

Workplace Bullying as a Predictor of Intention to Leave among Workers at the Industrial Organizations in Jordan

Dr. Bahjat Eid Al- Jawazneh

Associate Professor, Department of Business Administration
Faculty of Business & Finance Al-al-Bayt University, Al-Mafraq-Jordan
Email: dr.jawazneh@gmail.com

Dr. Ziad Moh'd. Ali Smadi

Associate Professor, Department of Business Administration
Faculty of Business & Finance Al-al-Bayt University, Al-Mafraq-Jordan
Email: ziad34@hotmail.com

DOI: 10.6007/IJAREMS/v6-i1/2559 URL: <http://dx.doi.org/10.6007/IJAREMS/v6-i1/2559>

Abstract

The major purpose of this study is to find out if workplace bullying can be a predictor to the intention to leave at industrial companies in one of the most important industrial estates in Jordan, which is the Alhasan industrial Estate.

The study employed the descriptive and analytical methodologies in order to arrive at sufficient answers for its main problem. Primary data of the study came from a questionnaire which was designed for said purpose, and workplace bullying was measured using two sub-scales, namely work-related bullying and person-related bullying. The Negative Acts Questionnaire (NAQ) of Einarsen et al. (2001) and Einarsen and Raknes (1997) was adopted. With regard to the intention to leave items, researchers utilized the studies of Glambek et al. (2014) and Djurkovic et al. (2008). Questionnaires were distributed to 34 industrial companies.

The major findings of this study are as follows:

The level of presence of work-related bullying at the industrial organization in Jordan is high, while person-related bullying is medium and workplace bullying predicts only 6.7% of the intention to leave among the respondents of the study.

Key words: Workplace Bullying, Intention to Leave, Industrial Organizations, Jordan

1. Introduction

Workplace bullying is defined as a repetitive, deliberate behavior toward any employee with the purpose of insulting and humiliating him by underestimating his job and personal performance. Employees may experience this type of behavior with their managers,

supervisors, and colleagues as well. Bullying can be considered a type of aggressive behavior, when a person suffers continuously from a painful behavior because of inequalities of opportunities between two persons. The first one is seen as an attacker, while the second as a victim. Bullying can be verbal, emotional, or physical (Olweus, 1993).

Another definition which may affirm our earlier statement is what Einarsen (1999) concluded:

“the repeated actions and practices (of a perpetrator) that are directed to one or more workers, which are unwanted by the victim, which may be done deliberately, or unconsciously, but clearly cause humiliation, offense, distress, may interfere with job performance, and/or cause an unpleasant working environment” (p. 17)

Workplace bullying comes in many forms, and can include acts such as the continued exclusion of an employee from important meetings that are necessary in order to do a competent job, or other strategic bullying actions. It may involve the ongoing over-assignment of work which could cause the employee being bullied to fail by missing deadlines, or failing to provide assistance or information that is needed to make accurate decisions. These current factors point to looking at the past so as to understand the history of bullying and its background (MacLeod, 2015).

Contemporary researches indicate that workplace bullying has been a major issue in all types of organizations, regardless of the nature of the services or products they offer. Hence, neither countries nor organizations are immune to it. A survey conducted in Canada revealed that 78% of the respondents felt incivility had worsened in the previous 10 years (Pearson, 1999).

On the other hand, “intention to leave” is described as an employee’s plan to leave or resign from his current work and start searching for a new job with the hope that the new job will give him more peace, comfort, and stability (Koslowsky & Elyakim, 1995).

2. The Problem of the Study

No one can deny the fact that survival is a human basic need that must be fulfilled through productive activities, and one of the most basic and popular way to be productive is to find a job that is based on education, skills, experience, and above all, personal desire and ambition. However, some organizations may fail to offer the right work environment for their workers who begin to be abused by managers, supervisors, colleagues, and sometimes even by the owner of the business organization.

Workplace bullying has been a good topic for research due to its importance and negative effect on human rights and dignity. Many studies were conducted on this topic (Rayner, 1997; Hoel & Einarsen, 1999; Vartia, 2001; Zapf & Gross, 2001), but very few studies tackled the

Jordanian work environment, particularly the industrial sector according to researcher's knowledge.

A report issued to mark Labor Day, annually observed on May 1, stated that "most paid workers in Jordan work under 'unfair and inappropriate' conditions. In addition, there have been 'many violations' against workers in different sectors in the country, including not paying employees working more than eight hours a day proper overtime, and not abiding by safety and security regulations at the workplace" (*Jordan Times*, April 28, 2016).

In a study conducted by Abu Jadayil (2011) that meant to investigate main factors causing workers' turnover in Jordan industrial companies, he concluded that the main reason for possible workers' turnover is their psychological state and relationships with the surrounding environment, which is in contrast to salary, which was the main reason for workers' turnover in factories located inside the industrial cities.

Another study by Al-gharably (2014) on bullying in the workplace among academic and the non-academic staff at the University of Jordan found that workplace bullying does exist within the University. The results indicate a high percentage of participants that experience workplace bullying, and employees who had experienced bullying reported high levels of work-related stress.

This research aims to start from where other researchers left off, and seeks to answer the main research problem, which is:

Is workplace bullying a predictor to an intention to leave among workers at the Alhasan Industrial Estate in Jordan?

From the main research problem, the following sub-problems evolved:

1. What is the intensity of workplace bullying among workers at the Alhasan Industrial Estate in Jordan?
2. What is the impact of work-related bullying on the employees' intention to leave?
3. What is the impact of personal workplace bullying on the employees' intention to leave?
4. Are there any significant differences among the answers of the respondents with regard to the impact of workplace bullying on intention to leave in relation to their age, gender, civil status, citizenship, qualification, number of years of experience, and job title?

3. Importance of the Study

This study serves as an eye opener to decision makers on the issue of workplace bullying surrounding the industrial sector in Jordan. Therefore, it is expected that the results can serve

as a stepping-stone toward better work environment for those who may be a victim of such an act.

Confirming what was mentioned earlier, this paper could be one of a few researches that deals with workplace bullying in Jordan, and thus may be considered as a beginning for other local researchers to explore the working conditions in the industrial sector, especially those conditions that affect the physical, mental, and psychological well-being of workers.

This paper is expected to have some conclusions and recommendations for future researchers who would like to write about workplace bullying, most specifically those who are going to study other dependent variables as a predictor to workplace bullying other than the intention to leave behavior.

4. Objectives of the Study

The major purpose of this study is to find out if workplace bullying can be a predictor to the intention to leave at industrial companies in one of the most important industrial estates in Jordan, which is Alhasan Industrial Estate.

Another purpose for this research is to measure the extent of workplace bullying on two levels, personal and professional (work related), then determining separately the effect of each one on the employees' intention to leave.

To end doubts about the influence of the demographic variables of the respondents on the relationship between workplace bullying and the intention to leave behavior, the study will make a statistical test for hypotheses formulated for that purpose.

Based on the study outcome, the researchers are working toward some relevant recommendations to help any problem related to workplace bullying and the intention to leave behavior in order to make work environments at each researched organizations a healthier one.

5. Review of Related Literature and Studies

5.1 What is workplace bullying?

Namie (2003) wrote that bullying is observed on a continuum that begins with incivility, transitions into bullying, which then ends in workplace violence. Bullying can also be defined as behaviors that occur repeatedly and regularly over a time period that "harass, offend, socially exclude, or adversely affect the work of an employee" (Einarsen et al., 2003).

The definition above then confirms bullying's foremost definitions at work, which is "repeated and enduring aggressive behaviors" that may be perceived by the recipient as intentionally hostile (Einarsen, 1996). At work, bullying or generic harassment is claimed as a devastating and

more crippling problem for employees as compared with other work-related stressors put together. This may also be seen “as a rather severe form of social stress at work” (Zapf et al., 1996).

There are many types of bullying established by researchers as work related as compared against person related. Bullying with regard to work includes behavior such as giving unreasonable deadlines or unmanageable workloads. Person related on the other hand can include teasing, making unreasonable remarks, playing practical jokes, and spreading gossip (Einarsen & Hoel, 2001).

5.2 The workplace bullying behavior

Bullying in the workplace involves behaviors that mostly appear to be verbal in nature and rarely includes physical violence (Keashly, 1998). The acts involved in bullying, according to Leymann (1990), may appear fairly common in everyday life, but may cause much harm and humiliation when occurring on a regular basis. Therefore, the nature of conduct or the very act in itself may not be what makes a victim of bullying suffer, but the frequency by which the act or acts happen. The frequency of the acts, “situational factors relating to power differences or inescapable interactions,” or the attributions of a victim on the intentions of the offender, may be contributing factors to the cause of much anxiety, suffering and misery just as much as the very act involved (Einarsen et al., 1994). Studies show that bullying is not a surprise but rather something of a common knowledge among the people and that they were dealing with at work. Organizations seem to have developed a culture wherein their achievement of organizational goals justifies the means. In such a culture, there may be a perception from managers that they possess a mandate allowing them to use whatever means—techniques or behavior—necessary in deploying their human resources (Sheehan, 1999).

Majority of the definitions surrounding workplace bullying suggest that the victims must feel unable to prevent or stop the abuse. In such situations, there is a power disparity that exists at the onset, which then develops over time (Keashly & Nowell, 2003). In Barling’s (1996) discussion of primary and secondary victims of workplace violence, there is a suggestion that employees who aren’t victims themselves, but whose fears, perceptions, and expectations have been changed as a result of being exposed to such “violence” make up the *secondary* victims. Thus, studies suggests that bullying does not only adversely affect and negatively impact the victims’ work quality outputs, but also affect the outputs of those who are witness to the act or event (Jennifer et al., 2003; Vartia, 2001, 2003). Analyzing bullying within a number of public and private sector organizations revealed that there are more employees who were targets of “less dramatic forms of verbal aggression,” such as belittling victims’ opinions and talking behind the targets’ back (Baron & Neuman, 1998, p. 447).

A UK study that explored bullying incidences showed that bullying succeeded due to bullies knowing “they can get away with it” (UNISON, 1997). When respondents in other researches

were asked as to what they believed were the causes of bullying, answers illustrated the kind of culture that is prevalent in some British workplaces (Archer, 1999; Rayner, 1997; 1998). Another study also adds that the most common causes for bullying include “envy, a weak superior, competition for tasks or advancement, and competition for the supervisor’s favor and approval,” thus pointing towards the direction of additive effects of predictors (Vartia, 1996, p. 203).

Workplace bullying thus drains not just the victim’s but also the entire work group’s motivation and productivity (Einarsen, 2000).

5.3 Work-related and person-related bullying

Another definition for bullying refers to actions and practices repeated and directed towards one or more workers, wherein such actions are unwanted by the victim, and may be deliberately or unconsciously done. Consequently, such acts cause distress, offense, humiliation, and an unpleasant working environment, and ultimately interferes with work performance (Einarsen & Raknes, 1997).

Work-related bullying behaviors include delegating unachievable tasks, assigning impossible deadlines, unmanageable workloads, meaningless tasks, or even providing vague information, and threatening security (Beswick, Gore, & Palferman, 2006). Beswick, Gore, Palferman’s (2006) definition is in line with Vartia’s (1991) account that states work-related bullying as that of giving an individual too simply, too few, or too many tasks, or even criticizing a person or their work persistently.

On the other hand, person-related bullying may be seen as a form of stress that is capable of causing detrimental effects to one’s health. According to Beswick, Gore, and Palferman (2006) states that person-related bullying behaviors include yelling, intruding or violating one’s privacy, spreading rumors or gossip, public humiliation, insulting, or even ignoring someone. Vartia (1991) adds that slander, insinuations about someone’s mental health, and social isolation may also be considered as examples of person-related bullying.

5.4 The intention to leave behavior

Intentions are the foremost determinants of actual behavior (Igbaria & Greenhaus, 1992). According to Price (1977), “the degree of individual movement across the membership boundary of a social system” along with intention to leave are influenced by a significant number of factors such as coworkers’ job embedding and job search behaviors (Felps et al., 2009). Porter and Steers (1973) wrote that “intention to leave” is the next logical step after experiencing dissatisfaction with the workplace, and that the intent to leave may be considered as the last in the sequence of withdrawal cognitions wherein an employee considers resigning and searching for other alternatives for employment (Tett & Meyer, 1993).

5.5 Related studies

Simons (2008) examined bullying behavior among nurses, tested the relationship between nurses' intention to leave and bullying, and noted that 31% of the respondents reported incidents of being bullied and that bullying is an important determinant in predicting one's intention to leave the organization ($B = 3.1, P < 0.0005$).

Another research examined whether perception of organizational support moderates the relationship between a victim's intention to leave and bullying in the workplace (Djurkovic et al., 2008). Djurkovic et al. found that perceived support in the organization does moderate the effects of bullying with regard to their intent to quit. In addition, a series of univariate regression analyses revealed that bullying's effects on intention to leave were significant with lower levels of perceived organizational support, whereas higher levels of perceived organization support were non-significant.

Hauge et al. (2010) researched the relative contribution of workplace bullying as a predictor of organization- and individual-related outcomes after controlling for the documented work stressors of job demands, role conflict, role ambiguity, and decision authority. It was then found that bullying was a significant predictor of all the outcomes, depicting a significant relative contribution in relation to anxiety and depression. Meanwhile, more modest relative contributions were identified for job satisfaction, absenteeism, and turnover intention.

Megadi (2013) studied bullying's direct effects on unethical behaviors. The study reported testing on a sample consisting of 295 respondents in the banking sector in Jordan's northern region with regard to the mediating effect of psychological ownership of the relationship on unethical behavior. Results showed that bullying has a direct effect on the employees' ethical behaviors. The same study also showed a "moderating effect of social exchange ideology between bullying and psychological ownership" (Megadi, 2013). Furthermore, Megadi's research found a moderating effect of "the need for revenge on the relationship between psychological ownership and unethical behaviors."

Al Mualla and Hasan (2016) studied workplace bullying among nurses in public hospitals in Jordan, which revealed that 49.5% of respondents have been subjected to bullying behavior. Meanwhile, 50.5% have lower "rate of exposure" to the same negative acts within the last six months of the research. The same study (Al Mualla & Hasan, 2016) yielded that 70% of nurses were bullied (394 out of 562), while 73% of those respondents stated that bullying events were witnessed by others. Furthermore, they also reported that the individuals they considered who mostly inflicted bullying behavior were those who accompanied patients (27%), physicians (23%), other nurses (19%), and nurse supervisors (11%).

Glambek et al.'s (2014) research on workplace bullying as an antecedent to job insecurity and intention to leave shows that exposure to bullying behavior predicted, over a six-month period, an increase in both levels of intention to leave and job insecurity among a random sample of

North Sea workers ($n = 734$). The reported findings seem to suggest that employees who were bullied were insecure about job content and permanence, and may be at risk for turnover and exclusion from working life. It is thus recommended that these outcomes be taken into consideration when workplace bullying incidents are addressed.

6. Research Variables

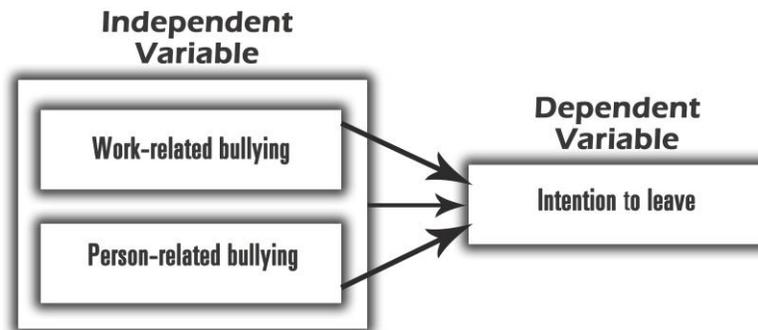


Figure 1. The variables of the study

Figure 1 shows workplace bullying as the independent variable, which is divided into work-related bullying and person-related bullying, while the intention to leave behavior is the dependent variable. With regard to workplace bullying variables, the researchers used the variables of Yahaya et al. (2012).

7. Research Hypotheses

Based on the related literature and studies, the researchers developed the following hypotheses.

The first main null hypothesis:

- H01: Workplace bullying could not predict the intention to leave among workers at an industrial organization in Jordan, at the significance level of $\alpha \leq 0.05$.

From the main hypothesis, the researcher formulated the following sub-hypotheses:

- H01a: Work-related bullying could not predict the intention to leave among workers at an industrial organization in Jordan, at the significance level of $\alpha \leq 0.05$.
- H01b: Person-related bullying could not predict the intention to leave among workers at an industrial organization in Jordan, at the significance level of $\alpha \leq 0.05$.

The second main null hypothesis:

- H02: There are no significant differences among the answers of respondents at $\alpha \leq 0.05$, with regard to workplace bullying as a predictor of the intention to leave among workers at an industrial organization, which pertain to their demographic characteristics such as, gender, age, marital status, nationality, education, experience, profession, and industrial organization nationality.

8. Research Methodology

The study employed the descriptive and analytical methodologies to arrive at sufficient answers for its main problem.

8.1 Data collection method

Secondary sources of data, such as references and published papers related to the subject of workplace bullying and the intention to leave, were thoroughly reviewed and studied.

Primary data of the study came from a questionnaire which was designed for that purpose. Workplace bullying was measured using two sub-scales, namely work-related bullying and person-related bullying. The negative Acts Questionnaire (NAQ) of Einarsen et al., (2001) and Einarsen and Raknes (1997) was adopted; however, with regard to the intention to leave, researchers utilized the studies of Glambek et al. (2014) and Djurkovic et al. (2008).

The original version of the NAQ was translated to Arabic and modified so as to be understood by the respondents. Furthermore, and upon the advice of some academicians in the field of organization behavior and human resources management, the items of the instrument were narrowed down to 16 items. But with regard to the intention to leave, the researchers developed seven items that were regarded as sufficient enough to measure this dimension.

A 5-point Likert type rating scale, ranging from highly agree (highest) to highly disagree (lowest) was utilized.

The instrument consisted of the following:

- the first part covers the demographic profile of the respondents;
- the second part consists of items that measure work-related bullying and person-related bullying variables; and
- the third part contains items that measure the intention-to-leave variable.

For the sake of the interpretation of the descriptive statistics of the study, the researchers computed the range using the following equation:

$$Range = \frac{\text{highest average value} - \text{lowest average value}}{\text{number of levels}}$$

$$Range = \frac{5 - 1}{3}$$

$$Range = 1.33$$

$$Range = 1.33 + 1 = 2.33$$

Therefore, low response rate ranges from 1 to less than 2.33. Medium response rate ranges from 2.33 to less than 3.66, calculated as such:

$$2.33 + 1.33 = 3.66$$

And high average response rate is assigned to responses that score more than 3.66 (from 3.66 to 5.00).

8.2. Population and sample of the study

Convenient sampling was the most appropriate and most possible to adopt because of the nature of work of the industrial organization in general, particularly at Alhasan Industrial Estate, which requires three-shift schedule most of the time so as to meet job orders' due date. Hence, questionnaires were distributed to 34 industrial companies that took part in this study. An average of three to four questionnaires was distributed to each industrial company, totaling to 115 questionnaires. For some reason though, only 98 questionnaires were retrieved, but only 93 of them were valid for statistical analysis.

8.3. Statistical Treatment

To describe the population of the study, descriptive statistics such as frequencies, percentages, averages, and standard deviations were used in this study. Furthermore, Multiple Regression was also employed to test the main hypotheses and sub-hypotheses. For the second main hypothesis, one-way ANOVA was utilized, and Pearson correlation was also used to measure the inter-correlation between the variables, and to investigate the impact of workplace bullying on intention to leave.

9. Data Presentation and Analysis

Table 1. The demographic characteristics of respondents

Variable	Category	Frequency	Percentage %
Gender	Male	60	64.5
	Female	33	35.5
	Total	93	100
Age	Less than 25 years	11	11.8
	From 25 to less than 35 years	18	19.4
	From 35 to less than 45 years	19	20.4
	More than 45 years	45	48.4
	Total	93	100
Marital status	Married	73	78.5
	Single	20	21.5
	Total	93	100
Nationality	Jordanian	83	89.2
	Non Jordanian	10	10.8
	Total	93	100
Education	Below high school	11	11.8
	High school	17	18.3
	Diploma	23	24.7
	Bachelor	31	33.3
	Higher study	11	11.8
Total		93	100
Experience	Less than 2 years	17	18.3
	From 2 years –to less than 4 years	7	7.5
	From 4 years –to less than 6 years	7	7.5
	More than 6 years	62	66.7
	Total	93	100
Work type	Laborer	9	9.7
	Technical staff	52	55.9
	Administrative staff	16	17.2
	Supervisory staff	16	17.2
Total		93	100
Company nationality	Jordanian	87	93.5
	Non Jordanian	6	6.5
	Total	93	100

Table 1 shows that the number of male respondents is 60 (64.5%), while the number of female respondents is 33 (35.5%). It must be noted that social culture in Jordan no longer prohibits women from working in the manufacturing sector since Jordan is witnessing social reform. According to the annual report of the Jordan Industrial Estates Corporation for 2012, the number of female workers at Alhasan Industrial Estate was 9,277 compared to 4,779 male workers. It is also shown that more than 48.4% of the study respondents are over 45 years of age, while 11.8% are younger than 25 years. This can be traced to younger generation

prioritization of obtaining a college degree over work. The same table shows that most of the respondents are married and are of Jordanian nationality.

The industrial sector seems to be very attractive to college graduates and that is the reason why diploma and bachelor degree holders turned out to hold 58%. With regard to experience, workers with six years and more were the highest with 66.7%. Most of the respondents occupy administrative positions with 55.9%.

9.1 Reliability Test

Table 2 below shows the internal consistency of outsourcing strategy.

Table 2. The internal consistency of the study variables

Variables	No. of Cases	No. of Items	Alpha
Work related bullying	93	8	63.27 %
Person related bullying	93	9	64.45 %
intention to leave	93	7	64.19 %
Reliability for all			66.63%

Table 2 shows that the value of internal consistency of coefficients for all items of work-related bullying, person-related bullying, and the intention to leave is at 66.63%, which is acceptable, as it is more than the minimum required percentage of 60% for social science research (Cronbach, 1951).

9.2 Answering the first question of the study

1. What is the level of work-related bullying and person-related bullying among workers at the Alhasan Industrial Estate?

In order to resolve research problems, and answer the first question of the study, the average means for all variables and sum of these variables were calculated as shown in Table 3, which presents the results in detail for all factors (arithmetic means and standard deviations) so as to highlight which factor has the highest mean.

Table 3. Descriptive statistics for all variables of workplace bullying and personal bullying

Variables	Mean	Average response
Work related bullying	4.108	High
Person-related bullying	3.603	Medium
Overall average for all variables	3.856	High

The table above shows that workplace-related bullying was rated high compared to person related bullying, which was given medium rating, detailed results of the descriptive statistics results are shown in the following tables.

2. Answering the problem on the level of work-related bullying.

Table 4. Work-related bullying

Variable	Item No.		Mean	Standard deviation	Rank	Average response
Work-related bullying	1	Someone withholding information which affects your performance	4.31	.7368	3	High
	2	Having your opinions and views ignored	4.36	.8695	2	High
	3	Being given tasks with unreasonable or impossible targets or deadline	3.98	.9666	6	High
	4	Excessive monitoring of your work.	4.04	.9990	5	High
	5	Pressure not to claim something which by right you are entitle to	4.37	.7649	1	High
	6	Being exposed to an unmanageable workload	3.92	1.045	7	High
	7	Sometimes I am forced to choose late work shift though day shifts are available.	3.74	1.309	8	High
	8	My manager keeps on insinuating that i poorly perform at work	4.13	.9116	4	High
Overall average			4.108			High

The table above shows that work-related bullying is high, with an average of 4.108. Most of the respondents believe that their superiors pressure them not to claim something, which they are entitled to. At the same time, their opinions and views are being ignored. A high rating was given to an item that states that critical information that affects their performance is being withheld by those who are supposed to be the source of their motivation. Respondents seem to agree that their superiors keep on insinuating that they poorly perform at their work, and that superiors have an excessive and disturbing way of monitoring their work.

Garnering a high rating as well are respondents who are given tasks with impossible and unreasonable targets, with exposure to unmanageable workload. However, the lowest rating—though it is still considered high—is given to those being forced to work on late night shift though day shifts are available.

3. Answering the problem on the level of person-related bullying

Table 5. Person-related bullying

Variable	Item No.		Mean	Standard deviation	Rank	Average response
Person-related bullying	1	Being humiliated or ridiculed in connection with your work	3.44	1.52	5	Medium
	2	Being ordered to do work below your level of competence	3.43	1.49	6	Medium
	3	Having key areas of responsibility removed or replaced with more trivial or unpleasant tasks	3.08	1.21	8	Medium
	4	Spreading of gossip and rumors about you	3.39	1.53	7	Medium
	5	Being ignore, excluded from performing tasks that add value to my skills and experience	3.01	1.16	9	Medium
	6	I was insulted and hear words that is prejudice to my personality	4.08	0.816	2	High
	7	Having insulting or offensive remarks make about your person	4.09	0.803	1	High
	8	My managers keep on reminding me of my previous mistakes	3.89	1.04	4	High
	9	I feel that I am being threatened by some coworkers to be forced to leave my work	4.02	0.920	3	High
Overall average			3.603			Medium

The table above shows the level of suffering of respondents from person-related bullying, which manifested by having insulting or offensive remarks made about their person, as well as being personally prejudged by verbal insults. In addition, “I feel that I am being threatened by some coworkers to be forced to leave my work” was also highly rated. What garnered a medium rating was item no. 1: most of the respondents constantly reminded by their superiors of their past mistakes to the extent of being ridiculed and humiliated in connection to their work.

Another form of person-related bullying which was given a medium rating is being tasked to work below their level of competence, accompanied by having rumors spread about them. Too add to that, the removal of their key areas of responsibilities or replacement of said responsibilities with unpleasant tasks. The lowest rating was given to their exclusion from performing tasks that enrich their skills and experience.

4. Answering the second question on the level of employees intension leave?

Table 6. Intension to leave

Variable			Mean	St. Dev.	Rank	Average response
Intension to leave	1	I will probably search for another work in the near future	3.98	0.961	7	High
	2	I have the intention of searching for a new job next time	4.00	1.160	6	High
	3	Not granting me sufficient number of leaves makes me think of resigning from work	4.05	0.925	5	High
	4	I feel that my work is temporary which lessens my stress and burden	4.15	0.920	3	High
	5	I think of resigning from my current work and search for job that gives me career growth	4.09	0.917	4	High
	6	The moment I find a new work I will leave my current job immediately	4.30	0.918	2	High
	7	I always suffer from job related stress which is why I thinking of resigning	4.32	0.946	1	High
Overall average			4.13			

The table above shows that the level of the intension to leave among the respondents of the study is rated high, which is evident in their suffering from job-related stress, which may lead to their resignation. Rating high is their plan to leave their current work if they find a new one,

aside from considering their work as temporary, to the extent of contemplating resignation first in order to search for work that provides them with career growth. Respondents also highly rated their intension of searching for a new job in the near future.

9.3 Testing the main study hypothesis

H01: Work-related bullying could not predict the intention to leave among workers at an industrial organization in Jordan, at the significance level of $\alpha \leq 0.05$.

1. In order to test the hypothesis, a multi-collinearity and skewness test was conducted, as shown in the table below:

Table 7. Variance inflation factor

Independent variables	Tolerance	Variance Inflation factor (VIF)	Skewness
Workplace Bullying	0.999	1.01	-0.747
Personal Bullying	0.999	1.01	0.400

Table 7 shows that the value of Variance inflation factor (VIF) for both independent variables is 1.01 which is less than 10. The value of tolerance for both ependent variables is more than 0.05. Therefore, there is an average correlation that exists between these independent variables. The skewness is accepted as it is between $1\pm$; it was (-0.747) for work-related bullying and (0.400) for person-related bullying.

2. Enter test

Table 8. Variables Entered/Removed^b

Mode 1	Variables Entered	Variables Removed	Method
1	H2, H1 ^a	.	Enter
^a All requested variables entered.			
^b Dependent Variable: H3.			

3. Hypotheses test
Coefficient of Correlation

Table 9. Model Summary^b

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.259 ^a	.067	.046	.53244

^a Predictors: (Constant), H2, H1.

^b Dependent Variable: H3.

Table 9 shows that the value of coefficient of correlation is 0.259 and the *R*-square value is 0.067. Hence, workplace bullying predicts only 6.7% of the intention to leave.

4. Result of Analysis of variance (ANOVA)

Table 10. ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.835	2	.918	3.237	.044 ^a
	Residual	25.514	90	.283		
	Total	27.350	92			

$\alpha \leq 0.05$

Table 10 shows that the value of *F* is 3.237, with significance of 0.044 which is below than the 0.05, this confirms the validity of this model to measure the causal relationship between independent and dependent variables, as such the Null hypothesis was rejected and replaced by an alternative hypothesis.

5. Result of testing sub-hypotheses

The table below shows the multiple regression coefficients values and the test for the first, including the second null sub-hypotheses which is summarized as follows:

Table 11. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	<i>t</i>	Sig.
		<i>B</i>	Standard Error	Beta		
1	(Constant)	3.263	.547		5.963	.000
	Workplace bullying	.009	.109	.008	.081	.935
	Personal bullying	.230	.091	.259	2.539	.013
$\alpha \leq 0.05$						
.						

9.4 Testing the first sub- null- hypothesis

H01a: Work-related bullying could not predict the intention to leave among workers at an industrial organization in Jordan, at the significance level of $\alpha \leq 0.05$. The results show that the *t*-value (0.08) which is less than the tabulated *t*-value (1.96) with a level of significance of 0.935, which is greater than (.05). Therefore, the first sub hypothesis is accepted as work-related bullying could not predict the intention to leave.

9.5 Testing the second sub- null- hypothesis

H01b: Person-related bullying could not predict the intention to leave among workers at an industrial organization in Jordan at the significance level of $\alpha \leq 0.05$. The result shows that the *t*-value is 2.539 which was greater than the tabulated *t*-value (1.96), with a significance level of 0.013, which is lower than 0.05. Therefore, the second sub-hypothesis is rejected and the alternative hypothesis is accepted as person-related bullying predicts the intention to leave among workers at an industrial organization in Jordan with a beta value β of 0.23 which is greater than the work-related bullying.

9.6 The fourth question of the research study was H02

There are no significant differences among the answers of respondents at $\alpha \leq 0.05$ with regard to workplace bullying as a predictor of the intention to leave among workers at an industrial organization, nor were there significant news pertaining to their demographic characteristics such as, gender, age, marital status, nationality, education, experience, profession, and industrial organization nationality.

In order to accept or reject this hypothesis, one-way ANOVA was used and the results are shown in Table 12 below.

Table 12. ANOVA Analysis

Category		Sum of Squares	df	Mean Square	F	Sig.
Gender	Between Groups	.426	3	.142	.860	.465
	Within Groups	14.696	89	.165		
	Total	15.123	92			
Age	Between Groups	.001	1	.001	.005	.946
	Within Groups	15.122	91	.166		
	Total	15.123	92			
Marital status	Between Groups	.045	1	.045	.270	.605
	Within Groups	15.078	91	.166		
	Total	15.123	92			
Nationality	Between Groups	.128	1	.128	.776	.381
	Within Groups	14.995	91	.165		
	Total	15.123	92			
Education	Between Groups	1.093	4	.273	1.714	.154
	Within Groups	14.030	88	.159		
	Total	15.123	92			
Experience	Between Groups	1.231	3	.410	2.629	.055
	Within Groups	13.892	89	.156		
	Total	15.123	92			
Job title	Between Groups	1.023	3	.341	2.153	.099
	Within Groups	14.100	89	.158		
	Total	15.123	92			
Nationality ownership of manufacturing companies	Between Groups	.048	1	.048	.289	.592
	Within Groups	15.075	91	.166		
	Total	15.123	92			

$\alpha \leq 0.05$

Table 12 shows the differences among the answers of the sample of the study pertaining to their demographic profile (gender, age, marital status, nationality, education, experience, profession, nationality). The result shows that the level of significance was more than 0.05 (Sig. > 0.05), which indicates that there are no significant differences among the answers of respondents at $\alpha \leq 0.05$ with regard to workplace bullying as a predictor of the intention to leave among workers as the industrial organization pertains to their demographic characteristics such as, gender, age, marital status, nationality, education, experience, profession, and industrial organization nationality.

10. Results Summary and Conclusion

The level of the presence of work-related bullying at the industrial organization in Jordan is higher than person-related bullying as the first got a high rating while the second got a medium rating. This is because most of them believe that they feel harassed and pressured so as to not ask for something which they are legally entitled to. Their basic right to make their voice heard is disregarded: they are not even given access to necessary information by which they can

improve their performance as workers. Above all, their work output neither cited nor appreciated, these results are similar to Al-gharably's (2014) findings though the population of his study belong to a different sector, which is in fact shocking, specifically as we live in an era of knowledge economy that calls for extra care to be given to human capital, though it seems that the nature of work at the industrial sector and their dependence on machine and automation lowered the weight and the value of the human capital and appeared to be of less importance compared to other production system components.

According to results, person-related bullying is prevalent and workers suffer from all of its forms, such as being the target of all kinds of insults and threats from some of their co-workers to leave their current job. In addition to being always reminded of previous mistakes, and become the target of ridicule and humiliation in connection to their work, respondents still believe that they still have much to give, but how can they help when they are assigned to perform un pleasant tasks and getting excluded from performing tasks that are enriching and challenging, these findings also are similar to what Simons,(2008) arrived at and are not surprising sd managers may perceive that they have a mandate to use whatever techniques or behavior is deemed necessary in the deployment of their human resources (Sheehan,1999).

The intension to leave among the respondents of the study is rated high. Many plan to resign once they find a new job because of the work-related stress. Some even consider their current work as a temporary one, to the extent of contemplating resignation so as to search for a job that gives them career growth opportunities. This is a common thought and act among dissatisfied workers who must keep on searching for work that gives security, self-esteem, and self-actualization, Porter and Steers (1973) suggested that "intention to leave" was the next logical step after experienced workplace dissatisfaction.

Surprisingly, workplace bullying predicts only 6.7% of the intention to leave among the respondents of the study. This is possibly due to the presence of other factors that workers perceive as of higher importance in the intension to leave than workplace bullying. These factors may include reputation of the organization, monetary and non-monetary benefits, place of work, and others. In fact, many workers believe that there is "no workplace that is bully-free," but they differ in its intensity and effect therefore they must take into consideration other factors other than workplace bullying.

This confirms the results of Hauge et al.'s study (2010) which concluded the following: contribution of workplace bullying as a predictor for job satisfaction, turnover intention and absenteeism, has more modest relative contributions. but on the other hand The study of Glambek et al., (2014), findings suggested that bullied employees are insecure about the permanence and content of their job, and they may be at risk of turnover and exclusion from working life.

The low prediction ability of workplace bullying of the intention to leave justifies the result that there are no significant differences among the answers of respondents with regard to workplace bullying as a predictor of the intention to leave among the respondents of the study pertain to their demographic characteristics such as, gender, age, marital status, nationality, education, experience, profession, and industrial organization nationality, because in the first place, workplace bullying is a modest predictor of the intention to leave, therefore it is normal for the significant differences to not exist among the answers of the workers at the Industrial Organizations in Jordan.

11. Recommendations for Future Researches

In a developing country such as Jordan, work place bullying is still considered an important research topic where proper work ethics and practices are poorly observed, thus, local researchers are advised to continue working on this topic and its surrounding environment.

Future researchers are also advised to study workplace bullying on different business sectors to allow decision makers and concerned private and public agencies to take the proper course of action.

It is recommended to future scholars to study the relationship between workplace bullying and other variables, such as leadership styles and organizational culture.

References

Al Mualla, I. & Hasan. (2016). *Exploring the workplace bullying in Public hospitals among the nurses in Jordan*. WEI International Academic Conference Proceedings, Vienna, Austria.

Al-gharably Du'a, (2014). *Bullying on the workplace among academic and the non-academic staff at the University of Jordan*. Unpublished Master Thesis. University of Jordan.

Archer, D. (1999). Exploring "bullying" culture in the para-military organisation. *International Journal of Manpower*, **20**(1/2).

Barling, J. (1996). "The prediction, experience and consequences of workplace violence" In VanderBos, G. R. and Bulatoao, E. Q. (Eds). *Violence on the Job*. Washington, DC: American Psychological Association, pp. 29–50.

Baron, R. A., & Neuman, J. H. (1998). Workplace aggression—The iceberg beneath the tip of workplace violence: Evidence of its forms, frequency, and targets. *Public Administration Quarterly*, **21**, pp. 446–464.

Beswick, J., Gore, J., & Palferman, D. (2006). *Bullying at Work: A Review of the Literature*. Harpur Hill, Buxton: Health and Safety Laboratory.

Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika*, **16**, pp. 297–334.

Djurkovic, N., McCormack, D., & Casimir, G. (2008). Workplace bullying and intention to leave: The moderating effect of perceived organisational support. *Human Resource Management Journal*, **18**, pp. 405–422. doi:10.1111/j.1748-8583.2008.00081.x

Einarsen, S., Raknes B. I., Matthiesen S. B. M., & Hellestøl, O. H. (1996). Bullying at work and its relationships with health complaints ± moderating effects of social support and personality. *Nordisk Psykologi*, **48**, pp. 116–137.

Einarsen, S. (1999). The nature and causes of bullying at work. *International Journal of Manpower*, **10**, pp. 16–27.

Einarsen, S. (2000). Bullying and harassment at work: A review of the Scandinavian approach. *Aggression and Violent Behavior*, **5**, pp.379–401.

Einarsen, S., & Hoel, H. (May, 2001). *The Negative Acts Questionnaire: Development, validation and revision of a measure of bullying at work*. Work presented at the 10th European Congress on Work and Organizational Psychology, Prague.

Einarsen, S., & Raknes, B.I. (1997). Harassment in the workplace and the victimization of men. *Violence and Victims*, **12**, pp. 247– 263.

Einarsen, S., Hoel, H., Zapf, D., & Cooper, C. L. (2003). The concept of bullying at work: The European tradition. In S. Einarsen, H. Hoel, D. Zapf, & C. L. Cooper (Eds.). *Bullying and emotional abuse in the workplace: International Perspectives in Research and Practice* (pp. 3–30). London: Taylor & Francis.

Einarsen, S., Raknes, B. I., & Matthiesen, S.M. (1994). Bullying and harassment at work and their relationships to work environment quality ± an exploratory study. *European Work and Organizational Psychologist*, **4**, pp. 381–401.

Felps, W., Mitchell, T., Hekman, D., Lee, T., Holtom, B. & Harman, W. (2009). Turnover contagion: How coworkers' job embeddedness and job search behaviors influence quitting. *Academy of Management Journal*, **52**(3), pp. 545–561.

Glambek, M., Matthiesen, S. B., Hetland, J., & Einarsen, S. (2014). Workplace bullying as an antecedent to job insecurity and intention to leave: a 6-month prospective study. *Human Resource Management Journal*, **24**(3), pp. 255–268.

Hauge, L. J., Skogstad, A., & Einarsen, S. (2010). The relative impact of workplace bullying as a social stressor at work. *Scandinavian Journal of Psychology*, **51**, pp. 426–433.
doi:10.1111/j.1467-9450.2010.00813.x

Hoel, H. & Einarsen, S. (1999). *Workplace Bullying*. John Wiley & Sons, Ltd. Retrieved from <http://www.jordantimes.com/news/local/report-says-many-work-under-unfair-inappropriate-conditions> (retrieved September 30, 2016).

Jennifer, D., Cowie, H., & Anaiadou, K. (2003). Perceptions and experience of workplace bullying in five different working populations. *Aggressive Behavior*, **29**, pp. 489–496.

Keashly, L. (1998). Emotional abuse in the workplace: conceptual and empirical issues. *Journal of Emotional Abuse*, **1**(1), pp. 85–117.

Keashly, L., & Nowell, B. L. (2003). Conflict, conflict resolution and bullying. In Einarsen, S., Hoel, H., Zapf, D., & Cooper, C. L. (Eds). *Bullying and Emotional Abuse in the Workplace: International Perspectives in Research and Practice* (pp. 339–358). London: Taylor and Francis.

Krausz, M., Koslowsky, M., Shalom, N. and Elyakim, N. (1995). Predictors of intentions to leave the ward, the hospital, and nursing profession: longitudinal study. *Journal of Organizational Behavior* **16**, pp. 277–288.

Leymann, H. (1990). Mobbing and psychological terror at workplaces. *Violence and Victims*, **5**, pp. 119–126.

Mac Leod, C. L. (2015). Bullying in the Workplace. *Master's Capstone Theses*. Paper 70.

Megdadi, O.,(2013). *Workplace bullying and unethical behavior, testing the moderating and mediating effects of the relationship in banking sector of Jordan Northern Region*. Unpublished Master Thesis. Yarmouk University, Jordan.

Namie, G. (2003). Workplace bullying: Escalated incivility. *Ivey Business Journal: Improving the Practice of Management*, **68**(2), pp. 1–6.

Olweus, D. (1993). *Bullying at school: What we know and what we can do*. Oxford: Blackwell.

Pearson, C. (1999). Rude managers make for bad business. *Workforce*, **78**, p. 18.

Porter, L., & Steers, R. (1973). Organizational, work, and personal factors in employee turnover and absenteeism. *Psychological Bulletin*, **80**(2), pp. 151–176.

Price, J. (1977). *The study of turnover*. Ames, IA: Iowa State University Press.

Rayner, C. (1997). Incidence of workplace bullying. *Journal of Community and Applied Social Psychology*, **7**(3), pp. 199–208.

Rayner, C. (1998). Workplace bullying: do something! *The Journal of Occupational Health and Safety ± Australia and New Zealand*, **14**(6), pp. 581–585.

Sheehan, M. (1999). Workplace bullying: Responding with some emotional intelligence. *International Journal of Manpower*, **20**(1/2), pp. 57–69.

Simons, S. (2008). Workplace bullying experienced by Massachusetts registered nurses and the relationship to intention to leave the organization. *Advances in Nursing Science*, **31**(2), pp. E48–E59.

Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. *Personnel Psychology*, **46**, pp. 259–293.

UNISON (1997). *Bullying Survey*. London: UNISON.

Vartia, M. (1991). *Bullying at workplaces. Paper presented at Towards the 21st century. Work in the 1990s*. International Symposium on Future trends in the Changing Working Life, Helsinki.

Vartia, M. (1996). The sources of bullying—Psychological work environment and organizational climate. *European Journal of Work and Organizational Psychology*, **5**, pp. 203–214.

Vartia, M. (2001). Consequences of workplace bullying with respect to the well-being of its targets and the observers of bullying. *Scandinavian Journal of Work Environment and Health*, **27**, pp. 63–69.

Vartia, M. (2003). *Workplace Bullying: A Study on the Work Environment, Well-Being and Health* (No. 56). Finnish Institute of Occupational Health, People, and Work Research Reports.

Yahaya, A., Ing, T. C., Lee, G. M., Yahaya, N., Boon, Y., Hashim, S., ... & Jesus, S. K. C. I. (2012). The impact of workplace bullying on work performance. *Archives Des Sciences*, **65**(4), pp. 18–28.

Zapf, D., & Gross, C. (2001). Conflict escalation and coping with workplace bullying: A replication and extension. *European Journal of Work and Organizational Psychology*, **10**(4), pp. 497–522.

Zapf, D., Knorz, C., & Kulla, M. (1996). On the relationship between mobbing factors, and job content, social work environment, and health outcomes. *European Journal of Work and Organizational Psychology*, **5**(2), pp. 215–237.