Gender and gender minority differences in workplace bullying within New Zealand organisations.

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Abstract

The aim of the present study was to identify the relationship between gender, gender minority status and workplace bullying within organisations across New Zealand. The relationship between workplace bullying and workplace outcomes (intention to quit, well-being, psychological strain and physical health) was also assessed. In addition, gender minority was explored as a moderator to determine the impact on the relationship between workplace bullying and workplace outcomes. Participants were recruited from a participant pool volunteering their time with research software company, Qualtrics. The sample consisted of 2,424 respondents from five different industries (sales, education, healthcare, industrial and services) within New Zealand.

Results demonstrated that gender is important in understanding workplace bullying, however being part of a gender minority did not have the same effect. Females working in a male dominated organisation reported significantly higher levels of workplace bullying but not vice versa. In addition, in line with previous research, workplace bullying had a direct relationship with workplace outcomes (intention to leave, psychological strain, physical health and well-being).

Although this research determined only a partial relationship between gender minority status and workplace bullying, the research has provided critical information to researchers, practitioners and human resource managers in New Zealand for the understanding of workplace bullying as a gendered phenomenon. Further research regarding sociological minorities rather than numerical minorities is recommended in order to gain a further understanding of the influence 'power' has on workplace bullying.

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CHAPTER ONE:

Introduction

Workplace bullying is a serious problem for both organisations and employees. It is a problem too large to ignore (Escartin, Salin & Rodriguez-Carballeria, 2011). The aim of this research was to gain a better understanding of workplace bullying within New Zealand organisations. There is no singular definition for workplace bullying, with definitions varying due to the concept being complex, and differing in meaning between countries and researchers (Lewis & Orford, 2005). For example, workplace bullying has often been referred to as mistreatment, victimisation, harassment and emotional abuse. Due to the confusion in the definition, Lewis and Orford (2005) believed that workplace bullying should not be observed as an either or experience but rather as a subtle and gradually expanding process. For the purpose of this research, and based on Salin (2003), workplace bullying is defined as a "repeated or persistent negative behaviour, which involves power imbalance and creates a negative work environment. The employee is intimidated by a behaviour and they feel they cannot retaliate or defend themselves" (Salin, 2003, p. 31).

In addition, workplace bullying can take many forms (verbal, physical and cyber/ online) and consist of many different acts (gossiping, rumours and manipulation, inaccurate accusations). Moreover, what distinguishes workplace bullying from other concepts (conflict, harassment) is the unequal power structure between dominant and subordinate groups and whether individuals of the dominant group are willing to exploit the power imbalance (Salin, 2003).

A major issue is that workplace bullying has become a widely recognised work stressor that can have damaging effects not only on an employee's physical

and psychological well-being, but also on the organisation (Salin & Hoel, 2013). Foster, Mackie and Barnett (2004) conducted research on bullying in the health sector and illustrated that individual targets reported lower self- esteem, higher anxiety and stress, and higher levels of depression, with an increased likelihood of drug and alcohol abuse as a coping mechanism. In addition, Einarsen, Hoel, Zapf and Cooper's (2011) research on bullying and harassment in the workplace identified that the cost to the organisation is high in the form of increased absenteeism, high staff turn-over and a decrease in commitment and productivity. This is not only detrimental to the organisation but also to society, as this may lead to overall lower productivity of goods and services in the market, early retirements (higher superannuation cost) and increased health costs to all members (Salin, 2005).

Gender and Workplace Bullying

Although there are many contributing factors and processes to workplace bullying, the current research focused on gender and gender minority status. Women have often been associated with powerlessness due to social structures and therefore may be important when exploring workplace bullying, a concept defined by a power imbalance (Salin, 2003). For the purposes of this research gender refers to the gender identity of a person – either female or male (Salin, 2005). Leo, Reid, Geldenhuys and Gobind (2014) provided substantial evidence that workplace bullying is gendered, however little research considers gender as an influential predictor of workplace bullying. This is not only an issue in research but also in organisations where policies and structures are considered to be, but not necessarily, gender-neutral.

In addition, most of the previous research exploring workplace bullying has either ignored gender completely or found that gender is not an issue, due to

men and women equally experiencing workplace bullying (Salin & Hoel, 2013). The small number of researchers who have explored the relationship between gender and workplace bullying have found ambiguous and often conflicting results (Simpson & Cohen, 2004; Vartia, 1996; Hoel & Cooper, 2000). One explanation for the ambiguity is that the research has only looked at gender as the gender identity (male or female) of a target rather than the socially constructed aspects of gender (Salin & Hoel, 2013). In other words, how society expects male and females to behave are reinforced by the society's values and norms in the society which we live. This is important as gender as a socially constructed concept is not static, and throughout history gender expectations have continuously changed due to the different perceptions and interactions society, organisations and individuals have developed over time (Salin, 2003).

The continuous change process of gender is often referred to as 'doing gender' (West & Zimmermann, 1987). The concept thrives on determining a dual order between the two genders. For example, when a person is born, they are either female or male, and from this gender characteristics are generally derived. These characteristics are then reinforced through the education system, social norms, values and stereotypes (West & Zimmermann, 1987). One way to explore gender as a social construct is through the exploration of gender minorities (Wang, 2012).

Gender Minority and Workplace Bullying

For the purposes of this research, gender minority is defined as the gender (female or male) that differs from the majority in an organisation. Essentially it is the subordination and difference in social power that makes them different to the majority (Barzilai, 2003).

There is little research on gender minorities that does not explore predetermined gendered professions (e.g. police, nursing and teaching). Therefore, Kanter's (1977) research on social group composition, specifically the effects of group proportions on female achievement in male dominated professions, was used to define what constituted minority/ majority status. Kanter (1977) suggests that there are four different group compositions when exploring majority/minority status; uniform (100:0), skewed (15:85), tilted (35:65) and balanced groups (50:50 – 40:60). Kanter's tilted group ratio (35: 65) was used in the present study as to define majority/minority groups as the concept allows for minorities to affect the culture of the majority group but they do not necessarily have to adapt and conform (Kanter, 1977). In addition tilted minorities will perform much the same as members of the majority, however they are more sensitive to differences in power and motivation (Kanter, 1977).

Exploration of workplace bullying and gender minority is important as both concepts are built on the notion of 'power' (Wang, 2012). Social power is defined as a particular group of people having access to cultural and tangible resources and perceived social authority within an organisation over another group due to societal and cultural norms and beliefs (Cortina, Magley, Williams & Langhout, 2001). For example, gender minority relates to the social power that makes the subordinate group different to the majority, whereas workplace bullying is built on a power imbalance which creates a negative environment (Salin, 2003). In addition, Scott (1986, p167) argued that "gender is a primary way of signifying relationships of power". The emphasis on power differences in workplace bullying and gender minorities may be understood by social dominance theory.

Social Dominance Theory

Social dominance theory suggests that power hierarchies can be found in all societies in which there may be one group that is more dominant than the others (Salin & Hoel, 2013). Power differences may include differing expectations and societal norms, access to resources, and social standing (Salin & Hoel, 2013).

Research by Berdahl (2007) argued that women and men will actively seek to enhance and protect their own gender status. Moreover, if they believe that there is a threat to their gender status then they may revert to bullying those who pose the threat. In a sense, victimisation can be explained as a form of social control. Berdahl (2007) identified two ways in which a threat may occur; firstly, when the behaviour of an individual is 'atypical' of the dominant group. For example the group may see this as the individual challenging the distinctiveness of the group. Secondly, the threat may occur when the individual is perceived to have behaved proto-typically to the dominant group. For example, the group may perceive the individual to be challenging the status of someone in the dominant group (Berdahl, 2007). In other words, if an individual is not conforming to societal expectations of gendered behaviour, specifically by working in an organisation dominated by the other gender, then they may experience higher levels of negative acts until they conform or leave their job.

Lastly Salin and Hoel (2013) identified that those with greater social power are more likely to have a sense of control and understanding of their workplace situation and therefore, in turn, are able to identify how manageable a workplace stressor is to them. For those who are part of a gender minority the opposite is expected, especially because resources, such as social support, may be limited.

Purpose of the research

The aim of the present research was to firstly extend previous research findings by determining whether gender, and being part of a gender minority, influences the exposure to negative acts and self-labelling of workplace bullying. The second aim of the present research was to explore the potential implications for the target's physical health, psychological strain and intention to leave.

One in five New Zealanders has experienced some form of workplace bullying, making New Zealand one of the highest ranked countries of workplace bullying in the world (Ministry of Business, Innovation and Employment (MBIE), 2013). Furthermore, no research on gender and gender minorities and workplace bullying has been conducted in New Zealand, with most of the research conducted in Europe (Finland, Sweden and Norway) (Salin & Hoel, 2013). Escartin, Salin and Rodriguez- Carballeira (2011) stated that one should always be cautious when generalising results from one country or region. For example, Salin (2011) stated that in the European countries managers and colleagues are equally bullied and rather than one perpetrator, it is more likely to be a group phenomenon. This demonstrates that the national context is important when exploring workplace bullying, with organisational structures and cultures different all over the world (Salin, 2011).

Theoretical model of gender and gender minority, and workplace bullying

The conceptual model guiding this study is presented in Figure 1.1 and Figure 1.2 and is based on previous research on gender and gender minorities, power and workplace bullying using social dominance theory as a theoretical guideline (Salin & Hoel, 2013). Figure 1.1 demonstrates that gender and being part of a gender minority are associated with exposure to negative acts and self-labelling of workplace bullying. Furthermore, Figure 1.1 demonstrates that

workplace bullying (both prevalence and self-labelling) is associated with workplace outcomes; turnover intention, psychological strain and physical health problems. Figure 1.2 demonstrates that being part of a gender minority may moderate the relationship between workplace bullying and workplace outcomes (turnover intention, psychological strain and physical health). In other words the relationship between workplace bullying and workplace outcomes will be stronger for participants who are part of a gender minority than those in the majority.

Figure 1.1 demonstrates that workplace bullying was measured two different ways; firstly, by the Negative Acts Questionnaire Revised (NAQ-R) (Hauge, Skogstad & Einarsen, 2007) which is the exposure to negative acts. A negative act is negative behaviour targeted at an individual over time. The NAQ-R is commonly referred to as the behavioural experience where the respondents are asked to identify the frequency at which they are exposed to a negative act in the workplace (Way, Jimmieson, Bordia & Hepworth, 2013). An example item is, 'in the last six months have you been ignored or excluded' (1 = never to 5 = daily). Workplace bullying is also measured using the self-labelling method. As one of the most frequently used methods of measuring workplace bullying, the participant is given a definition in which the participants are asked directly whether they perceive they have been exposed to workplace bullying (Way et al, 2013).
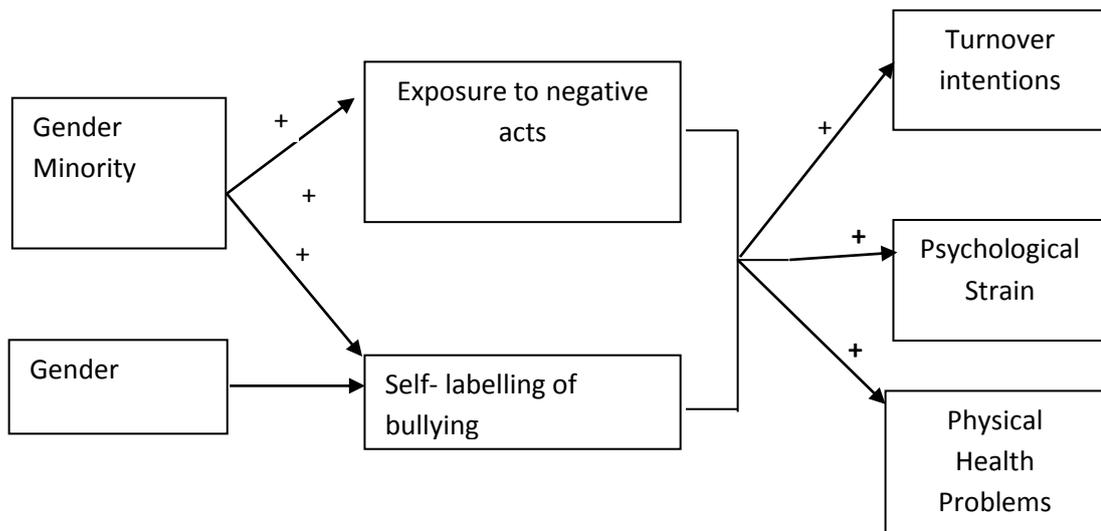
Figure 1.1 *Conceptual model on the relationship between gender and gender minority, and workplace bullying and potential outcomes*
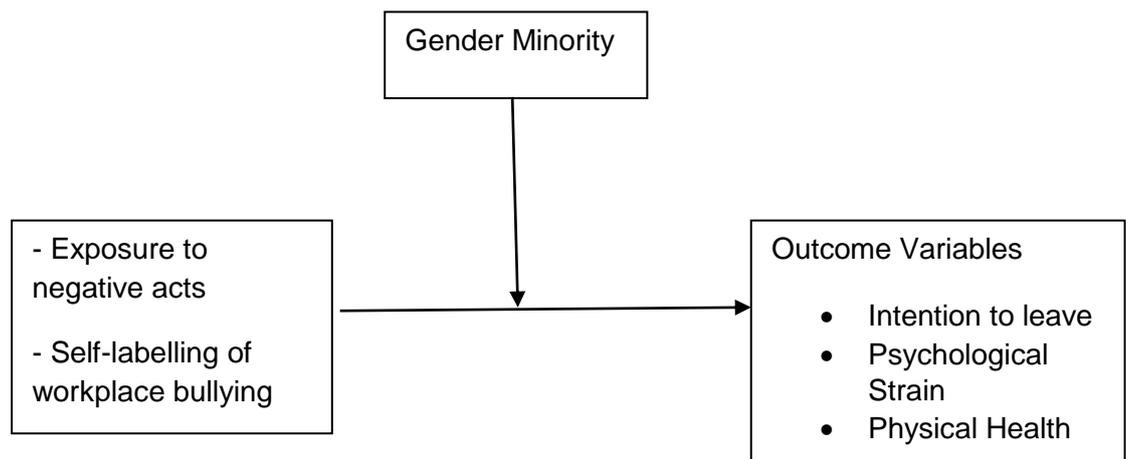
Figure 1.2 *Exploring gender minority as a moderator*

The remainder of this chapter will discuss the study variables and associated hypotheses in more detail.

Gender and Prevalence of Negative Acts

The question of whether women and men are bullied equally has frequently been asked by some researchers. However, research findings observing the relationship between gender and workplace bullying appear to be

ambiguous and often contradictory. Some research has shown that men and women are targets equally of workplace bullying, suggesting that gender is not an issue (Einarsen & Skogstad, 1996; Quine, 2001; Vartia, 1996). In addition, Hutchinson and Eveline (2010) determined that organisations mostly insist on treating workplace bullying as gender neutral, with a firm belief that 'gender' is covered by sexual harassment policies and therefore there is no point in including 'gender issues' in workplace bullying policies. However, other research has shown that women are more likely to be targets of negative acts (Salin, 2003; Hoel & Cooper, 2000). The inference that women are bullied more than men refers back to social dominance theory and the concept of power. Carli (1999) assumed that women are perceived to have less social power than men, who may form an in-group/ out-group mentality. Women may find themselves in a more exposed position and therefore more privy to negative acts. Although there is ambiguity in previous research, it was hypothesised that:

> *H1. Women are more likely to report higher levels of exposure to negative acts than men.*

Gender and Self-labelling

Research by Parzefall and Salin (2010) determined that reported gender differences in the prevalence of workplace bullying may not only be explained by an actual exposure to a negative behaviour, but also explained by the individual's perception of different negative acts (Parzefall & Salin, 2010).This suggests, that just because someone experienced a negative act does not mean that the target believes they were bullied. Essentially, "people are active interpreters of stimuli that are ambiguous in the environment" (Parzefall & Salin, 2010, p3).

Carli (1999) not only assumed that women may be exposed to more negative acts than men, but also that due to the perceived lower social power

women would be more sensitive to bullying behaviours and are more likely to perceive them as more severe. Therefore Carli (1999) expected that women were also more likely to label that act as bullying than their male counterparts. Based on this assumption, Salin (2011) examined whether gender influenced third parties to label negative behaviour as bullying, and analysed the results from the perspective of power. Salin (2011) found that women were more likely to be aware of conscious and unconscious disempowering and demeaning behaviours regardless of whether they were the target. Essentially women are more aware of the power differences in the environment, which is an important aspect of workplace bullying and therefore may affect perceptions of bullying. In addition, Salin (2011) believed that due to vulnerability and the feeling of being unable to defend oneself, women may interpret negative behaviour as a personal attack, and thus were more likely to label themselves as being bullied compared to males.

Gender differences in reported self-labelling of workplace bullying are affected by how men and women perceive different negative behaviours. Ólafsson and Jóhannsdóttir (2004) found that men reported higher levels of exposure to negative acts. However, after answering a self-labelling question, it was found that males did not report higher levels of labelling themselves as bullied. This relationship was based on the belief that men construe negative events differently to women and that men believe they can defend themselves (Ólafsson & Jóhannsdóttir, 2004). Referring back to the definition of bullying, which states that workplace bullying is about the feeling of helplessness and inability to defend oneself, this could explain why more women label themselves as bullied compared to males (Salin, 2003). Based on the above research it was hypothesised that:

H2. Women are more likely to report higher levels of self-labelling of bullying than men.

Gender Minority and Prevalence of Negative Acts

There is little research that explores whether belonging to a gender minority acts as a risk factor for the prevalence of workplace bullying. However, Wang (2012) explored males as a gender minority working in a female dominated organisation incorporating gender role theory. Wang (2012) found that males reported significantly higher prevalence rates of workplace bullying compared to female employees. However, she found that workplace bullying may not necessarily be due to traditional gender roles (female/ male) but due to being part of a gender minority and employees having lower social power in an organisation. More specifically, Wang (2012) states that individuals are more likely to bully someone where they can maximise the harm while minimising the danger to themselves (i.e. consequences, retaliation). If this is true then minority groups may be targets as they are seen as defenceless and do not have the resources available to prevent or cope with workplace bullying (Wang, 2012).

Moreover, research by Archer (1999) explored women working in the traditionally male dominated culture of a fire service station. Archer identified that 46 incidents of workplace bullying in the fire service were towards females and coloured fire fighters. However, management did not mention these issues as they believed that the behaviour was part of the socialisation process (Archer, 1999). This research demonstrates social dominance theory in regards to the male dominated culture being protected at all costs. The women who experienced the workplace bullying were considered to have behaved in a manner that did not match traditional societal stereotypes and, therefore bullying

was accepted until they conformed or left the organisation (Archer, 1999). This could be the case in many organisations that are gender dominant.

Lastly, Eriksen and Einarsen (2004) believed that it is a risk to be different, with a large emphasis on in-group/ out-group. A target may be seen as a deviant member, in which they can become a scapegoat for misplaced aggression. Eriksen and Einarsen (2004) explored males working in the traditionally female dominated profession, nursing. They found that men reported significantly higher levels of workplace bullying compared to females, which was consistent with previous research (Pryor & Fitzgerald, 2003; Leymann, 1993). Eriksen and Einarsen (2004) reiterated Zapf, Einarsen, Hoel and Vartia's (2003) explanation that context is important. Nursing is traditionally a female dominated profession and males may possibly still exhibit masculine behaviour in accordance with traditional societal and cultural expectations, which may be seen as a threat to a female, dominate culture. This behaviour may be seen to not be in accordance with the culture and secondly the job (Eriksen & Einarsen, 2004).

Based on the above research it could be expected that men and women in an opposite sex dominated organisation would experience the same processes of workplace bullying. Therefore, it was hypothesised that:

H3. Women in a male dominated organisation are more likely to report higher levels of exposure to negative acts than men in male dominated organisations.

H4. Men in a female dominated organisation are more likely to report higher levels of exposure to negative acts than women in female dominated organisations.

Gender Minority and Self-labelling of Workplace Bullying

If a target of workplace bullying is likely to view negative acts towards them as a personal attack then they may feel more inclined to label the act as bullying. Salin (2003) suggests that gender minority plays a role in whether an employee views themselves as bullied or not bullied. This is due the power imbalance, where the target stands out in a culture dominated by the other gender. The target may feel vulnerable and be in a position that they feel they cannot defend themselves and therefore, could be more sensitive and more willing to label themselves as bullied. Salin (2003) found that in a male dominated profession 26% of women experienced exposure to negative acts and 11% of the sample labelled themselves as being bullied. However, 21% of males identified exposure to negative acts in the workplace, yet only 5% labelled themselves as a victim of workplace bullying (Salin, 2003). The results suggest that when women are part of a gender minority in a male dominated organisation they are more likely to label themselves as victims.

In addition, Leymann (1993) conducted research with kindergarten teachers. Leymann (1993) used the self-labelling question to determine whether males were more likely to classify themselves as bullied than females. Results demonstrated that 8% of males classified themselves as bullied compared to only 4% of females. Leymann (1993) suggested that this was due to the socially exposed position within a work environment of being part of a gender minority, which can create an 'in-group' 'out-group' mentality. It is believed that those outside a group negatively evaluate situations compared to the dominant group that is considers different situations more positively. If targets consider themselves in the out-group then any sort of negative behaviour will been seen

as an attack and, therefore more likely to label that behaviour as bullying (Leymann, 1993).

Based on the above research it was hypothesised that:

H5. Women in a male dominated organisation are more likely to report higher levels of self-labelling of workplace bullying than men in male dominated organisations.

H6. Men in a female dominated organisation are more likely to report higher levels of self-labelling of bullying than women in female dominated organisations.

Outcome Variables

According to Leymann (1996), bullying is a negative behaviour that in turn leads to negative outcomes. As previously mentioned, workplace bullying has adverse effects on an employee's psychological well-being, their physical health and turnover intentions. The present research explored three workplace bullying outcomes; psychological strain, intention to leave and an employee's physical health.

<u>Psychological strain</u>

Psychological strain can be defined as a condition that arises when perceived demands or constraints exceed the resources or capabilities an individual has available to them (Panatik, Rajab, Shah, Rahman, Yusoff, & Badri, 2012).The individual has the feeling that all control has been lost (Hauge, Skogstad & Einarsen, 2010). Distractions and potentially difficult work environments may mean employees are failing to meet expectations by employers. Targets will try to deal with the stressor itself or the negative effects of

the stressor (Panatik et al, 2012).

There are three main ways targets deal with psychological strain; problem focused coping (change the situation in an active way), emotion focused coping (reappraising the situation) and avoidance coping (not think about it) (Gold & Thornton, 2001). In order to implement a coping strategy people need certain resources available to them. In relation to social dominance theory, it is assumed that targets of bullying will have less access to resources and internal inter-relationship due to the power imbalance (Martins, Eddleston & Veija, 2002). If the targets of workplace bullying are unable to access these resources, then the level and impact of psychological strain will only get worse over time (Broeck, Baillien & De Witte, 2011).

There is no simple answer to what causes psychological strain, however one of the key workplace consequences of workplace bullying is psychological strain. Numerous researchers have used both the prevalence of negative acts and self-labelling method and found that targets of bullying are more likely to report higher levels of psychological strain than those not bullied (Vartia, 2001; Mikklesen & Einarsen, 2002; Gardner, Bentley, Catley, Thomas, O'Driscoll & Trenberth, 2013). In addition, Einarsen and Raknes (1991) found that those who suffer psychological strain as a consequence of bullying most often suffer from anxiety and nervous debility.

Quine (2001) explored potential health outcomes of workplace bullying, specifically the prevalence of negative acts. It was found that those that were bullied suffered from psychological strain more than those not bullied. More specifically, 75.6% of those currently bullied reported that their health was negatively affected by their experience, and of those 29% reported that they were suffering from strain (Quine, 2001).

Based on the above research it was hypothesised that:

H7. Higher levels of exposure to negative acts will be positively related with psychological strain.

H8. Higher levels of self- labelling of bullying will be positively related with psychological strain.

Intention to leave

Intention to leave can be defined as an employee's conscious and deliberate plan to leave the organisation and look for a new job in the near future (Salin, 2003). In addition, intention to leave is one of the best predictors of actual turnover, which can be costly to the organisation. Numerous studies have demonstrated that there is a clear link between workplace bullying, using both the negative acts and self-labelling method, and staff turnover (Djurkovic, McCormack & Casimir, 2004; Zapf & Gross, 2001). Zapf and Gross (2001) believed that leaving the organisation will be an eventual response by anyone that has been a target of workplace bullying, due to the hostile work environment. Furthermore, referring to the power imbalance that defines workplace bullying, targets are likely to have less access to resources (social networks). This is important as Gardner, Bentley, Catley, Cooper-Thomas, O'Driscoll and Trenberth (2013) identify that a supportive work environment is a positive way to reduce turnover intention.

Therefore, it was hypothesised that:

H9. Higher levels of exposure to negative acts will be positively related with intention to leave.

H10. Higher levels of self-labelling of bullying will be positively related with intention to leave their current job.

<u>Physical health problems</u>

Physical health refers to an individual's physical fitness and their physical well-being (Breslow, 1972). Physical health symptoms can be wide-ranging, from headaches, low energy or fatigue through to muscular aches. There has been limited study conducted on physical health and workplace bullying, with the majority of research focusing on mental health (Cooper, Hoel & Faragher, 2004). However, it is important to explore this aspect as workplace bullying can be detrimental especially to an employee's physical health (Cooper et al, 2004).

O'Moore, Seigne, McGuire and Smith (2014) conducted research exploring workplace bullying victims in Ireland. They identified that 93 percent of the identified bullied sample had experienced physical symptoms from the result of prolonged workplace bullying. Sleep disturbances were the most common symptom (83%), followed by lethargy (67%) and stomach disorders (57%). Physical health symptoms can start small and seem unrelated, but should be heeded as a warning. Physical health problems can escalate into more serious behaviours such as alcohol and drug abuse, and mental health problems such as depression (O'Moore, Seigne, McGuire & Smith, 2014). This may also lead to a person not being productive in the workplace due to lack of sleep or higher levels of absenteeism with illness. The longer the bullying occurs the harder it is for a target to change their situation.

Furthermore, a study by Cooper, Hoel and Faragher (2004) found that targets of workplace bullying reported physical health problems more than the non - bullied. Some of the more severely affected targets of workplace bullying were unable to participate in the research due to ill health, thus demonstrating the true impact of workplace bullying. It was therefore hypothesised that:

H11. Higher levels of exposure to negative acts will be positively related with physical health problems.

H12. Higher levels of self-labelling of workplace bullying will be positively related with physical health problems.

Moderator effect of gender minority

The current literature predominantly focuses on gender minority as an antecedent to workplace bullying rather than a moderator. However, Figure 1.2 demonstrates that the impact of gender minority on the prevalence of workplace bullying may not just be a predictor but it may also moderate the relationship between prevalence of workplace bullying and workplace outcomes. After an extensive literature review no published research was found on gender minority as a moderating variable between work place bullying and workplace outcomes.

However, Martins, Eddleston and Veija (2002) examined gender minority as a moderator of the negative relationship between work-family conflict and career satisfaction. Martins et al (2002) found that being part of a gender minority strengthened the relationship. That is to say an individual's career satisfaction was more affected by work-family conflict when the target was part of a gender minority in their workplace. That was because being part of a gender minority, limits the resources and relationships a person has available to them that could help reduce the conflict (Martins, Eddleston & Veija, 2002). Therefore, Martins et al (2002) research demonstrated the importance of social dominance theory and the concept of power when exploring workplace bullying and gender minority.

In relation to the present research, although workplace bulling may influence a target's intention to leave, psychological strain and physical health, it could be assumed that being part of a gender minority may exacerbate the relationship between prevalence and self-labelling of bullying and workplace outcomes

(intention to leave, physical health and psychological strain). That is to say, for those employees who are bullied, the impact could be worse if they are part of the gender minority, with regards to the relationships and resources they have available due to the imbalance of power. If a target of workplace bullying is part of a gender minority then they may not have colleagues they can talk to, or have the resources available to prevent or cope with workplace bullying. The target may feel they are isolated and unable to defend themselves, with the possibility of increased physical health symptoms, psychological strain and have an increased desire to leave the organisation.

Therefore, it is hypothesised that:

H13. Gender minority will moderate the relationship between (a) exposure to negative acts (the NAQ-R) and physical health problems and (b) between self-labelling of workplace bullying and physical health problems. Specifically, the relationship between exposure to negative acts with physical health problems and self-labelling of workplace bullying with physical health problems will be stronger for those who are part of a gender minority.

H14. Gender minority will moderate the relationship between a) exposure to negative acts (the NAQ-R) and intention to leave and b) between self-labelling of workplace bullying and intention to leave. Specifically, the relationship between exposure to negative act with intention to leave and self–labelling of workplace bullying with intention to leave will be stronger for those who are part of a gender minority.

H15. Gender minority will moderate the relationship between a) exposure to negative acts (the NAQ-R) and psychological strain and b) relationship between self-labelling of workplace bullying and psychological strain. Specifically, the relationship between exposure to negative act with

psychological strain and self-labelling of workplace bullying with psychological strain will be stronger for those who are part of a gender minority.

Conclusion

The aim of the present research was to outline, firstly, whether or not gender and gender minority are potential risk factors for higher prevalence of negative acts. The second aim was to determine whether or not gender and gender minority have the potential to influence a target's self-labelling of workplace bullying. Thirdly, the research aimed to determine the relationship between workplace bullying and the three workplace outcomes of physical health, intention to leave and psychological strain. Lastly, this thesis examined whether gender minority acted as a moderator between prevalence of negative acts and self-labelling of workplace bullying and the three potential workplace outcomes.

The remainder of this thesis is laid out as follows: 1) chapter two will outline the method, including the procedures and participants used in the research. 2) Chapter three will present the data analysis and results of the questionnaire. 3) Lastly, chapter four will discuss whether or not the theoretical model and assumptions were supported and the potential implications. Furthermore, limitations of the research thesis will be discussed and potential future research that could help with the understanding of workplace bullying.

Summary of Hypotheses

Gender and exposure to negative acts

H1. Women are more likely to report higher levels of exposure to negative acts than men.

Gender and self- labelling

H2. Women are more likely to report higher levels of self-labelling of workplace bullying than men.

Gender Minority and exposure to negative acts

H3. Women in a male dominated organisation are more likely to report higher levels of exposure to negative acts than men in male dominated organisations.

H4. Men in a female dominated organisation are more likely to report higher levels of exposure to negative acts than women in female dominated organisations.

Gender minority and self-labelling

H5. Women in a male dominated organisation are more likely to report higher levels of self-labelling of workplace bullying than men in males dominated organisations.

H6. Men in a female dominated organisation are more likely report higher levels of self-labelling of bullying than women in female dominated organisations.

Workplace bullying and psychological strain

H7. Higher levels of exposure to negative acts will be positively related with psychological strain.

H8. Higher levels of self-labelling of workplace bullying will be positively related with psychological strain.

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Workplace bullying and intention to leave

H9. Higher levels of exposure to negative acts will be positively related with intention to leave.

H10. Higher levels of self- labelling of workplace bullying will be positively related with intention to leave.

Workplace bullying and physical health problems

H11. Higher levels of exposure to negative acts will be positively related with physical health problems.

H12. Higher levels of self-labelling of workplace bullying will be positively related with physical health problems.

Moderating Variable – Gender Minority

H13. Gender minority will moderate the relationship between (a) exposure to negative acts (the NAQ-R) and physical health problems and (b) between self-labelling of workplace bullying and physical health problems. Specifically, the relationship between exposure to negative acts with physical health problems and self-labelling of workplace bullying with physical health problems will be stronger for those who are part of a gender minority.

H14. Gender minority will moderate the relationship between a) exposure to negative acts (the NAQ-R) and intention to leave and b) between self-labelling of workplace bullying and intention to leave. Specifically, the relationship between exposure to negative act with intention to leave and self–labelling of workplace bullying with intention to leave will be stronger for those who are part of a gender minority.

H15. Gender minority will moderate the relationship between a) exposure to negative acts (the NAQ-R) and psychological strain and b) relationship between self-labelling of workplace bullying and psychological strain. Specifically, the relationship between exposure to negative act with psychological strain and self-

labelling of workplace bullying with psychological strain will be stronger for those

who are part of a gender minority.

CHAPTER 2

METHOD

Context

This research was part of a larger two wave project investigating the well-being of employees who have been subjected to negative acts, through either face to face or cyber bullying. This larger study explored the extent, causes and outcomes of workplace bullying. The current research, however, only explored data collected at time one, with the focus on face to face workplace bullying. Data were collected through the research software company Qualtrics. Qualtrics has a participant pool of people who volunteer their time to fill out questionnaires.

Participants

Participants for this study were recruited from organisations across five different industries in New Zealand: sales, education, healthcare, industrial and services. Approximately 64% of participants came from the industrial and service industry sectors. Overall 2,424 online questionnaires were distributed and completed (male = 40.9%, female = 58.6%). In regards to gender minority, 42.1% (n= 1018) of participants worked in female dominated organisations, whereas 38.7% (n= 921) of participants worked in a male dominated organisation.

The respondents' ages ranged from 18 to 83 years, with more than 80 percent in the age group 25 - 65 years. The mean age was 49.47 years, and the standard deviation was 13.44. The average tenure among participants in their organisations was 8.93 ($SD = 9.77$) years. As for position within an organisation, 12.7% (n= 293) classified themselves as senior manager/executive, 15.1% (n= 348) as mid-level manager, 9.5% (n= 219) as first-line supervisors and 62.7% (n=

1447) as non-managerial employees. In regards to ethnicity, 78% of participants identified themselves as New Zealand European, 6.8% other European and 6.5 percent Maori. Lastly, only 14% of participants identified themselves as having an on-going injury or disability that impacted them at work.

Measures

Measurement instruments were adopted from previous studies (Hauge, Skogstad & Einarsen, 2007; Goldberg, 1972; Spector & Jex, 1998, Salin, 2003; O'Driscoll & Beehr, 1994). The data were collected by an anonymous online questionnaire (See appendix A – included variables only in present study). The online questionnaire contained quantitative measures of workplace bullying (exposure to negative acts and self-labelling), gender, gender minority, intention to leave, physical health and psychological strain. Demographic information that participants were asked to provide included: gender, age, ethnicity, length of time in organisation and industry sector.

The following section describes each of the measures used in the research. 'Prefer not to answer' or 'not applicable' responses were re-coded as missing data. In addition, Cronbach's alpha and factor analysis are mentioned in this chapter however, the results of these analyses are displayed at the beginning of chapter 3.

NAQ-R – Exposure to workplace bullying

Workplace bullying was measured by two different methods. The first method determined the exposure to workplace bullying on the 22-item revised version of the Negative Acts Questionnaire (NAQ-R) developed by Hauge, Skogstad & Einarsen (2007) (22 items; α =.91). The NAQ-R identifies 22 different negative behaviours that an employee may experience in the workplace, asking

the participant to indicate on a scale how often they have experienced the behaviour in the last six months. The measure includes items such as *"Being given tasks with unreasonable deadlines".* All items were measured on a five-point scale anchored from 0 = never to 5 = daily.

Self-labelling of workplace bullying

The alternative method used to assess workplace bullying experiences was the self-labelling method. Using a self- labelling question allows for exploration of whether employees perceive themselves to be targets of workplace bullying. Participants were given the following definition of workplace bullying: "a situation where a person feels they have repeatedly been on the receiving end of negative actions from one or more other people, in a situation where it is difficult to defend themselves against these actions. These negative actions could be physical or non-physical (e.g. verbal abuse). A one-off incident is not defined as bullying." This was followed by the question 'Do you consider yourself to have been bullied at your workplace over the past 6 months?' Participants responded on a five-point scale anchored from 1 = no, 2 = yes, but only rarely, 3= yes, now and then, 4= yes, several times per week and 5 = yes, almost daily.

Gender

To determine the gender of participants, the reported demographic information, from which participants were asked to indicate their gender as either female or male was used and coded as 1= male and 2= female.

Gender Minority

To determine whether participants were part of a gender minority, a one item measure was used, which asked participants to provide a numerical

estimation of the men and women in their work unit. Participants were then coded as 1 = male dominated and 2 = female dominated cases using Kanter's (1977) ratio of 35:65 (previously mentioned on page 4). Furthermore, in order for moderation analysis, participants were separated into whether they belonged to a gender minority within their work unit. For example, women and men who worked in work units dominated by the other gender were coded as 1 and those in a majority coded as 0.

<u>Psychological Strain</u>

Psychological strain was measured using a 12-item version of the General Health Questionnaire (GHQ - 12) developed by Goldberg (1972) (12 items; α = .85).   Responses were obtained using a four-point scale ranging from 1 = not at all to 4 = much more than usual. A sample item for psychological strain was: over the past six months to what extent have you "Felt capable of making decisions about things?" (Goldberg, 1972).

<u>Physical Health</u>

The measure used in this study was adapted from Spector and Jex's (1998) physical symptom inventory (13 items; α = 0.82). Participants were asked to identify how many of the 13 symptoms they have experienced in the last six months using a five-point scale ranging from 1 = less than once a month to 5 = several times per day. Somatic symptoms that measured physical health included: headaches, eyestrain, backaches, upset stomach or nausea, trouble sleeping, acid indigestion or heart burn, stomach cramps, constipation, ringing in the ears, dizziness, tiredness or fatigue, loss of appetite and diarrhoea.

<u>Intention to leave</u>

Intention to leave was measured by three items from previous research (O'Driscoll & Beehr, 1994). The scale measured intention to leave, intention of finding another job and thoughts of actively trying to find another job. All questions were measured using a six-point scale (3 items; α = 0.74). Firstly, "How likely is it that, over the next year, you will actively look for a new job outside of the organisation?" was anchored 1 = Never to 6 = All the time. Secondly, "I plan to look for a new job within the next 12 months" was anchored from 1 = strongly disagree to 6 = strongly agree. Lastly, "thoughts about quitting this job cross my mind" was anchored 1 = very unlikely to 6 = very likely (O'Driscoll & Beehr, 1994).

Procedure

The Research and Ethics Committees of the Schools of Psychology at the University of Waikato and Massey University granted approval for this research. The questionnaire was submitted to the research software company Qualtrics, who distributed the questionnaire to individuals who were registered in their participant pool. All participants received a questionnaire with a covering sheet, detailing what the study was about, and who was conducting the research. Participants were informed that the survey covered a variety of different experiences which could have an impact positively or negatively on their well-being. The term workplace bullying was not mentioned in the cover sheet to avoid influencing the participants' opinions. The cover sheet emphasised to participants that the study had full anonymity, with no identifying information collected.

Participants were given a month to complete the questionnaire. Once the questionnaire was submitted the participants' answers were automatically loaded onto a data file, which were converted into Excel, so the data could be imported into SPSS. On average the questionnaire took approximately 15 minutes to complete.

Data Analysis

The present study used a cross sectional design questionnaire to assess the proposed hypotheses demonstrated in Figure 1.1 and Figure 1.2. The study used IMB Statistical Package for Social Sciences (SPSS) version 22 to analyse the data. Cronbach's alpha, factor analysis, chi square, t-test, correlation analysis and hierarchical multiple regression analysis were used to assess the proposed hypotheses. The p value of $p < 0.05$ was determined to demonstrate a statistically significant relationship in the present study.

Some of the measures used had to be recoded in order for analysis to occur. Firstly, the NAQ-R results were computed using the binary bullying score method to determine whether a participant could be classified as bullied or not bullied. Hauge, Skogstad and Einarsen (2007) determined that to be classified as bullied a target must have experienced at least two different negative acts weekly. In order to categorise targets defined by Hauge et al, 2007) targets were firstly recoded as 0 (frequency: monthly or below) or 1 (frequency: weekly or daily). Once all information was coded by frequency, targets then received either 0 (less than two negative acts) or 1 (more than two negative acts). The end binary score represented 0 = not bullied and 1 = bullied.

Secondly, in regards to psychological strain, six of the items were positively worded, and therefore were reverse scored in order for alignment with the six negatively worded items. This enabled the high score to represent levels

of psychological strain. To obtain the overall mean score for strain the mean score for each participant was computed across the 12 items.

Prior to analysis, Cronbach's alpha was conducted on each scale to ensure reliability and consistency of all measures. Measures with any value above .7 were considered an acceptable value for Cronbach's alpha (Field, 2009). Furthermore, exploratory factor analysis of intention to leave and psychological strain was explored to measure internal validity; results are presented in chapter 3. Principal axis factoring with oblique rotation was used to identify factors measuring psychological strain and intention to leave. Eigenvalues values greater than one and scree plots were used, with factor loadings greater than .40 considered acceptable (Field, 2013).

The hypotheses of the present study that tested the potential relationships between gender and gender minorities with the exposure to workplace bullying were assessed using Pearson's chi squared analysis. The chi squared test allows for the exploration between two categorical variables. However, the self-labelling of workplace bullying was treated as a continuous variable, and therefore, the relationship between gender, gender minority and self-labelling of workplace bullying was explored using independent t-tests.

Furthermore, the potential relationships between self-labelling of workplace bullying and workplace outcomes were assessed using a correlation analysis. Because the exposure to workplace bullying is a categorical variable, the predicted relationship between exposure to workplace bullying and workplace outcomes were assessed using independent t-tests.

Following this, hierarchical multiple regression analysis was conducted to explore possible moderation effects predicted in figure 1.2. Regression analysis consisted of three steps. In step 1 the demographic variables (age, ethnicity,

tenure and industry) were entered into the regression to control for their confounding effects. In step 2, the predictor and moderator were entered and lastly, step 3, the interaction between the predictor and moderator were entered into the regression. If the interaction effect was significant then the interaction was plotted and examined using Sibley's (2008) simple slopes test.

The following chapter details the results of the data analysis.

CHAPTER 3

RESULTS

This chapter reports the findings from the data analysis from 2,424 respondents across New Zealand. The chapter is split into five sections: factor analysis, descriptive statistics, chi square, independent t-tests and hierarchical regression. Results are reported in relation to analysis rather than hypothesis order.

Factor Analysis

Factor analysis was run on two variables; firstly, intention to leave and secondly, psychological strain. Factor analysis was not run on physical health, due to the health symptoms in the measure being discrete. In other words, physical health is a list of symptoms, in which the more symptoms a person processes then the worse their health will be. The factor loadings of 0.40 were the minimum threshold for significant statistics (Field, 2009). Principal axis factoring with oblique rotation was used with both variables. Kaiser-Meyer-Olkin measures for both variables were above the minimum criterion of 0.5 (Field, 2009), ranging between .69 and .87. In addition, the Bartlett's test of sphericity was significant for both variables, indicating that it is appropriate for each measure to continue with factor analysis.

Intention to leave

Principle axis factoring was run on the three items measuring intention to leave (α = .74). The findings indicated one factor, with an eigenvalue greater than one, which explained 79% of the total variance. The factor loadings ranged from

.73 to .96. The scree plot (Appendix B) also supported one dominant factor. Therefore, one factor was retained for further analysis.

<u>Psychological strain</u>

Principal axis factoring (PAF) was run on the Goldberg's (1972) 12-item version of the General Health Questionnaire. The analysis extracted two dominant factors which accounted for 54.7% of the variance (α = .85). The factor loadings ranged from .57 to .84. Examination of the scree plot demonstrated two dominant factors (Appendix C). In addition, the correlation coefficient demonstrated that there was a weak relationship between the two factors (r= .27). After examining both the PAF and scree plot, it was decided to keep the two factors as separate constructs. The structure matrix determined that the original six negative and positive items from the General Health Questionnaire both loaded onto their original factors. The items were renamed well-being and psychological strain.

Descriptive statistics

Descriptive statistics, for all variables, including means, standard deviations, skew, kurtosis and Cronbach's alphas are represented in Table 1. On average, participants reported low levels of psychological strain ($M = 2.58$), well-being ($M = -1.90$),   intention to leave ($M = 1.97$) and physical health problems ($M = 1.64$).

Table 1. Relative means and standard deviations

	Mean	SD	Skew	Kurtosis	Alpha
Intention to leave	1.97	1.33	0.57	-1.01	0.74
Physical health problems	1.64	0.53	1.50	2.70	0.82
Psychological strain	2.58	0.59	-0.87	0.38	0.85
Well-being	-1.90	-0.74	0.83	0.15	0.92

According to Kim (2013), when the sample size is greater than 300 an absolute skew value of larger than 2 and absolute kurtosis values larger than 7 can be used as indicating non-normality in the distribution of scores. Overall, skewness for all variables was between -0.87 and 1.50, while kurtosis values were between -1.01 and 2.70. These values indicate normality and therefore, no data transformations were required (Kim, 2013).

<u>Workplace bullying</u>

In addition, in the current study 15.9 (n= 381) percent of the participants reported being exposed to at least two negative acts at least weekly in the workplace over the last six months. The most frequently identified negative acts in the workplace were: 'having your opinions ignored', 'being exposed to an unmanageable workload' and 'excessive monitoring of workload'. In addition to the NAQ-R, workplace bullying was also measured using the self-labelling method. Self-labelling of workplace bullying was treated as a continuous variable. Overall, 16.5% (n= 397) labelled themselves as bullied in the workplace, with responses ranging from 'yes, but rarely' 8.3% (n= 199), 'yes, now and then' 5.9% (n= 142), 'yes, several times per week' 1.2% (n= 29) to 'yes, almost daily' 1.1% (n= 27) in the last six months.

Chi Square Analysis

The relationships between gender and gender minority status of participants and the proportion of targets who reported exposure to negative acts in the workplace in the last six months are presented in Table 2. The results demonstrated that a larger proportion of women 17.8% (n= 251) reported higher levels of exposure to negative acts than males 13.1% (n= 128*), X^2(1, N = 2390) =9.63, p <0.*01. In other words, women were more likely to report higher levels of exposure to negative acts than males, regardless of gender minority status (H.1).

Further analysis exploring the relationship between the gender minority status of participants and exposure to negative acts in the workplace is also presented in Table 2. To apply Kanter's (1977) tilted groups, participants who worked in organisations where the gender percentage was between 36% and 64% were removed from analysis. Firstly, when exploring selected cases of men working in female dominated organisations, no significant difference was found between men 18.6% (n= 22*) and women 17% (n= 121) in exposure to negative acts in the workplace X^2(1, N = 830) =.19, p =.66.* Therefore, chi squared analysis provided no support for hypothesis 4. In comparison, a statistically significant difference was found in exposure levels of negative acts between men 12.2% (n= 64) and women 23.5% (n= 56) in male dominated organisations X^2(1, N = 764) =.15.98, p < 0.01. Thus hypothesis 3 was supported, in that women experienced higher levels of exposure to negative acts in male dominated organisations than men.

Table 2. Chi Squared
Analysis

	Exposed to negative acts last six months			
	n bullied	n not bullied	bullied %	Chi square value
Gender				
Men	128	851	13.1%	9.69**
Women	251	1160	17.8%	
Minority Status				
Males in female dominated organisations	22	96	18.6%	0.19
Females in female dominated organisations	121	591	17.0%	
Males in male dominated organisations	64	462	12.2%	15.98**
Females in male dominated organisations	56	182	23.5%	

**p<0.01

Independent t-tests

Gender and self-labelling of workplace bullying

To test for differences between gender and self-labelling of workplace bullying independent t-tests were carried out. The results are reported in Table 3. The findings revealed that differences in self-labelling of workplace bullying were statistically significant between females and males, t (2385) = 4.99, p < 0.01. Females, on average, reported higher levels of self-labelling of workplace bullying (M =.34, SD =.78) compared to males (M = .20, SD= .64). Therefore, based on the results, support was provided for hypothesis 2, in that women were more likely to report higher levels of self-labelling of workplace bullying than men.

Gender Minorities and self- labelling of workplace bullying

To identify the relationship between minority status and self-labelling of workplace bullying, specific cases of male and female dominated organisations were explored using independent t-tests. The findings revealed that when analysing cases of male dominated organisations, differences in self-labelling of workplace bullying were statistically significant between men and women t (352) = -3.73, p<0.01. On average women reported higher levels of self-labelling of workplace bullying (M =.42, SD =.88) than men (M =.19 SD =.63). Therefore, based on the results, support was shown for hypothesis 5, as women working in a male dominated organisation reported higher levels of self-labelling of workplace bullying compared to men. However, the findings revealed that there was no statistically significant difference between women and men working in a female dominated organisation with regards to self-labelling of workplace bullying t(829) = -0.99, p = 0.32. Females on average, reported similar levels of self-labelling of workplace bullying (M =.35, SD =.78) as men (M =.28, SD =.74). Therefore, based on the results, no support was given to hypothesis 6.

Table 3. Self –labelling of workplace bullying

	Mean	SD	t
Gender			
Male	0.20	0.64	4.99**
Female	0.34	0.78	
Gender minority status			
Males in female dominated organisations	0.28	0.74	-0.99
Females in female dominated organisations	0.35	0.78	
Males in male dominated organisations	0.19	0.63	-3.73**
Females in male dominated organisations	0.42	0.88	

**p<0.01

<u>Workplace outcome variables and exposure to negative acts</u>

To test for differences in workplace outcome variables between participants who were exposed to negative acts, (bullied) compared to those defined as not bullied, independent t-tests were conducted. The results are represented in Table 4. The results revealed that differences in psychological strain were statistically significant between participants who were bullied and not bullied, t (2390) = 7.39, p < 0.01. Participants who were bullied reported higher levels of psychological strain (*M*= 2.78, *SD*= 0.60*)* than those not bullied (*M* = 2.55, *SD* = 0.58). Therefore, based on the results, hypothesis 7 was supported. In addition, although well-being was not initially predicted, the results demonstrated that those who were bullied (*M* = -2.62, *SD* = -0.80) reported lower levels of well-being than those who were defined as not bullied (*M* = -1.74, *SD* = -0.64).

Furthermore, there was also a significant difference in the mean levels of intention to leave, t (2395) = 20.89, p < 0.01. Participants who were bullied reported higher levels of intention to leave (*M*= 3.17, *SD*= 1.22*)* than those not bullied (*M* = 1.74, *SD* = 1.23), therefore providing support for hypothesis 9. Lastly, there was a statistically significant difference in the mean levels of problems in physical health t (2394) = 17.82, p < 0.01. Participants who were exposed to negative acts reported higher levels of physical health problems (*M*= 2.06, *SD*= 0.68*)* than those considered not bullied (*M* = 1.54, *SD* = 0.45). Therefore, based on the results, hypothesis 11 was supported.

Table 4. Differences in exposure to negative acts – bullied compared to not bullied

Variables	Bullied		Not bullied		
	Mean	SD	Mean	SD	t
Well-being	-2.62	-0.8	-1.74	-0.64	19.63**
Psychological strain	2.78	0.6	2.55	0.58	7.39**
Intention to leave	3.17	1.22	1.74	1.23	20.89**
Physical health	2.06	0.68	1.54	0.45	17.82**

**$p<0.01$

Correlation analysis

Pearson Product-Moment correlation coefficients between self-labelling of workplace bullying and workplace outcomes (psychological strain, well-being, intention to leave and physical health) were calculated and presented in Table 5. Based on the results, hypothesis 8 was supported, with those that labelled themselves as bullied more likely to experience higher levels of psychological strain. Additionally, those that labelled themselves as bullied also experienced lower levels of well-being. Moreover, participants that labelled themselves as bullied in the workplace had more thoughts of leaving the organisation, thus hypothesis 10 was supported. Lastly, hypothesis 12 was also supported, with those that labelled themselves as bullied more likely to experience problems to their physical health.

Table 5. Correlations of self-labelling of workplace bullying and workplace outcomes

		1	2	3	4	5
1	Self-Labelling					
2	Well-being	-0.37**				
3	Psychological Strain	0.14**	0.27**			
4	Physical health	0.32**	0.51**	0.14**		
5	Intention to leave	0.33**	0.51**	0.24**	0.33**	

**Correlation is significant at the 0.01 level (1-tailed).

Hierarchical multiple regression analysis

A multiple regression analysis was conducted to investigate whether the relationship between workplace bullying (NAQ and self-label) and workplace outcomes (psychological strain, well-being, physical health and intention to leave) was connected to being part of a gender minority. There were seven different equations. Each question comprised three steps. To control for the potential influence of demographic variables on workplace bullying, age, industry, ethnicity and tenure in the organisation were entered into the first block. In the second step the relevant predictor variable and moderator variable were entered. Lastly, in the third step the interaction between the predictor variable and moderator was entered. Tables 6 and 7 present the regression equations along with relevant statistics. If a significant interaction was found then the results were graphed and simple slopes examined (Sibley, 2008).

Exposure to negative acts (NAQ-R)

To explore the connection gender minority has with the relationship between exposure to negative acts and the outcomes variables, a hierarchical

regression analysis was conducted. Table 6 demonstrates that when exploring the relationship between exposure to negative acts and psychological strain, a significant beta weight was found for exposure to negative acts (NAQ-R) β = .35, $p < 0.01$. However, there was no significant beta weight in regards to the moderator variable; gender minority status (β = .002, p = 0.96). Step three of the analysis demonstrated a significant change in R squared value of .01 (p <.0.05). Moreover, step three generated a significant interaction effect β = .05, $p < 0.05$.

The significant interaction was graphed and examined (Figure 3.1) using Sibley's (2008) simple slopes test. Both of the simple slope tests revealed a positive relationship between exposure to negative acts and psychological strain. This indicated that participants that were bullied would experience levels of psychological strain regardless of their minority/majority status. However, the relationship between exposure to negative acts and psychological strain was stronger for those in the gender minority (simple slope= 0.42, t = 5.35, p<0.01), than gender majority (simple slope = 0.22, t = 5.79, p<0.01). Therefore hypothesis 15.a, that being part of gender minority would strengthen the relationship between psychological strain and exposure to workplace bullying, was supported.

In regards to the relationship between exposure to negative acts and physical health and intention to leave, the results in Table 6 displayed no significant interactions. Therefore, based on the results, hypotheses 13.a and 14.a, were not supported.

Table 6. Hierarchical regression – exposure to negative acts

		Psychological strain		Well-being		Physical health		Intention to leave	
	Moderator variables	β	t	β	t	β	t	β	t
Step 1	Age	-0.13	-6.27**	-0.24	-11.08**	-0.14	-6.38**	-0.22	-10.24**
	Ethnicity	0.005	0.26	0.04	1.88	0.23	1.03**	0.14	6.62
	Tenure	0.07	3.43**	-0.01	-0.52	-0.04	-2.11	-0.03	-1.56**
	Industry	-0.004	-0.21	-0.03	-1.43	-0.04	-2.00**	-0.02	-0.8
	ΔR^2	0.01**		0.63**		0.03**		0.09**	
Step 2	Gender Minority	-0.02	-0.88	0.001	0.04	0.01	0.73	0.03	1.76
	Exposure to WPB	0.35	15.7**	0.39	20.81**	0.32	16.10**	0.39	20.99**
	ΔR^2	0.02**		0.15**		0.10**		0.10**	
Step 3	Gender minority * WPB	0.05	2.01*	0.02	0.77	0.02	0.94	0.03	1.14
	ΔR^2	0.003*		0.00		0.00		0.00	

* $p<0.05$, **$p<0.01$

WPB = workplace bullying
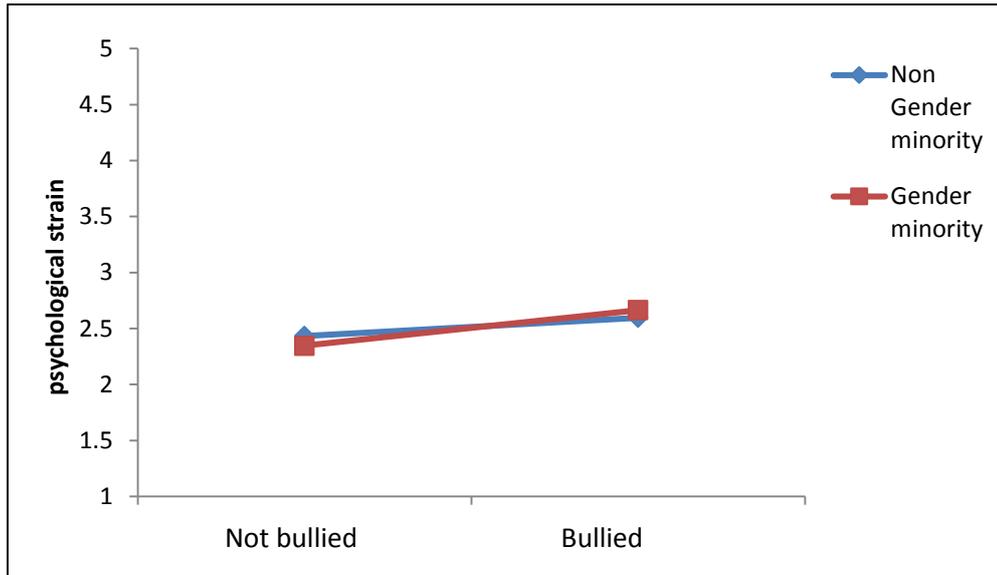
Figure 3.1. Simple slopes – gender minorities

<u>Self- labelling of workplace bullying</u>

Table 7 represents the relationship between the self-labelling method of workplace bullying and workplace outcomes (psychological strain, physical health and turnover intentions). Control variables were entered into step one of the analysis, to control for any effects they may have on self-labelling of workplace bullying. Overall, after step three, no significant interactions were identified; therefore simple slopes analysis was not conducted. Based on the results, hypotheses 13.b, 14.b and 15.b were not supported.

Table 7. Hierarchical regression- self-labelling of workplace bullying

	Moderator variables	Psychological strain		Well-being		Physical health		Intention to leave	
		β	t	β	t	β	t	β	t
Step 1	Age	-.02	.87	-.24	-11.08**	-.15	-6.56**	-.22	-10.38**
	Ethnicity	-.10	4.32	.01	.65**	.-03	-1.22	.03	1.65
	Tenure	.02	1.07**	-.04	-1.97	.05	2.2*	-1.45	-6.71**
	Industry	.003	.14	-.03	-1.41	-.04	-2.02*	-.02	-.82
	ΔR^2	.009**		.06**		.29**		.10**	
Step 2	Gender Minority	.009	0.41	.01	0.56	.02	1.18	.05	2.34*
	Self-labelling	.15	7.1**	.35	18.62**	.31	15.89**	.30	15.74**
	ΔR^2	.002**		.13**		.09**		.09**	
Step 3	Gender minority * Self-labelling	.035	1.37	.01	0.52	.04	1.75	.005	.20
	ΔR^2	.00		.00		.001		.00	

* $p<0.05$, **$p<0.01$

Summary

This chapter described the findings on the relationship of gender and gender minority with workplace bullying and the potential workplace outcomes. Firstly, chi square analysis provided support for higher levels of exposure to negative acts for females working in a male dominated organisation, however no support for men in a female dominated organisation. Similar results were found when exploring self-labelling of workplace bullying and gender minority differences using independent t-tests. Support was provided for the predicted gender differences in exposure to negative acts and self-labelling of workplace bullying. Furthermore, correlation analysis provided support for all direct relationship between self- labelling and workplace outcome variables. Lastly, hierarchical regression analysis demonstrated that being part of a gender minority strengthens the relationship between exposure to negative acts and psychological strain. However, no other hypotheses exploring gender minority as a moderator were supported. The findings and implications for organisations and researchers and practitioners are presented in the next chapter.

CHAPTER 4

DISCUSSION

The aim of the study was to provide insight on the relationship between gender, gender minority and workplace bullying, and potential workplace outcomes. In addition, it was expected, that based on societal norms and expectations of power and social pressures, women and those working in an organisation dominated by the other gender would experience higher levels of workplace bullying. This study defined workplace bullying as "repeated or persistent negative behaviour, which involves power imbalance and creates a negative work environment. The employee is intimidated by a behaviour and they feel they cannot retaliate or defend themselves" (Salin, 2003, p. 31).

Although there are many factors contributing to workplace bullying, this study focused on gender and the implications of being in a gender minority. Previous research by Carli (1999) and Scott (1986) demonstrated gender to be an important aspect of social power. Therefore it may be an important concept to understand when exploring workplace bullying, a concept also built on the notion of power imbalance. In addition, gender was explored because little is known about the significance of gender and the experience (and process) of workplace bullying. Many researchers include gender solely as a control variable, rather than a predictor variable. Exploring gender as a control variable has led previous research findings to be ambiguous and often contradictory. This suggests that as a control variable the socially constructed aspects of gender are overlooked (Hoel & Salin, 2013). Therefore, to broaden the scope of previous research, the present research included gender minority. This recognises that gender differences are often reported without acknowledging the gendered nature of the overall

organisational and social concepts of organisations in which workplace bullying is experienced (Hoel & Salin, 2013).

This chapter is divided into five sections: firstly, the main findings regarding workplace bullying are followed by the relationship between gender and gender minority relationship with workplace bullying. The next section discusses the findings regarding the direct relationship between workplace bullying and workplace outcomes (psychological strain, well-being, physical health and intention to leave the organisation). Next, the moderation effect of gender minority on the relationship between workplace bullying and workplace outcomes is discussed. Lastly, the practical implications of the study are considered, including the potential strengths, limitations and areas for future research.

Workplace bullying

This study clearly demonstrated that workplace bullying is a visible issue among organisations in New Zealand. Although exposure to negative acts (15.9%) and self-labelling of workplace bullying (16.2%) appear to be statistically low, the results are internationally comparable with previous research which has found that workplace bullying ranges from 5% to 20% (O'Driscoll, Cooper-Thomas, Bentley, Catley, Gardner & Trenberth, 2011). The present research results demonstrate that one in six participants experienced workplace bullying. This ratio is consistent with previous research in New Zealand by the Ministry of Business and Innovation (2013). In context, this is a relatively high percentage, particularly considering the strict criterion for defining workplace bullying, which states two negative acts at least twice a week. This is particularly concerning, not only to an employee (employee's psychological and physical health and well-being) but also for organisations trying to retain employees.

Gender and workplace bullying

Although previous research findings were contradictory and ambiguous, the present research predicted that women would experience higher levels of exposure to negative acts than men. Based on the responses to NAQ-R it was clear that significantly more women (17.1%) than men (13.1%) were exposed to negative acts (H.1). The results are consistent with previous research by Salin (2003) and Hoel and Cooper (2000), who found that women are more likely to experience higher exposure levels of negative acts. One explanation for the results is the imbalance in social power. This reflects research by Lewis and Simpson (2005) who believed that what appear to be gender differences are in fact differences in power.

Salin (2003) identified that the relationship between power and gender important because power imbalance is an essential element for the definition and experience of workplace bullying. Based on societal norms and beliefs Salin (2003) also stated that when exploring power it is important to acknowledge that in many situations women have less social power than men. This could lead to women being placed in a more vulnerable position, as males are likely to use different forms of oppression in order to maintain their power (Salin & Hoel, 2013).

In addition, it was found that when using the self- labelling method women (20.3%) were significantly more likely to label themselves as having been bullied than men (11.2%). Based on the self-labelling method, hypothesis 2 was supported. It is interesting to note that men who experienced negative acts were less likely to label negative acts as bullying compared to women who were more likely to label themselves as bullied. One possible explanation is that, based on societal stereotypes, males self-perceive themselves to be physically and

mentally tough and therefore may have a different interpretation of what behaviour is deemed acceptable and what behaviour is considered bullying. Opposite to this, stereotypically women are more likely to be sensitive to bullying behaviours and are more aware of their feelings than men, and therefore more likely to label certain behaviours as workplace bullying (Escartin, Salin & Rodriguez-Carballeira, 2011).

Additionally, women may be aware of the 'glass ceiling effect' leading them to be more sensitive to threats to their professional standing (Escartin, Salin & Rodriguez-Carballeira, 2011). This awareness could lead women to be preoccupied with instances of injustice and determine a pattern of bullying behaviour rather, than seeing a negative act as an individual isolated incident (Escartin, et al, 2011). In other words by focusing on different incidents, whether small or large and allowing them to compound, women are more likely to label behaviours as workplace bullying compared to men.

Gender minority and workplace bullying

Based on research conducted by Eriksen and Einarsen (2004); Salin and Hoel (2013); Salin (2003) and Wang (2012), and similar to research by Ott (1989), who determined that difficulties faced by women in the workplace could be explained by the consequences of being part of a numerical minority, rather than gender issues per se. It was predicted that when women were working in an organisation dominated by males, they would experience higher levels of exposure to negative acts and self-labelling of workplace bullying than males. Due to the assumption that workplace bullying may be associated with numerical minority issues, it was expected that men and women would experience the same social process. Therefore, it was also predicted that males would experience

higher levels of workplace bullying when working in a female dominated profession.

Male dominated organisations

This research found that women working in male dominated organisations were exposed to higher levels of negative acts than males (H.3). One possible explanation is social dominance theory. This theory states that "one group will enhance and protect their own gender status and bully those who pose a threat" (Salin & Hoel, 2013, p 239). For example, in an organisation with masculine values and culture, a woman may be seen as breaking social norms of what is considered feminine by performing men's work. The woman may become alienated from the group thereby reducing the social support and resources she has available to her. Thus, in a male dominated organisation women may feel like they are already battling the 'glass ceiling' so may be more sensitive and aware of their feelings in an environment where they already feel scrutinised (Escartin, Salin & Rodriguez-Carballeira, 2011).

In addition, the present research found that women working in male dominated organisations reported higher levels of self-labelling of workplace bullying than men (H.5). The results demonstrate that context is important. For example, organisations that are male dominated, can be driven by strong masculine values, and sometimes known as 'the boys club'. In these types of environments, negative acts, such a humiliating jokes and funny surprises, can be accepted as part of their everyday life (Salin, 1999). Therefore, based on context, males are less likely to label these types of behaviours as bullying. However, women are likely to receive the same behaviour and may construe these experiences differently than men (Salin, 1999). In addition, women may feel like

'outsiders' and perceive the behaviour as a personal attack and therefore more likely to label negative acts as workplace bullying.

Female dominated organisations

Based on Eriksen and Einarsen's (2004), study of the female dominated profession of nursing, it was predicted that men working in female dominated organisations would experience higher levels of workplace bullying compared with females (H.4 & H.6). However, using both bullying definitions (NAQ-R and self-label), the present study determined that there was no significant difference between men and women working in professions dominated by females.

The results of the present research may be explained by Ott (1989), who explored whether the difficulties women faced in the workplace were due to being part of a numerical minority or their gender. Ott (1989) found, after exploring women working in the police force and males working in the nursing sector, that rather than experiencing harassment, men working in a female dominated culture experienced advantages from being part of the minority. For example, males may receive differential treatment due to the courage of breaking traditional gender norms and joining a profession they wanted to pursue (Simpson, 2004).Therefore, the difficulties faced by women may be due to their gender rather than being part of a numerical minority. This is a key finding as the results demonstrate that women and men, as part of a gender minority, do not experience the same social processes in workplace bullying.

One possible further explanation for hypotheses 4 and 6 not being supported is that by exploring gender as a numerical minority there is potential to be blind to the influence of the minority group based on social group standing (sociological minority). While usually it is true that minority status is based on a numerical number, this is not always the case. For example, there are more women than

men in America, however women are still considered a minority (Reingold & Smith, 2012). Therefore, it may be better to define minority groups on the basis of power and status disadvantages (Reingold & Smith, 2012), rather than numerical.

Goldberg, Finkelstein, Perry and Konrad, (2004) believed that men may not experience higher levels of workplace bullying (NAQ-R and self-label method), rather they are more likely to thrive in a female-dominated organisation due to the stereotypes of a prototypical man matching the stereotypes of a prototypical manager. Men in a female dominated organisation may still hold more power due to societal and cultural norms and expectations (Goldberg et al, 2004). Men are more likely to receive negative feedback from friends and family for working in female dominated organisations. Such negative feedback may include questioning their masculinity and openly mocking their career choice (Goldberg et al, 2004). Future research could look at bullying outside of the workplace to explore the potential differences in social pressure among friends and family due to working in an organisation dominated by the other gender (Goldberg et al, 2004).

Overall, the relationship of gender and gender minority with workplace bullying suggests that workplace bullying is gendered rather than gender neutral, which has several implications which will be discussed further under practical implications.

Workplace bullying and workplace outcomes

The present research predicted that both exposure to negative acts, and self- labelling of workplace bullying, directly affected psychological strain, physical health and intention to leave. However, after running factor analysis on psychological strain, two distinct components were found (positive and negative). The two components were labelled psychological strain and well-being.

Therefore, the current research also explored the relationship between well-being and workplace bullying.

Employee well-being

The current study identified that there was a significant difference in well-being between participants who were defined as bullied (using the NAQ-R) ($M = -2.62$) compared to not bullied ($M = 1.74$). Furthermore, a negative correlation was found between self-labelling of workplace bullying and well-being ($r = -.37$). In other words, if people labelled themselves as bullied they were more likely to have lower levels of well-being. The exploration of well-being is important as previous research by Devonish (2013) demonstrated that well-being is an "indicator of an individual's self-assessment or their entire work experience (Devonish, 2013, p 632)". It is often seen as a depiction of one's affective state at work which can incorporate work related depression, anxiety, esteem issues and satisfaction with both job and career.

This illustrates that managers and human resource professionals need to look at workplace bullying behaviours in order to address employee well-being. In addition, although the present research did not explore performance, Devonish (2013) determined that well-being was an important predictor of performance. Thus, it is essential for the problem of workplace bullying to be addressed. For employees who demonstrate reduced well-being after experiencing workplace bullying, it is important for managers and human resource professionals to implement training, counselling and even rehabilitative programs in order to ensure employees are happy and not struggling with anxiety or stress (Devonish, 2013).

Psychological strain

One aim of the present study was to investigate the relationship between workplace bullying and psychological strain. The results proved to be congruent with previous research, with levels of psychological strain significantly higher for those defined as bullied using the NAQ-R ($M = 2.78$) compared to not bullied ($M = 2.55$). In addition, a positive correlation was found between self-labelling of workplace bullying *and* psychological strain ($r = .14$).

The most prominent psychological symptoms in the present research included feeling constantly under strain and feeling unhappy or depressed. This is congruent with previous research by Lewis (2006), who stated that workplace bullying has adverse effects on the psychological health of targets that can be consistent with stress, PTSD and depression. Therefore, it is important for both managers and human resource professionals to understand the consequences of workplace bullying in order for a more productive and effective organisation. Psychological strain has been previously found to influence employees' job performance and turnover intentions, however the present research did not explore these relationships, which could be beneficial in future research (Lewis, 2006).

Intention to leave organisation

Also in line with previous research, employees' turnover intentions were significantly different for those defined as bullied using the NAQ-R ($M = 3.17$) compared to not bullied ($M = 1.74$). In addition, a positive correlation was found between self-labelling of workplace bullying and intention to leave the organisation ($r = .33$). This means that when an employee labels behaviours as workplace bullying they have stronger intentions to leave the organisation. Research by Djurkovic, McCormack and Casmir (2004) specifically explored the

impact workplace bullying has on turnover intentions and found the exact same positive correlation between workplace bullying and turnover intentions (r= .33).The results are logical because people who experience workplace bullying are probably unwilling and unable to work in such hostility and therefore are more likely to leave. In addition, these findings reveal that workplace bullying has the potential to create additional turnover costs in the way of training and recruitment costs.

Physical health problems

The current research is consistent with the small number of previous studies on physical health problems. Self-reported physical health problems were significantly different for those defined as bullied using the NAQ-R (M= 2.06) versus not bullied (M= 1.54). Additionally a positive relationship was found between self-labelling of workplace bullying and physical health problems (*r= .32).* Research by O'Moore, Seigne, McGuire and Smith (2014) indicated that physical health problems are a flow on effect of stress caused by being bullied in the workplace, with 93% of their sample experiencing issues with physical health due to prolonged workplace bullying. O'Moore et al (2014) believed that physical problems could escalate quickly into more serious problems, whether they were alcohol and drug problems or depression. Therefore, for the sake of physical employee safety it is important that workplace bullying is prevented and minimised in the workplace.

Moderation

The present study assumed that being part of a gender minority may play a moderating function in the levels of workplace outcomes when experiencing workplace bullying. It was hypothesised that for participants experiencing workplace bullying (self-labelling or exposure to negative acts), their well-being,

psychological strain, physical health and intention to quit would be significantly worse when they were part of a gender minority compared to those participants who were part of a gender majority. As far as I can ascertain there appears to be limited previous research exploring gender minority as a moderator in relation to workplace bullying. Thus, the current predictions were based on research by Martins, Eddleston and Veija (2002) that explored work-family conflict and career satisfaction using social dominance theory. They determined that individuals who were part of a gender minority allowed work-family conflict to impact their career satisfaction more than those who were part of a gender majority.

Irrespective of gender, the results of the present study indicated that the relationship between exposure to negative acts and psychological strain was worse for those who were part of a gender minority than those in a gender majority (H.15a). This may be partially explained by social dominance theory and the interactions with workplace bullying. As previously mentioned, social dominance theory and workplace bullying share a similar concept; power imbalance. In addition Martins, Eddleston and Veija (2002) believed that those who were part of a gender minority had less power and were perceived to be part of the 'subordinate' or less dominant group. Thus, due to their social standing it is believed that the minority group will have less access to resources and social support. Therefore, if targets of workplace bullying, who are part of a gender minority are unable to access resources that could help reduce the impact and potential outcomes of workplace bullying, then they are more likely to have higher levels of psychological strain that those in the majority group (Broeck, Baillien & De Witte, 2011).

Lastly, gender minority did not moderate the relationship between workplace bullying and the workplace outcomes: well-being, physical health and intention to leave. One possible explanation is that although workplace bullying is

a predictor of workplace outcomes variables (intention to quit, well-being and physical health), the focus of the present study demonstrated that the relationships are relatively weak and therefore may not be exacerbated by gender minority status (Martins, Eddleston & Veiji, 2002).

Overall gender minority status did not moderate the relationships between workplace bullying (NAQ-R and self-labelling of workplace bullying) with workplace outcomes (well-being, physical health and intention to quit). Due to the current research supporting the finding that workplace bullying is gendered, future research could look to determine if gender has a moderating effect on the relationship between workplace bullying and potential outcomes.

Practical Implications

The following section provides a discussion of the practical implications that the present research has for researchers, practitioners and HR managers in regards to workplace bullying. This is important especially considering the main aim of an organisation is to maximise productivity and efficiency without impeding any employee's well-being (Hoel & Salin, 2013).

Managers must do their best to ensure that a work environment is free from bullying behaviours, more specifically creating a culture in which workplace bullying is not tolerated. This can be done by implementing prevention initiatives, in which it is well identified throughout the organisation that negative acts of behaviour will be recognised and acted upon. This would create a positive work climate which demonstrates a culture that fosters cooperation and team work (Devonish, 2013). Devonish (2013) demonstrated that there is a significant link between workplace bullying and the work environment (organisational norms, values and communications climate). Therefore, if employees are able to align themselves with the culture and values of an organisation then they are less

inclined to leave and may also minimise psychological and physical health problems.

Finding significant differences between men and women implies that researchers, practitioners and organisations should view workplace bullying as gendered rather than simply gender neutral. This is especially important for the way workplace bullying is measured, with inventories like NAQ-R failing to measure gendered forms of negative acts that could specifically target either males or females. The negative acts missing from the NAQ-R can include unprofessional forms of address, questioning manliness, belittling and gender denigration (Hoel & Salin, 2013). This means that although definitions of workplace bullying include 'inability to defend oneself' and 'power imbalance', the measures used in research do not operationalise the concepts. Therefore it is impossible to explore how structural and organisational processes expose some people in particular groups to bullying behaviour (Hoel & Salin, 2013).

Lastly, a gendered approach is not only important for measuring workplace bullying, but managers, practitioners and researchers also need to be aware and acknowledge the gendered aspects of workplace bullying when designing and implementing workplace bullying policies. If practitioners have an awareness on how bullying affects and is perceived differently by men and women then they can implement workplace bullying policies that will benefit both men and women (Salin & Hoel, 2013).This is important with the current and previous research (Salin, 2003; and Eriksen & Einarsen, 2004) demonstrating that women are more likely to label behaviour as bullying compared to men. If men and women interpret negative acts differently, then it is possible that men and women will be dealt with differently by managers and therefore the opportunities to defend themselves will be affected (Salin, 2011).

Strengths and Limitations

The following section discusses the strengths and limitations of the present research and identifies suggestions for improvement in future research.

Strengths

A strength of the present study is that workplace bullying was measured using both the NAQ-R and self-labelling method. By incorporating both methods, there is a perceptual and behavioural approach to the study. This implies that although the two different methods provided different results, information obtained had greater validity for the exploration of workplace bullying. In addition, the self-labelling method allows for a more holistic approach, taking into account perceived social power and the individual's belief in being able to defend oneself (Salin & Hoel, 2013).

A further strength of this study is that the questionnaire provided a definition of what constitutes workplace bullying after completion of the NAQ-R, thereby giving participants a clear understanding of what they were responding to for the self-labelling question. This is important for clarity, as there is no one set definition of workplace bullying. There is often ambiguity in the definition between researchers and participants, with workplace bullying often being mistaken for conflict, harassment and intimidation. This should make the present results more reliable. Furthermore, by introducing the definition after the NAQ-R means that the NAQ-R responses are not influenced by social desirability and are able to directly measure exposure to negative acts.

Lastly, the present research differs to previous research, as it explores a broad and large range of industries and professions whereas previous research has explored traditionally gender biased professions such as nursing, police and

teaching. The present research allows for a holistic view of gender and gender minority differences in workplace bullying across New Zealand.

Limitations

The present study has a number of limitations. The self-report nature of the present study may have led to participants portraying themselves in a favourable light (i.e. less exposure to negative acts or lower levels of self-labelling of workplace bullying). This could result from the sensitive nature of workplace bullying. Although anonymity was specified, participants may not want to accept that they have been exposed to negative behaviours, or may not be willing to label that behaviour as workplace bullying. Therefore, it is important to be aware that participants may have underreported their experiences of workplace bullying.

Another limitation of the present study is that participants were asked to estimate the gender percentage of their work units. This potentially means that the statistics may be inaccurate as participants may simply not know the percentage. Future study could look at organisations where actual numbers are provided by management in order for a more objective measure.

Lastly, although my research was part of a larger two wave study, time constraints meant that the data collected in the present study was only at time one and therefore of a cross sectional design. This meant that causal inferences between variables were prohibited and means that results should be interpreted with caution. Future research could explore a two wave study in order to provide evidence between the different variables over time.

Future Research

Future research could potentially explore specific organisations rather than individuals. This is because organisations have different structures and different approaches to workplace bullying. Exploring the public and business

sectors will provide researchers and practitioners better access to the relationship between gender minorities and bullying in these sectors. This will not only enable better access, but by understanding the influence the work environment and organisational structures have on workplace bullying, managers can undertake training on the causes of workplace bullying and on how these organisational structures play a role in bullying (Salin, 2011).

Salin (2003) believed that one possible explanation regarding gender and workplace bullying is that women are still largely underrepresented in managerial roles within organisations. This could mean that women are more visible and exposed to negative acts, and therefore more vulnerable to negative acts than males (Salin, 2003). Furthermore, due to underrepresentation in management, females may be more likely to feel excluded and more vulnerable, take certain behaviours personally, and may be more likely to label themselves as bullied (Salin, 2003). The present study did not explore position of targets or perpetrators of workplace bullying which could be explored in future research.

Lastly, it is important to understand that age, ethnicity, tenure and industry may similarly contribute in relevance to the understanding of workplace bullying. While these were not within the scope of this thesis, they are important for future research.

Conclusion

In conclusion, the study investigated the relationship between gender and gender minority differences and workplace bullying among New Zealand organisations. The research demonstrated that gender is significant in understanding workplace bullying however gender minorities were only partially significant when exploring the relationship. Overall, the results between gender, gender minority, and workplace bullying demonstrated that there is a complex

relationship between workplace bullying, social power and gender. Exposure to negative acts and self-labelling of workplace bullying were directly related to workplace outcomes (intention to leave, physical health, well-being and psychological strain) as predicted. Only one moderated effect was found, with gender minority influencing the relationship between exposure to negative acts and psychological strain. The results emphasise the importance to practitioners, HR managers and researchers that bullying may in fact be gendered and therefore needs to be taken into consideration when designing and implementing policies on bullying in the workplace.

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Appendices

Appendix A: Work and well-being survey

We are conducting research into people's experiences of work and their well-being. We are approaching people from various industries to complete our survey, which covers a variety of different areas that are related to well-being at work. The survey focuses on experiences at work which may be positively or negatively associated with your well-being.

The survey contains xx separate sections which examine different issues, and will take you about 15 minutes to complete. We appreciate you agreeing to be part of this study and taking some time to complete our survey. If you have any questions, please contact a member of the research team.

The members of the research team are: Tim Bentley (Auckland University of Technology, tim.bentley@aut.ac.nz), Bevan Catley (Massey University, b.e.catley@massey.ac.nz), Helena Cooper-Thomas (University of Auckland, h.cooper-thomas@auckland,.ac.nz), Dianne Gardner (Massey University, d.h.gardner@massey.ac.nz), Michael O'Driscoll (University of Waikato, m.odriscoll@waikato.ac.nz), Maree Roche (University of Waikato, mroche@waikato.ac.nz), Stephen Teo (Auckland University of Technology, stephen.teo@aut.ac.nz), and Linda Trenberth (Griffith University, l.trenberth@griffith.edu.au).

This survey is anonymous. The record kept of your survey responses does not contain any identifying information about you and there is no way to identify you from your responses.

Q10 Section E: Well-being   Over the past 6 months, to what extent have you felt each of the following? Please select the response which best reflects how you have felt in this period.

	Not at all1 (1)	No more than usual2 (2)	Rather more than usual3 (3)	Much more than usual4 (4)	Prefer not to answer5 (5)
E1. Been able to concentrate on what you are doing? (1)	❍	❍	❍	❍	❍
E2. Lost much sleep over worry? (2)	❍	❍	❍	❍	❍
E3. Felt you are playing a useful part in things? (3)	❍	❍	❍	❍	❍
E4. Felt capable of making decisions about things? (4)	❍	❍	❍	❍	❍
E5. Felt constantly under strain? (5)	❍	❍	❍	❍	❍
E6. Felt you couldn't overcome your difficulties? (6)	❍	❍	❍	❍	❍
E7. Been able to enjoy your normal day to day activities? (7)	❍	❍	❍	❍	❍
E8. Been able to face up to your problems? (8)	❍	❍	❍	❍	❍
E9. Been feeling unhappy or depressed? (9)	❍	❍	❍	❍	❍
E10. Been losing confidence in yourself? (10)	❍	❍	❍	❍	❍
E11. Been thinking of yourself as worthless person? (11)	❍	❍	❍	❍	❍
E12. Been feeling reasonably happy, all things considered? (12)	❍	❍	❍	❍	❍

Q14 Section F: Physical health. Over the past 6 months, how often have you experienced each of the following symptoms?

	Less than once per month or never1 (1)	Once or twice per month2 (2)	Once or twice per week3 (3)	Once or twice per day4 (4)	Several times per day5 (5)	Prefer not to answer6 (6)
F1. An upset stomach or nausea (1)	❍	❍	❍	❍	❍	❍
F2. Backache (2)	❍	❍	❍	❍	❍	❍
F3. Trouble sleeping (3)	❍	❍	❍	❍	❍	❍
F4. Headache (4)	❍	❍	❍	❍	❍	❍
F5. Acid indigestion or heartburn (5)	❍	❍	❍	❍	❍	❍
F6. Eye strain (6)	❍	❍	❍	❍	❍	❍
F7. Diarrhoea (7)	❍	❍	❍	❍	❍	❍
F8. Stomach cramps (not menstrual) (8)	❍	❍	❍	❍	❍	❍
F9. Constipation (9)	❍	❍	❍	❍	❍	❍
F10. Ringing in the ears (10)	❍	❍	❍	❍	❍	❍
F11. Loss of appetite (11)	❍	❍	❍	❍	❍	❍
F12. Dizziness (12)	❍	❍	❍	❍	❍	❍
F13. Tiredness or fatigue (13)	❍	❍	❍	❍	❍	❍

Q17 Section G: Absenteeism and intentions to quit   The following statements ask how you feel about your present job. For each item, please select the response which best reflects how you feel.G1. Thoughts about quitting this job cross my mind.

- ○ Never1 (1)
- ○ Rarely2 (2)
- ○ Sometimes3 (3)
- ○ Often4 (4)
- ○ Very often5 (5)
- ○ All the time6 (6)
- ○ Prefer not to answer7 (7)

Q18 G2. I plan to look for a new job within the next 12 months.

- ○ Strongly disagree1   (1)
- ○ Moderately disagree2   (2)
- ○ Slightly disagree3   (3)
- ○ Slightly agree4   (4)
- ○ Moderately agree5   (5)
- ○ Strongly agree6 (6)
- ○ Prefer not to answer7 (7)

Q19 G3. How likely is it that, over the next year, you will actively look for a new job outside of this organisation?

- ○ Very unlikely1   (1)
- ○ Moderately unlikely2   (2)
- ○ Somewhat unlikely3   (3)
- ○ Somewhat likely4   (4)
- ○ Moderately likely5   (5)
- ○ Very likely6 (6)
- ○ Prefer not to answer7 (7)

Q.28 Section K: Behaviour of others at work   The following behaviours are examples of negative behaviour in the workplace. Over the last 6 months, how often have YOU PERSONALLY experienced the following negative acts at work? Please select the response that best corresponds with your experience over the last 6 months.

	Never1 (1)	Now and then2 (2)	Monthly3 (3)	Weekly4 (4)	Daily5 (5)	Prefer not to answer6 (6)
K1. Someone withholding information which affects your performance (1)	❍	❍	❍	❍	❍	❍
K2. Being humiliated or ridiculed in connection with your work (2)	❍	❍	❍	❍	❍	❍
K3. Being ordered to do work below your level of competence (3)	❍	❍	❍	❍	❍	❍
K4. Having key areas of responsibility removed or replaced with more trivial or unpleasant tasks (4)	❍	❍	❍	❍	❍	❍
K5. Spreading of gossip and rumours about you (5)	❍	❍	❍	❍	❍	❍
K6. Being ignored or excluded (6)	❍	❍	❍	❍	❍	❍
K7. Having insulting or offensive remarks made about your person (i.e. habits and background, attitudes or your private life) (7)	❍	❍	❍	❍	❍	❍

K8. Being shouted at or being the target of spontaneous anger (8)	❍	❍	❍	❍	❍	❍
K9. Intimidating behaviour such as finger-pointing, invasion of personal space, shoving, blocking/barring your way (9)	❍	❍	❍	❍	❍	❍
K10. Hints or signals from others that you should quit your job (10)	❍	❍	❍	❍	❍	❍
K11. Repeated reminders of your errors or mistakes (11)	❍	❍	❍	❍	❍	❍
K12. Being ignored or facing a hostile reaction when you approach (12)	❍	❍	❍	❍	❍	❍

Over the last 6 months, how often have YOU PERSONALLY experienced the following negative acts at work? Please select the response that best corresponds with your experience over the last 6 months.

	Never1 (1)	Now and then2 (2)	Monthly3 (3)	Weekly4 (4)	Daily5 (5)	Prefer not to answer6 (6)
K13. Persistent criticism of your work and effort (13)	❍	❍	❍	❍	❍	❍
K14. Having your opinions ignored (14)	❍	❍	❍	❍	❍	❍
K15. Practical jokes carried out by people you don't get along with (15)	❍	❍	❍	❍	❍	❍
K16. Being given tasks with unreasonable deadlines (16)	❍	❍	❍	❍	❍	❍
K17. Having allegations made against you (17)	❍	❍	❍	❍	❍	❍
K18. Excessive monitoring of your work (18)	❍	❍	❍	❍	❍	❍
K19. Pressure not to claim something which by right you are entitled to (e.g. sick leave, holiday entitlement, travel expenses (19)	❍	❍	❍	❍	❍	❍
K20. Being the subject of excessive teasing and sarcasm (20)	❍	❍	❍	❍	❍	❍
K21. Being exposed to an unmanageable workload (21)	❍	❍	❍	❍	❍	❍
K22. Threats of violence or physical abuse or actual abuse (22)	❍	❍	❍	❍	❍	❍

Q35 Section M: Bullying at work   Bullying is defined as "a situation where a person feels they have repeatedly been on the receiving end of negative actions from one or more other people, in a situation where it is difficult to defend themselves against these actions. These negative actions could be physical or non-physical (e.g. verbal abuse), and may include negative online behaviours. A one-off incident is not defined as bullying." Please consider this definition in answering the questions below.   The questions below refer to all types of bullying, including face-to-face and online bullying.

Q38 M4. Do you consider yourself to have been bullied at your workplace over the past 6 months?

- ○ No1 (0)
- ○ Yes, but only rarely2 (1)
- ○ Yes, now and then3 (2)
- ○ Yes, several times per week4 (3)
- ○ Yes, almost daily5 (4)
- ○ Prefer not to answer6 (5)

Section O: Demographics

O1. How old are you?

O2. Your gender:

- ○ Male (1)
- ○ Female (2)
- ○ Prefer not to answer (3)

O3. Do you perceive yourself to be part of a gender minority in your immediate work unit?

- ○ Yes (1)
- ○ No (0)
- ○ Prefer not to answer (2)

O4. Which ethnic groups do you belong to? Select any that apply.

- ❑ New Zealand European (1)
- ❑ Other European (2)
- ❑ Maori/Cook Island Maori (3)
- ❑ Pasifika (4)
- ❑ Chinese (5)
- ❑ Indian (6)
- ❑ Other (please specify): (7) _____
- ❑ Prefer not to answer (8)

O5. How long have you been in your current position?

   Years (1)
   Months (2)

O6. Do you have any on-going injury, health, or disability issues that affect you at work?

- ○ Yes (1)
- ○ No (0)
- ○ Prefer not to answer (2)

O9. Approximately what are the percentages of males and females in your immediate work unit?

Male (%) (1)
Female (%) (2)

Q47 Do you currently reside in New Zealand?

○ Yes (1)
○ No (2)

If No Is Selected, Then Skip To End of Block

Q48 Do you currently work in New Zealand?

○ Yes (1)
○ No (2)

If No Is Selected, Then Skip To End of Block

Q49 Are you currently self-employed?

○ Yes (1)
○ No (2)

If Yes Is Selected, Then Skip To End of Block

Q55 Which industry sector do you work in?

○ Accommodation (1)
○ Administrative and support services (2)
○ Agriculture, forestry and fishing (3)
○ Arts and recreation services (4)
○ Construction (5)
○ Education and training (6)
○ Electricity, gas, water and waste services (7)
○ Financial and insurance services (8)
○ Health care and social assistance (9)
○ Information media and telecommunications (10)
○ Manufacturing (11)
○ Mining (12)
○ Professional, scientific and technical services (14)
○ Public administration and safety (15)
○ Rental, hiring and real estate services (16)
○ Retail trade (17)
○ Transport, postal and warehousing (18)
○ Wholesale trade (19)
○ Other industry sector (13)

Thank you very much for completing this survey. We appreciate you taking the time to respond to these issues. Please submit your completed questionnaire using the 'Submit' button below.   If you have any questions about this research or you would like a summary of the findings, please contact one of the researchers: Tim Bentley (Auckland University of Technology, tim.bentley@aut.ac.nz)Bevan Catley (Massey University, b.e.catley@massey.ac.nz)Helena Cooper-Thomas (University of Auckland, h.cooper-thomas@auckland.ac.nz)Dianne   Gardner   (Massey   University, d.h.gardner@massey.ac.nz)Michael   O'Driscoll   (University   of   Waikato, m.odriscoll@waikato.ac.nz)Maree   Roche   (University   of   Waikato, mroche@waikato.ac.nz)Stephen   Teo   (Auckland   University   of   Technology, stephen.teo@aut.ac.nz)Linda Trenberth (Griffith University, l.trenberth@griffith.edu.au).

**Appendix B: Scree plot for eigenvalues for intention to leave**
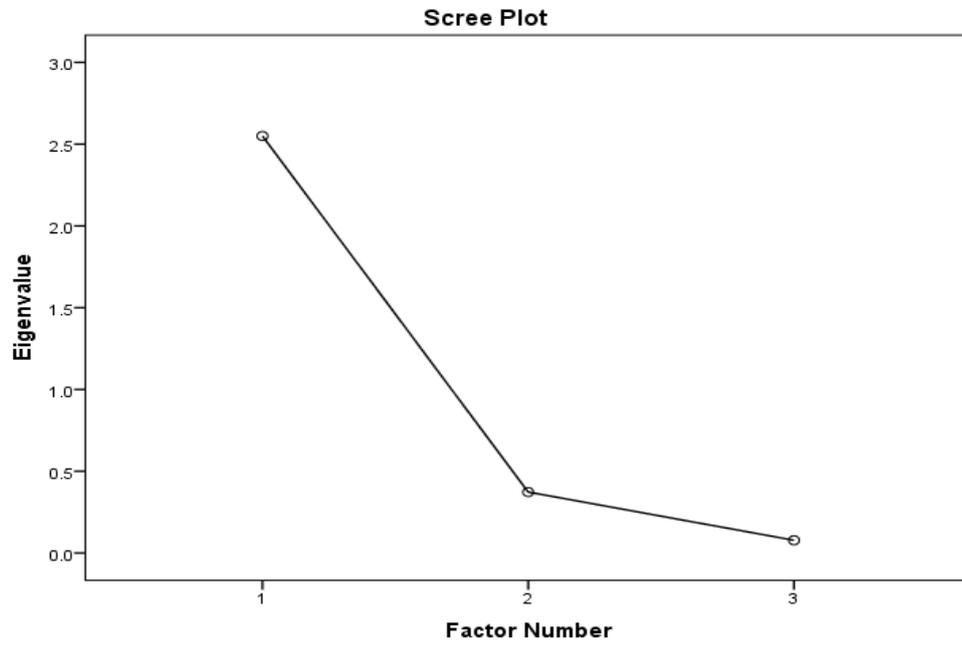
Figure B. Scree plot: intention to leave

**Appendix C: Scree plot for eigenvalues for initial psychological strain**
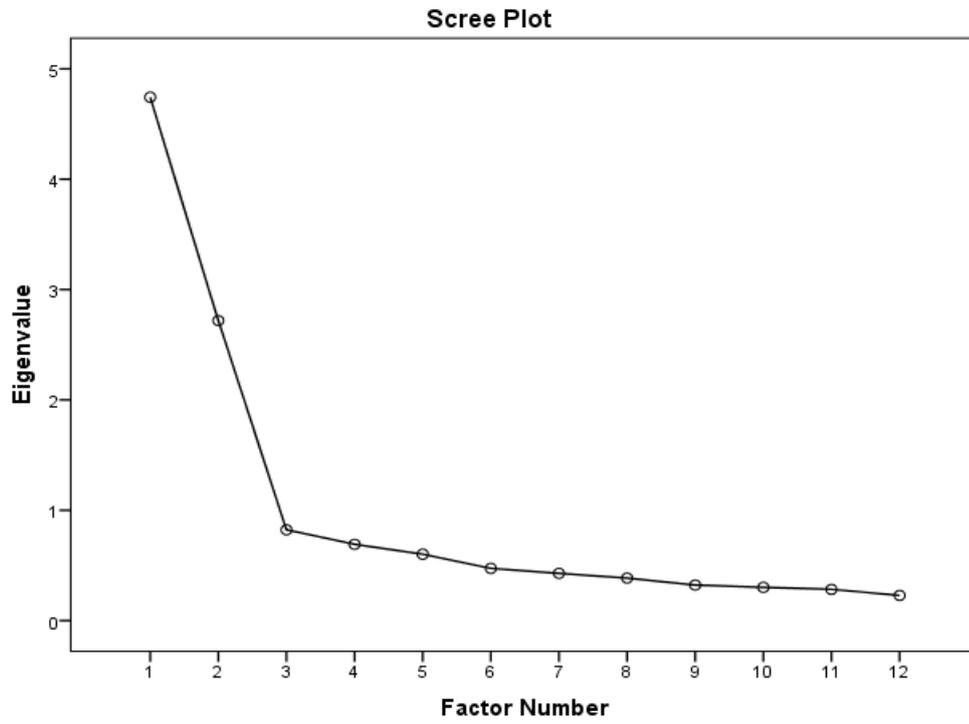
Figure C. Scree plot: initial psychological strain

**Appendix D: Scree plot for eigenvalues for final well-being**
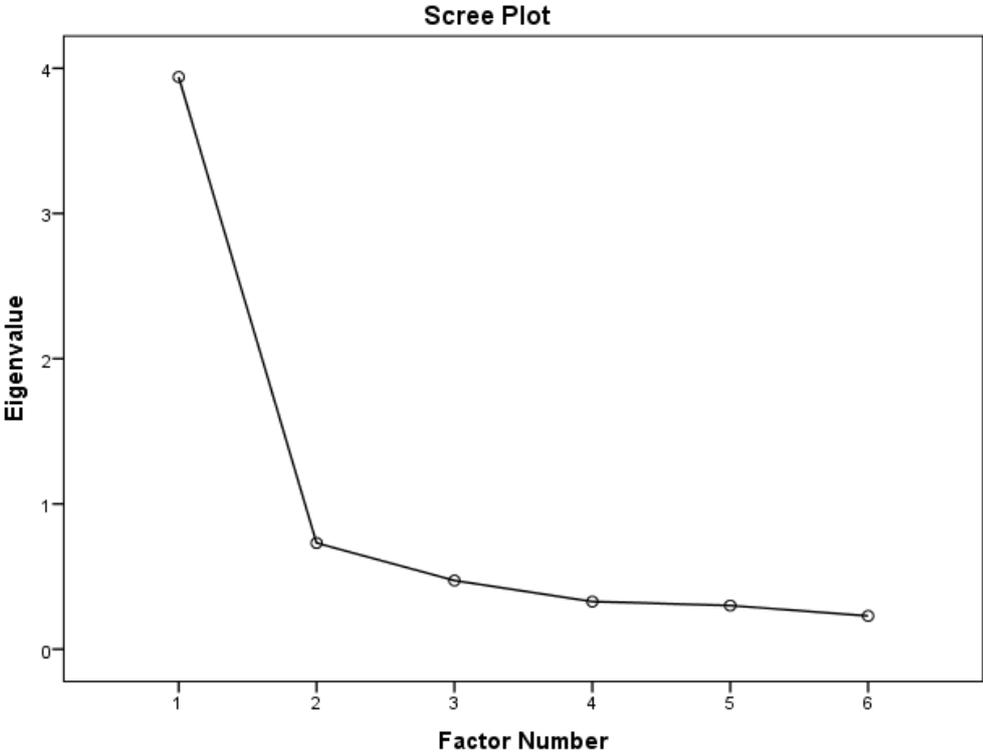
Figure D. Scree plot: final well-being

**Appendix E: Scree plot for eigenvalues for final psychological strain**
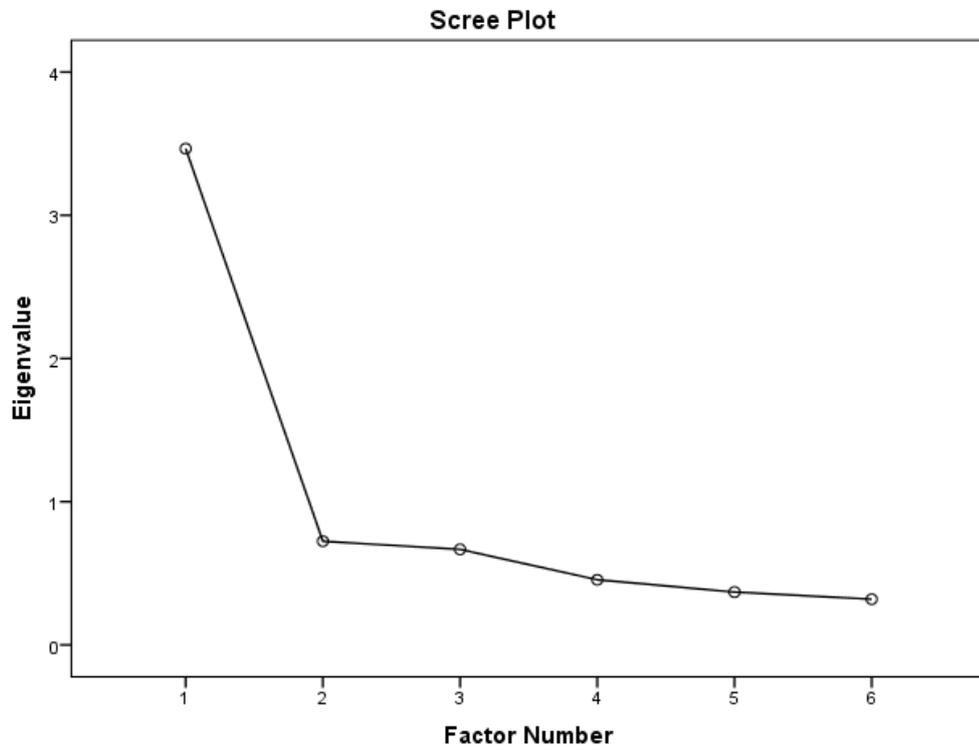
Figure E. Scree plot: final psychological strain