Organisational strategies to manage workplace bullying

Dianne Gardner, Tim Bentley, Bevan Cantley, Helena D. Cooper-Thomas, Michael O'Driscoll, Maree Roche, Stephen T.T. Teo, Linda Trenberth

Dianne Gardner, PhD, is Senior Lecturer in Industrial/Organisational Psychology in the School of Psychology, Massey University, New Zealand.

Tim Bentley, PhD, is Professor of Work and Organisation in the School of Management, Massey University, New Zealand.

Bevan Catley, PhD, is Associate Professor in the School of Management, Massey University, New Zealand.

Helena D. Cooper-Thomas, PhD, is Professor of Organizational Behaviour in the Department of Management, Auckland University of Technology, New Zealand.

Michael O'Driscoll, PhD, is Emeritus Professor in the School of Psychology, University of Waikato, New Zealand.

Maree Roche, PhD, is Senior Lecturer in Organisational Psychology in the School of Psychology, University of Waikato, New Zealand.

Stephen T.T. Teo, PhD, is Adjunct Professor in the School of Business and Law, Edith Cowan University, Australia

Linda Trenberth, PhD, is Professor in the Griffith Business School, Griffith University, Australia.

Address for correspondence:
Email: D.H.Gardner@massey.ac.nz
Tel.: +64 6 356 9099 x 43441

Conflict of interest

The authors of this paper declare no conflict of interest.

Abstract

Organisations may adopt a range of approaches in order to attempt to deal with workplace bullying, but evidence for the effectiveness of these approaches is mixed. Eight hundred and twenty-six participants in New Zealand responded to a secure online survey at two time points 3 months apart. In general, participants were frequently unaware of which initiatives their organisations had in place to address workplace bullying, but reported that the initiatives they knew about were likely to be effective. Participants who had not been bullied reported that their organisations had more initiatives in place and that these initiatives were more effective than those who had been bullied; managers reported more initiatives as being in place than non-managers. The initiatives reported as most prevalent were not necessarily those reported as being most effective. In general, even the presence of initiatives which were seen as effective did little to buffer the negative effects of bullying on well-being, intentions to leave, and perceptions of organisational leadership and support.

Keywords: Workplace bullying, management.

Introduction

Workplace bullying is a prevalent and costly problem for individuals and organisations. In New Zealand, workplace bullying is classified as a workplace hazard which employers have a duty to manage.[1] Worksafe New Zealand uses the Safe Work Australia definition of bullying: "repeated and unreasonable behaviour directed towards a worker or a group of workers that creates a risk to health and safety".[1] Repeated behaviour is persistent and can involve a range of actions over time, and therefore a single incident of unreasonable behaviour is not considered to be bullying. Unreasonable behaviour means "actions that a reasonable person in the same circumstances would see as unreasonable".[1] Bullying can victimise, humiliate, intimidate or threaten a person or a group, and it can be carried out by one or more workers or by others such as clients, patients, students, customers or members of the public. Workplace bullying can take many forms, from overt actions such as threats and intimidation to more subtle behaviours such as spreading rumours, gossip and lies, excluding or isolating someone or withholding job-relevant information.[1, 2] Bullies can act in person or electronically through the use of email, text messaging, and social media. The diversity of actions and approaches

that can constitute bullying, and the covert nature of many of them, makes workplace bullying difficult to manage.

As well as the legal requirements to manage hazards, there are ethical and business imperatives to manage bullying at work. Ethical imperatives relate to the well-established negative impacts on individuals, including witnesses, such as stress, fatigue, burnout, helplessness, post-traumatic stress disorder, poor physical health, depression and a range of other physical and mental health impacts.[1, 3-7] Business performance is also affected by reduced productivity, poor morale, increased absenteeism, reduced safety and customer service, and increased staff turnover with its associated costs.[8, 9]

Many 'solutions' to workplace bullying focus on targets, for example by providing stress management or resilience training,[10] or on improving interpersonal interactions for example by mediation, but the effectiveness of these approaches is mixed.[11, 12] More effective solutions are likely to lie in correcting the organisational systems and practices that allow bullying to flourish, such as ineffective leadership,[13, 14] poor work organisation,[15] poor HR practices,[16] poorly managed organisational change,[17] inappropriate role models,[18] and poor work cultures.[19, 20]

Other recommendations focus on initiatives such as the development of policy, procedures, guidelines, systems, training and workplace culture[21] but organisations still have difficulty managing this persistent problem. Barriers include targets' lack of knowledge of systems or, where they are aware of them, an unwillingness to report bullying, often due to the stigma of being bullied, the power imbalance between target and bully, or the belief that nothing will be done. In many cases, targets' fears that organisational systems will prove ineffective have been well-founded, as Human Resources (HR) practitioners are often unwilling to support employees when managers are accused of bullying.[22] However, workplaces with clear policies and norms of behaviour, where employees trust the effectiveness of systems, should be those in which bullying is less likely to flourish.[15]   Our first proposition is that:

> H1: Perceived effectiveness of organisational initiatives will be negatively related to reports of workplace bullying.

Perceived effectiveness of organisational initiatives should be related to perceptions that organisational leadership is effective, that teams function well, and that the organisation is supportive. Poor leadership is known to be related to higher rates of bullying.[23] Destructive leadership is the "systematic and repeated behaviour by a leader, supervisor, or manager that violates the legitimate interest of the organization by undermining and/or sabotaging the organization's goals, tasks, resources, and effectiveness and/or the motivation, well-being or job satisfaction of subordinates".[24] It can include making decisions based on inadequate information, lying, micro-managing and failing to make work roles clear.[25] In contrast, ethical leadership is "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making".[26] Ethical leaders listen, set and maintain standards, act as good role models and are trustworthy.

At a broader level, perceived organisational support (POS), the perception that the organization values employees' and cares about their well-being,[27, 28] can reduce the likelihood of negative behaviours at work,[29] and reduce the effects of bullying on targets' intentions to leave, wellbeing and health.[8, 30] A supportive organisation is one that is likely to engender trust in organisational systems and processes, giving employees some confidence that, if they encounter problems at work, the organisation will assist them in dealing with those problems. Our second expectation is that:

> H2: Perceived effectiveness of organisational initiatives will be related to higher perceptions of a. ethical leadership and b. perceived organisational support; and c. lower perceptions of destructive leadership.

Bullying is known to be harmful to physical and mental health, and it seems reasonable to expect that the combination of experiencing bullying and perceiving that organisational initiatives are ineffective in dealing with it would be doubly harmful. Employees who expect their problems to be dealt with effectively, but find that they are not, are likely to be disappointed, and the harm caused by bullying in terms of individual well-being and perceptions of the organisation is likely to be exacerbated. We therefore predicted that:

> H3: The relationships between workplace bullying and a. health symptoms, b. strain, c. intentions to leave, d. ethical leadership, e. destructive leadership and f. perceived

organisational support will be weaker when the perceived effectiveness of
organisational initiatives is higher.

Method

Data were collected by means of online surveys using Qualtrics, a secure hosting site. All
participants needed to be currently employed within New Zealand. Data were collected at two
time points 3 months apart. Predictor variables at Time 1 and criterion variables at Time 2
were the focus of analysis. Three months was selected as a timeframe suitable for exploring
cross-time effects,[31] and to minimize common method variance by separating the
measurement of the predictor and criterion variables.[32] Ethical approval was obtained via a
Low Risk Notification to the Massey University Human Ethics Committee.

Participants

All 826 participants were employed in New Zealand at both time points. Of the 825
participants providing information on their gender,   477 (57.7%) were female and 348
(42.1%) were male. The mean age was 50 years and mean tenure in the current organisation
was 6.5 years. Fifty-two (6.3%) were senior managers, 132 (16%) were mid-level managers,
74 (9%) were first-line supervisors and 554 (67%) were non-managerial employees; 14
(1.7%) did not provide this information. Role (0=non-managerial, 1=managerial) was entered
as a control variable in the regressions.

Measures

Workplace bullying was measured using the 22-item Negative Acts Questionnaire – Revised
(NAQ-R).[33] This provides a list of 22 negative behaviours (e.g. "someone withholding
information which affects your performance"; never = 0 to daily = 4; α =.94). The mean score
across negative acts was computed for each person. Respondents were classified as 'bullied'
if they had experienced at least two of the negative behaviours weekly or more often over the
past 6 months. Respondents who did not meet this criterion were classified as non-bullied.[34]

A list of 20 initiatives that organisations could use to address bullying was compiled from the
literature (e.g. "a policy or procedure that defines workplace bullying and states that it is
unacceptable"). Participants were asked to indicate whether their organisation had each

initiative in place (yes, no, don't know or prefer not to answer), and if so, to rate its effectiveness (1=very ineffective, 4=very effective; (α =.99).

Ethical leadership was measured with 10 items (e.g. "my boss listens to what employees have to say", 1=Never to 5 = Always; α =.89).[26]

Destructive leadership was measured with 20 items e.g. "my boss has his/her head in the sand", 1=Never to 5 = Always; α =.95).[25]

Perceived organisational support (POS) was measured with 7 items[8] e.g. "my organisation strongly considers my goals and values" (1=Strongly disagree, 7=Strongly agree; α =.96).

Psychological strain was measured with the 12-item version of the General Health Questionnaire.[35, 36] Respondents indicated how often (1 = not at all to 4 = much more than usual) they had experienced symptoms in the previous 6 months e.g. "felt constantly under strain". A higher score indicated more strain (α =.87).

Physical health symptoms were measured by 13 items[37] e.g. "Over the past 6 months, how often have you experienced an upset stomach or nausea" (Less than once a month or never = 1; Several times per day = 5). Higher scores reflected poorer physical health (α =.82).

The measure of intentions to leave comprised 3 items[38] e.g. "How likely is it that, over the next year, you will actively look for a new job outside of this organisation (1=very unlikely to 6 = very likely; α =.91).

Data analysis

The workplace bullying data were non-normally distributed so log transformations were applied. Analyses were run with transformed and non-transformed variables. As no differences were observed in the patterns of findings, analyses using non-transformed variables are reported. Hypotheses were tested using correlation and regression; group differences were examined using analysis of variance or t-tests. Hypothesis 3 was tested using hierarchical regression.

Results

Workplace bullying

At Time 1, 133 (16.1%) of participants met the criterion for having been bullied: they had experienced two or more negative acts at least weekly for at least six months. There were no significant differences between managers and non-managers, or between gender groups, in the extent to which they had experienced bullying ($t_{806}=1.24$, $t_{820}=1.70$, respectively; $p>.05$). Those who had experienced bullying at Time 1 reported at Time 2 that their organisations had less ethical leadership, more destructive leadership and less perceived organisational support. Not surprisingly, they also reported more strain, worse health and higher intentions to leave (Table 1). These findings are in line with those from the broader research literature on bullying: workplace bullying worsens stress, health symptoms, intentions to quit and perceptions of the organisation.

Effectiveness of organisational initiatives

Hypotheses 1 and 2 were supported (Table 1). Perceived effectiveness of organisational initiatives was related to less bullying and destructive leadership and to more ethical leadership and perceived organisational support.

Insert Table 1 about here

Of the 20 organisational initiatives, participants indicated that on average less than half were present (mean = 8.32, SD = 7.05, range 0-20). Only 30% knew whether or not their organisation had all of the initiatives, and 9% did not know whether their organisation had any of them. For those initiatives reported to be present, the mean rating was 'effective' (mean = 3.0, SD =.66, scale range 1-4). Compared to non-managers, managers reported that more organisational initiatives were present ($t_{809}=2.39$, $p<.05$) but not that they were more effective ($t_{565}=1.47$, $p>.05$).

The initiatives most frequently endorsed as being present (Figure 1) were: "a policy or procedure that defines workplace bullying and states that it is unacceptable"; "encouragement of open and respectful communication among people"; "management support for preventing workplace bullying"; "a reporting system for workplace bullying" and "access to mediation if required".

Insert Figure 1 about here

These were not, however, the ones that were rated by targets as most effective, which were : "clear consequences for those who engage in bullying", "an Employee Assistance Programme", and "collection and review of data on workplace bullying" (Figure 2). As the Figures make clear, compared to non-targets of bullying, targets reported that their organisation had fewer initiatives in place to address bullying (t_{821}=3.91, 821df, p<.001), and that the initiatives were less effective (t_{572}=9.45, p<.001).

<center>Insert Figure 2 about here</center>

Moderation analysis

The analyses for Hypothesis 3, on moderation, examined experiences of negative acts and perceptions of the effectiveness of organisational strategies at Time 1, and ethical leadership, destructive leadership, POS, strain, health symptoms and intentions to leave at Time 2, controlling for role (non-managers=0, managers=1). Except for POS (H3f), the expected patterns of moderation were found, supporting Hypotheses 3a-e. In all regressions, bullying at Time 1 significantly predicted worse perceptions of leadership and organisational support, worse physical and mental health and higher intentions to leave at Time 2. Similarly, perceived effectiveness of organisational initiatives predicted better perceptions of leadership and support, better health and lower intentions to leave. While statistically significant, it is clear (Table 2, Figure 3) that the moderated effects were small, whereas the main effects of bullying were strong. Implications will be outlined in the Discussion.

<center>Insert Table 2 about here</center>
<center>Insert Figure 3 about here</center>

Discussion

Focusing firstly on the impact of bullying and organisational initiatives to combat it, it is clear that bullying had stronger effects. Specifically, changes in the perceived effectiveness of organisational initiatives were largely unrelated to changes in well-being or perceptions of leadership and support. In contrast, with higher levels of bullying, wellbeing and perceptions of leadership and support were significantly worse. The interactions show that the combination of high bullying and ineffective organisational initiatives was associated with the worst outcomes, but when bullying was high, organisational initiatives did little to reduce its effects. That is, while most of the expected interactions were found, the effect sizes were small.

In general, participants knew little about what their organisations had to offer to help deal with bullying, but felt that systems would be effective if required. Compared to non-targets, however, those who had experienced bullying reported there were fewer initiatives in place and they were less effective. Those who have not had to deal with bullying may have an overly optimistic view of the organisational systems that could be available to help them if the situation did arise, while targets who have attempted to use these systems are likely to have a more realistic view of their availability and effectiveness, and perhaps to have been disappointed by their experiences.[16] The combination of being bullied and finding little effective support risks being particularly harmful.

Implications for practice

Organisational systems for managing workplace bullying need to be carefully established, implemented, communicated and evaluated. In conjunction with recently published Best Practice Guidelines on managing workplace bullying,[1] data from the present study provide an indication of some ways forward. Recommendations include building effective policy which defines bullying, clarifies standards of behaviour, is known, implemented and valued, and which offers support for both targets and non-targets while respecting privacy and fairness.[39] Initiatives which aim to build good relationships in a respectful work environment are also showing promising results.[40, 41] Such initiatives aim to support diversity, build positive workplace cultures around goals, problem-solving and change management, foster management competencies and have effective consultation processes in place, and in doing so address a wide range of issues, of which bullying is one. The importance of leadership is also clear: managing workplace bullying requires building effective leadership competencies to ensure that leaders do not foster bullying or allow it to flourish, to ensure that organisations systems are in place to address bullying when it does arise and to create a workplace climate with norms of respect and support [14, 42, 43].

Implications for research

The current study relied on self-report data from an online survey and included participants from a wide range of organisational and sectors. It is therefore not possible to know the extent to which participants' perceptions of the initiatives to manage bullying, or of leadership and support, were accurate. In-depth investigation of these issues is needed to explore which systems are available within an organisation or small set of organisations, how

the systems are used, and which factors relate to their effectiveness. The different perceptions of organisational systems between targets and non-targets is also worth exploring further, along with the experiences targets have had as they attempt to deal with their situations. It would be valuable to know which, if any, initiatives they had attempted to use and what the outcomes were. As many targets end up leaving their jobs,[44] future research should follow up those who have changed jobs as a result of bullying. There is also an ongoing need to identify and examine organisations which are dealing effectively with bullying, and to move beyond attempting to identify which components of an organisation's system work, to exploring issues of context, needs and stakeholder priorities.[45] It is important, for example, to understand why initiatives are expected to work, for whom and in which situations,[45, 46] in order to know not only whether outcomes have been achieved but also how and why.[47]

Conclusions

Managing workplace bullying is complex and there is evidence that organisations are often ineffective in dealing with it.[16] It is clear that resolving the problem is the responsibility, not just of targets, but of individuals throughout the organisation and especially of key role models, that is, managers and leaders.

Acknowledgement

References

1.   WorkSafe New Zealand. *Preventing and responding to workplace bullying: Best practice guidelines*. Wellington: Ministry of Business, Innovation and Employment (MBIE); 2014.
2.   Einarsen S, Hoel H. The Negative Acts Questionnaire: Development, validation and revision of a measure of bullying at work. 10th European Congress on Work and Organisational Psychology; May; Prague2001.
3.   Bentley T, Catley B, Cooper-Thomas H, Gardner D, O'Driscoll M, Dale A, et al. Perceptions of workplace bullying in the New Zealand travel industry: Prevalence and management strategies. *Tourism Management*. 2012;33(2):351-60.
4.   Einarsen S, Hoel H, Zapf D, Cooper CL, editors. Bullying and harassment in the workplace : Developments in theory, research, and practice 2nd ed. Boca Raton, FL, USA: Taylor & Francis; 2011.
5.   Glambek M, Matthiesen S, Hetland J, Einarsen S. Workplace bullying as an antecedent to job insecurity and intention to leave: a 6-month prospective study. *Human Resource Management Journal*. 2014;online.

6. Cooper-Thomas H, Bentley T, Catley B, Gardner D, O'Driscoll M, Trenberth L. The impact of bullying on observers and targets. *New Zealand Journal of Human Resource Management*. 2014;14(2):82-95.

7. Rodriguez-Munoz, Baillien E, de Witte H, Moreno-Jimenez B, Pastor JC. Cross-lagged relationships between workplace bullying, job satisfaction and engagement : Two longitudinal studies. *Work & Stress*. 2009;23(3):225-43.

8. Djurkovic N, McCormack D, Casimir G. Workplace bullying and intention to leave: the moderating effect of percieved organisational support. *Human Resource Management Journal*. 2008;18(4):405-22.

9. Nielsen MB, Einarsen S. Outcomes of exposure to workplace bullying: A meta-analytic review. *Work & Stress: An International Journal of Work, Health & Organisations*. 2012;26(4):309-32.

10. Jackson D, Firtko A, Edenborough M. Personal resilience as a strategy for surviving and thriving in the face of workplace adversity: A literature review. *JAN Journal of Advanced Nursing*. 2007;60(1):1-9.

11. Ferris P. A preliminary typology of organisational response to allegations of workplace bullying: see no evil, hear no evil, speak no evil *British Journal of Guidance & Counselling*. 2004;32(3):389-95.

12. Fox S, Stallworth L. Building a framework for two internal organizational approaches to resolving and preventing workplace bullying: Alternative dispute resolution and training. *Consulting Psychology Journal: Practice and Research*. 2009;61(3):220-41.

13. Beirne M, Hunter P. Workplace bullying and the challenge of pre-emptive management: A dual case analysis. *Personnel Review*. 2013;42(5):595-612.

14. Hauge LJ, Einarsen S, Knardahl S, Lau B, Notelaers G, Skogstad A. Leadership and role stressors as departmental level predictors of workplace bullying. *International Journal of Stress Management*. 2011;18(4):305-23.

15. Bowling NA, Beehr TA. Workplace harassment from the victim's perspective: a theoretical model and meta-analysis. *Journal of Applied Psychology*. 2006;91(5):998.

16. Woodrow C, Guest DE. When good HR gets bad results: exploring the challenge of HR implementation in the case of workplace bullying. *Human Resource Management Journal*. 2014;24(1):38-56.

17. Hodson R, Roscigno VJ, Lopez SH. Chaos and the abuse of power. *Work & Occupations*. 2006, 11;33(4):382-416.

18. Ferris G, Zinko R, Brouer RL, Buckley MR, Harvey MG. Strategic bullying as a supplementary, balanced perspective on destructive leadership. *Leadership Quarterly*. 2007, 06;18(3):195-206.

19. Baillien E, Neyens I, De Witte H. Organizational correlates of workplace bullying in small- and medium-sized enterprises. *International Small Business Journal*. 2011;29(6):610-25.

20. Dollard M, Karasek R. Building psychosocial safety climate: Evaluation of a socially coordinated PAR risk management stress prevention study. . In: Houdmont J, Leka S, editors. Contemporary Occupational Health Psychology: Global Perspectives on Research and Practice. Chichester, UK: Wiley-Blackwell; 2010. p. 208-33.

21. Hodgins M, MacCurtain S, Mannix-McNamara P. Workplace bullying and incivility: a systematic review of interventions. *International Journal of Workplace Health Management*. 2014;7(1):54-72.

22. Harrington S, Rayner C, Warren S. Too hot to handle? Trust and human resource practitioners' implementation of anti-bullying policy. *Human Resource Management Journal*. 2012.

23. Nielsen MB. Bullying in work groups: The impact of leadership. *Scandinavian Journal of Psychology*. 2012.
24. Einarsen S, Aasland MS, Skogstad A. Destructive leadership behavior: A definition and conceptual model. *Leadership Quarterly*. 2007;18(3):207-16.
25. Shaw JB, Erickson A, Harvey M. A method for measuring destructive leadership and identifying types of destructive leaders in organizations. *The Leadership Quarterly*. 2011;22:575-90.
26. Brown ME, Treviño LK, Harrison DA. Ethical leadership: A social learning perspective for construct development and testing. . *Organizational Behavior and Human Decision Processes*. 2005;97:117-34.
27. Eisenberger R, Huntingdon R, Hutchison S, Sowa D. Perceived organizational support. *Journal of Applied Psychology*. 1986;71:500-7.
28. Rhoades L, Eisenberger R. Perceived organizational support: a review of the literature. *Journal of applied psychology*. 2002;87(4):698.
29. Skogstad A, Torsheim T, Einarsen S. Testing the work environment hypothesis of bullying on a group level of analysis: Psychosocial factors as precursors of observed workplace bullying. *Applied Psychology: An International Review*. 2011;Published online:1-21.
30. Schat ACH, Kelloway EK. Reducing the adverse consequences of workplace aggression and violence: The buffering effects of organizational support. *Journal of Occupational Health Psychology*. 2003;8(2):110-22.
31. Kelloway E, Francis L. Longitudinal research and data analysis. In: Sinclair RR, Wang M, Tetrick LE, editors. Research methods in occupational health psychology: Measurement, design, and data analysis. New York: Routledge; 2013. p. 374-94.
32. Podsakoff PM, Podsakoff NP, Lee J-Y. Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*. 2003;88(5):879-903.
33. Einarsen S, Hoel H, Notelaers G. Measuring exposure to bullying and harassment at work: Validity, factor structure and psychometric properties of the Negative Acts Questionnaire-Revised. *Work & Stress*. 2009;23(1):24-44.
34. Leymann H. The content and development of mobbing at work. *European Journal of Work & Organizational Psychology*. 1996;5(2):165-85.
35. Goldberg DP, Williams P. *A User's Guide to the General Health Questionnaire (GHQ).* Windsor, UK.: NFER-Nelson Publishing Company Limited.; 1988.
36. Goldberg DP. *The detection of psychiatric illness by questionnaire.* Oxford, UK: Oxford University Press; 1972.
37. Spector PE, Jex SM. Development of four self-report measures of job stressors and strain: Interpersonal Conflict at Work Scale, Organizational Constraints Scale, Quantitative Workload Inventory, and Physical Symptoms Inventory. *Journal of Occupational Health Psychology*. 1998;3(4):356-67.
38. O'Driscoll MP, Beehr T. Supervisor behaviors, role stressors and uncertainty as predictors of personal outcomes for subordinates. *Journal of Organisational Behavior*. 1994;15(2):141-51.
39. Piotrowski C. From workplace bullying to cyberbullying: The enigma of e-harassment in modern organizations. *Organisational Development Journal*. 2012;30(4):43-52.
40. Leiter MP, Laschinger HKS, Day AL, Oore DG. The impact of civility interventions on employee social behavior,distress, and attitudes. *Journal of Applied Psychology*. 2011;96(6):1258-74.

41.   Osatuke. Civility, respect, engagement in the workforce (CREW): Nationwide organization development intervention at Veterans Health Administration. *The Journal of Applied Behavioral Science*. 2009;45(3):384-410.

42.   Hoel H, Glaso L, Hetland H, Cooper CL, Einarsen S. Leadership styles as predictors of self-reported and observed workplace bullying. *British Journal of Management*. 2010;21:453-68.

43.   Kwan SSMK, Tuckey MR, Dollard M. The role of the psychosocial safety climate in coping with workplace bullying: A grounded theory and sequential tree analysis. *European Journal of Work & Organizational Psychology*. 2016;25(1):133-48.

44.   Houshmand M, O'Reilly J, Robinson S, Wolff A. Escaping bullying: The simultaneous impact of individual and unit-level bullying on turnover intentions. *Human Relations*. 2012;65(7):901-8.

45.   Pawson R. *Evidence-based policy: a realist perspective*. London: SAGE; 2006.

46.   Pawson R. *The science of evaluation : a realist manifesto*: London ; Thousand Oaks, CA; 2013.

47.   Brousselle A, Champagne F. Program theory evaluation: Logic analysis. *Evaluation and Program Planning*. 2011;34(1):69-78.

Table 1: Bivariate correlations

	1	2	3	4	5	6	7	8
1. Workplace bullying T1								
2. Effectiveness of org. initiatives T1	-.47**							
3. Ethical leadership T2	-.49**	.40**						
4. Destructive leadership T2	.51**	-.33**	-.74**					
5. POS T2	-.48**	.45**	.65**	-.64**				
6. Physical health symptoms T2	.35**	-.15**	-.24**	.27**	-.28**			
7. Strain T2	.43**	-.30**	-.40**	.45**	-.52**	.46**		
8. Intentions to leave T2	.46**	-.31**	-.46**	.51**	-.57**	.34**	.53**	
Mean	1.39	3.00	3.54	1.91	5.02	1.62	2.24	2.75
SD	.50	.66	.85	.79	1.58	.49	.51	1.59

** = p<.001

Table 2a. Moderation analysis for ethical leadership, destructive leadership and perceived organisational support.

Non-targets	Ethical leadership			Destructive leadership			POS		
	B	SE(B)	Beta	B	SE(B)	Beta	B	SE(B)	Beta
Role	.01	.06	.01	.07	.06	.04	.31	.12	.10**
Bullying T1	-.36	.04	-.43***	.41	.04	.55***	-.60	.08	-.38***
Eff. org. initiatives T1	.20	.03	.24***	-.11	.03	-.14**	.45	.06	.29***
Bullying * Effectiveness	-.08	.03	-.15**	.09	.02	.19***	-.07	.05	-.07
Adj. r^2	.25			.27			.30		
F	47.95***			53.08***			61.41***		

*p<.05; **p<.01; ***p<.001

Table 2b. Moderation analysis for strain, physical health symptoms and intentions to leave.

Non-targets	Strain			Physical health symptoms			Intentions to leave		
	B	SE(B)	Beta	B	SE(B)	Beta	B	SE(B)	Beta
Role	-.01	.04	-.01	-.05	.04	-.05	-.07	.12	-.02
Bullying T1	.25	.03	.50***	.23	.03	.48***	.79	.08	.50***
Eff. org. initiatives T1	-.06	.02	-.12**	.02	.02	.04	-.19	.07	-.12**
Bullying * Effectiveness	.05	.02	.15**	.05	.02	.15**	.15	.05	.14**
Adj. r^2	.22			.15			.23		
F	40.74***			25.66***			44.25***		

*p<.05; **p<.01; ***p<.001

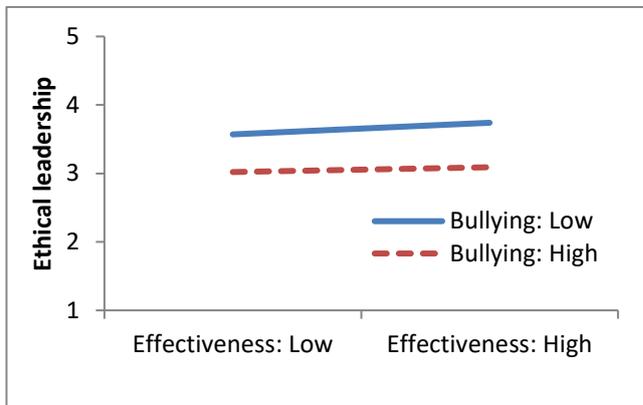Figure 1: Presence of organisational initiatives to prevent bullying (%)
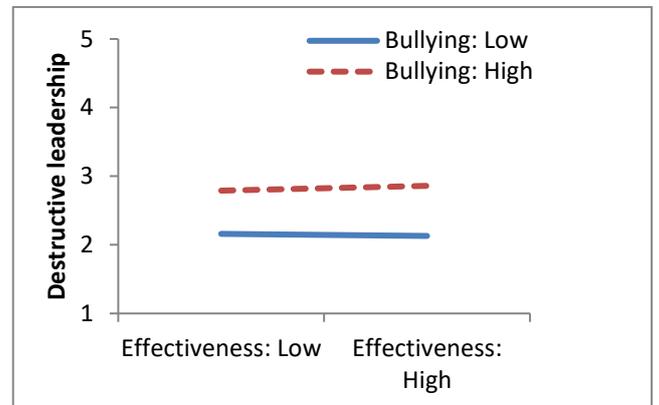
Figure 2: Effectiveness of organisational initiatives
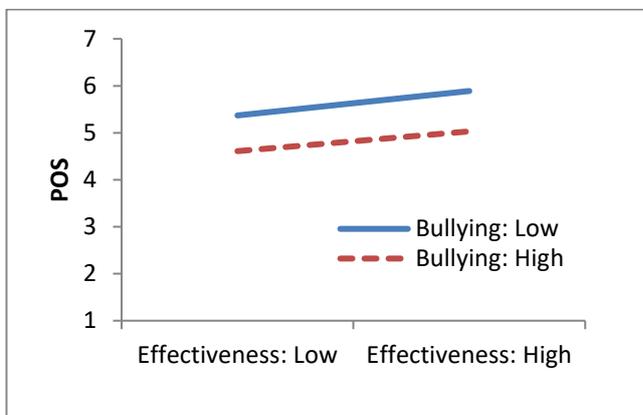
Figure 3: Moderated relationships.

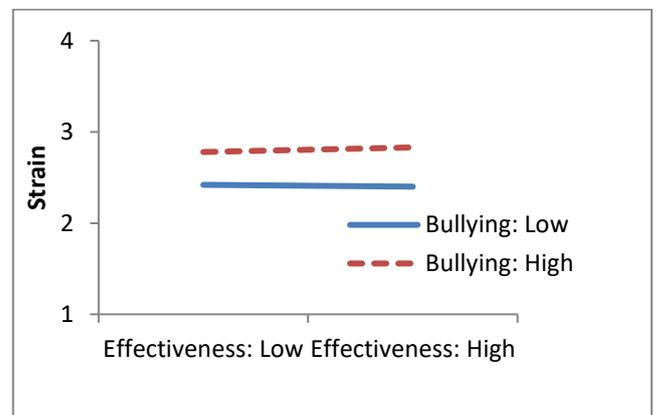**a.** *Ethical leadership*

b. *Destructive leadership*
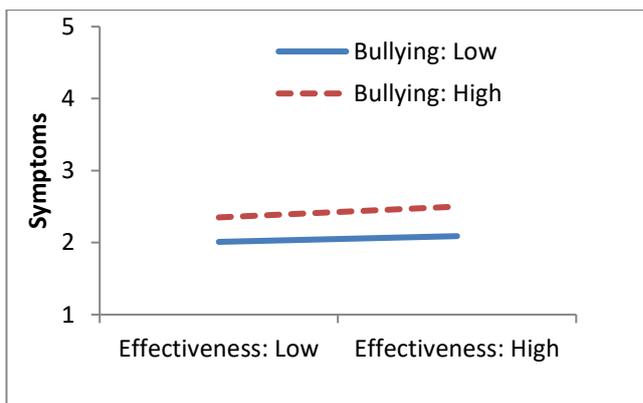

c. *Perceived organisational support*

d. *Strain*

e. *Physical health symptoms*

f. *Intentions to leave.*