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BULLYING IN THE WORKPLACE

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BULLYING IN THE WORKPLACE

A Master Thesis

Submitted to Dr. Daneene Barton

of

American Public University

By

Carryn Mac Leod

In Partial Fulfillment of the

Requirements for the Degree

of

Master of Arts

October 2015

American Public University

Charles Town, WV

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DEDICATION

I would like to dedicate this thesis to my husband. His support, strength, and patience gave me the courage to complete this project. I thank my children, and all of my family and friends who have provided the emotional support, love, and encouragement throughout this journey. Without them, I would not have persevered.

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To the public, I pledge my career, commitment to serving the public, and dedication to honest hard work, to make positive changes for our society whenever and wherever possible.

ABSTRACT OF THE THESIS

BULLYING IN THE WORKPLACE

by

Carryn Mac Leod

American Public University System, August 9, 2015

Charles Town, West Virginia

Professor Daneene Barton, Thesis Professor

The study of public administration and organizational management practices include leadership theories and the impact these leaders have on the success of the organization and public policies. The problem with workplace bullying includes the costs of bullying actions to the organization, and the detrimental effects to the individual which increase costs to society, and the public (Namie, 2014). The purpose of this study is to discuss and explore the phenomenon of workplace bullying. The research collected in this study is both qualitative and quantitative and includes independent variables to identify the leadership styles of bullies. Case studies and surveys were collected, patterned, and analyzed. Data was evaluated to provide cumulative findings to further the knowledge of workplace bullying. Hiring practices, tolerance, and the organizational culture were identified as intervening variables and predictors to this phenomenon. Recent California mandates were explored and discussed. The findings of this study support promoting intervening variables which include a change in the culture and public policies to eliminate bullying. The practical implication to public organizations today is to bring awareness to current movement and practices of public administration. The intent of this paper is to advance the significance of this topic, challenge new public leaders to identify workplace bullying, eliminate its costs to society, and make positive changes within the public arena as visionary leaders.

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Introduction

The purpose of this study is to develop and explore the factors associated with bullying in the workplace. Since the legislature passed Title VII of the Civil Rights Act of 1964 which protects employees from being discriminated against on the basis of race, religion, sex or national origin (Vega & Comer, 2005), further laws continue to be examined regarding employees' rights in the workplace. Additional protections for age, pregnant women, and disabilities to protect specific classes such as the "Employment Act of 1967," "Pregnancy discrimination Act of 1978," and "Americans with Disabilities Act of 1990," Vega & Comer, 2005, p.105) illustrate these past legal changes. In the United Kingdom, the "Dignity Work Bill of 1999" protects employees, and Sweden responded to bullying in the workplace by establishing the "Sweden's Victimization at Work ordinance of 1993" (Vega & Comer, 2005, p105). America currently has no consistent legal protections for employees who are subjected to the tactics of bullying. It is time for a change. This paper will address what is commonly known as bullying. It will develop a summarized definition of workplace bullying. Most importantly, it will identify bullying behaviors to bring awareness of this phenomenon. As this paper discusses, allowing these adverse actions to remain within the workplace result in both monetary costs and emotional costs to individuals and society. Organizations should read on and become acquainted with how to identify the factors which lead to bullying in the workplace, the impact on the work environment, and what actions organizations can do to prevent it.

Statement of the Problem

In order to succeed in the world today, most people have to work outside their home. Because of this, workplace bullying impacts a large amount of the population. A current issue in the workplace is when the culture or environment allows people to be abused and bullied.

According to Wiedmer (2015, p.1), bullying is "pervasive, targeted, and planned by malicious individuals who seek power, control, domination, and subjugation." There is currently no legal definition of bullying which seems to cause difficulty identifying exactly what actions define bullying in the workplace. This scholar has reviewed current articles and the vast majority of data supports a quite consistent definition of bullying. The Journal of Management Studies has defined bullying as "a persistent, enduring form of abuse at work and contrasting it with other negative workplace actions" (Lutgen-Sandvik, Tracy & Alberts, 2007).

Most simply put, the concept of workplace bullying is a form of abuse. It is not necessarily being physically assaulted in the workplace, nor is it as simple as vicious name calling. Workplace bullying presents in many forms, and can commit acts such as the continued exclusion of the employee to necessary meetings that are needed to do a competent job, or other strategic bullying actions. It may involve the ongoing over assignment of work which will cause the employee to fail by missing deadlines, or failing to provide assistance or information needed to make accurate decisions. These current factors point to looking at the past to understand the history of bullying and the background.

Background

The actions or inactions of workplace bullies can be as difficult to spot as domestic violence was in the 1980's. Studies and research have identified the impacts of bullying in the workplace to quite a degree. According to Indivik & Johnson (2012, p.74), "many managers belittle, isolate, intimidate, and sabotage employees." This definition is quite consistent among current authors in the field. In order to further understand the definition, it is important to take a look at who these bullies are and what the past research has revealed.

The perspectives of scholars in the field collectively describe attributes and actions of bullies. It commonly understood that bullying in the schools causes emotional damage to children, and should be addressed in order to provide prevention. Unfortunately, these bullies from the schools playground grow up and find themselves in the workplace. The actions of bullying is not as easy to spot as witnessing a child yelling and swinging fists on the basketball courts, “bullying in the workplace is more subtle than the conduct most people envision” (Davidson & Harrington, 2015, p.1). Lacking awareness of such actions is not proof that the bullying is not taking place. This concept is important because if bullying it is difficult to spot or recognize, we must learn more about it in order to identify the factors of bullying. By educating and promoting awareness with employers, employees, and the public, organizations can implement changes to address it.

Many scholars have identified various different types of bullies in the workplace (Zuckerman & Grind, 2014, Broddy, 2012, Wiedmer, 2011). A high number of bullies are the supervisors or managers responsible for the organization (Chan & McAllister, 2014). According to a survey conducted by the Workplace Bullying Institute (WBI) “56% of bullies are bosses” (Namie, 2014, p.10). When bosses are quiet about bullying tactics, the negative actions are like a toxic substance that cannot be seen, but silently pollutes the environment. Essentially, the leaders of the organization who rank high in powerful positions determine the future for the employees. These powerful individuals may be the bullies who bring the noxious spread of bullying to the organization and allow it to exist. Targeted employees may have no one to turn to because the bully is in a higher ranking position and determines their success or failure within the organization. Human resources departments may support the chain-of-command within the organization, so employees many not have anyone to turn to. Employees who are victimized may

be without a remedy to stop the harassment. Speaking up against a manger or boss may cause a job loss, and there are no legal protections currently in place.

According to the Workplace Bullying Institute (2014), bullies do not commit random, unintentional acts. These are people who are good at manipulation. They are autocratic leaders and somewhat tyrannical in their style. They could be described as controlling micromanagers who enjoy telling everyone what to do, and commonly have a paralyzing ego. Many observations of these bullies would conclude these are the strong people who accomplish tasks. Unfortunately when they are in powerful leadership positions they are detrimental to an organization. These people are domineering individuals who are specific in their calculating actions. These "bullies are predators: they are controlling, and they are dangerous" (Indivik & Johnson, 2014, p.73). These bosses, leaders, managers, and their followers are more focused on individualistic rather than the collective during decision making. They may appear to be team players, but only to the extent those team playing actions will benefit their career or position in the organization. All bullying actions are strategically played out to promote their individual aspirations.

In a survey conducted by Hague, Skogstad, & Einarsen (2007, p.220), "tyrannical leadership behavior and interpersonal conflicts" were some of the highest ranking factors associated with predicting bullying in the workplace. This simply equates to a style of leadership, and lack of social skills.

Numerous articles have been written over the years which debate leadership, theories of organizational management styles, and best practices in management. Factors leading up to the creation of bullies in the workplace has evolved for many years and continues to evolve as did

numerous studies in the field of Public Administration (Brown, 2011). By considering these past concepts, we can better understand bullying concepts.

To understand different personalities and the development of human behaviors in the workplace, it is helpful to discuss past theories. During the industrial revolution, organizational theories studied how to accomplish repetitive tasks by the focus of time and motion studies. Theorists such as Frederick Taylor studied the "one best way" (Fry & Raadschelders, 2008, p.4). This style was very authoritative. As the human relations approach was studied, scholars realized that simply demonstrating care and concern for the human emotions would increase productivity (Fry & Raadschelders, 2008). As a result of reviewing these organizational theories, it is significant when considering workplace bullying to review the organizations values. These approaches are on one spectrum to treat people as if they were machines, and on another spectrum to treat them as people who have feelings and emotions. Both of these styles of belief systems can easily be identified by most scholars within the current workplace by observation.

Treating people like machinery has been proven to be less effective than demonstrating care and concern as discovered by Elton Mayo in the 1920's (Cropf, 2008). Organizations which do not demonstrate a set of values consistent with respect, and developing an environment of mutual respect are ripe for bullying behaviors. Thus selecting the right candidate for positions is of utmost importance to avoid bullying tactics. A study by Broddy (2012, p.110) identified "narcissism, lack of self-regulation, lack of remorse, and lack of conscience" as traits associated with bullies. It may be that those individuals with the ego-centric traits and the lack of empathy towards others helped them to succeed in their former positions. However, it would only be reasonably prudent for leaders in organizations to carefully evaluate potential leader's traits in order to avoid the pitfalls of selecting a bully as the new leader. Although these candidates' may

have individual records of success, putting them in a leadership role may prove detrimental to the organizational culture. Bullying in the workplace takes a toll on both the employees' emotions, and increases costs to the organization. Identifying these pitfalls early on can lead to better decision making before the organizations suffers the losses associated with this phenomenon. As social learning theories suggest, individuals learn from role modeling observed behaviors. If organizations select bullies as leaders, the toxicity may spread like a cancer. According to Broddy (2012, p.111), numerous researchers have identified traits such as "emotionally shallow, calculating and cold, lacking in empathy, and failing to take responsibility" as some characteristics of the Corporate Psychopath. If the personality attributes, and individual behaviors are identified early, organizations can make the conscious effort to prevent bullying.

What is currently on the cutting edge is "an emerging movement" as described by Yamada (2010) who authored a Healthy Workplace Bill which outlines bullying in the workplace. This bill serves as a template for individuals to bring the words of workplace bullying into discussions, and could result in new potential regulations and laws. Assemblywoman Lorena Gonzalez (D) authored assembly bill A.B. 2053 "which added abusive conduct or bullying" to existing laws for California employers, (Sandoval, 2015, B-39). This training provides information to employees, and if taken seriously by employers could assist in educating leaders, and thus deter bullying. The new law became effective on January 1, 2015 and states "harassment training must now address the prevention of "abusive conduct" in their programs" (Sandoval, 2015, B-39). According to Human Resources State Briefs (2014), "bullying is defined as conduct that threatens, intimidates, or humiliates an employee, or he gratuitous sabotage or undermining of a person's work performance." The pitfall of this new mandated training is that it is only required two years, and provides no remedy or punitive actions for

committing bullying acts. For the victims being bullied, this training may come too late. Although this bill is not the final answer, it demonstrates current steps in the right direction such as an acknowledging the problem, and promoting corrective actions. Prevention of bullying in the workplace is currently in the preliminary stages. The deficiencies of the current studies are the lack of cohesive suggestions to make a difference in the workplace. It has been studied at length what factors contribute to bullying behaviors, but questions of successful interventions are not readily available. Further analysis and research is needed to discover what factors continue to contribute to bullying, what organizations are doing about it, and if legislation is truly a intervening action recommended by this scholar to reduce workplace bullying.

Purpose Statement.

The purpose of this study is to develop a comprehensive understanding of the factors associated with bullying in the workplace, the decisions that are made which lead up to it, the organizational costs, and what steps organizations can do to prevent it. A convergent mixed method design will be implemented by the collection of quantitative data including costs, and qualitative data in the form of surveys, and input from individually targeted bullies personal experiences. The data will be reviewed separately, and merged together. This will allow a more comprehensive understanding and learning process about bullying as a whole, and what organizations can expect to experience if they allow these actions to occur in their organizations. The independent variable is the leadership of the organization, culture, and selection of leadership roles. The dependent variables are the costs and outcomes based on the selection of the organizational leaders. The intent of this study is to take a close look at the intervening actions and variables which an organization may employ to change the outcome, and to make further recommendations for research or proposed actions.

As discussed by Stouten, Baillien, Broeck, Camps, Witte & Euwema (2010, p.17), "ethical leadership is likely to discourage bullying in the workplace." These scholars simply indicate that building a foundation of good leadership expectations and selecting the people with good leadership skills within the organizations will promote a culture of understanding within the work climate. Although organizations cannot control the individual personalities of prospective candidates, they can certainly make the choice not to bring them aboard, or tolerate bullying behaviors. Developing a culture of respect could intervene in this phenomenon reduce bullying in the workplace.

Literature Review

Research and gathering information for the question

To fully consider all types of bullying topics, a quick internet search was conducted. This practice was to provide ideas, and key words to begin to narrow the topic. The first hit was the Workplace Bullying Institute (Namie, 2014). Articles that contain words such as "emotional distress" (Davidson & Harrington, 2012, p.1), "persistent demeaning and downgrading of humans" (Strandmark & Hallberg 2007, p.332), and "distress, anxiety and emotional exhaustion" (Chan & McAllister, 2011, p.44) support the subject matter and were abstracted. These articles and terms provide assistance to form concepts to further select articles to contribute to the understanding of this dilemma. According to these terms, bullying tactics is a phenomenon that creates a silent trauma, and is difficult to identify as opposed to a physical injury. The review of online news reports proceeded and material presentations were included to initiate the process of brainstorming. To gather data, the questions were reaffirmed. What is bullying? What are the traits and attributes of bullies? What actions prevent workplace bullying?

The online library was utilized to identify scholarly articles, and studies. The search fields completed included the words: studies, workplace, autocratic, and bullying. This search response included 1,594 articles. Further word searches utilized new terms which were interchanged to provide a library response and subsequent screenings for the topics which may answer the questions, and provide further knowledge. The articles were limited to items within the last five years to learn the most recent information on the topic. After jotting down key words, topics and items, the more narrowly focused 35 reports and studies were printed, and analyzed. The researcher documented notes in the margins as the review progressed by listing each source document by identifying the key elements and subjects of bullying. The categories were sorted by key terms, highlighted consistent patterns by subject matter indicated, and articles labeled accordingly.

Sorting the Topics

The topics were categorized and grouped into the following areas:

1. Bullying/Mobbing
2. Environment/Culture
3. Identification of bullies: Leadership, autocratic, transformational, transactional
4. Leadership Attributes/Authoritarian, Theory X, Transformational
5. Predictors
6. Litigation/Policies/Laws

The articles and studies were grouped by the types of data contained. The analysis of articles proceeded to further develop the questions as more information was identified. The questions were changed to include further information to challenge the definition of workplace

bullying. What is workplace bullying? What are the factors that lead to bullying? How does bullying impact the environment? What actions prevent workplace bullying?

Early Hypothesis.

In quantitative research, a hypothesis can pose a question and document calculations to scientifically answer those question, or case studies to qualitatively answer the questions. The hypothesis can provide a theory of what the researcher expects to see from the study such as a prediction (Creswell, 2014.) This study obtains some quantitative research, but also includes information from individual surveys, and so includes qualitative data. The analysis and findings are based on a reasoning and interpretation of this combined data. The question, or hypothesis, is derived by all information built and revealed as the study unfolds. It is important to realize that leadership within organizations and organizational culture are significant factors specific to workplace bullying. For this reason, a hypothesis is proposed based on early research and a preliminary review of the information. With this in mind, the researcher believes this study will arrive at these two hypotheses.

H1. The selection of individual leaders will impact workplace bullying.

H2. Organizations create the environment by establishing core values.

Conceptualization.

When reviewing articles and studies, the focus was on the organization administration and organizational development. The articles were reviewed as a scholar looking towards the inner possibilities to diagnose, assess, and discover the impact of changes within the organization. According to Brown (2011, p.4), “Organizational development (OD) comprises long-range efforts and programs aimed at improving an organization’s ability to survive by

changing its problem-solving and renewal processes." It is reasonably concluded by several scholars and researchers (Namie, 2014, Yamada, 2010, & Vega & Comer, 2005), that bullying in the workplace is not good, and is therefore a problem to resolve. By reviewing case studies, journals, and surveys, a mixed method approach will assist with this understanding. Further analysis of organizational experiences will provide the path for incremental approach to change to meet the goals of success for both the individual, and the organization.

The Introduction to Workplace Bullying.

According to Joy Wachs, Ph.D., "Uncivil behavior is contagious, once rudeness is tolerated and the perpetrator is not confronted, uncivil behavior is more likely to occur again from more sources" (2010,p.1). This conclusion is not uncommon to numerous scholars in regards to relationships in the workplace (Glaso & Notelaers, (2012), Hodgins, MacCurtain & Mannix-McNamara, (2014)). It is unfortunate that companies are not unanimously taking action before they experience the increased costs of allowing negativity and bullying in the workplace. David Yamada (2010) wrote about the beginning of legislative actions to bring about awareness of Bullying in the Workplace. He began the conversation to provoke discussion of potentially preventative protections for employees and individuals. His actions brought about coverage of bullying topics in the workplace in the form of legal proposals (Yamada, 2010). The Healthy Workplace bill template was introduced and "became a template for workplace bullying legislation introduced across the country" (Yamada, 2000, p.259). Yamada created the definition in the Healthy Workplace Bill which was designed to prevent the most severe types of bullying.

Abusive conduct is defined as:

Conduct, including acts, omissions, or both that a reasonable person would find hostile, based on the severity, nature and frequency of the defendant's conduct.

> Abusive conduct may include, but is not limited to: repeated infliction of verbal abuse such as the use of derogatory remarks, insults, and epithets; verbal or physical conduct of a threatening, intimidating, or humiliating nature; the sabotage or undermining of an employee's work performance; or attempts to exploit an employee's known psychological or physical vulnerability. A single act normally will not constitute abusive conduct, but an especially severe and egregious act may meet this standard (Yamada, 2010, p.262).

The Healthy Workplace bill was utilized by researcher, Gary Namie, Ph.D. (2014) of the Workplace Bullying Institute (WBI). The WBI study by is largest U.S. Survey of workplace bullying (Namie, 2014). This survey included both qualitative data and quantitative data. The survey data includes a dramatic percentage which demonstrates that a large portion of persons were aware that bullying exists. The WBI data includes a 1000 participant online survey which conclude that 72% of people are aware of bullying, and that the victims of bullying lose their jobs 60-80% of the time (Namie, 2014, p.8). The survey asks various questions about who the perpetrators were, and what the organization did about it. Sadly, the conclusion of the survey is that most of the perpetrators are bosses, and organizations seem blind to their actions. The survey supports increased costs to organizations. An estimated 3.6 million per year is lost due to losing well trained employees and the costs of recruitment (Glaso & Noelaers, 2012, p.371). Employers remain quiet and unable to deal with the people who have bullying behaviors. The survey concludes that "changing the personality of either the target or the bully are dim" (Namie, 2014). This research is critical because it highlights that changing the personality of a bully is not an option. If bullying is associated with an unmodifiable leadership style, then leaders should

be changed. This study supports that organizations must make changes to reduce bullying in the workplace.

Changes in the Organization by Allocating Power to Individuals.

If an organization is to make a culture change to avoid bullying, and bosses are the bullies, it would only be reasonably prudent for organizations to make changes in hiring practices to avoid those individuals. This may be accomplished by better screening for leadership styles, or past practices of the individual's behaviors within previous positions. Organizations should create an environment which promotes a bully free culture to support proactive actions in hiring practices and enhanced promotion criteria for existing employees. Numerous studies searching interventions were completed by Hodgins, Mac Curtain & Mannix-McNamara (2014,p.8), which indicate that "bullying can often be about what is not done, for example excluding from networks, denial of resources necessary or rather than what is done." The boss may leave out necessary information, or fail to include the employee in meetings. Researchers refer to an autocratic environment and authoritarian leadership style.

In the sequential mixed method study it was documented and concluded that the behaviors including "tyranny, misuse of authority" allowed as a value and culture of the organization (Hutchinson, Vickers, Jackson & Wilkes, 2014, p.4) become part of the culture and environment. If leaders with bullying traits are given power, and supported by the organization, such as treating employees uncaringly by leaders with a mechanistic view, it will become normalized and a way of doing business for the organization. The conclusion of the study was that organizations should pay close attention to the allocation of power within the organization. Essentially, to eliminate bullying, avoiding these individuals as managers and leaders requires the ability to recognize their styles and tactics in advance.

Recognizing the Styles of Leadership, and Behaviors of a Bully.

If selecting the right candidates for leaders and bosses is part of the equation in reducing bullying in the workplace, it is important to identify these individuals. Four common leadership styles referred in most of the reviewed literature are Transformational, Transactional, Paternalistic and Authoritarian. By analyzing these styles, an employer can then select the style of leadership which most benefits the organization. A study by Ertureten, Cemalcilar, & Aycan (2011) included 251 employees and the findings of the study demonstrated authoritarian styles of leadership increased factors associated with bullying and mobbing. Mobbing (Leymann, 1996) is a term which explains that as bullies abusive behaviors are witnessed by others and rewarded by the organization, others emulate the actions, and display the same type of behaviors towards the targeted individual. The Australian government reacted to workplace bullying by conducting a study in 2002 and identifying behaviors consistent with the phenomenon (Vega & Comer, 2005, p.104). The following is a table from the study which identifies these factors:

- Rude, foul and abusive language
- Repeatedly threatening dismissal
- Constant criticism
- Assigning meaningless tasks
- Humiliating an demanding conduct in front of other workers
- Ridicule taunts
- Confusing and contradictory instructions or constantly changing instructions
- Undermining work performance
- Isolating and excluding persons from various work activities
- Leaving offensive messages on email
- Blocking an employee’s promotion
- Overloading of work
- Unexplained rages
- Unjustified criticism
- Withholding of information
- Hiding documents or equipment
- Setting impossible deadlines
- Excluding workers on a regular pattern
- Threatening action that could result in loss

When evaluating candidates for leadership positions within the agency, the review panel should analyze the candidates to determine their personal style in respect to the types of leaders who lack bullying attributes, and possess a style to support culture of respect free from bullying. The responsibility of human resources specialists cannot be underrated. According to Vega & Comer, (2015,p.107), "apprising job applicants that civility and respect are key, carefully checking the references of prospective hires and emphasizing that treating co-workers with dignity is fundamental." It is a critical component when evaluating candidates for positions to quickly recognize the different styles of leadership and select staff accordingly to welcome to an organization. According to Cropf (2008), a Transformational leader encourages, and coaches the employee to learn and create vision for the organization. These visionaries leaders work together with the employees and the style closely resembles Theory Y (MacGregor, 1960). It is commonly described that these leaders are motivational and with their leadership style create loyal commitment to the organization. The traits of these leaders are to support others, encourage communication, autonomy, and creativity. An example of a transformational leader is the late Reverend Martin Luther King Jr. "who used his skills to build a more tolerant and peaceful society" (Cropf, 2008, p.245).

The Transactional and Paternalistic styles of leadership do not create inspiration for the organization. The Transactional leader establishes specific goals and objectives such as a number to attain, or process. The employee is rewarded based on the achievement of these goals (Cropf, 2008). These goals are commonly achieved on the individual basis of the employee; however, they can be collective specific goals which then benefit the collective organization (Cropf, 2008). The Paternalistic style is much like a parent. This style of leadership may display behaviors as treating employees as if they were a child, and motivated by punishment avoidance.

These individuals may also be supportive and caring much like a parent who “scolds in order to solicit what they desire from their offspring (Sims & Sun, 2012, p.1).

The Authoritarian leadership style which may be described as Autocratic includes tyrannical traits. These individuals lead by control, demand respect without question, and deliver threats if necessary. These individuals put on pressure to do it their way, and utilize extreme control measures. This style is opposed to a democratic style which an early study by Kurt Lewin indicted was one that “emphasized group achievement and incorporated other points of view (Cropf, 2008, p.241). The democratic style resembles group achievement, and the Authoritarian resembles self-achievement of the authority. These styles are explained by the research, and illustrate the need for a leader of today which excludes an authoritarian leader. The study by Ertureten, Cemalcilar & Aycan, (2012) measured the leadership behaviors with the online study and concluded that the most destructive leadership style and predictor to mobbing is the Authoritarian leadership style.

A Change in the Culture of the Organization.

Although an organization may strive to select the best candidates for leadership positions, inevitably, there will be individuals who have authoritarian traits and behaviors currently within the organization. Training can be provided, but the value and culture of the organization must speak loudly to create a mission consistent with a respectful work environment where bullying is not welcomed. According to Dr. John Kello (2014), new supervisors who lack social skills, and lack training may take charge by enforcing strict controls and demanding authority. The organization must establish clear statements of what is expected of the employees, select candidates accordingly, and promote a culture to support a healthy environment. According to the literature, the message must by clearly established by the leaders of the organization.

In a study by Indivik & Johnson (2011, p.76), the authors highlight that leaders in organizations must be "proactive to prevent bullying in the first place." Developing a culture within the organization includes policies, and training to develop an environment with values and ethics of respect for employees. The Healthy Workplace Bill (Namie, 2014) can serve organizations in developing policies and incorporating language into existing policy. Organizations must stop ignoring studies such as the WBI survey (Davidson & Harrington, 2010, p.1) which "show that as many as thirty-five percent of U.S. adults were bullied at work and an additional fifteen percent witness bullying behaviors and are affected vicariously by bullying behaviors. The study further indicates the "conduct lowers morale, hurts productivity, and causes turmoil" (Davidson & Harrington, 2010, p.2) which serves as motivating change.

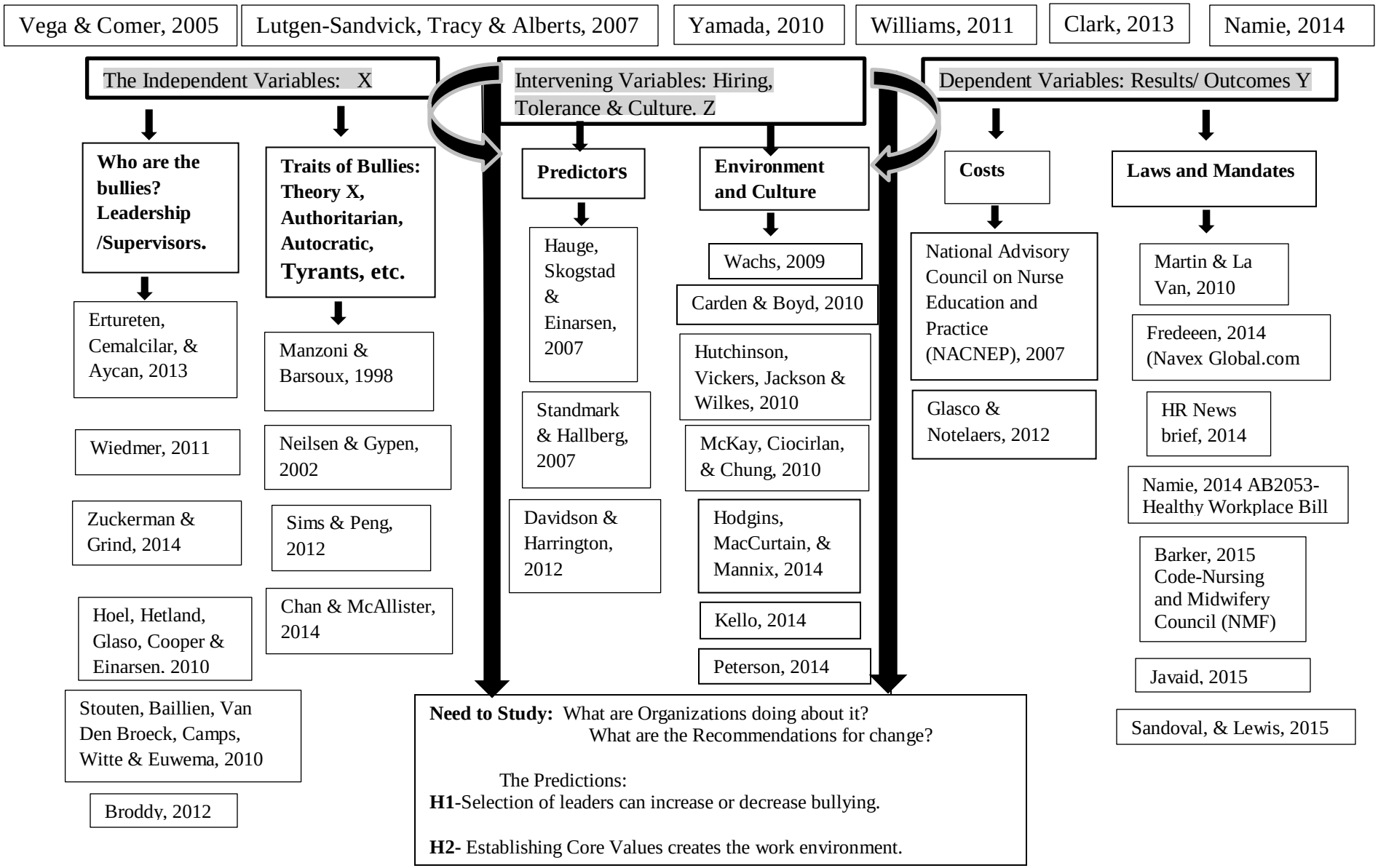
In an article written by Professor Randall S. Peterson (2014, p.78) he describes the "demise of the tyrannical leader." Within this discussion he explains empirical studies of successful business in which the top Manager of a large corporation demonstrates the style of leadership needed for a successful organization. He concludes that the top teams must be a "powerful combination of cooperation and teamwork" (Peterson, 2014.p.81.).

The Literature Summary.

Studies such as Workplace Bullying and American Employment Law: A Ten Year Progress Report and Assessment (Yamada 2010), and Thinking Strategically about Workplace Bullying in Organizations (McKay, Ciocirlan & Chung, 2010) and others (Appendix 1) identify definitions on bullying behaviors in the workplace. Bullying behavior analysis poses questions about defining, identifying, and organizational bully prevention. The Workplace Bullying Institute (WBI) has a template for legislation which serves as a draft for creating new laws. The Literature map (Appendix 1) identifies the numerous variables and outcomes to consider.

Appendix 1

Workplace Bullying Literature Map



The vast data on variables and intervening variables demonstrates the outcomes which organizations can consider as identified on Appendix 1. Organizations usual and customary way of doing business dictates the values in the organization (Brown, 2011). Organizations choice of individuals for leadership positions must allocate the power within their organization to individuals who display the behaviors contradictory to bullying behaviors. Emphasis in teams is paramount (Osterwalder, 2010). Studies indicate displayed behaviors will be replicated by employees who witness behaviors of leaders and model the behavior if it is rewarded by the organization (McKay, Ciocirlan, & Chung, 2010). Transformational Leaders are not linked to bullying and "emphasize a broad vision (Ertureten, Cemalcilar & Aycan, 2013, p.213). To allocate leadership power, organizations must be aware and evaluate the individual's behaviors and avoid selecting candidates with destructive leadership styles. Research demonstrates the autocratic and authoritarian styles are the most destructive in the workplace (Hauge, Skogstad & Einarsen, 2007). If these styles of leaders are chosen, research indicates these bullying behaviors will be duplicated and executed by other employees thus creating an environment and culture of bullying. Managers and leaders are given the authority to interpret, train, and evaluate their workers. If the organization has an established policy, and value which prohibit bullying, within the workplace, unless those values and policies are carried out, the policies are merely words and not actions. To answer the question of what organizations are doing about it requires further research.

The research on bullying in the workplace includes considering the possibility of new legislation, selecting the right leader, developing core values to an agency, and organizational change to establish the culture and values (Martin & La Van, 2010). What appears to be a gap in the research is a bridge between the topics which links it all into a complete picture of the

changing needs of the organization, and how this impacts society and the world we live in. Based on further research, this clarification is the intent of this study. If theory x is tied to bullying in the workplace (Chan & McAllister, 2014), and an autocratic style of leadership spreads this toxicity, organizations must learn how to reduce these behaviors. Further research is needed to identify what organizations can do in response to bullying abuse in the workplace, how to create a bully free environment, and further determine ways to mitigate this phenomenon.

Theoretical Framework Approach

Introduction of Literature and the Gaps

Bullying in the workplace has been an ongoing topic of consideration since the original concept was discussed in the work conducted "by Heinz Leymann during the 1980's" (Yamada, 2010, p.251). It included "conflicts" and "behaviors" in the workplace, and an analysis of these abusive interactions of people within the work environment (Yamada, 2010, p.254). Understanding human behaviors and interactions has commonly been studied by scholars of psychology, such as Freud, Watson and Skinner (Weiten, 2008). It is reasonably understandable why the Workplace Bullying Institute (WBI) was created by Psychologist Gary Namie, Ph.D. who began researching the subject and provided a bullying definition (Namie, 2014). According to the survey, "workplace bullying is repeated mistreatment," and it is a form of "abusive conduct" (Namie, 2014, p.3).

In a collaborative study the definition of bullying was described by Lutgen-Sandvik, Tracy & Alberts (2007, p.837) as "a persistent, enduring form of abuse at work and contrasting it with other negative workplace actions and interactions." Carrie Clark is a victim of workplace bullying, and spoke out about the outcomes and symptomology in a public presentation. She described what it was like and how she was personally targeted. She spoke at a San Francisco

event in 2013, and stated to the legislature that people are essentially being "destroyed in the workplace" (Namie, 2014, np.). Carrie speaks out to advocate that something should be done to eliminate these practices which damage people's lives. She stated "bullying breaks hearts" (Namie, 2014). Several journals and sources reviewed indicate that bullying is consistently described based on a defined set of ongoing actions by several researchers (Namie, 2014, Yamada, 2010, Williams, 2011).

Journals and case studies identify numerous researchers who identified bullying traits, leadership styles, and behaviors (Wiedmer, 2015, Broddy 2014 & Chan and McAllister, 2014). The workplace and environment is also logically another intervening variable. Articles and studies pertaining to workplace culture and environment are identified, and selected for coding. According to Randall Peterson (2014, p.81), there must be a "clear set of corporate values." The individual leadership factors and traits continued to be studied, but what appears to be a gap in the research is a combined analysis to further explore bullying in the workplace which is the overall purpose of this study. This consideration of how the workplace culture factors in with the individual bully attributes and behaviors provides a clear understanding from the research. This shows a more vivid picture of how this happens and why.

What actions are organizations doing about bullying in the workplace? Is the new Healthy workplace bill the answer to halt or eliminate workplace bullying? Further research is needed to clarify if ridding the workplace of bullying behaviors is as simple as changing employee evaluation tactics, and establishing a policy or law to prohibit such behaviors and actions. This mixed methods social science theory intends to find answers by combining previously completed research and providing an overall analysis of the results. Therefore, scholars can make better decisions and enhance understanding of the facets involved in

workplace bullying. A consensus of intervening variables serves as the navigational tool for future organizational decisions for the implementation of positive change. This theory is based on making incremental changes to create a more effective organization which begins by diagnosing the problem. By the identification of proven intervening variables, leaders of public organizations can make organizational changes to benefit the public, individuals and ultimately society.

A Summary of Theory and Model

Much of the research in the literature review indicates open-ended questions to people within the workplace, and qualitative surveys (Glaso & Notelaers, 2012). Some quantitative data include mathematical data such as the costs of bullying (Vega & Comer, 2005). This adds perspective to the reader. The research model will combine the case study data and utilize a mixed method approach. As the case studies and existing research journals data are combined and analyzed, it is expected that bullying is a combination of many factors that can be eliminated and prevented by changing the intervening variables.

The Questions and Refined Hypothesis.

Based on a preliminary review of the literature on workplace bullying, it is anticipated that the research will reveal that bullying in the workplace is not a problem limited to the individual bully. The questions to be posed are as follows:

- Question #1: What defines workplace bullying?
- Question #2: What factors lead to workplace bullying?
- Question #3: What is the impact on society?
- Question #4: What actions prevent workplace bullying?

The refined hypothesis is:

H1. The selection of leaders can increase or decrease bullying.

H2. . Organizations with diversity and respect reduce workplace bullying

In order to conduct the research, concepts, terms, and methods of research must be explained. This study is intended on furthering the study of organizational leadership. By reviewing scholarly information including workplace bullying research, opinions, analysis and suggestions to apply those learned concepts will add to the knowledge within the field of public administration. This research seeks to find answers based on previous studies, surveys, information of existing data, and experiential information. This research intends to answer questions by posing inquiries as to how a leader may make changes, create new ideas and impose suggestions. This process will assist in the creation of a new public policy, or the implementation of a new process within their respective agencies. To answer the questions and predictions, the research now begins.

Research Design/Methodology

Methods and Procedures

The major concepts explored in this paper is the link of leadership traits to bullying behaviors in the workplace, and what actions organizations can take to overcome or prevent it. Questions continue to develop based on the research of journals and studies utilizing s a mixed-method inductive approach by combing both quantitative and qualitative data. It is hypothesized that bullying behaviors are tied to theory X assumptions, and traits associated with autocratic styles of leadership. The definition of bullying in the workplace is difficult due to the numerous definitions which exist. Nevertheless, the definitions all point to emotional harassing behavior by leaders resembling predators. Scholars have completed numerous studies which discuss organizational culture, environment, and bullying tactics. This study explores and combines in-

depth data of workplace bullying facts to further develop knowledge of the variables. The author intends to make recommendations based on analyzing the patterns of research including case studies, and data gathered from current literature. To develop recommendations, the author has researched the literature to explore and discover what organizations are doing to change the culture specifically pertaining to workplace bullying in order to create an environment in which bullies in the workplace cease to exist.

Procedures Utilized

The procedure utilized to conduct research included a review of the scholarly literature which pertained to workplace bullying, and a selection of the data identified. Published surveys and articles were noted and charted based on the quantitative data. A spreadsheet tracked and listed these identified variables. Journals and cases were selected and reviewed. Data was abstracted. The costs to organizations based on bullying actions were listed. For instance, in one specific survey, quantitative costs were indicated. This research indicates an individual subjected to bullying may cost the company "an estimated $30,000 to $100,000" (Vega & Comer, 2005, p.106). To add to the cumulative knowledge, additional quantitative data was identified by the associated costs which were calculated by different surveys, case studies and journals. As data is compared the determination of a consistency or a discrepancy of knowledge was collected. The data analysis for the qualitative data began with identifying the themes, and like survey questions and topics. The answers were matched, and patterned based on likeness and consistencies in survey results. The articles and studies were organized marked with subject topics and tabulated. The data was combined to determine if the data added more supporting documentation for the study, or deducted from it. By reviewing all scholarly identified bullying

articles, the additional of subject continued to add to the understanding of the factors associated with workplace bullying.

Methodology.

This mixed method case study methodology assists in the exploration of the phenomenon of bullying in the workplace. The qualitative data provides open-ended answers based on the employees interpretation, and how they experienced the bullying actions in the workplace. These answers provide cumulative terms, and information to further identify and define workplace bullying. The surveys also provide information to formulate why the bullying behaviors persist to further explore what factors lead to bullying. The data also provides cumulative data to explain the societal impact, and potentially, environmental and cultural norms which may promote bullying. By taking this approach, and exploring these variables, the research will aid in further understanding on what may prevent workplace bullying. The purpose of this approach is to further explore and understand the cultural setting which is based upon a constructivist world view and to "rely as much as possible on the participants' views" (Creswell, 2003, p.8). This student will focus on developing an understanding based on the survey results, and combined interpretation of data.

Analysis Procedure and Variables.

This approach utilizes an inductive process by analyzing and gathering the data from all the case studies. It should be mentioned that the researcher intends to draw conclusions based on the personal experiences within the workplace which will influence and limit the interpretation of the results, and can further impact the analysis, and recommendations as a result of evaluating previous studies. The conclusion and recommendations for organizational change is based on the combination of all relevant articles and journals, and "represents interconnected thoughts or parts

linked to a whole" (Creswell, 2013, p.66). A consideration of intervening variables is the current proposal of establishing laws to prevent these behaviors such as the Health Workplace Bill (Namie, 2014), or the inclusion of organizational policies to prohibit bullying acts. This concept can be illustrated as follows:

- X- Independent Variable: Probably the cause.
    - X1-Personality Types
    - X2-Behaviors of Leaders
- Y-Intervening Variables: The variables which can change an outcome.
    - Y1-Organizational Culture
    - Y2-Training / Tolerance / Laws
    - Y3-Reduce or Eliminate bullying staff
- Z-Dependent Variables: The resulting outcomes.
    - Monetary losses-Quantitative Data
    - Emotional-Societal Costs-Qualitative Data

The dependent variable are the actions which result based on the independent, and intervening variables. According to Wiedmer (2015), developing good leadership and fostering an appropriate environment it will halt bullying in the workplace. Hiring ethical leaders who demonstrate compassion and concern is an example of a recommended intervening variable.

The Sources.

The justification for the surveys and case studies used is based on the viewpoints of individuals and the workplace environment. Environments and culture including civility are linked to bullying in the workplace and these articles are included in the data collection (Wachs, 2009, Cardin & Boyd, 2010). Journals and studies which depict traits of bullies, autocratic styles,

and abusive leadership are identified and included. The reviews of these sources further add bullying patterns to the abstracted data (Namie, 2014). Patterns of like questioning will be organized into units of information categories based on the themes of questioning. This is referred to as "inductive and deductive analysis" (Creswell, 2013, p.186).

The data collection and sources of information include peer review journals, and published studies. Workplace environment incivility (Hodgins & Mannix-McNamara, 2014, Indivik & Johnson, 2012), history (Yamada, 2010, Namie, 2014), and leadership traits (Neilsen & Gypen, 2002, Ertureten, Cemalcilar, & Aycan, 2011) are a short list of the topics included in the articles selected. Interrelated themes and descriptions which are consistent with bullying factors are utilized from all journals, articles, and case studies. Themes such as autocratic style, tyrannical leadership, controlling, independent, and decision making, provide variable data for a list creation. Patterns of listed topics will be set aside and organized. As each topic is identified, coded, and assimilated, the results will provide for an overall interpretation of the data.

The views of the participant's pose limitations of this study. These sources do not represent all situations, or a one size fits all theory. This exploration into bullying in the workplace environment provides a combination sources and data collection from both quantitative and qualitative research. By combining numerous previous studies, the resulting compilation of data is both relevant and powerful. This study specifically focuses on the how and why questions about workplace bullying. It identifies factors and variables which contribute or detract from the phenomenon. As explained by Baxter & Jack (2008, p.544), this methodology allows for "a variety of lenses which allows for multiple facets of the phenomenon to be revealed and understood." The shortfall in qualitative research is in the interpretative

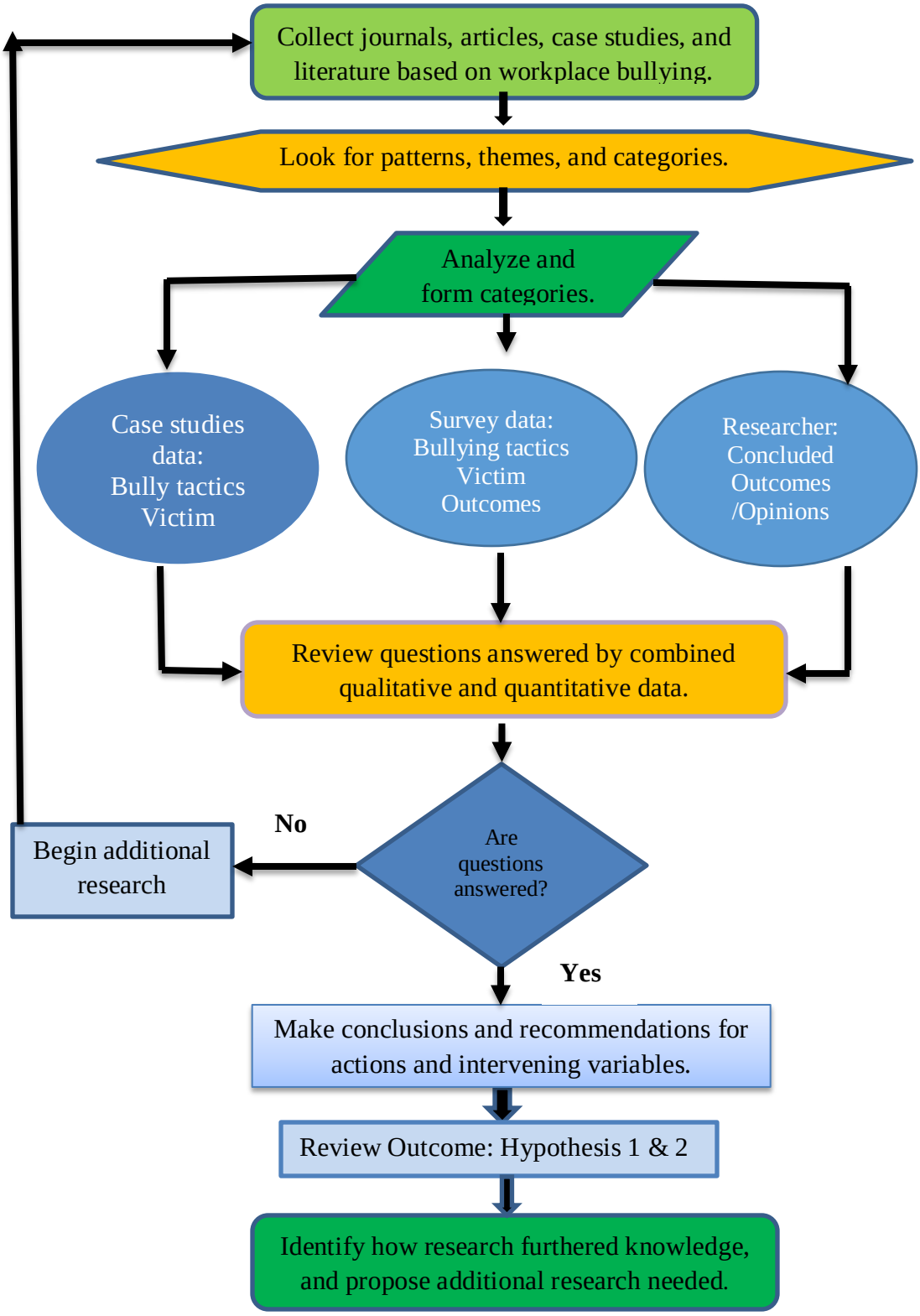
analysis. The pattern matching analysis adds to the strength of knowledge, and cumulative data provides a basis of the interpretations.

Limitations and Bias.

The bias in this project is based on case selection, analysis, and interpretation by this researcher. This multiple case study process, and the collection of similar results by several studies, lends to a powerful result. For individuals concerned with creating a successful organization, this research will provide relevant factors to consider. The process is illustrated within the Methodology flowchart (Appendix 2), which explains the process.

Appendix 2

Methodology Flowchart



Findings / Results

Observations of Case Studies

Several case studies and surveys were charted. The particular research data was chosen to develop a cohesive understanding of considerations of the questions. The observations of the results clearly indicate the tactics employed by the perpetrator not only target, but also personally affect the victim. The cases and surveys demonstrate an isolating effect on the victim. In the first two cited cases, two victims of bullying are charted based on the bullying tactics, the outcome and personal outcome (Vega & Comer, 2005). These two cases help to create an image of what bullying looks like and factors that may lead to it. They also demonstrate the impact on society based on the outcome of the cases, and hint towards what organizations may do to prevent it.

Anita Hill is the targeted bully victim in the first case study. She survived ongoing propositions from her employer over a period of time (Vega & Comer, 2005). Due to her rejection of these advances, she was treated negatively in private by the bully predator who was her supervisor. He utilized a tone of voice to deliver messages of dissatisfaction of her. Her career was negatively impacted, and her employer did not employ any intervening variables to change the outcome. Her supervisor was in a powerful positon, and her voice was silenced. Years later, she provided testimony of the abuse she suffered, and is successful in her career.

In the second case listed on the chart by Vega & Comer (2005) the Celia Zimmerman case documented bullying tactics. The bully targeted Celia and utilized tactics which differed from the case of Anita Hill case. The bullying tactics utilized against Anita were quietly employed while the controlling and predator tactics utilized against Celia were openly displayed, and noticed by others. She reports she was excluded from meetings, and assignments she was

qualified to complete were withheld as controlling tactics. She witnessed others co-workers leaving her supervisors office, who had been questioned, and she noticed they were clearly upset. During a company meeting, comments were stated by her superior that others believed were intended to be directed at her. She took action, and her supervisor retaliated. Although she was not discriminated against based on a protected class, the retaliation for her action was awarded $730,000 in damages. During her experience, she had reported feelings of emotional stress. By reviewing both case studies together they contain similarities. In both cases, the bully used techniques to isolate, intimidate, and sabotage their ability to perform on their jobs which is consistently defined as a bullying tactic (Indvik & Johnson 2012). As identified by Lieber (2010, p.91), "the impact of bullying behavior on people is always devastating and often long lasting" which has been illustrated by these case studies. The organizations did not take any actions to intercede in either case, and the supervisors in powerful positions were able to continue these acts without interference or intervention. The victims were both left unprotected by the organization.

Four separate e surveys were charted to identify additional bullying tactics (Lutgen-Sandvik, Tracy & Alberts, 2007, Nyberg, 2008, Taylor 2010, & Namie, 2014). These surveys identified tyrannical styles of leadership lacking integrity, treating employees harshly, making unreasonable demands, and interfering with the work, or creating an environment in which the work was unable to be done. Further, the respondents to the surveys identified feeling humiliated, undermined, sabotaged, and harassed which created a toxic work environment. These bullied individuals were distracted and worried about their work, and were faced with a potential job loss and health concerns due to the stress they experienced. These fears are

validated by the research. According to Namie (2014, p 14), “in 61% of cases, bullying stops only when the target loses her or his job.” The stark reality is the fear is justified.

In the survey by McKay, Ciocirlan & Chung (2010), the personal outcomes of the bullying behaviors cause the victim to leave the workplace. The survey estimates a total of 40% representing a loss of 21-28 million workers due to the demanding, intimidating and harming miss-treatment by their superiors. The bullying tactics identified by those surveyed continue to provide validity to the definition of bullying in the workplace.

In the case study of Bruce Rees, the characteristics and definition of bullying continues to further describe attributes added to the study cumulating facts to define workplace bullying. The Bruce Rees case study was authored by McKay, Ciocirlan, & Chung (2010). The case highlights an employee of the Canadian Royal Mounted Police. What speaks volumes in this case study is the ideology of a police employer which would fail to protect an employee. As a police agency which is widely expected to follow a mission which includes the protection of others, it is appalling the employer in this case completely failed in those duties. The inaction of the organization allowed the continuation of bullying acts against the targeted bully victim. The case describes the specifics of the case. The victim, Bruce Rees, was a guard. His supervisor was in a powerful position, and employed tactics reflective of the previous tactics identified by the former mentioned case studies, and surveys. His superior’s actions are described as consistent to the other bullied victims such as “isolating” and “intimidating” him (Indivik & Johnson, 2012, p.73). The actions were autocratic, insensitive, intimidating, undermining, and harassing (McKay, Ciocirlan, & Chung, 2010). Some specific actions described by the victim were to create work schedules to prevent Bruce from adequate sleep. Without adequate sleep, the victim would have a more difficult time doing his job, and thus would sabotage his abilities. His

supervisor also followed him down darkened hallways, and closely monitoring his every move. Bruce testified that that he was given verbal negative comments by his supervisor on a regular basis which included comments of his career being shortened. The ongoing torment occurred over time. These actions are clear to the average person that would create frustration, fear, and anxiety. Overtime, the effects caused Bruce the inability to work based on the stress, and he was diagnosed by Post Traumatic Stress Disorder. The outcome of the case was an award of $500,000. It would be easy to point the finger at the organization as a cost which was then incurred by the organization. This cost would be passed on to society due to the agency being a police agency.

Unfortunately, this case speaks volumes about bullying. It helps to further illustrate what bullying is, when nothing interferes in bullying behaviors what the impact may be not only on the bully but on society. In this particular case, the cost was high. What this case also provides is a consideration into if laws can prevent such bullying as the Workplace Bullying Institute proclaims (Namie, 2014, Yamada, 2010). This case study highlights a case of bullying which occurred in a legal system. It demonstrates that creating laws or rules may be ineffective. Although there were no specific rules against bullying when the acts were committed by Bruce's superior, "an autocratic leadership style" is "easy to identify and condemn"(Hoel, Glaso, Hetland, Cooper & Einarsen, p.464). The employer did not employ any intervening variables to change the course of action, and allowed harassment to continue in an agency which holds others accountable for their actions, and has intent to protect society and others.

Results of Case Studies

These case studies provide experiential results to many questions surrounding workplace bullying. By reviewing the case studies, a scholar can build a picture of the elasticity of the

phenomenon of workplace bullying. No two cases are exactly alike, although they include similar attributes. The factors that lead to bullying include in the above cases supervisor in powerful positions with the bullying attributes, organizations that did nothing to prevent the actions, and costly impacts on both the victims and society. In California, Governor Jerry Brown signed Assembly bill 2053 (2014) which refers to the prevention of abusive conduct. It specifically states:

> "Abusive conduct" means conduct of an employer or employee in the workplace, with malice, that a reasonable person would find hostile, offensive, and unrelated to an employer's legitimate business interests. Abusive conduct may include repeated infliction of verbal abuse, such as the use of derogatory remarks, insults, and epithets, verbal or physical conduct that a reasonable person would find threatening, intimidating, or humiliating, or the gratuitous sabotage or undermining of a person's work performance. A single act shall not constitute abusive conduct, unless especially severe and egregious (97).

The bill which took effect January 2015 in California requires new supervisors to be trained within six months of a supervisory position, and thereafter every two years. Assembly woman Lorena Gonzalez (D) authored the bill (legalinfo.gov), and according to According to HR Focus News Briefs (2014, p.16) "includes gratuitous sabotage, or undermining of a person's work performance.

The findings of bullying tactics which help to define workplace bullying is demonstrated by the charted research in Appendix 3. This information includes the collection of data, and charting to include the tactics utilized by the bully, the outcome of the employer, and the personal outcomes

of the individual who endured the bullying tactics. The chart helps to further describe the phenomenon by providing a visual recap of the types of bully techniques, impact to the organization, and the personal toll on the individual targeted in the workplace.

Findings of the Case Studies.

By combining these case studies and surveys, the following questions are answered.

- Question #1: What defines workplace bullying?
- Question #3: What is the societal impact?

These preliminary findings clearly establish a basis of knowledge based on the cumulated research. The collective analysis of the participant surveys and case studies provide findings for these questions. Through real experiences, the victims have described workplace bullying as actions which include various forms of abusive conduct which may be verbal, physical actions or inactions which intend to control or alter the ability of the intended target. The bully actions may be identified by using intimidation, or control, and/or the expression of tone to convey dissatisfaction. Bullying behavior may also include the lack of action by ignoring the victim and failing to assign appropriate work, or other harassing and debilitating actions with the intent to mistreat the victim. These actions are consistent with previous definitions of bullying further described. As defined by Yamada (2010, p.262),"…sabotage or undermining of an employee's work performance; or attempts to exploit an employee's known psychological or physical vulnerability."

Discussion

Impact on Society

The societal impact is also included by the analysis of the outcomes from the case studies, and participant surveys as indicated on the chart (Appendix 3). This data demonstrates

quantitative findings which further lends validity to the costs of bullying behaviors. Hundreds of thousands of dollars which organizations experience will ultimately affect the bottom line profits which are passed on to the consumer by the organization increasing the price of the product. The findings cast a much larger brush on those impacted. The findings support a major impact on the economy for an act which is preventable and avoidable. Ultimately, a recap of the data, as charted in Appendix 4, which indicates that employees who are bullied leave the workplace at a rate of 40% in the emotional state of high stress, worry, and inability to concentrate. While some may recover, the survey by Lutgen-Sandvik, Tracy & Alberts, (2007) indicates these lasting impairments to individuals may be long lived, and could contribute to a society with individuals which are simply unemployable. This sampling of case studies and surveys provide a response to questions one and three. According to Wiedmer (2011, p.1) "Bullies seek to induce harm, jeopardize one's career and job, and destroy interpersonal relationships." These case studies, and surveys answer both these questions and further explain that the resultant environmental impact is not limited only to the individual harmed, but to society as a whole.

To further highlight the outcome of bullying findings provided in the research, numerous researchers' works were charted (Appendix 4) secondary to provide supporting documentation as validity to the outcomes of bullying actions. These results were recorded to demonstrate common findings among all researchers. While overlaying the consistent findings, the results demonstrate common findings as indicated by a check mark in the Appendix 4 chart when the headings were applicable to the findings in the study.

Associated Costs.

The costs to society are extreme as indicated by the secondary researchers. All researchers charted have identified health concerns. The health effects of workplace bullying

create outcomes of both physical and mental issues (Sims and Sun, 2012). The results demonstrate the health effects, some which are long term, and costs which will be realized by the organizations, and later passed on to society. The studies identify costs to organizations in the form of sick time, legal fees, increased turnover, loss of creativity, loss of productivity, and decreased efficiency. Specific costs were identified, and the most intriguing was the organizational cost listed by Hutchinson, Vickers, Jackson & Wilkes (2010). The study indicates "it has been estimated the costs associated with managing workplace bullying in the order of 5% of the total operating budget of institutions" (Hutchinson, Vickers, Jackson & Wilkes,2010,p.1). If that is not concern enough, the findings also demonstrate the costs to society which include the destruction of relationships, court involvement, and a society of individuals who are no longer able to work due to these detrimental effects. Appendix 4 charts the associated cost outcomes.

These researchers reaffirm the organizational costs such as turnover, absenteeism. As explained by Glaso & Notelaers (2012), documenting the emotional state of employees who are exposed to bullying is difficult. What can reasonably be concluded by the data reviewed and analyzed thus far is that the effects are not limited to the individual being bullied. The outcome and impact to society is enough to cause public concern and for leaders to stand up and take notice. Organizations in California have been notified by the new assembly bill AB2053 that "abusive conduct" should be avoided (HR Focus News Brief, 2014, 16). Organizations in California have been put on notice to include training on this conduct. These last two questions are further narrowed to focus on California due to the recent legislative action of AB2053. It is therefore important to further define bullying.

New Bullying Definition Proposal

This scholar proposes a simplified version of Bullying:

Workplace bullying is ongoing abusive conduct which may be verbal, nonverbal, or physical. It may be outwardly egregious, or silently subtle, but the inaction or actionable intent is power, control, domination, manipulation and the creation of victim failure by orchestrated actions upon the victim carried out by the bully by utilizing self-serving tactical skills to fulfill the ego of the predator. This analysis proposition is simple. A hunter hunts. A fisherman fishes. A predator preys. The findings on question number 2 is therefore proposed based on the logic that when an individual has predictor behaviors, the results provide the outcome which can be predetermined based on the bullying as defined.

Workplace Bullying Factors

- Question #2: What factors lead to workplace bullying?

As previous scholars have identified, authoritarian and autocratic personalities lead to bullying behaviors in the workplace (Manzoni &Barsoux 1998). The majority of bullying which occurs in the workplace is committed by supervisors and those in unequal power positon within the workplace (Weidmer, 2011, Hoel, Hetland, Glaso, Cooper & Einarsen, 2010). These are individuals who pray, or hunt, for target victims to employ their bullying techniques. When these individuals are present in the workplace and no intervening variables exist within the organization such as policies or a preventative culture, bullying will increase.

Previous scholars have identified that a predictor of workplace bullying are the hiring, and tolerance of predators in the workplace. Based on the case studies and surveys, if the bullies were nonexistent in the workplace, the bullying would not have occurred. According to Hague, Skogstad & Einarsen, (2007), and Davidson & Harrington, (2012), bullies can be identified by personality, and behaviors during hiring and organizations can avoid in the selection of these candidates. Prevention of bringing these predators into the organization is the most efficient

method. Otherwise, damages will occur, and based on the previous identified costs, as a method of risk management, this practice will reduce costs.

Intervening Variables.

As an intervening variable, identifying bullying attributes, behaviors, and personalities are the key to avoidance. Standmark & Hallberg (2007) identified predictors of the attributes of individuals who are predisposed to bullying behaviors. Managers and Leaders of Organizations must practice due diligence and remain aware practice communication and observation to determine those who best fit the organizational culture. Thus discussion of organizational culture and environment should be explored. In order to expand the knowledge of what actions can be taken to prevent workplace bullying to the different theories identified by researchers should be patterned and analyzed to fully answer question number 4.

- Question #4: What actions prevent workplace bulling?

Research Study Findings and Theories.

The following chart demonstrates the findings of secondary research from five studies and also highlights some differences in theory. The recommendations by the different authors and conclusions do not arrive at a consensus. The researchers (Vega & Comer, (2005) Namie, (2014), Peterson,(2014), Carden & Boyd, (2010), McKay, Ciocirlan, & Chung, (2010), agree that employers should make the stand that the organization is against bullying conduct. This could simply be to establish the values and organizational environment which spells out what is the usual way of doing business. What this exemplifies by the matched responses is the researchers do not unanimously agree on what actions should be taken with bullies to develop an overall consistent set of intervening variables. For instance, both Namie, (2014), and Carden & Boyd (2010) agree that eradication is an appropriate action to dealing with bullies in the

workplace. Gary Namie of the Workplace Bullying Institute (WBI, 2014) proposes a Healthy Workplace bill. He is not concerned with dealing with the individual personalities of the bully perpetrator and believes that there isn't much hope for changing the bullying behaviors and subsequent actions within the workplace. He proposes to simply eliminate them. The analysis patterning is listed on Appendix 5 and provides a recap of similarities of the research findings.

Appendix 5

Research Analysis Patterning

Recommendations to stop bullying:	Deter Vs. Condone	Establish Policy	Code of Conduct	Management Support	Provide Coaching to bully to modify behavior	Transfer bully to non-supervisory or termination.	Eradication-Not dealing with personalities	Support Law
Vega & Comer, 2015	X	X	X	x	X	X		
Namie, 2014	X						X	X
Peterson, 2014	X	X	X	X	X			
Carden & Boyd, 2010	x	x		x	x	x	x	
McKay, Ciocirlan, & Chung, 2010	x			x	x			

The Interpretation of the Findings.

In order to address what leads to the bullying phenomenon and further interpret how to prevent it, additional analysis into bully identification should be revisited and clarified. When employers select leaders and supervisors, the above researchers agree that in order to prevent workplace bullying, organizations should deter it. A reasonable conclusion based on overlapping these findings is to avoid hiring bullies or promoting them to leadership within the organizations. According to Indvik, and Johnson (2012, p.73), "bullies are predators, they are controlling and they are dangerous." Based on the above chart, the most simple evaluation and recommendation is that a factor that leads up to bullying is simply bringing them aboard in the first place.

Leadership Styles.

Avoiding selecting the incorrect leader within the organization therefore necessitates identifying styles of leadership. Styles of leadership and assumptions by those in powerful positions was analyzed by reviewing case studies and have outlined the styles of leadership which correspond with bullying. After data is collected, organizations must take an action, or inaction. The studies were selected based on the personality and attributes of the bullies, and what variables could be identified. The findings of the combined research as listed in the above chart clearly indicate that all findings agreed the organization must deter rather than condone bullying behavior. Providing coaching and management support reduces workplace bullying according to the findings (Vega & Comer, 2005, Peterson, (2014), Carden & Boyd, (2010), McKay, Ciocirlan, & Chung, (2010). The following is a chart to communicate in a visual format somewhat like a "business canvas" (Osterwalder, 2010, p.44), which helps to identify quickly some of the components to bullies which should be identified and avoided within the organization for a positive change.

Bully Attributes.

The research findings as illustrated in Appendix 6 clearly highlights the bully attributes. This scholar after reviewing numerous articles, and journals, has highlighted these five studies which conclude the outward styles, and personalities which all lead to bullying behaviors in the workplace. The only factors which may prevent it are to eliminate those individuals from the workplace. As explained by Indvik & Johnson, (2012, p.73), "lawsuits walk in on two feet." As much as this scholar would propose to create a law to prohibit bullying actions, the personalities and styles of authoritarian and autocratic leaders will simply not adhere to the rules. These individuals believe the rules don't apply to them. Further, as we have learned from the statistics

surveys and case studies, individuals are at risk of losing their jobs, so standing up to a bully who is a position of power is not reasonably the best choice.

Predictors Identified.

As charted in the literature review, the proposed intervening variables to change the outcome of bullying in the workplace are the identified as predictors of bullying. These predictors of bullying include the identification and styles of bullies, and intervening in some fashion to change the resultant outcome. The findings clearly indicate that reducing the selection of those styles of leadership will eliminate the bullying actions. Identification of these styles is predictors and variables which intervene and reduce the outcomes of workplace bullying. A factor to reduce bullying is to change the hiring panels to those who are studious, and alert to the definitions of destructive leadership and skills that can quickly recognize these destructive styles of leadership. Those entrusted to bring aboard new employees into an organization should carefully consider the styles of leadership and attributes of the applicants. By asking questions of a candidate, and considering their candid responses to questions, they will reveal their leadership qualities. These authoritarian, autocratic, narcissistic controlling predators will deliver messages to the panel which explain their decision making ability by ultimate control in all situations, and display powerful individual competence. As explained by Eureten, Cemacilar & Aycan, (2012) an authoritarian leadership style rules with authority. They are powerful in their directives, and strategically consider how to influence their staff in order to gain compliance. These leaders demand control and ultimate authority over those they lead, and expect unquestionable compliance. Responses by candidates such as such as getting the program “the way I want” clearly demonstrates achieving an individual goal and communicates no achievement of the mission of the organization, or betterment of the team.

These are individuals who believe in their own intelligence, and discount the ability or input of others. They are individualistic leaders and do not support nor nurture developing a collective autonomous team. These predictive qualities to bullying become obvious to the trained eye, and are "associated with Lower job satisfaction, lower affective commitment, higher continuous commitment, and higher turnover" (Ertureten, Cemalcilar, & Aycan, 2011, p.205). These autocratic styles behave in a manner which cause small incremental segments of damage to the organization and can fragment teams. As opposed to adding the diverse knowledge of all parties involved to maximize the knowledge base as described by Osterwalder, (2010), these bullies make all the big decisions. Bringing these leaders into the organization will create an atmosphere and culture within the organization which delivers a message to stay silent, and remain obedient or else face punitive actions by the tyrannical leadership.

Organizational Costs.

Although a tyrannical leader may appear to gain short term quick results, this unquestioned compliance comes at a cost to the organization. Fear of the leader reduces the potential innovative input to increase organizational efficiency and effectiveness. Hoel, Glaso, Hetland, Cooper & Einarsen (2010, p.466) findings indicated "destructive elements" as components of autocratic leadership. These individuals are weak in social interactions, and relationship building, and rule with ultimate authority and complete disregard to human emotions, or the effect of those decisions upon the human assets of the organization. These individuals believe they can replace people as well as other machinery within the organization. As Elton Mayo learned from the Hawthorne Plan experiments (Cropf, 2008) consideration of the emotions of employees will increase productivity and effectiveness within the organization. By merely demonstrating care or concern, productivity will increase.

Designing Intervention Techniques.

Designing interview questions to identify destructive styles are important when hiring leaders. These questions will allow candidates to provide answers to open ended questions, and thus identify and avoid predators. For instance, a question in an interview may allow a demonstration of this style such as, “What approach would you do if an employee was late to a meeting? For these leaders, the human cause for tardiness is no excuse and irrelevant. They will enforce the rules regardless of what most compassionate leaders would consider forgivable. Responses to questions from authoritarian controlling leadership styles will lack empathy and understanding, and demonstrate intolerance for errors. Rarely would these personalities ask for reasons since the task is the most important and they hold a no excuses attitude. These are cold individuals which develop a team of obedience based on fear. According to Terzi, (2011, p, 530), “Autocratic leaders make all important decisions without consulting their subordinates and do not allow group participation in decision making.” Bullying attributes are identified simply on the chart listed in Appendix 6 to assist with identifying these styles. It is a visual display with consistent and supporting conclusions of these attributes related to this destructive style of leadership qualities. The chart helps to remind styles which should be avoided to prevent workplace bullying within organizations.

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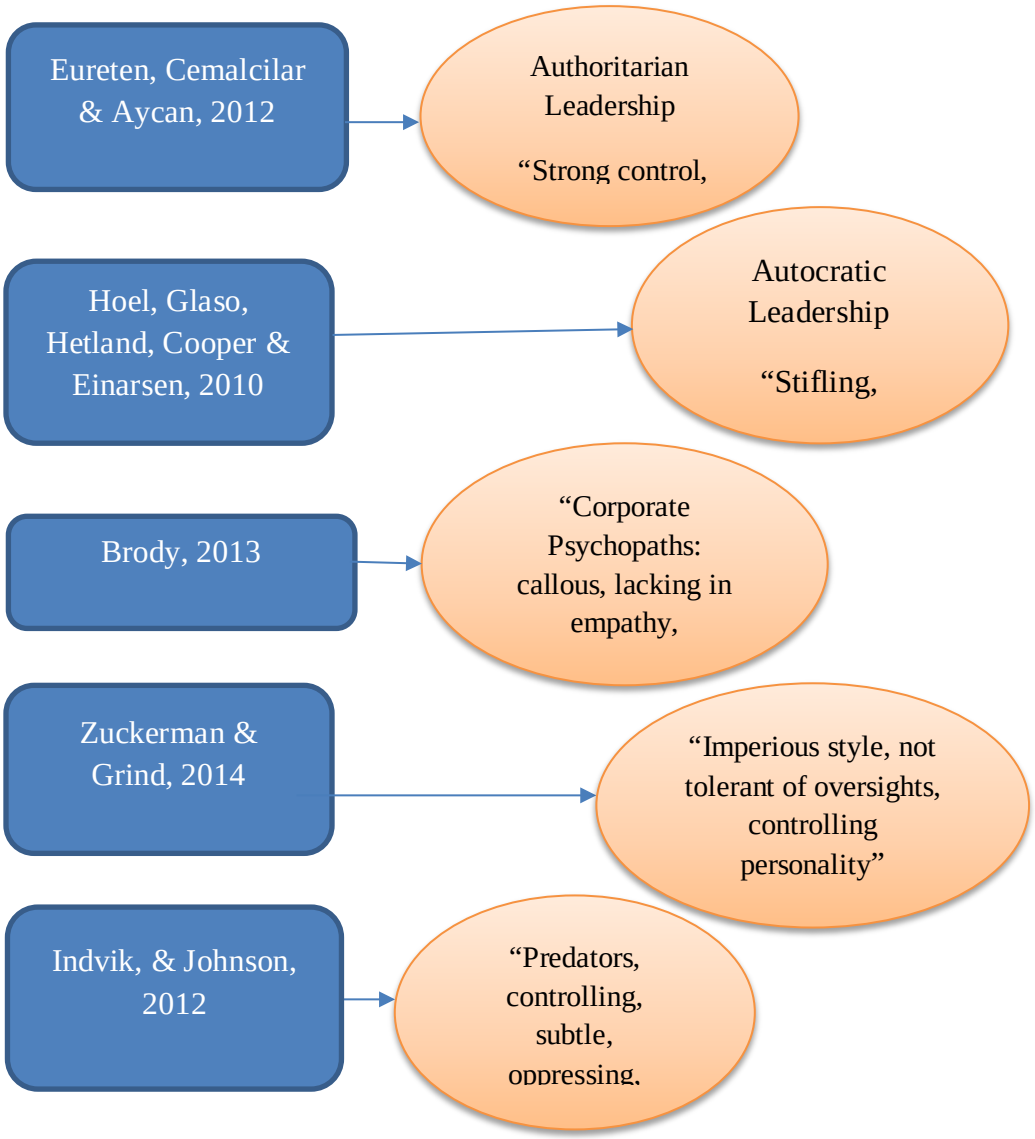
Appendix 6

Bullying Attributes



Intervening Variable-The Selection.

As the journey to track progress towards answering what factors lead up to bullying in the workplace, the first part of question may be answered by a simplified statement. Bullying in the workplace is a factor which is reduced by careful selection of employees and the avoidance of selecting destructive styles of leadership. These styles have been identified by the previous case studies and surveys analysis and consideration. This scholar recommends to avoid hiring and selecting authoritarian, autocratic, and controlling personalities and styles, based on those styles being predictors of bullying. The actions to develop a culture of teamwork, innovation, and vision can only be fostered by leaders who inspire others, and "transform the organization" (Cropf, 2008, p.245). These actions are identified as an intervention and variables which will contribute to a change to the workplace. Reducing or eliminating bullying will result in lowering costs and negative outcomes of bullying. Therefore avoiding the personalities that contribute to this phenomenon is recommended by this scholar.

Intervening Variable-The Tolerance.

As organizations make decisions of what leaders and managers are hired, they also must make decisions on those individuals within the organizations who currently hold leadership positions. This consideration includes another identified variable . This secondary intervening variable to workplace bullying is identified in the literature review as the tolerance for the behaviors of bullying and the environment or culture of the organization. If the organization avoids hiring autocratic, narcissistic, authoritarian leaders, what are they doing about the staff they currently have? This inquiry seeks to further answer the question as a factor which may lead to bullying. As the organizations avoid bringing staff to the organization with styles which have been determined to lead to bullying, additional factors must be studied to determine what

other considerations the organization must do to reduce bullying in the workplace. Since the predictors have been clearly identified, as leadership styles, and personality traits, we return to the literature review to put into cases into context. Was the previous cases organizational culture proactive in these cases? Unfortunately, as indicated by the cases, they were tolerant of the behaviors and did nothing to prevent the bullying from occurring. This inaction by organizations by not holding those bullies accountable for their behaviors allows the behaviors to persist, and grow within the organization contributing to a way of doing business.

According to the case study and survey chart, the data listed in the column labeled outcome, reveals that no positive action was taken by the organizations. In the case of both Anita Hill, and Celia Zimmerman (Vega & Comer, 2005), the organizations took no action to intervene in the bullying behaviors which occurred to these bullied individuals. In the survey by Namie (2014, p.12) of the Workplace Bullying Institute, "denial and discounting were the most common reactions by employers." The outcomes for those managers or leaders failing to implement preventative actions, resulted in both costly and negative consequences for both the victim and the organization. The organization allowed ongoing conduct of bullying, while the employees suffered. The employers ultimately paid out costs to the prevailing victims of the lawsuit such as Bruce Rees who was bullied at work and settled for a mere $500,000 (McKay, Ciocirlan & Chung, 2000).

Further Analysis and Clarification.

Thus far, the findings of this study have identified the answers to the first three of four questions. We have answered what defines workplace bully which is a "pattern of destructive and deliberate demeaning of co-workers" (Vega & Comer, 2005, p.101) and described by many scholars in a similar fashion as previously identified. The findings have verified intervening

variables that lead to workplace bullying which include the selection of candidates with bullying attributes such as “malicious individuals who seek power, control domination and subjugation” over their employees (Wiedmer, 2001, p.1). Autocratic leaders who rule with the ultimate decision making power and authority create negative outcomes and fear within the organization.

An associated factor identified as a predictor leading to workplace bullying is the tolerance of the organization to allow bullying actions to continue. This tolerance contributes to a culture of bullying. Denying bullying actions contributes to bullying in the workplace. Lack of action by organizations will result in the detrimental bullying outcomes. The impact on society is clear based on the outcomes as identified in numerous cases, and surveys. The costs of the emotional toll to individuals who are harassed, and bullied so they can no longer work, (McKay Ciocirlan & Chung, 2010), the rising associated costs of sick leave which rise the costs of organizations operating costs passed to society, and the destruction of relationships and economic implications (Carden & Boyd, 2010) has been verified based on the data as verified and converged within this study. By analyzing the data derived by the case studies, and surveys, it can be reasonably concluded that the actions that prevent workplace bullying is to change the environment.

Intervening Variable-The Changing Environment.

According to Greenberg, (2013, p.376) in order to change the culture of the organization, it must be supported by the top, and the organizational values must “share the vison.” As the vision is communicated and reinforced by the members of the group, all new employees must also share in this vision and expectation. Further, changing the culture of an organization does not happen overnight. If bullying actions and behaviors have been tolerated for some time, it is implausible that a quick policy or rule will make a radical change in the organizational culture.

Question # 4: What actions prevent workplace bullying? The answer has been previously researched by scholars, and the cumulative data provides numerous factors and variables. A change the environment and culture of the organization can prevent bullying. According to Brown (2011, p.62), "culture is the key to an organizations success." As further explained by Brown (2011, p.63), an organizations culture is a system of "shared values and beliefs that interact with an organization's people, structure, and systems to produce behavioral norms." Creating a team by the actions of leadership will create the culture within the organization. The supervisors within the organization should be those lead with inspiration. They must be the individuals who can share a vision within the organization. According to Cropf (2008, p.235), the characteristics of leadership include "direction, innovation, vision, alignment and relationships." He further explains that the leaders help to develop a large vison of the organization, "avoiding a single-minded sense of vision" (Cropf, 2008, p.235).

Hypothesis Findings.

Questions posed and analyzed based on the patterned data analysis have identified two major intervening variables. The research supports that by avoiding hiring individuals who have the attributes, and style which lead to bully can halted those acts before they occur. The factors which lead to bullying can be changed by instituting organizational changes, and not choosing bringing these candidates into the organization and ridding them from the organization when instances occur. Therefore, the findings on the first hypothesis are found to be true.

- **H1. The selection of leaders can increase or decrease bullying.**

The second major intervening variable which affects the outcome within the organization is to deter bullying by developing a team of visionaries. Organizations should inspire individuals who work together to inspire each other with the organizational goals. Establishing a set of

values and beliefs which include collectivism, autonomy in decision making, and encouraging creativity within a diverse culture will reduce workplace bullying. This organizational system achieves leadership by selecting transformational leaders. There is no room for bullying because it is not tolerated by this new culture. Therefore, the second hypothesis has found to be true:

- **H2. Organizations with diversity and respect reduce workplace bullying.**

Intervening Variable- The Vision.

Scholars such as Greenberg (2013), Brown (2011), & Osterwalder & Pigneur (2011) describe the process of developing a vision for an organization and contribution of organizational leaders. By the inclusion of various ages of individuals, backgrounds, cultures and perspectives, the information and creativity adds valued information (Osterwalder & Pigneur, (2011). Organizations who value diversity, and inclusion and are transformational and opposed to the authoritarian style of leadership which leads the detrimental effects of bullying within the organization. The agency vision should include language to communicate loudly to their existing staff and new hires as a part of their everyday structure. It will remind them that this is the way we do business. Input, inclusion and respect is part of the environmental culture. There is no room for bullies in the organization.

Intervening Variable- The Culture.

Although the final question posed in this study provide findings and clarify the actions necessary to prevent workplace bullying, additional information was gathered to review and propose some answered questions. This research collected additional organizational information which was rated by the employees to determine if the environmental culture was influenced by the intervening variables as the previous findings supported. This additional review was to

narrow the scope of the research to provide a more focused recommendation on further needed research. For this reason, top companies were researched based on employee ratings.

Discussion of Organizations.

A search was conducted to determine the top rated companies for employees to work as indicated by surveys completed by the organizations employees. These companies demonstrate the ideal style of communicating guiding principles. The terms included in these vision statements combined with the surveys by employees support the statements as intervening variables to deter workplace bullying. The findings on the top 5 Companies to work for are Twitter, Edelman, Google, Riverbed Technology, and Facebook (Glassdoor, 2014). These organizations have developed an environmental culture which is opposed to the authoritarian style of leadership which has been found by this study to be an independent variable to workplace bullying. As explained by Cropf (2008, p.245) motivation is inspired for employees by transformational leaders who "work together to construct value and belief systems."

As a result of the survey analysis it is observed that that these organizations promote a culture of transformational leadership. As the Company Snapshot (Appendix 7) demonstrates, the employees are encouraged to have the power to make decisions. Employees are respected, encouraged to be innovative and expected to share ideas within the organization. These are the organizations which experience less turnover, high employee satisfaction and commitment, and reach goals together to contribute to a successful organization. These organizations demonstrate the values which promote teamwork, respect, and a culture that promotes vision. These organizations have a culture which will not tolerate bullying tactics and styles, and the culture is proactive to promote organizational values and norms which deter workplace bullying.

Appendix 7

Company Snapshot

Twitter (2015): To give everyone the power to create and share ideas and information instantly, without barriers.

Edelman Values (2015): Quality, Integrity, Respect, Entrepreneurial Spirit, Mutual Benefits, Citizenship.

Facebook (2015) “we believe that understanding and managing unconscious bias can help us build stronger, more diverse, and inclusive organizations”

Google (2014): “everyone is a hands-on contributor and feels comfortable sharing

Riverbed Technology (2015) - "openness, creativity, diversity”

Creating a Bully Free Environment.

The researched organizations discussed support findings of both hypothesis 1, that the selection of leaders impacts the phenomenon of workplace bullying, and hypothesis 2, organizations which value an environmental culture of diversity and respect reduce workplace bullying. The actions displayed by these organizations make incremental steps in the right direction. As believed by Charles Lindblom in the 1960's, the concepts of mutually adjusting to the changes in an organization will create results "bit-by-bit decisions" to avoid major changes and costly mistakes (Fry & Raadschelders, 2008, p.275). In organizations currently experiencing issues of bullying behaviors, authoritarian and controlling actions, the culture will need changes implemented by taking a hard look at the policies within the organization. Leaders must entertain input from all employees to make positive changes. The culture within the organization must change by establishing, living, and promoting a culture which embraces employees who challenge the status-quo as an intervening variable. This culture will experience conflict from those authoritarian and controlling leaders, and organizations must expect to experience resistance among the leaders who have domineering styles of leadership.

In order to deter the bullying behaviors, the organization must deter these behaviors. As argued by Mary Parker-Follett, "conflict itself is neither good nor bad, but simply inevitable" (Fry & Raadschelders, 2008, p.113). The organization must prepare itself for this conflict in order to allow the incremental changes to occur. Policies must be changed by leaders who speak loudly in actions and the demonstration of leadership behaviors so that it is understood by all employees that no bullying behaviors are allowed within the organization. Those individual behaviors and actions associated with bullies are no longer welcome, tolerated or condoned.

Mary Parker-Follett argued that conflict will allow the progression of change within an organization not only from the top down hierarchy, but to also encourage the flow of communication and interaction within a flatter horizontal hierarchy. Refusing to allow questioning or "domination" (Fry & Raadschelders, 2008, p.119) will result in the frustration of the employee who no longer has a voice. Organizations which promote the confrontation of existing norms within the organization will encourage discussion, and the ultimate cooperation and integration of individual ideas. It is important not to encourage a group consensus to such an extreme that others are unwilling or pressured into going along with all other opinions.

As explained by Le May (2008, p.56), by the pressure of ultimate cohesiveness within the group, alternative options will be suppressed, and the organization will suffer the "realistic options." This phenomenon is referred to as groupthink, and can contribute to a loss of creativity and costly mistakes. Organizations should encourage a diversity of input and challenges of existing policy among the group. This process will promote progress towards establishing a new daily culture of the organization and the elimination of the associated costs of controlling consensus driving behaviors. These intervening organizational actions and the resultant outcomes will promote a bully free environment.

Intervening Factors-The Healthy Workplace Bill.

As a final consideration of factors which may prevent workplace bullying and intervene in the associated actions, the Healthy Workplace Bill was considered. When analyzing the causes, solutions, and potential intervening variables, this scholar returned to the consideration of making public policies. According to the California Assembly Bill 2053, (2014, p.99), the passage of the California bill requires employers of 50 people or more to provide training to their employees every two years. This assembly bill amended the California Government Code

§12950.1. The law became effective on January 1, 2015 and states "harassment training must now address the prevention of "abusive conduct" in their programs" (Sandoval, 2015, B-39). Unfortunately, as the findings suggest, creating a training program without creating an environmental change to promote a healthy workplace will merely establish a training for employees every two years without any real action within the workplace. In California, the new mandate describes the conduct which the new bill seeks to eliminate by education. According to Sandoval & Lewis (2015, p.B39):

> Abusive conduct is defined as conduct with malice that a reasonable person would find hostile, offensive and unrelated to an employer's legitimate business interests. Abusive conduct may include repeated infliction of verbal abuse; such as the use of derogatory remarks, insults and epithets; verbal or physical conduct that a reasonable person would find threatening, intimidating or humiliating; or the gratuitous sabotage or undermining of a person's work performance. A single action shall not constitute abusive conduct unless especially severe and egregious.

Intervening Variable-Organizational Policies.

Sandoval (2015) explains that organizations must evaluate their training practices, and determine if the current training meets the new mandate, or if changes in training is needed. According to Martin & LaVan, (2010, p.181), a study of 45 litigated cases resulted in the employers prevailing "in 73% of the 45 litigated cases reviewed." Since bullying is tied to the behaviors and actions based on styles of leadership, we can reasonably conclude that this phenomenon occurs in all organizations include private, non-profit, public, and corporations. This study by Martin & La Van (2010, p.181) demonstrated that "66.7%, or two out of three of

the litigated cases occurred within the public sector, and only 2.2% referred to an ethics policy." This study is quite important to scholars within the public sector because it highlights important structures of the bullying which must be evaluated by those in public administration to avoid condoning the behaviors by current policies. This study by Martin & La Van (2010,p.181-182) revealed an extremely high percentage "73% of acts targeted one individual, 42.2% was due to a politicized environment," and "84.4% included a status or power imbalance." Additionally, the organizational values, and environmental cultures of these organizations included factors which condoned the behaviors.

Recommendations

Preliminary Recommendation

This scholar makes the recommendation that by avoiding a policy an organization which discourages bullying lacks deterring it, and allows the behaviors to exist. These structures within the litigated cases, according to the study (Martin & La Van (2010, p.183), include "low costs to the perpetrator, lack of policy against bullying, and lack of punishment." As previously recommended by this scholar, this case study further supports the findings that in order to deter workplace bullying, organizations must evaluate potential intervening variables available and employ those factors which have been found to prevent or eliminate bullying by providing a bully free environment.

California Public Government

As experienced in local government by this scholar, this training was incorporated into the online harassment in which employees were electronically assigned by both county and state government in California. The online training provided by the local county government as required by the new law, addressed the prevention of abusive conduct. As illustrated by Kraft &

Furlong (2013) identifying public problems requires an analysis of the problem. Kraft & Furlong (2013, p.161) explain that there are components to analyzing a problem, "first define it, measure it, determine the extent, think about the causes, set goals and objectives, and determine what can be done." In the experiential learning of this student within local government, the organization incorporated the training as required by law; however, the actions did not implement policy changes necessary to address the problem. Failure of an organization to address a problem fully and or investigate the problem simply condones it. As discussed, in order to rid bullying the organization must implement intervening variables to change the outcome of this phenomenon. The assembly bill A. B. 2053, authored by Assemblywoman Lorena Gonzalez (D), "added abusive conduct or bullying" to existing laws for California employers, (Sandoval, 2015, B-39). This training provides information to employees, and if taken seriously by employers could assist in educating leaders, and thus deter bullying.

California Government Response

In addition to this scholar reviewing the policies by small northern California county governments, the State of California government was reviewed. A search of several agencies using the terms abusive, bullying, and AB2053 were conducted from the agencies website. The results are the following. In the county of Shasta (2015), the website contained zero results. In Butte County (2015), the website returned results for "abusive actions by students that affects other students" and a brochure attached refers to cyber bullying. Tehama County (2015) website returned zero results. A search of the County of Sacramento (2015), the home of California's state capitol, returned a Domestic Violence protocol in response to the terms abusive conduct, and three responses to the term "bullying." Available on the website returned a Power Point presentation which discussed school bullies, but no results produced workplace bullying, nor

deterring this behavior in the workplace. The conclusion based on this research of current policies on workplace bullying demonstrates further actions are needed. Small northern California local governments are not bringing attention to the prevention of workplace bullying in their agencies.

In order to determine if any recent changes have been made within the State of California public system, a search was conducted on the State of California website (2015). The search responded with affirmation that the State of California is educating the public about this new change of Assembly Bill returning ten results. Specifically, a change made by the California Human Resources Department included information to explain the new legislation which became effective January 1, 2015, and what the organization is doing as a response. According to this memorandum created in November 2014, the State of California as an employer is making new policies for supervisors. The memo states "AB2053 also requires the state to incorporate prevention of abusive conduct into the 80 hours of training required by Government Code Section 19995.4(b) for all new supervisory employees" (www.calhr.ca.gov).

California Government Analysis and Findings.

This information is somewhat positive that the State of California is making changes with their employees to provide education and training to deter workplace bullying. What is alarming is that is appears the small counties in northern California, although they may have met the requirements of the mandate by some small compliant action of internal training, they have not educated the public about these actions. Based on the findings in the study by Martin & La Van (2010, p.181) that "66.7%" of bullying cases which were litigated are in the public sector, these results demonstrate that local northern California government is not proactive on eliminating this phenomenon. Based on these findings, this scholar would conclude that local government will

experience bullying in the workplace at a consistent rate in direct response to their inaction to the intervening variables available to rid it from workplace bullying potentially plaguing their agency. For citizens and the public, the costs associated with workplace bullying such as turnover, litigation, decreased productivity, and efficiency should not be tolerated and they should vote accordingly for change.

Final Findings and Recommendations.

This study has answered some posing questions about workplace bullying including the definitions, causes, intervening variables, and outcomes. The costs of workplace bullying has been reaffirmed and linked to public interest by identifying that this is a cost associated with increased costs to society, the economy, and public agencies. It has also furthered the research by linking the patterns together from past scholarly case studies and surveys to form a more cohesive patterning of ways to avoid workplace bullying and identify intervening variables which organizations can identify to deter this phenomenon. Hiring leaders with controlling authoritarian behaviors or allowing tyrannical leadership to infiltrate their organization will be less competitive than organizations with flatter hierarchy's and diverse individual input. These tactics increase the cost to public agencies, put additional stress on strained economy, and increase public funding needs. By eliminating, or avoiding bully perpetrators, organizations will realize less turnover, increase productivity, commitment, and innovative ideas contributed by their employees, and lower costs (Swain & Reed, 2010) of providing services to the public. Leaders in all organizations should take a close look at their organizations, and evaluate the culture to determine if the policies and environment culture will prevent the detrimental workplace bullying actions, or if changes should be made to deter these costly actions.

California has made progress by the passing of AB2053 which mandates employers to include training on abusive conduct in the workplace. Although this training is mandated, there is no penalty listed in the law to serve as a preventative measure to further discourage the bully from committing these acts. The punitive actions for bullying must be assessed by the employer to deter these damaging actions from occurring. What this research has found it that if employers fail to hold those individuals accountable for bullying actions, the organizational culture will condone it simply out of fear to survive. Further research is needed to document what cases have been litigated in California since the passage of AB2053. Further research is needed to evaluate and determine if this California bill has reduced the impact of workplace bullying. This scholar recommends for local government to not only comply with existing California mandates, but to increase awareness, extend and examine the daily practices within the organization.

This recommendation is to challenge the leaders of today to take proactive measures within their respective agencies, by providing efficient and effective responses when workplace bullying is identified. The findings of this research provide a challenge to leaders in public agencies to take steps to eliminate workplace bullying from government. As leaders, the challenge is to set standards, and to demonstrate effective and humane workforce practices. This scholar recommends public leaders to be transformational leaders. This includes the challenge to inspire an agency vision and environmental culture to lead our society into betterment for our working people. A call for change is needed for the promotion of safe working conditions for our people, and those who dedicate their lives to public service.

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Appendix 3

Mixed-Method Bullying Tactics Data

	Case Study	Bullying tactics	Outcome	Personal Outcomes
Vega & Comer 2005 Holly, 2005	Anita Hill and Harassment case	Private conversations, expressing displeasure in tone and voice.	No Action by employer. Testimony 24 years after the incident.	Altered Career, success years later
Vega & Comer, 2005 Pafffenbach, 2000	Celia Zimmerman case	Exclusion from meetings, not given assignments, required to keep a journal. Other employees admonished for supporting the victim.	Awarded $200,000 compensatory damages for retaliation, $400,000 in punitive damages, and $130,000 for intentional interference with advantageous relations.	overwhelmed feelings, unable to concentrate
Lutgen-Sandvik, Tracy & Alberts, 2007	469 Participant Survey	ignored, excluded, isolated, ridiculed, humiliated, information withheld, ignored, hostility, hints to quit your job		deep scarring and permanent damage
Nyberg, 2008	5141 Participant Survey	Autocratic Leadership, lack of integrity		
Taylor, 2010	1000 respondent telephone survey	insensitive treatment, unreasonable demands		worrying about work, lack of productivity, and distracting from work
Namie, 2014	1000 surveyed	work interference, sabotage preventing work from being done, verbal abuse, threatening humiliating or intimidating	employer Denys, discounts, encourages, rationalizes, or defends it	loss of jobs, careers & health threatened
McKay, Ciocirlan, & Chung, 2010	7700 surveyed	Verbal abuse, intimidation and humiliation, sabotage and undermining.		40% of victims leave the organization (21-28 million workers.
McKay, Ciocirlan, & Chung, 2010	Royal Canadian Mounted Police - Victim Bruce Rees, Guard.	harassment, intimidation, and poisoned work environment	$500,000 awarded due to being bullied at work	suicidal, stressed, and PTSD symptoms

Appendix 4

Mixed Method Bully Effects

Researcher:	**Health effects: depression, anxiety, aggression, insomnia, psychosomatic effects, stress, physical and mental health deterioration high blood pressure, chronic stress, heart disease**	**Long term affects: attempt to preserve image-work harder/longer, strengthening self-respect by all means necessary, suicide**	**sick leave**	**Costs**	**legal fees, unemployment insurance, workers compensation costs**	**reduced productivity**	**turnover-increased training costs for new workers**	**loss of creativity-innovation**	**decreased efficiency**	**Society Costs: unemployability, court involvement, economic implications, relationships**
Vega & Comer, 2005	X	X	x	**Costs= $30,000-$100,000 for each occurrence**	X	x	x	x	x	x
Namie, 2014	X		x		X		x			
Lutgen Sandvik, Tracy & Alberts, 2007	X	X								X
Williams, 2011	X		X	$200 billion/year						
Nyberg, 2008	X		X							
Taylor, 2010	X					X		X	X	X
Carden & Boyd, 2010	X		x		X	x	x			x
McKay, Ciocirlan, & Chung, 2010	X	x	x	X	X	x	x	x	x	x
Hutchinson, Vickers, Jackson, Wilkes, 2010	X			5% of the operating budget						
Indvik, Johnson, 2012	X	x	x	$2 million/year	X	x	x		x	x
Sims & Sun, 2012	X					x	x			