Exploring Bullying Practices at a Workplace

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Abstract: As a global phenomenon, workplace bullying is highly influenced by those who are involved and, thus, it extends to their organizations. Data were collected using in-depth interviews including females and disabled individuals from diverse sectors in Jordan. Major themes were identified from the informants sample included discrimination based on gender, being a handicapped, feeling of superiority, and unfair work environment. This paper focuses on establishing effective regulations and programs which aim to intervene and mitigate the negative bullying practices among organizations. It also provides a safe workplace atmosphere to allow employees carry out their tasks and duties in a comfortable and secure method that mainly enhance the overall organizationalperformance.

Keywords: workplace bullying, target, semi-structure interview, Jordan

I.   INTRODUCTION

Bullying has taken more consideration and attention after Brodsky published "The Harassed Worker" in 1976. However, this focuses on the phases to explore this phenomenon in the United States in 1980s. Einarsen and colleagues probed the nature of workplace bullying. Bullying in workplace is described as a frequent aggressive and negative behavior which is practiced by individuals on weaker individuals that has no proper power in defending themselves (Einarsen*et al.*, 2003). The influence of bullying on individuals is critical and has taken a present large concern, and it is considered as a financial cost to organizations (Hogh*et al.*, 2010). Many attempts have been made (McMahon, 2000) to differentiate the perception of bullying and other types of harassment.Otherwise, it is considered as bullying if it is directed against personal factors like personality features, job position or outstanding social status. Such a study revealed that the important organizational factors can either lessen or encourage bullying and harassment behaviors in the workplace (Lucero *et al.*, 2001). Consequently, studies has shown that different factors causes the occurrence of these behaviors which are mainly associated with power centers and dishonest competition or conflicts among particular individuals as well as to prevalent organizational culture. The aim of this research project is to investigate the practices of bullying within business organization and to explore the main factors which expand this phenomenon. The paper focuses on the nature of organizational contexts which may contribute tobullying.

Hence, the significant contribution of this research focuses on this phenomenon which has worldwide concerns to probe the factors and reasons behind why bullying is expanding and prevalent in organizations. It has also provided a different contribution for the forms of unfair treatment and disrespect that the targetsfelt.

II.   LITERATUREREVIEW

Many studies have indicated the damages caused by workplace bullying with considerable impact on targeted individual and organizations (Einarsen& Mikkelsen, 2003). In addition, several present meta-analysis have compared the influence of sexual harassment on some variables like job satisfaction, stress and health, and it was shown that the effect of bullying was significantly of more effect than that of sexual harassment (Hershcovis& Barling, 2009). Workplace bullying refers to "situations where a person repeatedly and over a period of time is exposed to negative acts (i.e. constant abuse) on the part of supervisors, or subordinates" (Mikkelsen &Einarsen, 2002). Fox and Stallworth (2005) described workplace bullying as a concept of collective behaviors which includes different forms of abuse and hostile treatment in the workplace. Nevertheless, several attempts to define this phenomenon have been suggested. The most common definition looks like Einarsen"s definition (2000, pp. 383–384) explaining the concept which is associated and further established on Olweus (1991) definition of bullying among school children: …bullying refers to situations where a person repeatedly and over a period of time is exposed to negative acts (i.e., constant abuse, offensive remarks or teasing, ridicule or social exclusion) on the supervisors or subordinates, and where the person confronted have difficulties defending himself/herself against the mistreatment". These treatments may vary from discourtesy or incivility acts (Fox & Stallworth, 2005). Another criterion is the negative treatment which is frequently repeated. Therefore, bullying is not only an individual conduct, but also an organized hostile behavior that is frequently directed towards employees. The third element is that the mistreatment behaviors may take place over a lengthy period of time (Einarsen, Matthiesen& Hauge, 2008). Moreover, the power gap between the targeted individual and the person or organization that practices bullying is another characteristic perceived in this relationship (Leymann, 1996). Hence, the target recognized their inability in resistance and their incapability to prevent these bullying behaviors. Mainly, continuous bullying escalates in more practices where the person is faced with an inferior treatment and is exposed to a systematic negative act (Einarsen*et al.*,2003).

Therefore, various forms of negative treatment in the workplace, for example, psychological offensive incivility and sexual harassment (Fitzgerald, Swan & Magley, 1997; Willness, Steel & Lee, 2007), which are the most of these forms, may take a single incident. Workplace bullying is described as being in a long-lasting situation with repeated practices where the target cannot be defensive against aggressive social behaviors. Furthermore, studies on many dimensional phenomenology, antecedents, and consequences of bullying have been studied (Neuman & Baron, 2003). Due to their focus on the nature of bullying, Keashly and Harvey (2005) claimed that research on this issue has basically been ignored because of the desire to examine critical issues. Thus, during many past years of research, limited studies have critically examined the use of methodology in studies related to workplace bullying. This is because there was bounded research on the development of the measurement of the phenomenon which has not been as intensive as one would expect (Keashly& Harvey, 2005). As the main aim of most business organization, profit maximization and the nature of organizational structure, some scholars (Ironside & Seifert, 2003) have declared that daily practices of bullying in workplace setting is a normal behavior and interrelationship among people due to unfair distribution of power inside organizations. At present, growing awareness of bullying effects and practices in the organizations has created a critical perspective while analyzing the organizational structure and convincing the management with the damages that have occurred due to these irrational behaviors (Einarsen*et al.*, 2003). Workplace bullying is seen today as a destructive factor for all society, organization, and employees, and it is considered as one of the major reasons and ways of creating stress at work (Wilson, 1991). Bullying has a damaged impact on both individuals and organizations; the organization may loss productivity, employee turnover, and emotional effect of people. Empirical results confirmed the idea that the effective management or leaders might ignore the effect of bullying and reduce its existence in the negative acts to avoid stressful workplace (Hauge *et al.*, 2007). Therefore, the leaders have an important role in preventing the prevalence of bullying practices in the workplace, and it may also act as a proactive base (Lee, 2011). Psychology theory emphasized the significance of positive factors and strengths, and it seems essential to understand the positive attitudes and characteristics of organizational culture. Furthermore, in a research on workplace bullying, they found a related effect of leadership impact which lessens and limit the rate of bullying and inhibit expansion to a wider level among the organizations (Stouten *et al.*, 2011). Most of these studies have highlighted the different styles of leadership as preventive factors for workplace bullying. Another study on workplace bullying has revealed that delay in solving conflicts, occurring between employees as well as insufficient ways to manage these conflicts well, mostly increases workplace bullying. According to Baillien*et al.* (2009), the major reason of growing bullying is due to the unsolved interpersonal conflicts among individuals especially those in different manageriallevels.

Dreikurs (1971) claimed an equal distribution of duties and takes into consideration the needs of people. He also

debated that other problem-solving methods, apart from mutual benefits, produce new problems because "the loser will not accept his defeat as permanent, and the winner is afraid of losing what he has gained". Mutual cooperation and problem-solving method showed a positive outcome in many fields like social satisfaction and conflict resolution in schools (Clark, 1994). Some scholars debated to avoid occurrence of conflicts in cooperation with people who are superiors or instigate „predators". This should be applied not to enlarge the current situation to worse consequences (Rayner, 1999) or make the situation more worse. Adlerians claim that some people feel they are not desirable at their workplace. Thus, there should be a particular job characteristics or situations which may increase the self-esteem of employees and perhaps make them not to feel not important (Teslak, 2010). Another previous study confirmed the factor of work design in either increasing or lowering levels of workplace bullying (Notelaers*et al.*, 2010) and demonstrated that adequate independence was associated to less bullying. Notelaers*et al.* (2010) found different situations that enhance a higher level of bullying in the organizations like the role ambiguity, lack of skill, high workload, work stress, cognitive demands, instability in the job, and lack of job security. Another factor, according to some researchers, argued that job characteristics might increase probability of workplace bullying in many ways like the work stress (Einarsen*et al.*, 2003). Controlling and reducing work stress in the organizations is critically important. This is because stress weakens effective behaviors and responds quickly to changes in the job that are connected with the certain lifestyle of some employees (Sonstegard*et al.*, 2004). In fact, work load and stress at the workplace as well as tension interrelationships among people might lead some people to behave improperly which are inconsistent with the cooperative way of communicating with others (Dreikurs, 1971). Workplace setting has a stressful situation which may be defined as a source of threats and leads the individuals to have a self-defensive behavior (Dreikurs, 1977). Dreikurs (1977) also noted an increase in stressful situations while inferiority feeling also increases. As a result, the individual becomes less interested in providing effective ways to solve the conflicts. This consequence may create an undesirable and unwanted behaviors rather than collaboration (Dreikurs, 1977). Balducci*et al.* (2009) supported this idea by showing that individuals with neurotic disorders, especially under stress, tend to use negative reactions like refusal or revenge that might lead to bullying.For instance, models examined how different job demands and stress factors in the workplace affect both employee"s health and behavior (Katz & Kahn, 1978). Spector and Fox (2002) new model discussed an emotion model of employee behavior and found that some of the organizational situations including different categories of stressors, like role and interpersonal conflict, can influence highly on the employee performance including organizationalcitizenship.

Another point or view sees workplace bullying as a form of social stressor which affects the work environment that could be destructive for both employees and organizations like other forms of job stressor (Hauge *et al.*, 2010). A previous related study in terms of the relationships between bullying and performance found that many practices of bullying at workplace were connected with job performance (Jackson *et al.*,2002).

III. METHODOLOGY

A descriptive qualitative design method was used in this study to facilitate an in-depth exploration of the sample perceptions and experiences regarding handling workplace bullying. The data were collected through semi-structured interviews. It allows rich amount of participants" experiences to be obtained. According to Bernard (1988), semi-structured interviews are the best method used by researchers. This is because they can"thave more than one chance to interview certain sample to collect a data. The preferences behind using semi-structured interviews are to give the informants the freedom in answering or expressing their understanding of the concept being discussed in their own words and ways. Thus, this method can provide reliable, informative, and qualitative data and also encourage two-way communication. The purposive sampling was adopted to select the participants from those who want to participate in the study interviewed. Purposive sampling allows the researcher to select special cases that were fit for the purpose of the study and represent all sub-groups and personal shared characteristics which were studied (Patton, 2002). Creswell (1998) recommended the sample size of responses in a qualitative study in order to saturate an appropriate number of 5-25. A total of 19 interviews were conducted during the month of January and February 2019 which took place in Amman city (capital of Jordan). Face to face interviews were also conducted having a semi-structured interview format by using also open-end questions and further emerging questions. The purpose of these kinds of interviews was to broaden the in-depth perceptions and perspectives of participants in regards to the prevalence of the unethical bullying behaviors in several sectors of workplace and how the interviewees evaluate this phenomenon and provide solutions. Arrangement of the interviewee who were willing to participate in the interview was done, and permission was taken from their organizations to participate in the interview which did not exceed 30minutes.

IV. DATAANALYSIS

All participants were women and disable men volunteers who considered themselves as targets of workplace bullying. The participants were divided into three groups based on their gender, marital status, and physically disable groups. For each group, there were eight respondents representing several ages, including years of exposing bullying behaviors and occupations. The sample illustrated include variety of samples from several organizations, which represent large and small organization and both government and private sector. Also, the sample indicates different geographical locations, professions, ages, disability (handicapped or not),

marital status, and the frequency of being bullied. Table I shows the demographic data of the respondents in this study. The protocol of interviews consisted generally of open-ended questions with emerging sub-questions. The interviews discussed the same issues with the same questions but in different orders based on the participants" personal characteristics, like marital status, to verify the role of this factor in broadening bullying practices against these groups. Participant characteristics were aimed to have a variety of professionals, non-professionals, and single, married or widow women. However, in practice, all of the 10 participants from both samples were professionals and married, and their ages ranged from 20"s to 50"s. Furthermore, all participants were employed in both public and private sectors. In addition, the study aimed to target the disabled individuals and to explore if their physical status can play a significant role in encouragingbullying.

Table I. DemographicData

Interviewee no.	Age	Gender	Sector	Profession	Marital status	Disable or not
1	24	Female	School	Teacher	Single	No
2	34	Female	Manufacturing	Worker	Married	Yes
3	52	Female	Government	Clerk	Divorced	Yes
4	54	Male	SMEs	House keeper	Married	Yes
5	42	Female	SMEs	Data entry	Single	Yes
6	45	Male	Government	Driver	Married	No
7	36	Female	School	Teacher	Divorced	No
8	22	Female	School	Teacher	Single	No
9	23	Female	Manufacturing	Worker	Single	Yes
10	42	Female	Manufacturing	Accountant	Widow	Yes
11	23	Male	Manufacturing	Junior supervisor	Single	Yes
12	23	Female	School	Teacher	Married	Yes
13	34	Male	Government	Receptionist	Married	Yes
14	32	Male	SMEs.	Typist	Divorced	No
15	35	Female	SMEs	Worker	Divorced	No
16	26	Female	School	Teacher	Single	No
17	35	Female	Government	Administrative	Divorced	Yes

| 18 | 56 | Male | School | Teacher | Widow | Yes |
| 19 | 43 | Female | Manufacturing | Worker | Married | Yes |

The participants were asked different in-depth questions to get better understanding of bullying phenomenon and the extent of its prevalence rates within organizations. Also, they were asked to identify if a particular group is more exposed than others to these behaviors. Open codes were specific to process the data, which often uses the interviewee"s own words to describe interpersonal characters such as handicapped (Charmaz, 1995). Generally, all codes were noted aside in the margins of transcripts, and then coding notes were taken on separate sheet. The data were analyzed and re-read severally, and some open codes overlap was also re-used. The transcribed interviews were analyzed using thematic codes. A qualitative software program to analyze the data was conducted by using Atlast.i 6.2 (a statistical software tool), which is used to manage and analyze the qualitative natured data. Each interview started with the explanation of the purpose of the study, and the researcher emphasized the confidentiality of their responses and participations. The interview consisted of two parts: the first included questions about the demographic characteristics of the sample and information about their workplaces, types of bullying acts, the frequency of the bullying process, and the physical disability. The second part included questions related to the sample handling with workplace bullying and the factors that encourage bullying. All recording transcripts were written literally by the researcher and the data were analyzed using the qualitative analysis approach (which is the most appropriate to examine themes in documents and it increases the researcher"s understanding of a certain topic) (Krippendorf, 2004). The narrative texts were severally analyzed to obtain an idea of the main theme. In the next step, the texts were classified into meaningful unit which consisted of different keywords, sentences, or phrases based on the objective of this study. Then these meaningful units were outlined, summarized, and named into a code. Hence, the codes were designed and refined by using a deductive-inductive process which is a valid and fruitful method to perceive qualitative data analysis (Evers & Van Staa,2010).

V.   RESULTS

Analyzing the data extracted from the interviews demonstrated four main themes in the discussion of exposing weak and less powerful people to bullying at work. These themes as shown in Table II represented the four perceptions and opinions for the sample of the bullying conceptualization, which was associated with the targets" characterization.

Table II. Summary of Categories for the Obtained Themes

	Category	Thematic analysis
1.	Discrimination Based on Gender	Gender discrimination means treating someone in an uncivil or unfavorable way because of gender identity or sex. "*The women in workplace have more chances to be bullied and harassed because they are women.*" This was the point of view of a respondent that evaluates the reasons of bullying against them. Nevertheless, the law and constitution of Jordan forbids discrimination, gives equal rights and duties for all citizens, and prohibits these discrimination in terms of employment (for example, hiring, firing, pay, job assignments, promotions). Some of the responses show ineffective implementation of these laws which encourages bullies to harass people more. Discrimination based on gender is a violation of civil rights which takes different forms including *"sexual harassment, pregnancy discrimination, and unequal pay for women who do the same jobs as men"*. On the other hand, *"Gender discrimination in the workplace is a main and daily behavior that causes psychological problem, which mainly affects female."* The respondents express this point of view after encountering many attempts from different forms of bullying practices which are directed mainly at females than males. Others interprets this due to the fact that "*women are the weakest social members in the society and, therefore, many people target them as less powerful group and find them as an easy target".* One form of discrimination at workplace is unequal pay for equal work, which is delivered by both men and women in the same organization. The duties are the same, hence, they should be paid equally. The equality of jobs comes generally from the responsibilities of the job and not from the job titles. Furthermore, "there is no difference *between men and women in the main duties of the work in the organization; however, in some cases, we (females) achieve more than men and should be highly appreciated…therefore, this should be considered in promotion and benefits."* The employers pay unequal wages to men and women although they perform jobs which require the same skills, effort, and duties. They are also carried out under similar working conditions. "*I work as a clerk at a government agency for seven years now but have been frequently deprived the opportunity to gain promotion. Sometimes, Men with less experience and skills, under my supervision, receive a quickpromotion.*"Absence of equality among workplace encourages the employees, who feel unequal, to delay tasks and not perform on time. However*, "when there is any form of gender* *discrimination, it is expected that there would be a change in emotional status of individuals and this tends to affect their job performance."* A different response notes that being bullied will *"make you irritated and angry which affects performing the job in the right way and leads to avoidance of tasks, in ordertoescape complicated psychological status after exposing bullying behaviors."* Hence, the

		respondents advise the management to make productive efforts not to expand gender discrimination practices and include them into their policies such as recruitment process, promotion, and appointment to higher offices or positions. Adoption of positive equal opportunity and fairness in engaging workforce which tends to increase employee performance, and subsequently increases organizational performance, should be pursued. *"Standing as an observer will do nothing, and daily basis bullying practices make the bullied individual to behavenegatively due to non-organizational responses to them and prevention to end these behaviors"*.
2.	Being a Handicapped	*"For a disable individual, many discrimination aspects will occur at different places not only at work"*. In addition, *"disability discrimination means treating this kind of individuals differently when it comes to employment because of their disability; and according to the employer, they cannot perform the tasks compared to non-disable ones."* Some examples of disability discrimination may include discriminating aspects in employment, recruitment, training, leave, and all other work-related tasks. Bullying an employee according to his/her disability may also include inquiring from the applicants questions associated to their past or current medical conditions. Consequently, ignoring the basic needs of these kinds of people and not designing a suitable workplace environment includes fundamental physical restriction which limits the movement of disabled people. *"I found it difficult to handle different equipment, especially complicated ones in the factory where I work. This is due to my disability which sometimes prevented me to react quickly to production changes when they occur."* As a result, employees with physical or mental disability are not provided a fair workplace environment which allows them to work better and sufficiently. *"The work environment did not equalize us."* According to some of the interviewees, they demonstrated the lack of weak atmosphere and regulations that contributed in some ways in establishing and expanding negatives treatment against disable people at workplace. In addition, the laws did not also force the employers to provide equal opportunities among disable and non-disable candidates or employees. Thus*, "the government should enact regulations to enable the disable to command respect anywhere and not only at work…and also feel respected and appreciated in the eyes of thepublic."* Consequently, some of the respondents attributed this factor of not being appreciated due to cultural reasons, whereby some dominant values and beliefs expand the differences between people. *"They look at us as second citizens and not as genuine citizens who has the same ability to do what others can do."* There are also some common factors that seem to make disable people more vulnerable to bullying such as lack of social support. Also, young people with a disability may act in ways which looks extraordinary. Fox and Boulton (2005) in their study reports revealed that victims of bullying have less social support. The number and quality of trusted friends is also another factor that can stand to prevent bullied behaviours and protect the individual. Also, *"having a close and trusted friend certainly helps in facing the bully and block their attempts to abuse the individual … reliable friends can stand as good lawyers for the individual who has been bullied"*. Nevertheless, creating multiple friendships, especially with non-disabled individuals, may require a long time due to non-acceptance of these people to match with handicapped people. Issa is a fifty-six year old male and has a medical condition that makes the bones in his hands grow abnormally. As a result of this, he often responds more slowly than his fellows at work. Accordingly, his fellows sometimes dislike working with him, but however he joins themduring break time.
3.	Unfair Work Environment	*"Protecting yourself from unsafe working conditions is of significant importance by asking first about the job atmosphere and the dominant values and beliefs of both employees and management."* Many labour agencies suggest to employees to remind their employers that *"it is their ethical responsibility to provide them with a safe work environment that is free from danger to physical or emotional health.''* However, the main reason why many people accept unsafe job conditions is the need to work. This is done in order to cover daily increasing expenses and sometimes avoid facing the bully or his/her negative acts. On the other hand, *"it is government's responsibility to intervene in protecting us from exploitation of the employer."* According to one of the informants, the government"s intervention to solve this problem is limited. By the way, its legislations are very poor. Employers are required to provide all their employees with a safe emotional work atmosphere which should be free of psychological injuries. Therefore, being the only female or working with less number of females in a specific place means more chances to be

		harassed. Hence, it is of necessity to "*know your rights, name the bullying as well as recognize it*". Oftentimes, many employees do not realize that they have rights and the laws have mandated all employers to provide their employees with a safe workenvironment."*There is no justice on earth; it is only in heaven.*" Maysa described the present situations in manywork settings which are associated with unfair treatment. Thus, the fair treatment and meaningful involvement of all people regardless of their race, colour, gender, or physical status with respectto
		fair handling should be permanent and enforced by laws, regulations, and policies. Another response defined what it means to work in an unfair work atmosphere: "*Create procedures and policies which broaden discrimination aspects between people who share a lower economic, political, or social status.*" A major obstacle such as a deliberately widespread ignorance has made people with disabilities to feel unfair and discriminated against, in the society and in regards to issues of employment. Nevertheless, individuals with disability need to eliminate unfair discriminations and promote equity in the workplace. Feelings of unfair treatment may lead disable people to ask "*Are we really part of the society?*" Thereafter, they would begin to wonder whether the organization truly deserves respect and should be continued with. Moreover, these people may revert back to their work with silence, without doing anything or even making any complaint. For example, a profession like teaching is often faced with job task when they are involved in contract dispute. In these case, the employees have the feeling of been treated unfairly. Hence, they only conduct the tasks they are forced to perform and also designate the contract between them and their organizations. "*Teachers do not declare any desire to assist the students and they only stay at school when they want and leave when they are able to, and they do not engage in extra duties.*" However, this interprets the importance of giving focus to fairness. When the values of an organization encounters decline, it is fundamental for policy makers to think seriously on the various plans and procedures they should carry out in order to push the employees from the feeling of been treated unfairly to feeling satisfied.
4.	Feeling with Superiority	The term "*superiority*" in daily use indicates an excessive high opinion of one"s self. From a psychological perspective, it indicates not only a belief, but also a pattern of behaviors expressing the belief that one is superior. "*If an individual feels inferior, this is because he/she has a show-off of been inferior and does not feel strong enough to compete fairly with others in the right way of life.*" Moreover, this is regarded to be one of the explanations of superiority for an informant who was also described by another respondent who opined that "*the superiority character is a way through which a person uses an inferiority behavior in order to escape from his/her inferiority defects.*" Kahn and Doctor (2000) argued that superiority and inferiority behavior cannot both exist in the same person since an individual with superiority completely thinks that he is superior to others. On the other hand, the inferiority behavior is a behavior that others see as superior just like expensive properties. The superior persons see themselves as superior because they lack the feeling of competence. Also, superior people do not always care about image or arrogance because they have inherent feelings of superiority. Therefore, they do not often worry themselves when manifesting their superiority to others. A new project research by Quade *et al*. (2018) was published in the *Journal of Business Ethics, which* showed that having a feeling of superiority might lead you to get negative emotions towards a less ethical work colleague. These negative feeling can be enlarged if the person believes that he/she does not perform at the same level of the work colleague. However, those negative feelings lead to the mistreatment of the less performing work colleague. A respondent said "*the managerial policy is looking forward to establish an environment where behaviours and performances are both observed andrewarded.*" "*Sometimes I found myself feeling superior to others because of what I know or have which they do not possess.*" Having something which others do not have can be described as one of the factors that create this behavior and expand it more in daily treatment with variety of people. It is an intrinsic ego which makes a person think or feel the need to distinguish him/herself from others and from objects of thought. A study conducted by Dunning and Kruger in 1999 identified a perceived bias where incompetent workers face deceptive superiority. Thus, wrongly evaluating their ability to be more productive is accurate. This effect explains why some people feel over-confident in their self-assessment based on their skills and competencies. "*The people with superiority trait have a disorder in their personalities and have an exaggerated feeling of self-assessment.*" The concept of superiority usually refers to a person"s behavior thatlooks narcissistic.

VI. DISCUSSION

The results of study revealed that the targets of workplace bullying were influenced by expanding the process of the bullying itself. Firstly, discrimination based gender; secondly, being a handicapped; thirdly, unfair work environment; and fourthly the feeling of superiority. The current research emphasizes in the previous findings that discrimination-based gender was the most common form of bullying practices among different organizations, whether small/large or public/private sectors (Sobre-Denton, 2012). In regards to workplace bullying, all responses explain the reasons that encourage bullies to behave negatively especially when the targets are weak and do not have powerful coverage like divorced women or disable individuals. This makes them avoid bullying practices through silence and sometimes the thought to leave and quit the work.

However, this is in contrast to the findings by Martin and LaVan (2010) that supports the fact that although there are no specific workplaces that have bullying laws and regulation, victims of workplace bullying can be legally protected. In this study, awareness related to the workplace bullying and the targets" understanding of the problem was invisible. This was not obvious in some cases of bullying that was encountered in the workplace. In addition, in a collectivist society like Jordan (Hofstede, 1985), employees are much more interested in maintaining interpersonal consistency and neglecting the conflicts more than encounteringit.Despite some of the responses in this study that reported physical or social status as the initial factors of the bullying practices, majority of them also expressed how some cases can truly encourage the bully to act in a more negative way. As a result of this, the severity of the bullying is increased and the victims are advised to face these negative practices in a rational way before it reaches a damaging level. In addition, the sample of the study reports the different impacts of workplace bullying on both employees and organization which may include; high levels of stress and anxiety, mental disorders, panic attacks which may affect the ability to make a proper decision, loss of self-confidence and self-esteem, and sometimes feelings that result in social ignorance at work, which may also reduce performance level. On the other hand, the organization may also be influenced by these negative bullying practices in terms of the costs which include: reduced efficiency, unsafe work environment, increased turnover, poor loyalty, and increased claims ofcompensation.In the current study a factor creates and encourages bullying practices, some people feel that their "disabilities" are easy to target and they are faced with bully"s superiority, instead of working together as major partners. As a result of this, some people having disability feature may be seen as detrimental. This may be the most existed case with mental disabilities; for instance, an autistic worker or even an adult with a mental disorder. A dominant culture of sarcasm in the developing societies determines how the negative practices affect people with disabilities. Such a culture also supports the needs of the society alongside the individual"s social needs and helps to determine how particular cases can be addressed with justice. Bullying is being recognized as a significant problem in many workplace setting like schools or factories. Furthermore, harassed individuals should also be aware that this is a global and not a local issue that is experienced all over the world. Workplace bullying targets may be seen as threats. This means that even if individuals try their best to avoid them, this does not imply that what you have will not be a target for bullies. Several strategies were declared by the interviewee to tackle and handle properly the bullying at workplace, which also vary depending on the experience and frequency of the person beingbullied.

VII. CONCLUSION

The present study has described the workplace bullying as a result of both the individual characteristics of bullies and targets. It has also been identified as a process which mainlyends with harassing the targets. The targets" responses to this process were varied based on the frequency of bullying practice itself. The targets which had familiar repeatedly experiences of bullying at workplace were being careless while encountering the bullying. The most promoted reasons behind increased and repeated bullying practices were women and sometimes handicapped individuals. The current laws and policies applied in particular organizations did not protect them from any discrimination, although explicitly there are related regulations in these terms. Although these regulations need to be activated and juxtaposed with strict punishments against those who adopt these inhuman behaviors inside their organizations. However, the superiority of bullied people was a thematic that was extracted from participants" interview and it showed a common reason to seek a weak part among the employees to fulfill a negative and missed psychological deficiency and flaw. Some of the respondents attributed this conduct to lack of education and cultural dimension which describes the intendancy of bullies to show-off and control others. Therefore, the results of the study clearly demonstrated the significance of providing a safe and fair work environment settings and effective organizational implementation for comfortable workplace conditions to allow all employees feel satisfied and fair with the regulation of the organization. This certainly reflects positively on their job performance and loyalty. These results provided some essential implication that is related to government implementation and interventions in bullying which occurs at work. Accordingly, the society also needs to raise the awareness of the consequences and bad outcomes of workplace bullying and face the bully within a restricted procedure and treatment. Thus, it is of significant importance that individuals have a clear understanding of their rights in working in a fair environment. Free discrimination practices workplace may also help in tackling these practices when they appear and try to end the emotional injurious behaviors of thebully.

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