



*The correlation between workplace bullying and stress,  
general health and job satisfaction.*

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Submitted in partial fulfilment of the requirements of  
The Bachelor of Arts degree (Psychology  
Specialization) at DBS School of Arts, Dublin.

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March 2014  
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## **Acknowledgement**

I would like to thank my supervisor Lucie Corcoran for her outstanding support throughout the process of my thesis. She has been a huge help guiding me throughout and has also been very understanding and patient since day one.

I would also like to thank the lecturers in DBS thank you for your support and guidance throughout the past few months in the process of this study

Lastly but most importantly, I would like to thank my friends and family for being so supportive and patient with me throughout the process of my study. I would especially like to thank my mam who has been there for me every day throughout the past three years, supporting me financially and giving me this opportunity to do my studies.

Thank you.

## **Abstract**

The aim of this study is to determine the relationship between workplace bullying and stress, general health and job satisfaction. It will investigate bullying in the workplace with the use of the Negative Acts Questionnaire (NAQ) (Einarsen et al, 2009). 108 participants took part in this study that has been conducted. A Pearson's correlation was carried out to determine the relationship between workplace bullying and stress, general health and job satisfaction. A one way anova was conducted compare the differences in age groups and bullying, and finally independent samples t-test was conducted to compare bullying in health sectors compared to any other occupation.

## Introduction

The earliest research of bullying began in the 1990's. It has been assumed that people have been exploiting their power since the beginning of work (Rayner, Hoel and Cooper, 2002). Bullying has always been known but was seen more with children rather than adults. It has been questioned as to why has bullying in the workplace only arose in the last decade or so. Rayner et al. suggested that it was the change in nature of work and the changing expectations of workers and what they want from their job. Farrington (1993) stated that in order for a behaviour to be categorised as bullying, it must include physical, verbal or psychological attack, include an inequality in power, be prolonged behaviour, unprovoked, and intend to cause injury or terror to a victim. Workplace bullying involves humiliating, intimidating offensive behaviour towards another individual or group of people (Rayner et al. 2002). Bullying is seen to damage both physical and psychological health and well-being (Niedl, 1996, Vartia, 2001). This literature review will look at history of bullying, prevalence of bullying (studies on international and Irish), theories relating to stress, general health and job satisfaction, law legislation and policy and the rationale for this study.

### Definitions of workplace bullying

Repeated and persistent behaviours performed by a person to either wear down or harm, frustrate or cause a reaction from another person; it is mistreatment which persistently irritates, intimidates, pressures or causes any discomfort in another person. Generally, a victim of bullying is pestered, insulted and perceives that she or he has little resource to retaliation in kind (Brodsky, 1976). This definition by Brodsky (1976) is one of the many definitions used to describe bullying in the workplace. A person is labelled 'bullied' when he/she is often subjected to negative acts repeatedly by one or more persons, and he/she struggles to defend himself or herself (Olweus, 1993, 2010). Olweus also stated that a person who bullies other, may actually be a victim of bullying themselves. When one or more persons manage repeated negative behaviours targeted at one or more persons of their work group (Matthiesen, Raknes, & Røkkum, 1989). This is another example of a workplace bullying definition. Work harassment happens when one or few individuals at the workplace are repeatedly subjected to insulting and invading behaviour, which they for some reason

may not be able to defend themselves against. Work harassment is extremely degrading for a victim (Varhama & Björkqvist, 2004)

Workplace bullying affects not only the person and their health, but also the organisation as a whole, it affects the organisation. The absenteeism in the work place is greater when bullying occurs. Einarsen and Raknes (1991) found that bullying was responsible for one percent of the change in sickness absenteeism. Hoel and Cooper (2001) compared absenteeism figures and found that people who were being bullied 'currently' take on average seven days more than those who were not bullied per year. When a staff or team member in an organisation experiences bullying whether it is only between two employees or if it involves a small group, the whole group can be affected (O'Donnchadha, 2000).

Workplace bullying reportedly causes some damage to a person's health including symptoms such as depressions, stress, and lowers self-confidence (UNISON 1997, 2000). Over time, the awareness of the dangers of workplace bullying increased around the world. The interest and media attention on bullying increased significantly.

### History of Bullying

Bullying was generally seen in schools or with children. The research with school bullying have been ongoing for over thirty years (Olweus, 1999). In recent years bullying began to be recognised with adults and not just amongst children. This is seen as unusual due to the fact people have assumingly been exploiting the power they have over others since the actual start of work (Rayner, Hoel & Cooper, 2002). Bullying is everywhere and can be very devastating to people of all ages. Bullying can be defined as "A situation where one or several individuals persistently over a period of time, perceives 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 defending him or herself against these actions" (Einarsen & Skogstad, 1996, p.191). Leymann (1990) stated that it only becomes bullying when it occurs on a regular basis with the intention to harm. Bullying is not about one single and isolated event, it is about behaviours that are repeated and persistently perpetrated upon one or more employees" (Einarsen & Skogstad, 1996; Leymann, 1990). The estimates of bullying in Europe is twelve million workers that suffer psychological violence in the workplace (Johnson, 2001).

Adams (1992) who had been a freelance journalist, shed light on the topic. She introduced taped interviews that contained stories from victims of bullying, speaking about

their negative experiences in the workplace. An author from BBC conducted a survey to see if it could bring more evidence surrounding the problem. It emerged that 50% of people claimed they felt that they had been bullied at some stage of their working life (Rayner, 1997). As the years passed, similar patterns were seen to have occurred in Sweden, Norway and Finland. More research had been introduced and an increase in the interest in workplace bullying occurred in countries such as Britain, Australia, Canada, Germany and Japan.

Bullying is anything from emotional, verbal or physical abuse. It includes purposely undermining someone, social exclusion or isolation, aggressive language, intimidation, offensive jokes, unreasonable workloads, impossible deadlines or tasks, vandalism of personal property, pestering, spying, stalking or threat (Boulanger, 2013). Any of the previous stated symptoms would be classified as bullying. People who have a higher power in organisations can misuse that power. Niedl (1995) stated that the balance of power is a major issue in the insight of being bullied. Despite an major increase in the research on workplace bullying in recent decades, the main focus has been on 'downwards bullying' and some more recent research 'horizontal bullying' (Lewis & Sheehan 2003).

A manager generally has more power and authority than those below them in an organisation. In a study conducted by Hoel and Cooper (2000) they discovered that 80% of workplace bullies in the UK were managers. They may use excessive punishments as they believe that it can change their behaviour. However this can lead to people feeling intimidated in the workplace. The work 'harassment' has been substituted by 'bullying'. Furnham (2004) states that bullying has spread worldwide. "Bullying at work is any form of behaviour (verbal, written or physical) used to coerce, frighten or threaten staff". It is general an abuse and misuse of power (Furnham, 2012 P. 429). Arguments and occasional raising of one's voice would not necessarily be classified as bullying. There is evidence to show that bullying can have an effect on work performance (reference). The victim of the bullying tends to have lower self-esteem and may be seen as an easy target. Bullies generally do not act alone, they may have other work colleagues who assist or prompt them by acts of command. Low self-esteem and personal security could cause an increase in an individual's chance of becoming a target for bullying (Adams, 1992).

## Theories

Workplace bullying can have a lot of negative effects on a person if it is not dealt with. They can begin to get very stressed both in the workplace and even at their home. A theory proposed by Seyle (1936, 1946, 1982) is one of many used to describe the stages of stress. This is called 'Seyle's General Adaption Syndrome'. It has three distinct phases. The alarm stage, the resistance stage and the exhaustion stage. The alarm stage is when the body detects a change in the hormonal or nervous system. The individual can either cope with the stressor by use of fight or flight. During the resistance stage, it may be suggested that the body has returned to normal for example their heart rate may have slowed down. If stress is prolonged, the person will then enter the exhaustion stage. The body begins to breakdown and illness is more than likely to occur. A study was conducted by Vartia MA-L (2000) 'to investigate the effects of workplace bullying and the psychological environment on the well-being and subjective stress of the targets and observers of bullying'. The participants were given questionnaires measuring stress and psychological ill-health. The results found that the targets of bullying and the observers reported more mental and general stress, than participants in a different workplace with no bullying. The targets showed feelings of low self-confidence than those who were not bullied. This study revealed that not only those who have been bullied, but also bystanders, suffer as a result of someone being bullied in the workplace.

People who are exposed to bullying show an increased in psychological stress and mental exhaustion and are also seen to take more sick leave than those who have not been bullied (Agervold & Mikkelsen, 2004) Stress is a psychological strain in everyday life. A lot of stress related illness claims have been brought to the court with the argument that the employer overlooked or else did not solve the bullying that took place. Stress in the physiological terms as a "nonspecific or generalised bodily response" (Hans Seyle, 1936, 1936, 1980). "There's only one way of dealing with stress - that's to identify the cause and then work to reduce or eliminate that cause. I believe bullying is the main, but least recognised, cause of stress in the workplace today." (Field, 1999)

Within the workplace, each employee has needs and it is their right for their needs to be met. Maslow's theory (1954) is a well-known theory used in organisations for the wellbeing of the employees. It focuses on the five types of human needs. These five needs are put in a hierarchical way; Physiological needs (Air, water, food and shelter), safety needs

(secure, predictable and non-threatening atmosphere), social needs (Interacting with colleagues) and self-actualisation needs (self-fulfilment and desire to be the best they can be). Every employee is entitled to have each of these five needs met. It is an employer's duty to ensure this occurs. The organisation and the employer can help to facilitate these needs for each employee within their organisation. Maslow stated that without all of these needs being met, a human being will not turn out to be healthy, both psychologically and physically.

### Prevalence of workplace bullying studies (International and Irish)

There has been many studies that have taken place in relation to workplace bullying. In Europe, the U.S and Australia, researchers used labels such as “emotional abuse and “mobbing”. The term ‘mobbing’ previously gained a lot of research attention prior to the use of ‘bullying’ (Heinemann, 1960). This term described a group coming together to gang up on another group member.

Leymann (1992) created a study where the participants were given a survey with some questions that may cause negative feelings for some participants. In this study that had taken place in Sweden, he found that 3.5% of the respondents were being bullied. In Austria, a replication of this study took place and the results were significantly higher. It was found that the results ranged from 17.5% - 26.6% depending on the occupation of the group surveyed (Niedl, 1995). Einarsen & Skogstad (1996) found that 8.6% of their participants from a large-scale regional study, had claimed they had been bullied. Keashly and Jagatic (1999) in a state wide survey the U.S reported back with 27.2% being bullied. In relation to objective characteristics such as age, gender and occupation has so far been questionable (Hoel, Rayner & Cooper, 1999). British studies have continuously found that people in superior positions generally play the bully role in a lot of these studies. Rayner (UNISON, 1997) found that 83.5% of participants had said they were bullied by supervisors compared to 15.7% by work colleagues. In a study using the Negative Acts Questionnaire (Einarsen & Raknes, 1997) on 553 employees, they found that when looking at male workers and supervisors, men seemed more likely to be bullied than women. When comparing this to employees who were working in middle or senior management roles, 15.5% of females were being bullied. The biggest difference was seen with the senior management females with 15.5% and only 6.4% of men.

There has been attempts to conduct research on bullying and suicide but few people take their own lives for one single reason (Hawton, 1987). A Norwegian study that was conducted found that around 40% of recently bullied victims had contemplated suicide at one time (Einarsen et al. 1994). There has not been many studies that ask direct questions on suicide as it is a very negative topic, although a few participants in the UNISON study stated they had previously had suicidal thoughts (UNISON, 2000). “Some victims of bullying pay the ultimate price by taking their own lives” (Leymann, 1996. P.51). Bullying is also very high in some areas of the health sector. The Irish Nursing union found that 87% of nurses had been bullied verbally while 3.3% stated they had been bullied physically (INO, 1997). A study conducted in Norway among 99 nurses showed that 10% of them felt that they were exposed to bullying at work. (Matthiesen, Raknes, & Røkkum, 1989). [bullied at one stage of their career \(reference\)](#).

There was a large Irish study on workplace bullying. This was carried out by O'Moore, Lynch and Nic Daeid (2003). The results of their study showed that 27.2% of participants felt that they were being bullied in their current job occasionally while 14.4% reported that they were bullied on a regular basis. A study was conducted in order to investigate bullying and gender differences (Hoel & Cooper, 2000). They found that within the previous six months before the study took place that the reported victim bullying rate was 17%, between six and twelve months ago the rate was 17%, between one and two years ago the rate was 28%, and more than two years ago the rate of bullying was 39%. They did not find a major difference between men and women when looking at the bullying in the previous six months.

However when examining the bullying that took place over a five-year period, it was found that women were more bullied than men ( $P < 0.001$ ). There were 28% of women and 22% of men that had reported being bullied over the last five years. (Hoel and Cooper, 2000). This study obtained their data by use of a survey rather than measuring with the Negative Acts Questionnaire (Einarsen & Skogstad, 1996) which would focus on the previous six months. Research on age difference in relation to workplace bullying seems to be very scarce and also seems that there is little significance with age when it comes to bullying. In a study by UMIST (Hoel & Cooper, 2000) the highest level of bullying was reported from the younger employees and the least was reported from the age bracket of 55 years and over. This result supports the discoveries from previous UK studies. This study is contradicted by another study that was conducted in Norway, where the opposite of these results were found.

It was explained by researchers that there was a possibility the older people were seen to work at a slower pace and this was a reason for the bullying (Einarsen et al. 1994a). Results may vary in different studies.

A study by Owoyemi and Sheehan (2011) looked at bullying in the workplace and the kinds that people are exposed to. They used online questionnaires and surveys and the Negative Acts Questionnaire (Einarsen & Raknes, 1997) to measure the bullying. A factor analysis was conducted on types of bullying and factors including gender, age, sex, ethnicity and disabilities. It was discovered that these factors mentioned all play major roles in the kinds of bullying to which the employees are exposed. Workplace discrimination refers to when institutions and/or employees within an organisation them perform unfair terms and conditions that harm the ability of other employees work (K.M. Rospenda, J.A. Richman, & C.A. Shannon, 2009). Racism, or discrimination based on one race, explains the mistreatment of members of a particular racial group due to their beliefs or cultural inferiority; it also involves history of societal power between races (Williams, 1997). Discrimination against employees due to a disability has also been found to have both societal and historical effects and to persevere despite being illegal (Moore et al. 2006). Ageism is a discrimination based on age and has been found to have a life course route whereby it unreasonably affects younger workers over 20 and older workers over 50 (Gee, Long, & Pavalko, 2007). Gender discrimination is treating someone in an unreasonable way due to their sex (EEOC).

It was found that victims of bullying also fit the description for a PTSD diagnosis (Leymann, 1996). Wilson (1991) stated that bullying is worse than another other work related stressor. Research was conducted on bullying and its effect on job satisfaction and productivity. Their research showed how bullying affects a victim's ability to do their job, which then effects the organisation also (Oldapo & Banks, 2013). Victims of bullying that are exposed to bullying in the workplace, may have an impact on their view of their working environment (Janoff-Bulman, 1992). Due to bullying, job satisfaction was also seen to have been affected as absenteeism increased. Hoel and Cooper (2000a) discovered that victims of bullying took more sick days a year than those who were never bullied.

### Law legislation and policy

The policy and procedure of an organisations are the preliminary points that desire to appoint reasonable practices (Merchant, 1997). The 1989 act has general duties in sections 6 and 12 regarding bullying and harassment which obliges employers to guarantee the possible bullying events amongst employees will be dealt with it immediately.

Under the Employment Equality act 1998, discrimination or harassment in the workplace may only be considered if it includes one or more of the nine biased standards; marital status, age, gender, family status, Sexual orientation, race, disability, religion or membership of the travelling community. If a person is bullied regarding one of the nine stated, this is considered illegal. The Health and Safety Authority (HSA, 2007) stated that organisations should have anti-bullying policies. According to the HSA all organisations are expected to provide leaflets containing information as such; that the management will not tolerate bullying; it must be available to all staff members; specific support and counselling for any victim of bullying. If a person is being bullied but their employer is not taking serious actions, the victims can go to a solicitor but will need evidence in order to take action. They should also keep note of any incidence which has taken place.

It is a company's duty to ensure they have an anti-bullying and harassment policy and a policy in relation to health and safety. This should contain steps that must be followed if there is an incident of bullying in any form. If an employer is approached at with a complaint from an employee regarding a bullying incident, there are some different steps the employer can take. They may ask for the complaint to be written up and discuss the matter with the alleged offender and try to resolve the issue there and then. If the parties do not wish to discuss the matter informally, the matter must move to a formal investigation. An external body should be brought in including the labour relations commission. Following this, The Equality Tribunal and the courts chosen by the company view the issue and ensure it is dealt with in a professional manner. An independent source can then view the company with any bias in order to resolve the situation fairly. (O'Neill, 2009)

## Rationale

The aim of this study is to explore how workplace bullying relates to stress, general health and job satisfaction. This study is to show the relationship between bullying and the three variables and examine whether workplace bullying is related to stress, general health and a decrease in job satisfaction among the employed population. The results from this study should add to the literature within bullying, stress, general health and stress levels and show if there is a correlation between them. Research was done by Dehue, Bolman, Vollink and Pouwelse (2012) where they conducted a study on both physical and mental health and the consequences of being bullied in the workplace. They stated that people who were bullied frequently reported more poor well-being and health problems than those who were not.

Previous research does seem to show evidence with relation to workplace bullying and three variables being used but they did not however see if there was a relationship between workplace bullying and the three variables mentioned in one study alone. Previous research has mainly fixated on one of these topics alone to see the outcomes. It is therefore the aim of this study to examine the relationship between bullying, stress, general health and job satisfaction. The hypotheses will be tested;

## Hypotheses

- H1- There will be a significant correlation between workplace bullying and perceived stress.
- H2- There will be a significant correlation between workplace bullying and job satisfaction.
- H3- There will be a significant relationship between workplace bullying and general health.
- H4- There will be a higher percentage of bullying in health sector occupations in comparison to other occupations.
- H5- Females will display higher levels of victimisation than males.
- H6- There will be a significant difference between the different age groups in relation to workplace bullying.

## **Methodology**

The current study is a quantitative study which was designed to investigate the relationship between workplace bullying and its impact on stress, general health and job satisfaction. The data that was collected in the current study included 108 questionnaires, both paper and online were completed in March 2014.

## **Participants**

The participants who took part in this study were all over 18 and employed. The sample consisted employees from different organisations such as a hospital, restaurants, offices and car garages etc. There were 108 participants in total. Thus a response rate of 100% was achieved. Of the 108 employees who participated in the study 69.4% were females (n=75) and 30.6 were males (n=33). The age of the participants ranged from a minimum of 19 years old to a maximum of 62 years old (m=34.90, SD= 11.598). This study was carried out by the use of snowball sampling. Paper questionnaires and online questionnaires were produced. 71 paper questionnaires were completed and 37 online questionnaires also. Of the 108 there were 32.4% part-time (n=35) employees and 67.6% were full-time employees (n=73).

## **Design**

This study is a cross sectional design using quantitative data. Predictor variables: Bullying. Criterion variables: Stress, General Health, Job satisfaction. Demographic variables: Age, gender, part-time and full-time.

## Materials

The data obtained in the current study is based on a questionnaire which was designed to measure the relationship between workplace bullying and stress, general health and job satisfaction. Negative Acts Questionnaire (NAQ) (S.Einarsen et al. 2009) is a 23 item questionnaire that was designed to measure the exposure to bullying in the workplace (see appendix 3). There are three subscales in this questionnaire; work-related bullying, person-related and physically intimidating bullying. It can also be used as a single factor measure. This scale is scored on range of 1-5. A score 5 representing how often an event occurs and 1 representing how little it occurs. The general Health Questionnaire (GHQ 12) (Goldberg, D, 1992) is a 12 item scale used to discover non-psychotic psychiatric disorder in people in community and medical settings by use of a self-report questionnaire (see appendix 5). It was created to recognise cases but also to assess the degree of the disorder. It is a shortened version of the GHQ 60, but it just as valid. All twelve questions ask if the participant has experienced a certain symptom or element of behaviour lately using a four point scale 'less than usual', 'no more than usual', 'rather more than usual' or 'much more than usual'. It is scored from the range of 0-3 from left to right. The overall score is calculated by adding up all the scores from each of the 12 items.

The Perceived stress scale (PSS) (Cohen, S.Kamarck, t. & Mermelstein, R.1983) originally consisting of 14 items, a shorter more brief 10 item scale was then proposed (Cohen & Williamson, 1988). It was used to identify the levels of stress a person has (see appendix 4). The subject states how often they have found that their lives were uncontrollable, unpredictable and overloaded within the last month. Using a four point scale rating from the lowest number being never and the highest being very often, the participant is asked to mark the number that is most appropriate to them. Items are scored from 0-4 on a person's feeling and thoughts over the last month. A score of 4 representing feeling or thinking a certain way very often and 0 representing never. Scores reverse for items that are positively worded and highest overall total score represents the amount of perceived stress one has.

The Job Satisfaction Survey (JSS) (Spector. P, 1994) was used to measure job satisfaction within the workplace (see appendix 6). It contains 36 items which are written in both positive and negative directions, therefore scores on a negatively worded item much be reversed in order to determine the correct score. Each item is scored on a range from 1-6. A

score of 6 representing the strongest agreement and a score of 1 representing the lowest on a positively worded item. High scores on the scale represent job satisfaction, therefore the lower the score the lower the job satisfaction. There are also 9 subscales in this scale; pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of work, communication and total satisfaction.

Bullying can be defined as ‘a situation where one or several individuals 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 (Einarsen & Skogstad, 1996).

## **Procedure**

Permission was sought and granted from three different organisations. This permission granted access to the building and permission to hand out questionnaires within the organisation. This permission was sought and given via email (see appendix 8, 9 and 10). The three organisations included a hospital, a car garage and a disability centre. As well as these three organisations, snowball sampling also took place. Three persons were recruited, one from each of the three organisation used in this study. They each took a certain amount of questionnaires each and distributed them in their workplace. This meant anybody over the age of 18 who were employed could participate. There were two methods used to distribute the questionnaires. One version was one put online with the use of Qualtrics survey website. The questionnaires were put up exactly as they should have been including a cover page and a debriefing page (see appendix 1 and 7). The second version was a paper survey. All of these questionnaires were stapled together and included a cover page and debriefing page also. The cover pages on both, explained the study, stated that it was completely anonymous and made sure the participant understood that by filling out the questionnaire that they were giving their consent to participate in the study. The debriefing page included a list of helplines for anybody who had any negative feelings whilst taking part. It also included contact details for any further question about the study.

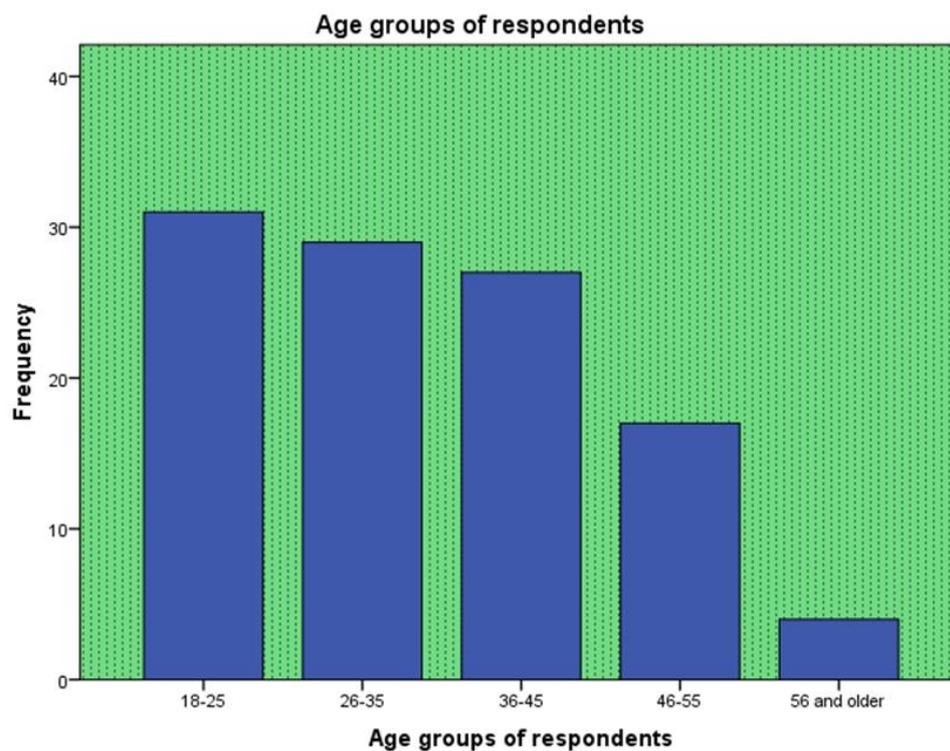
# Results

This results section will focus on descriptive statistics and inferential statistics. Descriptive statistics will include tables and descriptions of variables including mean, standard deviation, maximums and minimums. Inferential statistics will include parametric tests such as Pearson's correlation, independent samples t-test and one way anova. These tests will determine correlations and differences between variables.

## Descriptive statistics

In this study there were 108 participants who took part. The sample used consisted of 30.6% males (n=33) and 69.4% females (n=75). There were 32.4% (n=35) part-time and 67.6% full-time (n=73). The sample included a wide range of ages. Participants who filled out the questionnaire included people as young as 19 up to 62 years old. The mean age in this study was (m=34.90, SD= 11.598).

*Figure 1- Age of respondents*

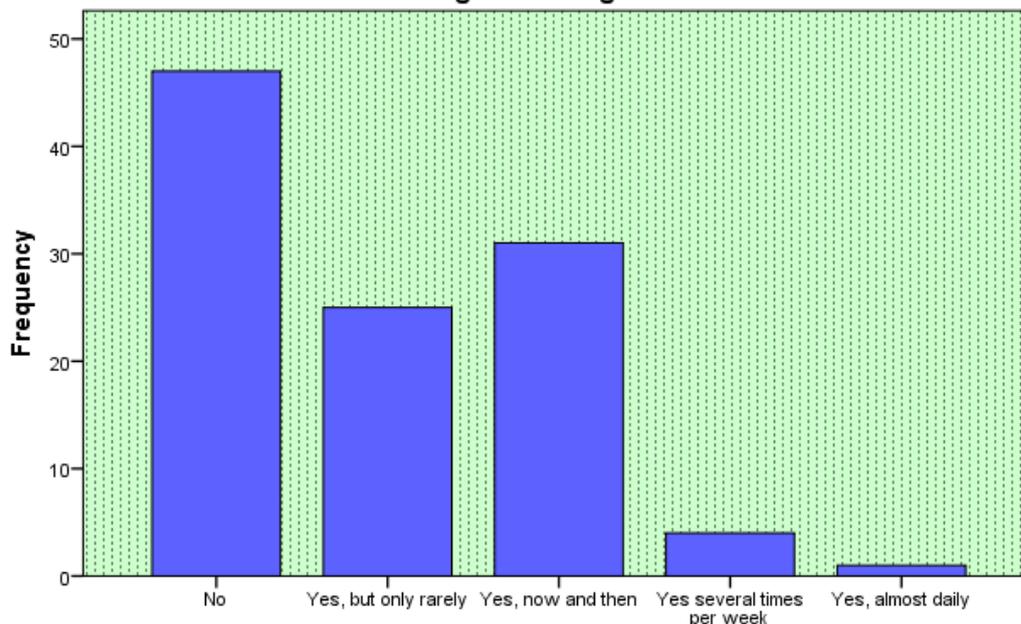


### Negative acts questionnaire (NAQ)

Descriptive statistics for the NAQ calculated a mean score of 40.04 (SD= 13.098). The minimum and maximum scores were minimum 23 and 83. The higher the score in the negative acts questionnaire the more a participant has experienced bullying. In question 23 of the NAQ scale, participants are given a definition of workplace bullying (Einarsen, 2009) 56.5% (n=61) had stated that they had been bullied at some point in their job while 43.5% (n=47) stated that they had not been bullied at all. The responses after the definition was given stated 43.5% (n=47) replied 'no', 23.1% (n=25) replied 'yes, but only rarely', 28.7% (n=31) replied 'yes, now and then', 3.7% (n=4) replied 'yes several times per week' while a further .9% (n=1) replied 'yes almost daily' (see figure 2)

Figure 2- Victimisation

**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 actio...**



**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 actio...**

### *Perceived stress scale (PSS)*

The perceived stress scale calculated a mean score of 25.44 (SD= 6.269). The minimum and maximum scores were 9 and 41. This scale included reverse scoring for certain questions and the higher the score the more perceived stress a participant experienced.

### *Job satisfaction scale (JSS)*

The job satisfaction scale calculated a mean score of 128.25 (SD= 16.848). The minimum and maximum scores were 65 and 176. This scale included nine subscales and reverse scoring also. The higher the score the higher the job satisfaction that a participant had.

### *General health questionnaire (GHQ)*

The general health questionnaire calculated a mean score of 18.33 (SD= 9.486). The minimum and maximum scores were 2 and 65. The higher the score the higher the psychological distress. Therefore the higher score the more psychological distress a participant has experienced.

*Figure 3 – Descriptive statistics of scales*

<b>Scale</b>	<b>Mean</b>	<b>Standard deviation</b>
Negative Acts Questionnaire	40.04	13.098
Perceived Stress Scale	25.44	6.269
Job Satisfaction Scale	128.25	16.848
General Health Questionnaire	18.33	9.846

## **Inferential statistics**

### *Hypotheses 1, 2 & 3*

The mean scores for bullying (NAQ) was 40.04 (SD=13.098) and for Total perceived stress (PSS) was 25.44 (SD= 6.27). A Pearson correlation coefficient found that there was not a strong positive significant relationship between bullying and perceived stress ( $r(108) = p < .453$ ) therefore the null hypothesis cannot be rejected. (See figure 4)

The mean scores for the bullying (NAQ) was 40.04 (SD=13.098) and for general health (GHQ) was 18.33 (SD= 9.49). A Pearson correlation coefficient found that there was strong positive significant relationship between bullying and general health ( $r(107) = p < .01$ ) therefore the null is rejected.

The mean scores for bullying (NAQ) was 38.083 (SD= 12.414) and for job satisfaction (JSS) was 128.25 (SD= 16.85). A Pearson's correlation coefficient found that there was a strong positive significant relationship between bullying and job satisfaction ( $r(108) = p < .032$ ) therefore the null is rejected.

*Figure 4 – Pearson's correlation*

	<b>Mean</b>	<b>Std Deviation</b>	<b>N</b>
TotalNAQ	40.04	13.098	108
TotalJSS	128.25	16.848	108
TotalGHQ	18.33	9.486	107
TotalPSS	25.44	6.269	108

		<b>Total NAQ</b>	<b>TOTALJSS</b>	<b>TotalGHQ</b>	<b>TotalPSS</b>
TotalNAQ	Pearsons	1	.206*	.577**	.073
	N	108	108	107	108
TotalJSS	Pearsons	.206*	1	.339**	.115
	N	108	108	107	108
TotalGHQ	Pearson's	.557**	.339**	1	.196*
	N	107	107	107	107
TotalPSS	Pearson's	.073	-.115	.196*	1
	N	108	108	107	108

#### *Hypothesis 4*

Females ( $\bar{x}$ = 40.12, SD= 12.93) were found to have been bullied slightly higher than males ( $\bar{x}$ = 39.85, SD= 13.66). The 95% confidence limits show that the population mean difference of the variable lies somewhere between -5.721 and 5.178. An independent samples t-test found that there was not a statistically significant difference with bullying in the workplace between males and females ( $t(106) = -.099, p = .936$ ). Therefore the null hypothesis cannot be rejected.

#### *Hypothesis 5*

A one-way ANOVA was used to test the difference between bullying and four different age groups. The Bullying between the age groups differed significantly  $F(4, 103) = 3.95, p < .005$ . Tukey post-hoc comparisons of the four groups indicated that the 46-55 age groups ( $M = 46.3, SD = 14.22$ ) showed significantly higher bullying results than the 18-25 age group ( $M = 33.3, SD = 9.86, p = .007$ ). Comparisons between the 46-55 age groups with the 26-35 age group ( $M = 43, SD = 14.62, p = .908$ ), the 36-45 age groups ( $M = 41.30, SD = 11.63, p = .693$ ) and the 56+ age group ( $M = 35.50, SD = 9.29, p = .525$ ) were not statistically significant.

#### *Hypothesis 6*

The health sector (mean= 42.08, SD= 13.041) were found to have higher levels of bullying than other occupations (mean= 38.34, SD= 13.010). The 95% confidence limits show that the population mean difference of the variable lies somewhere between -1.248 and 8.734. However an independent samples t-test found that there was not a statistically significant difference found between bullying in the health sector and other occupations ( $t(106) = 1.487, p = .140$ ). Therefore the null cannot be rejected.

## **Discussion**

The aim of this study was to determine the relationship between workplace bullying and the three variables; general health, stress and job satisfaction. To measure these variables there were four different scales used. Negative Acts Questionnaire (NAQ) (S.Einarsen et al. 2009) was used to measure bullying, The Perceived stress scale (PSS) (Cohen, S.Kamarck, t. & Mermelstein, R.1983) to measure stress, The general Health Questionnaire (GHQ 12) (Goldberg, D, 1992) to measure psychological distress and the Job Satisfaction Survey (JSS) (Spector. P, 1994) to measure job satisfaction. The results found that this study contained more participants who were victims of bullying than non-victims. There were 61 victims and 47 non-victims. This is unusual when compared to previous research which generally finds more non-victims than victims. Of the 108 there were 35 part-time employees and 73 were full-time employees. There were six hypotheses tested for this study with four of these being supported by the results. A significant relationship was found between bullying and general health and bullying and job satisfaction. The hypothesis that females would have a higher bullying rate than males was supported, and that the hypothesis that there would be a significant difference between age groups and bullying was also supported. However the hypothesis that there would be a significant relationship between bullying and stress was not supported in this study nor was the hypothesis that health sector jobs would have higher levels of bullying than any other occupation.

### **Interpretations/findings of results**

In relation to previous research, it is unusual for a study to have more victims than non-victims, Hoel and Cooper (2000) found that only 10.6% of participants in their study had claimed that they had been bullied. A UNISON (1997) only found 14% of their participants had claimed to have been bullied. In a report of the task for in Ireland (2001) it had been found that there were only 7% of victims that had claimed to have been bullied. A higher percentage of victims were found in a study by (Rayner, 1997) found 53% of their participants had claimed to have been bullied. Although the percentage of victims found in Rayner's study was high, this study still found a higher percentage than a majority of previous findings as it found that 56.5% had been bullied while 43.5% stated they had not.

### *Hypothesis 1- Relationship between general health and bullying*

This hypothesis was supported from the results of this study. The General Health Questionnaire (GHQ) (Goldberg, D, 1992) was used to measure general health and the Negative Acts Questionnaire (NAQ) (Einarsen et al. 2009) to measure the bullying. With the use of a Pearson's correlation, the results showed that there was a positive significant relationship found between general health and bullying. This hypothesis supports previous research stating that there is a correlation between bullying and general health. It has been stated that bullying can damage both physical and psychological health and well-being (Niedl 1996, Vartia). A study by Einarsen and Raknes (1991) found that one percent of a change in sickness absenteeism was due to bullying. A study conducted by UNISON (1997, 2000) found that bullying can harm a person's health and cause symptoms such as depression and anxiety. There this hypothesis is supported by previous research. This hypothesis is consistent with previous studies.

### *Hypothesis 2- Relationship between perceived stress and bullying*

This hypothesis was not supported by the results in this study. It was hypothesised that there would be a significant positive relationship between stress and workplace bullying. This is contradicted by previous studies that have found that there is a significant correlation between stress and bullying. Previous studies found a relation between bullying symptoms and post-traumatic stress (PTSD) (Leymann, 1990). Wilson (1991) also stated that bullying can be worse than any other work related stressor. Although this hypothesis was not supported with these results, it has been in many other studies.

### *Hypothesis 3- Relationship between job satisfaction and bullying*

This hypothesis was supported by the results in this study. Pearson's correlation showed that there was a positive significant relationship between job satisfaction and bullying. Although the results of this hypothesis are unusual as it states that when victimisation rises as does job satisfaction. Participants who have been bullied may have job satisfaction due to other aspects of their job that may be measured in one of the nine subscales of the JSS. This may include pay, promotion or fringe benefits that they may be satisfied with in their job. Previous research states that bullying affects a victim's ability to do their job and the organisation as a (Oldapo & Banks, 2013). The result is unusual due to job satisfaction rising with victims but as stated previously this may be linked with different subscales.

*Hypothesis 4- Woman will be more likely to be bullied than males*

This hypothesis was supported by the results of this study. Females were found to be bullied slightly more than males but there was not a significant difference between the two. Previous research is supported by this hypothesis. Hoel and Cooper (2000) conducted a study on workplace bullying and found that there were 28% of females and 22% of males that had reported being bullied. A study by Einarsen & Raknes (1997) found that when looking at bullying in the workplace, men seemed more likely to be bullied than me but when compared to employees who were working in senior or middle management roles, 15.5% of females were being bullied compared to 6.5% of men.

*Hypothesis 5- There will be a significant difference between age groups and bullying.*

This hypothesis was supported by the results from the one way anova as there was a significant difference found between the groups. The 46-55 age group showed the highest score of bullying compared to any other age group. The lowest signs of bullying were found in the 18-25 age group. A study conducted by UMIST (Hoel & Cooper, 2000) found that the highest level of bullying was reported by younger employees and the least amount from ages 55 and older. This study by Hoel & Cooper (2000) is contradicted by a Norwegian study when the opposite of these results were found. The researchers believed that the reason for older employees being bullied could be due to a slower work pace (Einarsen et al. 1994a). This study conducted by Einarsen et al. is supported by the results from this tested hypothesis.

*Hypothesis 6- Health sector will show higher levels of bullying than other occupations*

This hypothesis was not supported by the results from the independent t-test. It was hypothesised that the health sector would have a higher percentage of bullying than 'other' occupations. Although his hypothesis was not supported by the results of this study, it has been found in previous research. The Irish Nursing union conducted research and found that 87% of their nurses had been verbally bullied while 3.3% had been physically bullied (INO, 1997).

### Law legislation and policy

It would be extremely necessary for more research to be conducted in relation to workplace bullying policies. Each employee should be made fully aware of the law legislation and policy before they become employed within the workforce. There is too little information for employees to be fully aware of what bullying is and just how crucial it can be for a victim. Every organisation should have a bullying policy (HAS, 2007). According to the HSA, all organisations are required to distribute leaflets to employees with information stating that the company does not tolerate any form of bullying, provide counselling advice for victims and it must be available to all staff members. If the bullying policies were introduced, there could be a decrease in problems in the workplace. General health of stay may be significantly higher and absenteeism may decrease also. It would be vital for law legislation and policy to be improved as this improve conditions for employees, employers and the organisation as a whole.

### Strengths and Limitations

A limitation of this study is the sample that was used. There were both paper and online surveys used to collect the data. With this, the online survey may have attracted victims of bullying as a matter of interest, more so than non-victims. This may have made the sample uneven as there were more victims than non-victims who participated in this study. Due to the self-report questionnaires, participants may have been dishonest when answering questions and the information may not be accurate. A bigger sample would have also been suffice as this would give a broader look on the bullying. Of the 108 who responded, 75 of these were female therefore males were therefore there was a gender imbalance with the participants. Distribution could be made more equal to get better results.

There were also strengths to my study as well as the limitations mentioned previously. A strength of this study could be the sample size, containing 108 participants it gave a better range of people to conduct the study on. Another strength could be that there is little previous research Irish focusing on age, therefore in this study participants were grouped into age groups and compared against other looking at differences with bullying. There are not many Irish studies conducted on general health, job satisfaction and stress in relation to bullying, therefore having these three variables researched in one study is a strength. The desired population can be chosen to meet the requirements for participants for the Study findings can be generalized to the population about which information is required.

### **Future directions**

After looking at victims and non-victims in this study, it seems that it would be beneficial to workplace bullying studies to have a scale merely focusing on two groups being victims and non-victims. The Q23 from the Negative Acts questionnaire does ask this question of 'have you been bullied basing your decision on this definition'. Although this is in the Negative acts questionnaire it is not a valid reliable source when running tests and comparing victims and non-victims. It would be also a strength to workplace bullying research in Ireland to focus more on age group to determine what age groups are generally bullied more. Focusing on health such as depression, anxiety and stress are also main factors that future research would benefit from focusing on. Although there are previous studies that have been conducted on these there are very few to fully establish whether or not these symptoms are in fact related to bullying alone or whether it could be other sources such as workload or family life. These implications would really benefit future studies.

**Conclusion**

To conclude, this found was conducted to determine the relationship between workplace bullying, stress, general health and job satisfaction. The results showed a significant correlation between bullying and general health, between bullying and job satisfaction but not between bullying and stress.

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## APPENDIX 1

My name is Nicole Rock and I am conducting research on bullying in the workplace. This questionnaire will also ask about other aspects of your life such as your level of job satisfaction, experience of stress and sense of well-being. This research is being conducted as part of my study for my qualification and will be submitted for examination. It is hoped that this research will provide insight regarding the incidence of bullying in the workplace and associated psychological correlates. It will take approximately 15-20 minutes to complete.

The following questionnaire is an anonymous survey and therefore your name will not appear in any thesis or publication. Please do not write your name on the questionnaire. The questionnaires will be securely stored and data from the questionnaires will be transferred onto a password protected computer.

While the survey asks some questions that may cause some negative feelings, the various measures have been widely used in international research. If any questions do cause negative feelings for you, there will be some useful helplines and services provided at the end of the questionnaire.

Please be aware that you are not obliged to take part in this study and you are free to withdraw from the research at any time during completion. However, due to the anonymous nature of the research it will not be possible to remove your data at a later date.

**It's highly important that you understand that by filling out this questionnaire, you are consenting to participate in this study.**

Should you require any further information about the research, please contact Nicole Rock,

**APPENDIX 2****Please read questions and answer carefully.**

- What is your age? \_\_\_\_\_
  
- What is your sex?
  - Male
  - Female
  
- Do you work on a part-time or full-time basis?
  - Part time
  - Full time

What is your occupation? Please answer in the space provided below.

\_\_\_\_\_

### APPENDIX 3

The following behaviours are often seen as examples of negative behaviour in the workplace. Over the last six months, how often have you been subjected to the following negative acts at work?

*Please choose the number and mark it in the box that best corresponds with your experience over the last six months:*

<b>Never</b>	<b>Now &amp; then</b>	<b>monthly</b>	<b>Weekly</b>	<b>Daily</b>
1	2	3	4	5

1	Someone withholding information which affects your performance.	
2	Being humiliated or ridiculed in connection with your work.	
3	Being ordered to do work below your level of competence.	
4	Having key areas of responsibility removed or replaced with more trivial or unpleasant tasks.	
5	Spreading of gossip and rumours about you.	
6	Being ignored or excluded.	
7	Having insulting or offensive remarks made about your person, attitudes or your private life.	
8	Being shouted at or being target of spontaneous anger.	
9	Intimidating behaviours such as finger pointing, invasion of personal space, shoving, blocking your way.	
10	Hints or signals from others that you should quit your job.	
11	Repeated reminders of your errors or mistakes.	
12	Being ignored or facing hostile reaction when you approach.	
13	Persistent criticism of your work and effort.	
14	Having your opinions and views ignored.	
15	Practical jokes carried out by people you don't get along with.	
16	Being given tasks with unreasonable deadlines.	
17	Having allegations made against you.	
18	Excessive monitoring of your work.	
19	Pressure not to claim something which by right you are entitled (e.g. sick leave, holiday entitlement, travel expenses).	
20	Being the subject of excessive teasing and sarcasm.	
21	Being exposed to an unmanageable workload.	

22	Threats of violence or physical abuse or actual abuse	
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*23. 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 not refer to a one-off incident as bullying.*

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

- No
- Yes, but only rarely
- Yes, now and then
- Yes several times per week
- Yes, almost daily

## APPENDIX 4

0 = never      1 = almost never      2 = sometimes      3 = fairly often      4 = very often

The questions in this scale ask you about your feelings and thoughts during the last month.

In each case, you will be asked to indicate how often you felt or thought a certain way.

For each of the questions circle the number which applies to you:

1	In the last month, how often have you been upset because of something that happened unexpectedly?	0	1	2	3	4
2	In the last month, how often have you felt that you were unable to control the important things in your life?	0	1	2	3	4
3	In the last month, how often have you felt nervous and stressed?	0	1	2	3	4
4	In the last month, how often have you felt confident about your ability to handle your personal problems?	0	1	2	3	4
5	In the last month, how often have you felt that things were going your way?	0	1	2	3	4
6	In the last month, how often have you found that you could not cope with all the things you had to do?	0	1	2	3	4
7	In the last month, how often have you been able to control irritations in your life?	0	1	2	3	4
8	In the last month, how often have you felt that you were on top of things?	0	1	2	3	4
9	In the last month, how often have you been angered because of things that happened that were outside of your control?	0	1	2	3	4
10	In the last month, how often have you felt difficulties were piling up so high that you could not overcome them?	0	1	2	3	4

## APPENDIX 5

We should like to know if you have had any medical complaints and how health has been in general, *over the last few weeks*. Please answer ALL the questions simply by circling the answer which you think most nearly applies to you. Remember that we want to know about present and recent complaints, not those that you had in the past.

*Please read all the questions and answer options carefully*

**Circle the answer you wish to choose.**

**Have you recently:**

1. Been able to concentrate on whatever you're doing?	Better than usual	Same as usual	Less than usual	Much less than usual
2. Lost much sleep over worry?	Not at all	No more than usual	Rather more than usual	Much more than usual
3. Felt that you are playing a useful part in things?	More so than usual	Same as usual	Less useful than usual	Much less useful
4. Felt capable of making decisions about things?	More so than usual	Same as usual	Less so than usual	Much less capable
5. Felt constantly under strain	Not at all	No more than usual	Rather more than usual	Much more than usual
6. Felt you couldn't overcome your difficulties?	Not at all	No more than usual	Rather more than usual	Much more than usual
7. Been able to enjoy your normal day-to-day activities?	More so than usual	Same as usual	Less so than usual	Much less than usual
8. Been able to face up to your problems?	More so than usual	Same as usual	Less able than usual	Much less able than usual
9. Been feeling unhappy and depressed?	Not at all	No more than usual	Rather more than usual	Much more than usual
10. Been losing confidence in yourself?	Not at all	No more than usual	Rather more than usual	Much more than usual
11. Been thinking of yourself as a worthless person?	Not at all	No more than usual	Rather more than usual	Much more than usual
12. Been feeling reasonably happy, all things considered?	More so than usual	About same as usual	Less so than usual	Much less than usual

## APPENDIX 6

PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.

**1 = Disagree very much 2 = Disagree moderately 3 = Disagree slightly**

**4 = Agree slightly 5 = Agree moderately 6 = Agree very much**

1	I feel I am being paid a fair amount for the work I do.	1 2 3 4 5 6
2	There is really too little chance for promotion on my job.	1 2 3 4 5 6
3	My supervisor is quite competent in doing his/her job.	1 2 3 4 5 6
4	I am not satisfied with the benefits I receive.	1 2 3 4 5 6
5	When I do a good job, I receive the recognition for it that I should receive.	1 2 3 4 5 6
6	Many of our rules and procedures make doing a good job difficult.	1 2 3 4 5 6
7	I like the people I work with.	1 2 3 4 5 6
8	I sometimes feel my job is meaningless.	1 2 3 4 5 6
9	Communications seem good within this organization.	1 2 3 4 5 6
10	Raises are too few and far between.	1 2 3 4 5 6
11	Those who do well on the job stand a fair chance of being promoted.	1 2 3 4 5 6
12	My supervisor is unfair to me.	1 2 3 4 5 6
13	The benefits we receive are as good as most other organizations offer.	1 2 3 4 5 6
14	I do not feel that the work I do is appreciated.	1 2 3 4 5 6
15	My efforts to do a good job are seldom blocked by red tape.	1 2 3 4 5 6
16	I find I have to work harder at my job because of the incompetence of people I work with.	1 2 3 4 5 6
17	I like doing the things I do at work.	1 2 3 4 5 6
18	The goals of this organization are not clear to me.	1 2 3 4 5 6
19	I feel unappreciated by the organization when I think about what they pay me.	1 2 3 4 5 6
20	People get ahead as fast here as they do in other places.	1 2 3 4 5 6
21	My supervisor shows too little interest in the feelings of subordinates.	1 2 3 4 5 6
22	The benefit package we have is equitable.	1 2 3 4 5 6
23	There are few rewards for those who work here.	1 2 3 4 5 6
24	I have too much to do at work.	1 2 3 4 5 6

25	I enjoy my co-workers.	<b>1 2 3 4 5 6</b>
	<p>PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.</p> <p><b>1 = Disagree very much 2 = Disagree moderately</b></p> <p><b>3 = Disagree slightly 4 = Agree slightly 5 = Agree moderately</b></p> <p><b>6 = Agree very much</b></p>	
26	I often feel that I do not know what is going on with the organization.	<b>1 2 3 4 5 6</b>
27	I feel a sense of pride in doing my job.	<b>1 2 3 4 5 6</b>
28	I feel satisfied with my chances for salary increases.	<b>1 2 3 4 5 6</b>
29	There are benefits we do not have which we should have.	<b>1 2 3 4 5 6</b>
30	I like my supervisor.	<b>1 2 3 4 5 6</b>
31	I have too much paperwork.	<b>1 2 3 4 5 6</b>
32	I don't feel my efforts are rewarded the way they should be.	<b>1 2 3 4 5 6</b>
33	I am satisfied with my chances for promotion.	<b>1 2 3 4 5 6</b>
34	There is too much bickering and fighting at work.	<b>1 2 3 4 5 6</b>
35	My job is enjoyable.	<b>1 2 3 4 5 6</b>
36	Work assignments are not fully explained.	<b>1 2 3 4 5 6</b>

## **APPENDIX 7**

I would like to thank you for taking part in my study and filling out this questionnaire.

If you felt negatively affected by any of the questions asked in the questionnaire, or wish to seek support or advice please see the contact details provided below:

**National associations for victims for bullying - (0506) 31 590**

**Health and safety authority - 1890 28 93 89**

**Anti-bullying centre – 01 700 6580**

**Samaritans - (01) 872 7700**

*If you have any further questions regarding this study, please do not hesitate to contact Nicole Rock,*

## APPENDIX 8

Me  
To  
Oct 19 at 2:39 AM  
To whom it may concern,

Hi my name is Nicole Rock. I am a third year student in Dublin Business School studying Psychology. As part of my final year, I have to conduct a thesis and I have chosen to do mine on 'Bullying in the workplace'. I am trying to get some work places where I could go to give out some questionnaires. The questionnaires should only take around ten minutes and are completely confidential. There are no names being asked for in the questionnaire, this includes staff names and the company name. It is purely just for my own data and I myself will not even know who answered the questionnaires. Participation is completely voluntary and nobody is obliged to take part. The questionnaires will be securely stored and data from the questionnaires will be transferred from the paper record to electronic format and stored on a password protected computer.

Would it be possible for me to hand out some in your work place?

Thanks for taking your time to read this, if you could get back to me as soon as possible that would be great.

Much appreciated,  
Thanks,  
Nicole Rock.

Patricia Duff  
To Me  
Oct 24 at 4:52 PM

Hi Nicole, further to your email (see below) I can confirm that permission for your questionnaires on Bullying in the workplace to be handed out in Our Lady's Hospital Crumlin has been sanctioned by Director of Human Resources Ms Susanne Allen. If you can contact me with a time scale/date nearer the time so we can put something in place.

If there is any further information you require please do not hesitate to contact me.

Patricia  
Secretary to  
Mr. F. Quinn  
Consultant Urologist

## APPENDIX 9

Me  
To ianhady  
Oct 21 at 6:21 PM  
To Vivian,

Hi, Nicole here. As part of my final year, I have to conduct a thesis and I have chosen to do mine on 'Bullying in the workplace'. I am trying to get some work places where I could go to give out some questionnaires. The questionnaires should only take around ten minutes and are completely confidential. There are no names being asked for in the questionnaire, this includes staff names and the company name. It is purely just for my own data and I myself will not even know who answered the questionnaires. Participation is completely voluntary and nobody is obliged to take part. The questionnaires will be securely stored and data from the questionnaires will be transferred from the paper record to electronic format and stored on a password protected computer.

Would it be possible for me to hand out some in your work place?  
Thanks for taking your time to read this, if you could get back to me as soon as possible that would be great.

Much appreciated,  
Thanks,  
Nicole Rock.

ianhady  
To Me  
Oct 23 at 2:59 PM  
Dear Nicole,

Further to our recent conversation and following on from this email, I wish to inform you I am in a position to oblige on this occasion. I need you to forward me questionnaire ASAP as I/we are very busy at this time of year.

Wishing you well with your thesis.  
Regards  
Vivian Mahady.

## APPENDIX 10

Me  
To mcsautofactors  
Oct 23 at 4:35 PM  
Troy,

Hi my name is Nicole Rock. I am a third year student in Dublin Business School studying Psychology. As part of my final year, I have to conduct a thesis and I have chosen to do mine on 'Bullying in the workplace'. I am trying to get some work places where I could go to give out some questionnaires. The questionnaires should only take around ten minutes and are completely confidential. There are no names being asked for in the questionnaire, this includes staff names and the company name. It is purely just for my own data and I myself will not even know who answered the questionnaires. Participation is completely voluntary and nobody is obliged to take part. The questionnaires will be securely stored and data from the questionnaires will be transferred from the paper record to electronic format and stored on a password protected computer.

Would it be possible for me to hand out some in your work place?  
Thanks for taking your time to read this, if you could get back to me as soon as possible that would be great.

Much appreciated,  
Thanks,  
Nicole Rock.

From MC'S Autofactors Ltd  
To Me  
Oct 23 at 4:58 PM  
Hi Nicole

That would be ok

Regards

Troy

