. Descriptive statistics, reliability analysis, and the results of the analyses were detailed in this chapter. A discussion of the findings and implications is presented in Chapter 5.

Chapter 5: Discussion, Conclusions, and Recommendations

Introduction

Workplace bullying has long-lasting effects on victims (Duffy, 2009; Namie & Namie, 2004; Raider, 2013) and organizations (Farell, 2002; Lieber, 2010); yet, there is a lack of protection from and compensation for bullying in many U.S. organizations. This lack of protection may be due to gaps in the literature regarding the influence of organizational climate on workplace bullying (Duffy, 2009; Yamada, 2010). The purpose of this quantitative study was to determine whether a statistically significant relationship existed between organizational climate indicators in public organizations and workplace bullying. I used multiple analyses (linear regression and multiple regressions) in order to examine possible relationships between bullying, structural characteristics of organizations, and organizational climate indicators. According to the study findings, there was a direct linear relationship between negative workplace climates and organizational bullying.

In the following chapter, I provide a discussion of the results. I compare the results to the previously published literature and the theoretical framework and also discuss the limitations of the present study. Using this interpretation and the limitations, I address recommendations for future researchers and the implications of the findings. Finally, I present a conclusion of the study.

Interpretation of Findings

Multiple analyses (linear regression and multiple regression) were used to assess all three research questions. In the set of tests, I explored the implementation and effects of perceived relationships between organizational characteristics, organizational climate indicators, and workplace bullying. I measured workplace bullying, the dependent variable, using the NAQ-R. The data were treated as continuous where lower scores indicated less bullying. The independent variables in the analysis were the size of the organization, type of organization, and organizational climate. The size of the organization was a continuous level variable, and I measured it with a question that asked participants to indicate the approximate number of employees the organization employed. The type of organization was measured as public service type. I measured organizational climate indicators using the PSC-12. Lower scores indicated lower psychological health, well-being, and safety in the workplace.

According to the results of the study, organizational climate contributed more to workplace bullying than did the organizational size and the type of organization. Organizational size and type of organization were not sufficient predictors of workplace bullying.

Research Question 1

1. To what extent, if any, is size of the organization a predictor of workplace bullying?

$H_0 1$: The size of the organization is not a predictor of workplace bullying.

H_a1: The size of the organization is a predictor of workplace bullying.

I conducted a linear regression to investigate the extent that the size of the organization was a predictor of workplace bullying. The linear regression model was not statistically significant, $F (3, 74) = .637$, $p = 0.594$, $R^2 = 0.03$. The size of the organization was not determined to be a significant predictor of workplace bullying ($F (3, 74) = .637$, $p = 0.594$, $R^2 = 0.03$) of workplace bullying. I failed to reject the null hypothesis that the size of the organization was a predictor of workplace bullying.

The variable of size was chosen based on previous literature. Despite noting that it might be ambiguous, Kimberly (1976) suggested using the variable size as a control measure when making distinctions between big and small organizations. This distinction was important because researchers have suggested that large, medium-sized, and small organizations have different climates and cultures from one another (Baum, 1994), and these characteristics may influence bullying (Baillien, 2011; Duffy, 2009). Previous studies were limited to studying large organizations (Einarsen et al., 2009). Thus, examining the relationship between organizational size and bullying among multiple organizations of varying sizes was important.

Size, a structural organizational characteristic, did not influence bullying in public organizations as measured by the PSC-12. This finding was inconsistent with the literature (Baillien, 2011; Duffy, 2009; Einarsen & Skogstad, 1996; Grubb et al., 2004). In general, previous researchers determined that organizational size

influences the workplace culture and climate (Baillien, 2011; Baum, 1994; Schminke et al., 2000), which would affect organizational behaviors like bullying. Unlike the present study, Einarsen and Skogstad (1996) found that larger organizations (>50 employees) have a higher frequency (11%) of bullying, whereas smaller organizations (<50) have a little over half (5.1%) the amount of frequency bullying. Einarsen and Skogstad noted that this lesser degree of bullying was likely linked to organizational transparency in smaller organizations.

The findings were also inconsistent with Baillien's (2011) findings regarding the influence of organizational size on bullying. Responding to the focus on large organizations in the literature, Baillien examined the phenomenon of bullying in SMEs because SMEs have their own cultural, structural, and strategic characteristics that affect incidences of workplace bullying. Baillien used the 3-way model as the theoretical framework and accumulated data from 358 employees serving 39 Flemish SMEs that employed at most 100 employees. Organizational characteristics did explain the variance of bullying by 29% (Baillien, 2011). By performing regression analyses, Baillien was able to show that significant relationships existed between bullying and organizational characteristics. Based on the results, bullying was more likely to occur in medium-sized rather than small businesses.

The present study's inconsistency with Baillien's (2011) and Einarsen and Skogstad's (1996) findings may be because this study was limited to organizations in the public sector. These organizations may have similar requirements for

transparency and reporting, therefore removing the differences between large and small organizations. Based on the findings, accounting for only size in the public sector did not explain a variance in bullying in this sample.

Research Question 2

>   2.   To what extent, if any, is type of organization a predictor of workplace bullying?

$H_0 2$: Type of organization is not a predictor of workplace bullying.

H_{a2}: Type of organization is a predictor of workplace bullying.

To investigate Research Question 2, I conducted a linear regression. The linear regression model was not statistically significant, $F(4, 73) = .773$, $p = 0.546$, $R^2 = 0.04$. The type of organization was not determined to be a significant predictor of workplace bullying. I failed to reject the null hypothesis that the type of organization was a predictor of workplace bullying.

In Research Question 2, I investigated a structural organizational characteristic that had previously been linked to workplace bullying: organizational type (Duffy, 2009; Grubb et al., 2004; Leymann & Gustafsson, 1996; Vartia, 1996; Zapf et al., 2003). The sample was limited to the public sector; in previous research, the consensus was that the public sector had greater incidence of bullying (Leymann & Gustafsson, 1996; Vartia, 1996; Zapf et al., 2003). However, in Norway, Einarsen and Skogstad (1996) determined that the public sector had a lower incidence of bullying. Among the participants, the average NAQ-R score was 1.56 ($SD = 1.09$), which reflected that respondents indicated seeing the

negative behaviors never or now and then. Because the sample was limited to organizations in the public sector, it is unclear how this rate compares with the private sector. In the present study, I furthered previous research by attempting to determine whether service type had an influence on bullying incidence within the public sector; but, I was not able to validate this link.

Based on the previous research, this structural characteristic would influence bullying, contrary to the present findings. For example, Tobin (2001) claimed that the greater a job's complexity, the more likely that bullying would occur. This theory may explain the greater incidence of bullying in the nursing profession, which was a focus of the literature on workplace bullying in the United States (Hewett, 2010; Momberg, 2011). Previous researchers determined that the industry affects the rate of bullying (Duffy, 2009; Grubb et al., 2004). According to the study findings, the complexity or characteristics represented by the array of service types in the sample did not influence workplace bullying.

The results of the present study were inconsistent with the literature. An interpretation of the findings related to Research Question 2 was that employees in organizations, nationally and abroad, were vulnerable to bullying regardless of the organization sector (McCormack et al., 2007). An alternative interpretation is that within the public sector, service type did not influence the incidence of bullying. Examining companies in both the public and private sectors in the United States have yielded different results more consistent with the previously published literature.

Research Question 3

    3.   To what extent, if any, is climate of the organization a predictor of workplace bullying?

$H_0$3: Climate of the organization is not a predictor of workplace bullying.

H_a3: Climate of the organization is a predictor of workplace bullying.

To investigate Research Question 3, I conducted a linear regression. The linear regression model was statistically significant F (1, 75) = 11.543, p = 0.001, R^2 = 0.13. According to the findings, the climate of the organization accounted for (R^2)13% of the variance in workplace bullying. The climate of the organization was determined to be a significant predictor of workplace bullying, t = -3.40, suggesting that as PSC scores increased by one unit of agreement, the NAQ-R score decreased by 0.37 units. The null hypothesis that the climate of the organization did not predict workplace bullying was rejected.

The results related to Research Question 3 were consistent with the previously published literature. Previous researchers noted that organizational factors, such as tolerance of bullying and a lack of antibullying policies, were linked to bullying prevalence (Ballien, 2011; Johnson & Rea, 2009; Simons, 2009; Stelmaschuk, 2010; Walrafen et al., 2012). In addition, Ballien (2011) determined that a statistically significant relationship existed between workplace bullying and organizational change, as well as between workplace bullying and people-oriented culture; Roscigno et al. (2009) found that bullying was related to turmoil in the organization. Specific to the present study's methodology, researchers also noted

that PSC scores were a good indicator of workplace behaviors within an organization (Dollard & Bakker, 2010; Hall et al., 2010). However, there was a gap in the literature regarding organizational climate and bullying that I addressed in this study.

Addressing the gap in the literature was important for the body of literature. According to Schein (1990), organizational culture is comprised of basic underlying assumptions, espoused values, and artifacts. Subsequently, this culture manifests in the organizational climate and the behaviors and attitudes in which an organization engages (Moran & Volkwein, 1992). It is important to separate organizational culture and organizational climate (Scott et al., 2003) because culture is the belief system and climate is the actual behaviors that the organization engages in (Schein, 1990). Previous researchers have primarily focused on organizational culture in qualitative studies and on organizational climate, which is easier to quantify in quantitative studies (Ashkanasy & Jackson, 2001; Patterson et al., 2005; Schein, 1990). However, in previous quantitative studies on workplace bullying, scholars primarily focused on either particular organizational practices not specific to organizational climate (Ballien, 2011; Johnson & Rea, 2009; Simons, 2008; Stelmaschuk, 2010; Walrafen et al., 2012) or on organizational culture via antibullying beliefs (Baillien, 2011; Einarsen et al., 1994).

The present findings, which linked organizational climate to workplace bullying, provided a link to the research regarding workplace bullying. Ashforth (1985) postulated that members create the climate in response to the organizational

structure. Organizational climate indicators are an index of the organization's overall health, but that climate was not causative of organizational outcomes (Furnham & Gunter, as cited in Glendon & Stanton, 2000, p. 198). In this study, I demonstrated a link between organizational climate and a behavior, workplace bullying, and I further explained why organizational structure, such as antibullying policies, relate to fewer incidents of workplace bullying (Ballien, 2011; Johnson & Rea, 2009; Simons, 2009; Stelmaschuk, 2010; Walrafen et al., 2012). I connected organizational climate to organizational outcomes regarding bullying.

These findings were consistent with what little research existed on organizational climate and workplace bullying behaviors (Grubb et al., 2004; Zapf et al., 1996). In Zapf et al.'s (1996) analysis of the relationships among mobbing (bullying), job characteristics, social environment variables, and psychological ill health, bullying was linked to poor job content, dysfunctional work environment, and psychological ill health. Zapf et al. indicated that organizational climate factors were significantly related to workplace bullying. Similarly, Grubb et al. (2004) found that low levels of organizational climate indicators were predictors of bullying. I suggested that organizational climate indicators provided a causal link to workplace bullying.

Limitations of the Study

The present study had several limitations. One limitation of the study was the absence of literature on PSC and workplace bullying based in the U.S. workforce and the occupational health and safety category (Houdmont & Leka,

2010). Because of the limited research, the theoretical foundations of climate were general, and theories that explained the origins of climate in terms of organizational structural characteristics were used. Thus, numerous decisions regarding this study's theories, methodology, and analysis were made using my own knowledge and reasoning with less influence from past and proven findings compared to other studies. The results of this study were limited by the accuracy of theoretical frameworks (e.g., organizational climate) to reflect the phenomenon and variables under study. It was also limited by the ability of the methodology to address the research problem and purpose.

Measuring bullying was another limitation of the present study. In the study, I created the categorical operational definition of bullying, whereas respondents may have focused more on personal items and ignored organizational constructs. The accuracy of bullying responses may further be limited by the possibility of social desirability bias. Participants may have responded in a manner they thought I would deem desirable. Thus, bullying may be difficult to quantify using the participants' perceptions because they might deny or minimize abuse as a way to survive in an abusive climate in order for them to be perceived in a more positive, or acceptable, light (Einarsen & Skogstad, 1996). Organizations may not have acknowledged that bullying was an issue because it was a taboo topic in the workforce (Namie & Namie, 2004), or the organization may have lacked a clear definition of bullying that skewed the results (Grubb et al., 2004; Namie & Namie,

2004) Also, the possibility existed that the participants may not have been

conscientious of more subtle forms of bullying (Patah et al., 2010).

The data were also limited by the sample generated from Survey Monkey.

All data were self-reported; therefore, there was the possibility of reporting and

response set bias. The sample size may not have been large enough, considering

that respondents' views did not vary that much on the NAQ-R scores and the PSC

scores. Therefore, a larger sample size of representatives from federal, state, and

local public organizations may have been necessary to get a better picture of the

phenomenon. Sperry (2009) suggested that small sample sizes, methodological

shortcomings, and failure to replicate results means that the phenomenon needs

more empirical evidence (p. 193). The sample size of the study ($N = 78$) may have

been subjected to the Sperry's criticism. More research is needed to studied

organizational factors and their predictive value regarding workplace bullying

(Aquino et al., 1999; Vartia, 1996).

The sample had some additional limitations. Participants were limited to

individuals working within the public sector; as a result, the study did not provide a

snapshot of the U.S. population, which limited the findings' generalizability. Over

half of the participants were employed at large organizations (49, 63%); this high

representation of large organizations may perpetuate the limitation in the literature

wherein researchers primarily focused on large organizations (Einarsen et al., 2009)

by leaving SMEs underrepresented. Although employee position within the sample

was varied, a significant portion of the sample was comprised of nonsupervisory

employees (35, 45%). The participants in supervisory positions may show biased

opinions in order to make the organization look better; therefore, bullying behaviors

may go underreported. Also, management may over attribute bullying behaviors to

employees' perceptions of supervision. Lastly, the sample was limited because the

majority of participants were not union members (55, 71%), which could influence

bullying behaviors (Roscigno et al., 2009).

An important limitation was that this study had a short-term quantitative

methodology. Griffin and Lopez (2005) and Grubb et al. (2004) recommended that

in regard to organizational climate, longitudinal research should be used to

systematically examine the antecedents and consequences of the work environment

and workplace bullying. Another limitation of a survey design method was that it

asks respondents to reflect on experiences that covered a significant time span,

which may have been selective. In addition, with the permission of the proprietor, I

removed Item #22 from the NAQ because of the nature of the question; therefore,

the NAQ questionnaire was not an exact replica. These limitations yielded several

recommendations for future research, which are discussed in the next section.

Recommendations

Given the significance of harm that bullying has on victims, workplace

bullying has become an important arena for continuing discussion and investigation

(Johnson, 2010)**.** Regarding workplace bullying in general, emphasis has been on

conceptualizing the phenomenon (Einarsen et al., 1994; Zapf et al., 2003); its effect

on employees' psychological and physiological health (Zapf et al., 1996); and its

quantitative occurrences, consequences, and costs to organizations (Keashly & Neuman, 2004; Khalib & Ngan, 2006; Leymann & Gustafsson, 1996). The majority of this research is fairly dated and occurred outside of the United States. Based on the present findings, researchers should continue to examine the phenomenon in the United States, specifically in relation to organizational characteristics that perpetuate bullying and its harm (Aquino et al., 1999; Grubb et al., 2004; Vartia, 1996; Zapf, 1999; Zapf et al., 2003). Further research would offer practitioners knowledge and suggestions regarding how to minimize, prevent, or possibly eradicate workplace bullying occurrences (Tobin, 2001).

The study's limitations lead to several avenues for researchers to further this research paradigm. For example, a different design, such as a factorial ANOVA with a hierarchical analysis design, could help with bias. In addition, future researchers may consider collecting longitudinal data, per Griffin and Lopez's (2005) and Grubb et al.'s (2004) recommendations, regarding longitudinal studies into organizational climate. This change could help to limit recall issues as well as to get a broader picture of the influence of organizational climate and structural characteristics on workplace bullying. In regards to using size as a variable, longitudinal studies are better for assessing the influence of size on organizational variables. I recommend a longitudinal study using the same independent and dependent variables.

Based on the issue with measuring bullying, future researchers may consider using alternative methods. Alternative instruments include the Leymann Inventory

of Psychological Terror (Leymann, 1996) instrument and Einarsen, Hoel, and Notelaers' (2009) Negative Acts Questionnaire. The longitudinal, cross-sectional study could consist of self-report diaries that span at least 6 months.

There are also several recommendations related to increasing the sample and thereby generalizability of the findings. Future researchers should consider examining the influence of workplace climate on bullying in both private and public sector organizations operating in the United States. The researchers could better compare and make conclusions similar to those reached by Einarsen and Skogstad (1996) in Norway regarding workplace bullying. If the prevalence of workplace bullying in the private sector holds in the United States, then further investigation into the workplace climate of private sector jobs may be necessary.

In addition, future researchers should consider soliciting individuals with specific characteristics in the public sector, perhaps through a larger sample. For example, the sample was limited regarding individuals in SMEs and members of unions. Future researchers could compare members and nonmembers of unions to see whether unions have an influence on bullying, in response to Roscigno et al.'s (2009) findings. I also recommend that future researchers separate data from supervisory and nonsupervisory employees. Researchers could create dyads in the same organization in supervisory and nonsupervisory positions to assess whether they have the same reporting of organizational climate and if the relationship with workplace bullying remains, as well as if the structural characteristics have more influence when these samples are separated.

Alternatively, researchers can also be more specific in their choice of variables. As I have previously discussed, there was not enough known about the interactions between the workplace bully phenomenon and organic and mechanistic public organizations. More research should be done on other public organizations variables, such as as mechanistic-, hierarchical-, and authoritarian-based philosophy, which are potential sources of antecedents that potentially perpetrate bullying. This recommendation connects to Ashforth's (1985) suggestion that workplace power structures can influence organizational climate and, subsequently, individuals' behaviors. However, these findings may be different based on the organization's size; in larger organizations, individual behaviors often reflect leadership attitudes, whereas in smaller organizations, unethical behaviors are often not replicated (Baum, 1994)

Implications

Methodological and Theoretical Implications

The results of the study led to several methodological and theoretical implications. Consistent with previous literature, I found that organizational climate indicators, particularly the PSC, were good indicators of organizational behavior (Dollard & Bakker, 2010; Hall et al., 2010). I study linked organizational climate, measured by the PSC, to the incidence of workplace bullying. The PSC, although it was frequently discarded in the United States (Hall et al., 2010), should be used in further study of organizational behavior phenomena, including workplace bullying.

Additional theoretical implications stemmed from the present study. The theoretical framework for my research was based on organizational climate. Organizational climate was the process of quantifying the culture of an organization. It was a set of properties of the work environment that employees directly or indirectly perceive and was assumed to be a force in influencing employee behaviors (Schneider, 2990). Whereas organizational climate was traditionally examined via quantitative research methods (Denison, 1996; Patterson, 2005), researchers examining workplace bullying using the quantitative method had focused on organizational practices not specific to organizational climate (Ballien, 2011; Johnson & Rea, 2009; Simons, 2008; Stelmaschuk, 2010; Walrafen et al., 2012) or on organizational culture via antibullying beliefs (Baillien, 2011; Einarsen et al., 1994). Researchers should remain consistent in using workplace climate for quantitative studies into workplace bullying.

Another theoretical implication was that workplace climate and workplace culture should remain separate, but related, constructs. Some researchers, according to Moran and Volkwein (1992), suggested that organizational climate and organizational culture are synonymous, whereas others proposed that the two differ (Ashkanasy & Jackson, 2001; Denison, 20060). Consistent with the present findings, Ashkanasy and Jackson (2001) noted organizational culture and climate as complementary terms. Where they connect, according to Ashkanasy and Jackson, is the fact that both constructs are accurately measureable and wield measureable outcomes in different contexts. The present study provided a context in which

quantitative methods of measuring workplace bullying were linked to

organizational climate.

Positive Social Change Implications

This study has implications for social change regarding workplace bullying

in the U.S. public sector. Workplace bullying behaviors are psychologically

impairing for individuals and are dysfunctional for an organization (Einarsen et al.,

1994; Grubb et al., 2004; Namie & Namie, 2004). Social change begins by making

employers, employees, policymakers, human resource professionals, labor

organization representatives, and designers of conflict management knowledgeable

about the kinds of behaviors that constitute bullying, its antecedents, and methods

of intervention (Duffy, 2009; Fox & Stallworth, 2009). However, the United States,

unlike other countries such as South Africa, Scandinavian countries, Germany, and

the United Kingdom, has not taken work bullying seriously enough to enact and

implement a national public policy against bullying (Duffy, 2009). Fox and

Stallworth (2009) argued it is imperative that future research provide information

for developing antibullying training and policies.

The present study provided this information by linking workplace bullying

to organizational climate indicators measured by the PSC-12. In many countries,

PSC are a part of occupational and safety regulations (Dollard & Bakker, 2010);

yet, U.S. organizations often ignore PSC (Hall et al., 2010). Based on the present

findings, public sector organizations in the United States may consider measures of

the PSC as an adequate predictor of workplace bullying. Designing interventions

that aim to increase PSC may result in a lessened incidence of workplace bullying and increase U.S. workers' quality of life.

These findings can guide interventions for positive social change in the following manner. First, the findings have implications for social change at the organizational level. Bullying affects workers' performance (Bergen Bullying Research Group, 2010), including low job performance, low job satisfaction, absenteeism, and a lack of occupational goals (Johnson & Rea, 2009; Simons, 2008; Stemaschuk, 2010). The cost of a lack of organizational interventions for workplace bullying may have material detrimental effects on an organization. Salin (2010) linked the reduction of bullying to the presence of antibullying policies and information about bullying provided in the organization. By linking organizational climate to workplace bullying, the present study provided implications for social change by contributing to the available knowledge base to improve these policies and information.

In addition, the research has implications for interventions targeting workplace bullying at the organizational level. This research can contribute to the development of workshops, evaluation programs, and training materials that would enable consultants, organization trainers, and facilitators to define workplace bullying; recognize the serious consequences of bullying for individual employees, work groups, organizations, and society; generate recommendations for individual actions and organizational programs to prevent and address bullying incidents by addressing workplace climate; and demonstrate knowledge of organization-specific

policies and programs available (Fox & Stallworth, 2009). To reduce bullying, an organization could consider focusing on education regarding PSC for managers and look into addressing the factors that contribute to PSC at their organizational level. Even the presence of these interventions would help to create a workplace culture and climate that increase PSC and decrease workplace bullying to the benefit of both the organization and its employees.

Second, the findings may help political stakeholders who are designing antibullying policies and legislation. Employees who are subject to consistently abusive employment behavior have legal protection under Title VII of the Civil Rights Act of 1967; yet, victims of workplace bullying are not included as a protected class (Duffy, 2009). In the absence of antibullying legislation, workplace abuse and harassment will continue to impede workers' productivity and mental health (Duffy, 2009, p. 228). Beasley and Rayner (1997) called the lack of effective antibullying policies in the United States a conspiracy to keep victims silent. To decrease bullying, stakeholders may consider mandating companies to provide PSC scores and to be accountable for maintaining those scores at a certain level. Based on the findings in the present study, this intervention would also help to decrease the incidence of workplace bullying.

Conclusion

Despite the detrimental influences of workplace bullying, research and intervention in the United States remained limited (Duffy, 2009; Namie & Namie, 2004; Raider, 2013; Yamada, 2010). I used multiple analyses (linear regression and

multiple regressions) in order to seek possible relationships between bullying,

structural characteristics of organizations, and organizational climate indicators.

According to the study findings, there was a direct linear relationship between

negative workplace climates and organizational bullying, although no relationship

existed between workplace bullying and size of organization or organization type.

The results offer a basis for further discussion among stakeholders to enable future

research and policy actions into workplace bullying. Researchers can continue to

investigate organizational characteristics that promote bullying behaviors, and

legislators and organizations can design policies targeting these negative workplace

climate behaviors, including workshops, organizational rules, and methods for

mitigating wrong perpetuated in a workplace. Through these interventions,

stakeholders can ensure that the detrimental influences of bullying can be eradicated

from the workplace.

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Appendix A: Informed Consent Form

You are invited to take part in a research study of workplace bullying. A psychosocial behavior involves aspects of both social and psychological behavior. This form is part of a process called *informed consent* to allow you to understand before deciding whether to take part.

A researcher named Sinsey Johnson, who is a doctoral student at Walden University, is conducting this study. The purpose of this study is to learn about your experiences with workplace bullying. *Workplace bullying* is a term that covers many different types of workplace issues of abuse. I am interested to know how your experience with workplace bullying affected your daily life.

There may be minimal risk for participating in this study. If you recall and talk about difficult experiences that you may have had, this may cause you anger or sadness. However, because it is your decision what to discuss and what to keep private, this stress or pain should be minimal. If at any time you feel that this emotional discomfort is too much for you, you have the right to stop at any time. You may skip any questions that you feel are too personal. The results of the research study may be published, but names will not be used and results will be maintained in confidence. There is no compensation for being part of this study. Your participation in this study is voluntary. If you decide to join the study now, you can still change your mind during the study. The surveys will take approximately 20–30 minutes to complete one 22-item and one 12-item questionnaire. Your responses will be kept confidential. Participants' privacy will be maintained and confidentiality guaranteed by using the online survey company, SurveyMonkey.com.

Although there may be no direct benefit to the participant, there are possible benefits to organizations and society as a whole. Leaders, managers, and human-resource personnel may learn definitions and processes necessary for identifying, investigating, and managing workplace bullying. Potential benefits to employees would include improved mental, physical, and emotional wellbeing. Raising awareness about workplace bullying could potentially benefit leaders and organizations by increasing employee job satisfaction and productivity.

If you have any questions, you may contact the researcher via ████████████ or sinsey.johnson@waldenu.edu. If you want to talk privately about your rights as a participant, you can call Dr. Leilani Endicott. She is a Walden University representative who can discuss this with you. Her phone number is (800) 925-3368, extension 1210. Walden University's approval number for this is 07-22-15-0058179 and it expires on July 21, 2016.

 I have read the above information and I feel I understand the study well enough to make a decision about my involvement. By clicking here, I am agreeing to the terms described above.

Date of Consent

Researcher's Electronic Signature: SINSEY JOHNSON, PhD Candidate

Electronic signatures are regulated by the Uniform Electronic Transactions Act. Legally, an electronic signature can be the person's typed name, their e-mail address, or any other identifying marker. An electronic signature is just as valid as a written signature as long as both parties have agreed to conduct the transaction electronically.

Appendix B: Demographic Questionnaire

Please note that this survey is open to all levels of employment.
(Please check the response that applies to you.)

1. Which category below includes your age:

o   17 or younger

o   18–20

o   21–29

o   30–39

o   50–59

o   60 or older

2. Employment position:

o   Non-supervisory employee

o   Supervisor

o   Mid-manager

o   Senior-manager

o   Executive

o   Other

3. Which of the following categories best describes your employment status?

o   Full-time

o   Part-time

Appendix C: Structural Characteristics of Organizations

Please note that this survey is open to all levels of employment and the self-employed. (Please check the response that applies to you)

Public Organization Type

1. Protective service (police, firefighters, sheriffs, bailiffs, and other law enforcement officers)

2. Public health service (physician, nursing, health aides, hospital staff, etc.)

3. Postal service

4. Public food service

5. Internal Revenue Service

6. Other government (federal, state, and local) agencies

Size of Organization (number of employees)

1. Very small (1–9 employees)

2. Small (10–49 employees)

3. Medium (50–249 employees)

4. Large (250 or more employees)

Type of Status

1. Union

2. Non-union

Appendix D: Negative Acts Questionnaire – Revised

Negative Acts Questionnaire

The following behaviors are often seen as examples of negative behavior in the workplace. During the last 6 months, how often have you been subjected to the following negative acts at work?

Please circle the number that best corresponds with your experience during the last 6 months:

1	2	3	4	5
Never	Now and then	Monthly	Weekly	Daily

1) Someone withholding information that affects your performance	1 3 5	2 4
2) Being humiliated or ridiculed in connection with your work	1 3 5	2 4
3) Being ordered to do work below your level of competence	1 3 5	2 4
4) Having key areas of responsibility removed or replaced with more trivial or unpleasant tasks	1 3 5	2 4
5) Spreading of gossip and rumors about you	1 3 5	2 4
6) Being ignored, excluded, or being "sent to Coventry"	1 3 5	2 4
7) Having insulting or offensive remarks made about your person (i.e., habits and background), your attitudes, or your private life	1 3 5	2 4
8) Being shouted at or being the target of spontaneous anger (or rage)	1 3 5	2 4
9) Intimidating behavior such as finger-pointing, invasion of personal space, shoving, blocking/barring the way	1 3	2 4

		5	
10)	Hints or signals from others that you should quit your job	1	2
		3	4
		5	
11)	Repeated reminders of your errors or mistakes	1	2
		3	4
		5	
12)	Being ignored or facing a hostile reaction when you approach	1	2
		3	4
		5	
13)	Persistent criticism of your work and effort	1	2
		3	4
		5	
14)	Having your opinions and views ignored	1	2
		3	4
		5	
15)	Practical jokes carried out by people you don't get along with	1	2
		3	4
		5	
16)	Being given tasks with unreasonable or impossible targets or deadlines	1	2
		3	4
		5	
17)	Having allegations made against you	1	2
		3	4
		5	
18)	Excessive monitoring of your work	1	2
		3	4
		5	
19)	Pressure not to claim something that by right you are entitled to (e.g., sick leave, holiday entitlement, travel expenses)	1	2
		3	4
		5	
20)	Being the subject of excessive teasing and sarcasm	1	2
		3	4
		5	
21)	Being exposed to an unmanageable workload	1	2
		3	4
		5	

Einarsen, S., Raknes, B., Matthiesen, S., & Hellesøy, O. (1994); Hoel (1999).

22. Have you been bullied at work? We define *bullying* as a situation where one or several individuals persistently over a period of time perceive themselves to be on

the receiving end of negative actions from one or several persons, in a situation where the target of bullying has difficulty in defending him or herself against these actions. We will <u>not</u> refer to a one-off incident as bullying.

Using the above definition, please state whether you have been bullied at work during the last 6 months?

No (continue at question?)   ☐
Yes, but only rarely   ☐
Yes, now and then   ☐
Yes, several times per week   ☐
Yes, almost daily   ☐

Appendix E: Psychosocial Safety Climate Scale

Psychosocial Safety Climate (PSC-12) ©

The following statements concern the psychological health and safety in your workplace.
Please answer with the best option provided.

Management support and commitment					
1. In my workplace senior management acts quickly to correct problems/issues that affect employees' psychological health	Strongly Disagree ❑1	Disagree ❑2	Neither agree or disagree ❑3	Agree ❑4	Strongly Agree ❑5
2. Senior management acts decisively when concern of an employees' psychological status is raised	Strongly Disagree ❑1	Disagree ❑2	Neither agree or disagree ❑3	Agree ❑4	Strongly Agree ❑5
*3. Senior management show support for stress prevention through involvement and commitment	Strongly Disagree ❑1	Disagree ❑2	Neither agree or disagree ❑3	Agree ❑4	Strongly Agree ❑5
Management priority					
4. Psychological wellbeing of staff is a priority for this organization	Strongly Disagree ❑1	Disagree ❑2	Neither agree or disagree ❑3	Agree ❑4	Strongly Agree ❑5
5. Senior management clearly considers the psychological health of employees to be of great importance	Strongly Disagree ❑1	Disagree ❑2	Neither agree or disagree ❑3	Agree ❑4	Strongly Agree ❑5
6. Senior management considers employee psychological health to be as important as productivity	Strongly Disagree ❑1	Disagree ❑2	Neither agree or disagree	Agree ❑4	Strongly Agree ❑5

			$\square_3$		
Organizational communication					
7. There is good communication here about psychological safety issues which affect me	Strongly Disagree $\square_1$	Disagree $\square_2$	Neither agree or disagree $\square_3$	Agree $\square_4$	Strongly Agree $\square_5$
8. Information about workplace psychological well-being is always brought to my attention by my manager/supervisor	Strongly Disagree $\square_1$	Disagree $\square_2$	Neither agree or disagree $\square_3$	Agree $\square_4$	Strongly Agree $\square_5$
*9. My contributions to resolving occupational health and safety concerns in the organization are listened to	Strongly Disagree $\square_1$	Disagree $\square_2$	Neither agree or disagree $\square_3$	Agree $\square_4$	Strongly Agree $\square_5$
Organizational involvement and participation					
*10. Participation and consultation in psychological health and safety occurs with employees', unions and health and safety representatives in my workplace	Strongly Disagree $\square_1$	Disagree $\square_2$	Neither agree or disagree $\square_3$	Agree $\square_4$	Strongly Agree $\square_5$
11. Employees are encouraged to become involved in psychological safety and health matters	Strongly Disagree $\square_1$	Disagree $\square_2$	Neither agree or disagree $\square_3$	Agree $\square_4$	Strongly Agree $\square_5$
*12. In my organization, the prevention of stress involves all levels of the organization	Strongly Disagree $\square_1$	Disagree $\square_2$	Neither agree or disagree $\square_3$	Agree $\square_4$	Strongly Agree $\square_5$

Reference for the 4-item scale:

Dollard, M.F., & Bakker, A. B. (2010). Psychosocial safety climate as a precursor to conducive work environments, psychological health problems, and employee engagement. *Journal of Occupational and Organizational Psychology*, *83*, 579-599.

Reference for 12-item scale:

Hall, G. B., Dollard, M. F., & Coward, J. (2010, in press). Psychosocial safety climate: Development of the PSC-12. *International Journal of Stress Management*.

Appendix F Table 1: Definitions of Culture and Linkages to Organization and Management

Table 1
Definitions of Culture and Linkages to Organization and Management Literature

SCHOOLS	DEFINITIONS OF CULTURE	LINKS WITH ORGANIZATION/ MANAGEMENT LITERATURE	MAIN THEORISTS AND RESEARCHERS IN ORGANIZATION/ MANAGEMENT THEORY
		A. Organizations as Sociocultural Systems	
FUNCTIONALIST (Malinowski)	Culture is an instrumental apparatus by which a person is put in a better position to cope with the concrete specific problems faced in the course of need satisfaction. Main manifestations of culture (institutions, myths, etc.) are to be explained by reference to the basic needs of human beings.	The sociocultural system of organizations will, or ought to, reflect man's quest for need satisfaction through work and organizational participation. Organizations are theatres for the playing out of man's needs. To some extent, organizations are social enactments of participants' quest for need satisfaction.	— Human Relations School (Mayo, Roethlisberger et al.) — Social Man School (Homans; Zaleznik) — Self-actualizing Man (Maslow; McGregor; Likert; Argyris) — McClelland on entrepreneurial and managerial motivations — The Business Policy field (Andrews, Guth, Learned, Christensen, Henderson)
STRUCTURAL-FUNCTIONALIST (Radcliffe-Brown)	Culture is made up of those mechanisms by which an individual acquires mental characteristics (values, beliefs) and habits that fit him for participation in social life; it is a component of a social system which also includes social structures, to maintain an orderly social life, and adaptation mechanisms, to maintain society's equilibrium with its physical environment.	An organization is a purposive social system with a 'value' subsystem which implies acceptance of the generalized values of the superordinate system and which thus legitimizes the place and role of the organization in the larger social system. Organizations are functional enactments of society's legitimating values and myths.	— The Structural-Functionalist School (Parsons; Barnard; Crozier) — Complex Man (Schein; Bennis)

Table 1 (cont'd)
Definitions of Culture and Linkages to Organization and Management Literature

SCHOOLS	DEFINITIONS OF CULTURE	LINKS WITH ORGANIZATION/ MANAGEMENT LITERATURE	MAIN THEORISTS AND RESEARCHERS IN ORGANIZATION/ MANAGEMENT THEORY
		A. Organizations as Sociocultural Systems	
ECOLOGICAL-ADAPTATIONIST (White, Service, Rappaport, Vayda, Harris)	Culture is a system of socially transmitted behaviour patterns that serve to relate human communities to their ecological settings. Sociocultural systems and their environments are involved in dialectic interplay, in a process of feedback or reciprocal causality.	Organizations are social enactments of ideational designs-for-action in particular environments. They take on varied forms through a continuous process of adaptation to, or selection by, critical environment factors (*which include the society's culture*). Disparities in these broadly defined environments (perceived or real, present or future) result in different organization forms and strategies in a never ending, and sometimes unsuccessful, quest for fit and equilibrium between the organization and its environment.	— Open system theory (Katz and Kahn) — Contingency theorists (Thompson; Perrow; Lawrence and Lorsch; Burns and Stalker; Blau and Scott) — Cross-cultural studies of organizations (Dore; Tracy and Azumi; Pascale; Hickson, Hennings et al.; Tannenbaum et al.; etc.) — The Socio-technical system perspectives (Emery and Trist; Miller and Rice) — The Aston Group (Pugh; Hickson; et al.) — The Population Ecology school (Hannan and Freeman; Aldrich) — The new school of organization–environment relations (Pfeffer and Salancik; Meyer and Associates)
HISTORICAL-DIFFUSIONIST (Boas, Benedict, Kluckhohn, Kroeber)	Culture consists of temporal, interactive, superorganic and autonomous configurations or forms which have been produced by historical circumstances and processes.	Organizational forms arise and vanish in the ebb and flow of historical circumstances. Specific patterns of organizational structures and strategies are characteristic of historical phases of the organization. Organizations are social actualizations of their genesis and historical transformations.	— Chandler — Stinchcombe — Scott — Filley and House

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Table 1 (cont'd)
Definitions of Culture and Linkages to Organization and Management Literature

SCHOOLS	DEFINITIONS OF CULTURE	LINKS WITH ORGANIZATION/ MANAGEMENT LITERATURE	MAIN THEORISTS AND RESEARCHERS IN ORGANIZATION/ MANAGEMENT THEORY
		B. Culture as an Ideational System	
COGNITIVE (Goodenough)	A system of knowledge, of standards for perceiving, believing, evaluating and acting. Culture is the form of things that people have in mind, their model for perceiving, relating and otherwise interpreting them. It consists of whatever it is one has to know or believe in order to operate in a manner acceptable to the members of one's society. As a product of human learning, culture consists of the ways in which people have organized their experience of the real world so as to give it structure as a phenomenal world of forms, that is their percepts and concepts.	1. Organizational climate is defined as an enduring and widely shared perception of the essential attributes and character of an organizational system. Its primary function is to cue and shape individual behaviour toward the modes of behaviour dictated by organizational demands.

2. Organizations are social artefacts of members' shared cognitive maps. Organizations develop world views (Hedberg), codes (Arrow), or public maps (Argyris and Schön) that provide the framework for organizational actions. | — Organizational climate (Tagiuri; Evan; Campbell et al.; James and Jones; De Cotiis and Koys; Schneider; Payne and Pugh, etc.)

— Organizational learning (Argyris and Schön; Hedberg; Arrow; Heirs and Pehrson) |

Table 1 (cont'd)
Definitions of Culture and Linkages to Organization and Management Literature

B. Culture as an Ideational System

SCHOOLS	DEFINITIONS OF CULTURE	LINKS WITH ORGANIZATION/ MANAGEMENT LITERATURE	MAIN THEORISTS AND RESEARCHERS IN ORGANIZATION/ MANAGEMENT THEORY
STRUCTURALIST (Lévi-Strauss)	Shared symbolic systems that are cumulative creations of mind; universal but unconscious principles of mind generate cultural elaborations and artefacts, the diversity of which results from the permutations and transformations of *formally* similar processes and latent structures. Since all cultures are the product of the human brain, there must be features that are common to all cultures.	Are organizations, in spite of their manifold character, structure and processes, social manifestations, at a deeper, structural, level, of universal and unconscious processes of mind? March and Simon do claim that organizational structures and processes reflect the characteristics and limitations of human cognitive processes. Do managers share similar structures of mind, similar cognitive styles and processes? The management literature on cognitive styles, on the hemispheres of the brain and their relationships to management, come close to this issue without ever tackling it explicitly.	— March and Simon's cognitive assumptions — Cognitive style research (McKenney and Keen; Kolb) — Left and right hemisphere of the brain (Mintzberg) — The Managerial Mind (Sumner, O'Connel and Perry; Ewing)
MUTUAL-EQUIVALENCE STRUCTURE (Wallace)	Culture is a set of standardized cognitive processes which create the general framework that enables a capacity for mutual prediction and interlocked behaviour among individuals. It is an implicit contract that makes possible the maximal organization of motivational and cognitive diversity with only partial inclusion and minimal sharing of beliefs and values on the part of 'culture-bearers'.	Organizations are the locus of intersection and synchronization of individual utility functions, the somewhat fortuitous site where actors' micro-motives coalesce into organizational macrobehaviour. Coordination of behaviour occurs not through a sharing of goals but through the elaboration of mutually predictive cognitive structures. Members' decision to partially participate reflects their calculus of relative costs and inducements.	— The concepts of 'causal maps' and mutual equivalence found in Weick et al. — The 'calculus of participation' elements in Barnard; March and Simon; Etzioni; Silverman; Selznick. — Ouchi and Jaeger's Type A organization, etc.

Table 1 (cont'd)
Definitions of Culture and Linkages to Organization and Management Literature

SCHOOLS	DEFINITIONS OF CULTURE	LINKS WITH ORGANIZATION/ MANAGEMENT LITERATURE	MAIN THEORISTS AND RESEARCHERS IN ORGANIZATION/ MANAGEMENT THEORY
		B. Culture as an Ideational System	
SYMBOLIC (Geertz, Schneider)	Culture is the fabric of meaning in terms of which human beings interpret their experience and guide their action. It is an ordered system of shared and public symbols and meanings which give shape, direction and particularity to human experience. Culture should not be looked for in people's heads but in the 'meanings' shared by interacting social actors. The analysis of culture therefore is not an experimental science in search of laws but an interpretative one in search of meaning.	1. Organizations as a result of their particular history and past or present leadership create and sustain systems of symbols which serve to interpret and give meaning to members' subjective experience and individual actions, and to elicit, or rationalize, their commitment to the organization. Such collective meaning-structures are manifested in ideologies, myths, values, sagas, 'character', 'emotional structures', etc. 2. Organizations are figments of participants' ascription of meaning to, and interpretation of, their organizational experience. They have no external reality as they are social creations and constructions emerging from actors' sense-making out of ongoing streams of actions and interactions. The actor's own actions are first order determinants of the sense that situations have.	1.— Interpretive, actionalist sociology of organizations (Weber; Silverman) — Institutional school (Selznick; Clark; Rheaman; Petigrew; Eldridge and Crombie; Wilkins; Harrison; Berg; Stymne; Handy) 2.— Phenomenology, Symbolic Interactionism and Ethenomethodology (Goffman; Turner; Brown; Garfinkel; Cicourel; Bittner; Burrell and Morgan; Smircich)

Allaire, Y., & Firsirotu, M. E. (1984).

Appendix G: Table 2: Contrasting Organizational Culture and Organizational

Climate Research Perspectives

Differences	Culture Literature	Climate Literature
Epistemology	Contextualized and idiographic	Comparative & nomothetic
Point of View	Emic (native point of view)	Etic (researcher's viewpoint)
Methodology	Qualitative field observations	Quantitative survey data
Level of Analysis	Underlying values and assumptions	Surface-level manifestations
Temporal Orientation	Historical evolution	Ahistorical snapshot
Theoretical Foundations	Social construction; critical theory	Lewinian field theory
Discipline	Sociology & anthropology	Psychology

Denison (1996), p. 625

Appendix H: Table 3: Concepts and Variables: Conceptual and Operational

Definitions

Concepts and Variables: Conceptual and Operational Definitions

Concept Operational Definition	Conceptual Definition	Variable	Operational Definition
Organizational Structures	Organizational size indicates the number of full-time employees at the establishment Type of organization indicates profit, government, not-for-profit status and union status	Structural Characteristics of Organizations	8 items that assesses the organization data
Organizational Climate	Promotions are handled fairly; job security is good; employees are proud to work here; and employees trust management at this place. These items can be taken as indicators of positive work climate and can be used as a single scale.	Organizational Climate Indicators	Likert's scale 5 points Work climate scale as indexed by Cronbach's alpha is .88
Workplace Bullying	Repeated intimidation, slandering, isolation or humiliation by one or more persons against another over a period of 6 months or more.	Bullying measures	4 items measured on a 4-point scale that assess bullying behaviors

Appendix I: Permission Letter to use the NAQ Questionnaire

Subject: Negative Acts Questionnaire
Date: Sun, Jun 19, 2011 03:18 PM CDT
From: "Ståle Einarsen" <Stale.Einarsen@psysp.uib.no>
To: sinsey.johnson@waldenu.edu <sinsey.johnson@waldenu.edu>
Reply To: "Ståle Einarsen" <Stale.Einarsen@psysp.uib.no>
Attachment: Naqinfo.rar NAQ_request_letter_and_confirmation_of_terms.docx

Dear Sinsey Johnson!

Thank you for your interest in the Negative Acts Questionnaire. I have attached the

English version of the NAQ, a SPSS database, psychometric properties of the

questionnaire and the articles suggested on our website. Please use the Einarsen,

Hoel and Notelaers article (2009) in Work and Stress as your reference to the scale.

We hereby grant you the permission to use the scale on the condition that you

accepted our terms for users found in the work file attached to this mail. Please fill

this in and return. One of our term is that you send us your data on the NAQ with

some demographical data when the data is collected. These will then be added to

our large Global database which now contains some 150.000 respondents from over

40 countries. Please send them as soon as your data is collected. A SPSS database

is attached to this mail in the Naqinfo file. If you have any questions, we will of

course do our best to answer them. In case of problems with opening the rar-file?

Please have look at this guide: http://www.tech-pro.net/howto-open-rar-file.html

Best regards,
Professor Ståle Einarsen
Bergen Bullying Research Group

Appendix J: Permission Letter to use the PSC-12 Scale

Subject: RE: The PSC Scale

Date: Mon, Sep 10, 2012 04:23 AM CDT

From: Maureen Dollard <Maureen.Dollard@unisa.edu.au>

To: Sinsey Johnson <sinsey.johnson@waldenu.edu>

Dear Sinsey, sorry for the delay. Please go ahead and use the scale for your

research. Please keep me posted, and note that I may contact you in the future

regarding any psychometric information you may have, Kind regards Maureen

Subject: RE: The PSC Scale

Date: Mon, Jan 07, 2013 05:56 PM CST

From: Maureen Dollard <Maureen.Dollard@unisa.edu.au>

To: Sinsey Johnson <sinsey.johnson@waldenu.edu>

Reply To: Maureen Dollard <Maureen.Dollard@unisa.edu.au>

Attachment: Psychosocial_Safety_Climate.doc

Cheers M--Ps could you send a copy of your thesis---

Appendix K: Permission to Post Survey

Subject :   Survey Participants

Date :   Fri, Jan 04, 2013 03:45 PM CST

From :   Daniel Christensen <danielc@workplacebullying.org>

To :   sinsey.johnson@waldenu.edu

Reply To :

Dear Sinsey,

We will be able to post the link to your survey at our website. Follow this link to
see where it will be located.

We do want to mention a couple of things. First off, you should assume that the
population you encounter through our site is made up entirely of targets. This could
really throw off your results, especially if you are trying to determine any type of
workplace bullying rate of occurrence.

Second, we cannot promise that the required amount of respondents will access
your survey through our website. We strongly encourage you to post the online
survey in other locations as well collect data manually from a more representative
sample. When you have the link to your survey ready, send it to us and we will
post it.

Good luck,

Daniel Christensen
Workplace Bullying Institute

danielc@workplacebullying.org

Workplacebullying.org