

# BULLYING PERVADED AT DIFFERENT ORGANIZATIONAL CULTURES

Panguluri Pallavi

Research scholar, GITAM (Deemed to be University), Visakhapatnam, A.P, India

**Abstract:** *Bullying at workplace encompasses all the negative acts that occurred by taking an advantage of perceived power differences either in their hierarchical position or emotional vulnerability between any two employees i.e., by the subordinate to the employer or by the employer to subordinates or between two co-workers repetitively for a prolonged period of time. The objective the study was to identify the prevalence of bullying among the employees in private and public organizations and also to compare their exposure to bullying. Employees who were never bullying among the whole sample was only 26.2 percent, it means 73.8 percent of the employees were bullied occasionally or severely. Such a huge number of employees were considered as the targets of bullying. The amount of personal exposure to bullying among the employee was extremely larger than any other previous investigation on the bullying exposure among the employees globally. Employees who were never exposed to bullying were low in the public organization compared to a private organization. Nearly, half of the employees were bullied severely in public organization and occasionally in private organization. The average score of total bullying was slightly high in the public organization compared to a private organization. Work-related bullying, person related bullying, and physically intimidating bullying were high among the employees in private organization.*

**Keywords:** *Bullying, Work-related bullying, Person-related bullying, Physical intimidating bullying, Private organization and Public organization.*

## INTRODUCTION

Research on bullying has been investigated extensively in the Scandinavian countries except in Denmark since the end of 1980's. From the emergence of Scandinavian investigations on school bullying in late 1970, the research on the workplace is continued to grow and expand globally. USA and Australia followed the research on workplace bullying during the late 20<sup>th</sup> century and 2009 in India (D'Cruze and Rayner, 2009). Many researchers defined bullying in their own ways but the common point included in those was objective and perceived power differences between perpetrator and victim and most of them do not include the intent of the perpetrator. It is an escalating process. Single episodes of bullying behavior may be conscious and intended, the perpetrator may not intend to cause severe harm. However, highly unlikely the perpetrators were not aware that their behavior, was doing harm to the victim (Zapf & Einarsen, 2005). Most accepted and widely recommended definition in many studies was proposed by Einarsen, Hoel, Zapf, and Cooper (2003) "*Bullying at work mean socially excluding someone, harassing, offending, intimidation, negatively affecting someone's work or any act that inflict others for a longer duration. To label bullying (or mobbing), it is significant to consider its duration and repeated occurrences (e.g. weekly or daily) over a continuous period of time (e.g. about six months)*". Any conflict cannot be called as bullying unless the incident was an isolated event or the parties involved were almost equal in strength. Hoel and Beale (2006) said that although there is no unanimous support for the defining characteristics of workplace bullying which was mentioned in the definitions of workplace bullying, that are drastically developed in recent years, as there was a clear emphasis on behalf of targets perspective.

## Bullying at the workplace:

"An implicit or explicit behavior embodied with hostility, aggression, intimidation or any harm inflicted on an individual or group of individuals which was persistent and repetitious, exhibited by an individual or a group of individuals at work in the context of an existing or evolving unequal power relationships" is called workplace bullying. (D'Cruz, 2012; Einarsen et al., 2011). Personal bullying consists of behaviors such as excessive teasing, playing practical jokes, spreading gossip or rumors, persistent criticism, excessive remarks, and intimidation. As per Einarsen and Hoel, 2001, workplace bullying was embodied with negative behaviors such as spreading false rumors, giving unmanageable workloads, assigning unreasonable deadlines, excessive monitoring of ones' work, revoking one from the notable tasks and delegating with an untrivial one etc.,

The work of Heinz Leymann, 1980 at Scandinavia emanated the study of workplace bullying. To describe this phenomenon, he used the term mobbing instead of bullying. (Einarsen et al., 2011; Leymann, 1996). A book and a documentary on workplace bullying written by Andrea Adams invoke the knowledge and interest in the UK in the 1990s. The inspiration for their work also spurred interest in many European countries such as Austria, Hungary, Germany, Italy and Netherland and as well as in Australia and USA. A little academic attention was so far received on the study of workplace bullying (Lutgen-Sandvik, 2005).

Many researchers assumed that bullying was spread over the workplaces or organizations globally, research was undertaken accordingly and it was advanced by finding out the characteristics and consequences of it. Researchers in their perpetuated studies make it clear that workplace bullying is an organization dynamic but not as simple as an interpersonal issue. Workplace bullying impacts all those who are exposed to it, such as the employees who were directly involved, witnessing co-workers and the organization as a whole (Einarsen, Hoel & Cooper, 2003; Salin, 2003; Mayhew & Chappell, 2007). For example, nearly 46% of the employees were verbally abused and physically assaulted by a co-worker or a manager in Australia (Morgan poll, 1998). Bullying is prevalent in the U.S (Keashly & Jagatic, 2011), Norway (Nielsen, et al. 2009). Namie's (2003) research proposed that bullying includes mistreatments and harassments between the same sex and same race. So, 75 percent of the targets were not qualified to be under the protected group status, that can challenge racial discrimination or sexual harassment.

In a review study done by Zapf and Einarsen,(2005), mentioned that some researchers studied by using surveys questions on the frequency of exposure to negative acts and others with the help of self-reported exposure to bullying with or without a definition. Bullying varies between 8% and 38% when the frequency is calculated in relation to the exposure of negative acts. When a definition is included the

frequency varies between 2% and 17%. When both the method was used by some researchers the former method estimated high exposure to bullying. It is assumed that employees are bullied by both supervisors/managers and the co-workers. Supervisors were supposed to involve in bullying was about 50% to 70% of all cases. In most studies bullying among co-workers was equally frequent.

The study Escartin J., et.al. (2011) on the worker's perception of workplace bullying, was transcribed by him as the first study that approached workplace bullying cross-culturally. In the following study, they compared the employees understanding of workplace bullying from two different world regions: Central America and Southern Europe. They compared these two regions employees regarding the three aspects of bullying: psychological vs. physical harassment, direct vs. indirect aggression and hierarchical vs. horizontal bullying. They drew data from the sample of 246 workers, of which 120 from Costa Rica and 126 from Spain participated in the study. The subjects in the study were asked for their own definition of bullying by the authors through an open-ended question. The 246 definitions offered by the participants were post categorized by two judges and formed 3 sets of the research hypothesis. They are 1) emphasis on the physical or psychological components, 2) emphasis on the direction of the abuse and 3) emphasis on the direct or indirect workplace bullying behavior. The results showed that they found similarities in the conceptualization of workplace bullying or mobbing among both cultures. Both the two regions employees defined workplace bullying as a hierarchical phenomenon and they said that the aggression was in the form of direct strategies. They also found that employees from Central America emphasized the physical components of workplace more than southern European employees.

Annie Hogh & Dofradottir, (2001) aimed to investigate the prevalence of physical and psychological aggression at work such as nasty teasing, violence, and threats of violence. The study includes 3 cross-sectional samples of 5,940, 5,652 and 5,636 employees, a representative of Danish labor force in 1990, 1995 and 2000 respectively. The findings suggested that approximately 11% of the respondents reported exposure to violence and nasty teasing. She found exposure to psychological aggression is more prevalent than physical aggression. In 2000, the study showed that 5.8% were exposed to nasty teasing, 4.6% were exposed to the threats of violence and 2.2% to physical violence at work within the period of 12 months. In 2001, 5% of workers reported that they were exposed to bullying in the past 6 months. She found that women reported more exposure to violence and nasty teasing in all years. The results showed that exposure to violence and nasty teasing strongly predicted their future exposure to workforce labor.

Einarsen S., Raknes B.I., & Matthiesen S.B. (2008) investigated among 4200 workers from 6 different labor unions together with 500 representatives from Norway Employer's Federation (NHO) regarding the relationship between bullying and harassment at work towards their work environmental quality. He assumed that bullying occurs where the worker or the supervisor was mistreated or victimized by the fellow worker or supervisor through repeated negative acts like verbal abuse, ridicule, social exclusion, insulting remarks etc. From the analysis, they found that low satisfaction in the quality of work environment (such as social climate, leadership, work control experience of role conflict) correlated more strongly with bullying. They also studied that occurrences of bullying and harassment are significantly correlated with the work environment. Their findings suggested that the targets and the observers of bullying reported low quality work environment.

Fisher-Blando's (2008) research on workplace bullying and aggression consists of 143 respondents, for them, a survey questionnaire was administered through email. The results found that 75% of participants reported that they witnessed bullying and 49% of participants reported that they were the targets of bullying from the co-workers. He found that 41% of participants were bullied so intensively so that they were emotionally disturbed and which in turn harmed their health. Toxic work environments (such as verbal abuse, abuse of authority and threat to personal status) prevent the employees from doing their jobs and fulfilling their duties. He found lower levels of job satisfaction when the employees were the targets of bullying and also when they witness bullying. He found that there is a negative relationship between workplace bullying and physical stress and there is a negative relationship between mental stress and job satisfaction. Employees who were satisfied with their job do not exhibit absenteeism. There is a positive relationship between job satisfaction and productivity.

Lee, Lee, and Bernstein (2013) investigated to explore the exposure to bullying experience among nurses. The sample includes a total of 161 graduate nursing students who were working. From the results, they found that 23 percent of the nurses were the targets of bullying within the last six months. Around 19.4 percentage was targeted by the bullies in the entire period of their employment. The culprits that act as perpetrators includes a majority of senior nurses (i.e., 63%) and 29.6 percent of supervisors or managers, and the remaining are patients, colleagues and junior nurses.

The aim Tambur and Vadi's (2009) research is to find out how bullying manifests itself in Estonia's workplace and to develop a questionnaire in the local cultural space, to find out the potential need to adjust NAQ-R. They found 16.4% of the respondents reported at least one negative act in a day and 23.8% respondents reported in a week. This indicates that bullying poses a serious problem for the respondents. They found negative acts presented in the NAQ-R method are understandable for the respondents and therefore, suitable for use in Estonia.

Escartin J., et.al. (2009) conducted a study to find out the following aims: (1) to assess the workers regarding the severity of their exposure to various types of bullying and (2) to examine the degree of involvement with the phenomenon represented by different groups (witnesses, victims, and employees with no previous experience of bullying). They collected data from the sample of 300 workers from various branches of 4 organizations, of which 191 are women and 109 are men who are between 21 and 66 years. From the analysis, it is found by them that the severity of the different types of bullying is varied. Among the six categories of the bullying behavior (isolation, manipulating information, abusive working conditions, emotional abuse, professional credit and devaluing professional role), emotional abuse is proved to be perceived as a most severe category by the workers. The results showed that there was no significant difference in the perceived severity of bullying behavior among the 3 different groups. From the following studies, they concluded that the bullying behaviors vary in their perceived severity and the severity ratings are independent of personal exposure to bullying.

## METHOD:

The objective of the study is to explore the prevalence of bullying among the employees in organizations and also to compare this phenomenon among the employees working in private and public organization.

Sample: The sample included in the study was a total of 355 employees in which 137 employees were from private organizations and 218 employees from the public organization. The sample includes employees from one public organization and two private organizations surrounding Visakhapatnam, Andhra Pradesh, India. The employees were administered with NAQ-R (Negative acts questionnaire- revised) developed by Einarsen and Raknes in 1997. NAQ-R consists of 22 self-administered questions with a five-point Likert scale ranging from 'never' to 'daily' self-determined experience to each event.

	N	Min	Max	Mean	SE	SD	Variance
PRI Bullying	137	22.00	69.00	46.4088	1.00565	11.77082	138.552
PRI WRB	137	10.00	25.00	18.6131	.25341	2.96610	8.798
PRI PRB	137	17.00	42.00	29.4964	.38545	4.51163	20.355
PRI PIB	137	3.00	13.00	8.0365	.12364	1.44715	2.094
PUB Bullying	218	22.00	81.00	51.9725	1.14064	16.84134	283.631
PUB WRB	218	7.00	25.00	13.3578	.31393	4.63512	21.484
PUB PRB	218	11.00	38.00	20.8028	.51590	7.61714	58.021
PUB PIB	218	3.00	12.00	5.8211	.16755	2.47385	6.120

**Table-1 Comparing the exposure to bullying among private and public organizations**

**PRI=private, PUB=public, WRB= Work-related bullying, PRB=person related bullying, PIB= physical intimidating bullying.**

Table-1 consists of descriptive statistics of bullying scores gathered from private and public organizations. Mean score of total bullying in private organizations is 46.4 with SD of 11.77 and variance of 138.5. The public organization has the mean score of bullying, 52 with SD of 16.84 and variance of 284. Mean score of total bullying was high in the public organization when compared to private organizations and also there is high variation in standard deviation and variance among both the organizations. Mean score of work-related bullying, a person related bullying and physical intimidating bullying (18.6, 29 and 8 respectively) were high in private organizations compared to the public organization (13.36, 20.8 and 5.8 respectively). The standard deviation and variance of work-related bullied (private org. SD= 3, variance=9; public org. SD=4.6 and variance= 21.5), person related bullying (private org. SD= 4.5, variance=20.3; public org. SD=7.6 and variance=58), physical intimidating bullying (private org. SD= 1.4, variance=2.1; public org. SD=2.5 and variance=6.1), were not much variant in private and public organizations when compared to the total bullying.

**Table-2 Frequencies of exposure to bullying in the organizations**

	Frequency	Percent	Valid Percent	Cumulative Percent
Never bullied	93	26.2	26.2	26.2
Occasionally bullied	127	35.8	35.8	62.0
severely bullied	135	38.0	38.0	100.0
Total	355	100.0	100.0	

The above table shows the frequency, percent and cumulative percent of the employees' exposure to the bullying. From the above results, it is clear that 93 employees never experience bullying from a total of 355 employees which is a very small figure. It means 26.2 percent of employees never experienced bullying. 127 employees which mean 35.8 percent of the employees were perceived as they were occasionally bullied. 38 percentage of the employees were the targets of severe bullying. It was a huge percentage than all previous researchers declared the exposure to bullying in various countries through their research.

**Table-3 Bullying frequency in private organization**

	Frequency	Percent	Valid Percent	Cumulative Percent
Never bullied	39	28.5	28.5	28.5
Occasionally bullied	64	46.7	46.7	75.2
severely bullied	34	24.8	24.8	100.0
Total	137	100.0	100.0	

**Table-4 Bullying frequency in public organization**

	Frequency	Percent	Valid Percent	Cumulative Percent
Never bullied	54	24.8	24.8	24.8
Occasionally bullied	63	28.9	28.9	53.7
severely bullied	101	46.3	46.3	100.0
Total	218	100.0	100.0	

Table -3 and 4 was propagating the categories of bullying along with its frequency, percentage, and the cumulative percentage pervaded in the private and public organizations respectively. 28.5 percent of the employees in the private organization and 24.8 percent of

the employees in public organization are never bullied. 46.7 percent of the employees in private organization and 28.9 percent of the employees in the public organization were occasionally bullied. The percentage of the employees who are severely bullied in private and public organizations were 24.8 and 46.3 respectively. The percentage of employees that fall under the category occasionally bullied was highest in private organization and the severely bullied category was highest in public organization with 47 percent. A total of 73 percent of the employees were considered as bullied occasionally or severely in private organizations and 76 percent in public organization.

Table-4 ANOVA

		SS	Df	MS	F	Sig.
Bullying	Between Groups	2604.227	1	2604.227	11.435	.001
	Within Groups	80390.944	353	227.736		
	Total	82995.172	354			
WRB	Between Groups	2323.541	1	2323.541	140.001	.000
	Within Groups	5858.588	353	16.597		
	Total	8182.130	354			
PRB	Between Groups	6358.400	1	6358.400	146.139	.000
	Within Groups	15358.767	353	43.509		
	Total	21717.166	354			
PIB	Between Groups	412.906	1	412.906	90.372	.000
	Within Groups	1612.840	353	4.569		
	Total	2025.746	354			

In table-4 we can draw the significant mean differences of bullying and its factors among private and public organizations. Here independent variable was the type of organization and dependent variables were the scores of bullying, work-related bullying, a person related bullying and physical intimidating bullying. In the sum of squares for each variable first row within groups indicate the variability of the dependent scores. Within groups indicate the variability due to random error and the third row is total variability. Here F-value of bullying scores is 11.435 and the corresponding p-value is  $<.01$ . Hence from the above p-value, we can conclude that the average scores of bullying were not same in private and public organizations. So, we can say that there was a significant mean difference in bullying scores among private and public organizations. We can reject the null hypothesis without any hesitation at 1% significance level.

H (01): There is a significant difference between the bullying scores among the employees belongs to private and public organizations. (Accepted)

H (0): Scores of bullying among the employees of private and public organizations were same. (rejected).

Work-related bullying in private and public organizations has the F-value 140.001 with the corresponding p-value 0.000 ( $p < 0.01$ ), was showing a significant mean difference at 1% significance level. Hence the work-related bullying scores among the employees of both the organization were not same and the null hypothesis was rejected

H (02): Scores of work-related bullying among the employees in private and public organizations was not same. (Accepted)

H (0): Scores of work-related bullying among the employees was same in public and private organizations. (Rejected)

F-value of the employees' scores of person-related bullying in private and public organizations was 146.14 and the corresponding p-value 0.000 ( $p < 0.001$ ). Scores of person-related bullying among the employees in both the organizations were not same. Hence, it is proved that there was a significant difference between the scores of person-related bullying in both organizations. So, we can reject the null hypothesis.

H (03): Person related bullying in both the organizations was not same. (Accepted)

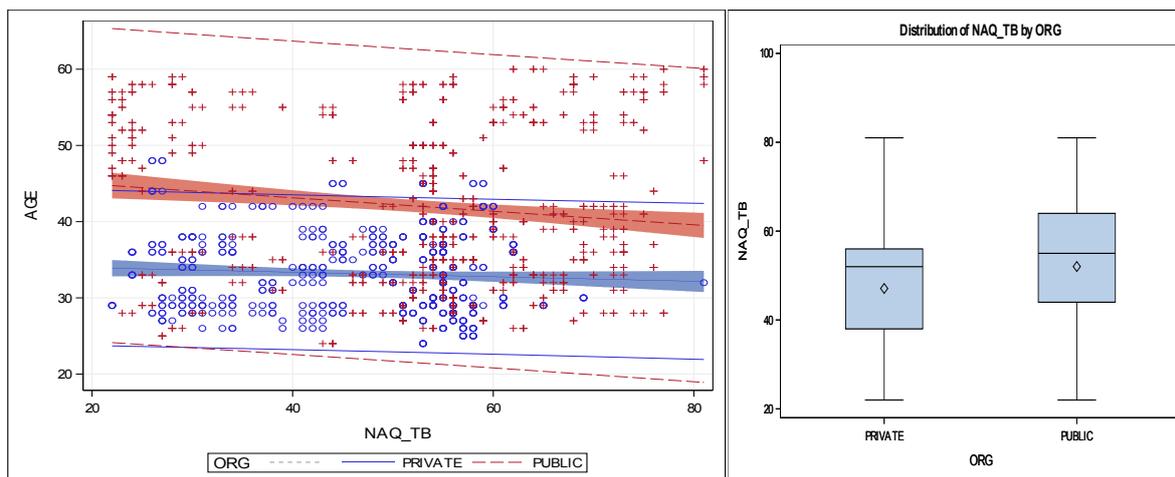
H (0): Both the organizations were having the same level of person related-bullying. (Rejected)

Physical intimidating bullying was having an F-value of 90.37 ( $p < 0.01$ ) from the employees in private and public organizations. It is considered to be significant at 1% level of significance. So, we can say that physical intimidating bullying scored by the employees in both the organizations were not same. Hence, the hypothesis was accepted and the null hypothesis was rejected.

H (04): Physical intimidating bullying scores of both the organizations were not same. (Accepted)

H (0): Physical intimidating bullying scores of both the organizations were same. (Rejected)

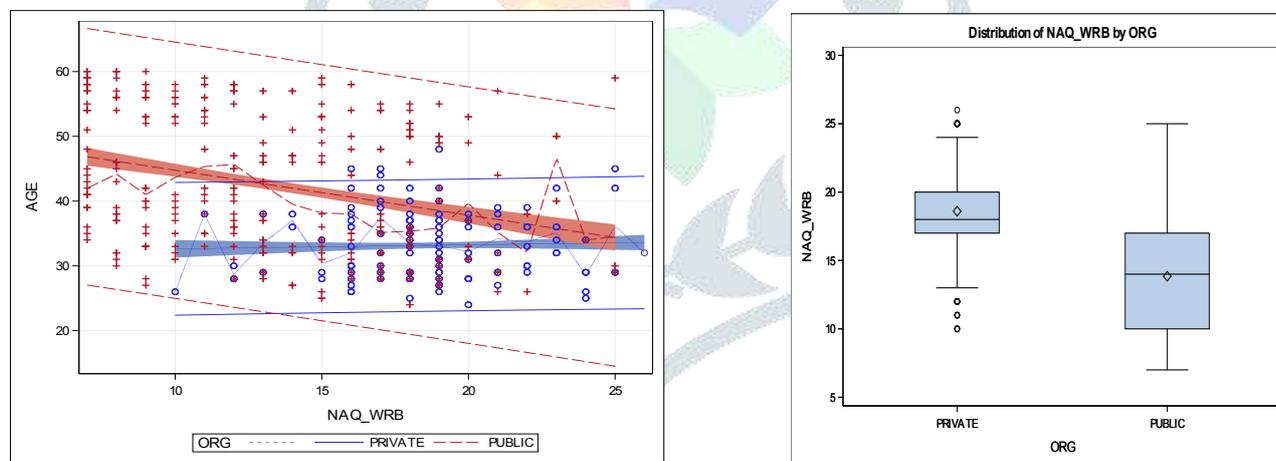
Diagram 1 &2 Scattered diagram and box plot of total exposure to bullying



From the above diagram, 1 X-axis was shown regarding the total exposure of the employees to bullying at workplace and Y-axis was shown with their corresponding age. Blue color and red color dots indicate the organization that the employees belong to i.e., private and public organizations respectively. The dotted lines indicate the confidence limits for means of total exposure to bullying where alpha is equal to 5% level of significance. Confidence limits for means of both the organizations were started and ended at the same point in x-axis indicates that minimum and maximum scores of them were approximately same. The red and blue broad lines indicate the prediction limits for individual scores of bullying corresponding with their age in private and public organizations.

Diagram-2 indicates comparative boxplots containing the scores of bullying among private and public organizations. Upper Whisker and lower whisker (⊥ shape) indicate the highest and lower scores in the corresponding data set respectively. Here there is equal minimum and maximum values of bullying pervaded in both organizations. The interquartile range (which is in the shape of the box) indicates middle 50% of scores. The interquartile range was shown at lower scorers of bullying at private organization compared to the public organization. Otherwise, middle 50 percent of scores in private organization was in a range approximately 35 to 55 whereas in public organization it ranges from approximately 45 to 63. The line dividing the box is the median or middle score. In the interquartile range of private organization, most of the score fell below the median which cannot be seen in the public organization.

Diagram 3&4 Scattered diagram and box plots of work-related bullying



As shown in the diagram-3 confidence limits for means ( $\alpha=0.05$ ) are widely scattered for public organization compared to a private organization which means WRB scores are widely distributed among the employees in public organization. We can also see the differences in the prediction limits for individual scores in private and public organizational scores of work-related bullying among the employees. WRB scores the employees that belong to private organizations were having higher prediction limit for individuals.

In diagram 4, we can see find that the private organization has a high median score and mean score (shown as a dot) when compared to the public organization. By comparing the upper and lower whiskers of both organizations we can say that WRB scores of the public organization have a wider range than a private organization. Majority of scores in the interquartile range (containing 50% of scores) fell above the median in private organization.

Diagram 5-8 Scattered diagrams and box plots of work-related bullying and physical intimidating bullying respectively

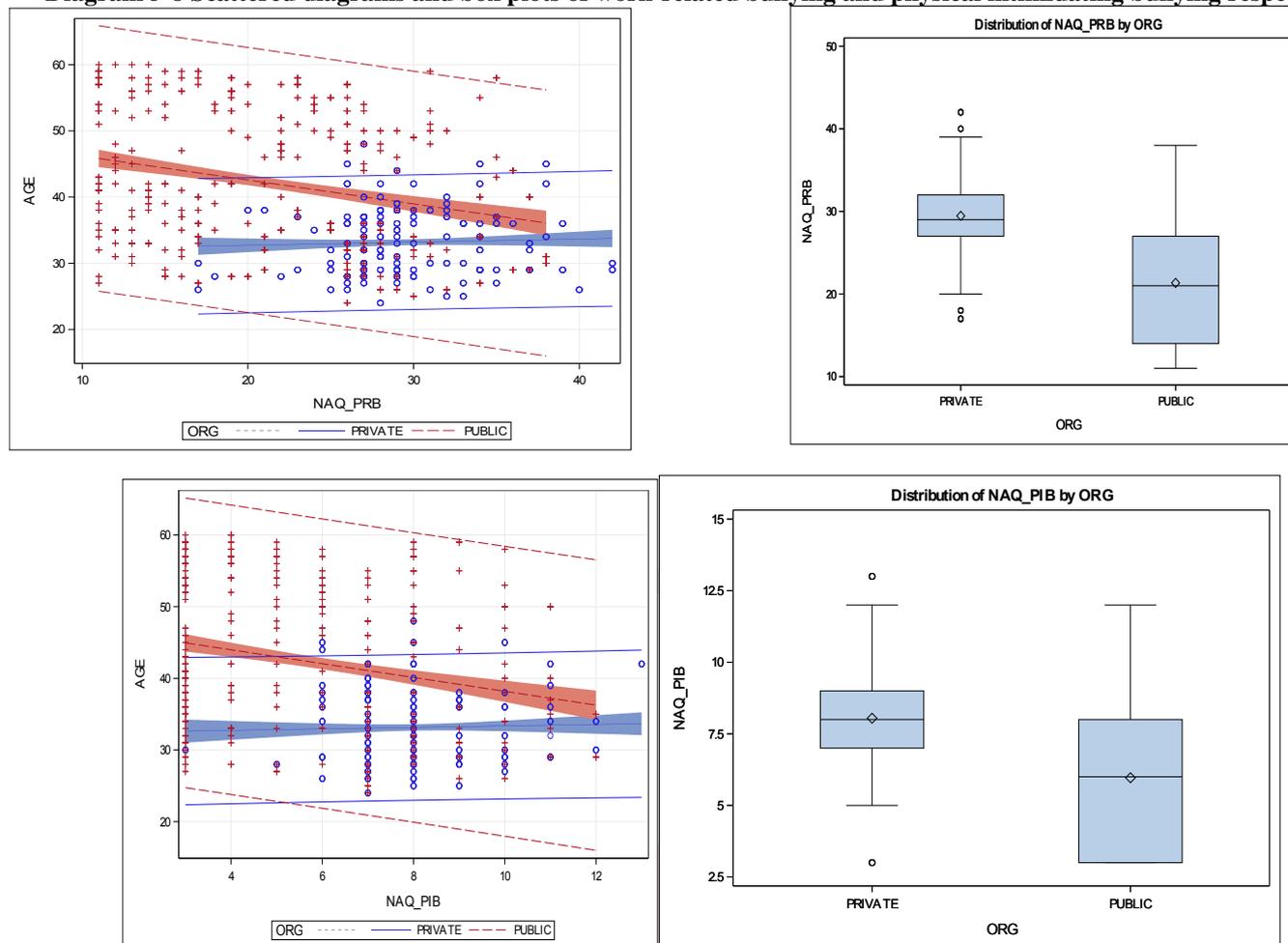


Diagram 5&7 explains the scatter plots of a person related bullying and physical intimidation respectively. Confidence limits for means ( $\alpha=0.05$ ) of person-related bullying and physical intimidating bullying scores among the employees were high in the private organization. Prediction limit for individuals varies in their range for both the organizations related to a person related bullying and physical intimidating bullying. In diagram 6 & 8, we can find a slight difference between the upper limit and the predictable difference for the lower limit. The middle 50 percent score was distributed broader in the interquartile range for the public organization and distributed in a very limited area for a private organization. Mean, the median and interquartile range of private organization is higher for person-related bullying and physical intimidating bullying when compared to the public organization.

**Conclusion:** According to the results it is concluded that workplace exposure to bullying among the employees was slightly high among public organization than a private organization. Exposure to bullying was significantly varied in both the organizations. The result was contrary to the anticipated assumption. This may be due to the differences in the objectives, mission, vision, work and organizational culture residing in both the organizations. Work-related bullying, a person related bullying and physical intimidating bullying significantly vary in private and public organizations. Work-related bullying, a person related bullying and physical intimidating bullying were high in the private organization than a public organization. 26.2% of the employees were never experienced bullying, 35.8% were occasionally bullied whereas 38% were severely bullied. 73.8% of the employees were considered as the targets of bullying i.e., occasionally or severely bullied from the whole sample. In private organization 28.5 percent of employees were never bullied, 46.7 % were exposed to occasional bullying and 24.8 % were never bullied, 28.9 were occasionally bullied and 46.3 percent were severely bullied among the employees in public organizations. We can consider that almost half of the employees were occasionally bullied in private organization and severely bullied in public organization.

#### References:

- [1] D'Cruz, P., & Rayner. C. 2009. In D'Cruz, P. 2012. Workplace bullying in India. Routledge, Taylor and Francis Group, New Delhi. ISBN: 978-0-415-53506-9.
- [2] D'Cruz, P. 2012. Workplace bullying in India. Routledge, Taylor and Francis Group, New Delhi. ISBN: 978-0-415-53506-9.
- [3] Einarsen, S. & Hoel. H. 2001. The Negative Acts Questionnaire: Development, Validation, and Revision of a Measure of Bullying at Work. 10th European Congress on Work and Organizational Psychology, Prague, 16-19.
- [4] Einarsen, S. & Raknes. B. I. 1997. In Einarsen, S. Hoel, H. & Notelaers, G. (2009). Measuring exposure to bullying and harassment at work: Validity, factor structure and psychometric properties of the Negative Acts Questionnaire-Revised. *Work & Stress*, 23(1), 24-44.
- [5] Einarsen, S. Hoel. H. & Cooper. C. (Eds.). 2003. *Bullying and emotional abuse in the workplace: International perspectives in research and practice*. CRC Press.
- [6] Einarsen, S. Hoel. H. Zapf. D. & Cooper. C. (Eds.). 2010. *Bullying and harassment in the workplace: Developments, in theory, research, and practice*. CRC Press.

- [7] Einarsen, S. Hoel. H. Zapf. D. & Cooper. C. L. 2011. The concept of bullying and harassment at work: The European tradition. *Bullying and harassment in the workplace: Developments, in theory, research, and practice*, 2, 3-40.
- [8] Einarsen, S. Raknes. B. I and Matthiesen. S. B. 2008. Bullying and harassment at work and their relationships to work environment quality. *Taylor and Francis online pages* 381-401. Retrieved from: <http://www.tandfonline.com/doi/abs/10.1080/13594329408410497>.
- [9] Escartin, J. et al. 2009. Perceived severity of various bullying behaviors at work and the relevance of exposure to bullying. *Work and stress*, Routledge- Taylor & Francis group, vol. 23, 191-205. ISSN 0267-8373.
- [10] Escartin, J. et al. 2011. Workers perception of workplace bullying: A cross-cultural study. *European Journal of Work and Organizational Psychology* Volume 20, Issue 2, 2011. DOI: 10.1080/13594320903395652
- [11] Fisher-Blando, J.L. 2008. Workplace bullying: aggressive behavior and its effect on job satisfaction and productivity. A Dissertation Presented in Partial Fulfillment of the Requirements for the Degree Doctor of Management in Organizational Leadership, UNIVERSITY OF PHOENIX. Retrieved from: <http://www.workplaceviolence911.com/docs/20081215.pdf>
- [12] Hoel, H. & Beale. D. 2006. Workplace bullying, psychological perspectives, and industrial relations: Towards a contextualized and interdisciplinary approach. *British Journal of Industrial Relations*, 44(2), 239-262.
- [13] Hogh, A. & Dofradottir. A. 2001. Coping with bullying in the workplace. *European journal of work and organizational psychology*, 10(4), 485-495.
- [14] Keashly, L. & Jagatic. K. 2011. North American perspectives on hostile behaviors and bullying at work. *Bullying and harassment in the workplace: Developments, in theory, research, and practice*, 41-71.
- [15] Lee, Y. Lee. M. & Bernstein. K. 2013. Effect of workplace bullying and job stress on turnover intention in hospital nurses. *Journal of Korean Academy of Psychiatric and Mental Health Nursing*, 22(2), 77-87.
- [16] Leymann, H. 1980. In Leymann, H. 1990. *Mobbing and psychological terror at workplaces*. *Violence and victims*, 5(2), 119-126.
- [17] Leymann, H. 1996. The content and development of mobbing at work. *European journal of work and organizational psychology*, 5(2), 165-184.
- [18] Lutgen-Sandvik, P. 2005. *Water smoothing stones: Subordinate resistance to workplace bullying* (Doctoral dissertation, Arizona State University).
- [19] Mayhew, C. & Chappell. D. 2007. Workplace violence: an overview of patterns of risk and the emotional/stress consequences on targets. *International journal of law and psychiatry*, 30(4-5), 327-339.
- [20] Morgan poll. 1998. Bullying- how much problem it is? Retrieved from the website: <http://www.ohsrep.org.au/hazards/bullying-and-violence/bullying-how-much-of-a-problem-is-it>
- [21] Namie, G. 2003. Workplace bullying: Escalated incivility. *Ivey Business Journal*, 68(2), 1-6.
- [22] Nielsen, M. B. Skogstad. A. Matthiesen. S. B. Glaso. L. Aasland. M. S. Notelaers. G. & Einarsen. S. 2009. Prevalence of workplace bullying in Norway: Comparisons across time and estimation methods. *European Journal of Work and Organizational Psychology*, 18(1), 81-101. DOI: 10.1080/13594320801969707.
- [23] Salin, D. 2003. Ways of explaining workplace bullying: A review of enabling, motivating and precipitating structures and processes in the work environment. *Human relations*, 56(10), 1213-1232.
- [24] Tambur, M., and Vadi. M. 2009. Bullying at Work: Research in Estonia using the Negative Acts Questionnaire-Revised (NAQ-R). *Review of International Comparative Management*, Volume 10, Issue 4, pp 791-805.
- [25] Zapf, D., and Einarsen. S. 2005. "Mobbing at Work: Escalated Conflicts in Organizations." In S. Fox & P. E. Spector (Eds.), *Counterproductive Work Behavior* (pp. 237-270). Washington, DC: American Psychological Association.
- [26] Zapf, D. & Einarsen. S. 2005. "Mobbing at Work: Escalated Conflicts in Organizations." In S. Fox & P. E. Spector (Eds.), *Counterproductive Work Behavior* (pp. 237-270). Washington, DC: American Psychological Association.