

**FACTORS INFLUENCING WORKPLACE HARASSMENT: A CASE STUDY OF
ALLPACK INDUSTRIES LTD**

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**This Research Project is Submitted to the Department of Business Administration,
School of Business In Partial Fulfillment of the Requirement for the Award of
Masters of Business Administration of Kenyatta University**

OCTOBER 2011

Mwacheda S.J. Robert
*Factors influencing
workplace harassment:*



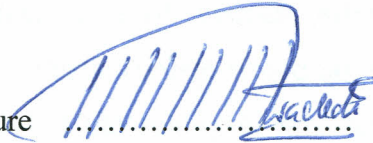
DECLARATION

Declaration by the Student

This Research Project is my original work and has not been presented for a degree in any other university.

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ABSTRACT

The primary purpose of this research study was to establish factors influencing harassment at workplace by determining the extent personality trait of the victim, personality trait of the perpetrator, organizational culture and work environment influences workplace harassment so as to enable organizations understand potential causes and prevent and counteract the problem. The target population was 400 Allpack Industries Ltd employees and a sample size of 120 was considered for the study. The sample size was stratified into senior management, middle level management, factory staff and support staff. This study used both primary and secondary data. Primary data was collected through structured questionnaire while secondary data was collected from review of archival material. Thirty employees from each stratum were chosen at random and given questionnaires to complete. The collected data was analyzed using descriptive statistics where frequencies were determined. The researcher also undertook content analysis by cross checking patterns and themes through analysis of archival material. The analyzed data was presented in terms of frequency tables, percentages and graphs. Based on data analysis the least contributing factor to workplace harassment was personality trait of the victim followed by the personality trait of perpetrator. Organizational culture was the greatest influencing factor followed by characteristics of work environment.

The researcher recommends that organizations need to come up with clear human resource policies and procedures on how victims can report harassment and clear grievance and disciplinary procedures on how to deal with those who harass their colleagues. Also, since according to the findings organizational culture was the greatest influence factor to workplace harassment, the researcher recommends that organizations should work towards adoption of clan and adhocracy cultures which had the least influence to workplace harassment. Organizations should also discourage poor interpersonal relationships and competition work environment. For future studies, the researcher suggests that future studies to be done to assess the prevalence and types of workplace harassment, determine effective intervention and prevention programmes and on how workplace violence impact on a victim's personal life and the effectiveness of the various intervention and violence rehabilitation programmes.

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OPERATIONAL DEFINITION OF TERMS

Organizational culture	Specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization.
Organizational values	Beliefs and ideas about what kinds of goals members of an organization should pursue and the appropriate kinds or standards of behavior organizational members should use to achieve these goals.
Post traumatic Stress Disorder	A constellation of stress symptoms following a traumatic event, where the trauma first of all is relived through returning, insistent and painful memories of the event, recurring nightmares, or by intense psychological discomfort to reminders.
Trait	A relatively stable characteristic that causes individuals to behave in certain ways.
Work environment	Surroundings at place of occupation such as inside, outside, at a desk, or in a cubicle. The term has also come to mean a sort of mental state while on the job such as positive, negative, or friendly.
Workplace harassment	A systematic aggressive communication, manipulation of work, and acts aimed at humiliating or degrading one or more individual that create an unhealthy and unprofessional power imbalance between the perpetrator and target(s).

LIST OF ABBREVIATIONS AND ACRONYMS

ISO	International Standards Organization
OC	Organizational Culture
PSTD	Post traumatic Stress Disorder
WBI	Workplace Bullying Institute

CHAPTER ONE

INTRODUCTION OF THE STUDY

1.1 Background of the Study

Though there are many common definitions of workplace harassment, there is no single statutory or universally accepted one. This exacerbates the difficulties of preventing and managing the problem. The public comment draft of the Victorian Workcover Authority's Proposed Code of Practice for the Prevention of Bullying and Violence in the Workplace, defines workplace harassment or bullying as a repeated, unreasonable behaviour directed towards an employee, or group of employees, that creates a risk to health and safety. The draft offers verbal abuse, excluding or isolating employees, psychological harassment, assigning meaningless tasks unrelated to the job, giving employees impossible assignments, deliberately changing work rosters to inconvenience particular employees, deliberately withholding information that is vital for effective work performance as examples of harassment behaviour. Harassment behaviour may also involve the use of a system of work to harass an employee.

Workplace experts identify harassment as a pattern of behavior that takes many forms and includes a host of offensive behaviors, from screaming insults to ignoring employees' contributions. A 2003 survey conducted by WBI named among the most prevalent harassment tactics blaming others for one's errors, inconsistent enforcement of arbitrary rules, and socially excluding an employee. Harassing can mean a boss denying promotions or publicly and unfairly criticizing an employee's work. It may take the form of spreading salacious gossip or of excessively monitoring an employee's workday. It can involve fits of rage, public humiliation, or intimidating behavior such as finger-pointing, shoving, or blocking a door or passageway. The behavior can range from subtle to constantly invading an employee's cubicle, say to overt, as in repeatedly pressuring an employee to quit or retire. Perpetrators rarely become truly violent, studies have shown, but the WBI reports that harassment can be a prolonged pattern of behavior toward a victim lasting, on average, 16.5 months.

In the past, the term harassment used to conjure up images of school environment. However, of late business has produced enough tyrants of its own that the issue of workplace harassment has grown up and is now recognized as a pervasive and expensive employment problem. Research bears out the notion that harassment is widespread, cuts across age and gender lines, and affects virtually every sector of the economy. WBI estimates that 54 million U.S. workers have been directly affected by a bully or have seen one in action. In a survey of 400 government and private sector employees taken in August 2008, WBI found that 95 percent of the respondents were self-described targets of harassment, either currently or in the past. Perpetrators are most likely to be bosses, 81 percent as per the WBI's measure. However, some 14 percent of the tormentors are co-workers of a victim, and 5 percent of reported perpetrators actually badger their higher ups. Co-workers who witness harassment also tend to shy away from helping. WBI found that 97 percent of co-workers are aware of harassment when it happens. In 46 percent of the cases studied by WBI, colleagues abandoned the victimized co-worker, while 15 percent actually joined the perpetrator to torment the victim.

In general, a business saddled with harassment will spend on average, seven days more per year for harassed employees than for none harassed workers, greater absenteeism, an increase in on-the-job accidents, and lost productivity. According to the Level Playing Field Institute, employees who are harassed spend between 10 percent and 52 percent of their day fending off harassment instead of working. A loss of just 2 percent in productivity at Fortune 500 company due to unfair treatment, which includes harassment, runs in the neighborhood of \$8 million a year. Perhaps the biggest hidden cost is that of turnover.

Namie (2000) found out that 82 percent of harassed workers eventually leave their jobs. According to Mark, a workplace coach based in Los Angeles, the harassment victim who earns a six-figure income is often an overachiever, Therefore, when the organization let him or her go and hire a new person, it costs at least twice his or her salary to replace him or her. In addition, the company suffers a lag in productivity and spends money associated with training new workers.

Health costs are another hidden factor. According to Namie (2000), employees find harassment as a psychological torture and often suffer from a form of post-traumatic stress disorder. His surveys found that 41 percent of harassment victims become depressed, 76 percent report suffering from severe anxiety, 84 percent experience sleep disruption, and that 40 percent of victims who leave their jobs do so because of health-related issues. In addition, harassment can lead a victim to get into scrapes with co-workers which may lead to dismissal as gross misconduct.

Harassment cases are also tough sell. Judges are typically hostile to claims of intentional infliction of emotional distress in the workplace. Courts are reluctant to intervene over personality conflicts as they don't want to be seen as a super Human Resources department. However, according to the researcher, harassment at workplaces will at one time become illegal and that the issue has already become a front burner issue for many managers. Most sophisticated employers now understand that if they do not handle harassment, they are looking for trouble and it is hoped that workplace harassment will follow the path of sexual harassment, which required legislation to get the issue before the courts.

Allpack Industries Limited was established in 1992. It is a member of the Industrial Promotion Services group of companies, which in turn is a part of the Aga Khan Fund for Economic Development. Allpack produces corrugated cartons and polypropylene sacks for blue chip customers. The company is ISO 9001:2008 and ISO 22000: 2005 certified and is the only supplier of polypropylene sacks with this certification in Kenya. The Company is located in Mlolongo along Mombasa road which is within Mavoko Municipal Council and it has 400 employees. Allpack is characterized with high staff turnover which stands at 53 employees out of 400 which is actually 13.25 percent in 2010 according to Allpack payroll (2010). This high staff turnover may be attributed to existence of harassment at workplace. This is in line with Namie's (2000) studies which found out that 82 percent of harassed workers eventually leave their jobs.

1.2 Statement of the Problem

Research studies carried out in this field indicates that exposure to harassment in the workplace has serious negative outcomes, not only for the victim but also for the

organization, workplace colleagues and the victim's family members. However, although other scholars have observed that harassment has negative effects to the organization, no substantive studies have been conducted in Kenya and especially in Allpack Industries Ltd to establish the causes. It is therefore against this background that the researcher proposes to establish the causes by determining to what extent the personality trait of the victim, personality trait of the perpetrator, organizational culture and work environment influences harassment at workplace. The primary purpose in this research is to identify the potential causes, so as to enable management and organizations prevent and counteract the problem.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this research study is to establish factors that influence harassment at workplaces.

1.3.2 Specific Objectives

- i) To establish to what extent personality trait of the victim influence harassment in the workplace.
- ii) To establish to what extent personality trait of the perpetrator influence harassment in the workplace.
- iii) To establish to what extent organizational culture influence harassment in the workplace.
- iv) To establish to what extent work environment influence harassment in the workplace.

1.4 Research Questions

- i) To what extent does the personality trait of the harassment victim influence harassment in the workplace?
- ii) To what extent does the personality trait of the harassment perpetrator influence harassment in the workplace?
- iii) To what extent does the organizational culture influence harassment in the workplace?
- iv) To what extent does the work environment influence harassment in the workplace?

1.5 Significance of the Study

The issue of harassment at work is, in the opinion of the researcher, an issue for all members of the working community and a basic issue of democracy and human rights in modern society. The primary reason in this research was to establish factors that influence workplace harassment so as to identify the potential causes and enable management and organizations to prevent and counteract the problem. Therefore, suggestions outlined in this research should assist organizations and in particular, Allpack Industries Ltd in developing Human Resources policies aimed at reducing the prevalence of harassment at work by developing prevention procedures and education programs to raise awareness of harassment. This study will also contribute to the existing knowledge on factors influencing harassment behavior at workplaces which will form a source of empirical literature for students and other researchers conducting studies in related areas.

1.6 The Scope of the Study

The study was mainly concerned with establishing factors influencing harassment at work place among employees of Allpack Industries Ltd who are 400 in total. A sample of 120 employees of the total population were selected for the study. The sample size was stratified into senior management, middle level management, factory and support staff. At least 30 employees from each cadre were randomly selected and hand given questionnaire at their work stations to complete. The study was conducted using a descriptive survey design to investigate, analyze and discover the factors influencing harassment behavior at workplaces. This research study was completed within three months in the period between September to November 2011.

1.7 Assumptions of the Study

This research study had the assumptions that all respondents cooperated and gave reliable information and that the employees are aware of harassment at workplace. The researcher also assumed that all the respondents understood the questionnaire and gave responses from a point of perfect knowledge.

1.8 Limitations of the Study

Some of the questionnaires given were not returned and others were not fully completed. This limited the researcher, as it was not be possible to fill in the missing information

without understanding the mind of the non-respondents. In addition, the organizational rigid policies and regulations posed a limitation, as the respondents were not free enough to answer questions that were posed to them. Irrespective of the researcher clarifying that no victimization would have been possible from the data that was to be collected, some respondents expressed fear of the repercussions if their responses reached their bosses. For matters that seemed sensitive to some respondents, they chose to be reserved.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter shall provide information from publications on topics related to the research problem by accredited scholars and researchers. This section shall examine what various scholars and authors have said about harassment at the workplaces. This chapter is divided into three main areas: - theoretical review, empirical findings and the conceptual framework.

2.2 Theoretical Review of Literature

A number of theories have been developed to help us better understand the complexities involved in establish factors that influence harassment at workplaces: -

2.2.1 The Trait Theory

2.2.1.1 Trait Approach to Personality

The trait approach to personality is one of the major theoretical areas in the study of personality. The trait theory suggests that individual personalities are composed of broad dispositions. Unlike many other theories of personality, such as psychoanalytic or humanistic theories, the trait approach to personality is focused on differences between individuals. The combination and interaction of various traits forms a personality that is unique to each individual. Trait theory is focused on identifying and measuring these individual personality characteristics.

According to Trait theorist Cattell, there are 16 traits, which are the source of all human personality. He also developed one of the most widely used personality assessments known as the Sixteen Personality Factor Questionnaire. On the other hand British psychologist Hans Eysenck developed a model of personality based upon just three universal traits: Introversiion/Extraversiion, Neuroticism/Emotional Stability, Later, after studying individuals suffering from mental illness, Eysenck added a personality dimension he called psychoticism to his trait theory. Both Cattell's and Eysenck's theory have been the subject of considerable research, which has led some theorists to believe that Cattell focused on too many traits, while Eysenck focused on too few. As a result, a new trait theory often referred to as the Big Five theory emerged. This five-factor model

of personality represents five core traits that interact to form human personality. While researchers often disagree about the exact labels for each dimension, the following are described most commonly: Extraversion, Agreeableness, Conscientiousness, Neuroticism and Openness.

Extraversion trait includes characteristics such as excitability, sociability, talkativeness, assertiveness and high amounts of emotional expressiveness. Agreeableness personality dimension includes attributes such as trust, altruism, kindness, affection, and other pro-social behaviors. Common features of Conscientiousness include high levels of thoughtfulness, with good impulse control and goal-directed behaviors. Those high in conscientiousness tend to be organized and mindful of details. On the other hand, individuals high in Neuroticism tend to experience emotional instability, anxiety, moodiness, irritability, and sadness. Openness trait features characteristics such as imagination and insight, and those high in this trait tend to have a broad range of interests. It is important to note that each of the five personality factors represents a range between two extremes. For example, extraversion represents a continuum between extreme extraversion and extreme introversion. In the real world, most people lie somewhere in between the two polar ends of each dimension. McCrae and his colleagues have also found that the big five traits are also remarkably universal. One study that looked at people from more than 50 different cultures found that the five dimensions could be accurately used to describe personality. Based on this research, many psychologists now believe that the five personality dimensions are not only universal; they also have biological origins.

Psychology David Buss has proposed that an evolutionary explanation for these five core personality traits, suggesting that these personality traits represent the most important qualities that shape our social landscape. It is also, always important to remember that behavior involves an interaction between a person's underlying personality and situational variables. The situation that a person finds himself or herself in plays a major role in how the person reacts. However, in most cases, people offer responses that are consistent with their underlying personality traits. These dimensions represent broad areas of personality. Research has demonstrated that these groupings of characteristics

tend to occur together in many people. For example, individuals who are sociable tend to be talkative. However, these traits do not always occur together. Personality is a complex and varied and each person may display behaviors across several of these dimensions. However, while most researchers agree that people can be described based upon their personality traits, theorists continue to debate the number of basic traits that make up human personality. While trait theory has objectivity that some personality theories such as Freud's psychoanalytic theory lack, it also has weaknesses. Some of the most common criticisms of trait theory center on the fact that traits are often poor predictors of behavior. While an individual may score high on assessments of a specific trait, he or she may not always behave that way in every situation. Another problem is that trait theories do not address how or why individual differences in personality develop or emerge.

2.2.1.2 The Relationship between Workplace Harassment and Personality Traits

There are a few structured empirical researches about personality of victim, Randall et al (2000), some researchers with different methods or scales found similar victim profiles, some others found no difference between being victim and non-victim. Brodsky (1976), by looking at a working context described victims as conscientious, literal-minded, paranoid, rigid, and compulsive. According to Einarsen et al. (1994) in a Norwegian survey it is found that victims coping and conflict management skills are lower than others as well as shyness contributed to being harassed. As another research Varita (1996) in a survey in Finland reported that victims were higher in neuroticism than non-victims but when work environment and climate were controlled the relation was reduced. Sixteen personality profiles in a sample of 30 self-selecting Irish workplace victims were found lower in emotional stability and dominance and higher in anxiety, apprehension, and sensitivity than non-victims.

Another study, Zapf (1999) in German sample found that victims of harassment had pre-existing symptoms of anxiety and depression and lower social skills than others, and avoided conflict by tending to give away, Randall et al (2000). In the study of 60 Irish victims of harassment, using a comprehensive measure of personality based on a Five-Factor model, is found less extroverted and independent than control sample of non-victims, in addition to this, victims are more unstable and conscientious. According to

Thylefors (1987), victims could be characterized by the fact that in conflict situations they reacted in a more active and aggressive way than non-victims. Victims of harassment at work have been shown to portray a poor self-image as well as being anxious in social situations, Einarsen et al (2001).

In addition to these researches, according to Davenport et al. (2000), interviews with victims show that the victims are exceptional individuals. They have positive qualities such as intelligence, competence, creativity, integrity, accomplishment and dedication. They are emotionally intelligent and have a high degree of loyalty towards their organizations and highly identified with their work or by their work. Because they are creative, and promote new ideas, which may challenge others, they are seen as a threat to high-positions, so they may be seen as target for harassment. According to Davenport et al. (2000), victims who are ganged up on tend to be trusting, naive, politically inept and high achievers. In his study on healthcare professionals, Randle (2006) found victims as clear thinking and proactive individuals.

Contrast to the findings, Gandolfo's (1995) study utilized comprehensive measures of personality. Gandolfo's sample was Americans who claimed compensation from insurance companies for harassment in the workplace. In the study victim's personality profiles were studied and compared with those of a control group. In five of the ten personality dimensions, an elevated personality was identified in the victims indicating severe psychological and emotional disturbance. The results for the non-harassed group were similar on four of these five scales in the study. Therefore, in the study no significant difference between harassed and non-harassed was found. Victims and their spokespersons have claimed that harassment is mainly caused by the psychopathic personality of the bully, Field (1996). However, both harassment perpetrators and victim's colleagues frequently report that the personality and manners of victim play important role in harassment, Einarsen et al (1994).

Not a few researchers agree on that victims react and are affected differently to similar workplace harassment conduct. Moreover some characteristics within an individual may predispose victims to being harassed, Randall (1997). They may be selected because of their personality, Varita (1996) that is the predatory selected the victim because he or she

sees the lack of social skills as well as tendency to avoid conflict, Zapf (1999), inability to cope, Einarsen (1999). In addition to these, victim may provoke the predatory by aggressive behaviors, Einarsen (1994). These differences is thought by some researchers as relate to whether the victim experiences predatory or dispute-related harassment. At school-based harassment, provocateur victims and specific personality types of victims are reported as well, Randall (2000).

Although the victim's personality can't explain harassment behavior; it is certain that personality effects how she or he experiences and interprets incidents and possibility of mastering the problems at work, Einarsen (2000). Victim's personality may affect the degree of the negative behavior Lakey et al (1994). Although the experience of being exposed to harassment is based on a real situation, such an experience does not represent an objective description of the environment without the personality factor, Einarsen et al (2001). In conclusion therefore, according to researches, there is a significant relationship between personality and being exposed to workplace harassment and being a harassment perpetrator in the workplace. It is on the basis of this understanding that this research study is set out to establish whether the personality traits of the harassment victim and the perpetrator influences harassment at work place.

2.2.2 Organizational Culture Theory

2.2.2.1 Introduction

Organizational culture describes the psychology, attitudes, experiences, beliefs and personal and cultural values of an organization. In the organizational culture theory, the Main dependent factors include Performance, organizational effectiveness, employee commitment, employee satisfaction; whereas the Main independent factors includes Organizational culture type, organization culture strength, and culture congruence.

2.2.2.2 Organizational Culture Models

Different concepts of culture, stemming from two distinct disciplines namely anthropology and sociology have been applied to organizational studies since the early 1980s. These two underlying disciplines represent different paradigms in Burrell et al (1979) framework, and have contributed to the emergence of the different theories and frameworks of organizational culture in the academic literature. Anthropology takes the

interpretivist view and sees culture as a metaphor for organizations, defining organizations as being cultures. On the other hand, sociology takes on the functionalist view and defines culture, as something an organization possesses. Despite the separate definitions of organizational culture, there seems to be a movement towards a general consensus.

Two common models and their associated measurement tools have been developed by O'Reilly et al and Denison. O'Reilly et al (1991) developed a model based on the belief that cultures can be distinguished by values that are reinforced within organizations. Their Organizational Profile Model is a self-reporting tool which makes distinctions according to seven categories - Innovation, Stability, Respect for People, Outcome Orientation, Attention to Detail, Team Orientation, and Aggressiveness. The model is not intended to measure how organizational culture effects organizational performance, rather it measures associations between the personalities of individuals in the organization and the organization's culture.

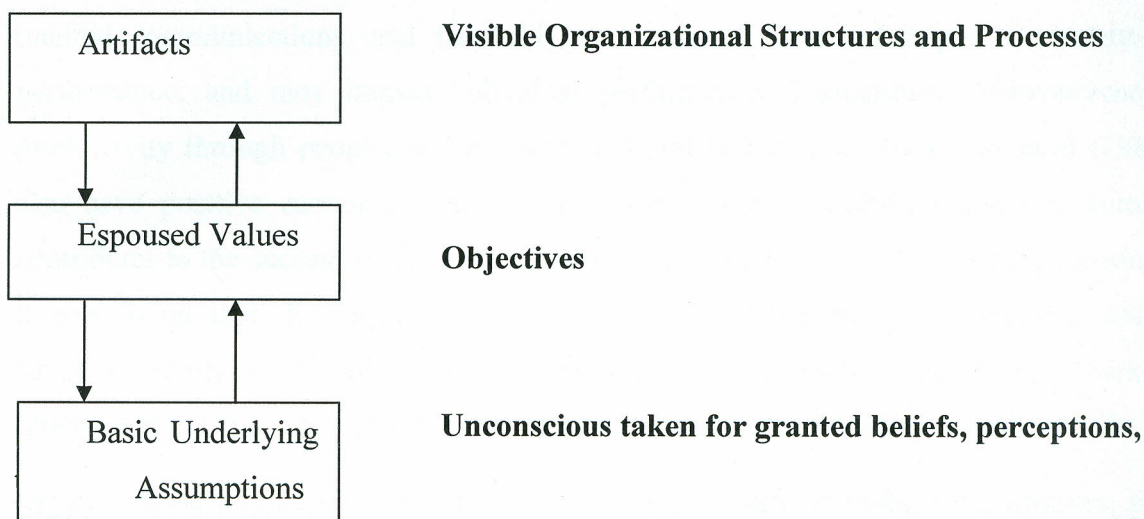
Denison et al (1990) model asserts that organizational culture can be described by four general dimensions namely Mission, Adaptability, Involvement and Consistency. Each of these general dimensions is further described by the following three sub-dimensions: Mission -Strategic Direction and Intent, Goals and Objectives and Vision; Adaptability - Creating Change, Customer Focus and Organizational Learning; Involvement - Empowerment, Team Orientation and Capability Development; Consistency -Core Values, Agreement, Coordination/Integration. Denison's model also allows cultures to be described broadly as externally- or internally-focused as well as flexible versus stable.

The model has been typically used to diagnose cultural problems in organizations.

The most widely used organizational culture framework is that of Schein (1988), who adopts the functionalist view and described culture as a pattern of basic assumptions, invented, discovered, or developed by a given group, as it learns to cope with its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore is to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. In Schein's (1988) model, culture exists on three levels: Artifacts which are difficult to measure and they deal with

organizational attributes that can be observed, felt and heard as an individual enters a new culture. The Values deals with the espoused goals, ideals, norms, standards, and moral principles and is usually the level that is usually measured through survey questionnaires. Underlying assumptions deals with phenomena that remain unexplained when insiders are asked about the values of the organizational culture. Information is gathered in this level by observing behavior carefully to gather underlying assumptions because they are sometimes taken for granted and not recognized. According to Schein, the essence of organizational culture lies in this level.

Figure 2.1: Diagram of organizational culture theory



Source: Schein, E.H. Organizational Culture and Leadership, (1992)

2.2.2.3 Impacts of Organizational Culture

Research suggests that numerous outcomes are associated either directly or indirectly with organizational culture. A healthy and robust organizational culture may provide various benefits, including the following: Competitive edge derived from innovation and customer service; Consistent, efficient employee performance; Team cohesiveness; High employee morale; and Strong company alignment towards goal achievement. Although little empirical research exists to support the link between organizational culture and organizational performance, there is little doubt among experts that this relationship exists. Organizational culture can be a factor in the survival or failure of an organization

although this is difficult to prove considering the necessary longitudinal analyses are hardly feasible. The sustained superior performance of firms like IBM, Hewlett-packard, Proctor and Gamble and MacDonald's may be, at least partly, a reflection of their organizational cultures.

A Havard Business School (2003) study reported that culture has a significant impact on an organization's long-term economic performance. The study examined the management practices at 160 organizations over ten years and found that culture can enhance performance or prove detrimental to performance. Organizations with strong performance-oriented cultures witnessed far better financial growth. Additionally, a Corporate Leadership Council (2002) study found that cultural traits such as risk taking, internal communications, and flexibility are some of the most important drivers of performance, and may impact individual performance. Furthermore, innovativeness, productivity through people, and the other cultural factors cited by Peters et al (1982) also have positive economic consequences. Denison et al (2004) found that culture contributes to the success of the organization, but not all dimensions contribute the same. It was found that the impacts of these dimensions differ by global regions, which suggests that organizational culture is impacted by national culture. Additionally, Clarke (2006) found that a safety climate is related to an organization's safety record.

Organizational culture is reflected in the way people perform tasks, set objectives, and administer the necessary resources to achieve objectives. Culture affects the way individuals make decisions, feel, and act in response to the opportunities and threats affecting the organization. Adkins et al (2004) found that job satisfaction was positively associated with the degree to which employees fit into both the overall culture and subculture in which they worked. A perceived mismatch of the organization's culture and what employees felt the culture should be is related negative consequences such as lower job satisfaction, higher job strain, general stress, and turnover intent. It has been proposed that organizational culture may impact the level of employee creativity, the strength of employee motivation, and the reporting of unethical behavior, but more research is needed to support these conclusions. Organizational culture also has an impact on recruitment and retention. Individuals tend to be attracted to and remain engaged in

organizations that they perceive to be compatible. Additionally, high turnover may be a mediating factor in the relationship between culture and organizational performance. Deteriorating company performance and an unhealthy work environment are signs of an overdue cultural assessment.

2.2.2.4 Organizational Culture Assessment Instrument

Robert et al researched what makes organizations effective and successful. Based on the Competing Values Framework, they developed the Organizational Culture Assessment Instrument that distinguishes four culture types as elaborated in their book: *Diagnosing and Changing Organizational Culture*. Competing values produce polarities like: flexibility versus stability and internal versus external focus. These two polarities were found to be most important in defining organizational success. The polarities construct a quadrant with four types of culture. Clan Culture is characterized by Internal focus and flexible where there is a friendly workplace where leaders act like father figures. Adhocracy Culture is characterized by External focus and flexible where there is a dynamic workplace with leaders that stimulate innovation. Market Culture is characterized by External focus and controlled in which there is a competitive workplace with leaders like hard drivers. Hierarchy Culture is characterized by Internal focus and controlled where there is a structured and formalized workplace where leaders act like coordinators.

Cameron et al found six key aspects that will make up a culture. These can be assessed in the Organizational Culture Assessment Instrument thus producing a mix of these four archetypes of culture. Each organization or team will have its unique mix of culture types. Clan cultures are most strongly associated with positive employee attitudes and product and service quality, whereas market cultures are most strongly related with innovation and financial effectiveness criteria. The primary belief in market cultures is that clear goals and contingent rewards motivate employees to aggressively perform and meet stakeholders' expectations; a core belief in clan cultures is that the organization's trust in and commitment to employees facilitates open communication and employee involvement. These differing results suggest that it is important for executive leaders to consider the fit, or match, between strategic initiatives and organizational culture when

determining how to embed a culture that produces competitive advantage. By assessing the current organizational culture as well as the preferred situation, the gap and direction to change can be made visible. This can be the first step to changing organizational culture.

2.2.2.5 Relationship between organizational culture and Harassment at workplace

There are many reasons as to why harassment may exist in an organization. People can get away with harassment because they have power or because the organizational culture condones verbal abuse. Bosses are more likely to get away with harassment than employees. Although there are employees that are abusive with other employees or with clients, it is unlikely they can do it for any extended time. They lack the power to harass and get away with it. In addition to power, the organizational culture in certain settings will influence how much verbal abuse people will endure. In certain work settings, bantering and lighthearted joking and teasing will be commonplace. In such settings, harassment may be tolerated by people in power. Managers may see it as just part of the organizational culture. Workers may feel they will be seen as oversensitive, if they complain about the abuse. When the organizational culture does not condone verbal abuse, multiple avenues for reporting the workplace harassment will exist, and employees will feel confident to use them. They will feel that they deserve to be treated with professionalism and respect. When they are not, they will complain to higher ups or the Human Resources department. It is therefore against this understanding that this research was set out to establish to what extent organizational culture influences harassment at workplaces.

2.2.3 Theories of Workplace Environment and models

2.2.3.1 Introduction

Harassment is rarely a single incident and tends to be an accumulation of many small incidents, each of which, when taken in isolation and out of context, seems trivial. Vartia (1996) did a research about reasons for harassment. The 95 respondents had given the following reasons: Jealousy, antipathy 63 percent; Weak leadership 42 percent; Competition concerning tasks 38 percent; Competition concerning the will to please the boss 34 percent; Insecurity such as losing the job 23 percent; Age 22 percent; and

Stereotypical or boring work 7 percent. Statistical analyses show that leadership, role conflict and work control are the factors most strongly related to workplace harassment. A high degree of ambiguity or incompatible demands or expectations around role, task responsibilities may create a high degree of frustration and conflict within the group Einarsen et al. (1994). Quality of work and the structure of an organization are crucial factors that influence harassment. The low quality of work increases the chance that harassment can occur. High work pressure, little room for autonomy and decision making and existence of role conflicts can result in harassment. Also leadership style, especially the liberal one with a laissez-faire attitude of leaders, can attribute to the occurrence of undesired workplace behaviour patterns. In departments where the leader uses social-emotional style is relatively less being harassed, Hubert et al (2001).

Leymann (1990) divided the actions involved in harassment at work into five categories including the manipulation of: the victim's reputation, their possibilities of performing the work tasks, the victim's possibilities to communicate with colleagues, their social circumstances and threat of physical assaults. Among 137 Norwegian victims of harassment, at work, social isolation and exclusion, devaluation of one's work and exposure to teasing, insulting remarks were the most commonly experienced negative acts, Einarsen et al. (1994).

2.2.3.2 Explanatory theories and models

Some researchers have pointed out to the fact that group processes influence the creation of harassment. Hubert (1997) distinguishes between two models of group dynamic processes that explain the creation of workplace violence as follows: Competition model states that in some groups, there are people who are more aggressive than their colleagues are. This person struggles to obtain certain privileges in the group. He or she often tries to engage other colleagues in harassing the victim. If it were not this victim, the aggressor would choose somebody else to ventilate his aggression. If the aggressor, however, is not present, harassment decreases or stops. On the other hand, Norm-maintaining model argues that in every group exist a hierarchy and a set of norms. If a new person does not try to adapt to and obey these rules and norms, the other group members begin to feel irritated. Here it is usually more people that begin with harassment, not one single

aggressor. If the victim were not there, there would also be no harassment. After some time these two processes tend to merge. It is because the victims of these two processes gradually start to show similar characteristics. In the competition model the victims become stigmatized which is similar to the impact on the victims in the norm-maintaining model who cannot adapt to norms of the group. The results of harassment on both the two types of victims are supposed to be the same that is insecurity, stress and decrease of productivity.

The above described models of the group processes influence on harassment are applicable on situations where harassment takes place between colleagues. However, the manager or another subordinate can be the aggressor or can support harassment behaviour. From her research, Hubert (1997) claims that in 75 percent of harassment were also the managers involved. These two models stress mainly group dynamic processes whereas other factors such as leadership, stress and personality might seem to be of less importance. These factors should not be underestimated when designing explanatory models, because they substantially contribute to the occurrence of harassment. Hubert et al however, pointed in another publication, Hubert et al., (2001) also to the above mentioned factors that can contribute to the occurrence of harassment. The authors admit that stress and other workplace factors can influence group dynamic processes. Their model is partially inspired by Job-Demand-Job Control model by Karasek (1979). This model demonstrates how the mental strain created by the interaction between job demands and job control together with little autonomy and work pressure result in high strain job.

From what has been written about harassment, Berkowitz (1993), some people start with harassment to release their problems. They choose somebody to ventilate their anger and frustration. If this reason is taken into consideration, this possible cause of harassment does not fit in the above mentioned models. It is therefore suggested that the third model called Personality model to point out to the fact that sometimes harassment is not a question of group dynamic processes, norms or leadership, but rather primarily of the personality of the perpetrator and the victim. This view is mainly supported by a famous researcher in this field Dan (1993), who studied bullying among school children. He

came to the conclusion that there are specific personality characteristics typical for the bully and also for the victim. Child bullies have been found to be self confident, impulsive and to display a general tendency to react with aggression in many situations. However, another researcher in this field, Leymann (1992), states that personality traits are not relevant to the study of harassment, which is a matter of the work conditions.

Therefore, neither of these approaches should be considered isolated, it seems that both are mutually interdependent. Each person has a different level of tolerance to stress and negative external influence. Each person reacts differently to stress and negative circumstances, the tolerance threshold is unique and individual. Some people may be more prone to react earlier to stress, others may be able to tolerate frustration for a longer time. As far as the above described competition model is concerned, Hubert (1997) claims that the main effort of the perpetrator is to obtain privileges in the group. However, some people may act aggressively from various other reasons. They might be frustrated in their private lives, or they might want to attract attention by behaving in a way that is not in accord with accepted rules. Furthermore, if somebody tries to attract attention, it can be an indirect call for help. With the norm-maintaining model Hubert (1997) claims that the problem situation arises if the new person does not try to adapt to the norms at the workplace. However, maybe the person is trying to adapt to the norms, but these norms are not clearly defined, so the new employee does not have anything to stick to. The new person might have tried to adapt to the norms and rules if these norms and rules had been clearly given. If there are no clear and defined guidelines, it is difficult to understand and fulfill what is expected from an individual. Furthermore, often the original group members are not aware of the fact that the norms might be unclear to new group members so they still keep blaming the newcomer.

2.2.3.3 Relevance of Workplace Environment models to Harassment

Harassment is a form of abuse, and perpetrators and unenlightened employers often go to great lengths to keep their targets quiet, using threats of disciplinary action, dismissal, and gagging clauses. What perpetrators fear most is exposure of their inadequacy and being called publicly to account for their behaviour and its consequences. The purpose of harassment might be to hide inadequacy, and people who harass to hide their inadequacy

are often incompetent. Harassment might even be obsessive and compulsive; the perpetrator has to have someone to harass and appears to be unable to survive without a current target. From two decades of research on bullying among schoolchildren, Dan (1991) concluded that the typical victim of harassment is more anxious and insecure than other pupils and is often seen as cautious, sensitive and quiet. The victim reacts with withdrawal when attacked and they have a more negative self-esteem than other students. Also the victims of harassment at workplace have been shown to have low self esteem and to be anxious in social setting, Einarsen et al. (1994). Others have described victims of harassment as conscientious, literal-minded, somewhat unsophisticated and as overachievers with an unrealistic view both of their abilities and demands of the situation, Brodsky (1976).

The causal model of harassment at work that has received most public attention in Scandinavia emphasizes the quality of work environment as the main determinant of creating harassment. This view has been strongly supported by Leymann (1992) who claims that personality factors are irrelevant to the study of harassment and that work conditions alone are the primary cause of negative workplace behaviour. Hubert (1997) points out to the fact that workplace harassment is a problem in which more people are involved: the victim, the perpetrator who terrorizes the victim, the observers that are affected by the conflict and employees who do not perceive this sort of behaviour. Hubert therefore stresses the importance of integral approach towards the problem of harassment: the steps to be taken must be targeted at all involved, in preventive as well as in curative approach.

The problem of the conflict interpretation is very important when investigating the causes of workplace harassment. Victims may for instance perceive the negative workplace environment as negative more as a result of their own disappointment or anger than of objective characteristics, Einarsen et al. (1994). It is therefore necessary to look more closely into differences between the victims' perceptions of their workplace environment and the perception of their co-workers. It is therefore against this theoretical background understanding that this research project is aimed at establishing to what extent work environment influence harassment at work place.

2.3 Empirical Review of Literature

2.3.1 Causes of Harassment at Work

A rather popular view is that these types of behaviors are deeply rooted within the personality structure of the office or shop-floor perpetrator. However, not much empirical evidence exists for this notion. Yet, in one study, it was found out that self-reported perpetrators described themselves as being high on aggressiveness and low on self-esteem, the latter being particularly true for a group of offenders who also saw themselves as a target of harassment, Einarsen et al (2005). These perpetrators, labeled as provocative targets, were also found to be low on social competence and high on social anxiety. A controversial issue in this research is the role of the victim personality. Studies indicate that such factors may in fact play a role, at least in the victimization process resulting from exposure to harassment behaviors in the workplace, and at least in some of the cases.

A study of personality and personality disorders among 85 Norwegian victims of harassment at work using a comprehensive measure of personality revealed some interesting insights Einarsen et al. (2001). As a group, victims portrayed a personality profile indicating a tendency to emotional and psychological disturbance on a wide range of personality factors. However, the study showed that victims of harassment were not a homogeneous group. One group of victims portrayed a profile indicating an extreme range of severe psychological problems and personality disturbances. This group, called the seriously affected, reported a range of emotional and psychological problems although they reported a relatively low exposure to specific harassment behaviors, a finding indicating that personality is important in determining how harassment is experienced and how it is reacted to. These victims were depressive, anxious, suspicious, uncertain of themselves, and troubled by confused thoughts. A second group, called the disappointed and depressed portrayed a tendency towards becoming depressed and being suspicious of the outside world. The third group, called the common group, portrayed a quite normal personality, in spite of having experienced the largest number of specific harassment behaviors.

Such results may indicate that a specific vulnerability/hardiness factor may exist among some but not all victims of harassment at work. Persons who are already suffering from psychological problems are probably more likely to suffer long-term psychological and physical problems in the wake of harassment and serious personal conflicts. Persons with psychological problems, low self-confidence and a high degree of anxiety in social situations may also be more likely than others to feel harassed, and they may find it more difficult to defend themselves if they are exposed to the aggression of other people. However, a caution must be put forward. Interviews with victims as well as case studies Einarsen et al. (1994) reveal that harassment seems to exist only in organizational cultures that permit or reward such kinds of behavior, Einarsen et al., (2003). Harassment will only take place if the offender feels he or she has the blessing, support, or at least the implicit permission of his superiors to behave in this manner, Brodsky (1976). In some organizations, harassment may even be institutionalized as a part of leadership and managerial practice. Authoritarian leadership styles are still highly valued in many companies, Hoel et al. (2003). Blaming it all on the psychopaths at work or even a neurotic victim is therefore in most cases a too simplistic solution to the problem of why harassment takes place.

In addition to the values and norms prevailing in the organizational culture, the quality of the psychosocial work environment seems to be an important cause of harassment. A work situation characterized by role conflict and a lack of interesting and challenging work tasks, combined with a negative interpersonal climate in the work group, seems to be a high risk situation for harassment, Einarsen et al. (1996). A high degree of ambiguity or incompatible demands and expectations about roles, tasks and responsibilities may create a high degree of frustration and conflicts within the work group, especially in connection with rights, obligations, privileges and positions. This situation may then act as a precursor of conflict, poor inter-worker relationships, and a need for a suitable scapegoat, especially if the social climate is characterized by low trust and interpersonal tension. A typical characteristic of workplaces where harassment prevails is also low satisfaction among many employees regarding the leadership style of their managers and supervisors; it is either too aggressive or too laissez-faire. In fact, as many as 50 percent of harassment victims claim to be harassed by a superior, again linking harassment

closely to leadership. These findings can be summarized by Leymann's (1993) theoretical claim that four factors are prominent in eliciting harassment at work: deficiencies in work design; deficiencies in leadership behavior; a socially exposed position of the victim; and a low moral standard in the department.

2.3.2 Consequences of Harassment at Work

When working with victims of long-term harassment, what strikes one the most is the intense and pervasive health problems they display. Exposure to systematic harassment at work causes a host of negative health effects in the target, Einarsen et al. (2003). Although single acts of aggression and harassment do occur fairly often in everyday interaction, they seem to be associated with severe health problems when occurring on a regular basis, Einarsen et al. (1997). To be a victim of real or perceived intentional and systematic psychological harm by another person seems to produce severe emotional reactions such as fear, anxiety, helplessness, depression and shock. Such victimization seems to change the individual's perceptions of his work environment and life in general to one of threat, danger, insecurity and self-questioning, Janoff (1992), which may result in pervasive emotional, psychosomatic and psychiatric problems, according to a host of recent studies, O'Moore et al. (1998).

In a study of male industrial workers, it was found out that a significant negative association between exposure to harassment at work and measurements of psychological health and well-being Einarsen et al (1997). The strongest relationship existed between experienced personal derogation and psychological well-being. A study of a random sample of Norwegian assistant nurses, Einarsen et al (1998) showed that nurses reporting exposure to harassment portrayed significantly higher levels of burnout, lower job-satisfaction and lower psychological well-being as compared to their non-harassed colleagues. In another survey conducted among 2215 members of 6 different workers' unions, significant relationships were found between exposure to harassment and psychological, psychosomatic and musculoskeletal health complaints, Einarsen, et al (1996). The strongest associations were found between harassment and psychological complaints. A total of 6 percent of the variation in musculoskeletal problems could be statistically predicted by measurements of exposure to harassment.

In view of the particular symptom constellation found in many studies, it has been argued that many victims of long-term harassment at work may in fact suffer from post-traumatic stress disorder, Bjorkqvist et al. (1994). An early Swedish study among 64 victims of harassment at work attending a rehabilitation program concluded that 65 percent of the patients suffered from post-traumatic stress disorder, Leymann et al. (1996). In a study conducted among 102 victims of long-term harassment at work recruited among members of two Norwegian national associations against harassment, 75 percent of the victims portrayed stress symptoms indicating a post-traumatic stress disorder, Einarsen et al (1999). Even 5 years after the harassment had ceased, as many as 65 percent reported symptoms indicating post-traumatic stress disorder. On the Hopkins Symptoms CheckList, a total of 76.5 percent scored above a level indicating psychiatric pathology as compared to 21.4 percent for females and 12.4 percent for males in a control group. The level of post-traumatic symptoms was highly related to the intensity of the reported aggressive behaviors, and was especially salient if the aggressive behavior was perceived as being of a personally degrading nature.

Similar results were found in a group of 124 former Danish victims of workplace harassment, Mikkelsen et al (2001). In addition, this study revealed that symptoms of post-traumatic stress were significantly associated with the shattering of a range of basic assumptions about oneself and other human beings generally held by healthy individuals. Also, victims as a group held significantly more negative assumptions about themselves and others as compared to a control group. According to Janoff (1992), posttraumatic stress following victimization is largely due to the shattering of basic assumptions that victims hold about themselves and the world, in which the feeling of personal invulnerability comprises an important part.

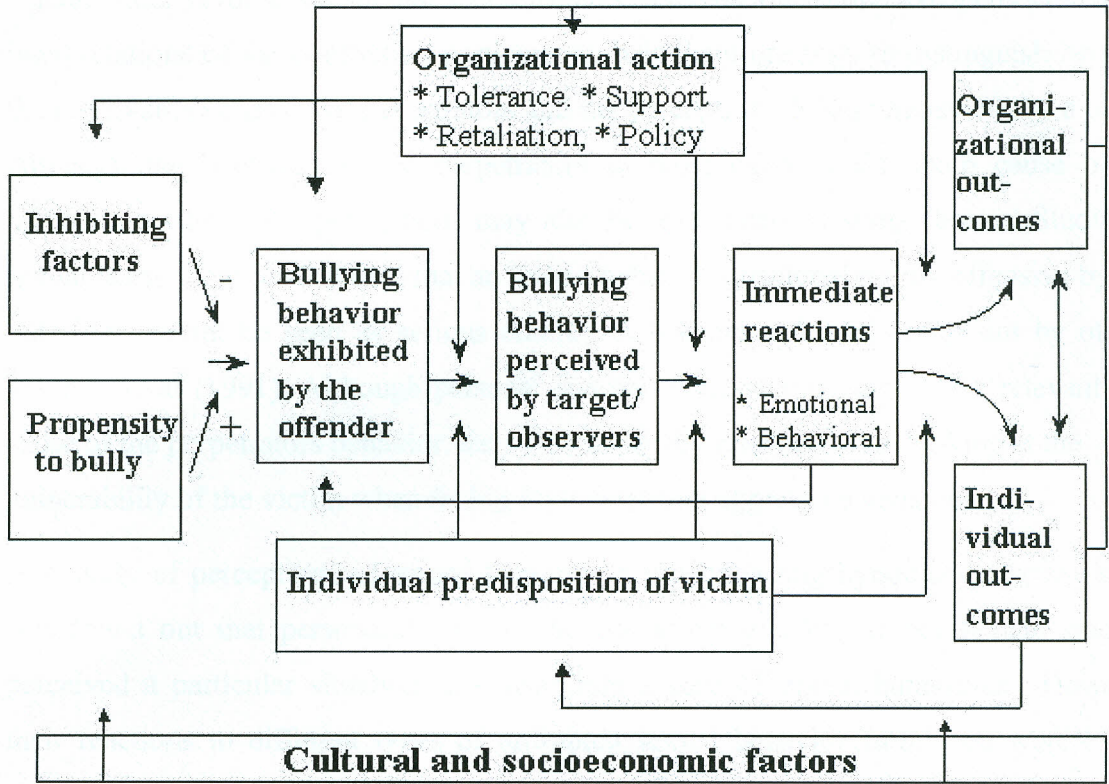
However, given the retrospective design of these studies and the use of self-reports, it is not clear whether the victims were particularly vulnerable prior to being subjected to harassment, perhaps due to an exposure to other distressing life events. Indeed, results of the study of 118 Danish victims of harassment, Einarsen et al (2002) showed that many victims had experienced other distressing life events such as accidents, divorce and bereavements. However, 80.5 percent of the victims in the study stated that none of these

events affected them more negatively than the harassment they had suffered. Nonetheless, those victims who appeared to be most traumatized also reported feeling more negatively affected by an event other than harassment. Hence, in addition to the harassment, exposure to one or several other stressful life events might have contributed to their severe health problems.

2.3.3 A conceptual framework for Study and Management of Harassment at Work

Building on the above line of research, a conceptual framework, Einarsen et al., (2003) has been developed that identifies the main classes of variables to be included in both future research and future organizational action programs. Four things are important in the model. First of all, this model distinguishes between the nature and causes of harassment behaviors as exhibited by the alleged offender from the nature and causes of the perceptions of the target of these behaviors. Furthermore, it distinguishes between the perceived exposures to harassment behaviors from the reactions to these kinds of behaviors. Thirdly, it focuses on the impact of the organization on both the behavior of the alleged perpetrators and the perceptions and reactions of the targets. Fourth, the target's personality is likely to affect how the perpetrator's behaviors are perceived and even more so how they are reacted to. Last, but not least, the conceptual model pinpoints that the target's reactions to the harassment may alter the target's personal characteristics such as personal styles of coping or even personality, as well as the very organization itself and how it reacts to the particular target.

Figure 2.2: A conceptual framework for study and management of harassment



Source: Einarsen et al., (2003)

Looking first at the perpetrator's behavior, the model proposes that harassment arises out of a combination of an organizational culture that permits or even rewards this kind of misbehavior, and situational, contextual as well as personal factors that may cause a manager or an employee to act aggressively towards subordinates or colleagues such as stress, conflicts or a highly aggressive personality. Brodsky (1976) claimed that although both victims and perpetrators may suffer from personality disorders, for harassment to be established, it must occur within a culture that permits or even rewards this kind of misbehavior. On the basis of survey data on the experiences and attitudes of British union members, Rayner (1998) concluded that harassment prevails due to an organizational tolerance of harassment at work. Ninety-five per cent of the respondents in her UNISON study claimed that harassment was caused by the fact that perpetrators can get away with it and victims are too scared to report it.

However, situations where one person offends, provokes or otherwise angers another person often involve substantial discrepancies between the subjective perceptions and interpretations of the conflicting participants. It is therefore vital to distinguish between the observable behavior of perpetrators and the perception of these behaviors by a target. Although the behavior of the perpetrators in most cases is the main cause of the perceptions of targets, perceptions may also be influenced by other factors. Studies of sexual harassment have shown that an incident that is considered mildly offensive by one individual might be seen as serious enough to warrant a formal complaint by others, Tersptra et al (1991). Although personal factors of the victim may not be relevant as a cause of the perpetrators behavior, they may be highly relevant when looking at the vulnerability of the victim when facing such persistent aggressive behavior.

In a study of perceptions of sexual harassment at work using hypothetical scenarios, it was found out that personality factors did not affect whether or not female students perceived a particular situation as constituting a case of sexual harassment. However, their reactions to different types of unwanted sexual behavior from men were highly correlated with personality factors, et al (1997). Studies on harassment at work have also shown that variables pertaining to individual differences might affect the degree of reported stress symptoms following exposure to harassment at work. Einarsen et al. (1996) showed that self-esteem and social anxiety moderated the relationships between harassment and self-report measures of psychological, psychosomatic and musculoskeletal health complaints. Victims with high social anxiety reported more psychosomatic symptoms than did victims with low social anxiety. Also, Einarsen et al. (1996) found that victims with high self-esteem reported more psychological and musculoskeletal complaints than victims with low self-esteem. Furthermore, a study among Danish factory employees showed that state-negative affectivity partially mediated the relationships between exposure to harassment behaviors and psychological and psychosomatic health complaints, while generalized self-efficacy acted as a weak moderator of the relationship between exposure to harassment behaviors and psychological health complaints, Einarsen et al (2002).

In a theoretical overview, Mikkelsen (2001) proposes that individual variables such as perceived locus of control, attributional style and coping strategies influence the extent to which victims develop severe health problems following exposure to harassment. According to the model, it is not only the target's personality that may influence how harassment is perceived and reacted to. Organizational factors, including an effective victim support system, are key factors that may moderate the victim's perceptions and reactions in a situation where harassment may exist. These factors are therefore important both by inhibiting aggressive behavior in the first place, by potentially reducing the anxiety such behavior may create in a defenseless target, and of course in their own right as means for managing complaints and intervening in specific cases. The latter part of the model has clearly an individual, subjective, and most of all a reactive focus. Although harassment at work may to some degree be a subjectively experienced situation in which the meaning assigned to an incident will differ, depending on both the persons and the circumstances involved, this part of the model highlights the necessity in any strategy against harassment to take the victim's perceptions and reactions seriously and as a real description of how they experience their work environment. This part of the model argues for the inclusion of a rehabilitation program in an effective organizational strategy against harassment.

This conceptual framework also gives some credit to the dynamic process involved in the interaction between perpetrator, victim and organization. The stress reaction of a target and the consequential effects such perceptions may backfire and justify the treatment of the victim, Einarsen et al (2003). The victim's stigmatization process discussed earlier may even alter how third parties view the victim, which again may change how an organization tolerates, reacts to and manages a particular case of harassment. Following from this, it may happen that the alleged perpetrator, the target, and the responses of important third parties and organization representatives may change in the course of the process. The escalation and the dynamics of interaction involved in the victimization process are therefore essential to the understanding of the phenomenon of harassment at work.

Socioeconomic and cultural factors will probably also affect most of the proposed variables in the model. Factors such as the labor market will affect how easily a target may change employment in order to escape harassment, while a country's economy and competitive situation may influence how workers are treated and how much attention organizations are willing to pay to their human side. Also, power inequalities do vary between national cultures, providing a more or less fertile soil for harassment to take place, Einarsen (2000). Different national cultures may also have traditions for more or less autocratic and harsh leadership styles, may differ in how conflicts at work are handled, and may have a more or less permissive attitude towards aggressive behavior at work. Differences in national legal systems will relate to how much effort organizations may put into preventive measures and how much protection a target may expect from either the organization or society, Yamada (2003).

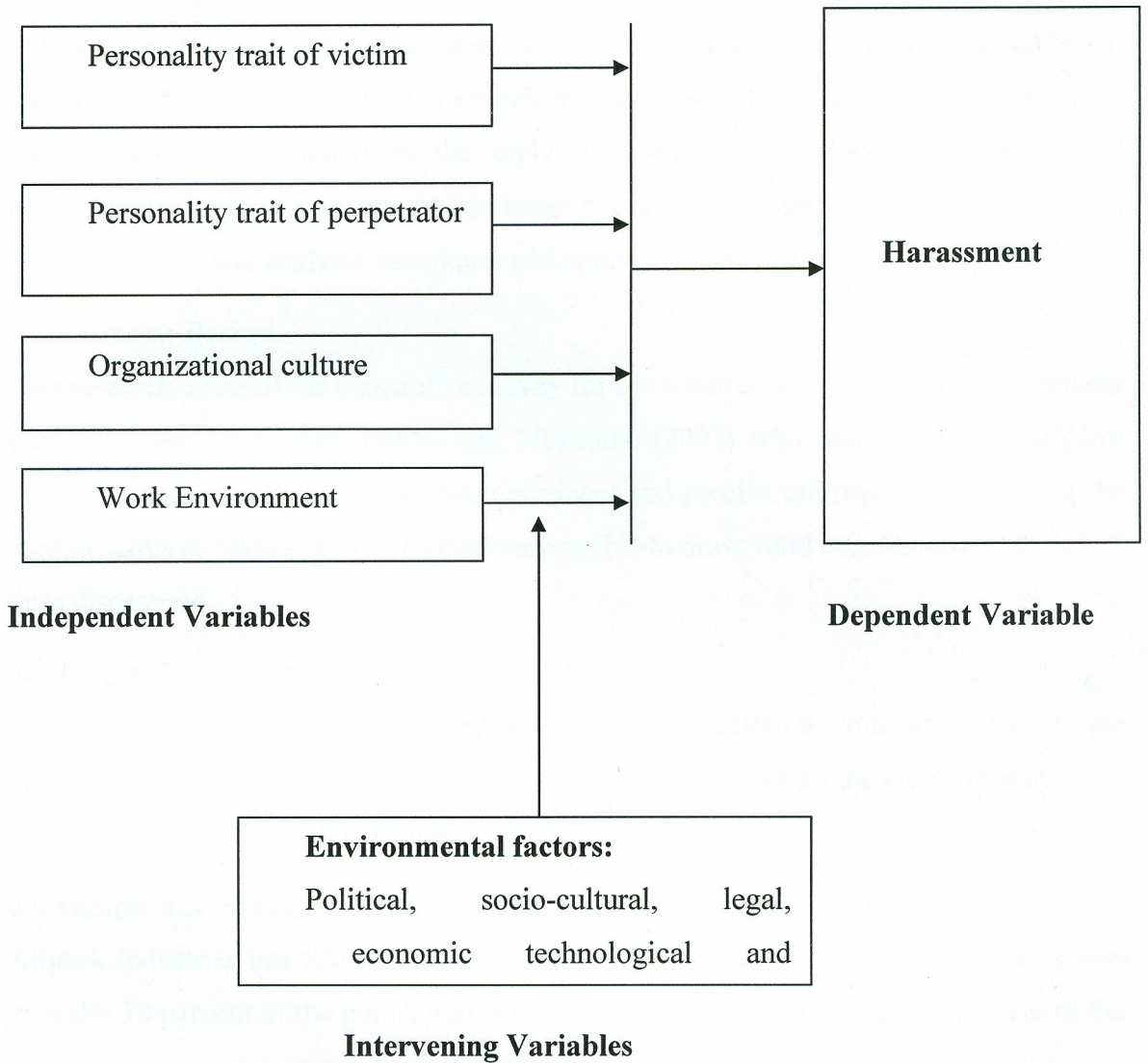
In Norway, the work environment act includes a general ban on harassment at work, yet many targets have found it difficult to receive the support of the court in cases of alleged exposure to harassment. However, in 2004, the prime minister of Norway announced a national strategy to prevent harassment at work. Such political statements and efforts, combined with the general awareness that they create, may of course affect how organizations and third parties react to cases of harassment, as well as the behavior of potential perpetrators and the reactions and behaviors of targets. However, in many countries, harassment is still taboo, making it difficult for targets to raise their voices and complain about their treatment.

2.3.4 Conclusion

The aim of this empirical review of the literature has been to present an overview of theoretical and empirical contributions to the field of research on harassment in the workplace. The understanding of this problem will in turn help to contribute to the prevention and constructive management of such problems, and to the healing of individual and organizational wounds resulting from such episodes.

2.4: The Conceptual Framework

Figure 2.3: Conceptual Framework



Source: Researcher (2011)

In this conceptual framework, harassment behavior is influenced by the personality trait of both the victim and the perpetrator, organizational culture and the work environment. However, there are factors that are beyond the control of the researcher and in a way influence harassment at workplaces. These factors are basically environmental and they include the political, legal, technological, economic, geographical and socio-cultural issues.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the researcher presents methodologies through which data was collected and analyzed so as to answer the research questions and attain the set objectives. These methodologies were guided by the study objectives. The sub sections were geared towards describing the research design, target population, sampling, research instruments, data collection, data analysis techniques and research questionnaire.

3.2 Research Design

This research adopted the descriptive survey for the research design. This is in agreement with the views of Kothari (2004) and Mugenda, (2003) who contend that descriptive research studies are designed to obtain pertinent and precise information concerning the current status of phenomena and whatever possible to draw valid conclusions from the facts discovered.

3.3 Target Population

Brinker (1988) defines target population as a large population from which the sample population is selected. The target population of this study were all the employees of Allpack Industries Ltd who are 400 in total.

3.4 Sample and Sampling Procedure

Allpack Industries has 400 employees and this study considered 120 of them which was virtually 30 percent of the population. Kombo et al (2006) specifies that 30 percent of the population is representative, diverse and accessive. The sample population was stratified into senior management, middle level management, factory staff and support staff. Stratified sampling helped to achieve desired representation of various subjects' populations as supported by Mugenda & Mugenda (2003). Thirty employees from each stratum were chosen at random for the study and given the questionnaire to fill.

3.5 Data Collection Instrument and Procedures

This study used both primary and secondary data. Primary data was collected through structured questionnaire. Best and Khan (1991) noted that questionnaire enables the

person administering them to explain the purpose of the study and give meaning of the items that may not be clear. The questionnaire had both open-ended questions and closed-ended questions. The open-ended questions helped to ensure that the respondents were able to put across their views while the closed-ended questions helped to ensure that the respondents focused their answers to the objective of the study. The questionnaires were hand dropped to the respondents at their workstations and collected after five days.

3.6 Data Analysis Techniques

The collected data was analyzed using descriptive statistics where frequencies were determined. The researcher also undertook content analysis by cross checking patterns and themes through analysis of archival material. This was important as it enabled to build up data, extract common ideas and reflect upon them as the research progressed, which was useful in making interpretations and findings.

3.7 Data Presentation Method

The analyzed data was presented in terms of frequency tables, percentages and graphs. This enabled easier interpretation and understanding of the data.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter details the analysis of all the data collected and the presentation of the same in terms of tables, frequencies, percentages and charts, all in the sequence of research questions. The chapter also contains the summary of the data findings.

4.2 Data Analysis and Presentation According to Research Questions

This study was conducted to establish factors influencing harassment at workplace in Allpack Industries Ltd. The specific objectives were to establish to what extent personality trait of the victim, personality trait of the perpetrator, organizational culture and work environment influence harassment in the workplace. The research aimed to answer to the questions to what extent does the personality trait of the victim, personality trait of the perpetrator, organizational culture and work environment influence harassment at the workplace.

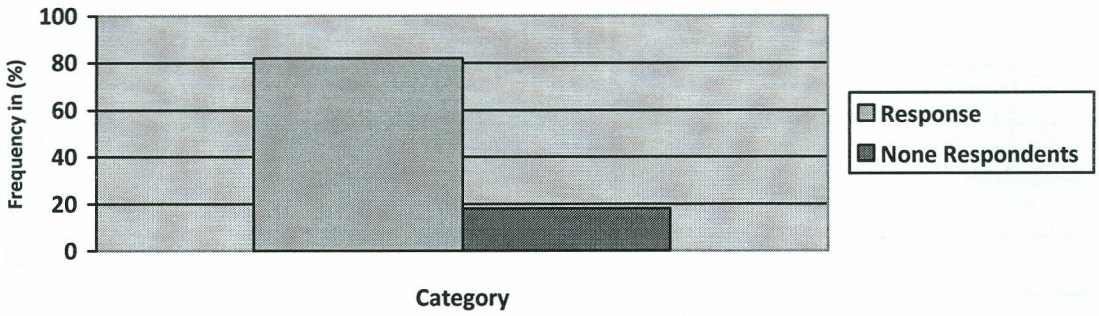
4.2.1 Quantitative Data Analysis

Table 4.2.1: Response Rate

Category	Frequency	Percentage
Response	98	82
None Respondents	22	18
Sample	120	100

Source: Researcher (2011)

Fig. 4.2.1: Response Rate



Source: Researcher (2011)

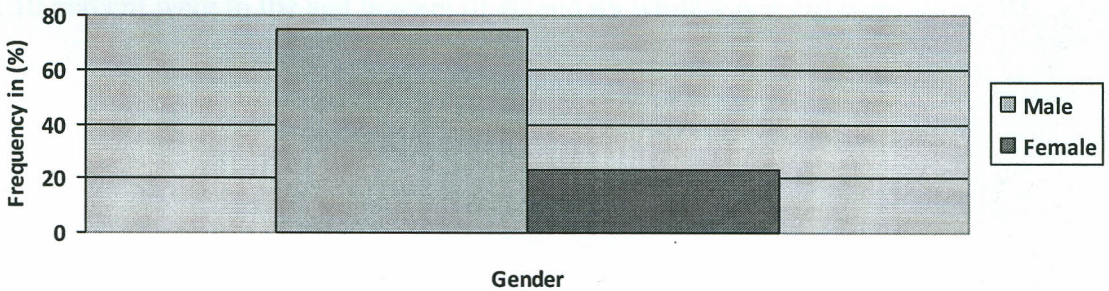
According to Table 4.2.1 and Figure 4.2.1 above, 82 percent of the sample size responded to the questionnaires given while 18 percent did not respond or responded in a manner not worth considerations.

Table 4.2.2: Gender of Respondents

Gender	Frequency	Percentage
Male	75	77
Female	23	23
Total	98	100

Source: Researcher (2011)

Fig.4.2.2: Gender of Respondents



Source: Researcher (2011)

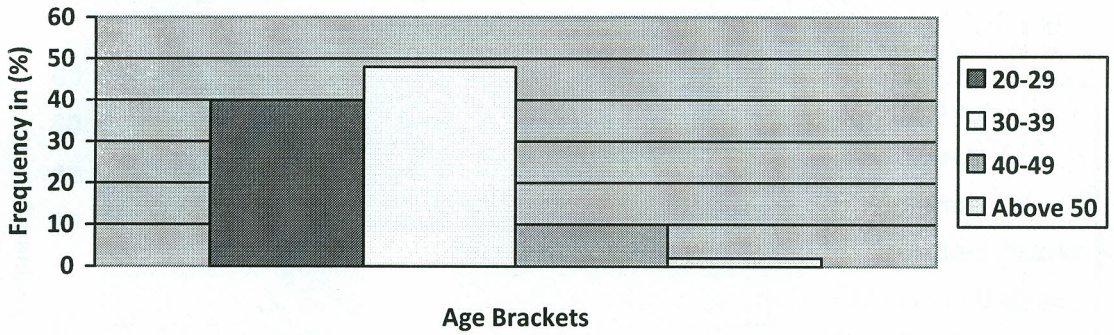
Table 4.2.2 and Figure 4.2.2 above indicate that 77 percent of respondents were male while 23 percent were female.

Table 4.2.3: Age Brackets of Respondents

Age Bracket	Frequency	Percentage
Below 20	Nil	Nil
20-29	39	40
30-39	47	48
40-49	10	10
Above 50	2	2
Total	98	100

Source: Researcher (2011)

Fig. 4.2.3: Age Brackets of Respondents



Source: Researcher (2011)

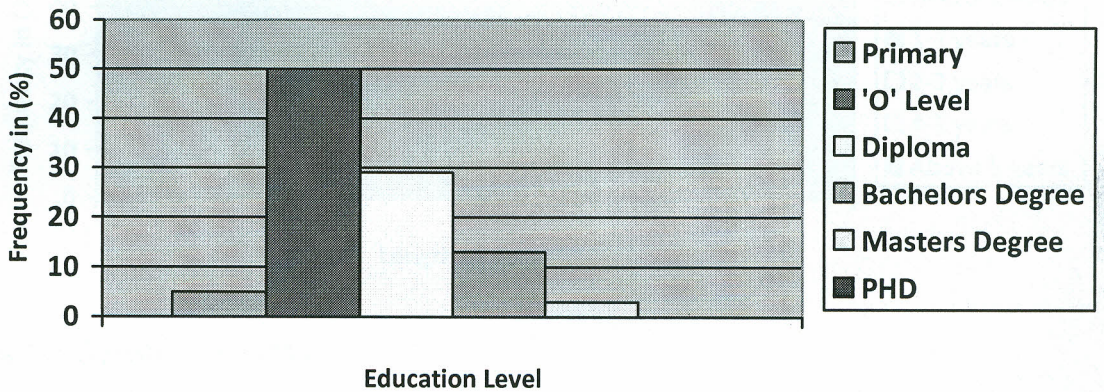
Table 4.2.3 and Figure 4.2.3 above indicate that no Respondent was below the age of 20, 40 percent were in the ages between 20 and 29, 48 percent of them were between 30 and 39, 10 percent were in the age bracket of 40 and 49 while 2 percent were above 50 years.

Table 4.2.4: Highest Education Level of Respondents

Education Level	Frequency	Percentage
Primary	5	5
'O' Level	49	50
Diploma	28	29
Bachelors Degree	13	13
Masters Degree	3	3
PHD	Nil	Nil
Total	98	100

Source: Researcher (2011)

Fig. Table 4.2.4: Highest Education Level of Respondents



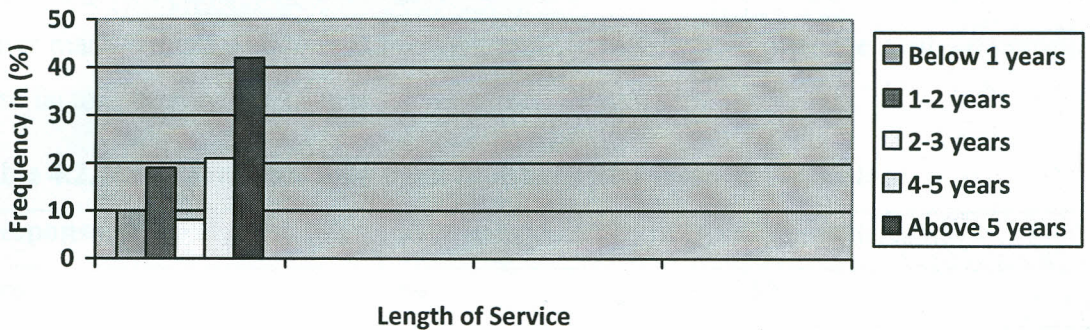
Source: Researcher (2011)

Table 4.2.4 and Figure 4.2.4 above indicate that 5 percent of the respondents have primary education, 50 percent were O level, 29 percent were Diploma level, 13 percent had bachelors degree, 3 percent had masters degree while none of the respondents had PHD.

Table 4.2.5: Length of Service of Respondents

Length of Service	Frequency	Percentage
Below 1 year	10	10
1-2 years	19	19
2-3 years	8	8
4 -5 years	20	21
Above 5 years	41	42
Total	98	100

Source: Researcher (2011)

Fig. 4.2.5: Length of Service of Respondents

Source: Researcher (2011)

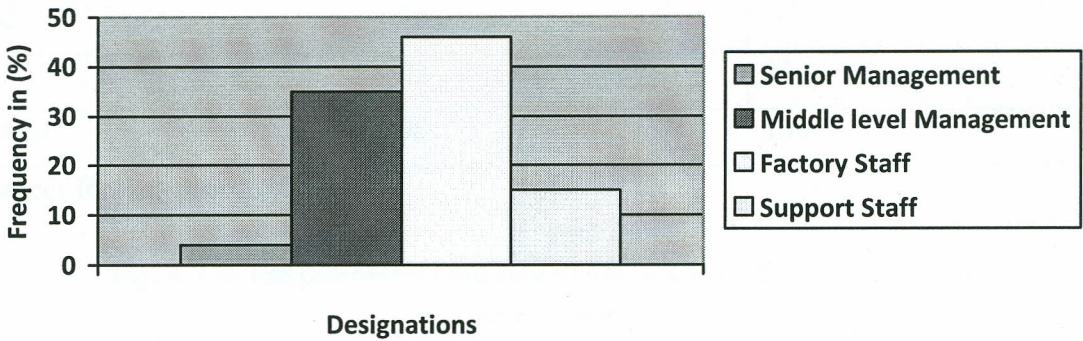
According Table 4.2.5 and Figure 4.2.5 above, 10 percent of the respondents had worked with Allpack for less than 1 year, 19 percent for 1-2 years, 8 percent for 2-3 years, 21 percent had worked for 4-5 years while 42 percent had worked for above 5 years.

Table 4.2.6: Designation of Respondents

Designation of Respondents	Frequency	Percentage
Senior Management	4	4
Middle level management	34	35
Factory Staff	45	46
Support Staff	15	15
Total	98	100

Source: Researcher (2011)

Fig. 4.2.6: Designation of Respondents



Source: Researcher (2011)

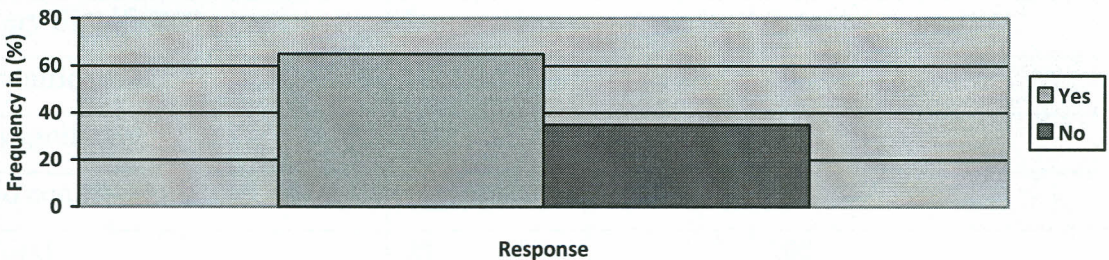
According to Table 4.2.6 and Figure 4.2.6 above, 4 percent of the respondents were in senior management positions, 35 percent were in middle level management, 46 percent were factory staff while 15 percent were support staff.

Table 4.2.7: Respondents who have ever been Harassed at workplace

Response	Frequency	Percentage
Yes	64	65
No	34	35
Total	98	100

Source: Researcher (2011)

Fig. 4.2.7: Respondents who have ever been Harassed at workplace



Source: Researcher (2011)

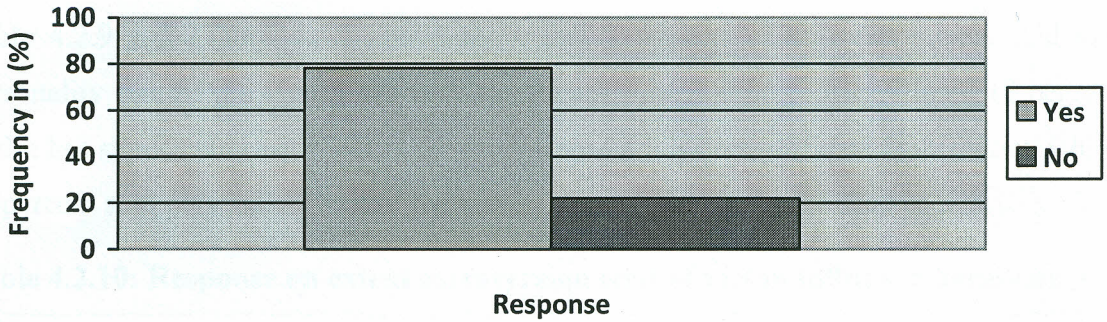
Table 4.2.7 and Figure 4.2.7 above indicate that 65 percent of the respondents have been harassed while 35 percent have never been harassed at their workplace.

Table 4.2.8: Respondents who have ever witnessed Harassment at workplace

Response	Frequency	Percentage
Yes	76	78
No	22	22
Total	98	100

Source: Researcher (2011)

Fig. 4.2.8: Respondents who have ever witnessed Harassment at workplace



Source: Researcher (2011)

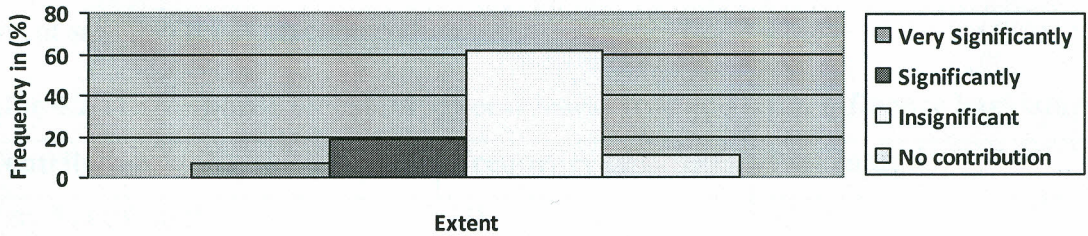
Table 4.2.8 and Figure 4.2.8 above indicate that 78 percent of the respondents have witnessed harassment while 22 percent have never witnessed harassment at workplace.

Table 4.2.9: The extent personality trait of the victim influence harassment

Extent	Frequency	Percentage
Very Significantly	7	7
Significantly	19	19
Insignificant	61	61
No contribution	11	11
Total	98	100

Source: Researcher (2011)

Fig. 4.2.9: The extent personality traits of the victim influence harassment



Source: Researcher (2011)

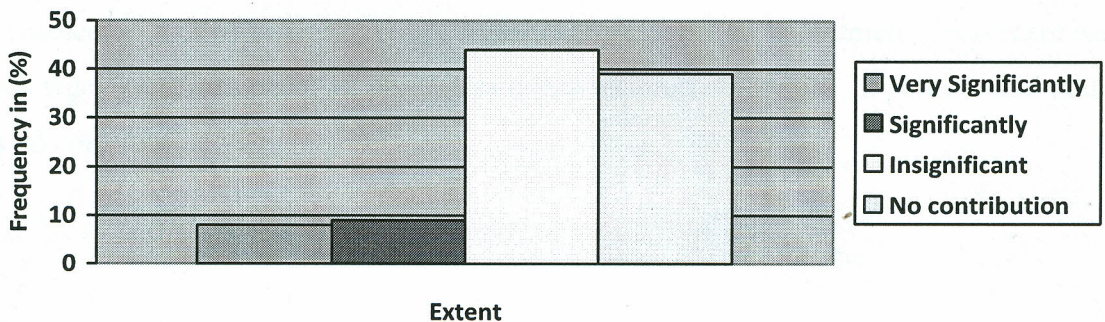
Table 4.2.9 and Figure 4.2.9 above show that 7 percent of the respondents said that personality trait of the victim has very significant contribution to harassment, 19 percent said it has significant contribution, 61 percent said it has no significant contribution while 11 percent said personality trait of the victim has no contribution to harassment.

Table 4.2.10: Response on extent extraversion trait of victim influence harassment

Extent	Frequency	Percentage
Very Significantly	8	8
Significantly	9	9
Insignificant	43	44
No contribution	38	39
Total	98	100

Source: Researcher (2011)

Fig. 4.2.10: Response on extent extraversion trait of victim influence harassment



Source: Researcher (2011)

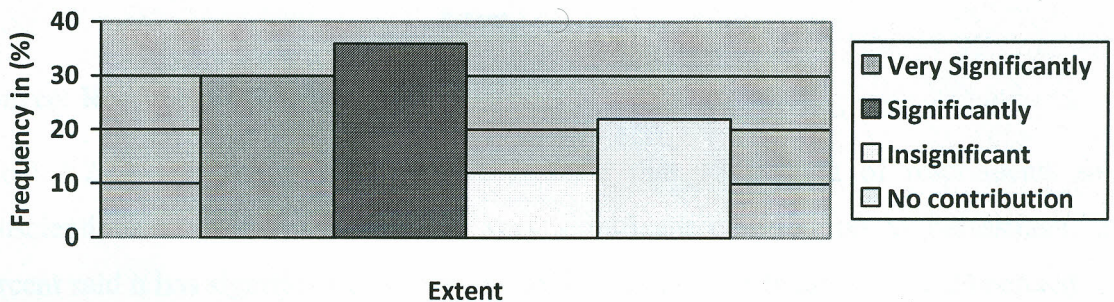
According to table 4.2.10 and figure 4.2.10 above, 8 percent of the respondents indicated that extraversion trait of victim has very significant influence to harassment, 9 percent indicated it has significant influence, 44 percent indicated that it is insignificant while 39 percent said that it has no contribution.

Table 4.2.11: Response on extent agreeableness trait of victim influence harassment

Contribution	Frequency	Percentage
Very Significantly	29	30
Significantly	35	36
Insignificant	12	12
No contribution	22	22
Total	98	100

Source: Researcher (2011)

Fig. 4.2.11: Response on extent agreeableness trait of victim influence harassment



Source: Researcher (2011)

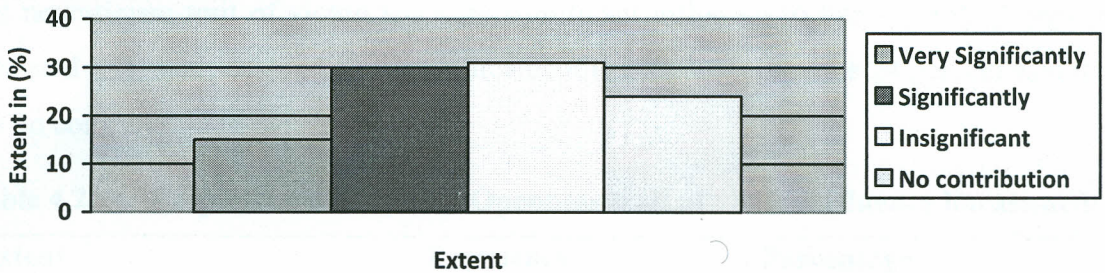
Table 4.2.11 and figure 4.2.11 above indicate that 30 percent of respondents said agreeableness trait of victim has very significant influence to harassment, 36 percent said it has significant influence, 12 percent said it is insignificant while 22 percent said that it has no contribution.

Table 4.2.12: Response on extent Conscientiousness of victim influence harassment

Extent	Frequency	Percentage
Very Significantly	15	15
Significantly	29	30
Insignificant	30	31
No contribution	24	24
Total	98	100

Source: Researcher (2011)

Fig. 4.2.12: Response on extent Conscientiousness of victim influence harassment



Source: Researcher (2011)

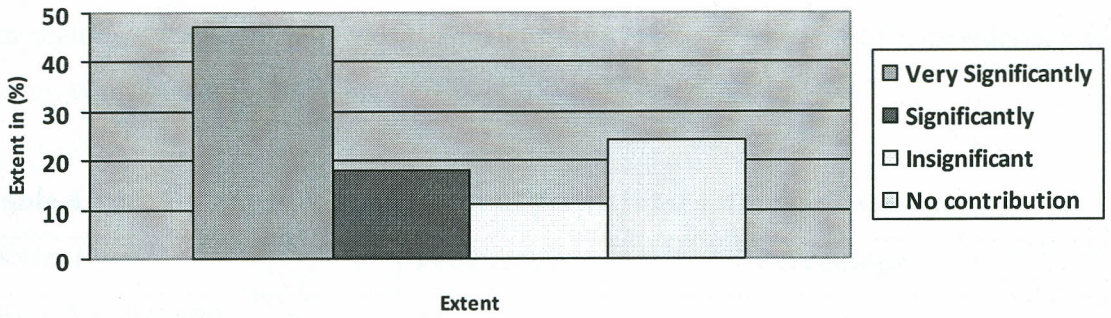
Table 4.2.11 and figure 4.2.11 above indicate that 15 percent of respondents said conscientiousness trait of victim has very significant contribution to harassment, 30 percent said it has significance, 31 percent said it has no significance while 24 percent said it has no contribution to harassment.

Table 4.2.13: Response on extent Neuroticism trait of victim influence harassment

Extent	Frequency	Percentage
Very Significantly	46	47
Significantly	18	18
Insignificant	11	11
No contribution	23	24
Total	98	100

Source: Researcher (2011)

Fig. 4.2.13: Response on extent Neuroticism trait of victim influence harassment



Source: Researcher (2011)

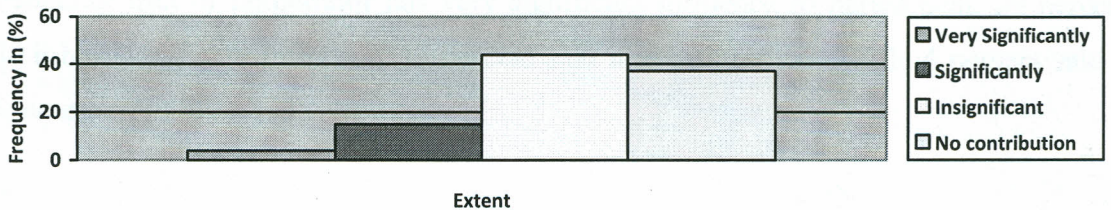
Table 4.2.13 and figure 4.2.13 above indicate that 47 percent of respondents indicated that neuroticism trait of victim has very significant influence to harassment, 18 percent indicated it is significant, 11 percent indicated it is insignificant while 24 percent said it has no contribution to harassment.

Table 4.2.14: Response on the extent Openness trait of victim influence harassment

Extent	Frequency	Percentage
Very Significantly	4	4
Significantly	15	15
Insignificant	43	44
No contribution	36	37
Total	98	100

Source: Researcher (2011)

Fig. 4.2.14: Response on the extent Openness trait of victim influence harassment



Source: Researcher (2011)

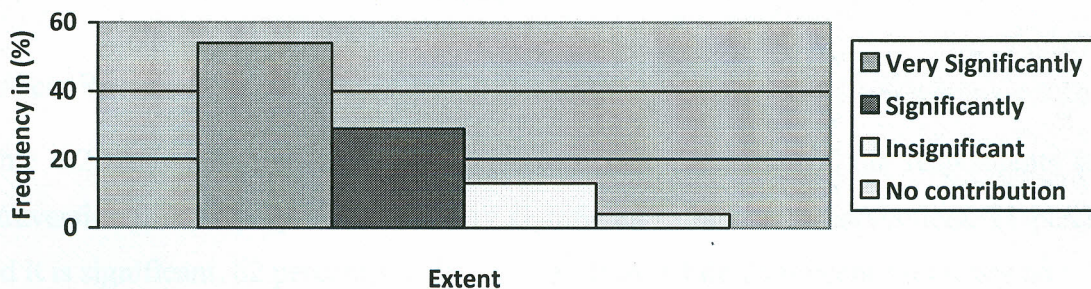
According to table 4.2.14 and figure 4.2.14 above, 4 percent of respondents indicated openness trait of victim has very significant influence to harassment, 15 percent said it has significant, 44 percent said it is insignificant while 37 percent of respondents said it has no contribution.

Table 4.2.15: Extent personality trait of perpetrator influence harassment

Extent	Frequency	Percentage
Very Significantly	53	54
Significantly	28	29
Insignificant	13	13
No contribution	4	4
Sample	98	100

Source: Researcher (2011)

Fig. 4.2.15: Extent perpetrator's personality trait influence harassment



Source: Researcher (2011)

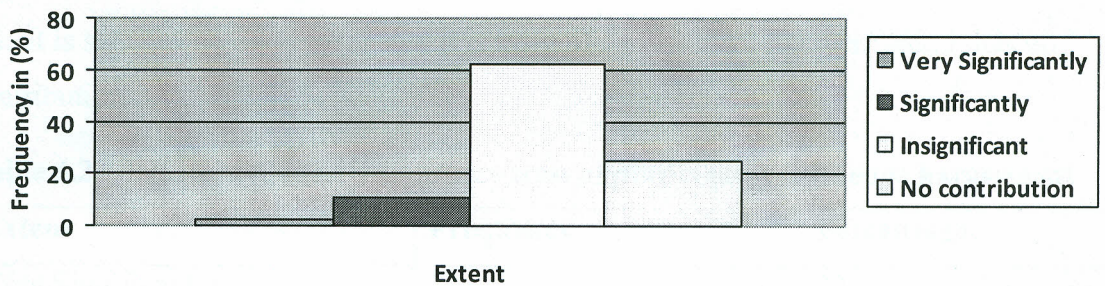
Table 4.2.15 and figure 4.2.15 above indicate that 54 percent of respondents said personality trait of perpetrator has very significant influence to harassment, 29 percent said it has significant influence, 13 percent said it is insignificant while 4 percent said it has no contribution.

Table 4.2.16: Extent Extraversion trait of perpetrator influence harassment

Extent	Frequency	Percentage
Very Significantly	2	2
Significantly	11	11
Insignificant	61	62
No contribution	24	25
Total	98	100

Source: Researcher (2011)

Fig. 4.2.16: Extent perpetrator’s Extraversion trait influence harassment



Source: Researcher (2011)

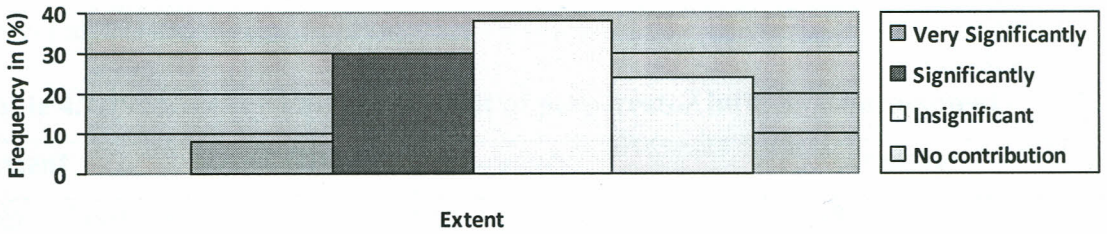
Table 4.2.16 and figure 4.2.16 above indicate that 2 percent of the respondents said extraversion trait of perpetrator has very significant influence to harassment, 11 percent said it is significant, 62 percent said it is insignificant while 25 percent said it has no contribution.

Table 4.2.17: Extent Agreeableness trait of perpetrator influence harassment

Extent	Frequency	Percentage
Very Significantly	8	8
Significantly	29	30
Insignificant	37	38
No contribution	24	24
Total	98	100

Source: Researcher (2011)

Fig. 4.2.17: Extent Agreeableness trait of perpetrator influence harassment



Source: Researcher (2011)

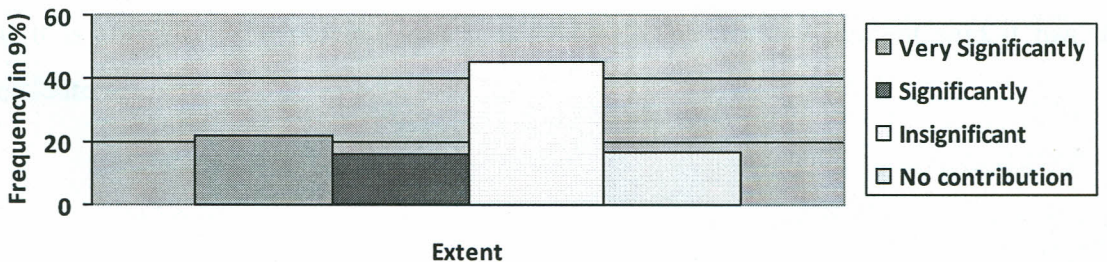
Table 4.2.17 and figure 4.2.17 above show that 8 percent of respondents said agreeableness trait of perpetrator has very significant influence to harassment, 30 percent said it is significant, 38 percent said it is insignificant while 24 percent said it has no contribution.

Table 4.2.18: Extent Conscientiousness trait of perpetrator influence harassment

Extent	Frequency	Percentage
Very Significantly	21	22
Significantly	16	16
Insignificant	44	45
No contribution	17	17
Total	98	100

Source: Researcher (2011)

Fig. 4.2.18: Extent Conscientiousness trait of perpetrator influence harassment



Source: Researcher (2011)

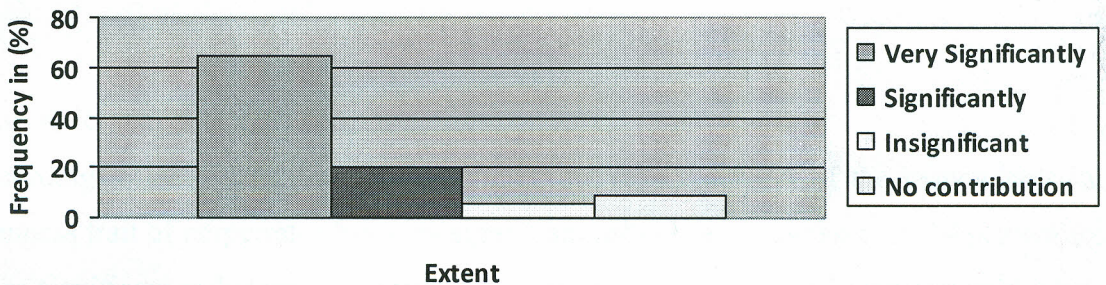
According to table 4.2.18 and figure 4.2.18 above, 22 percent of the respondents said conscientiousness trait of perpetrator has very significant influence on harassment, 16 percent said it has significant influence, 45 percent said it is insignificant while 17 percent said it has no contribution.

Table 4.2.19: Extent Neuroticism trait of perpetrator influence harassment

Extent	Frequency	Percentage
Very Significantly	64	65
Significantly	19	20
Insignificant	6	6
No contribution	9	9
Total	98	100

Source: Researcher (2011)

Fig. 4.2.19: Extent Neuroticism trait of perpetrator influence harassment



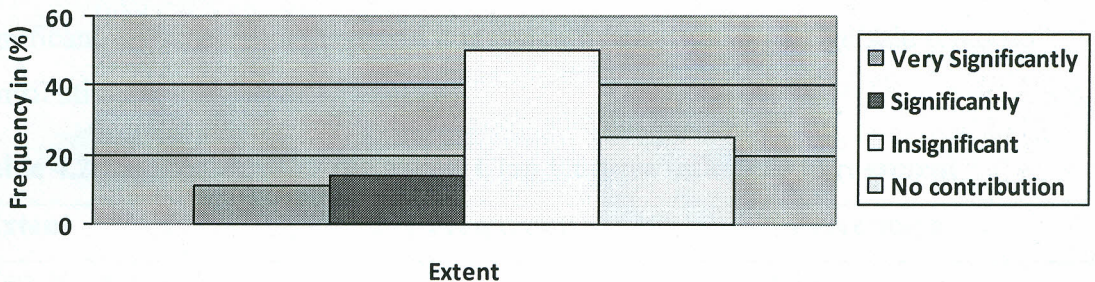
Source: Researcher (2011)

Table 4.2.19 and figure 4.2.19 above show that 65 percent of respondents indicated that neuroticisms trait of perpetrator has very significant influence to harassment, 20 percent said it is significant, 6 percent said it is insignificant while 9 percent said it has no contribution.

Table 4.2.20: Extent Openness trait of perpetrator influence harassment

Extent	Frequency	Percentage
Very Significantly	11	11
Significantly	14	14
Insignificant	49	50
No contribution	24	25
Total	98	100

Source: Researcher (2011)

Fig. 4.2.20: Extent Openness trait of perpetrator influence harassment

Source: Researcher (2011)

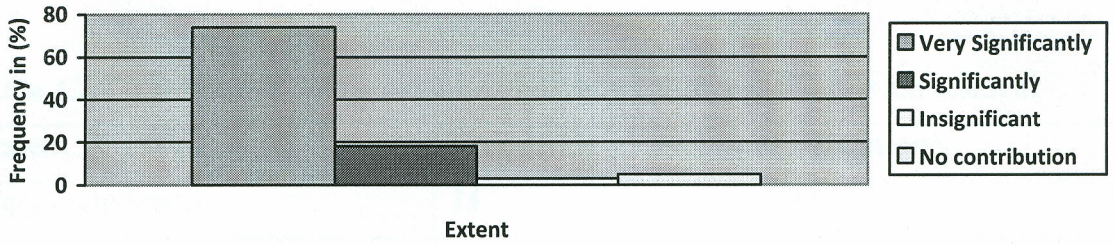
According to table 4.2.20 and figure 4.2.20 above, 11 percent of the respondents said openness trait of perpetrator has very significant influence on harassment, 14 percent said it has significant influence, 50 percent said it is insignificant while 25 percent said it has no contribution.

Table 4.2.21: Response on the extent organizational culture influence harassment

Extent	Frequency	Percentage
Very Significantly	72	74
Significantly	18	18
Insignificant	3	3
No contribution	5	5
Total	98	100

Source: Researcher (2011)

Fig. 4.2.21: Response on the extent organizational culture influence harassment



Source: Researcher (2011)

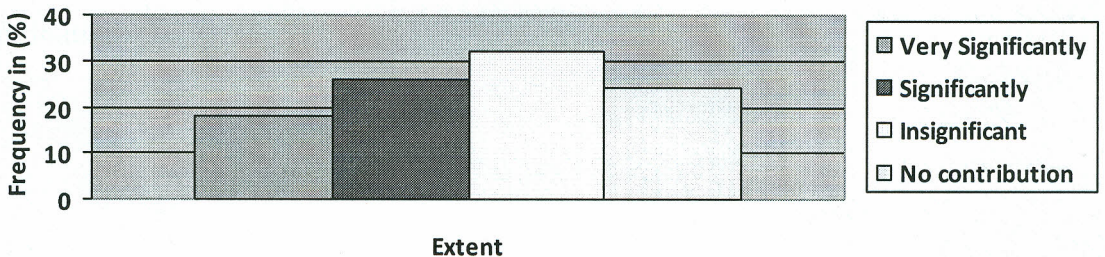
Table 4.2.21 and figure 4.2.21 above indicate that 74 percent of respondents said organizational culture has very significant influence to harassment, 18 percent said it has significant influence, 3 percent said it is insignificant while 5 percent said it has no contribution.

Table 4.2.22: Response on the extent Clan Culture influence harassment

Extent	Frequency	Percentage
Very Significantly	18	18
Significantly	25	26
Insignificant	31	32
No contribution	24	24
Total	98	100

Source: Researcher (2011)

Fig. 4.2.22: Response on the extent Clan Culture influence harassment



Source: Researcher (2011)

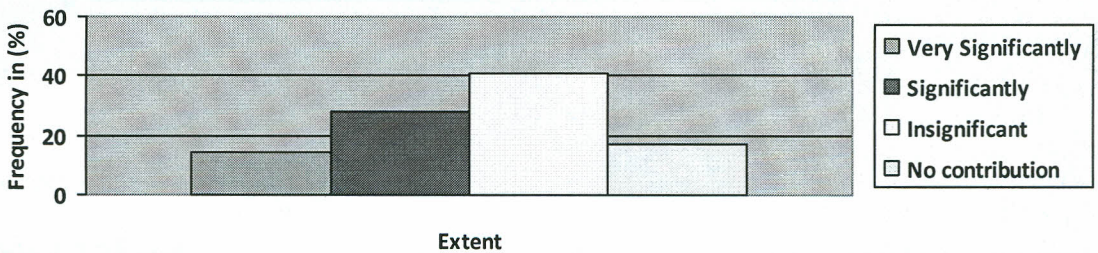
Table 4.2.22 and figure 4.2.22 above indicate that 18 percent of respondents said clan culture has very significant influence to harassment, 26 percent said it has significant influence, 32 percent said it is insignificant while 24 percent said it has no contribution.

Table 4.2.23: Response on the extent Adhocracy Culture influence harassment

Extent	Frequency	Percentage
Very Significantly	14	14
Significantly	27	28
Insignificant	40	41
No contribution	17	17
Total	98	100

Source: Researcher (2011)

Fig. 4.2.23: Response on the extent Adhocracy Culture influence harassment



Source: Researcher (2011)

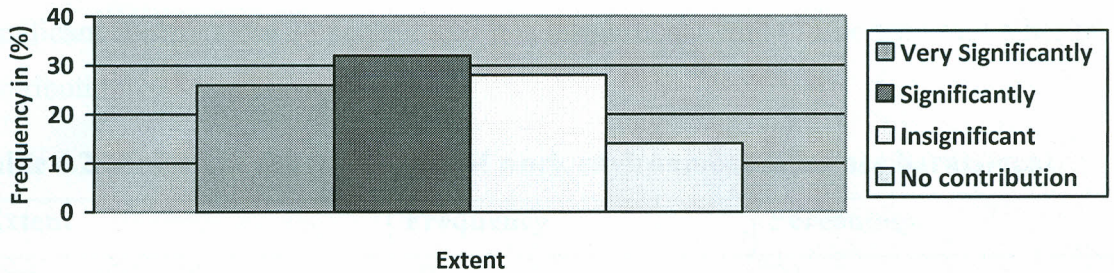
Table 4.2.23 and figure 4.2.23 above indicates that 14 percent of respondents said adhocracy culture has very significant contribution to harassment 28 percent said it has significant contribution, 41 percent said it is insignificant while 17 percent said it has no contribution.

Table 4.2.24: Response on the extent Market Culture influence harassment

Extent	Frequency	Percentage
Very Significantly	26	26
Significantly	31	32
Insignificant	27	28
No contribution	14	14
Total	98	100

Source: Researcher (2011)

Fig. 4.2.24: Response on the extent Market Culture influence harassment



Source: Researcher (2011)

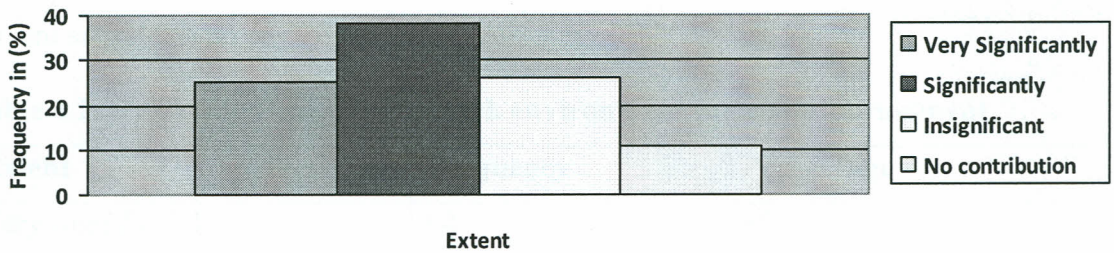
Table 4.2.24 and figure 4.2.24 above indicate that 26 percent of respondents said market culture has very significant contribution to harassment 32 percent said it has significant contribution, 28 percent said it is insignificant while 14 percent said it has no contribution.

Table 4.2.25: Response on the extent Hierarchy Culture influence harassment

Extent	Frequency	Percentage
Very Significantly	25	25
Significantly	37	38
Insignificant	25	26
No contribution	11	11
Total	98	100

Source: Researcher (2011)

Fig. 4.2.25: Response on the extent Hierarchy Culture influence harassment



Source: Researcher (2011)

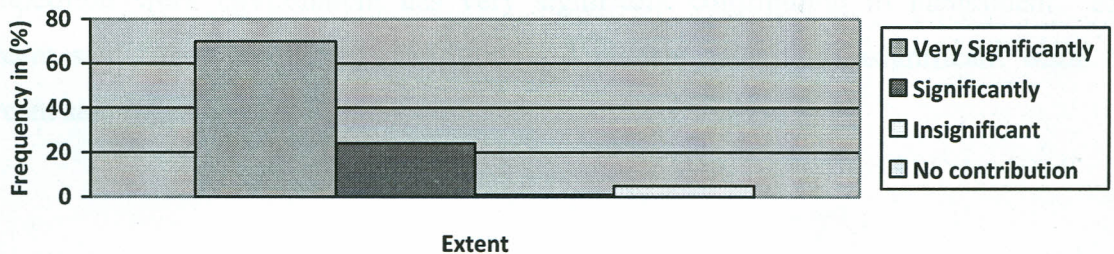
Table 4.2.25 and figure 4.2.25 above indicate that 25 percent of respondents said hierarchy culture has very significant contribution to harassment 38 percent said it has significant contribution, 26 percent said it is insignificant while 11 percent said it has no contribution.

Table 4.2.26: Extent characteristics of work environment influence harassment

Extent	Frequency	Percentage
Very Significantly	69	70
Significantly	23	24
Insignificant	1	1
No contribution	5	5
Sample	98	100

Source: Researcher (2011)

Fig. 4.2.26: Extent characteristics of work environment influence harassment



Source: Researcher (2011)

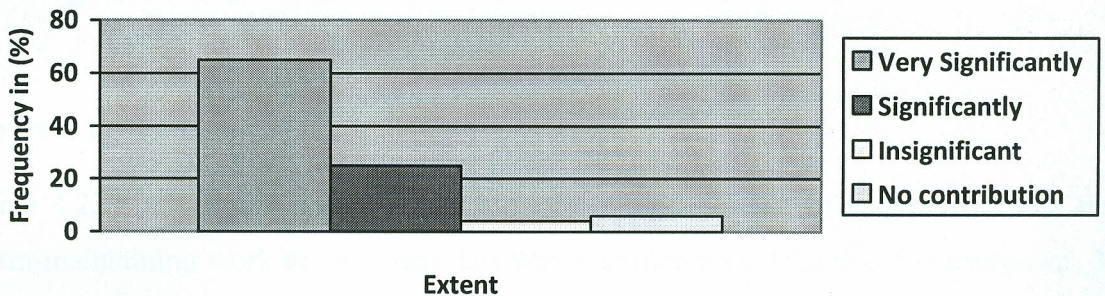
Table 4.2.26 and figure 4.2.26 above indicate that 70 percent of respondents said characteristics of work environment has very significant contribution to harassment 24 percent said it has significant contribution, 1 percent said it is insignificant while 5 percent said it has no contribution.

Table 4.2.27: Extent Competition work environment influence harassment

Extent	Frequency	Percentage
Very Significantly	64	65
Significantly	24	25
Insignificant	4	4
No contribution	6	6
Total	98	100

Source: Researcher (2011)

Fig. 4.2.27: Extent Competition work environment influence harassment



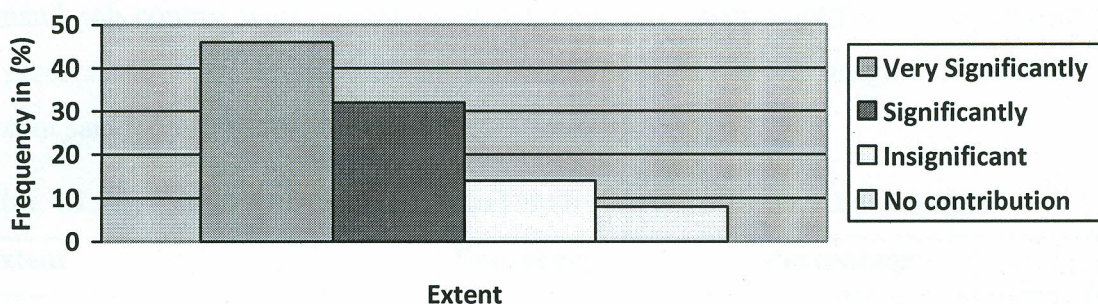
Source: Researcher (2011)

Table 4.2.27 and figure 4.2.27 above indicate that 65 percent of respondents said competition work environment has very significant contribution to harassment 25 percent said it has significant contribution, 4 percent said it is insignificant while 6 percent said it has no contribution.

Table 4.2.28: Extent Norm-maintaining work environment influence harassment

Extent	Frequency	Percentage
Very Significantly	45	46
Significantly	31	32
Insignificant	14	14
No contribution	8	8
Total	98	100

Source: Researcher (2011)

Fig. 4.2.28: Extent Norm-maintaining work environment influence harassment

Source: Researcher (2011)

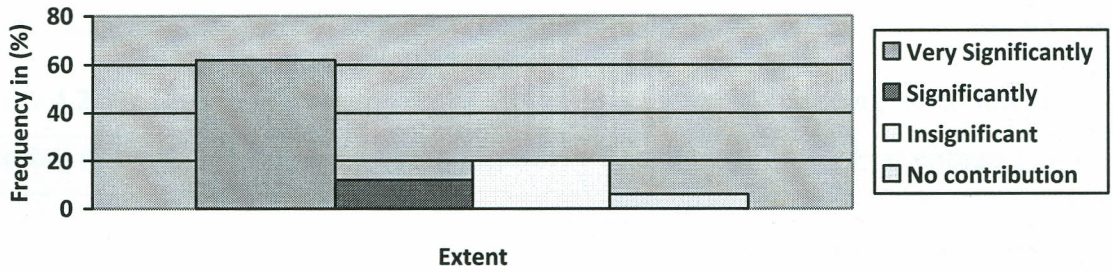
Table 4.2.28 and figure 4.2.28 above indicate that 46 percent of respondents said that norm-maintaining work environment has very significant contribution to harassment 32 percent said it has significant contribution, 14 percent said it is insignificant while 8 percent said it has no contribution.

Table 4.2.29: Extent Job-Demand-Job Control environment influence harassment

Extent	Frequency	Percentage
Very Significantly	61	62
Significantly	12	12
Insignificant	19	20
No contribution	6	6
Total	98	100

Source: Researcher (2011)

Fig. 4.2.29: Extent Job-Demand-Job Control environment influence harassment



Source: Researcher (2011)

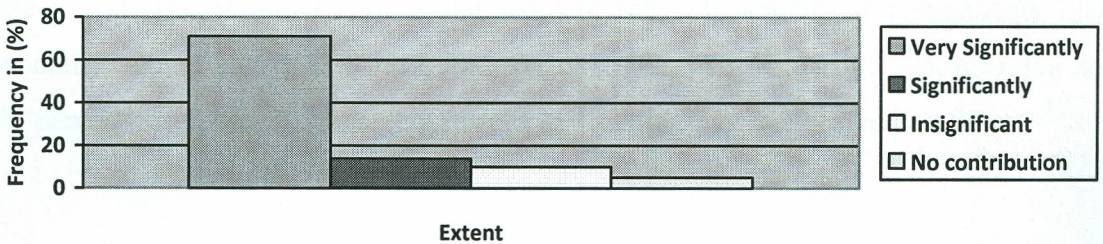
Table 4.2.29 and figure 4.2.29 above indicate that 62 percent of respondents said that job-demand–job control work environment has very significant contribution to harassment 12 percent said it has significant contribution, 20 percent said it is insignificant while 6 percent said it has no contribution.

Table 4.2.30: Extent Poor interpersonal environment influence harassment

Extent	Frequency	Percentage
Very Significantly	69	71
Significantly	14	14
Insignificant	10	10
No contribution	5	5
Total	98	100

Source: Researcher (2011)

Fig.4.2.30: Extent Poor interpersonal environment influence harassment



Source: Researcher (2011)

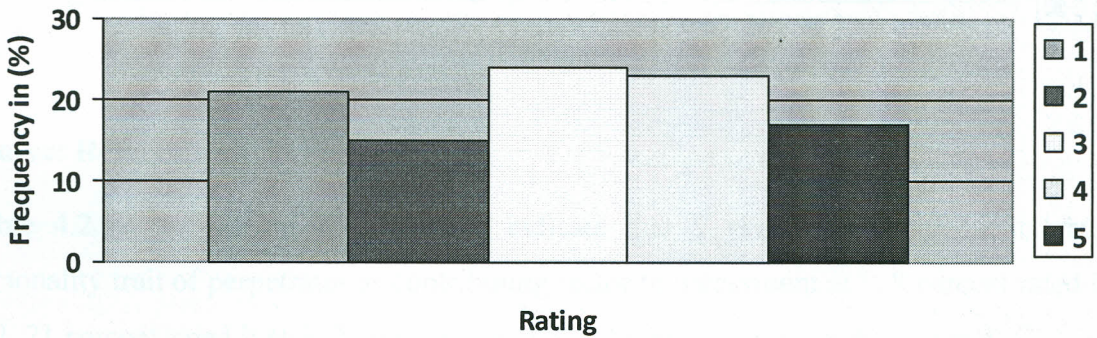
Table 4.2.30 and figure 4.2.30 above indicate that 71 percent of respondents said that poor interpersonal relationships work environment has very significant contribution to harassment 14 percent said it has significant contribution, 10 percent said it is insignificant while 5 percent said it has no contribution.

Table 4.2.31: Rating of Personality of victim as a factor influencing harassment

Rating (1 being lowest and 5 being highest)	Frequency	Percentage
1	21	21
2	15	15
3	23	24
4	22	23
5	17	17
Total	98	100

Source: Researcher (2011)

Fig. 4.2.31: Rating of Personality of victim as a factor influencing harassment



Source: Researcher (2011)

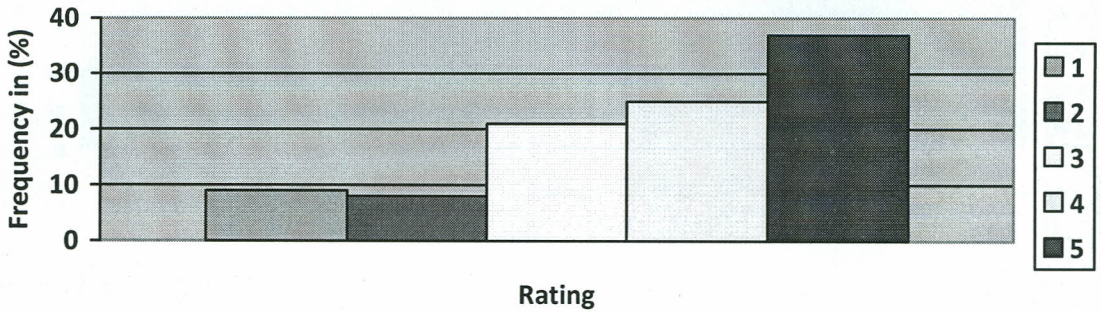
Table 4.2.31 and figure 4.2.31 above indicate that 21 percent of respondents rated personality trait of victim as contributing factor to harassment at 1, 15 percent rated it at 2, 24 percent rated it at 3, 23 percent rated it at 4 while 17 percent rated it at 5.

Table 4.2.32: Rating of Personality of perpetrator as influencing harassment

Rating (1 being lowest and 5 being highest)	Frequency	Percentage
1	9	9
2	8	8
3	21	21
4	24	25
5	36	37
Total	98	100

Source: Researcher (2011)

Fig. 4.2.32: Rating of Personality of perpetrator as influencing harassment



Source: Researcher (2011)

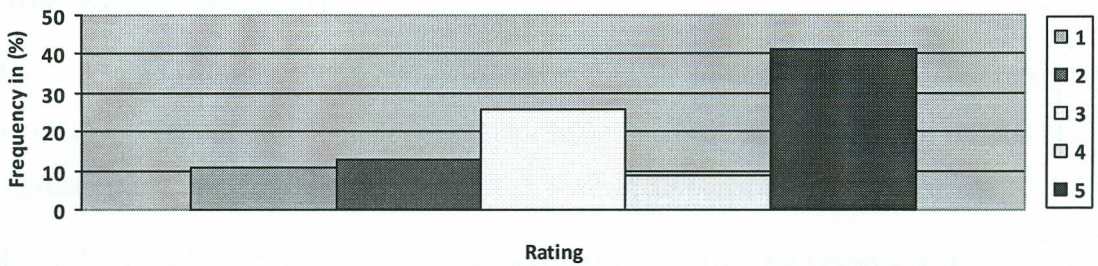
Table 4.2.32 and figure 4.2.32 above indicate that 9 percent of respondents rated personality trait of perpetrator as contributing factor to harassment at 1, 8 percent rated it at 2, 21 percent rated it at 3, 25 percent rated it at 4 while 37 percent rated it at 5.

Table 4.2.33: Rating of Organizational culture as influencing harassment

Rating (1 being lowest and 5 being highest)	Frequency	Percentage
1	11	11
2	13	13
3	25	26
4	9	9
5	40	41
Sample	98	100

Source: Researcher (2011)

Fig. 4.2.33: Rating of Organizational culture as influencing harassment



Source: Researcher (2011)

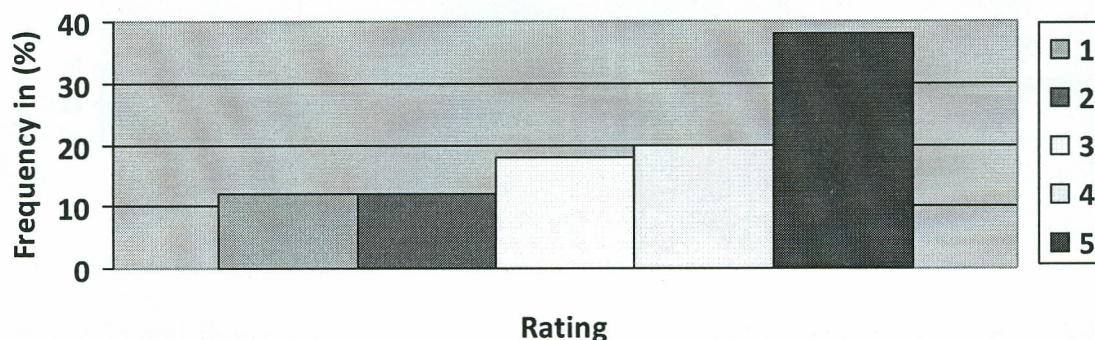
Table 4.2.33 and figure 4.2.33 above indicate that 11 percent of respondents rated type of organizational culture as a contributing factor to harassment at 1, 13 percent rated it at 2, 26 percent rated it at 3, 9 percent rated it at 4 while 41 percent rated it at 5.

Table 4.2.34: Rating of Work environment as a factor influencing harassment

Rating (1 being lowest and 5 being highest)	Frequency	Percentage
1	12	12
2	12	12
3	18	18
4	19	20
5	37	38
Sample	98	100

Source: Researcher (2011)

Fig. 4.2.34: Rating of Work environment as a factor influencing harassment



Source: Researcher (2011)

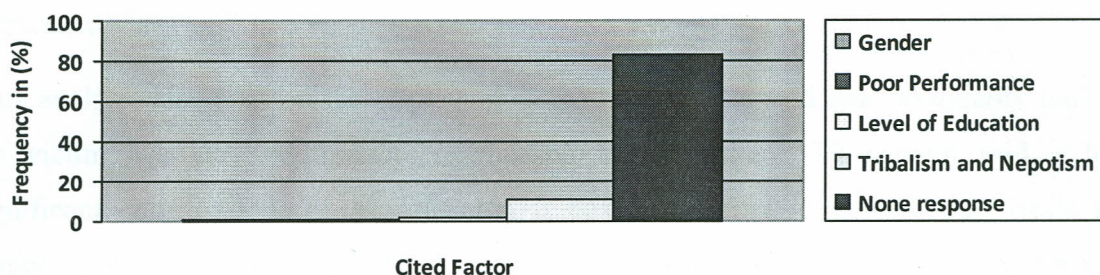
Table 4.2.34 and figure 4.2.34 above indicates that 12 percent of respondents rated type of work environment as a contributing factor to harassment at 1, 12 percent rated it at 2, 18 percent rated it at 3, 20 percent rated it at 4 while 38 percent rated it at 5.

Table 4.2.35: Other factors influencing harassment stated by respondents

Other factor	Frequency	Percentage
Gender	1	1
Poor Performance	1	1
Level of Education	2	2
Tribalism and Nepotism	11	11
None response	83	83
Total	98	100

Source: Researcher (2011)

Fig. 4.2.35: Other factors influencing harassment stated by respondents



Source: Researcher (2011)

Table 4.2.35 and figure 4.2.35 above indicate that 1 percent of respondents cited gender as another factor influencing harassment but was not included in the Researcher’s questionnaire, 1 percent cited poor performance, 2 percent cited level of education, 11 percent cited tribalism and nepotism while 83 percent did not cite any other additional factor as influencing harassment.

4.3 Summary of Data Analysis

From data analysis, 82 percent of the sample size responded to the questionnaires given while 18 percent did not respond or responded in a manner not worth considerations. In addition, 77 percent of respondents were male while 23 percent were female. In terms of age, none of the Respondents was below the age of 20, 40 percent were in the ages between 20 and 29, 48 percent of them were between 30 and 39, 10 percent were in the age bracket of 40 and 49 while 2 percent were above 50 years. Also, 5 percent of the respondents had primary education, 50 percent were O level, 29 percent were Diploma level, 13 percent had bachelors degree, 3 percent had masters degree while none of the respondents had PHD. On the other hand, in terms of length of service, 10 percent of the respondents had worked with Allpack for less than 1 year, 19 percent for 1-2 years, 8 percent for 2-3 years, 21 percent had worked for 4-5 years while 42 percent had worked for above 5 years. In terms of job designations, 4 percent of the respondents were senior management, 35 percent were in middle level management, 46 percent were factory staff while 15 percent were support staff. In addition, 65 percent of the respondents indicated that they had been harassed while 35 percent indicated that they had never been harassed

at their workplace. On the other hand, 78 percent of the respondents said that they had witnessed harassment while 22 percent said that they had never witnessed harassment at workplace.

Data analysis also showed that 7 percent of the respondents said that personality trait of the victim has very significant contribution to harassment, 19 percent said it has significant contribution, 61 percent said it has no significant contribution while 11 percent said personality trait of the victim has no contribution to harassment. In terms of personality traits of the victim, 8 percent of the respondents indicated that extraversion trait of victim has very significant influence to harassment, 9 percent indicated it has significant influence, 44 percent indicated that it is insignificant while 39 percent said that it has no contribution. Thirty percent of respondents said agreeable trait of victim has very significant influence to harassment, 36 percent said it has significant influence, 12 percent said it is insignificant while 22 percent said that it has no contribution. Also, 15 percent of respondents said conscientiousness trait of victim has very significant contribution to harassment, 30 percent said it has significance, 31 percent said it has no significance while 24 percent said it has no contribution to harassment. In addition, 47 percent of respondents indicated that neuroticism trait of victim has very significant influence to harassment, 18 percent indicated it is significant, 11 percent indicated it is insignificant while 24 percent said it has no contribution to harassment. Four percent of respondents indicated openness trait of victim has very significant influence to harassment, 15 percent said it is significant, 44 percent said it is insignificant while 37 percent of respondents said it has no contribution.

In terms of personality trait of the perpetrator, 54 percent of respondents said personality trait of perpetrator has very significant influence to harassment, 29 percent said it has significant influence, 13 percent said it is insignificant while 4 percent said it has no contribution. In terms of extraversion trait, 2 percent of the respondents said extraversion trait of perpetrator has very significant influence to harassment, 11 percent said it is significant, 62 percent said it is insignificant while 25 percent said it has no contribution. In addition, 8 percent of respondents said agreeableness trait of perpetrator has very significant influence to harassment, 30 percent said it is significant, 38 percent said it is

insignificant while 24 percent said it has no contribution. Also, 22 percent of the respondents said conscientiousness trait of perpetrator has very significant influence on harassment, 16 percent said it has significant influence, 45 percent said it is insignificant while 17 percent said it has no contribution. Sixty five percent of respondents indicated that neuroticisms trait of perpetrator has very significant influence to harassment, 20 percent said it is significant, 6 percent said it is insignificant while 9 percent said it has no contribution. The data analysis also shows that 11 percent of the respondents said openness trait of perpetrator has very significant influence on harassment, 14 percent said it has significant influence, 50 percent said it is insignificant while 25 percent said it has no contribution.

In terms of influence of organizational culture to harassment, 74 percent of respondents indicated organizational culture has very significant influence to harassment, 18 percent said it has significant influence, 3 percent said it is insignificant while 5 percent said it has no contribution. In terms of type of organizational culture 18 percent of respondents said clan cultures has very significant influence to harassment, 26 percent said it has significant influence, 32 percent said it is insignificant while 24 percent said it has no contribution. On the other hand, 14 percent of respondents said adhocracy culture has very significant contribution to harassment 28 percent said it has significant contribution, 41 percent said it is insignificant while 17 percent said it has no contribution. Also, 26 percent of respondents said market culture has very significant contribution to harassment 32 percent said it has significant contribution, 28 percent said it is insignificant while 14 percent said it has no contribution. Twenty five percent of respondents said hierarchy culture has very significant contribution to harassment 38 percent said it has significant contribution, 26 percent said it is insignificant while 11 percent said it has no contribution.

In terms of characteristics of work environment, 70 percent of respondents said characteristics of work environment has very significant contribution to harassment 24 percent said it has significant contribution, 1 percent said it is insignificant while 5 percent said it has no contribution. In terms of type of work environment, 65 percent of respondents said competition work environment has very significant contribution to

harassment 25 percent said it has significant contribution, 4 percent said it is insignificant while 6 percent said it has no contribution. Also, 46 percent of respondents said that norm-maintaining work environment has very significant contribution to harassment 32 percent said it has significant contribution, 14 percent said it is insignificant while 8 percent said it has no contribution. In addition, 62 percent of respondents said that job-demand–job control work environment has very significant contribution to harassment 12 percent said it has significant contribution, 20 percent said it is insignificant while 6 percent said it has no contribution. The data analysis also showed that 71 percent of respondents said that poor interpersonal relationships work environment has very significant contribution to harassment 14 percent said it has significant contribution, 10 percent said it is insignificant while 5 percent said it has no contribution.

In terms of rating, 1 being the lowest while 5 being the highest, 21 percent of respondents rated personality trait of victim as contributing factor to harassment at 1, 15 percent rated it at 2, 24 percent rated it at 3, 23 percent rated it at 4 while 17 percent rated it at 5. On the other hand 9 percent of respondents rated personality trait of perpetrator as contributing factor to harassment at 1, 8 percent rated it at 2, 21 percent rated it at 3, 25 percent rated it at 4 while 37 percent rated it at 5. In addition, 11 percent of respondents rated type of organizational culture as a contributing factor to harassment at 1, 13 percent rated it at 2, 26 percent rated it at 3, 9 percent rated it at 4 while 41 percent rated it at 5. Twelve percent of respondents rated type of work environment as a contributing factor to harassment at 1, 12 percent rated it at 2, 18 percent rated it at 3, 20 percent rated it at 4 while 38 percent rated it at 5.

In terms of any other additional factor contributing to harassment, 1 percent of respondents cited gender as another factor influencing harassment but was not included in the Researcher's questionnaire, 1 percent cited poor performance, 2 percent cited level of education, 11 percent cited tribalism and nepotism while 83 percent did not cite any other additional factor as influencing harassment.

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter details the summary of the major findings, answers to research questions, conclusions, recommendations and suggestions for further research.

5.2 Summary of Major Findings

Based on data analysis, 7 percent of the respondents said that personality trait of the victim has very significant contribution to harassment, 19 percent said it has significant contribution, 61 percent said it has no significant contribution while 11 percent said it personality trait of the victim has no contribution to harassment. According to the data analysis, neuroticism, agreeableness and conscientiousness personality trait of the victim has the greatness influence to harassment. In terms of their significant influence to harassment, 47 percent of the respondents said neuroticism is very significant, 30 percent said agreeableness is very significant while 15 percent said conscientiousness is very significant. On the other hand, according to data analysis, extraversion and openness personality trait of the victim were the least contributing factor to workplace harassment. Thirty nine percent of the respondents said extraversion has no contribution while 37 percent said openness has no contribution to harassment.

Based on the data analysis, 54 percent of respondents said personality trait of perpetrator has very significant influence to harassment, 29 percent said it has significant influence, 13 percent said it is insignificant while 4 percent said it has no contribution. According to the data analysis, neuroticism and conscientiousness personality traits of perpetrator have the greatest influence to workplace harassment. Sixty five percent of the respondents said neuroticism has very significant influence to harassment while 22 percent of the respondents said conscientiousness has very significant contribution to workplace harassment. On the other hand, according to data analysis, extraversion, openness and agreeable personality traits of the perpetrator has the least influence on workplace harassment. Twenty five percent of respondents said extraversion has no contribution to workplace harassment, 25 percent said openness's has no contribution while 24 percent said agreeableness trait of a perpetrator has no contribution.

Based on data analysis 74 percent of respondents indicated organizational culture has very significant influence to harassment, 18 percent said it has significant influence, 3 percent said it is insignificant while 5 percent said it has no contribution. According to the data analysis, market culture has the greatest influence to harassment with 26 percent of the respondents indicating that it has a very significant contribution to harassment. This was followed by hierarchy culture in which case 25 percent of the respondents indicated that it has a very significant influence to harassment. On the other hand, according to data analysis, clan culture has the least contribution to harassment with 24 percent of the respondents indicating that it has no contribution. This is followed by adhocracy culture with 17 percent of the respondents indicating that it has no contribution to workplace harassment.

In terms of characteristics of work environment, 70 percent of respondents said characteristics of work environment has very significant contribution to harassment 24 percent said it has significant contribution, 1 percent said it is insignificant while 5 percent said it has no contribution. Based on the data analysis, poor interpersonal relationship and competition work environment has the greatest influence to workplace harassment. Seventy one percent of the respondents indicated that poor interpersonal relationship work environment has very significant influence to harassment while 65 percent of respondents said competition work environment has very significant influence to harassment. On the other hand, norm-maintaining work environment has the least influence to workplace harassment with 8 percent of the respondents saying that norm-maintaining work environment has no contribution to harassment. This is followed by job demand job control work environment with 6 percent of the respondents saying that it has no contribution to workplace harassment.

5.3 Response to the Research Questions

5.2.1 To what extent does the personality trait of the victim influence harassment?

Based on data analysis, 7 percent of the respondents said that personality trait of the victim has very significant contribution to harassment, 19 percent said it has significant contribution, 61 percent said it has no significant contribution while 11 percent said it personality trait of the victim has no contribution to harassment.

5.2.2 To what extent does the personality trait of perpetrator influence harassment?

Based on the data analysis, 54 percent of respondents said personality trait of perpetrator has very significant influence to harassment, 29 percent said it has significant influence, 13 percent said it is insignificant while 4 percent said it has no contribution.

5.2.3 To what extent does organizational culture influence harassment?

Based on data analysis 74 percent of respondents indicated organizational culture has very significant influence to harassment, 18 percent said it has significant influence, 3 percent said it is insignificant while 5 percent said it has no contribution.

5.2.4 To what extent work environment influence harassment?

In terms of characteristics of work environment, 70 percent of respondents said characteristics of work environment has very significant contribution to harassment 24 percent said it has significant contribution, 1 percent said it is insignificant while 5 percent said it has no contribution.

5.4 Conclusions

Based on data analysis, 7 percent of the respondents said that personality trait of the victim has very significant contribution to harassment while 11 percent said it has no contribution to harassment. On the other hand, when respondents were asked to rate the four factors identified in the research on a scale of 1 to 5, one being the lowest contributing factor while five being the highest contributing factor, 21 percent of the respondents rated personality trait of the victim at 1, while 17 percent rated it at 5. Therefore, compared to personality trait of the perpetrator, organizational culture and characteristics of work environment, personality trait of the victim is the lowest factor influencing harassment at work place. According to the data analysis, neuroticism, agreeableness and conscientiousness personality trait of the victim has the greatness influence to harassment as compared to extraversion and openness. These findings are therefore in agreement with Randall, (1997) who states that some characteristics within an individual may predispose victims to being harassed. They may be selected because of their personality that is the predatory selected the victim because he or she sees the lack of social skills as well as tendency to avoid conflict and inability to cope. In addition to these, victim may provoke the predatory by aggressive behaviors, Einarsen (1994). Based

on the findings of this research study therefore, although personality trait of the victim may not explain all the causes of workplace harassment, it is certain that personality of the victim affects how she or he experiences and interprets incidents and possibility of mastering the problems at work. Victim's personality may affect the degree of the negative behavior. As Lakey et al (1994) stated that; although the experience of being exposed to harassment is based on a real situation, such an experience does not represent an objective description of the environment without the personality factor, Matthiesen et al (2001).

On the other hand, 54 percent of respondents said personality trait of perpetrator has very significant influence to harassment. In terms of ranking in a scale of 1 to 5, 37 percent of the respondents ranked personality trait of the perpetrator at 5. In terms of comparison to personality trait of the victim, organizational culture and work environment, personality trait of the perpetrator became second after personality trait of the victim as the least contributing factor to workplace harassment. In addition, according to the data analysis, neuroticism and conscientiousness personality traits of perpetrator have the greatest influence to workplace harassment. Sixty five percent of the respondents said neuroticism has very significant influence to harassment while 22 percent of the respondents said conscientiousness has very significant contribution to workplace harassment. On the other hand, according to data analysis, extraversion, openness and agreeable personality traits of the perpetrator has the least influence on workplace harassment. Twenty five percent of respondents said extraversion has no contribution to workplace harassment, 25 percent said openness's has no contribution while 24 percent said agreeableness trait of a perpetrator has no contribution.

Also, based on data analysis 74 percent of respondents indicated organizational culture has very significant influence to harassment. Compared to the response on personality trait of the victim, personality trait of the perpetrator and work environment, organizational culture has the highest percentage in terms of responses as being a very significant factor contributing to harassment. In addition, when it comes to rating in a scale of 1 to 5, 5 being the highest contributing factor, 41 percent of the respondents rated organizational culture at 5 which was the highest rating implying that when it comes to

factors influencing harassment at workplaces, organizational culture is the greatest influencing factor. Also, based on the data analysis, when it comes to the types of organizational cultures, market culture has the greatest influence to harassment with 26 percent of the respondents indicating that it has a very significant contribution to harassment. This is followed by hierarchy culture in which case 25 percent of the respondents indicated that it has a very significant influence to harassment. The least contributing culture is clan culture with 24 percent of the respondents indicating that it has no contribution. This is followed by adhocracy culture with 17 percent of the respondents indicating that it has no contribution to workplace harassment.

In terms of characteristics of work environment, 70 percent of respondents said characteristics of work environment has very significant contribution. Compared to the response on personality trait of the victim, personality trait of the perpetrator and organizational culture, work environment has the second highest percentage in terms of responses as being a very significant factor contributing to harassment. In addition, when it comes to rating in a scale of 1 to 5, 5 being the highest contributing factor, 38 percent of the respondents rated characteristics of work environment at 5 which was the second highest rating after organizational culture implying that when it comes to factors influencing harassment at workplaces, characteristics of work environment is the second greatest influencing factor. Also, based on the data analysis, when it comes to the types of work environment, based on the data analysis, poor interpersonal relationship and competition work environment has the greatest influence to workplace harassment. Seventy one percent of the respondents indicated that poor interpersonal relationship work environment has very significant influence to harassment while 65 percent of respondents said competition work environment has very significant influence to harassment. On the other hand, norm-maintaining work environment has the least influence to workplace harassment with 8 percent of the respondents saying that norm-maintaining work environment has no contribution to harassment. This is followed by job demand job control work environment with 6 percent of the respondents saying that it has no contribution to workplace harassment.

In conclusion, therefore, according to the research findings of this study, there is a significant relationship between personality trait of the victim, personality trait of the perpetrator, organizational culture and characteristics of work environment and harassment at workplace. This is evidenced by the fact that when respondents were asked to cite any other factor influencing harassment at work places which was not included in the research questionnaire, 85 percent did not respond while 11 percent cited tribalism and nepotism, 2 percent cited education level, 1 percent cited poor performance and 1 percent cited gender as a factor influencing workplace harassment. It can therefore be concluded that the major factors influencing harassment at work place are organizational culture, work environment, personality trait of perpetrator and personality trait of the victim in that order.

5.5 Recommendations

According to the data analysis, neuroticism, agreeableness and conscientiousness personality trait of the victim has the greatest influence to harassment as compared to extraversion and openness. Victims may be selected because of their personality or sometimes they may provoke the predatory by aggressive behaviors, Einarsen (1994). Exposure to harassment in the organization may change an individual's perception of their work environment to one of danger, threat and insecurity which may result in loss of productivity, Janoff (1992). Also, Victims of harassment report to receive less social support from the Human Resources department in their organization and are often pushed from person to person, which result in feelings of shame and possible relocation due to HR in some instances even supporting the perpetrator instead of the victim, Hubert (2003). Therefore, Management and organizations need to come up with clear human resource policies and procedures on how victims can report harassment and also on how to deal with the problem.

On the other hand, according to the data analysis, neuroticism and conscientiousness personality traits of perpetrator have the greatest influence to workplace harassment. Combining highly aggressive personality with other factors such as stress or conflicts, a manager or an employee may tend to act aggressively towards subordinates or colleagues. Therefore, Management and organizations need to come up with clear

grievance and disciplinary procedures on how to deal with those who harass their colleagues. With the knowledge of the punishment to be met by those who harass others at work, the possible perpetrators may tend to shy off and instead, in case of conflict they may find it easier to use the prescribed disciplinary procedures.

Also, based on data analysis respondents rated organizational culture as the contributing factor to harassment at workplaces. Also, based on the data analysis, when it comes to the types of organizational cultures, market culture has the greatest influence to harassment with 26 percent of the respondents indicating that it has a very significant contribution to harassment. This is followed by hierarchy culture in which case 25 percent of the respondents indicated that it has a very significant influence to harassment. The least contributing culture is clan culture with 24 percent of the respondents indicating that it has no contribution. This is followed by adhocracy culture with 17 percent of the respondents indicating that it has no contribution to workplace harassment. Brodsky (1976) claimed that although both victims and perpetrators may suffer from personality disorders, for harassment to be established, it must occur within a culture that permits or even rewards this kind of misbehavior. On the basis of survey data on the experiences and attitudes of British union members, Rayner (1998) concluded that harassment prevails due to an organizational tolerance of harassment at work. Ninety-five per cent of the respondents in her UNISON study claimed that harassment was caused by the fact that perpetrators can get away with it and victims are too scared to report it. Management and organizations that encourage market and hierarchy culture types should therefore work towards adoption of clan and adhocracy cultures and should not condone harassment at all.

According to, Jennifer (2000), exposure to harassment in the organization may change an individual's perception of their work environment to one of danger, threat and insecurity which may result in loss of productivity. If the employee is unhappy with the work environment, therefore the output of the organization will also be poor. Based on the findings of this research study, 70 percent of respondents said characteristics of work environment has very significant contribution to harassment and compared to the response on personality trait of the victim, personality trait of the perpetrator and

organizational culture, work environment has the second highest percentage in terms of responses as being a very significant factor contributing to harassment. Also, based on the data analysis, when it comes to the types of work environment, poor interpersonal relationship and competition work environment has the greatest influence to workplace harassment. Seventy one percent of the respondents indicated that poor interpersonal relationship work environment has very significant influence to harassment while 65 percent of respondents said competition work environment has very significant influence to harassment. On the other hand, norm-maintaining work environment has the least influence to workplace harassment with 8 percent of the respondents saying that norm-maintaining work environment has no contribution to harassment. This is followed by job demand job control work environment with 6 percent of the respondents saying that it has no contribution to workplace harassment. Organizations which encourage poor interpersonal relationships and competition work environment should instead start working towards promoting norm maintain and job demand job control types of work environments.

In conclusion, therefore, although harassment at work may to some degree be a subjectively experienced situation in which the meaning assigned to an incident will differ, depending on both the persons and the circumstances involved, it is important to note that a single factor cannot own itself influence harassment. Therefore there is need to appreciate the dynamic process involved in the interaction between perpetrator, victim and organizational culture and work characteristics, in any strategy against harassment. It is also important to take the victim's perceptions and reactions seriously and as a real description of how they experience their work environment and include them in developing rehabilitation programs. It is the researchers believe that following the research findings of this study, that the alleged perpetrator, the target, and the responses of important third parties and organization representatives may change in the course of the process and cultivate an environment free from harassment in order to ensure dignity for all at work places.

5.6 Suggestions for Further Studies

- i) More studies need to be done in Kenya and developing countries to assess the prevalence and types of workplace harassment at work and to determine effective intervention and prevention programmes.
- ii) There is need for future research to be carried out on the full range of impacts of workplace violence on the impact on a victim's personal life and financial situation, coping strategies and costs of absenteeism and time away from work arising from harassment.
- iii) Various intervention and violence rehabilitation programmes need to be assessed and their effectiveness determined.

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APPENDIX I
INTRODUCTION LETTER

September 2011

Mwacheda S. J. Robert
Kenyatta University,
P. O. Box 43844,
Nairobi

Dear Respondents,

REF: REQUEST TO PARTICIPATE IN THE STUDY

I am a student at Kenyatta University pursuing Masters in Business Administration Course and as part of the requirements for the award of the Degree one must submit a research project. I am seeking expressions of interest from Allpack Industries Ltd staff to participate in a study on Factors Influencing Harassment at Workplaces.

I must stress that **this questionnaire is aimed at eliciting information, which will be useful in the above research. Also all information supplied will be strictly for academic purposes only and that no individuals and/or organizations are to be identified in the findings.** If you have any query please do not hesitate to ask, you can contact me on the address above. Thanks in advance and I look forward to receiving your dully completed questionnaire back.

Yours faithfully,

Mwacheda S. J. Robert

Authorization: This is to authorize you to carry out your research data from our employees: Mr. Bala Baskaran Signature _____ Date _____

General Manager



APPENDIX II

QUESTIONNAIRE

This questionnaire is given to obtain information for my research project in partial fulfillment of Master of Business Administration degree of Kenyatta University. Please read it carefully and answer the following questions to the best of your abilities by placing an (X) to the relevant option or placing your response in the space provided. Please note you are not obliged to answer any questions you are not comfortable with. **All responses will remain anonymous and will be treated with utmost confidentiality and at no stage will any individual or department be identified as part of the research finding, only aggregate results will be reported.**

QUESTIONNAIRE

SECTION A: Personal Details

1. What is your gender? Male Female

2. What is your age?

Below 20	20-29	30-39	40-49	Above 50

3. What is your highest level of education?

Primary	'O' Level	Diploma	Bachelors Degree	Masters Degree	PHD

4. For how long have you worked in this organization?

Below 1 year	1-2 years	2-3 years	4 -5 years	Above 5 years

5. What is your designation?

Senior Management	Middle level management	Factory Staff	Support Staff

6. Have you ever been harassed at your place of employment? Yes No

Please explain.....

7. Have you ever witnessed harassment taking place at work? Yes No

Please explain.....

SECTION B: Personality Trait of the Victim

8. To what extent does the personality trait of the victim influence harassment?

Very Significantly	Significantly	Insignificant	No contribution

Please explain.....

9. To what extent does the personality trait of the victim below influence harassment?

Personality trait	Characteristics	Extent			
		Very significantly	Significantly	Insignificant	No contribution
Extraversion	excitability, sociability, talkativeness, assertiveness and high amounts of emotional expressiveness				
Agreeableness	trust, altruism, kindness, affection, other pro-social behaviors				
Conscientiousness	high levels of thoughtfulness, good impulse control, goal-directed behaviors, organized and mindful of details				
Neuroticism	emotional instability, anxiety, moodiness, irritability, and sadness				
Openness	Imagination and insight, broad range of interests.				

Please explain.....

SECTION C: Personality Trait of the Perpetrator

10. To what extent does the personality trait of the perpetrator influence harassment?

Very Significantly	Significantly	Insignificant	No contribution

Please explain.....

11. To what extent does the personality trait of the perpetrator below influence harassment?

Personality trait	Characteristics	Extent			
		Very significantly	Significantly	Insignificant	No contribution
Extraversion	excitability, sociability, talkativeness, assertiveness and high amounts of emotional expressiveness				
Agreeableness	trust, altruism, kindness, affection, other pro-social behaviors				
Conscientiousness	high levels of thoughtfulness, good impulse control, goal-directed behaviors, organized and mindful of details				
Neuroticism	emotional instability, anxiety, moodiness, irritability, and sadness				
Openness	Imagination and insight, broad range of interests.				

Please explain.....

SECTION D: Organizational Culture

12. To what extent does the organizational culture influence harassment?

Very Significantly	Significantly	Insignificant	No contribution

Please explain.....

13. To what extent does the below types of organizational culture influence harassment?

Organizational Culture Type	Characteristics	Extent			
		Very significantly	Significantly	Insignificant	No contribution
Clan Culture	Friendly workplace, leaders act like father figures. Positive employee attitudes and product and service quality. organization trust in and commitment to employees to facilitate open communication and employee involvement				
Adhocracy Culture	A dynamic workplace with leaders that stimulate innovation				
Market Culture	Competitive workplace, leaders act like hard drivers. Related with innovation and financial effectiveness; clear goals and contingent rewards to motivate employees.				
Hierarchy Culture	structured and formalized workplace; leaders act like coordinators				

Please explain.....

SECTION E: Work environment

14. To what extent does the characteristics of work environment influence harassment?

Very Significantly	Significantly	Insignificant	No contribution

Please explain.....

15. To what extent does the below characteristics of work environment influence harassment?

Work environment	Characteristics	Extent			
		Very significantly	Significantly	Insignificant	No contribution
Competition	Some people are more aggressive. Struggles to obtain privileges.				
Norm-maintaining	There are rules and norms, which must be obeyed and followed				
Job-Demand-Job Control	High job demands with poor job control. no clear and defined job guidelines				
Poor interpersonal relationships	Authoritarian leadership, negative perception of work environment. Poor information flow				

Please explain.....

SECTION F: Rating

16. In a scale of 1-5, '1' being the lowest while '5' being the highest contributing factor, how would you rate the influence of the following factors to workplace harassment?

Contributing factor	Rating					Remarks
	1	2	3	4	5	
Personality of victim						
Personality of perpetrator						
Organizational culture						
Work environment						

17. Please state any other factors that you know which were not included in this questionnaire but influence workplace harassment.

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-END-

Thank you for your co-operation

APPENDIX III
TIME SCHEDULE

Month /Activity	July 2011	August 2011	September 2011	October 2011	November 2011
Project Proposal Writing					
Proposal Defense					
Corrections					
Data Collection					
Data Analysis and Report Writing					
Submission of the Project					

Source: Researcher (2011)

APPENDIX IV

BUDGET

Item	Unit Cost	Cost (KSh.)
Traveling expenses		5,000
Printing and Photocopying of proposal		4,500
Spiral binding of 8 proposal copies	100	800
Printing and Photocopying of Research Report		6,000
Hard binding, 7 copies	200	1,400
Miscellaneous		5,000
Total		22,700

Source: Researcher (2011)