



Workplace Bullying, Organizational Changes and Organizational Citizenship Behavior



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Goals of the study

- ◆ To evaluate the association between organizational changes and workplace bullying;
- ◆ To analyze the effects of OCB (organizational citizenship behaviors) on workplace bullying;
- ◆ To assess the role played by organizational status in the process.

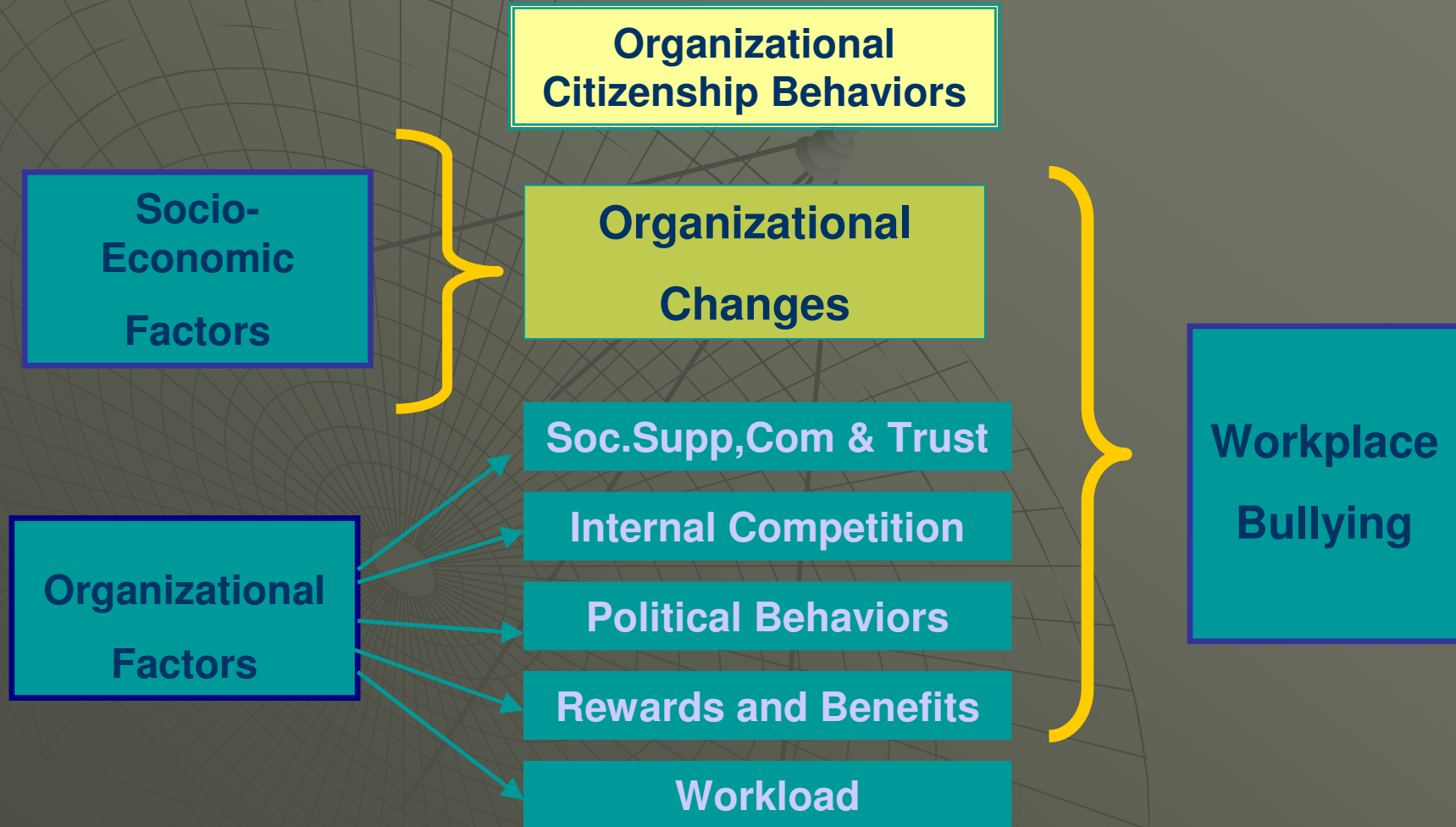


Introduction (1)

- ◆ Several factors have been found to be precursors of workplace bullying: organizational politics, work intensity and a political climate (Salin, 2001;2003), job insecurity (Vartia, 1996), role conflict and role ambiguity (Einarsen et al., 1994; Vartia, 1996), destructive and laissez faire leadership behaviour (Hoel & Cooper, 2001; Aasland, Skogstad & Einarsen, 2005; Nielsen, Matthiesen & Einarsen, 2005), amongst others;
- ◆ Other authors have pointed to the relationship between aggressive behaviours and **organizational changes**, such as **restructuring/reorganizations**, pressures for efficiency, increased competition, downsizing and changes in management, cost cutting and pay freezes (Baron & Neuman, 1996; 1998; Hoel & Cooper, 2000; McCarthy, 1996; Sheehan, 1996).



Introduction (2)





Introduction (3)

- ◆ **Organizational changes** have been associated with Workplace Bullying, either directly (e.g. Baron & Neuman, 1996: 1998; Hoel & Cooper, 2000; Skogstad, Wold & Einarsen, 2006) or indirectly (Baillien et al., 2006);
- ◆ **Organizational citizenship behavior** has been negatively related to perceived victimization (Aquino & Bommer, 2003).
- ◆ Results regarding the relationship between **Workplace Bullying and Organizational status** have been largely inconclusive (Hoel & Faragher, 2001; Zapf et al, 2003); On the other hand, Aquino & Bommer (2003) found that **formal status moderates the relationship between OCB and victimization.**



Main Concepts (1)

- ◆ For the employee, **reorganizations** consist of changes in work tasks and responsibilities, changes in superiors and co-workers and changes in resources available (Burke & Nelson, 1998; McKinley & Sherer, 2000).
- ◆ On the other hand **Organizational Citizenship behaviours** (OCB) are those employee activities that are “discretionary”, not directly or explicitly recognized by the formal rewards system, but that in the aggregate promote the effective functioning of the organization (Organ, 1988);



Main Concepts (2)

- ◆ Researchers have traditionally viewed citizenship as prosocial (Organ, 1988), but there is no reason to assume that such behaviour is entirely selfless. For example, citizenship can be used purely for impression management purposes, advancing one's interests through ingratiation or self-promotion (Bolino, 1999);
- ◆ Hence, citizenship behaviours may be used by victims of bullying to acquire power and help themselves in the process of workplace bullying ;
- ◆ To date, there have been few studies examining the role played by **citizenship** (Organ & Ryan, 1995) on the occurrence of **Workplace Bullying**; this is a gap our research wants to address.



Main Questions

- ◆ Are Organizational Changes associated with the occurrence of Workplace Bullying ?
- ◆ Has OCB a role to play in the process of WB? Is there a direct or indirect effect?
- ◆ Does hierarchical status moderate the relationship between Workplace Bullying and OCB?



Hypothesis

- H1:** Organizational Changes are positively related to the occurrence of bullying;
- H2:** the performance of OCB is negatively related to the emergence of workplace bullying;
- H3:** OCB has a mediator effect over Organizational Changes in the emergence of workplace bullying;
- H4:** Organizational status moderates the effect of OCB in the emergence of workplace bullying



Methodology

Global Structure of Questionnaire:

1. Demographic Variables
2. Organizational Changes
3. Workload and Stress
4. Rewards and Benefits
5. Political behaviors
6. Organizational Citizenship Behaviors
7. Communication, organizational and social support
8. NAQ-R + specific items

◆ **WB=>Questionnaire + Definition**

- **NAQ-R + specific items**
- **Criteria:** last 12 months, at least 1 act, 1 a week
- **Frequency:** Daily, weekly, monthly, occasionally/rarely, never



Reliability Analysis of the Instruments

Scales	Cronbach alpha	Mean \pm SD
38-Item Bullying Inventory (NAQ-R, plus specific items)	0.965	4,535 \pm 0,539
Communication, Managerial and Social Support Scale (Vartia,2003)	0.943	2,676 \pm 0,757
Workload and stress Scale (Reichel and Neuman,1993)	0.815	3,061 \pm 0,800
Rewards and Benefits Scale (Verdasca, 2006)	0.739	3,061 \pm 0,796
Perceptions of Political factors (POP 's), (adapted from Kacmar & Ferris,1991)	0.811	2,796 \pm 0,573
Organizational Citizenship Behavior (adapted from Vigoda-Gadot,2006)	0.889	3,461 \pm 0,516
Organizational Changes (adapted from Baron & Neuman, 1996)	0.820	1,9430 \pm 0,438



General Sample Structure (1)

Characteristics of respondents (n=561)		%
Gender	Male	54,2%
	Female	45,8%
Age (Mean=39,42years)	<30y	18,9%
	31-40y	38,3%
	41-50y	29,1%
	51-60y	13,4%
	>60y	0,4%
Function	Blue collar	41,5%
	White collar	58,5%
Academic Background	Undergraduate	57,6%
	Postgraduate	42,4%

(a) *Blue Collar* =Workers; *White collar*= Technical staff, supervisors & Management

(b) *Undergraduate* < owing a degree; *Postgraduate* >= owing a degree

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General Sample Structure (2)

Characteristics of respondents (n=561)		%
Tenure	<5y	20,8%
	6-11y	23,3%
	12-17y	21,4%
	18-23y	12,6%
	>23y	21,9%
Sector	Private	92,2%
	Public	7,8%
Contract	Permanent	93,9%
	Temporary	6,1%
Organiz. Standing	Worker	65,9%
	Supervisor	26,4%
	Manager	7,7%



Multiple Regression Analysis

- ◆ **Workplace Bullying** was measured on a five-point Likert Scale ranging from 1 (never) to 5 (daily);
- ◆ **Gender** was self-reported by employees and coded as "0" for Males and "1" for females;
- ◆ **Academic Background** has 6 categories and was dummy-coded; **Organizational standing** has 5 categories was also dummy coded;
- ◆ **Reorganizations** were measured on a four-point scale ranging from "Not at all" to "A great extent";
- ◆ All the **other variables** were measured on five-points Likert Scales, ranging from 1 (Never) to 5 (Always).



Multiple Hierarchical Regression Analysis (1)

- ◆ **Step 1:** Controlling for the effects of demographic variables on WB=> Gender, Age and Academic Background significant;
- ◆ **Step 2:** Testing for the effect of Organizational Changes and OCB in the emergence of Workplace Bullying => included Significant Demographic variables + work environment variables (main effects)=>
- ◆ Gender and Academic Background are statistically significant;
- ◆ Organizational Changes are positively related to Workplace Bullying;
- ◆ OCB is negatively related to Workplace Bullying and, as hypothesized, as a direct effect on this variable.



Step 1+ 2: Hierarch. Multp. regression (all variables)

Model 1	WB (Beta)
Gender	-0,113**
Acad. Background_Degree	0,109*
Acad. Background_Master	0,217**
◆ Com.Trust and Social Suport	- 0,198***
◆ Organiz. Changes	0,307***
◆ Political Behaviours	0,126***
◆ Rewards and Benefits	- 0.071**
◆ Work load	0,061*
◆ Int.Comp.	-0,056*
◆ OCB	-0,115*
R ²	0.414
R ² adjusted	0.389

*p<0,05; **p<0,01; ***p<0,001

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Multiple Hierarchical Regression Analysis (2)

- ◆ **Step 3:** Testing for the mediator role of OCB over Organizational Changes in the emergence of Workplace Bullying (according to Baron & Kenny, 1996);
- ◆ Testing also for the moderator role of Organizational status.
- ◆ All significant variables of Step 2 (demographic + work environment variables were entered) => OCB has found to have a mediator role over Organizational Changes in the emergence of WB (the reg. coef. of Organizational Changes decreases as OCB enters the analysis) => partial mediation;
- ◆ We found also a moderator role of Organizational status over OCB, in the emergence of Workplace, only for workers. For the others hierarchical groups the moderator effect was not significant. This means that the workers are the ones who profit from the practice of OCB to defend themselves from workplace bullying.



Step 1+ 2: Hierarch. Multp. regression (all variables)

Model 1	WB (Beta)
Gender	-0,109**
Acad. Background_Degree	0,109*
Acad. Background_Master	0,230**
◆ ComTrust and Social Suport	- 0,228***
◆ Organiz. Changes	0,317***
◆ Political Behaviours	0,140***
◆ Rewards and Benefits	- 0.085**
◆ Work load	0,060***
◆ Internal Competition	-0,056*
R ²	0.405
R ² adjusted	0.381

*p<0,05; **p<0,01; ***p<0,001



Step 3 :Hierarch. Multp.regression (Mediator & Moderator effect)

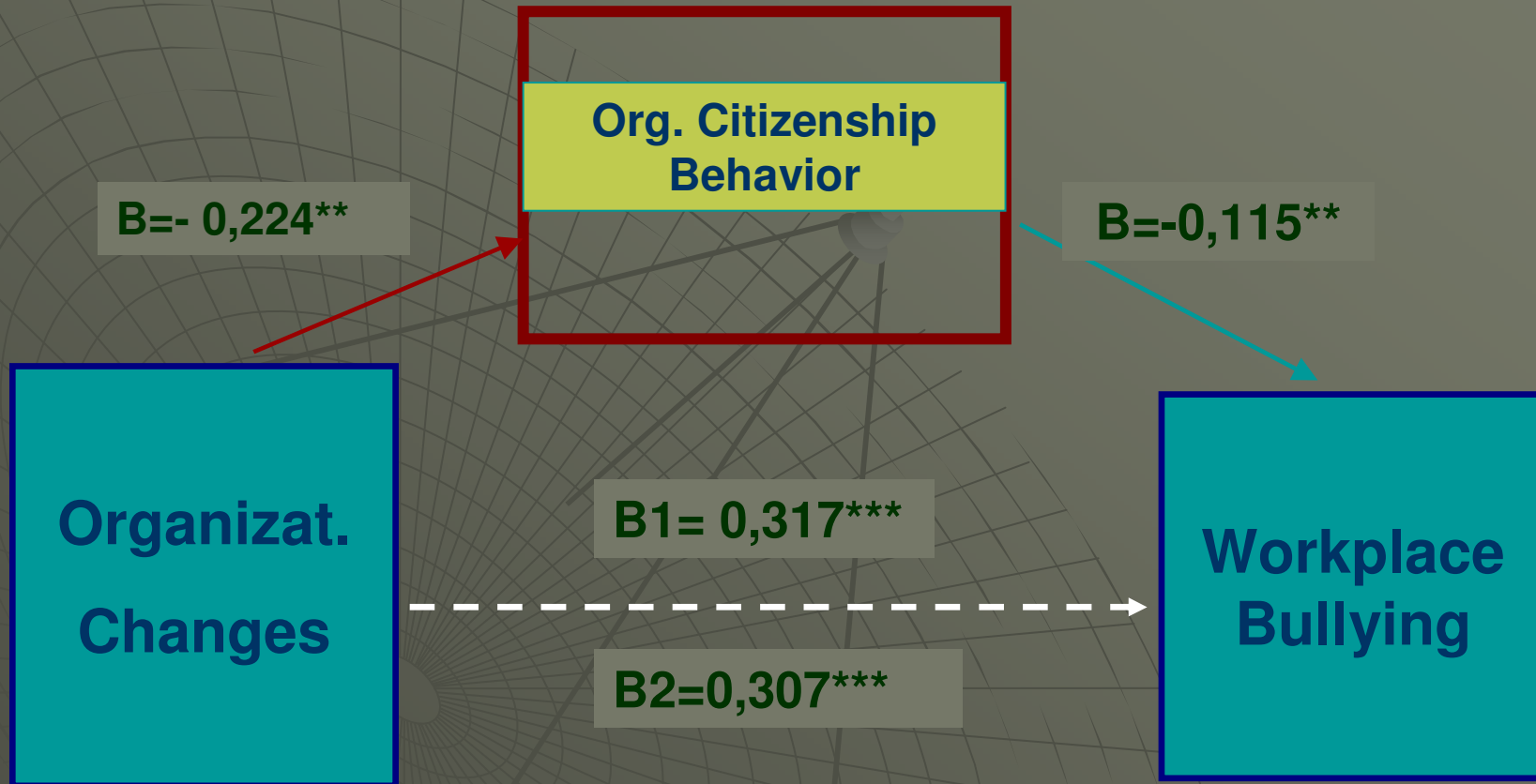
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◆ Organiz. Changes	0,307***
◆ Political Behaviours	0,126***
◆ Rewards and Benefits	- 0.071**
◆ Work load	0,061*
◆ Int.Comp.	-0,056*
◆ OCB	-0,115*
◆ OCB x Hierarch.St (Workers)	-0,288**
R ² adjusted	0.396
R ² change	0.021**

*p<0,05; **p<0,01; ***p<0,001

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WB : the role of OCB



Indirect effect, according to Sobel (1982) = 1,886; $p < 0,07$

* $p < 0,05$; ** $p < 0,01$; *** $p < 0,001$

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Results

- ◆ Gender and Academic background are relevant individual characteristics concerning the probability of being the target of WB;
- ◆ As hypothesized, organizational changes have a direct and positive effect on the emergence of WB;
- ◆ As far as OCB is concerned, there is a direct association of statistical significance between this variable and the occurrence of WB; the mediator effect of OCB over Organizational Changes in the occurrence of WB, is statistically significant, at a p-value of 0,07%;
- ◆ There is a moderator effect of organizational status on the impact of OCB in the occurrence of WB, being the workers (lower rank employees) the ones who benefit from the performance of OCB.



Discussion of Results

- ◆ Men are more at risk of being bullied than Women=>this may be connected to the gender structure of the whole sample;
- ◆ Workers with higher Academic Background are more at risk of being bullied than Undergraduate workers;
- ◆ From the work environment variables, the one with greater predictive power, in terms of WB is Organizational Changes;
- ◆ Given that OCB is negatively related to WB, we may suggest that OCB may be used as a deliberate strategy by targets of WB to increase their relative power vis-a-vis the perpetrator=> OCB may have an instrumental nature;
- ◆ Organizational status has a moderator role on the impact of OCB in the emergence of WB.