

CHAPTER –IV

MAIN STUDY

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4.1 Introduction

It is important to see that how workplace violence is related to the performance of the work organizations and to identify how workplace violence predicts performance behaviour at the workplace. It will be helpful to design prevention and intervention strategies if we understand the relationship among different dimensions of workplace violence and the psychosocial concomitants. It will also help to provide positive workplace behaviour by understanding and controlling the dimensions of the workplace violence. Thus, the present section of the study intends to (a) validate the newly constructed scale through criterion validity with criteria like stress/energy scale, counterproductive work behaviour, job demands, conflict, resource scale, general health, work overload and perceived health, (b) to see the relationship of workplace violence with different work-life parameters (c) to see that what the factors are which are correlated with the perception of workplace violence and (d) to understand the *concomitants* of workplace violence. The word *concomitant* is originated from the latin word “concomitari”, meaning “to accompany”. The dictionary meaning of concomitants means something that occurs or is connected with something else.

4.2 Concept and Review of Research

To define workplace violence, it is essential to know what constitutes the workplace because there is a lack of unanimous definition of either violence constitutes workplace or workplace constitutes violence. Violence occurs in varying degrees in all societies and in many different

settings within each society. Similarly, the workplace can and does take many shapes, forms and varieties. It may be a packing shed, a cab traveling down the inter-state.

In essence, a workplace is any location in which a person carries out work related functions. This definition does not require that the injured person be the one conducting work related functions. Another controversial issue is the definition of violence within the workplace. Violence at work includes not only the observable physical acts but also psychological behaviours. Victims are subjected to bullying, threats, intimidation, sexual harassment and other forms of psychological violence. Violence in the workplace can cause both immediate and long-term disruption to interpersonal relationships and to the working environment in general. In developing countries, the most vulnerable workers include women, migrants and children. Violence at work ranging from bullying and mobbing, to threats by psychologically unstable co-workers, sexual harassment and homicide, is increasing worldwide and has reached epidemic levels in some countries according to a new study by International Labor Organization (ILO).

The review over the last two decades of the 20th century, violence emerged as the one of the most significant health problems in the United States (Administration for children and families, 2004). While recent trends have been encouraging, homicide remains the second leading cause of death among adolescence (National centre for injury prevention and control, 2004). During this period an increasing number of research studies have sought to characterize youth violence and the contexts in which it occurs, as well as risk and protective factors associated with such violence. In the fall of 2004, the National Institute of Mental Health (NIMH) convened a state of the science conference on “preventing violence and related health risking social behaviours in adolescents”. The purpose of this consensus conference was to provide a forum to present and review what is currently known about preventing youth violence.

A review of studies on long working hours

Artazcoz, Cortes, Escriba, Cascant and Vilegas (2009) had done a study to identify family and job characteristics associated with long work hours, to analyze the relationship between long work hours and several health indicators, and to examine whether gender differences for both objectives exist. The sample was composed of all salaried workers aged 16-64 years (3950 men and 3153 women) interviewed in the 2006 Catalan Health Survey. Weekly work hours were categorized as less than 30 hours (part-time), 30-40 (reference category), 41-50 and 51-60 hours. The findings of the study reveal that factors associated with long working hours were differed by gender. Among men, extended work hours were related with being married or cohabiting and with being separated or divorced. In men, working 51-60 hours a week was consistently associated with poor mental health status, self-reported hypertension, job dissatisfaction, smoking, shortage of sleep and no leisure-time physical activity. Moreover, a gradient from standard working hours to 51-60 hours a week was found for these six outcomes. Among women it was only related to smoking and to shortage of sleep. The study points out that the association of overtime with different health indicators among men could be explained by their role as the family breadwinner: in situations of family financial stress men work overtime in order to increase the income and/or accept poor working conditions for fear of job loss, one of them being long working hours.

Gielen (2009) studied the presence of hour's constraints on the UK labor market and its effect on older workers labor supply. The results of the study pointed out that, over-employed male workers can freely reduce working hours with their current employer before retiring completely. However, some over-employed women are observed to leave the labor market early

due to hour's constraints. This suggests that more flexibility in working hours can increase the labor market participation for some older workers as has often been suggested.

Another study had done on long working hours by Dembe (2005) and it has found out that working in jobs with overtime schedules was associated with a 61% higher injury hazard rate compared to jobs without overtime. Working at least 12 hours per day was associated with a 37% increased hazard rate and working at least 60 hours per week was associated with 23% increased hazard rate. The final result of the study reported that job schedules with long working hours are not more risky because they are concentrated in inherently hazardous industries or occupations or because people working in long working hours spend more time at risk for a work injury.

A review of studies on stress

Nagaraju and Nandini (2013) investigated the influence of marital status on occupational stress among insurance employees. The findings of the study indicated that non-working married women are better adjusted in their married life than working married women, along with this they also do not feel depression and stress in their married life as compared to the working married women. Working married women have to face more difficulty in their lives like they experienced more stress and depression as compared to the non-working married women. On some aspects, working married women cannot contribute significantly for the well-being of their family, their attention is diverted because of two working situations and thus they cannot give proper attention to their marital lives and this causes depression and stress.

Kop, Euwena and Schaufeli(1999) examined stressors in police work and focused specifically on the lack of reciprocity that officers experience in relations with civilians, colleagues and the police service. The result of the study found out that organizational stressors

were more prevalent than task-related stressors and it has also found out that burnout is associated with lack reciprocity between investments and outcomes in the relations that officers have with their citizens, colleagues and their organization. Finally, the study had also found out that burnout is positively related to attitudes towards use of violence and the use of violence during the officers' duty.

Collins & Gibbs (2003) to examine the sources of stress-related symptoms within police officers and measure the prevalence of significant associated mental ill-health. For the purpose of the study a cross-sectional questionnaire survey of a population of 1206 police officers was performed to assess levels of strain associated with a series of potential home and work related stressors. Participants were then split into low and high scoring groups on the basis of a General Health Questionnaire (GHQ) threshold score in order to identify those stressors most associated with mental ill-health effects. The result of the study revealed that occupational stressors ranking most highly within the population were not specific to policing, but to organizational issues such as the demands of work impinging upon home life, lack of consultation and communication, lack of control over workload, inadequate support and excess workload in general. The high scoring group constituted 41% of the population and differed significantly from those with low scores in perception of all stressors, ranking both personal and occupational stressors more highly, and from personality constraints appeared significantly more 'stress-prone'. A significant association between gender and mental ill-health was found, with females more likely to score more highly on the GHQ than males.

Shrivastava and Krishna (1974) conducted a study on the affects of employees' anxieties concerning various constituents of job life on their relations and adjustment in social life. For the purpose of the study, the two measuring tools were administered: "Job anxiety scale"

(Shrivastava, 1974) and S-D Employees Inventory (Pestonjee, 1967) on 414 blue collar workers from various sectors of a big textile industry selected by the method of “Stratified Sampling by Regular Intervals”. The two measuring tools were simultaneously administered to the sample to explore the degree of job anxiety upon employees’ social relations and adjustment. They had found that employees’ high anxieties pertaining to most of the job components significantly deteriorate the social relations and adjustment but the low anxiety or the absence of anxiety facilitate the social relations of the employees’. The investigation also reveals that an employees’ anxieties concerning financial and non-financial gains, such as criticism, blames etc. which they receive from their workplace deteriorates their social relations and adjustment. As a matter of fact, an individual social status and relations are determined by his financial capabilities. Therefore, it is quite obvious that the employee who is worried about his monetary gains would not be able to maintain satisfactory social relations and concluded that employees’ failure to obtain promotions, inability to cope up their job responsibilities might result in frustrations and develop a tendency of self-abasement and hence clearly reflected in their social life.

A Review of Studies on Counterproductive Work Behaviour (CWB) and Stress

Penney & Spector (2005) investigated the relationship between job stressors and their effect on employee counter-productive work behaviour (CWB) keeping in view the role of negative affectivity. The results show incivility, poor organizational environment and conflicts among employees were negatively correlated with employee job satisfaction and lead him toward the counter-productive work behaviour (CWB). The results also showed that the individuals who have higher negative affectivity with organizations are more going towards the counter-productive work behaviours than for individuals who are low in negative affectivity. This shows that being subjected to incivility could aggravate an individual to go towards

negative attitude and as a result employees are engaged in retaliatory acts such as CWB. Furthermore this study also shows that individuals who engaged in counter-productive work behaviours (CWB) would be the cause of creating a workplace incivility.

Aftab & Javeed (2012) conducted a study to find out the impact of job stress on the counter-productive work behaviour (CWB) and to quantify the relationship between Job stress & counter-productive work behaviour. In the research it is found that overall sample was facing job stress mainly due to huge deal of attention demanded by their work beyond normal jobs range, remember many things, excessive workload than normal work, forced to work more by their supervisors and employers, poor communication, no appreciation received from management, unfair performance evaluation system, inappropriate working conditions and inappropriate salaries and rewards. Finally the results of this study revealed that the job stress among employees leads them somewhat towards counter-productive work behaviour and there was a sufficient positive correlation exists between job stress & employee CWB. These results also revealed that job stress leads the employees towards CWB.

Stress, powerlessness, less attention to safe working practices, job insecurity, low levels of job satisfaction, globalization, interfering with activities important to the target, intense feeling of anger, treated unfairly by others, homicide, additional work tensions on the job are the factors responsible for violence at workplace.

It can be summarized from the contribution of the significant studies and articles reviewed, it has been found out that factor such as stress, long working hours, work overload, heavy job demands, conflict at workplace, workplace incivility etc. has an adverse effect on the work performance of the employees regardless of age and gender.

4.3 Objectives of the study

- To develop a measure on workplace violence and standardize it in the Indian context.
- To study the effect of demographic variables on psychosocial parameters and workplace violence dimensions.
- To study the relationship between workplace violence and other work-life parameters such as General Health Parameters, Stress/ Energy, Resources (superior support, subordinate support, and organization support), Job Demands, Conflict, Work Overload, Counterproductive Work Behaviour.
- To explore and compare the various parameters of workplace violence as perceived by different professionals.
- To study how psychosocial parameters predict workplace violence dimensions.

4.4 Hypotheses

Based on the objectives, the following hypotheses are conjectured:

- H₁** There will be a significant effect of gender on psychosocial parameters (stress, energy, general health, perceived health, superior support, subordinate level, organization support, work overload, conflict, job demands and CWB) and workplace violence dimensions (bullying, actively hostile behaviour, illegitimate pressure, humiliation and discrimination & sexual harassment).
- H₂** There will be a significant effect of sectors on psychosocial parameters and workplace violence dimensions.

- H₃** There will be an interaction effect of gender and sector on psychosocial parameters and dimensions of workplace violence.
- H₄** There will be a significant effect of working experience on psychosocial parameters and workplace violence dimensions .
- H₅** There will be a significant effect of working hours on psychosocial parameters and workplace violence dimensions.
- H₆** There will be significant differences among employees from different sectors across the dimensions of workplace violence and on psychosocial parameters
- H₇** There will be no significant differences among employees with different marital status on the dimensions of workplace violence and psycho social parameters
- H₈** There will be significant differences among employees working on different levels of job on the dimensions of workplace violence and psychosocial parameters.
- H₉** There will be significant differences among employees from different age groups across the dimensions of work place violence and on psychosocial parameters.
- H₁₀** There will be significant differences among employees from different levels of education on the dimensions of workplace violence and psychosocial parameters.
- H₁₁** There will be a significant positive correlation between negative psychosocial parameters such as stress, work overload, conflict, job demands and counterproductive work behaviour (CWB) with workplace violence dimensions.

- H₁₂** There will be a significant negative correlation between positive psychosocial factors such as energy, general health, perceived health, superior support, subordinate support, organization support with workplace violence dimensions.
- H₁₃** There will be a significant positive correlation of counterproductive work behaviour (CWB) with workplace violence dimensions.
- H₁₄** Stress, job demands, work overload, conflict, counterproductive work behaviour (CWB) will positively predict workplace violence dimensions.
- H₁₅** Energy, general health, perceived health, superior support, subordinate support and organization support will negatively predict workplace violence dimensions.

4.5 Method

4.5.1 The Study Setting

The study was conducted in different sectors i.e. Corporate Sector, Finance Sector, Health Sector and Police System located in Vadodara city, Gujarat, India to conceptualize workplace violence in the Indian context and the researcher's hunch was that individuals working in different professions go through different kinds of stress and workplace violence. The researcher selected 46 organizations i.e. 15 police stations (law enforcement), 9 banks and insurance companies (finance sector), 8 hospitals (health sector) and 12 manufacturing units (corporate sector).

4.5.2 Participants

The total participants consisted of 600 out of which 50 were used for pilot study and the rest 550 samples were used for the standardization of tools. There were 407 males and 143 females participated in the study. The respondents were in the age group up to 55 or more. The participants were taken from the industries, hospitals, police stations, central jail, banks and insurance companies around Baroda city, Gujarat. The subjects were chosen from supervisory/managerial/ professional level as well as non-supervisory and technical staff level. There were 26% females and 74% males in the study. There were 150 participants from financial sector, 150 from health sector, 150 from law & order and 101 participants from the corporate sector. The inclusion criteria for selecting the sample were based upon the employees who have at least 6 months of work experience in the present job. Initially, discretion was made between males and females or employees belonging to different professions but later on, it was felt that there were no comparable sizes of males and females and a difference in pattern of responses were noticed so the data were differentiated accordingly. Thus, an incidental random sampling procedure were used for the selection of samples as per the accessibility and availability of require number of samples.

Table 4.1. *Sample break-up according to different demographic characteristics.*

Sample	N=550
Gender	Male (n=407) ; 74%
	Female (n=143); 26%
Marital status	Married (n=360);65%
	Unmarried (n=141); 26%
	Single (n=49); 9%

No. of children	One (n=95); 17%
	2-3 (n=119); 22%
	3 or more (n=47); 9%
	0 (n=289)53%
Sector	Financial (n=150); 27%
	Health (n=150); 27%
	Law & order (n=149); 27%
	Corporate (n=101); 18%
Profession	banker (n=139); 25%
	Insurance (n=11); 2%
	Police (n=141); 26%
	Jail staffs (n=9);2%
	Doctor (n=68);12%
	Nurse (n=82);15%
	Corporate (n=74);13%
	Manufacturing (n=26);5%
Working experience	0-2 years (n=143); 26%
	2-5 years (n=145); 26%
	5-10 years (n=110); 20%
	10 or more years (n=152);28%
Age	Below 35 years (n=348); 63%
	35-44 years (n=94); 17%
	45-54 years (n=89); 16%
	55 or more years(n=18); 3%
Education	SSC (n=74); 13%
	HSC (n=73);13%
	Graduation (n=247);45%
	Post- graduation (n=156); 28%
Working hours	6-8 hours (n=152); 28%
	8-10 hours (n=168); 31%

	10 to 12 hours (n=66); 12%
	12 or more (n=164); 30%
Hierarchical levels	0 (n=175);32%
	1 (n=105); 19%
	2 (n=115);21%
	3 (n=62); 11%
	4 (n=35); 6%
	5 (n=58); 10%

4.5.3 Sample Description

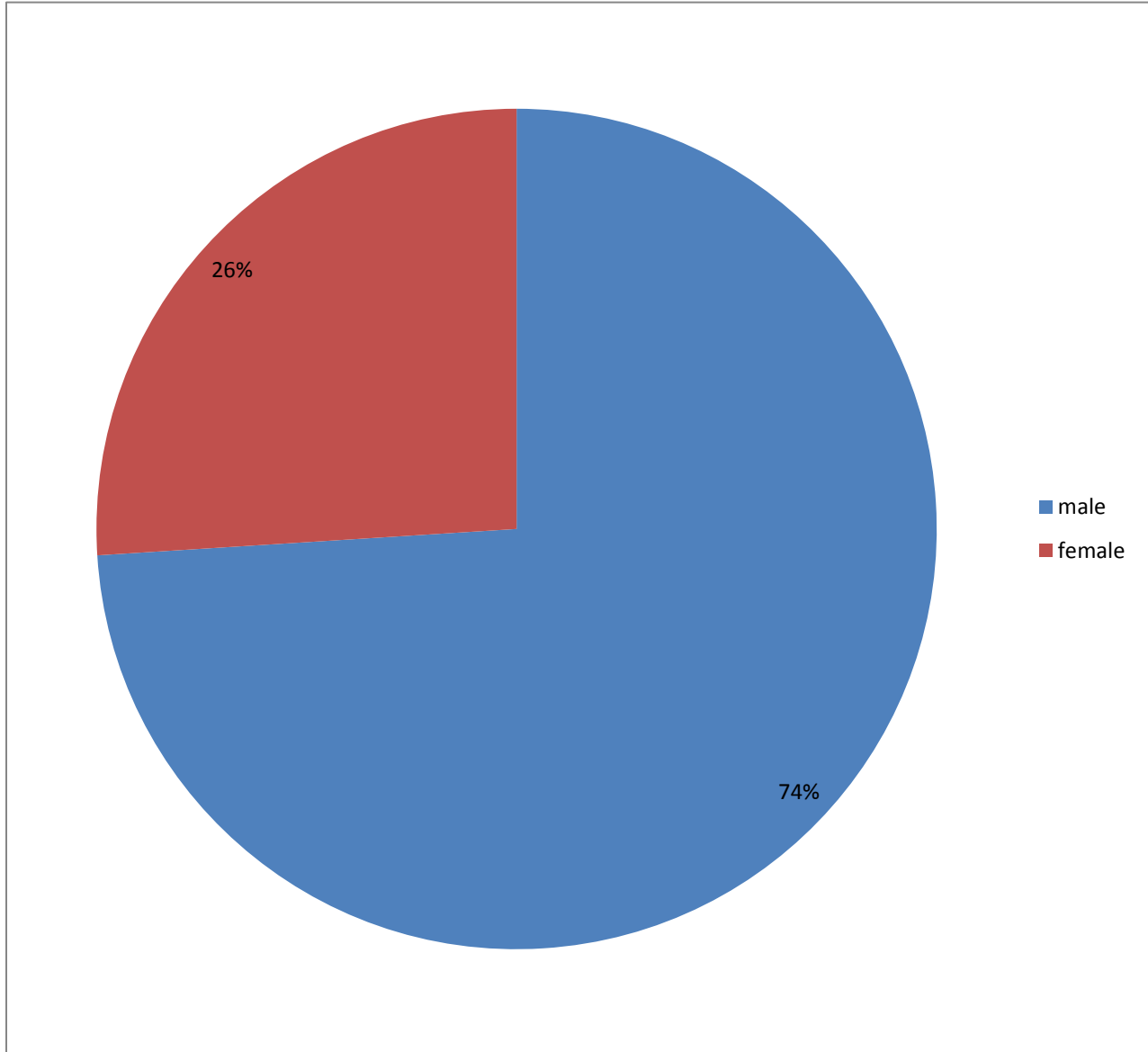


Figure 1 showing a break up sample of gender.

The above pie-chart shows the analysis of male and female data it is clear that out of 550 employees; only 26% are females whereas 74% are males. In comparison, the percentage of male exceeds more than the number of females.

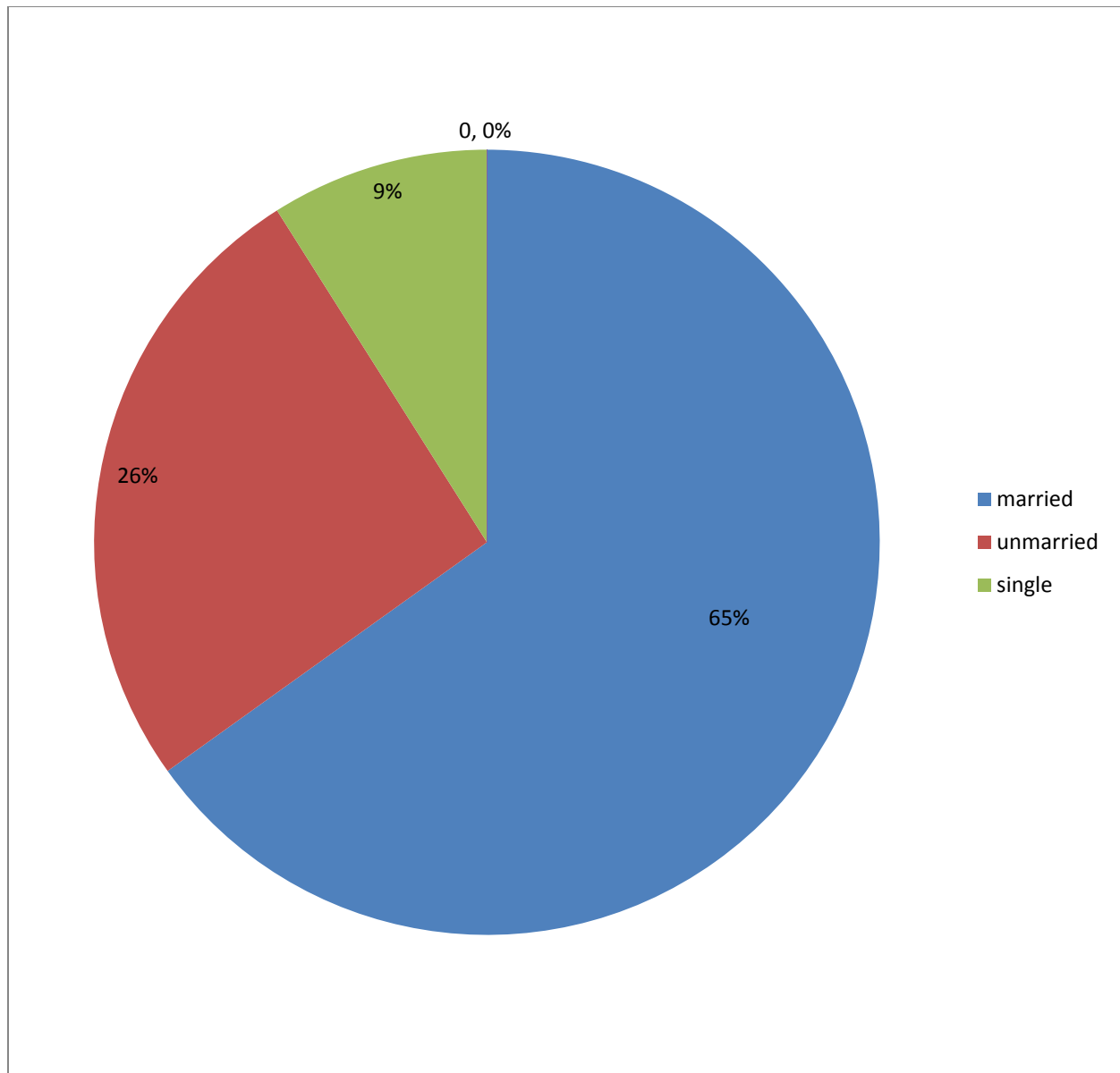


Figure 2 showing the break up sample of different marital status

The above figure 2 shows the percentage of the marital status, 65% of the employees are married, 26% are unmarried and the rest 9% are single.

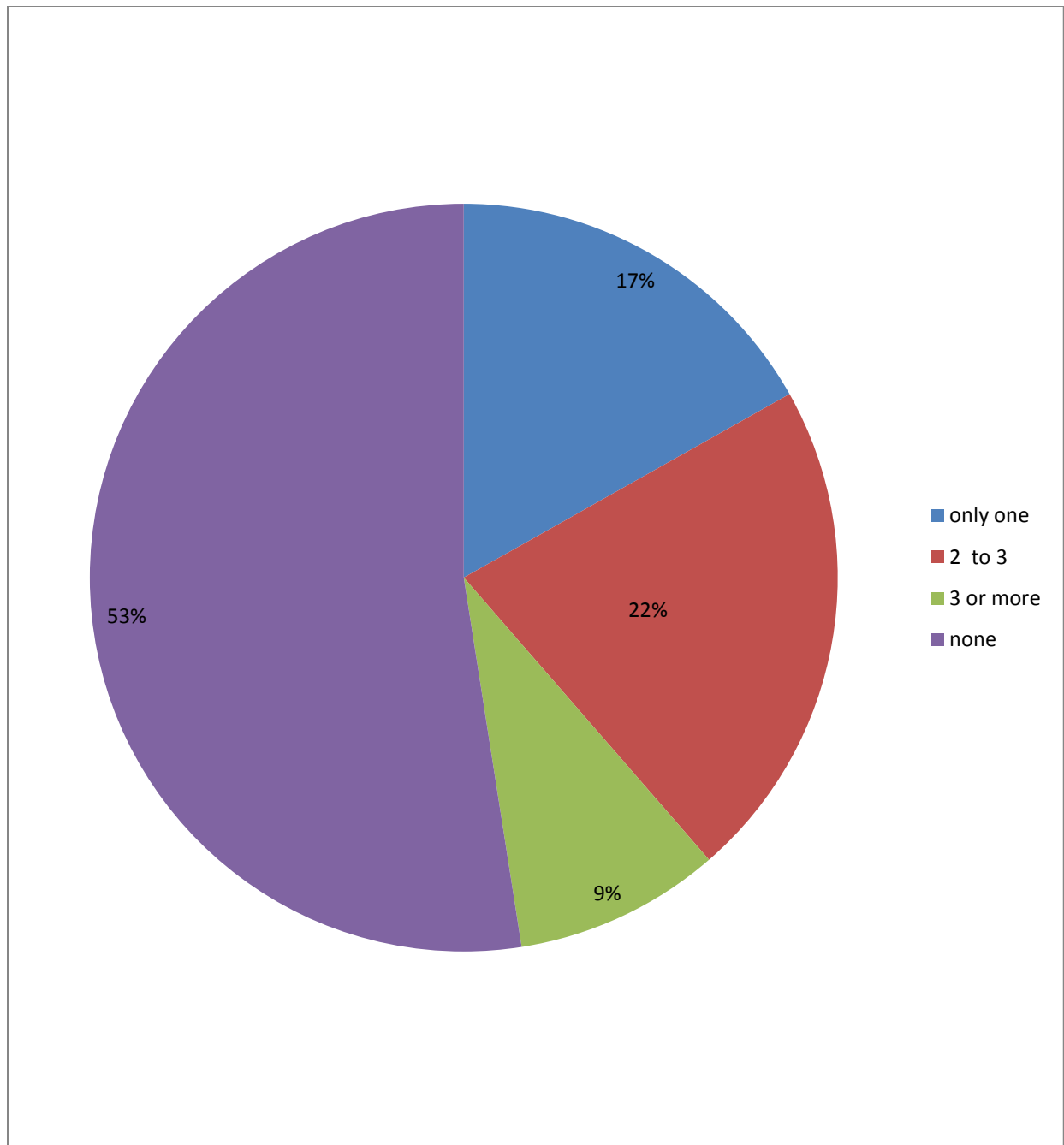


Figure 3 showing the break up sample of the number of children.

From the above pie-chart, it is found out that 53% of the samples do not have children whereas 22% are having 2-3 children, 9% of the professionals have 3 or more children, 17% of the sample have only one child.

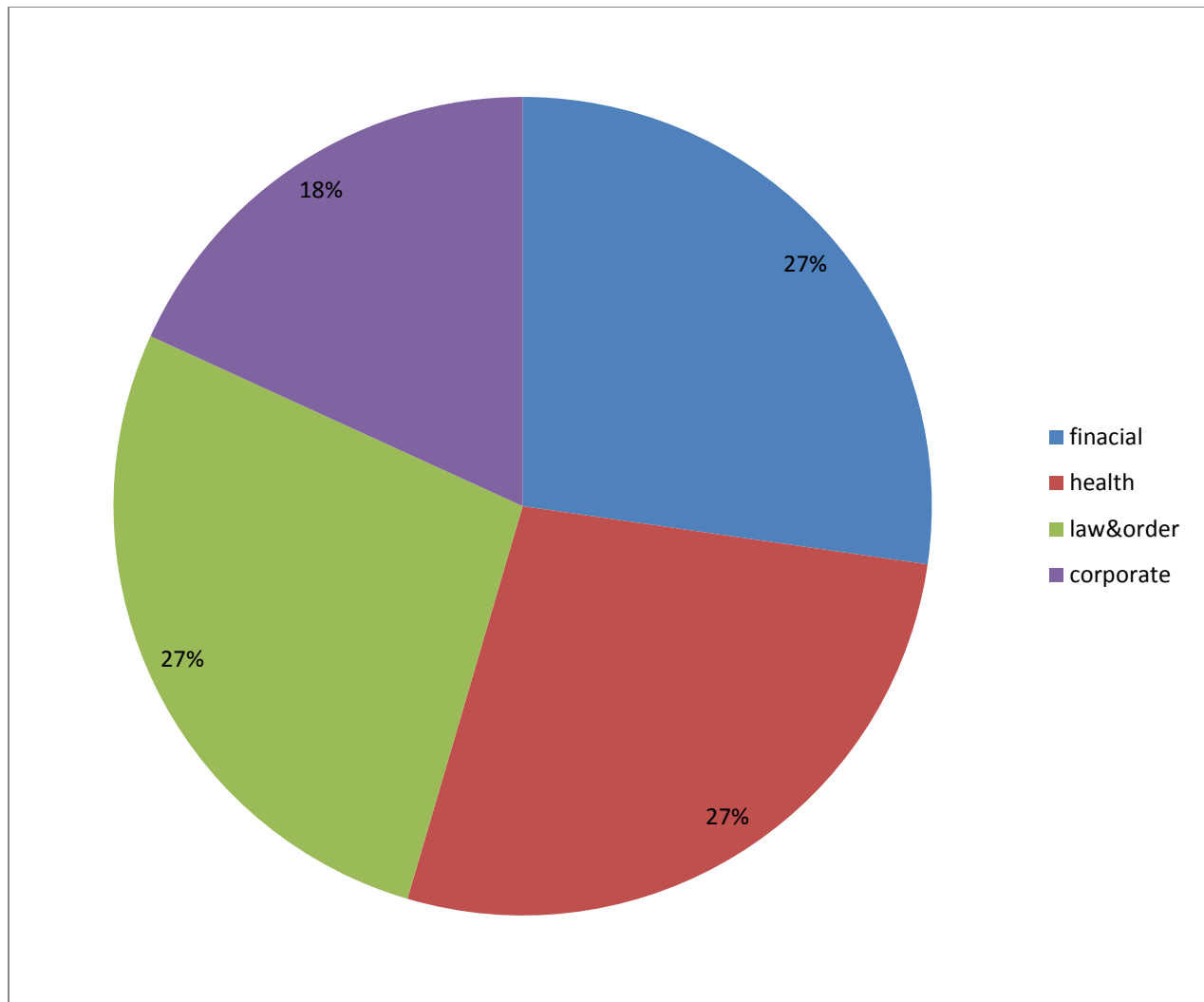


Figure 4 showing the break up sample of four sectors.

The above pie chart shows the break up sample of sector depicting that 27% of the sample consists of law & order sector i.e. police inspectors, ASI, constables, head constables, jail superintendent, jailor, police constables from central jail, Vadodara, 27% from the financial sector such as banks and insurance. 27% of the data were collected from the hospital set-ups, both private and government hospital. Only 18% of the data had been collected from corporate and industrial sector.

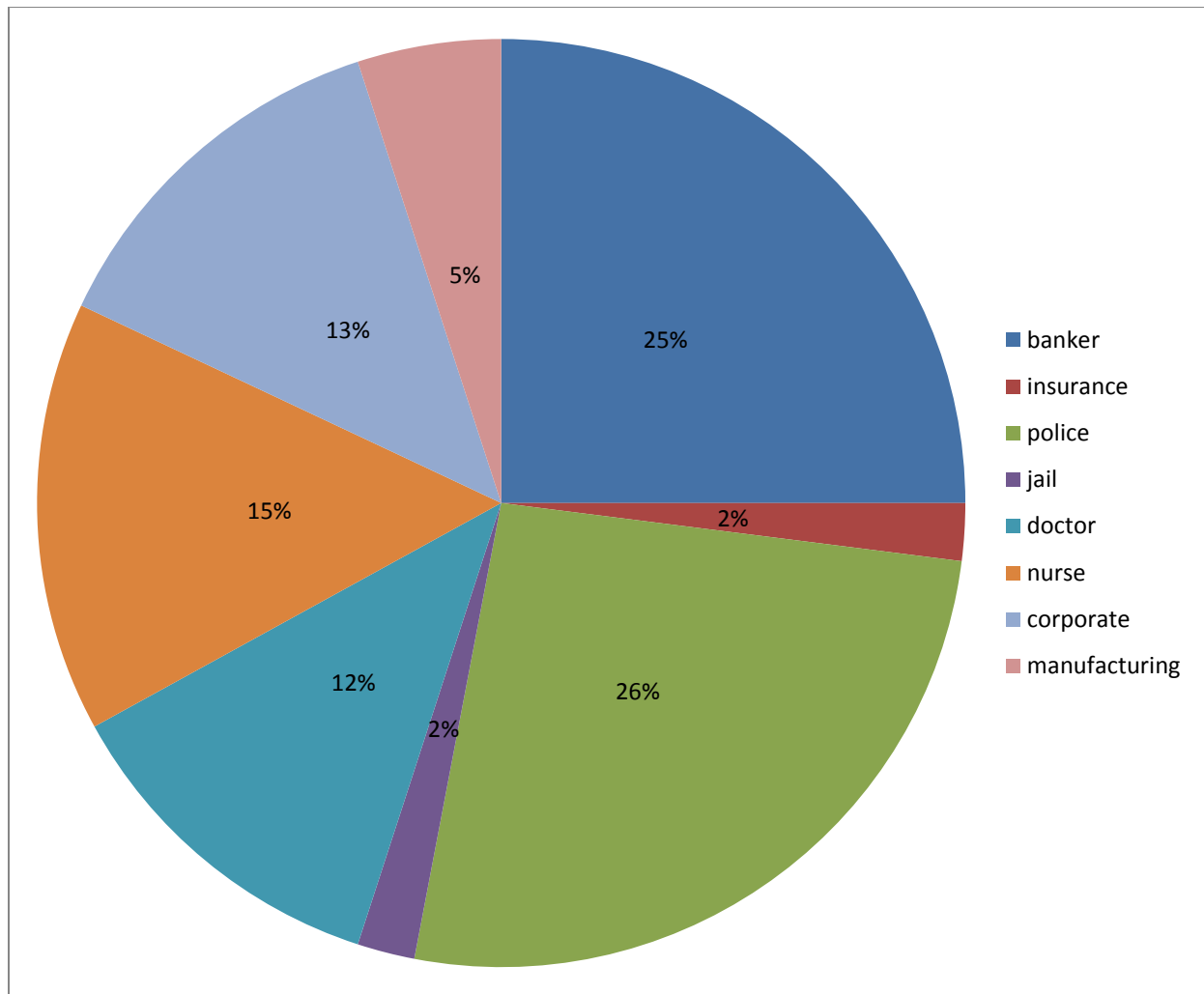


Figure 5 showing the break up sample of different professionals.

The above pie-chart revealed the percentage of the sample collected from different individuals belonging to different professions and it is hereby shown that 25% of the data were collected from the banks, 2 % from the insurance company, 26% were from the police system including inspectors, constables and head constables, 2% from the police belonging to central jail, 12% were doctors, 15% were nurses, 13% were from corporate sector, 5% from the manufacturing organization. In comparison, the researcher collected more number of samples from the law enforcement sector and banking organization.

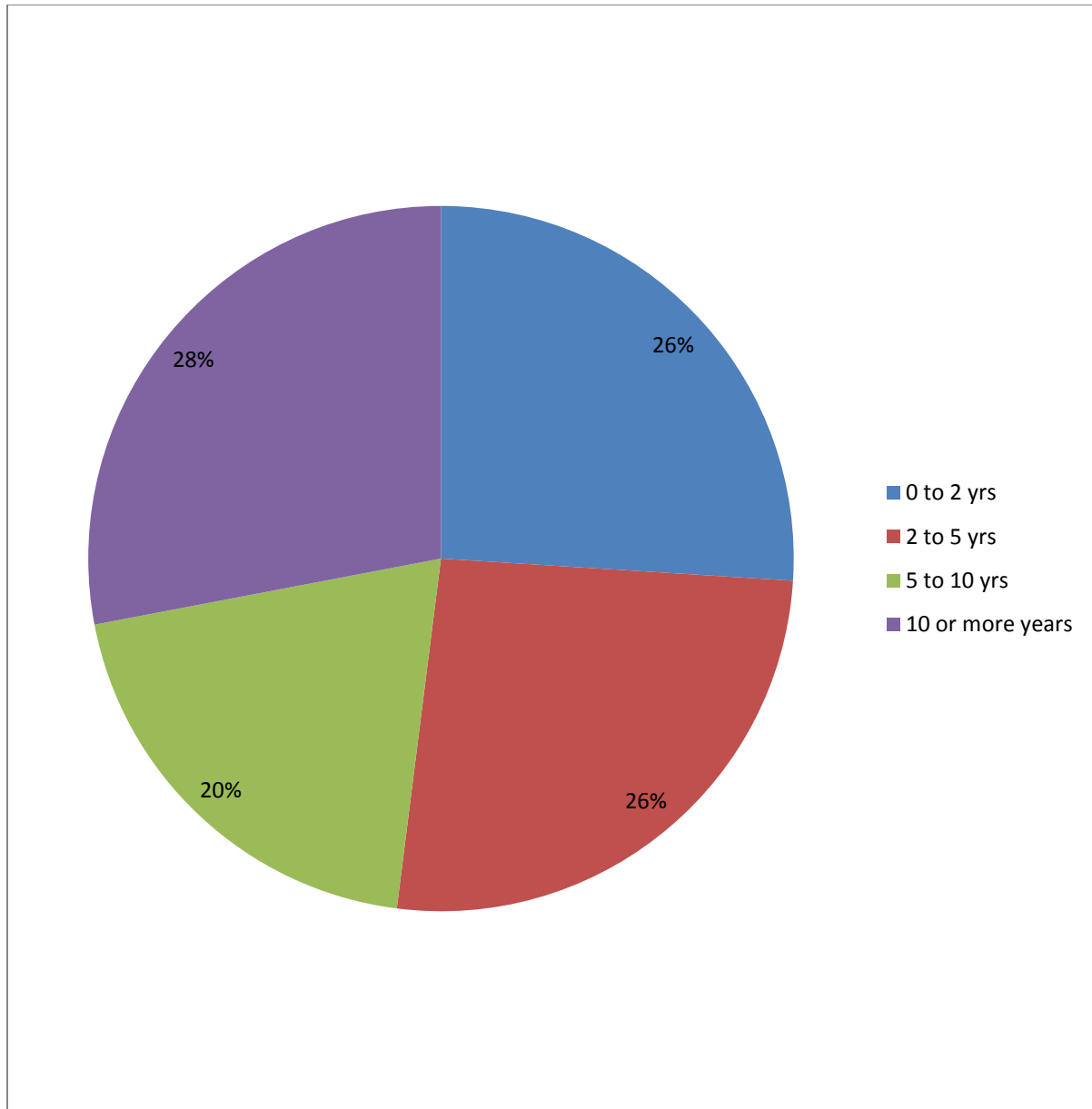


Figure 6 showing the break up sample of working experiences in years.

The pie-chart shown above indicates the sample break-up of the working experiences of the professionals. It is found out that 28% of the individuals have work experience of 10 or more years, 26% are having work experience of 0 to 2 years, 26% individuals have 2 to 5 years of experience and the rest 20% have an experience of 5 to 10 years respectively.

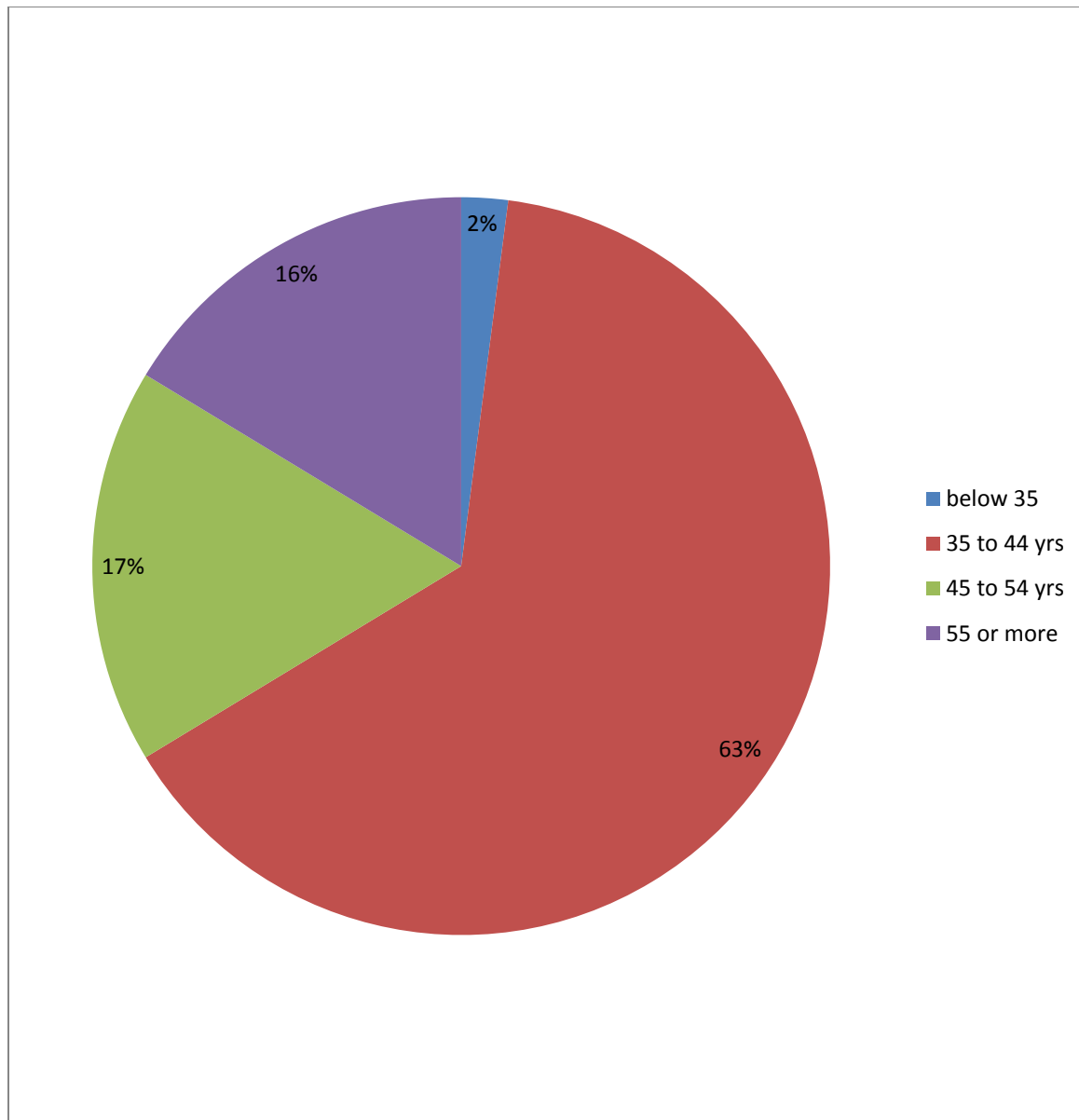


Figure 7 showing the break up sample of age groups.

From the analysis of data, it is found out that 63% of the sample belongs to the age-group of 35 to 44 years, 17 % belonged to the age group of 45 to 54 years, 16% were in 55 or more years and only 2% of the samples were below 35 years.

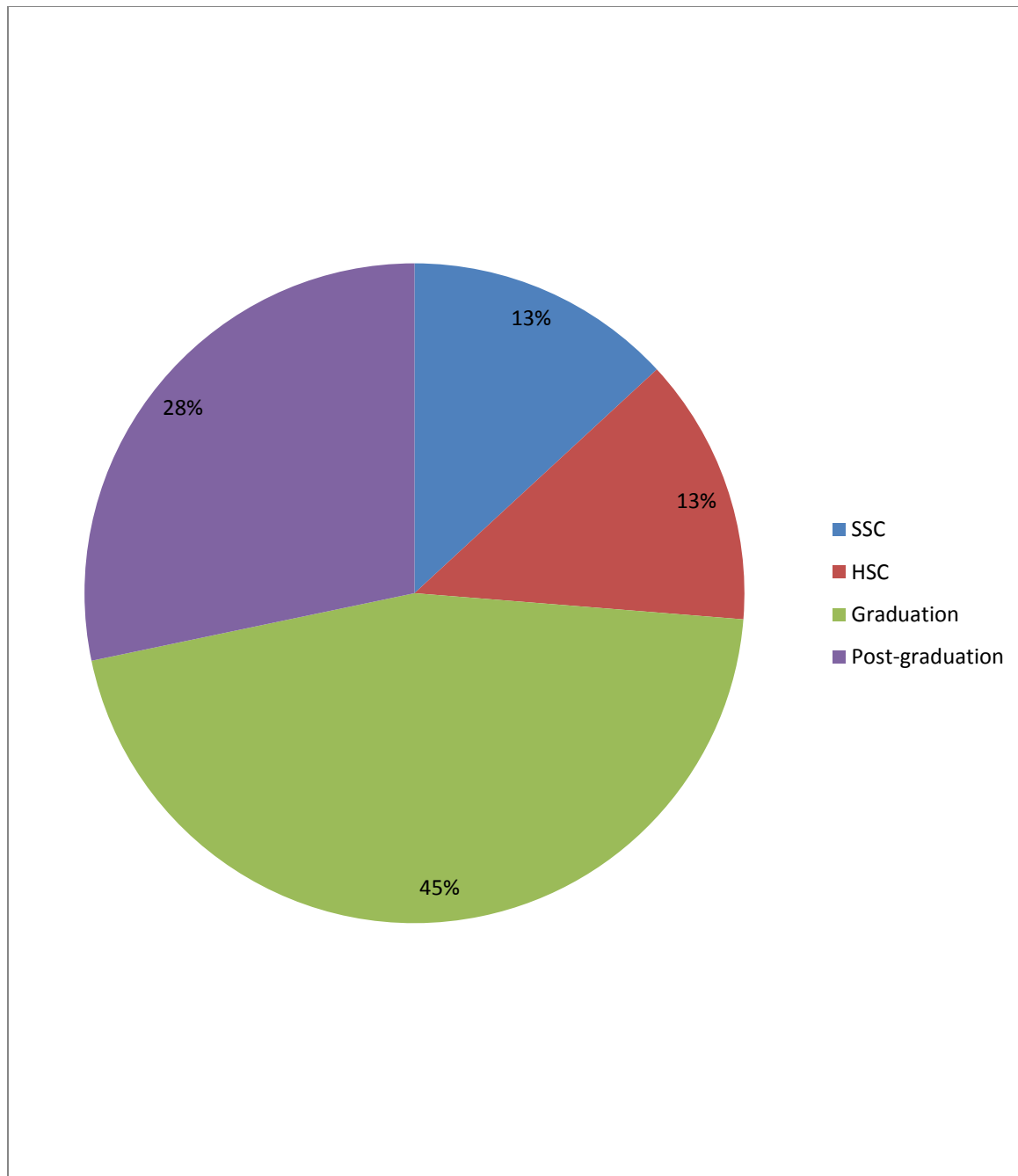


Figure 8 showing the break up sample of educational qualification across four sectors.

From the above figure no. 8, pie chart, it is clear out that 45% of the samples were graduates, 28% were post-graduates, and 13% had done till HSC and the rest 13% had only SSC degree.

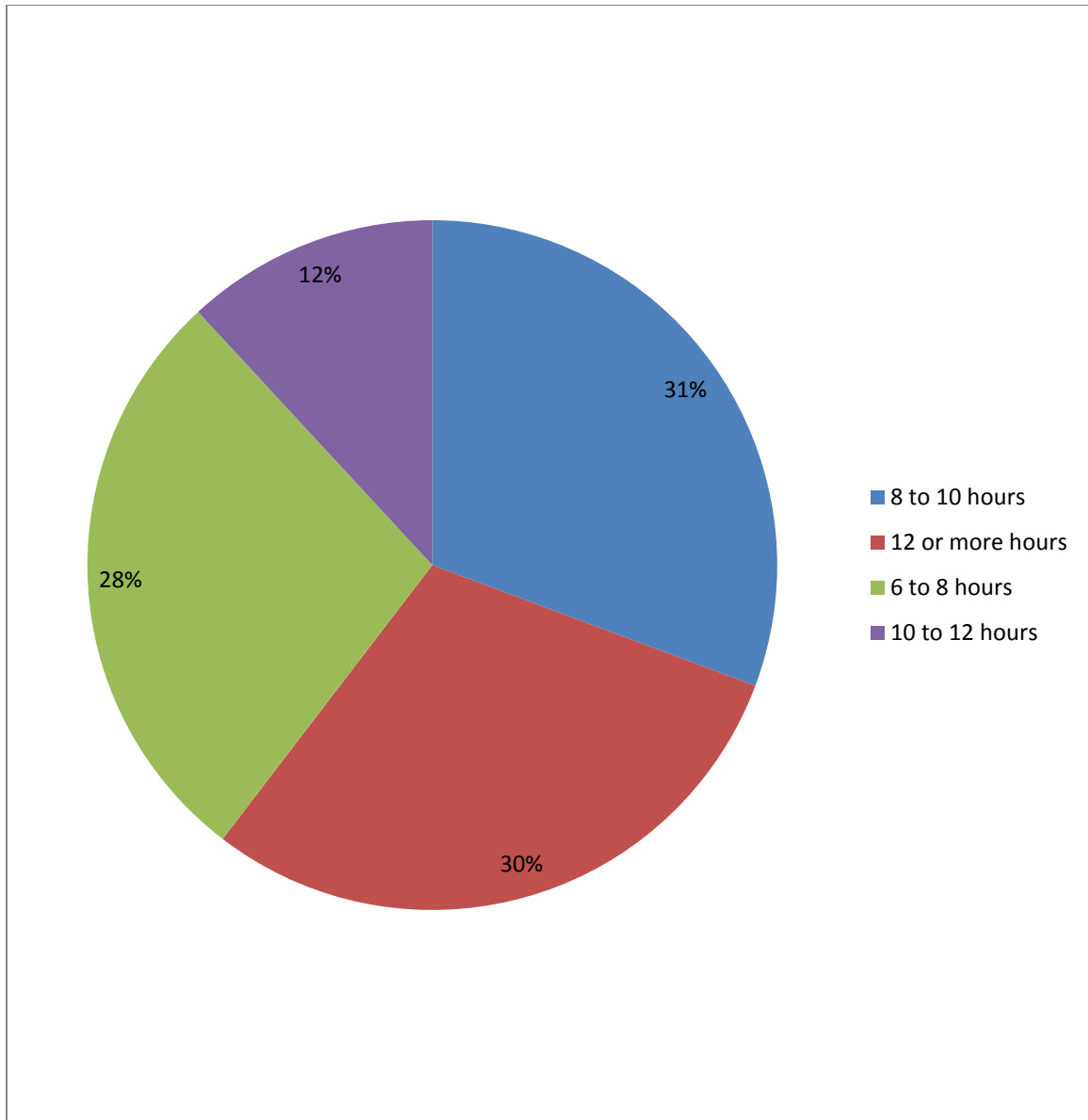


Figure 9 showing the break up sample of the working hours of the professionals.

From the analysis of data using pie-chart, it is hereby revealed that 31% of the professionals has 8 to 10 working hours, 30% has 12 or more working hours, 28% are having work hours ranging from 6 to 8 and 12% are having 10 to 12 work hours.

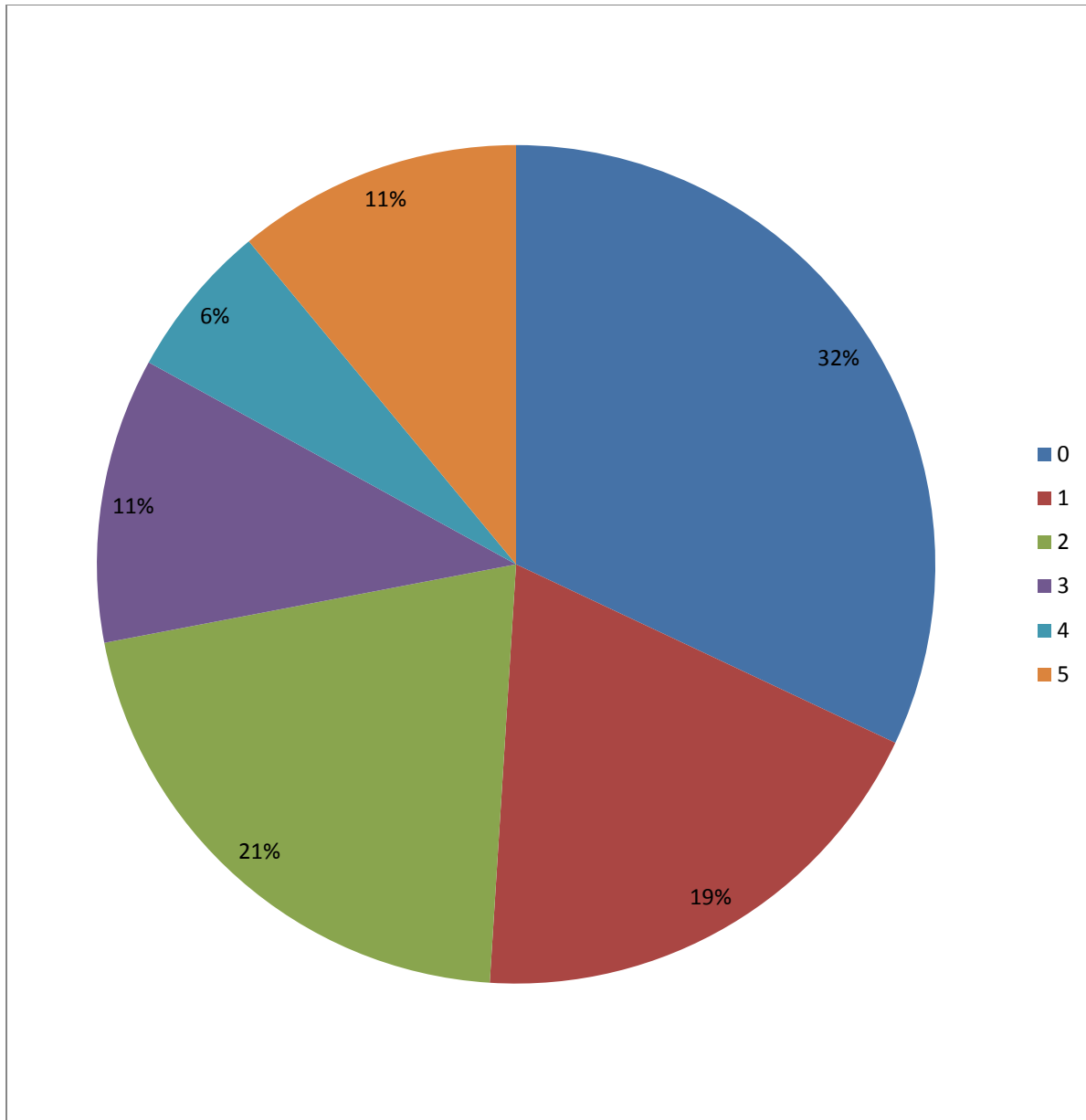


Figure 10 showing the break up sample of hierarchical levels of the professionals.

The above pie-chart showed the percentage of hierarchical levels of the professionals. The sample break-up of hierarchical levels revealed the levels or positions between the said employees and their operations staff. It is highlighted that 32% of the employees are in 0 levels meaning that the levels between those employees and the operations staffs are more or less equal,

21% are in second level, 11% are in third and fifth respectively, 19% are in first level and only 6% are in fourth level.

4.5.4 Tools

The tool used for workplace violence questionnaire was constructed as a part of the research study. The questionnaire was self-explanatory. The construction of the workplace violence tool is described in the procedure part. The psycho-social concomitants scale used along with the workplace violence questionnaire include:

4.5.4.1 Demographic Information:

Data were procured on demographic characteristics of gender, age, marital status, number of children, working experience, sector, profession, hierarchical levels, education, and working hours. Confidentiality of the results was assured for every subject. (e.g. “On average, how many hours do you work per week?”)

4.5.4.2 Stress/Energy Scale:

Stress was measured with a 6 item index ($\alpha = .92$) (Kjellberg & Wadman, 2002), where higher values indicate more stress (e.g. “Have you felt stressed the last week?”). There are 12 items altogether for stress and energy, out of which six items measure energy and the rest six items, measure stress. Response alternatives ranged from 0 (not at all) to 5 (a lot). The scale is responded on 6 point rating scale, where 0 means not at all, 1 means hardly, 2 means somewhat, 3 means fairly, 4 means much and 5 means very much. Scores allocated to each item is 0 to 5 respectively and for items fall in stress, reverse scoring was used namely, 5 means not at all, 4 means hardly, 3 means somewhat, 2 means fairly, 1 means much, 0 means very much. Section B

in the questionnaire contains statements regarding the Stress/Energy Scale, wherein item numbers 1, 2, 6, 8, 9 and 10 measures energy and the items numbers 3, 4, 5, 7, 10 and 11 measures the stress level of the employees.

4.5.4.3 General health Scale:

This scale was used to assess sleeping problems and symptoms of the participants. It is adapted from Goldberg and Hiltner (1972). The scale consists of 5 items, out of which 4 items have to be responded on 5 point rating scale, where 5 means never, 4 means seldom, 3 means sometimes, 2 means several times per week, 1 means everyday. General health was also measured with a single item (Idler & Benyamini, 1997) indicating a person's subjective rating of one's health status. The item was "How often have you experienced difficulties falling asleep?" and response alternatives ranged from 1 (very bad) to 5 (very good). It has to be responded on 5 categories as 5 means very good, 4 means good, 3 means neither good nor bad, 2 means bad, 1 means very bad. Item numbers 13, 14, 15, 16 and 17 in section B measures the general health of the employees.

4.5.4.4 Resources Scale:

Management support was assessed with a six-item index (Eklöf, et al., 2010) ($\alpha = .90$) reflecting if a manager could discuss and get support from upper level management. Response alternatives ranged from 1 (never/almost never) to 5 (always/almost always). This was assessed with a six-item index (Eklöf, et al., 2010) ($\alpha = .83$) reflecting if managers could get support from and had employees that solved their own problems. (e.g. "My superior confirms that I perform well at work".) Response alternatives ranged from 1 (never/almost never) to 5 (always/almost always). Section C covers the employee's access to various types of resources

such as superior, subordinate and organization support. The item nos. 1, 2,3,4,5 and 6 contains the statements regarding the superior support, item numbers 7,8,9,10,11 and 12 contains the statements regarding the subordinate support and the item numbers 14, 15,16,17,18 and 19 have the statements about the organizational support.

4.5.4.5 Workload Scale:

It is a standardized tool to measure how employees felt at work (e.g “family matters suffer because of your responsibilities at work.”). It ranges from never to always; where 1 means never, 2 means seldom, 3 means sometimes, 4 means often and 5 means always. Item numbers 18, 19, 20,21and 29, in section D, are on work overload.

4.5.4.6 Job Demands Scale:

It is a standardized tool, adapted from Karasek & Theorell (1990). The scale consists of 7 items and each item has to be responded in 5 point scale, where 1 means never, 2means seldom, 3 means sometimes, 4 means often and 5 means always.(e.g. “you have to retain your calm when staff members express their stress”). The item numbers 25, 30, 31, 34 and 35 in section D, are on job demands. **The Demand-control Model for Work Stress** is focused on the balance of job requirements and autonomy. This model was developed by Karasek (1979), states that those who experience high demands at work with little control are more likely than other employees to feel stressed. According to this model, those who experience low demands with high amount of control should be those who are the least stressed. For example, someone who works in a busy coffee shop would have high demands in that they must make coffee in the correct way every time and within a very small time frame. This person would also have low control because he or she would not have the freedom to make choices about how or when the coffee is made. Those who adhere to the demands-control model would expect this person to be much more stressed

than someone with more control or fewer demands. This model made particularly clear the role of autonomy in stress at work. Many people might expect that a high demand job would be more stressful than a low demand job but the how the level of control contributes to that effect was a novel idea within stress research at the time. Granted, since this theory was popularized, additional research has revealed more complex models for how demands and control affect stress levels. For instance, Schaubroeck and Merritt (1997) posited that a higher amount of control helped to alleviate stress only if the individual had high self-efficacy. The demands-control model has clearly been questioned and improved upon since its development in the late 1970s, but the magnitude in which it has affected organizational research on stress is evident.

While the effect of the demands-control model on organizational stress research is palpable, the person-environment fit model has many applications for situations in the workplace (Jex & Britt, 2008). The principles of the person-environment fit model are such that when either the person does not fit the environment or the environment does not fit the person, stress inevitably occurs. That is, if a person is overqualified for a certain position or task, he or she may experience stress because the job could seem frustrating or boring. Likewise, if a person lacks the skills necessary to complete a certain task, he or she may feel overwhelmed. In both scenarios the employee is not a good fit for the environment which results in emotional distress.

There have been many practical implications of this model, particularly for selection purposes and for measuring satisfaction. Since this model has a large focus on individual differences, researchers have worked to more clearly identify personality traits, individual preferences, and skills.

4.5.4.7 Conflict Scale:

The conflict scale was measured with a seven-item index (Eklöf, et al., 2010) ($\alpha = .82$) reflecting a range of issues regarding the personnel. An example item was “Frictions arise between administrative work, development of your operations and contacts with staff members”. Response alternatives ranged from 1 (never/almost never) to 5 (always/almost always). The item nos. 22,23,24,26,27,28,30,32,33,35 and 36, in section D of the questionnaire is on conflict.

4.5.4.8 Counterproductive Work Behaviour:

Counterproductive work behaviour (CWB) is any intentional behaviour on the part of an organization member viewed by the organization as contrary to its legitimate interests. With this definition of CWB, the focus is on the behaviour itself rather than on the results or consequences of the behaviour (e.g., the harm which is done).

Counterproductive work behaviour scale is a standardized tool to measure the behaviour displayed by the employees at their workplace. The scale was adapted from Bennett and Robinson (2002). Each statement options are given which have to be responded in a 5 point rating scale. An example item was “Taken additional or a longer break than is acceptable at your workplace”. It ranges from never to always; where 1 means never, 2 means seldom, 3 means sometimes, 4 means often, and 5 means always. Section E of the questionnaire contains 15 items regarding interpersonal deviance and organizational deviance that occasionally happens for various reasons. Interpersonal deviance refers to behaviours that are harmful to individuals in an organization such as making fun of someone or acted rudely towards someone at work. Organizational deviance refers to behaviours that are harmful or counterproductive to the organization itself such as theft of organizational property, littering, discussing confidential information or putting little effort into one’s work. (Bennett and Robinson’s, 2000)

4.5.4.9 Workplace Violence Scale:

The workplace violence tool is constructed by the researcher. An example item was “How often has your co-worker intentionally made you feel incompetent at workplace?” The response alternatives ranged from 1 (very often) to 5 (never). The workplace violence scale constructed by the researcher consists of 62 items to understand the frequency of aggressive behaviour that employees have encountered at their workplace. These 62 items are constructed on the basis of five factors such as workplace bullying, actively hostile behaviour, illegitimate pressure, humiliation and discrimination & sexual harassment. Item nos. consisting of 46 to 61 are on discrimination & sexual harassment, the item numbers 4 to 20 are on actively hostile behaviour, the statements belonging to item nos. from 41 to 45 are on humiliation, the item numbers from 1 to 3 are on workplace bullying and the item numbers 22 to 27, 29, 31 to 37 are on illegitimate pressure.

4.5.5 Procedure

First of all, the researcher had contacted the authority of the organizations to get the formal approval in order to carry out the study. The study was conducted in 3 phases. The following procedures were taken in each phase.

Phase I

- Pilot study

Phase II

- The researcher had developed a tool to measure the workplace violence on the basis of the parameters obtained from the pilot study. Initially, there were 92 items but the items

were reduced to 62 as they were subjected to data validation and were given to the experts for face validity.

- The participants of 550 were used for the standardization of tools. They were subjected to factorial analysis. The reliability and validity of 550 samples were worked out to study the relationship between workplace violence and its concomitants i.e. Stress, Energy, Resources, Conflict, Work Overload, Job Demands, Counterproductive Work Behaviour.
- The data was analyzed using SPSS package version 20. Five valid factors emerged after valid max rotation. Data was subjected to Principal component axis. Five factors cumulative explained 75.83% of variance. Item 21, 30, 38,39,40,28 and 62 didn't significantly load to any of the factors and thus was rejected. Therefore, Out of 62 items, it was reduced to 55 items.

Phase III

- In the final phase, the same 550 participants were used to study the relationship of workplace violence with stress/energy, resources (superior support, subordinate support and organization support), conflict, job demands, work overload, general health parameters and counterproductive work behaviour to understand whether they positively or negatively predict workplace violence.

4.6 Statistical Analysis

In order to test the conjectured hypotheses, the data was coded and subjected to SPSS version 20 for Univariate analysis. The analysis included descriptive statistics, resulting in mean and standard deviation of different variables. The statistics included one way ANOVA, regression analysis and correlation.

4.7 Results and Findings

The purpose of the main study was to identify and study the impact of work-life parameters on the perception of violence at workplace by the employees. It also focused on identifying how the workplace behaviour predicts workplace violence. The psychosocial concomitants were used along with the workplace violence to understand how they relate and predict violence at work.

The concomitants of violence at workplace are as follows:

- Demographic Information
- Stress/Energy
- General Health
- Resource
- Workload
- Job Demands
- Conflict
- Counterproductive Work Behaviour

Given below are the dimensions with number of items, range of scores and Cronbach's alpha.

Table no. 4.2 *Description of the tools used for the study.*

DIMENSIONS	NO. OF ITEMS	RANGE	CRONBACH'S ALPHA
Stress	6	0-30	0.71
Energy	6	0-30	0.53
General health	4	4-20	0.69
Perceived health	1	1-5	-
Superior support	6	6-30	0.87
Subordinate support	6	6-30	0.88
Organization support	7	7-35	0.87
Work overload	4	4-20	0.65
Conflict	8	8-40	0.79
Job demands	7	7-35	0.81
Counterproductive work	17	17-85	0.80

behaviour			
Bullying	3	3-15	0.87
Actively hostile behaviour	17	17-85	0.97
Illegitimate pressure	14	14-70	0.96
Humiliation	5	5-25	0.94
Discrimination & sexual harassment	16	16-80	0.98

The above table no. 3.3 shows the description of the tools used for the study along with the dimensions, number of items, range of scores and Cronbach's alpha of psycho-social variables and workplace violence variables. The Cronbach's alpha score of variables, namely, psycho-social and workplace variables, it is seen that stress, organizational resources (superior, subordinate and organization support), conflict, job demands, counterproductive behaviour, workplace bullying, actively hostile behaviour, illegitimate pressure, humiliation and discrimination & sexual harassment are higher showing the value above 0.70. The higher the value, better it is to retain the item. In terms of the psychosocial variables, it is seen that the internal consistency is higher than 0.60 (except for energy) and it can be regarded as satisfactory. "The reliability co-efficient of 0.90 or higher is regarded as the best co-efficient" says Singh (2002). It is found out that the workplace violence parameters are having internal consistency of 0.94 and above, except workplace bullying among the workplace violence variables are high.

In this way, Factorial analysis was done on 550 participants for the standardization of tools. Reliability and validity were worked out to study the relationship between workplace violence dimensions and its concomitants. The data was coded and subjected to SPSS package version 20 for the Univariate analysis. The analysis included descriptive statistics, resulting in mean and standard deviation of different variables. The statistics included one way ANOVA, regression analysis and correlation.

The purpose of this study was to identify the parameters of workplace violence as it is understood by professionals in different sectors and to develop a measure on workplace violence and standardize it in the Indian context.

This section presents the findings of the analyses performed on the data of 550 professionals from professionals belonging to four different sectors. It includes the reliability, validity and the data was analyzed using SPSS package version 20. Five valid factors emerged after VARIMAX rotation. Data was subjected to Principal component axis. Five factors cumulative explained 75.52% of variance.

In the next session, the same 550 participants were used to study the relationship of workplace violence with stress/energy, resources (superior support, subordinate support and organization support), conflict, job demands, work overload, general health parameters and counterproductive work behaviour to understand whether they positively or negatively predict workplace violence. The analysis includes the descriptive statistics for the whole sample and one-way ANOVA was conducted to find out the mean differences and standard deviation across various psychosocial parameters among different demographic groups. Moreover, correlation analysis was also performed to find out the inter-correlation between psychosocial parameters. Regression analysis was conducted to understand Stress, job demands, work overload, conflict, counterproductive work behaviour (CWB) as predictors of workplace violence (bullying, actively hostile behaviour, illegitimate pressure, humiliation, discrimination & humiliation).

The data of 550 professionals of different professions i.e. Finance, Corporate, Health and Law Enforcement sectors were subjected to factorial analysis. The reliability and validity of 550 samples were studied to work out the relationship between workplace violence and its

concomitants i.e. Stress, Energy, Resources, Conflict, Work Overload, Job Demands, Counterproductive Work Behaviour.

Section one

In this section, 550 professionals belonging to different professions were subjected to one-way ANOVA on psychosocial parameters such as stress, energy, job demands, work overload, conflict, resources (superior, subordinate and organization support respectively) and counterproductive work behaviour to understand workplace violence. The analysis comprises of descriptive statistics and inferential statistics including one- way ANOVA, Two- way ANOVA, correlation and regression analysis.

4.7.1. Effects of gender on psychosocial parameters and workplace violence dimensions

4.7.1.1 Effect of male and female employees on psychosocial parameters

The data was subjected to 2×4 (gender of the employees × organizational sectors) analysis of variance to find out the main effects of the gender of the employees and the sectors, as well as their interaction effect on the psychosocial parameters. Table 5.1 presents the results of the main effects of gender of the employees on the psychosocial parameters

Table 4.3 *Mean, SD and F Ratio of Male and Female employees on Psychosocial Parameters.*

Variables	Male (n=407)		Female (n=143)		F ratio
	Mean	SD	Mean	SD	
<i>Stress</i>	18.47 ^a	5.70	19.22 ^b	5.56	.00
<i>Energy</i>	17.38 ^a	4.69	17.55 ^b	3.96	.28
<i>General health</i>	14.37 ^b	3.33	14.27	3.18	1.05
<i>Perceived health</i>	3.97 ^a	0.79	3.84 ^b	0.79	9.98**
<i>Superior support</i>	22.92 ^b	4.71	23.48 ^a	4.10	5.91**
<i>Subordinate support</i>	22.84 ^b	4.79	23.52 ^a	4.71	4.96**
<i>Organization support</i>	26.11 ^a	5.59	26.20 ^b	4.85	3.09
<i>Work overload</i>	11.53 ^b	3.54	11.24 ^a	3.08	.04
<i>Conflict</i>	19.75 ^b	5.96	19.73 ^b	5.52	.53
<i>Job demands</i>	18.22 ^b	5.63	18.04 ^a	5.06	.73
<i>CWB</i>	26.29 ^a	8.22 ^b	24.52 ^b	5.96	7.36**

** P< 0.01, * P<0.05

Result in Table no. 4.3 shows the effect of gender on psychosocial parameters. As seen in the above table 4.3, male and female employees significantly differ on the psychosocial variables such as perceived health, superior support, subordinate support and counterproductive work behaviour (CWB) whereas no significant differences was demonstrated on the variables such as stress, energy, general health, organization support, work overload, conflict and job demands.

Perceived health

The result in table no. 4.3 suggests that males perceived their health better in comparison to the female employees. Thus, male employees are significantly higher than the female employees in the dimension of perceived health. (F=9.98, P<0.01)

Superior support

In the case of superior support, females get more support from superior than their male counterparts. Thus, female employees are significantly higher than the male employees in the dimension of superior support ($F=5.07$, $P<0.01$)

Subordinate support

The mean score of female employees i.e. 23.52 shows that they get more support from their subordinates than the male employees. Therefore, female employees are significantly higher than the male employees in terms of subordinate support. ($F=4.96$, $P<0.05$)

Counterproductive work behaviour (CWB)

In the case of counterproductive work behaviour (CWB), table 4.3 indicates that male employees engage in more CWB than females in comparison. It was found significant at 0.00 level ($F=7.36$).

However, in the case of psycho-social parameters such as stress, energy, general health, organizational support, work overload, conflict and job demands, males and females do not differ significantly.

4.7.1.2 Mean difference of male and female employees on workplace violence dimensions

The data was subjected to 2×4 (gender of the employees \times organizational sectors) analysis of variance to find out the main effects of the gender of the employees and the sectors, as well as their interaction effect on the workplace violence dimensions. Table 4.4 presents the results of the main effects of gender of the employees on the workplace violence dimensions.

Table 4.4 *Mean, SD values, F values and levels of Significance of male and females on workplace violence dimensions.*

Variable	Males (n=407)	Females(n=143)	F ratio
	Mean (SD)	Mean (SD)	
<i>Bullying</i>	11.41 (3.36)	12.34 (3.04)	8.54**
<i>Actively hostile behaviour</i>	73.35 (17.43)	79.10 (12.57)	13.14**
<i>Illegitimate pressure</i>	56.01 (13.39)	60.01 (12.05)	8.81**
<i>Humiliation</i>	20.99 (5.47)	22.02 (5.11)	3.87*
<i>Discrimination & sexual harassment</i>	74.22 (17.99)	79.97 (10.78)	12.97**

** P< 0.01, * P<0.05

As seen in the above table 4.4, male and female employees differ significantly in the perception of all the workplace violence dimensions viz, bullying, actively hostile behaviour, illegitimate pressure, humiliation and discrimination & sexual harassment.

Workplace bullying

The result in table no. 4.4 suggests that females experienced more workplace bullying in comparison to the male employees. Thus, female employees are significantly higher than the male employees in experiencing workplace bullying. (F=8.54, P<0.01)

Actively hostile behaviour

The mean score of female employees i.e. 79.10 shows that they experienced actively hostile behavior than the male employees. Therefore, female employees are significantly higher than the male employees in terms of subordinate support. ($F=13.14$, $P<0.01$)

Illegitimate pressure

In the case of illegitimate pressure, female employees are significantly higher than their male counterparts showing the mean value of 60.01 in perceiving illegitimate pressure. ($F=8.81$, $P<0.01$)

Humiliation

Table 4.4 shows that females are significantly higher than males in terms of experiencing humiliation at the workplace. ($F=3.87$, $P<0.5$)

Discrimination & sexual harassment

The mean differences in table 4.4 indicate female employees are significantly higher than the male employees in perceiving discrimination & sexual harassment. ($F=12.97$, $P<0.01$)

4.7.2 Effect of organizational sectors on the perception of psychosocial parameters and workplace violence dimensions.

4.7.2.1 Effect of organizational sectors on the perception of psychosocial parameters

In order to find out the difference in the employees perception of psychosocial parameters across the four sectors, the data was subjected to one way ANOVA. For multiple comparisons of means, Tuckey's post-hoc analysis was used.

Table 4.5.1 *Multiple comparison of means of four sectors in the perception of positive psychosocial parameters.*

Variables	1 (n=150) (finance)		2(n=150) (health)		3(n=149) (law&order)		4(n=101) (corporate)		F ratio
	Mean	SD	Mean	SD	Mean	SD	Mean	SD	
<i>Energy</i>	16.85 ^a	4.35	16.89 ^a	4.54	18.27 ^b	4.42	17.84 ^{ab}	4.67	1.72
<i>General health</i>	14.55 ^a	3.57	14.80 ^b	2.60	13.54 ^a	3.22	14.59 ^{ab}	3.68	2.18
<i>Perceived health</i>	3.86 ^a	.786	4.08 ^b	.700	3.87 ^a	.93	3.95 ^{ab}	.73	4.24**
<i>Superior support</i>	21.90 ^a	4.75	22.34 ^{ab}	4.23	25.33 ^a	3.60	22.56 ^b	4.87	7.89**
<i>Subordinate support</i>	21.70 ^a	4.68	22.73 ^{ab}	4.71	24.87 ^b	4.45	22.71 ^a	4.71	7.00**
<i>Organization support</i>	24.94 ^a	5.58	25.08 ^a	4.55	28.70 ^b	4.92	25.69 ^{ab}	5.79	9.54**

****P<0.01, *P<0.5**

Table 4.5.2 *Multiple comparison of means of four sectors in the perception of negative psychosocial parameters*

Variables	1 (n=150) (finance)		2(n=150) (health)		3(n=149) (law&order)		4(n=101) (corporate)		F ratio
	Mean	SD	Mean	SD	Mean	SD	Mean	SD	
<i>Stress</i>	17.48 ^a	5.07	20.57 ^b	5.47	17.25 ^a	5.84	19.68 ^{ab}	5.62	6.90**
<i>Work overload</i>	11.60 ^{ab}	3.74	11.24 ^a	2.96	12.46 ^b	3.38	10.06 ^a	3.17	5.91**
<i>Conflict</i>	20.02 ^a	5.81	20.13 ^{ab}	5.47	20.48 ^b	6.17	17.71 ^a	5.58	2.60*
<i>Job demands</i>	18.59 ^{ab}	5.49	18.63 ^b	4.53	18.25 ^a	5.99	16.74 ^a	5.80	1.47
<i>CWB</i>	27.71 ^b	9.30	26.57 ^{ab}	7.12	24.75 ^a	6.54	23.55 ^a	6.87	4.06*

****P<0.01, *P<0.5**

The above table no 4.5.1 & 4.5.2 show the mean, SD, F ratio and significance difference across sectors in psychosocial parameters. The result shows that the F ratio for main effect of sectors is significant for the psychosocial parameters such as the stress, general health, organizational resources (superior support, subordinate support and organizational support), work overload, conflict and counterproductive work behaviour (CWB). However, in psychosocial variables such as energy, perceived health and job demands, the four sectors i.e. finance health, law & order and corporate sectors do not differ significantly.

Stress

As shown in the table 4.5.2, employees of corporate sector having the mean value of 19.68, is not significantly differ from other three sectors viz, finance, law& order and health sector in terms of stress. Finance sector is significantly differing from only health sector. Law & order and health sector is significantly different in terms of perceiving stress at their workplace. Employees of finance sector perceived more stress compared to the employees of law & order sector ($F=6.90$, $P<0.01$)

General health

It is seen from the table 4.5.1 that the employees of corporate sector do not differ significantly from the finance, health and law & order sector in the perception of general health. Employees of health sector significantly higher than the employees of finance and law & order sector. However, the employees of law & order sector are significantly higher in perceiving general health ac compared to the employees of the finance sector. ($F=4.24$, $P<0.01$)

Superior support

The mean value of health sector is 22.73 depicting that it does not differ significantly from other three sectors viz, finance, law & order and corporate sector. Corporate sector get more superior support than finance and corporate sector, whereas, finance sector get significantly higher support than the law & order sector. ($F=7.89$, $P<0.01$)

Subordinate support

The employees of health sector do not differ significantly from other three sectors, namely, finance, law& order and corporate sector in terms of getting support from subordinates at their workplace. In comparison, the employees of law& order sector do get significantly higher support than the finance and corporate sector. Moreover, the employees of corporate sector get significantly higher support from their subordinates at their workplace as compared to the finance sector. ($F=7.00$, $P<0.01$)

Organization support

Looking into the mean values of the four sectors, it can be revealed that corporate sector do not differ significantly from the finance, health and corporate sector in terms of getting support from the organization. The law& order sector get significantly higher support from their organization than finance and health sector, however, looking into the mean values of finance and health sectors, it is also found out that health sector get more organization support than the finance sector. ($F=9.54$, $P<0.01$)

Work overload

It is seen from the table no.4.5.2, the employees of finance sector do not differ significantly from the other three sectors, namely, health, law& order and corporate sector. Moreover, the law& order sector do perceived more work overload than the health and corporate sector. The employees of health sector do perceived more work overload as compared to the employees of corporate sector ($F=5.91$, $P<0.01$)

Conflict

Looking into the mean values of the four sectors, viz, health, corporate, finance and law & order sector, it is seen that health sector do not differ significantly from the other three sectors in terms of perceiving conflict at their workplace. It is also seen that the employees of law& order sector perceived significantly higher conflict than the finance and corporate sector. However, the employees of finance sector do perceived more conflict than the corporate sector ($F=2.60$, $P<0.05$)

Counterproductive work behaviour

The table no. 4.5.2 reveals the mean values of the four different sectors, namely, health, finance, law& order and corporate sector in terms of engaging in counterproductive work behaviour (CWB). It is seen that the employees of health sector do not differ significantly from the other three sectors in terms of perceiving CWB. It is found out that the employees of finance sector do significantly higher than the law& order and corporate sector in engaging CWB at their workplace. However, it is also found out that the employees of law& order sector do engage in CWB more compared to the employees of corporate sector ($F=4.06$, $P<0.01$)

4.7.2.2. Effect of sectors on the perception of workplace violence dimensions.

In order to find out the differences in the employees perception of workplace dimensions across the four organizational sectors, the data was subjected to one way ANOVA. For multiple comparisons of means, Tuckey's post-hoc analysis was used.

Table 4.6 indicates that the employees from the four different sectors of organization differed significantly in their perception of workplace violence dimensions of bullying, actively hostile behaviour, illegitimate pressure, humiliation and discrimination & sexual harassment. Also significantly differences were observed in all the workplace violence dimensions.

Table 4.6 *Multiple comparison of means of four sectors on perceiving workplace violence dimensions.*

Variable	Finance (n=150)	Health (n=150)	Law& Order (n=150)	Corporate (n=149)	F ratio
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	
<i>Bullying</i>	11.18 ^a (3.63)	11.66 ^{ab} (3.28)	11.31 ^a (3.36)	12.84 ^b (2.37)	6.08**
<i>Actively hostile behaviour</i>	73.11 ^a (18.32)	73.80 ^{ab} (16.33)	73.31 ^a (17.94)	81.26 ^b (8.15)	6.48**
<i>Illegitimate pressure</i>	55.86 ^{ab} (14.62)	55.46 ^a (14.17)	55.56 ^a (15.00)	63.37 ^b (8.08)	8.89**
<i>Humiliation</i>	20.59 ^a (5.62)	20.72 ^a (5.59)	21.03 ^{ab} (5.91)	23.36 ^b (2.92)	6.68**
<i>Discrimination & sexual harassment</i>	74.35 ^a (18.04)	73.65 ^a (15.81)	74.96 ^{ab} (19.52)	81.91 ^b (6.64)	6.06**

****P<0.01, *P<0.05**

Workplace bullying

Table 4.6 shows a significant difference ($F=6.08$, $P<0.01$) in experiencing workplace bullying as a dimension of workplace violence by employees across different organizational sectors. The employees of finance sector do not differ significantly from the employees of law enforcement sector in experiencing workplace bullying. The employees of health sector do not differ significantly from their counterparts in the other three sectors in experiencing workplace bullying. However, the employees of corporate sector do differ significantly from their counterparts in finance and law enforcement sector. The highest mean score of corporate sector ($M=12.84$) indicates that employees experienced more workplace bullying. On the other hand, the employees of finance and law enforcement sector relatively experienced a lower workplace bullying.

Actively Hostile Behaviour

The employees from four different sectors differ significantly in experiencing workplace violence dimensions of actively hostile behaviour as shown in the table 4.6 ($F=6.48$, $P<0.01$). The employees of corporate sector significantly differ from their counterparts in other three sectors. Employees of finance sector do not significantly differ from employees of the law enforcement sector in perceiving actively hostile behaviour. The employees of health sector do not differ significantly from the other three sectors in the perception of actively hostile behaviour. The highest mean score of corporate sector ($M=81.26$) indicates that employees of these organizations experienced actively hostile behaviour. On the other hand, the lowest mean score of health sector ($M=11.66$) indicates that the employees experienced relatively lower hostile behaviour.

Illegitimate Pressure

As seen in the table 4.6, in the perception of illegitimate pressure, significant differences are observed across different sectors ($P < 0.01$). Employees of corporate sector significantly differ from their counterparts in other three sectors in the perception of this dimension of workplace violence. Employees of health sector and law enforcement sector do not differ significantly from each other in perceiving illegitimate pressure. However, the employees of finance sector do not differ significantly from other three sectors in the perceiving illegitimate pressure. The lowest mean score of health sector ($M = 55.46$) indicates that employees in these organizations are perceived as relatively less in perceiving illegitimate pressure from their superiors and subordinates.

Humiliation

Table 4.6 shows the significant difference ($F = 6.68$, $P < 0.01$) in the perception of humiliation as a dimension of workplace violence by employees across different organizational sectors. The employees of finance sector do not differ significantly from the employees of health sector in the perception of humiliation at their workplace. The employees of law enforcement sector do not differ significantly from their counterparts in the other three sectors in the perception of humiliation. However, the employees of corporate sector significantly differ from their counterparts in finance and health sector. The highest mean score of corporate sector ($M = 23.36$) indicates that the employees of corporate sector experienced humiliation from their organizations. On the other hand, the employees of health sector and finance sector relatively experience a lower degree of humiliation in their respective organizations.

Discrimination & sexual harassment

As seen in table 4.6, in the perception of discrimination & sexual harassment dimension of workplace violence, significant differences are observed across different sectors ($F=6.06$, $P<0.01$). The employees of corporate sector differ significantly from their counterparts in the three sectors. The employees of finance and health sector do not differ significantly from each other in the perception of discrimination & sexual harassment dimension of workplace violence. However, the employees of law enforcement do not differ significantly from their counterparts in the three sectors in the perception of discrimination & sexual harassment. The highest mean score of corporate sector ($M=81.91$) suggests that the employees of corporate sector perceived discrimination and sexual harassment in their respective organizations.

4.8.3 Two-way ANOVA for gender of the employees and organizational sectors on the perception of psychosocial parameters and workplace dimensions

4.7.3.1 Interaction effect of gender and organizational sectors on the perception of psychosocial parameters

In order to study the interaction effect of gender of the employees and organizational sectors in the perception of psychosocial parameters, the data was subjected to 2×4 (gender of the employee \times organizational sectors) analysis of variance. For multiple comparisons of means, Tuckey's post-hoc analysis was used.

Table 4.7 Interactions effect of gender and sector on the perception of psycho social parameters

Variable	Male (407)				Female (143)				F ratio
	1 (Finance) (n=124)	2 (Health) (n=77)	3 (Law & Order) (n=131)	4 (Corporate) (n=75)	1 (Finance) (n=26)	2 (Health) (n=73)	3 (Law & Order) (n=18)	4 (Corporate) (n=26)	
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	
<i>Energy</i>	16.79 ^a (4.51)	16.19 ^a (4.75)	18.27 ^b (4.37)	18.03 ^{ab} (5.14)	17.11 ^a (3.54)	17.63 ^a (4.21)	18.27 ^b (4.88)	17.31 ^a (2.97)	1.09
<i>General health</i>	14.63 ^{ab} (3.53)	15.07 ^b (2.74)	13.53 ^a (3.04)	14.69 ^a (3.74)	14.11 ^a (3.76)	14.50 ^a (2.43)	13.55 ^a (4.39)	14.31 ^a (3.56)	.13
<i>Perceived health</i>	3.89 ^{ab} (.79)	4.12 ^a (.65)	3.93 ^a (.91)	4.04 ^a (.70)	3.69 ^a (.73)	4.02 ^a (.74)	3.50 ^a (.98)	3.96 ^b (.73)	.82
<i>Superior support</i>	21.58 ^a (4.73)	21.68 ^a (4.35)	25.32 ^{ab} (3.66)	22.22 ^a (5.13)	23.38 ^a (4.72)	23.03 ^a (4.03)	25.44 ^b (3.27)	23.54 ^a (3.97)	.47
<i>Subordinate support</i>	21.52 ^a (4.54)	22.06 ^a (4.65)	24.71 ^a (4.55)	22.52 ^a (4.80)	22.53 ^{ab} (5.33)	23.44 ^a (4.71)	26.05 ^b (3.03)	23.26 ^a (4.48)	.09
<i>Organizational support</i>	24.77 ^a (5.55)	24.87 ^{ab} (4.79)	28.58 ^a (5.07)	25.58 ^a (5.96)	25.73 ^a (5.78)	25.30 ^a (4.31)	29.55 ^b (3.63)	26.88 ^a (5.16)	.84

**P<0.01, *P<0.5

Table 4.7 *Interactions effect of gender and sector in the perception of negative psycho social parameters*

Variable	Male (407)				Female (143)				F ratio
	1	2	3	4	1	2	3	4	
	(Finance) (n=124) Mean (SD)	(Health) (n=77) Mean (SD)	(Law & Order) (n=131) Mean (SD)	(Corporate) (n=75) Mean (SD)	(Finance) (n=26) Mean (SD)	(Health) (n=73) Mean (SD)	(Law & Order) (n=18) Mean (SD)	(Corporate) (n=26) Mean (SD)	
<i>Stress</i>	17.59 ^a (5.20)	20.96 ^b (5.53)	16.79 ^a (5.53)	20.27 ^{ab} (5.68)	16.92 ^a (4.48)	20.15 ^a (5.41)	20.55 ^a (7.09)	18.00 ^a (5.15)	3.89**
<i>Work overload</i>	11.58 ^{ab} (3.77)	11.12 ^a (3.08)	12.51 ^b (3.46)	10.12 ^a (3.22)	11.65 ^a (3.65)	11.35 ^a (2.84)	12.11 ^a (2.80)	9.92 ^a (3.09)	.15
<i>Conflict</i>	20.26 ^a (5.86)	19.31 ^a (3.06)	20.83 ^{ab} (5.96)	17.51 ^a (5.48)	18.84 ^a (5.56)	21.00 ^b (4.66)	17.94 ^a (7.18)	18.31 ^a (5.93)	2.9**
<i>Job demands</i>	19.00 ^b (5.45)	18.38 ^a (4.76)	18.53 ^a (5.97)	16.20 ^a (5.76)	16.69 ^a (5.37)	18.89 ^{ab} (4.29)	16.22 ^a (5.93)	18.31 ^a (5.76)	3.2**
<i>CWB</i>	28.44 ^b (9.35)	27.59 ^{ab} (8.48)	24.99 ^a (6.75)	23.76 ^a (7.19)	24.19 ^a (8.23)	25.49 ^a (5.17)	23.00 ^a (4.48)	23.15 ^a (5.95)	.84

**P<0.01, *P<0.5

As seen in the table 4.7.1 & 4.7.2, there is a significant differences in the perception of stress conflict and job demands between male and female employees across different organizational sectors (P<0.01). No significant interaction effects was observed in the perception of other psychosocial parameters such as energy, general health, perceived health, organizational resources (superior support, subordinate support and organization support), work overload and counterproductive work behaviour (CWB) between male and female employees across the four organizational sectors.

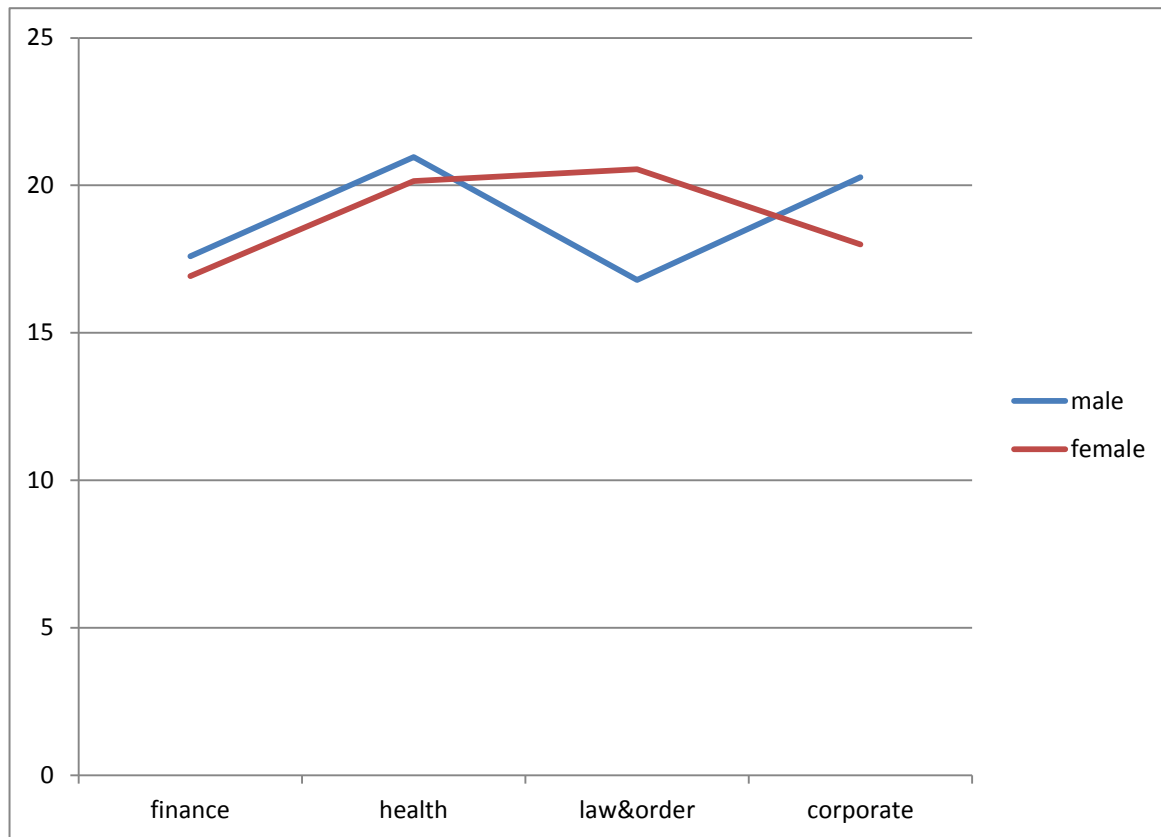


Figure 12: Interaction effect of gender and sector on stress

Table no. 4.7.1, 4.7.2 and figure 12 shows the interaction effect of gender and sector on the dimension of perceived stress. The figure depicts that in finance and health sector, both male and female employees perceived the same amount of stress. Although, the males mean score shows that male employees perceived nominally higher degree of stress as compared to females. Whereas, in law& order sector, it is seen that female employees shows significantly higher stress as compared to male employees. The case is just the opposite in the case of corporate sector. In corporate sector, male employees perceived significantly higher stress as compared to the female employees.

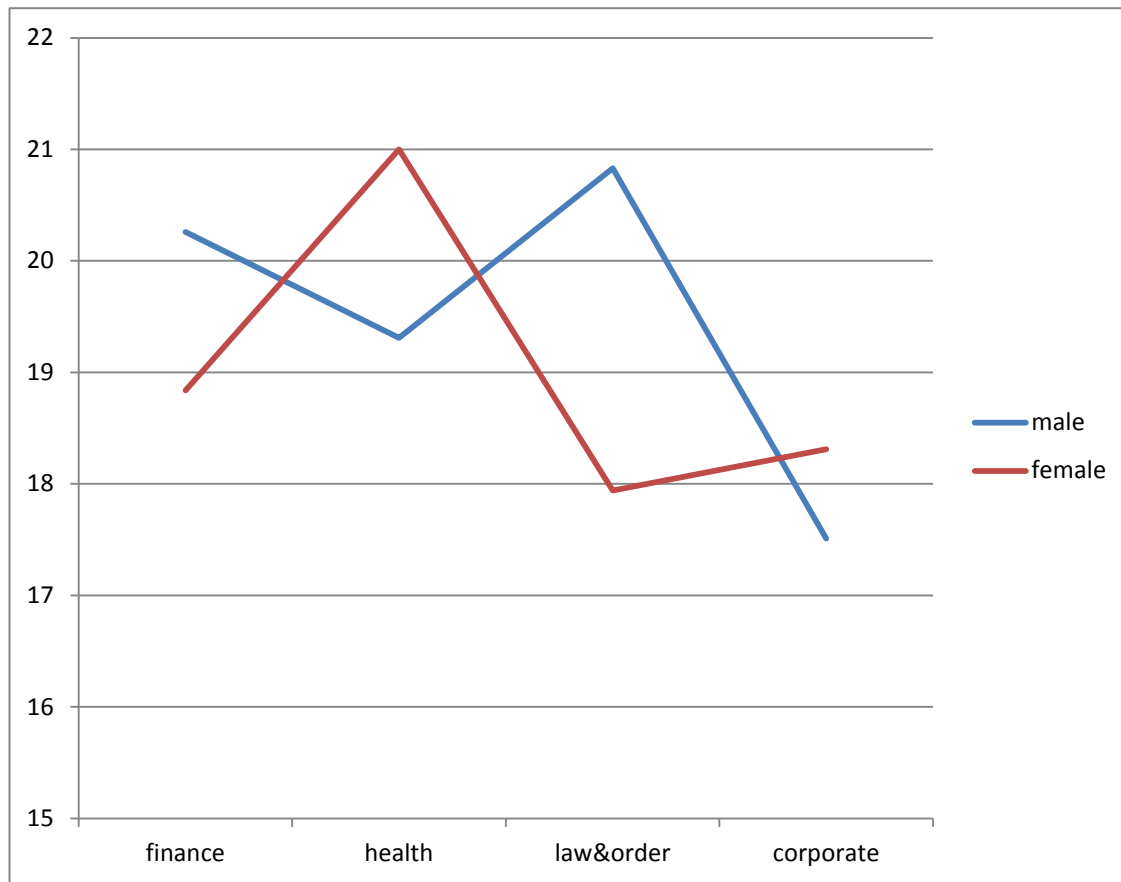


Figure 13: Interaction effect of gender and sector on conflict

The above figure no.13 shows the interaction effect of gender and sector on conflict dimension. The figure depicts that male employees perceived significantly higher conflict than females in law& order sector whereas, in health sector, the case is just the opposite, female employees significantly higher conflict as compared to male employees. In corporate sector, the mean score shows that male employees perceived nominally higher degree of conflict as compared to female employees. In the case of finance sector, male employees perceived significantly higher degree of conflict as compared to the female employees.

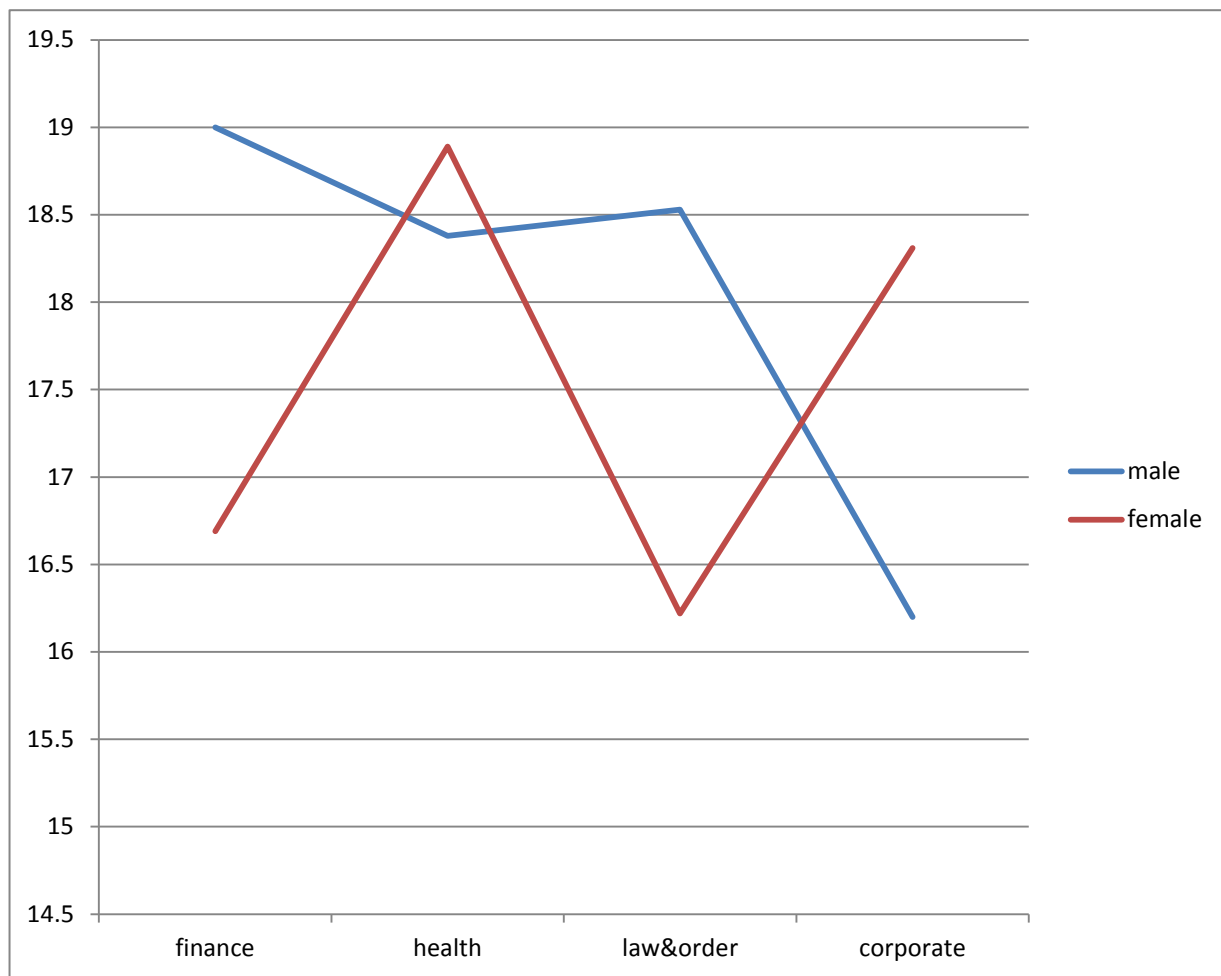


Figure 14: Interaction effect of gender and sector on job demands

As shown in figure no. 14, male employees perceived significantly higher job demands than the females in the finance sector and law& order sectors. However, in the corporate and health sector, it is seen that female employees perceived significantly higher job demands. Although, both male and female employees do differ significantly in the job demands dimension in the case of health sector, but at the same time, it also shows that there is a nominally higher degree of job demands as compared to males.

4.7.3.2. *Interaction effect of gender and organizational sectors on the perception of workplace violence dimensions*

The data was subjected to 2×4 (gender of the employee × organizational sectors) analysis of variance in order to find out their interaction effect on the perception of workplace violence dimensions.

Table 4.8 *Interaction effect of gender of the employees and the organizational sector on workplace violence dimensions.*

Variable	Male (407)				Female (143)				F ratio
	1	2	3	4	1	2	3	4	
	(Finance) (n=124)	(Health) (n=77)	(Law & Order) (n=131)	(Corporate) (n=75)	(Finance) (n=26)	(Health) (n=73)	(Law & Order) (n=18)	(Corporate) (n=26)	
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	
<i>Bullying</i>	10.98 ^a (3.67)	10.65 ^a (3.63)	11.37 ^a (3.17)	12.96 ^b (2.25)	12.11 ^a (3.30)	12.74 ^a (2.45)	10.83 ^a (4.63)	12.50 ^{ab} (2.72)	3.96**
<i>Actively hostile behaviour</i>	72.13 ^a (18.46)	68.77 ^a (19.53)	72.97 ^a (17.59)	80.75 ^{ab} (9.14)	77.77 ^a (17.22)	79.09 ^a (9.69)	75.78 ^a (82.77)	82.77 ^b (3.95)	1.51
<i>Illegitimate pressure</i>	56.63 ^a (14.95)	52.28 ^a (15.36)	55.36 ^a (14.87)	63.27 ^{ab} (7.94)	61.77 ^a (11.43)	58.81 ^a (12.01)	57.00 ^a (16.29)	63.69 ^b (7.94)	1.37
<i>Humiliation</i>	20.16 ^a (5.72)	20.06 ^a (5.67)	21.01 ^a (5.86)	23.25 ^{ab} (2.99)	22.65 ^a (4.65)	21.41 ^a (5.47)	21.16 ^a (6.44)	23.69 ^b (2.74)	.77
<i>Discrimination & Sexual harassment</i>	72.67 ^a (19.04)	68.54 ^a (18.96)	74.86 ^a (19.33)	81.51 ^a (7.45)	82.31 ^{ab} (8.77)	79.04 ^a (8.97)	75.88 ^a (21.40)	83.07 ^b (3.22)	2.23

**P<0.01, *P<0.05

As seen in the above table 4.8, there is a significant difference in the perception of workplace bullying and discrimination & sexual harassment dimensions of workplace violence between male and female employees across different organizational sectors ($P < 0.01$). No significant interaction effects of gender of the employees and organizational sectors were observed in the perception of other workplace violence dimensions between male and female employees across different organizational sectors.

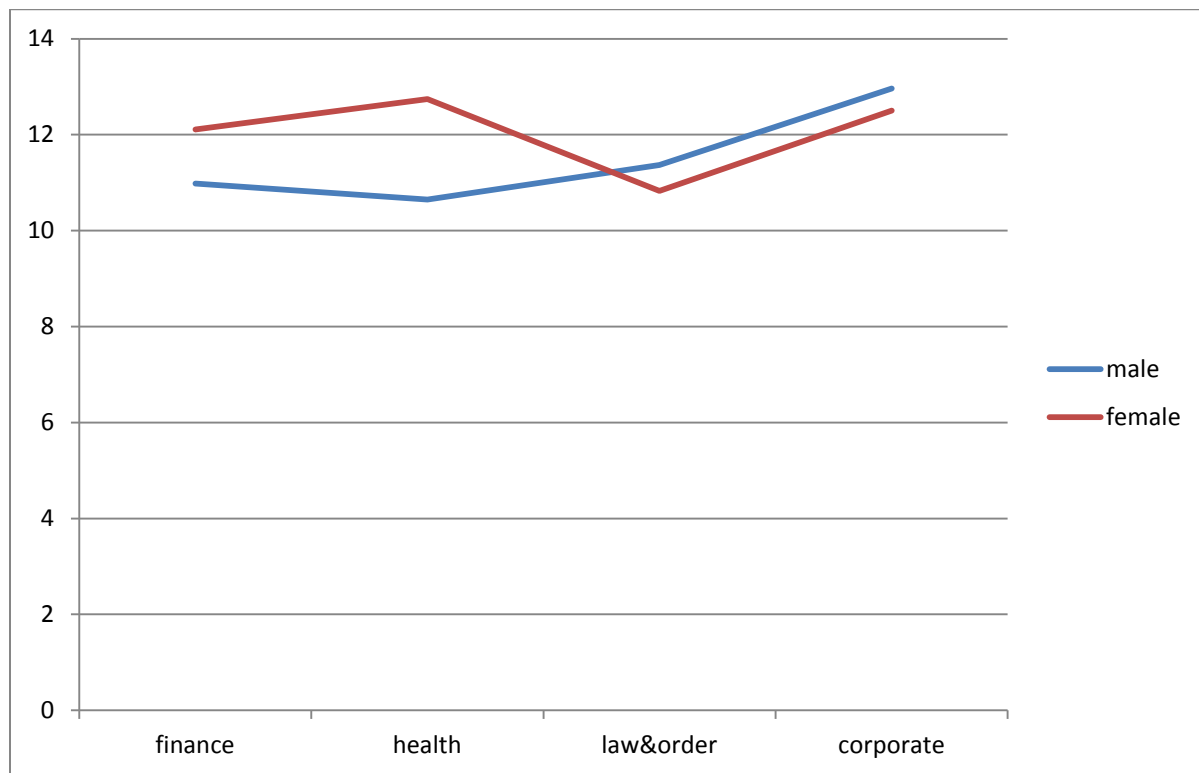


Figure 11: Interaction effect of gender and sector on workplace bullying

Table no. 4.8 and figure 13 show the interaction effect of gender and sector on the dimension of workplace bullying. The figure depicts that in finance and health sector, female employees experienced significantly higher degree of bullying than males. Whereas, in law & order and corporate sector, the mean score shows that male employees are nominally higher as

compared to the female employees. In the case of health sector, it is revealed from the above figure no.4, that female employees experienced significantly higher degree of workplace bullying. The case is just the opposite in the case of law enforcement and corporate sector. In corporate sector, male employees experienced workplace bullying significantly higher compared to the female employees.

4.7.4 Effect of work experience of the employees on the perception of psychosocial parameters and workplace violence dimensions.

4.7.4.1 Effect of work experience of the employees on the perception of psychosocial parameters.

The data was subjected to one way ANOVA to find out the differences in the number of working experiences in years of employees across four organizational sectors. The number of years of work experience of employees was divided into four groups- group 1 (0-1year), group 2 (2-4 years), group 3(5-10 years), group 4(11 or more years).

Table 4.9.1 *Mean differences in positive psychosocial parameters among employees with different duration of work experiences*

Variable	1 (n=143)	2 (n=145)	3 (n=110)	4 (n=152)	F ratio
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	
<i>Energy</i>	17.36 ^{ab} (4.31)	16.98 ^a (4.79)	16.89 ^a (4.44)	18.30 ^b (4.40)	2.92**
<i>General health</i>	14.92 ^{ab} (3.02)	14.03 ^a (3.09)	14.93 ^b (3.17)	13.70 ^a (3.64)	5.11**
<i>Perceived health</i>	22.31 ^b (.74)	3.91 ^a (.75)	3.99 ^a (.77)	13.88 ^a (.90)	.637
<i>Superior support</i>	22.31 ^a (4.59)	22.41 ^a (4.08)	23.08 ^{ab} (4.63)	24.41 ^b (4.65)	6.94**
<i>Subordinate support</i>	22.28 ^a (4.98)	22.60 ^a (4.56)	22.78 ^{ab} (4.65)	24.31 ^b (4.66)	5.44**
<i>Organizational support</i>	23.03 ^a (5.17)	25.38 ^a (4.98)	25.82 ^{ab} (5.63)	28.12 ^b (5.37)	10.34**

**P<0.01, *P<0.05

Table 4.9.2 *Mean differences in negative psychosocial parameters among employees with different duration of work experiences*

Variable	1 (n=143)	2 (n=145)	3 (n=110)	4 (n=152)	F ratio
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	
<i>Stress</i>	20.09 ^b (5.58)	18.28 ^a (5.52)	18.76 ^{ab} (5.47)	17.61 ^a (5.80)	5.10**
<i>Work overload</i>	10.61 ^a (3.25)	11.94 ^{ab} (3.36)	11.15 ^a (3.27)	12.00 ^b (3.61)	5.51**
<i>Conflict</i>	18.85 ^a (5.56)	20.63 ^b (5.39)	19.29 ^a (5.82)	20.09 ^{ab} (6.43)	2.65*
<i>Job demands</i>	17.34 ^a (5.02)	18.71 ^b (5.22)	17.87 ^a (5.23)	18.66 ^{ab} (6.22)	2.07
<i>CWB</i>	26.34 ^{ab} (7.62)	27.23 ^b (8.71)	25.49 ^a (8.27)	24.27 ^a (6.02)	3.96**

**P<0.01, *P<0.05

As seen in the table 4.9.1 & 4.9.2, it is seen that the number of years in working experience of the employees do significantly affect in the perception of stress, energy, general

health, superior support, subordinate support, organizational support, work overload, conflict, job demands and CWB.

Stress

Table 4.9.2 indicates a significant difference ($F=5.10$, $P<0.01$) in the perception of stress across employees of different sectors differing in the number of work experience. The lowest mean score of employees in group 4 (11 or more years) reveals that employees with work experience of 11 or more years are likely to perceive lesser degree of stress in their workplace. The employees of group 3 (5-10 years) do not differ significantly from employees having work experience of 0-1 year, 2-4 years and 11 or more years in their perception of stress at their workplace. The highest mean score of group 1 ($M=20.09$) indicates that employees with work experience of 0-1 year perceived higher degree of stress as compared to employees with different levels of work experience. The employees having work experience of 2-4 years and 11 or more years do not differ significantly in perceiving stress at their workplace.

Energy

As seen in the above table 4.9.1, there is a significant difference ($F=2.92$, $P<0.01$) in the perception of energy across employees of different sectors differing in the number of work experience. The lowest mean score of employees in group 3 (5-10) reveals that employees with work experience of 5-10 years perceived lesser degree of energy in their workplace. The employees having 0-1 year of working experience do not differ significantly from employees having work experience of 2-4 years, 5-10 years and 11 or more years in their energy level at their workplace. The highest mean score of group 4 ($M=18.30$) indicates that employees with work experience of 11 or more years are more energetic than the other three groups of work

experience in years. The employees having work experience of 2-4 years and 5-10 years do not differ significantly in their level of energy at their workplace.

General health

There is a significant difference in the perception of general health by the employees having different levels of working experience ($F=5.11$, $P<0.01$). The highest mean score ($M=14.93$) implies that employees with work experience of 5-10 years perceived their general health more satisfying as compared to employees at other levels of work experience. The employees with 2-4 years of work experience do not differ significantly from the employees with 11 or more years of work experience. However, the employees with 5-10 years of work experience significantly differ from the employees with 2-4 years of work experience and 11 or more years of work experience. Also, the employees with 5-10 years of work experience do not differ significantly with employees having 0-1 year of work experience in terms of having satisfying general health.

Superior support

Table 4.9.1 indicates the significant difference in the perception of getting superior support between employees at different levels of work experience ($F=6.94$, $P<0.01$). The highest mean score (24.41) of group 4 indicates that employees with 11 or more years get more superior support compared to employees at other levels of work experience. The employees with 2-4 year of work experience and 5-10 years of work experience do not differ significantly in terms of getting superior support at their workplace. The employees with 0-1 year of work experience do not differ significantly with the employees with 11 or more years in receiving superior support at their workplace. However, the employees with 11 or more years of work experience significantly

differ from employees with 2-4 years and 5-10 years of work experience in getting superior support from their organizations.

Subordinate support

A significant difference is observed in getting subordinate support between employees at different levels of work experience ($F=5.44$, $P<0.01$). The highest mean score ($M=24.31$) of group 4 indicates that employees with 11 or more years of work experience get more subordinate support compared to employees at other levels of work experience. The employees with 11 or more years of work experience do not differ significantly from employees with 5-10 years of work experience in getting subordinate support from their respective organizations. However, the employees of 11 or more years do differ significantly with employees having 0-1 year and 2-4 years of work experience in terms of getting more support from their subordinates. The employees with 0-1 year and 2-4 years of work experience do not differ significantly in terms of getting subordinate support.

Organization support

As seen in the table 4.9.1, the lowest mean score of employees in group 1(0-1 year) indicated that employees with 0 to 1 year get lesser organization support compared to employees at other levels of working experiences. The employees with 11 or more years of work experience get more support from the organization than their counterparts at different work experience. They do differ significantly with employees having 0-1 year and 2-4 years of work experience in getting more support from the organizations. However, the employees with 0-1 year and 2-4 years of work experience do not differ significantly from each other in terms of getting organization support. The employees with 5-10 years of work experience do not differ

significantly with the employees with 11 or more years of work experience in terms of getting organization support.

Work overload

A significant difference is observed in perceiving work overload between employees at different levels of work experience ($F=5.51$, $P<0.01$). The highest mean score ($M=12.00$) of employees with 11 or more years of work experience do significantly differ with employees with 0-1 and 5-10 years of work experience in perceiving work overload. However, the employees with 0-1 year of work experience and 5-10 years of work experience do not differ significantly from each other in perceiving work overload. There is no significance difference between employees with 2-4 years and 11 or more years of work experience in perceiving work overload in their organizations.

Conflict

Table 4.9.2 indicates the significant difference in experiencing conflict between employees at different levels of work experience ($F=2.65$, $P<0.01$). The highest mean score ($M=20.63$) of group 2 indicates that employees with 2 to 4 years experienced more conflict compared to employees at other levels of work experience. The employees with 0- 1 year of work experience and 5-10 years of work experience do not differ significantly in terms of experiencing conflict at their workplace. The employees having 0-1 year of work experience and 5-10 years of experience do not differ significantly with employees having 11 or more years of work experience in terms of experiencing conflict. Also, the employees with 2-4 years of work experience do not differ significantly with employees having 11 or more years of work experience in experiencing conflict at their respective workplace.

Job demands

Table 4.9.2 indicates the significant difference in perceiving job demands between employees at different levels of work experience ($F=2.07$, $P<0.01$). The highest mean score (18.71) of group 2 indicates that employees with 2-4 years perceived more job demands compared to employees at other levels of work experience. The employees with 0-1 year of work experience and 5-10 years of work experience do not differ significantly from each other in terms of perceiving job demands at their workplace. The employees with 0-1 year and 5-10 years of work experience do not differ significantly with the employees with 11 or more years in perceiving job demands at their workplace.

Counterproductive Work Behaviour (CWB)

A significant difference is observed in perceiving CWB between employees at different levels of work experience ($F=3.96$, $P<0.01$). The employees with 2-4 years of work experience perceived more CWB compared to employees at other levels of working experience. The employees with 5-10 years and 11 or more years of working experience do not differ significantly in perceiving CWB at their workplace. However, they do differ significantly from the employees with 2-4 years and 0-1 year of work experience in the perception of CWB. The employees with 0-1 year of work experience do not differ significantly with the employee with 2-4 years of working experience in terms of perceiving CWB at their respective workplace.

4.7.4.2 Effect of work experience of the employees on the perception of workplace violence dimensions.

The data was subjected to one way ANOVA to find out the differences in the number of working experiences in years of employees across four organizational sectors. The number of years of

work experience of employees was divided into four groups- group 1 (0-1year), group 2 (2-4 years), group 3(5-10 years), group 4(11 or more years).

Table 4.10 *Mean differences in workplace dimensions among employees with different duration of working experiences*

Variable	1 (n=143)	2 (n=145)	3 (n=110)	4 (n=152)	F ratio
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	
<i>Bullying</i>	11.48 ^a (3.54)	11.61 ^a (3.18)	11.79 ^b (3.17)	11.78 ^{ab} (3.30)	.33
<i>Actively hostile behavior</i>	73.15 ^a (18.35)	74.76 ^{ab} (15.70)	75.70 ^a (15.60)	75.91 ^b (16.00)	.81
<i>Illegitimate pressure</i>	56.16 ^a (15.04)	55.66 ^a (13.14)	58.87 ^b (12.87)	56.93 ^{ab} (14.55)	.85
<i>Humiliation</i>	20.39 ^a (6.35)	21.34 ^a (4.68)	21.87 ^b (4.79)	21.54 ^{ab} (5.39)	1.85
<i>Discrimination & sexual harassment</i>	74.01 ^a (18.01)	74.40 ^a (15.84)	77.34 ^b (14.42)	77.10 ^{ab} (17.29)	1.71

****P<0.01, *P<0.05**

The number of years of work experience of employees was divided into four groups-The number of years of work experience of employees was divided into four groups- group 1 (0-1year), group 2 (2-4 years), group 3(5-10 years), group 4(11 or more years). As seen in the above table no. 4.21, the number of years of working experience of the employees does not significantly affect the perception of any of the workplace violence dimensions, viz, workplace

bullying, actively hostile behaviour, illegitimate pressure, humiliation and discrimination & sexual harassment.

4.7.5 Effect of age of the employees on the perception of psychosocial parameters and workplace violence dimensions

4.7.5.1 Effect of age of the employees on the perception of psychosocial parameters

The data was subjected to one-way ANOVA to find out the differences in employees respondents in the perception of psychosocial parameters. The employees of four sectors was divided into four age groups- age group 1 (below 35 years), age group 2 (35-44 years), age group 3 (45- 54 years) and age group 4 (55 and above)

Table 4.11.1 *Mean, SD, F ratio and significance to show differences across different age groups in the perception of positive psychosocial parameters*

Variable	1 (n=349)	2 (n=94)	3 (n=89)	4 (n=18)	F ratio
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	
<i>Energy</i>	17.18 ^a (4.36)	18.19 ^b (4.58)	17.65 ^{ab} (4.83)	17.00 ^a (5.29)	1.10
<i>General health</i>	14.56 ^a (3.23)	14.60 ^{ab} (3.04)	12.95 ^a (3.34)	15.72 ^b (3.75)	5.54**
<i>Perceived health</i>	3.96 ^b (.77)	3.92 ^a (.70)	3.87 ^a (.95)	3.94 ^{ab} (.94)	.55
<i>Superior support</i>	22.46 ^a (4.58)	23.00 ^a (4.47)	24.82 ^{ab} (3.93)	26.72 ^b (4.09)	8.13**
<i>subordinate support</i>	22.63 ^a (4.82)	22.52 ^a (4.64)	24.58 ^{ab} (4.36)	25.72 ^b (4.55)	4.81**
<i>Organization support</i>	25.49 ^a (5.39)	25.67 ^a (5.33)	28.20 ^{ab} (4.81)	30.94 ^b (4.26)	8.71**

****P<0.01, *P<0.05**

Table 4.11.2 *Mean, SD, F ratio and significance to show differences across different age groups on the psychosocial parameters*

Variable	1 (n=349)	2 (n=94)	3 (n=89)	4 (n=18)	F ratio
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	
Stress	19.05 ^b (5.54)	18.20 ^a (5.65)	17.67 ^a (5.89)	18.61 ^{ab} (6.88)	1.25
Work overload	11.29 ^a (3.39)	11.53 ^{ab} (3.41)	12.12 ^b (3.30)	11.05 ^a (4.53)	1.24
Conflict	19.44 ^a (5.63)	20.91 ^b (6.16)	20.30 ^{ab} (5.84)	16.94 ^a (7.35)	2.43*
Job demands	18.06 ^a (5.29)	19.12 ^b (5.45)	18.07 ^{ab} (5.91)	16.00 ^a (6.67)	1.49
CWB	26.73 ^b (7.93)	25.46 ^{ab} (8.38)	23.81 ^a (5.66)	20.44 ^a (4.99)	5.10**

****P<0.01, *P<0.05**

As seen in the table no. 4.11.1 & 4.11.2, age of the employees do not significantly affect the perception of stress, energy, perceived health, work overload and job demands. However, there are significant difference between employees across varied age groups in the perception of general health, superior support, subordinate support, organization support, conflict and counterproductive work behaviour (CWB).

General Health

As seen from the mean differences in table 4.11.1, ages ranging from 55 or more years perceived their general health to be better as compared to the employees in other age groups. The employees of the age group below 35 years and the age group 45 to 54 years of age do not differ significantly from each other in terms of perceiving general health better. The employees of the age group 35 to 44 years do not differ significantly from the employees of the age group below 35 years and 45 to 54 years in the perception of general health as a dimension of psychosocial parameters.

Superior support

A significant difference is observed in getting superior support between employees at varied age groups ($F=8.13$, $P<0.01$). It is seen in the table no. 4.11.1 that, those employees belonging to the age ranging from 55 and above are getting more superior support from the organization as compared to employees in other age groups. The employees of the age group below 35 and the age group ranging from 35-44 do not differ significantly from the employees' age group ranging from 45-54 in getting superior support. However, there is no significant difference among the employees of the age group below 35 and age group 35-44 in terms of getting superior support.

Subordinate support

As seen from the mean differences in table 4.11.1, ages ranging from 55 or more years get subordinate support as compared to the employees in other age groups. The employees of the age group below 35 years and the age group 35 to 44 years of age do not differ significantly from each other in terms of getting subordinate support. The employees of the age group 45-54 years do not differ significantly from the employees of the age group below 35 years and 35 to 44 years in getting subordinate support, as a dimension of psychosocial parameters ($F=2.43$, $P<0.01$).

Conflict

As seen from the mean differences in table 4.11.2, ages ranging from 35-44 years perceived more conflict as compared to the employees in other age groups. The employees of the age group below 35 years and the age group 55 and above years do not differ significantly from each other in terms of perceiving conflict. The employees of the age group 45 to 54 years do not differ significantly from the employees of the age group below 35 years and 55 and above years in perceiving conflict as a dimension of psychosocial parameters.

Counterproductive work behaviour (CWB)

A significant difference is observed in perceiving CWB between employees at varied age groups ($F=5.10$, $P<0.01$). It is seen in the table no. 4.11.2 that, those employees belonging to the age ranging below 35 perceived more CWB as compared to employees in other age groups. The employees of the age group 45-54 and 55 and above do not differ significantly from the employees' age group ranging from 35-44 in perceiving CWB. However, there is no significant

difference among the employees of the age group 45-54 years and age group 55 and above in terms of perceiving CWB in their respective organizations.

4.7.5.2 Effect of age of the employees on the perception of workplace violence dimensions.

The data was subjected to one-way ANOVA to find out the differences in employees respondents in the perception of workplace violence dimensions. The employees of four sectors was divided into four age groups- age group 1 (below 35 years), age group 2 (35-44 years), age group 3 (45- 54 years) and age group 4 (55 and above)

Table 4.12 Mean, SD, F ratio and significance to show differences across different age groups on the workplace violence dimensions

Variable	Below 35 years(n=349)	(35-44)years (n=94)	(45-54)years (n=89)	(55 or more) years(n=18)	F ratio
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	
<i>Bullying</i>	11.48 ^a (3.41)	11.76 ^{ab} (3.07)	11.75 ^a (3.24)	13.61 ^b (12.00)	2.13
<i>Actively hostile behaviour</i>	74.70 ^a (16.43)	76.31 ^{ab} (13.79)	72.05 ^a (20.04)	83.50 ^b (3.45)	2.13
<i>Illegitimate pressure</i>	56.92 ^a (13.66)	57.20 ^{ab} (13.06)	55.45 ^a (16.34)	66.22 ^b (5.44)	2.44*
<i>Humiliation</i>	21.14 ^a (5.38)	21.51 ^{ab} (4.66)	20.96 ^a (6.19)	23.50 ^b (4.72)	1.06
<i>Discrimination & sexual harassment</i>	75.34 ^a (16.12)	77.62 ^{ab} (13.83)	73.62 ^a (21.66)	84.00 ^b (1.57)	1.99

**P<0.01, *P<0.05

As seen in the table 4.12, age of the employees does not significantly affect the perception of workplace violence dimensions of bullying, actively hostile behaviour, humiliation and discrimination & sexual harassment. However, there is a significant difference between

employees across varied age groups in the perception of the illegitimate pressure as a dimension of workplace violence.

As seen in the mean differences in table 4.12, the employees from the age group ranging from 55 or more years perceived more illegitimate pressure as a dimension of workplace violence as compared to the employees' counterparts in other age groups. The employees of the age group 55 and above significantly differ from the employees of the age group 45-54 in perceiving illegitimate pressure. The employees of the age group below 35 and age group 45-54 do not differ significantly in terms of perceiving illegitimate pressure at their workplace.

4.8.6. Effect of marital status in the perception of psychosocial parameters and workplace violence dimensions.

4.8.6.1 Effect of marital status in the perception of psychosocial parameters

The data was subjected to one-way ANOVA to find out the differences in employees respondents in the perception of psychosocial parameters. The employees of four sectors were divided into three different marital statuses- married, unmarried and single.

Table 4.13.1 *Mean differences in positive psychosocial parameters among employees with different marital status*

Variable	Married (n=360)	Unmarried(n=141)	Single(n=49)	F ratio
	Mean (SD)	Mean (SD)	Mean (SD)	
<i>Energy</i>	17.45 ^{ab} (4.72)	17.69 ^b (3.81)	16.51 ^a (4.82)	1.26
<i>General health</i>	14.13 ^a (3.44)	14.75 ^{ab} (2.82)	14.84 ^b (3.29)	2.42
<i>Perceived health</i>	3.90 ^{ab} (0.82)	4.05 ^b (0.75)	3.89 ^a (0.74)	1.97
<i>Superior support</i>	23.53 ^b (4.63)	22.64 ^{ab} (4.10)	20.98 ^a (4.70)	7.77**
<i>Subordinate support</i>	23.14 ^{ab} (4.91)	23.18 ^b (4.57)	21.82 ^a (4.31)	1.74
<i>Organizational support</i>	26.59 ^b (5.63)	25.47 ^{ab} (4.62)	24.67 ^a (5.47)	4.22*

****P<0.01, *P<0.05**

Table 4.13.2 *Mean differences in negative psychosocial parameters among employees with different marital status*

Variable	Married (n=360)	Unmarried(n=141)	Single(n=49)	F ratio
	Mean (SD)	Mean (SD)	Mean (SD)	
<i>Stress</i>	18.30 ^a (5.74)	19.64 ^b (5.42)	18.49 ^{ab} (5.67)	2.88*
<i>Work overload</i>	11.55 ^{ab} (3.56)	11.01 ^a (3.14)	12.04 ^b (3.11)	2.02
<i>Conflict</i>	19.67 ^a (6.01)	19.78 ^{ab} (5.76)	20.28 ^b (4.95)	.24
<i>Job demands</i>	18.09 ^{ab} (5.71)	18.03 ^a (5.25)	19.16 ^b (4.35)	.88
<i>CWB</i>	25.41 ^a (7.64)	26.68 ^b (7.75)	26.49 ^{ab} (8.23)	.58

****P<0.01, *P<0.05**

As seen in the table 4.13.1 & 4.13.2, marital status of the employees do not significantly affect the perception of psychosocial parameters such as stress, perceived health, subordinate support, work overload, conflict, job demands and CWB. However, there is a significant difference between employees across different marital status in the perception of stress, getting superior support and organization support.

Stress

Results in the table 4.13.2 indicate that employees across different marital status do differ significantly in terms of perceiving stress at their workplace ($F=2.88$, $P<0.01$). It is seen that those employees who are unmarried perceived more stress than their counterparts in other marital status. Married and single employees do not differ significantly from each other in terms of perceiving stress in their organizations. However, unmarried employees do significantly differ from the married and single employees in terms of perceiving stress.

Superior support

Significant differences are observed among the three different marital statuses in terms of getting superior support in their respective workplaces ($F=7.77$, $P<0.01$). The lowest mean score of single employees ($M=20.98$) indicates that single employees do not get enough superior support than their counterparts in other marital status. There is a significant difference among the married and unmarried employees in terms of getting superior support from their organizations. However, married employees received more superior support than the unmarried and single employees in their workplaces.

Organization support

Results in the table 4.13.1 indicate that employees across different marital status do differ significantly in terms of receiving organization support at their workplace ($F=4.22$, $P<0.01$). It is seen that those employees who are married received more organization support than their counterparts in other marital status. Married and single employees do not differ significantly from each other in terms of perceiving stress in their organizations. However, single employees received less organization support than their counterparts.

4.7.6.2 Effect of marital status in the perception of workplace violence dimensions

The data was subjected to one-way ANOVA to find out the differences in employees respondents in the perception of workplace violence dimensions. The employees of four sectors were divided into three different marital statuses- married, unmarried and single.

Table 4.14 Mean differences in workplace violence dimensions among employees with different marital status.

Variable	Married (n=360)	Unmarried(n=141)	Single(n=48)	F ratio
	Mean (SD)	Mean (SD)	Mean (SD)	
Bullying	11.63 ^{ab} (3.31)	11.71 ^b (3.32)	11.41 ^a (3.27)	.46
Actively hostile behaviour	75.49 ^{ab} (15.95)	72.88 ^a (17.84)	75.60 ^b (16.25)	1.01
Illegitimate pressure	57.75 ^b (13.63)	55.23 ^a (15.16)	56.87 ^{ab} (12.03)	1.39
Humiliation	21.72 ^b (5.12)	20.17 ^a (6.12)	20.87 ^{ab} (4.68)	3.05**
Discrimination & sexual harassment	76.76 ^{ab} (16.22)	72.54 ^a (18.02)	77.00 ^b (14.19)	2.41

**P<0.01, *P<0.05

As seen in the table 4.14, marital status of the employees does not significantly affect the perception of workplace violence dimensions of workplace bullying, actively hostile behaviour, illegitimate pressure and discrimination & sexual harassment. However, there is a significant difference between employees across different marital status in the dimension of humiliation.

Significant differences are observed among the three different marital statuses in terms of perceiving humiliation in their respective workplaces ($F=3.05$, $P<0.01$). The lowest mean score of unmarried employees ($M=20.17$) indicates that they do not perceived humiliation as compared to their counterparts in other marital status. There is a significant difference among the married and single employees in terms of perceiving humiliation from their organizations. It is depicted from the table 4.14 that married employees perceived more humiliation than the unmarried and single employees in their workplaces.

4.7.7 Effect of educational qualification on the perception of psychosocial parameters and workplace violence dimensions:

4.8.7.1 Effect of educational qualification on the perception of psychosocial parameters

In order to find out the differences in the employees perception of psychosocial parameters across the four educational qualifications, the data was subjected to one-way ANOVA.

Table 4.15.1 *Mean, SD, F ratio and significance to show difference across the level education in psychosocial parameters*

Variable	SSC (n=74)	HSC (n=73)	Graduation (n=247)	Post- graduation (n=156)	F ratio
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	
<i>Energy</i>	17.44 ^{ab} (4.08)	18.54 ^b (4.45)	17.09 ^a (4.58)	17.42 ^a (4.59)	1.95
<i>General health</i>	14.00 ^a (3.03)	13.12 ^a (3.28)	14.66 ^b (3.21)	14.59 ^{ab} (3.41)	4.81**
<i>Perceived health</i>	3.84 ^a (.94)	3.92 ^a (.89)	3.98 ^b (.73)	3.93 ^{ab} (.78)	.72
<i>Superior support</i>	24.29 ^{ab} (4.43)	25.14 ^b (3.54)	22.75 ^a (4.60)	22.03 ^a (4.58)	10.34**
<i>Subordinate support</i>	24.01 ^{ab} (4.74)	24.60 ^b (4.32)	22.71 ^a (5.14)	22.33 ^a (4.18)	5.28**
<i>Organization support</i>	27.11 ^{ab} (5.66)	27.12 ^b (4.70)	25.95 ^a (5.64)	25.49 ^a (5.14)	2.45

**P<0.01, *P<0.05

Table 4.15.2 *Mean, SD, F ratio and significance to show difference across the level education in psychosocial parameters*

Variable	SSC (n=74)	HSC (n=73)	Graduation (n=247)	Post- graduation (n=156)	F ratio
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	
<i>Stress</i>	18.29 ^{ab} (6.26)	17.56 ^a (5.79)	19.36 ^b (5.23)	18.25 ^a (5.61)	2.56**
<i>Work overload</i>	12.03 ^b (3.34)	11.97 ^{ab} (3.09)	11.23 ^a (3.27)	11.30 ^a (3.81)	1.72
<i>Conflict</i>	20.17 ^b (6.20)	20.11 ^{ab} (5.73)	19.45 ^a (5.86)	19.85 ^a (5.75)	.451
<i>Job demands</i>	17.44 ^a (6.44)	17.78 ^a (5.45)	18.05 ^{ab} (5.41)	18.89 ^b (5.09)	1.51
<i>CWB</i>	23.65 ^a (5.44)	24.94 ^a (5.12)	26.34 ^{ab} (7.79)	26.48 ^b (9.25)	3.05**

**P<0.01, *P<0.05

As seen in the table 4.15.1 & 4.15.2, educational qualification of the employees significantly affects the perception of psychosocial parameters such as stress, general health, superior support, subordinate support and CWB. However, there is no significant difference between employees across different educational qualification in energy, perceived health, organization support, work overload, conflict and job demands.

Stress

Significant differences are observed among the four educational qualifications in terms of perceiving stress in their respective workplaces ($F=2.56$, $P<0.05$). The lowest mean score of HSC employees ($M=17.56$) indicates that they do not perceived stress significantly as compared to their counterparts in other educational qualifications. It is also seen from the table 4.15.2 that there is no significant difference among those employees whose educational qualification is HSC and SSC in terms perceiving stress at their respective workplaces. The employees with bachelor's degree perceived significantly higher degree of stress than their counterparts in other educational qualification. The employees having post graduation degrees do not differ significantly with those employees having SSC and HSC degree in perceiving stress at their workplace.

General Health

Results in the table 4.15.1 indicate that employees across different educational background do differ significantly in terms of perceiving their health better ($F=4.81$, $P<0.0$). Employees having SSC and HSC degrees do not significantly differ from each other in terms of perceiving their general health in their respective organizations. No significant difference is seen among the graduates and post graduates in terms of perceiving general health. However, the

highest mean score of graduate employees ($M=14.66$) indicate that they do differ significantly from the employees having SSC, HSC and post-graduate degrees.

Superior support

Significant differences are observed among the four educational qualifications in terms of getting superior support in their respective workplaces ($F=10.34$, $P<0.01$). Employees having HSC degree do significantly differ from their counterparts at different educational qualifications. The employees who have the educational background up to HSC get more superior support than other employees having different educational background. There is no significant difference among the employees who are graduate and post-graduate in getting superior support at their workplace.

Subordinate support

A significant difference is observed in getting subordinate support between employees at different levels of educational background ($F=5.28$, $P<0.01$). It is seen in the table no. 4.15 that, those employees having SSC degree get subordinate support as compared to employees in other educational qualification. The employees having graduate degree and post-graduate degree do not differ significantly from the employees having SSC degree in terms of receiving support from the subordinates. However, there is no significant difference among the employees having graduate degree and post-graduate degree in terms of receiving support from their subordinates in their respective organizations.

Counterproductive Work Behaviour (CWB)

A significant difference is observed in indulging with CWB between employees at different levels of educational background ($F=3.05$, $P<0.01$). It is seen in the table no. 4.15 that, those employees having post-graduate degree indulge in more counterproductive work behaviour as compared to employees in other educational qualification. The employees having SSC degree and HSC do not differ significantly from the employees having graduate degree in terms of indulging in CWB at their workplace. There is no significant difference among the employees having SSC and HSC degree in terms of indulging in CWB at their workplaces.

4.7.7.2 Effect of educational qualification on the perception of workplace violence dimensions.

In order to find out the differences in the employees perception of psychosocial parameters across the four educational qualifications, the data was subjected to one-way ANOVA.

Table 4.16 Mean, SD, F ratio and significance to show difference across the level of education in workplace violence dimensions

Variable	SSC (n=74)	HSC (n=73)	Graduation (n=247)	Post- graduation (n=156)	F ratio
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	
<i>Bullying</i>	11.97 ^a (3.25)	12.09 ^b (3.47)	11.16 ^a (3.38)	12.07 ^{ab} (3.02)	3.36**
<i>Actively hostile behaviour</i>	75.82 ^a (17.01)	77.52 ^b (14.02)	72.90 ^a (18.34)	76.22 ^{ab} (13.75)	2.25
<i>Illegitimate pressure</i>	55.53 ^a (14.98)	61.48 ^b (12.18)	55.41 ^a (14.79)	57.83 ^{ab} (12.27)	3.86**
<i>Humiliation</i>	22.14 ^{ab} (4.45)	22.37 ^b (5.05)	20.90 ^a (5.55)	20.86 ^a (5.61)	2.40
<i>Discrimination & sexual harassment</i>	78.22 ^{ab} (15.73)	78.76 ^b (14.85)	72.74 ^a (18.85)	77.81 ^a (12.95)	4.96**

**P<0.01, *P<0.05

As seen in the table 4.16, educational qualification of the employees significantly affects the perception of workplace violence dimensions of bullying, illegitimate pressure and discrimination & sexual harassment. However, there is no significant difference between employees across different educational qualification in actively hostile behaviour and humiliation dimensions of workplace violence.

Workplace bullying

Significant differences are observed among the four educational qualifications in terms of experiencing workplace bullying in their respective workplaces ($F=3.36$, $P<0.01$). The highest mean score of HSC employees ($M=12.09$) indicates that they do experienced workplace bullying significantly as compared to their counterparts in other educational qualifications. It is also seen from the table 4.16 that there is no significant difference among those employees whose educational qualification is SSC and graduates in terms experiencing workplace bullying at their respective workplaces. The employees having post graduate degrees do not differ significantly with those employees having SSC and graduate degree in experiencing bullying at their workplace.

Illegitimate pressure

Results in the table 4.16 indicate that employees across different educational background do differ significantly in terms of perceiving illegitimate pressure ($F=3.86$, $P<0.01$). Employees having SSC and graduate degrees do not significantly differ from each other in terms of perceiving illegitimate pressure at their respective organizations. The highest mean score of employees having HSC degrees ($M=61.48$) indicate that they do differ significantly from the

employees having SSC, graduate and post-graduate degrees in terms of perceiving illegitimate pressure.

Discrimination & sexual harassment

Significant differences are observed among the four educational qualifications in terms of perceiving discrimination and sexual harassment at their respective workplaces ($F=4.96$, $P<0.01$). It is observed from the table 4.16 that employees having HSC degree do significantly differ in perceiving discrimination and sexual harassment from their counterparts at different educational qualifications. There is no significant difference among the employees who are graduate and post-graduate in perceiving discrimination and sexual harassment at their workplaces.

4.7.8 Effect of working hours on the perception of psychosocial parameters and workplace violence dimensions.

4.7.8.1 Effect of working hours in the perception of psychosocial parameters

The data was subjected to one-way ANOVA to find out the differences of working hours among employees in the perception of psychosocial parameters. The number of working hours was divided into 4 groups- group 1 (6-8 work hours), group 2 (8-10 work hours), group 3 (10-12 work hours) and group 4 (12 or more work hours).

Table 4.17.1 Mean differences, SD and F ratio to show the differences of working hours of the employees in the perception of positive psychosocial parameters

Variable	1 (n=152)	2 (n=68)	3 (n=66)	4 (n=164)	F ratio
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	
Energy	17.97(4.20)	16.89(4.73)	16.80(4.83)	17.72(4.38)	2.17
General health	14.86(3.20) ^{ab}	14.88(3.21) ^b	13.50(3.01) ^a	13.67(3.38) ^a	6.73**
Perceived health	4.02(.727)	3.95(.74)	3.89(.86)	3.86(.88)	1.17
Superior support	22.46(4.42) ^a	22.52(4.75) ^{ab}	22.78(4.40) ^b	24.30(4.34) ^a	5.19**
Subordinate support	23.02(4.55) ^a	22.54(5.00) ^a	22.69(5.08) ^{ab}	23.66(4.58) ^b	1.662
Organization support	25.45(5.17) ^a	25.53(5.27) ^a	25.80(6.25) ^{ab}	27.52(5.18) ^b	5.32**

**P<0.01, *P<0.05

Table 4.17.2 Mean differences, SD and F ratio to show the differences of working hours of the employees in the perception of negative psychosocial parameters

Variable	1 (n=152)	2 (n=68)	3 (n=66)	4 (n=164)	F ratio
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	
Stress	20.90(5.34) ^b	18.08(5.13) ^a	16.12(5.85) ^a	18.20(5.78) ^{ab}	14.19**
Work overload	10.80(3.25) ^a	11.08(3.28) ^a	11.81(3.55) ^{ab}	12.28(3.53) ^b	6.09**
Conflict	19.15(5.83)	19.59(5.50)	20.24(5.76)	20.27(6.22)	1.16
Job demands	17.98(5.06)	18.21(5.05)	18.54(16.06)	18.16(6.05)	.17
CWB	27.08(7.67)	25.55(7.72)	26.04(8.76)	24.87(7.25)	2.26

**P<0.01, *P<0.05

As seen in the table 4.17.1 & 4.17.2, the working hours of the employees do significantly affect the perception of psychosocial parameters such as stress, general health, superior support, organization support and work overload. However, no significant differences was found in the perception of psychosocial parameters such as energy, perceived health, subordinate support, conflict, job demands and CWB.

Stress

A significant difference is observed in the perception of stress at different working hours of the employees. It is observed from the table 4.17.2 that employees having 6-8 working hours do significantly differ in perceiving stress from their counterparts at different educational working hours ($F=14.19$, $P<0.01$). There is no significant difference among the employees who have working hours of 8-10 and 10-12 from the employees with 12 or more work hours in perceiving stress. The lowest mean score ($M=16.18$) of the employees with 10-12 work hours indicate that they perceived lesser degree of stress at their workplaces.

General health

As seen in the table 4.17.1, working hours of the employees significantly affects the employees' general health ($F=6.73$, $P<0.01$). Employees having 8-10 working hours perceived their general health better as compared to their counterparts at different working hours. The employees having 8-10 work hours do not differ significantly from employees having 6-8 working hours in perceiving general health. However, leaders having 8-10 working hours significantly differ from those employees having 10-12 working hours and 12 or more work hours in terms of perceiving their general health. The employees having 10-12 work hours and

12 or more work hours do not significantly differ from employees having 6-8 working hours in perceiving general health.

Superior support

A significant difference is observed in getting superior support at different amount of working hours ($F=5.19$, $P<0.01$). The highest mean score ($M=24.30$) of group 4 indicates that employees having working hours of 12 or more, get more superior support when compared to their counterparts at other amount of working hours. The lowest mean score ($M=22.52$) of group 2 indicates that employees with 8-10 working hours get superior support in a relatively lesser degree when compared to their counterparts at other amounts of work hours. The employees having 12 or more, working hours significantly differ from employees having 8-10 working hours. The employees with 12 or more working hours do not differ significantly from employees having 10- 12 working hours.

Organization support

Table 4.17.1 shows a significant difference in getting organization support across employees having different amounts of working hours ($F=5.32$, $P<0.01$). The highest mean score ($M=27.52$) of employees having 12 or more working hours indicates that they get more support from the organization as compared to the employee counterparts at other amounts of working hours. The lowest mean score ($M=25.45$) of employees having 6-10 work hours indicates that they get relatively lesser degree of support from their respective organizations, as compared to the other employees counterparts at other amounts of working hours. The employees with 12 or more working hours do not differ significantly with employees having 10-12 work hours in

getting support from their organizations. The employees having 6-8 work hours do not significantly differ from employees with working hours of 8-10 in terms of getting support from their organizations. However, a significant difference in getting organization support is observed between employees having 12 or more working hours and 6-8 working hours.

Work overload

Table 4.17.2 indicates a significant difference ($F=6.09$, $P<0.01$) in experiencing work overload across employees differing in the number of working hours at their respective workplaces. The lowest mean score ($M=10.80$) communicates that employees having 8-10 working hours perceived work overload relatively to a lesser degree when compared to their counterparts at different amounts of working hours. The highest mean score (12.28) indicates that those employees having the working hours of 12 or more perceived work overload relatively to a greater extent, as compared to other employees having different amounts of work hours. The employees having 10-12 working hours do not differ significantly from employees of group 4 (12 or more working hours) in perceiving work overload. However, a significant difference is observed between the employees having work hours of 6-8 and 12 or more working hours, in experiencing work overload.

4.7.8.2 Effect of working hours in the perception of workplace violence dimensions

The data was subjected to one-way ANOVA to find out the differences of working hours among employees in the perception of workplace violence dimensions. The number of working hours was divided into 4 groups: group 1 (6-8 work hours); group 2 (8-10 work hours); group 3 (10-12 work hours) and group 4 (12 or more work hours).

Table 4.18 *Mean differences, SD and F ratio to show the differences of working hours of the employees in the perception of workplace violence dimensions*

Variable	(0-2)years (n=152)	(2-5)years (n=68)	(5-10)years (n=66)	(10 or more) years (n=164)	F ratio
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	
<i>Bullying</i>	11.84(3.21)	11.75(3.41)	11.54(2.97)	11.41(3.41)	.527
<i>Actively hostile behaviour</i>	75.88(15.47)	75.79(15.84)	76.34(12.84)	72.32(19.01)	1.858
<i>psychosocial Illegitimate pressure</i>	57.75(12.79)	57.85(3.82)	58.39(12.00)	55.04(15.58)	1.662
<i>Humiliation</i>	21.42(5.31)	21.35(5.25)	21.53(4.88)	20.89(5.81)	.367
<i>Discrimination & sexual harassment</i>	76.57(13.84)	75.36(16.87)	78.13(12.55)	74.29(19.79)	1.030
**P<0.01, *P<0.05					

As seen in the table 4.18, working hours of the employees do not significantly affect the perception of any of the workplace violence dimensions of bullying, actively hostile behavior, illegitimate pressure, humiliation and discrimination & sexual harassment.

4.7.9 Effect of hierarchical levels in the perception of psychosocial parameters and workplace violence dimensions.

4.7.9.1 Effect of hierarchical levels in the perception of psychosocial parameters

The data was subjected to one-way ANOVA to find out the differences of hierarchical levels among the different levels of job in the perception of psychosocial parameters.

Table 4.19.1 *Mean, SD, F ratio and significance to show differences among the different levels of job in the perception of positive psychosocial parameters*

Variable	0 (n=175)	1 (n=105)	2 (n=115)	3 (n=62)	4 (n=35)	5 (n=58)	F ratio
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	
<i>Energy</i>	16.94 ^a (4.71)	17.68 ^a (4.15)	17.84 ^{ab} (4.77)	17.55 ^a (4.47)	16.74 ^a (4.16)	17.89 ^b (4.26)	.96
<i>General health</i>	14.22 ^a (3.07)	14.65 ^{ab} (3.65)	14.88 ^b (3.09)	13.90 ^a (2.92)	13.40 ^a (3.93)	14.21 ^a (3.44)	1.68
<i>Perceived health</i>	3.91 ^a (.84)	3.87 ^a (.80)	3.93 ^a (.67)	4.11 ^b (.81)	3.85 ^a (.81)	4.03 ^{ab} (.85)	1.00
<i>Superior support</i>	23.84 (4.46)	22.57 (4.54)	22.62 (4.71)	22.67 (4.43)	22.57 (4.66)	23.27 (4.56)	1.67
<i>Subordinate support</i>	23.80 ^b (4.83)	22.68 ^a (4.33)	22.89 ^a (4.51)	22.00 ^a (5.30)	22.17 ^a (5.19)	23.18 ^{ab} (4.88)	1.88
<i>Organization support</i>	26.93 ^b (5.52)	25.67 ^a (5.30)	25.86 ^a (5.15)	25.26 ^a (4.71)	25.69 ^a (6.15)	26.33 ^{ab} (4.87)	1.36

****P<0.01, *P<0.05**

Table 4.19.2 *Mean, SD, F ratio and significance to show differences among the different levels of job in the perception of negative psychosocial parameters*

Variable	0 (n=175)	1 (n=105)	2 (n=115)	3 (n=62)	4 (n=35)	5 (n=58)	F ratio
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	
<i>Stress</i>	18.07 ^a (5.97)	18.69 ^a (5.76)	19.70 ^b (5.60)	18.37 ^a (4.81)	18.17 ^a (5.71)	18.93 ^{ab} (5.46)	1.27
<i>Work overload</i>	11.75 ^b (3.33)	11.64 ^a (3.82)	10.74 ^a (3.77)	11.67 ^{ab} (2.97)	11.57 ^a (3.01)	11.34 ^a (2.81)	1.39
<i>Conflict</i>	20.24 ^{ab} (5.88)	19.41 ^a (5.45)	19.17 ^a (5.84)	21.04 ^b (5.65)	19.94 ^a (5.17)	18.53 ^a (6.00)	1.67
<i>Job demands</i>	18.34 ^a (5.57)	18.61 ^{ab} (5.17)	18.09 ^a (5.67)	18.95 ^b (4.99)	17.76 ^a (5.78)	16.43 ^a (5.52)	1.64
<i>CWB</i>	24.69 ^a (6.97)	26.24 ^a (8.14)	26.39 ^a (8.42)	27.14 ^b (8.07)	26.51 ^{ab} (7.37)	25.64 ^a (7.42)	1.36

****P<0.01, *P<0.05**

Results indicated in table no. 4.19.1 & 4.19.2 indicate that the hierarchical levels of the employees do not significantly affect the perception of psychosocial parameters such as stress, energy, general health, perceived health, superior support, subordinate support, organization support, work overload, conflict, job demands and counterproductive work behaviour.

4.7.9.2 Effect of hierarchical levels in the perception of workplace violence dimensions.

The data was subjected to one-way ANOVA to find out the differences among the different levels of job in the perception of workplace violence dimensions.

Table 4.20 Mean, SD, F ratio and significance to show differences among the different levels of job in workplace violence dimensions

Variables	0 (n=175)	1 (105)	2 (n=115)	3 (n=62)	4 (n=35)	5 (n=58)	F ratio
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	
<i>Bullying</i>	11.52 ^a (3.32)	12.07 ^b (3.06)	11.62 ^a (3.35)	11.82 ^a (3.16)	12.03 ^{ab} (3.25)	10.95 ^a (3.71)	1.03
<i>Actively hostile behaviour</i>	74.97 ^a (16.38)	77.20 ^b (14.72)	73.70 ^a (17.93)	73.05 ^a (16.01)	76.14 ^{ab} (14.88)	73.65 ^a (18.30)	.79
<i>Illegitimate pressure</i>	56.42 ^a (14.56)	59.77 ^b (11.42)	56.77 ^a (14.61)	55.16 ^a (13.15)	59.03 ^{ab} (12.30)	55.43 ^a (14.92)	1.41
<i>Humiliation</i>	21.37 ^{ab} (5.49)	22.32 ^b (4.31)	20.93 ^a (5.69)	20.38 ^a (5.90)	21.37 ^{ab} (5.10)	20.47 ^a (5.71)	1.49
<i>Discrimination & sexual harassment</i>	76.18 ^{ab} (17.05)	79.01 ^b (12.75)	74.00 ^a (17.96)	74.41 ^a (15.88)	75.61 ^a (16.29)	73.21 (19.07)	1.45

****P<0.01, *P<0.05**

As seen in the table no 4.20, the hierarchical levels of the employees do not significantly affect the perception of workplace violence dimensions of workplace bullying, actively hostile behaviour, illegitimate pressure, humiliation and discrimination & sexual harassment.

Section two

In this section, the same 550 professionals belonging to different professions were subjected to correlation and regression analysis to study the relationship between psychosocial parameters, between positive and negative psychosocial parameters and workplace violence dimensions and also to understand how psychosocial parameters predict workplace violence.

4.7.10. Correlation:

4.7.10.1 Inter-correlation between psychosocial parameters and workplace violence dimensions.

The data was subjected to SPSS package and bivariate correlation was performed between psychosocial parameters and workplace violence dimensions. The psychosocial parameters which were found to be positively and significantly correlated with workplace bullying dimensions of workplace violence were stress, energy, general health, perceived health, superior support, subordinate support and organization support; actively hostile behaviour, illegitimate pressure and humiliation with stress, energy, superior support, subordinate support and organization support; discrimination & sexual harassment with energy, superior support, subordinate support and organization support.

The psychosocial parameters which were found to be negatively correlated significantly with workplace violence dimensions were- workplace bullying with work overload, conflict, job demands and counterproductive work behaviour; actively hostile behaviour with

counterproductive behaviour; illegitimate pressure and humiliation with work overload, conflict, job demands and counterproductive work behaviour; discrimination & sexual harassment with counterproductive work behaviour.

Psychosocial parameters

1. Stress:

Results of the correlation matrix in table 4.21 reveals that stress variable of psychosocial parameters was found to be significantly correlated with workplace bullying dimensions of workplace violence ($r=.14$, $P<0.01$), actively hostile behaviour ($r=.15$, $P<0.01$), illegitimate pressure ($r=.15$, $P<0.01$), humiliation ($r=.13$, $P<0.01$). This implies that employee respondents who perceive their organizations as stressful are more likely to engage in workplace bullying, actively hostile behaviour, illegitimate pressure and humiliation to the other employees of the organization. However, stress was found to be not correlated with discrimination & sexual harassment dimensions of the workplace violence, which implies that employee respondents who perceive their organizations to be stressful are not likely to discriminate and sexually harassed other employees of their respective organizations.

2. Energy :

The energy variable of psychosocial parameters was found to be significantly correlated with workplace bullying dimensions of workplace violence ($r=.21$, $P<0.01$), actively hostile behaviour ($r=.13$, $P<0.01$), illegitimate pressure ($r=.13$, $P<0.01$), humiliation ($r=.09$, $P<0.01$) and discrimination & sexual harassment ($r=.14$, $P<0.01$), which implies that employees who are perceived to be energetic are more likely to engage in bullying, actively hostile behaviour, illegitimate pressure, humiliation and discrimination & sexual harassment dimensions of workplace violence at their workplaces.

3. General health:

The correlation matrix in table 4.21 indicates that the general health was found to be not correlated with all the dimensions of workplace violence, except for the workplace bullying ($r=.13$, $P<0.01$), which implies that the employees who perceive their health generally better than other employees are more likely to engage in workplace bullying at their respective organizations.

4. Perceived health:

The perceived health was found to be significantly correlated with the dimension of workplace bullying of workplace violence ($r=.11$, $P<0.01$), implying that those who are in better health are more likely to engage in bullying others while the other dimensions of workplace violence such as actively hostile behaviour, illegitimate pressure and humiliation was found to be not correlated with the perceived health. The correlation matrix in table 4.21 also shows that discrimination & sexual harassment is negatively correlated with perceived health.

5. Superior support:

Results of the correlation matrix in table 4.21 reveals that superior support variable of psychosocial parameters was found to be significantly correlated with workplace bullying dimensions of workplace violence ($r=.23$, $P<0.01$), actively hostile behaviour ($r=.20$, $P<0.01$), illegitimate pressure ($r=.24$, $P<0.01$), humiliation ($r=.21$, $P<0.01$) and discrimination & sexual harassment ($r=.17$, $P<0.01$). This implies that employee respondents who get more support from their superiors are more likely to engage in workplace bullying, actively hostile behaviour, illegitimate pressure, humiliation and discrimination & sexual harassment to the other employees of the organization.

6. Subordinate support:

Results of the correlation matrix in table 4.21 reveals that subordinate support variable of psychosocial parameters was found to be significantly correlated with workplace bullying dimensions of workplace violence ($r=.23$, $P<0.01$), actively hostile behaviour ($r=.21$, $P<0.01$), illegitimate pressure ($r=.19$, $P<0.01$), humiliation ($r=.18$, $P<0.05$) and discrimination & sexual harassment ($r=.18$, $P<0.01$). This implies that employee respondents who get more support from their subordinates are more likely to engage in workplace bullying, actively hostile behaviour, illegitimate pressure, humiliation and discrimination & sexual harassment to the other employees of the organization.

7. Organization support:

Results of the correlation matrix in table 4.21 reveals that organization `support variable of psychosocial parameters was found to be significantly correlated with workplace bullying dimensions of workplace violence ($r=.23$, $P<0.01$), actively hostile behaviour ($r=.20$, $P<0.01$), illegitimate pressure ($r=.24$, $P<0.01$), humiliation ($r=.21$, $P<0.01$) and discrimination & sexual harassment ($r=.17$, $P<0.01$). This implies that employee respondents who get more support from their organizations are more likely to engage in workplace bullying, actively hostile behaviour, illegitimate pressure, humiliation and discrimination & sexual harassment to the other employees of the organization.

8. Work overload:

The correlation matrix in table 4.21 indicates that work overload was found to be negatively significantly correlated with workplace bullying ($r=.14$, $P<0.01$) and illegitimate pressure ($r=.04$, $P<0.01$), which implies that those employees who are overloaded with work do bully and pressurize other employees. However, work overload was found to be significantly related with actively hostile behaviour, humiliation and discrimination & sexual harassment.

9. Conflict:

The correlation matrix in table 4.21 indicates that the conflict variable was found to be significantly correlated with all workplace bullying ($r=.18$, $P<0.01$), actively hostile behaviour ($r=.15$, $P<0.01$), illegitimate pressure ($r=.22$, $P<0.01$), humiliation ($r=.14$, $P<0.01$) dimensions of workplace violence, except for the discrimination & sexual harassment, which implies that the employees who perceive conflict at their workplace do indulge in workplace bullying and actively hostile behaviour, do illegitimately pressurized and humiliates other employees at their workplaces.

10. Job demands:

The job demands was found to be significantly correlated with workplace bullying ($r=.173$, $P<0.01$), illegitimate pressure ($r=.18$, $P<0.01$) and humiliation ($r=.05$, $P<0.05$) which implies that those employees having lots of demands at their workplaces are more likely to engage in workplace bullying, illegitimate pressure and humiliation.

11. Counterproductive work behaviour (CWB):

The counterproductive work behaviour was found to be significantly correlated with illegitimate pressure ($r=.32$, $P<0.01$), humiliation ($r=.31$, $P<0.05$) and discrimination & sexual harassment ($r=.26$, $P<0.01$) which implies that those employees who engage in CWB are more likely to engage in illegitimate pressure, humiliation and discrimination & sexual harassment.

4.7.10.2 Inter-correlation between positive and negative psychosocial parameters

The data was subjected to SPSS package and bivariate correlation was carried out between positive and negative psychosocial parameters. The positive psychosocial parameters are energy, general health, perceived health, superior support, subordinate support and

organization support. On the other hand, the negative psychosocial parameters are stress, work overload, conflict, job demands, and counterproductive work behaviour.

Positive and negative psychosocial parameters

1. Results of the correlation matrix in table 4.21 reveals that stress was found to be negatively correlated with general health ($r = -.31$, $P < 0.01$). This implies that those employees who perceived stress are more likely to perceive their health worst than others. Stress was found to be correlated with other psychosocial parameters such as work overload ($r = .25$, $P < 0.01$), conflict ($r = .32$, $P < 0.01$), job demands ($r = .23$, $P < 0.01$) and counterproductive work behaviour ($r = .14$, $P < 0.01$).
2. As seen in the correlation matrix 4.21, a negative correlation has been found between energy and work overload ($r = -.10$, $P < 0.05$), conflict ($r = -.11$, $P < 0.01$), job demands ($r = -.12$, $P < 0.01$). This implies that those who feel energetic at work do not indulge in conflict with other employees, do not feel that they are overloaded with work and do not feel that their job is very demanding.
3. General health was negatively correlated with work overload ($r = -.31$, $P < 0.01$), conflict ($r = -.22$, $P < 0.01$) and job demands ($r = -.21$, $P < 0.01$), implying that those employees who perceive their health better do not feel that they have been given heavy and demanding job; they do not engage in any conflict.
4. Superior support, as seen in the correlation matrix 4.21, was found to be negatively correlated with job demands ($r = -.09$, $P < 0.05$) and counterproductive work behaviour (CWB) ($r = -.23$, $P < 0.01$), implying that those employees who get support from their respective superiors do not feel that they are doing a demanding jobs and in addition to that they do not engage in counterproductive work behaviour.

5. Subordinate support was found to be negatively correlated with conflict ($r = -.10$, $P < 0.01$) and counterproductive work behaviour ($r = -.19$, $P < 0.01$), as shown in the correlation matrix 4.21, revealing that those employees who get support from their subordinates do not involve in conflict and do not engage in counterproductive work behaviour.
6. Results of the correlation matrix shows that organization support was found to be negatively correlated with conflict ($r = -.12$, $P < 0.01$) and counterproductive work behaviour ($r = -.21$, $P < 0.01$). This implies that those personnel who get support from the organization do not engage in any kind of conflict and counterproductive behaviour.

4.7.10.3 Inter-correlation between negative psychosocial parameters and workplace violence dimensions.

The data was subjected to SPSS package and bivariate correlation was executed between negative psychosocial parameters and workplace violence dimensions. The negative psychosocial parameters are stress, work overload, conflict, job demands and counterproductive work behaviour. The workplace violence dimensions are workplace bullying, actively hostile behaviour, illegitimate pressure, humiliation and discrimination & sexual harassment.

Negative psychosocial parameters and workplace violence dimensions

1. Stress :

Results of the correlation matrix in table 4.21 shows that the negative psychosocial parameter “stress” was found to be significantly correlated with the workplace violence dimensions of bullying ($r = .14$, $P < 0.01$), actively hostile behaviour ($r = .15$, $P < 0.01$), illegitimate pressure ($r = .15$, $P < 0.01$), humiliation ($r = .13$, $P < 0.01$). This implies that those

employees who perceive stress are more likely to engage in workplace bullying, shows actively hostile behaviour, perceives illegitimate pressure and humiliation. However, discrimination & sexual harassment was not found to be correlated with stress.

2. Work overload:

Work overload was found to be positively correlated with workplace bullying ($r = -.14$, $P < 0.01$) and illegitimate pressure ($r = -.04$, $P < 0.01$), implying that those employees who has overloaded with work do engage with workplace bullying and do pressurized other employees of their respective organizations illegitimately. However, it has also shown in the correlation matrix table 4.21 that the workplace violence dimensions such as actively hostile behaviour, humiliation and discrimination & sexual harassment were not found to be correlated with work overload.

3. Conflict:

Results from the correlation matrix 4.21 reveals that, conflict was found to be positively correlated with bullying ($r = .18$, $P < 0.01$), actively hostile behaviour ($r = .15$, $P < 0.01$), illegitimate pressure ($r = .22$, $P < 0.01$) and humiliation ($r = .14$, $P < 0.01$). This implies that those employees who are into conflicting situation engage in bullying, actively hostile behaviour, pressurizing and humiliating other employees in their respective workplaces.

4. Job demands:

Job demands was found to be positively correlated with workplace bullying ($r = .1$, $P < 0.01$), illegitimate pressure ($r = .18$, $P < 0.01$) and humiliation ($r = .10$, $P < 0.05$) implying that those employees who has a very high demanding job engage with workplace bullying and pressurizes and humiliates other employees of their respective organizations illegitimately. However, it has also shown in the correlation matrix table 4.21 that the

workplace violence dimensions such as actively hostile behaviour and discrimination & sexual harassment were not found to be correlated with job demands.

5. Counterproductive work behaviour:

Counterproductive work behaviour was found to be positively correlated with workplace bullying ($r = .33$, $P < 0.01$), actively hostile behaviour ($r = .29$, $P < 0.01$), illegitimate pressure ($r = .32$, $P < 0.01$), humiliation ($r = .31$, $P < 0.01$) and discrimination & sexual harassment ($r = .26$, $P < 0.01$) implying that those employees who are engaging with Counterproductive work behaviour do bully, engage in actively hostile behaviour, pressurizes and humiliates other employees and lastly they do also discriminate and sexually harassed other employees of their respective organizations.

4.7.10.4 Intra-correlation among the positive psychosocial parameters

In order to find out the correlation among the positive psychosocial parameters, the data was subjected to SPSS package and bivariate correlation was carried out. The positive psychosocial parameters were energy, general health, perceived health, superior support, subordinate support and organization support. Here, in this section, intra-correlation was carried out between energy with general health, perceived health, superior support, subordinate support and organization support; general health with perceived health, superior support, subordinate support and organization support; perceived health with superior support, subordinate support and organization support; superior support with subordinate support and organization support; subordinate support with organization support, was carried out to see how they are correlated to each other.

Positive psychosocial parameters with positive psychosocial parameters

1. Energy with other positive psychosocial parameters:

The correlation matrix in table 4.21 shows that energy was found to be significantly correlated with perceived health ($r=.16$, $P<0.01$), superior support ($r=.30$, $P<0.01$), subordinate support ($r=.28$, $P<0.01$), organization support ($r=.28$, $P<0.01$). However, general health was not found to be significantly correlated with energy. This implies that those employees who are energetic are more likely to perceived their health better, get support from superior, subordinate and organization at their workplace.

2. General health with other positive psychosocial parameters:

As seen in the correlation matrix in the table 4.21, general health was found to be significantly correlated with perceived health ($r= .31$, $P<0.01$) only. However, it was not found to be correlated with superior support, subordinate support and organization support, implying that those employees who perceived their health generally better are more likely to perceive their health quite better than their counterparts.

3. Perceived health with other positive psychosocial parameters:

Perceived health of the employees was found to be significantly correlated with superior support ($r= .14$, $P<0.01$), subordinate support ($r= .12$, $P<0.01$) and organization support ($r=.19$, $P<0.01$), revealing that those employees who get support from superior, subordinate and organization are more likely to perceive their health better than their counterparts.

4. Superior support with subordinate and organization support:

Results in the correlation matrix in the table 4.21, indicated that superior support was found to be positively correlated with subordinate support ($r=.66$, $P<0.01$) and organization support ($r=.73$, $P<0.01$). This implies that those personnel who get support from the superiors are more likely to get support from the subordinates and organization as well at their respective workplaces.

5. Subordinate support with organization support:

Subordinate support was found to be significantly correlated with organization support ($r=.75$, $P<0.01$), which implies that those employees who get support from the subordinates are more likely to get support from their concerned organization.

4.7.10.5 Intra-correlation among the negative psychosocial parameters

1. Stress with other negative psychosocial parameters:

Results in the correlation matrix in the table 4.21, indicated that stress was positively correlated with work overload ($r=.25$, $P<0.01$), conflict ($r=.32$, $P<0.01$), job demands ($r=.23$, $P<0.01$) and CWB ($r=.14$, $P<0.01$). This implies that those personnel who perceive stress do feel that they are overloaded with work, and so indulge in conflict and CWB and they feel their job demanding.

2. Work overload with other negative psychosocial parameters.

The work overload dimension of workplace violence was found to be positively significantly correlated with conflict ($r=.54$, $P<0.01$), job demands ($r=.39$, $P<0.01$) and CWB ($r=.14$, $P<0.01$), implying that those employees who are overloaded with work at their

workplaces go through a conflicting situation, perceived higher degree of job demands and thus engage in counterproductive work behaviour at their respective workplaces.

3. Conflict with job demands and CWB

The conflict dimension of workplace violence as seen in the correlation matrix in the table 4.21, indicated that conflict was found to be significantly correlated with job demands ($r=.54$, $P<0.01$) and counterproductive work behaviour ($r=.29$, $P<0.01$). This implies that those employees who are in conflict are more likely to perceive higher degree of job demands and engage in counterproductive work behaviour.

4. Job demands with CWB:

Results in the correlation matrix in the table 4.21, revealed that job demands was found to be significantly correlated with counterproductive behaviour ($r=.29$, $P<0.01$), implying that those employees who perceived higher degree of job demands do engage in counterproductive work behaviour at their respective organizations.

4.7.10.6 Intra-correlation among the workplace violence dimensions.

The data was subjected to SPSS package and bivariate correlation was carried out to find out the intra-correlation among the workplace violence dimensions.

1. *Workplace bullying with other workplace violence dimensions*

The workplace bullying dimension of workplace violence shown in the correlation matrix 4.21, indicated that workplace bullying was positively correlated with actively hostile behaviour ($r=.59$, $P<0.01$), illegitimate pressure ($r=.57$, $P<0.01$), humiliation ($r=.52$, $P<0.01$) and discrimination & sexual harassment ($r=.50$, $P<0.01$). This implies that those employees who

engage in workplace bullying are likely to engage in actively hostile behaviour, illegitimate pressure, humiliating and discriminating & sexually harassing other employees in their workplaces.

2. *Actively hostile behaviour with other workplace violence dimensions*

As seen in the correlation matrix 4.21, actively hostile behaviour was found to be positively significantly correlated with illegitimate pressure ($r=.78$, $P<0.01$), humiliation ($r=.78$, $P<0.01$) and discrimination & sexual harassment ($r=.86$, $P<0.01$). This implies that those employees who engage in actively hostile behavior has higher degree of pressurizing, humiliating and discriminating & sexually harassing their counterparts at the workplace.

3. *Illegitimate pressure with humiliation and Discrimination & sexual harassment*

The illegitimate pressure dimension of workplace violence as seen in the correlation matrix 4.21 that illegitimate pressure was found to be positively significantly correlated with humiliation and discrimination ($r=.82$, $P<0.01$) & sexual harassment ($r=.81$, $P<0.01$), implying that those employees who pressurized others are more likely to engage in humiliating and discriminating other employees at their respective workplaces.

4. *Humiliation and discrimination & sexual harassment.*

Results in the correlation matrix 4.21, reveals that humiliation was found to be positively correlated with discrimination & sexual harassment ($r=.81$, $P<0.01$), implying that those who humiliates other employees at their workplaces are also likely to indulge in activities like discrimination & sexual harassment.

4.8.11 Regression Analysis to Identify an Individual Contribution of workplace violence dimensions.

At this stage of analysis, regression analysis was performed on 550 professionals to examine the predictive relationship between the components of workplace violence and psychosocial parameters. (a) Some psychosocial parameters predict workplace violence parameters whereas others negatively predicted workplace violence parameters. Psychosocial parameters predicting workplace violence includes stress, work overload, conflict, and job demands. (b) Psychosocial parameters such as energy, general health, perceived health, superior support, subordinate support and organization support, negatively predict workplace violence. (c) CWB (counterproductive work behaviour) as predictor of workplace violence dimensions. Psychosocial parameters were used as the predictor of workplace violence dimensions such as workplace bullying, actively hostile behaviour, illegitimate pressure, humiliation and discrimination & sexual harassment. The results are reported below:

4.7.11.1 Psychosocial parameters (stress, work overload, conflict and job demands) as predictors of workplace dimensions.

a) Regression co-efficient for workplace bullying

In order to examine the predictive relationship between workplace bullying and psychosocial parameters, regression analysis was performed to identify the percentage variance explained made by the psychosocial components on the workplace bullying.

Table 4.22 *Result of regression co-efficient for psychosocial parameters predicting workplace bullying*

Dependent Variable: Workplace Bullying

Independent Variable	B	β	t
<i>Stress</i>	.05	.09	2.16*
<i>Work overload</i>	-.04	-.04	-.83
<i>Conflict</i>	-.03	-.070	-1.13
<i>Job demands</i>	-.05	-.089	-1.59

$R = .219^a$, $AdjR^2 = .041$, $R^2 = .048$, $F = 6.84^{}$, $Significance = .000^b$**

**** $P < 0.01$, * $P < 0.05$**

To identify the psychosocial parameters which have significantly contributed to workplace bullying, regression analysis was performed. The strength of each predictor is shown in the table 4.22. Psychosocial parameters such as stress, work overload, conflict and job demands explained 41% variance in the workplace bullying and it was found significant at 0.01 level ($F = 6.84$). Further, the beta values and the corresponding t values show that stress is the only variable which individually significantly contributes to explain workplace bullying. However, work overload, conflict and job demands are not the significant predictors of workplace bullying.

b) Regression co-efficient for actively hostile behaviour

In order to see if the psychosocial parameters significantly predict workplace violence, a linear regression analysis was done using the entry method. The independent variables or

predictors are stress, work overload, conflict and job demands. The dependent variable is actively hostile behaviour.

Table 4.23 *Result of regression co-efficient for psychosocial parameters predicting Actively Hostile Behaviour*

Dependent Variable: Actively Hostile Behaviour

Independent Variable	B	β	t
<i>Stress</i>	.34	.12	2.16**
<i>Work overload</i>	.29	.06	1.23
<i>Conflict</i>	-.47	-.16	-2.67**
<i>Job demands</i>	.11	.037	6.59

$R = .189^a$, $AdjR^2 = .029$, $R^2 = .036$, $F = 5.05^{}$, $Significance = .001^b$**

**** $P < 0.01$, * $P < 0.05$**

It can be inferred from the table 4.23 that stress, work overload, conflict and job demands together significantly predict workplace bullying ($F=5.05$, $P<.01$). Around 29% of variance in workplace bullying is predicted by the stress, work overload, conflict and job demands meaningfully. Further, the beta values and the corresponding t values show that strength of each predictor is shown in the table 4.33 from which it can be seen that stress and conflict are the variables which independently explains workplace bullying significantly. However, work overload and job demands are not the significant predictors of actively hostile behaviour.

b) Regression co-efficient for illegitimate pressure

In order to see if the psychosocial parameters significantly predict workplace violence, a linear regression analysis was done using the entry method. The independent variable or

predictors are stress, work overload, conflict and job demands. The dependent variable is illegitimate pressure.

Table 4.24:

Result of regression co-efficient for psychosocial parameters predicting illegitimate pressure

Dependent Variable: Illegitimate Pressure

Independent Variable	B	β	t
<i>Stress</i>	.28	.09	2.09*
<i>Work overload</i>	-.06	-.01	-.28
<i>Conflict</i>	-.33	-.14	-2.25*
<i>Job demands</i>	-.18	-.07	-1.28

$R = .246^a$, $AdjR^2 = .054$, $R^2 = .060$, $F = 8.75^{}$, $Significance = .000^b$**

**** $P < 0.01$, * $P < 0.05$**

It can be inferred from the table 4.24 that stress, work overload, conflict and job demands together significantly predict workplace bullying ($F=8.75$, $P<0.01$). Around 54% of variance in illegitimate pressure is predicted by the stress, work overload, conflict and job demands meaningfully. Further, the beta values and the corresponding t values show that strength of each predictor is shown in the table 4.24. From which it can be seen that stress and conflict are the variables which independently explains illegitimate pressure significantly. However, work overload and job demands are not the significant predictors of illegitimate pressure.

d) Regression co-efficient for Humiliation

In order to examine the predictive relationship between humiliation and psychosocial parameters, regression analysis was performed to identify the percentage variance explained made by the psychosocial components on humiliation.

Table 4.25

Result of regression co-efficient for psychosocial parameters predicting Humiliation

Dependent Variable: Humiliation

Independent Variable	B	β	t
<i>Stress</i>	.09	.04	2.19*
<i>Work overload</i>	.11	.08	1.34
<i>Conflict</i>	-.11	.06	-1.34
<i>Job demands</i>	-.03	.05	-.51

$R = .172^a$, $AdjR^2 = .022$, $R^2 = .030$, $F = 4.13^{}$, $Significance = .003^b$**

**** $P < 0.01$, * $P < 0.05$**

To identify the psychosocial parameters which have significantly contributed to workplace bullying, regression analysis was performed. The strength of each predictor is shown in the table 4.25. Psychosocial parameters such as stress, work overload, conflict and job demands explained 22% variance in the workplace bullying and it was found significant at 0.01 level ($F = 4.13$). Further, the beta values and the corresponding t values show that stress and conflict are the variables which significantly contribute to explain humiliation. However, work overload, job demands are not the significant predictors of humiliation.

e) Regression co-efficient for Discrimination & Sexual harassment

In order to see if the psychosocial parameters significantly predict workplace violence, a linear regression analysis was done using the entry method. The independent variable or predictors are stress, work overload, conflict and job demands. The dependent variable is discrimination & sexual harassment.

Table 4.26 *Result of regression co-efficient for psychosocial parameters predicting Discrimination and Sexual Harassment*

Dependent Variable: Discrimination & Sexual harassment

Independent Variable	B	β	t
<i>Stress</i>	.17	.06	1.33
<i>Work overload</i>	.23	.05	.93
<i>Conflict</i>	-.22	-.07	-1.20
<i>Job demands</i>	-.03	-.01	-.16

$R = .101^a$, $AdjR^2 = .003$, $R^2 = .010$, $F = 1.39$, $Significance = .223^b$

**** $P < 0.01$, * $P < 0.05$**

It can be inferred from the table 4.26 that stress, work overload, conflict and job demands together do not significantly predict discrimination & sexual harassment ($F = 1.39$). The strength of each predictor is shown in the table 4.26. Further, the beta values and the corresponding t values show that stress, work overload, conflict and job demands are the variables which do not explain discrimination & sexual harassment significantly.

It can be concluded from the above regression analysis that stress and conflict are the psychosocial parameters which independently predicted workplace violence dimensions.

4.7.11.2 Psychosocial parameters (energy, general health, perceived health, superior support, subordinate support and organization support) as the negative predictors of workplace violence dimensions.

a) Regression co-efficient for workplace bullying

In order to see if the psychosocial parameters negatively predict workplace violence, a linear regression analysis was done using the entry method. The independent variable or predictors are energy, general health, perceived health, superior support, subordinate support and organization support. The dependent variable is workplace bullying.

Table 4.27 *Result of regression co-efficient for psychosocial parameters predicting workplace bullying*

Dependent Variable: Workplace Bullying

Independent Variable	B	β	t
<i>Energy</i>	.11	.14	3.32**
<i>General health</i>	.11	.11	2.49**
<i>Perceived health</i>	.11	.03	.58
<i>Superior support</i>	.09	.13	2.09*
<i>Subordinate support</i>	.08	.13	1.97*
<i>Organization support</i>	.02	-.04	-.55

$R = .316^a$, $AdjR^2 = .090$, $R^2 = .100$, $F = 10.06^{}$, $Significance = .000^b$**

**** $P < 0.01$, * $P < 0.05$**

To identify the psychosocial parameters which negatively predict workplace bullying, regression analysis was performed. The strength of each predictor is shown in the table 4.27.

Psychosocial parameters such as energy, general health, perceived health, superior support, subordinate support and organization support explained 90% variance in the workplace bullying and it was found significant at 0.01 level ($F= 10.06$). Further, the beta values and the corresponding t values show that energy, general health, superior support and subordinate support are the variables which are significant enough to predict workplace bullying negatively.

c) Regression co-efficient for Actively hostile behaviour.

In order to see if the psychosocial parameters negatively predict workplace violence, a linear regression analysis was done using the entry method. The independent variable or predictors are energy, general health, perceived health, superior support, subordinate support and organization support. The dependent variable is actively hostile behaviour.

Table 4.28 Result of regression co-efficient for psychosocial parameters negatively predict actively hostile behavior

Dependent Variable: Actively hostile behaviour

Independent Variable	B	β	t
<i>Energy</i>	.25	.07	1.57
<i>General health</i>	.17	.03	.77
<i>Perceived health</i>	-.79	-.04	-.86
<i>Superior support</i>	.49	.13	2.12*
Subordinate support	.58	.17	2.59**
<i>Organization support</i>	-.25	-.08	-1.16

$R = .245^a$, $AdjR^2 = .050$, $R^2 = .060$, $F=5.67^{}$, Significance = .000^b**

**** $P < 0.01$, * $P < 0.05$**

To identify the psychosocial parameters which negatively predict actively hostile behaviour, regression analysis was performed. The strength of each predictor is shown in the table 4.28. Psychosocial parameters such as energy, general health, perceived health, superior support, subordinate support and organization support explained 50% variance in the actively hostile behaviour and it was found significant at 0.01 level ($F= 5.67$) . Further, the beta values and the corresponding t values show that superior support and subordinate support are the variables which are significant enough to predict workplace bullying negatively.

d) Regression co-efficient for illegitimate pressure

In order to see if the psychosocial parameters negatively predict workplace violence, a linear regression analysis was done using the entry method. The independent variable or predictors are energy, general health, perceived health, superior support, subordinate support and organization support. The dependent variable is illegitimate pressure.

Table 4.29 *Result of regression co-efficient for psychosocial parameters negatively predict illegitimate pressure*

Dependent Variable: Illegitimate pressure

Independent Variable	B	β	t
<i>Energy</i>	.17	.05	1.25
<i>General health</i>	.32	.07	.75
<i>Perceived health</i>	-.18	-.01	-.24
<i>Superior support</i>	.68	.23	3.52**
<i>Subordinate support</i>	.19	.06	1.03
<i>Organization support</i>	-.14	-.05	-.77

R= .264^a , AdjR² = .059 , R² = .070, F=6.77, Significance = .000^b**

**** P< 0.01, * P<0.05**

To identify the psychosocial parameters which negatively predict illegitimate pressure, regression analysis was performed. The strength of each predictor is shown in the table 4.29. Psychosocial parameters such as energy, general health, perceived health, superior support, subordinate support and organization support explained 59% variance in the illegitimate pressure and it was found significant at 0.01 level (F= 6.77) . Further, the beta values and the corresponding t values show that superior support is the only variable which significantly predicts illegitimate pressure negatively.

e) Regression co-efficient for Humiliation

In order to see if the psychosocial parameters negatively predict workplace violence, a linear regression analysis was done using the entry method. The independent variable or

predictors are energy, general health, perceived health, superior support, subordinate support and organization support. The dependent variable is humiliation.

Table 4.30 Result of regression co-efficient for psychosocial parameters negatively predict humiliation

Dependent Variable: Humiliation

Independent Variable	B	β	t
Energy	.02	.02	.44
General health	.13	.08	1.83
Perceived health	-.19	-.03	-.63
Superior support	.29	.25	3.99**
Subordinate support	.04	.04	.59
Organization support	-.03	-.03	-4.33

$R = .271^a$, $AdjR^2 = .063$, $R^2 = .074$, $F = 7.18^{**}$, $Significance = .000^b$

** $P < 0.01$, * $P < 0.05$

To identify the psychosocial parameters which negatively predict humiliation, regression analysis was performed. The strength of each predictor is shown in the table 4.30. Psychosocial parameters such as energy, general health, perceived health, superior support, subordinate support and organization support explained 63% variance in the humiliation and it was found significant at 0.01 level ($F = 7.18$). Further, the beta values and the corresponding t values show that superior support is the only variable which significantly predicts humiliation negatively.

f) Regression co-efficient for workplace violence Discrimination & Sexual harassment

In order to see if the psychosocial parameters negatively predict workplace violence, a linear regression analysis was done using the entry method. The independent variable or predictors are energy, general health, perceived health, superior support, subordinate support and organization support. The dependent variable is discrimination & sexual harassment.

Table 4.31 *Result of regression co-efficient for psychosocial parameters negatively predict discrimination & sexual harassment*

Dependent Variable: Discrimination & sexual harassment

Independent Variable	B	β	t
<i>Energy</i>	.33	.09	1.99*
<i>General health</i>	.03	.01	.15
<i>Perceived health</i>	-.96	-.05	-1.03
<i>Superior support</i>	.37	.10	1.61
<i>Subordinate support</i>	.47	.10	1.61
<i>Organization support</i>	.46	.13	2.03*

R= .221^a , AdjR²= .038 , R²= .049, F=4.64, Significance = .000^b**

**** P< 0.01, * P<0.05**

To identify the psychosocial parameters which negatively predict discrimination & sexual harassment, regression analysis was performed. The strength of each predictor is shown in the table 5.30. Psychosocial parameters such as energy, general health, perceived health, superior support, subordinate support and organization support explained 38% variance in the humiliation and it was found significant at 0.01 level (F= 4.64) . Further, the beta values and the corresponding t values show that energy and organization support are the variables which significantly predict discrimination & sexual harassment negatively.

In total, it can be summarized from the above regression analysis that energy, general health, superior support, subordinate support and organization support are the psychosocial parameters which negatively predict workplace violence.

4.7.11.3 Counterproductive Work Behaviour (CWB) as predictor of workplace violence dimensions.

In order to examine if CWB significantly predict workplace violence, a linear regression analysis was done using the entry method. The independent variables or predictors are workplace bullying, actively hostile behaviour, illegitimate pressure, humiliation and Discrimination & sexual harassment. The dependent variable is counterproductive work behaviour (CWB).

Table 4.32 *Result of regression co-efficient for workplace violence dimensions predicting CWB*

Dependent Variable: Counterproductive Work Behaviour (CWB)

Independent Variable	B	β	t
Workplace bullying	-4.80	-.20	-4.01**
Actively hostile behaviour	-.02	-.04	-4.89
Illegitimate pressure	-.07	-.12	-1.49
Humiliation	-.19	.13	-1.65
Discrimination & sexual harassment	.04	.08	.87

$R = .371^a$, $AdjR^2 = .129$, $R^2 = .137$, $F = 17.29^{}$, $Significance = .000^b$**

**** $P < 0.01$, * $P < 0.05$**

It can be inferred from the table 4.32 that workplace bullying, actively hostile behaviour, Illegitimate pressure, humiliation and discrimination & sexual harassment together significantly predict CWB ($F=17.29$, $P<0.01$). Around 13% of variance in CWB is predicted by the workplace violence dimensions meaningfully. Further, the beta values and the corresponding t values show that strength of each predictor is shown in the table 4.32 from which it can be seen that workplace bullying is the only variable which independently explains CWB significantly.

4.8 General Discussions

The main objective of the study was to conceptualize the work place violence and to identify the parameters of it as it is understood by professionals in different sectors, to develop a measure on workplace violence and standardize it in the Indian context, to study the relationship between workplace violence and other work-life parameters such as General Health Parameters, Stress/ energy, Resources (superior support, subordinate support, and organization support), Job Demands, Conflict, Work Overload, Counterproductive Work Behaviour. The study also attempted to explore and compare the various parameters of workplace violence as perceived by different professionals. The researcher selected 46 organizations i.e. 15 police stations (law enforcement), 9 banks and insurance companies (finance sector), 8 hospitals (health sector) and 12 manufacturing units (corporate sector). The present aimed to take into consideration the perceptions of the employees on the psychosocial parameters and workplace violence dimensions. In order to study the perceptions of the employees working in four different sectors, a questionnaire was administered on 550 employees across varied organizational sectors, measuring their perceptions on psychosocial parameters such as stress, energy, superior support, subordinate support, organization support, work overload, conflict, job demands and counterproductive work behavior and on workplace violence dimensions such as workplace

bullying, actively hostile behaviour, illegitimate pressure, humiliation and discrimination & sexual harassment.

4.8.1 Mean differences on the perception of male and female employees on psychosocial parameters

It was hypothesized that there will be a significant effect of gender on psycho psychosocial parameters and workplace violence dimensions.

The result of the present study confirmed the conjectures hypotheses. Male and female employees do differ significantly on the perception of psychosocial parameters and workplace violence dimensions. Female employees perceived more stress compared to male employees at their workplace. This finding is supported by the study carried out by American psychological Association (2014) which concludes that women are more likely to report that they feel tense during work and less likely to feel that there are enough opportunities for internal career. This could be the reason that at work, and in general, women are feeling the pressures of stress more than their male counterparts. Tarkan (2012) further point out that, apart from work, family stress or other emotional stressors may harm women more than men and it is rather biology than a mental toughness. The present study also revealed that, females are more energetic at their workplace as compared with male counterparts. However, there is no convincing evidence to support the view that females are more energetic than males. Male employees perceived their health better as compared to the female employees. This finding is supported by Ross and Bird (1994), which concludes that men report better health than women, but that the gap closes with age. Men are more likely than women to walk and to exercise strenuously, both of which are associated with good health. If women's labor and leisure-time physical activity equaled men's,

women over the age of 54 would experience better health than men. Men's lifestyle disadvantage comes from their greater tendency to smoke and to be overweight, both of which are associated with poor health. However, it is found out that female employees get more organizational support than the male employees. The findings of the present study are quite surprising and there is no convincing evidence to support the findings. But at the same time, it could be hereby concluded that in this man made world of today, female employees are also credited for their success, considering the fact that women's lack of confidence prevents them from receiving the full workplace recognition and rewards they earned (Blackstone, 2014). On the contrary, looking into the psychosocial parameters such as work overload, conflict, job demands and counterproductive work behaviour, male employees are significantly higher than the female employees. Findings of the past studies reveal that male employees generally indulge in work overload and job demands, leading to burnout and many stressful incidents of work within an organization such as interpersonal conflict and counterproductive work behaviour (Schaufeli & Bakker, 2004). Males are more likely to engage in counterproductive work behaviour such as theft, violence and alcohol abuse (Karin Instone, 2002). A study by Sulea C, et al (2013) also indicates that employees with low scores of conscientiousness, agreeableness, and emotional stability were more likely to engage in counterproductive work behaviour.

The present study sample also indicated that female employees are significantly higher than the male employees in experiencing and perceiving the workplace violence dimensions namely, bullying, actively hostile behaviour, illegitimate pressure, humiliation and Discrimination & sexual harassment in their workplaces. Many large-scale studies have found no significant gender differences in prevalence rates (Einarsen & Skogstad, 1996; Hoel & Cooper, 2000). However, some studies have reported significant gender differences, with more women

than men reporting being subjected to bullying (Salin, 2001; Vartia & Hyyti, 2002). Salin D (2013) in her study indicated that men were significantly less likely than women to label negative acts experienced by a woman as bullying. This generates support to this study finding where males and females employees do significantly differ in perceiving psychosocial parameters and workplace violence dimensions. Typically bullying has been used to refer to repeated and persistent negative acts and power imbalances have been described as a central characteristic, in the sense that the target often feels that he or she cannot successfully defend him or herself. Bullying may encompass a wide range of negative behaviour, however, typically of a verbal or psychological nature rather than of a physical nature. (Salin D, 2013). In general, we find that male employees are seen as engaging in more hostile behaviour as compared to their female counterparts. Research suggests that women generally hold less social power than men (Johnson, 1976), so women are often considered less deserving of status and respect in inter-personal interactions (Carli, 1999). More specifically, women tend to be ignored, treated condescendingly, and given little opportunity to participate in interactions (Ridgeway & Berger, 1986). In the workplace, women are more likely to be the targets of interpersonal abuses such as uncivil behaviour (Cortina et al., 2002; Cortina et al., 2001) and sexual harassment (Koss et al., 1994). Thus, working in an organizational context that tolerates hostility toward women may be especially harmful to female employees.

4.8.2 Effect of organizational sectors on the perception of psychosocial parameters and workplace violence dimensions.

It was hypothesized that there will be a significant effect of sectors on psychosocial parameters and workplace violence dimensions.

The results of the present study confirmed the conjectured hypotheses. The employees of the four sectors, namely finance, health, law enforcement and corporate, were seen to differ in the perception of psychosocial parameters and workplace violence dimensions. The employees of the four sectors, however, did not differ in the perception of energy, general health and job demands. The details of the differences are described below.

It is seen that health sector perceived significantly more stress in comparison to finance, law& order and corporate sector. Stress and violence are increasingly noted in health sector workplaces. Doctors, nurses and social workers are all high on the list of occupations with serious stress levels, while violence in the health sector constitutes almost a quarter of all violence at work. The enormous cost of work stress and violence at work for the individual, the workplace and the community at large is becoming more and more apparent. (Martino,2003). Health care is not only a high risk sector as far as stress and violence are concerned, but it is also typically a sector with high levels of female employment. Exposure to the risks of stress and violence is therefore particularly high for women. It is even higher for certain types of violence, such as sexual harassment, where the victims are predominantly women. And it can be extremely high for women who are especially vulnerable such as those in precarious, low-paid, low-status jobs. In the European Union the figures for sexual harassment of working women generally are twice the average, as well as those for workers with a precarious status. They are even higher for young women and workers in the service sector (Martino, 2003).On the other hand, when compared between the finance, law& order and corporate sectors in terms of perceived stress; corporate sector is found to be significantly higher than law& order and finance sectors. There is no convincing evidence to support that corporate sector found to be significantly higher in terms of perceiving stress than law enforcement and finance sector, however the reason could be that

workers are suffering from the unpleasant and often devastating effects of stress. In corporate sectors, the workers said that job stress makes them less productive which also leads them to severe health problems. Although, it is seen that finance and law & order sectors perceived the same amount of stress, the employees of finance sector perceived nominally higher degree of stress as compared to law & order sector.

In terms of general health, health sector shows a higher significance than finance, law& order and corporate sector, whereas, the employees of corporate sector perceived their general health nominally higher degree of significance as compared to finance sector.

In the case of organizational resources, the employees of law & order shows higher significance, highlighting that they reportedly get superior, subordinate and organizational support in comparison with other three sectors. Although, the mean score of finance, health and corporate sector shows that their employees get similar amount of organizational resources, the employees of corporate sector perceived nominally higher degree of support as compared to finance and health. It is also seen that in all the four sectors, law & order organizations differ significantly in perceiving work overload from all those sectors. Moreover, in the case of conflict, law & order sector show higher degree of significance than finance, health and corporate sector. In terms of CWB, finance sector show higher degree of significance as compared to other three sectors, revealing that the employees of the finance sector engage in more CWB in comparison to other three sectors i.e. health, law & order and corporate sector. There is no strong evidence to support that finance sector do engage more counterproductive work behaviour. Although, the probable explanation to this finding could be that, the employees working in different banks suffered from stress and this stress somewhat lead them to counter-productive work behaviour. (Aftab&Javeed, 2012)

4.8.3. Interaction effect of gender and organizational sectors on the perception of psychosocial parameter and workplace violence dimensions.

It was hypothesized that there will be an interaction effect of gender and sector on psychosocial parameters and workplace violence dimensions.

The present study confirmed the conjectured study. Male and female employees do differ significantly in terms of perceiving stress, conflict and job demands at their workplace. There is significant difference among the four different sectors, namely, finance, health, law & order and corporate sector in perceiving stress, conflict and job demands at their workplace.

Female employees of the health sector and law enforcement sector are perceived at a higher end on the dimension of stress, conflict and high job demands. The results reveal that female employees of law enforcement sector perceived more stress than male employees. Collins & Gibbs (2003) describes that female employees of the law enforcement sector are more susceptible to stress. Also, MC Carty, Zhao & Garland (1997) in an international journal of police strategies and management explained that female officers report significantly higher levels of burnout than their male counterparts. The findings also indicate that male and female employees belonging to the law enforcement sector may not experience or deal with stress issues in a similar fashion. Women police experience pressure to work like men. Work roles in the police have often been highly gendered even as women assume full operational duties. Women in policing have to contend with the demands of two often opposing role demands, those based on male sex-typed work expectations and those based on expectations appropriate to their gender (Christie G,1996), leading them to perceive higher degree of stress than their male counterparts. Whereas, in the health sector, male employees perceived nominally higher stress compared to

females. The finding is surprising because generally exposure to the risks of stress and violence is therefore particularly high for women. It is even higher for certain types of violence, such as sexual harassment, where the victims are predominantly women. And it can be extremely high for women who are especially vulnerable such as those in precarious, low-paid, low-status jobs. In the European Union the figures for sexual harassment of working women generally are twice the average, as well as those for workers with a precarious status. They are even higher for young women and workers in the service sector (Vittorio di Martino, 2003). Female employees perceived more conflict and job demands in health sector whereas, male employees perceived more conflict and job demands in the law enforcement sector. The present study also indicated that the interaction effect of gender and sectors on the dimensions of workplace violence is significant for workplace bullying only. Moreover, it is shown in the line graph that female employees experienced significantly higher degree of workplace bullying in the finance and health sector, whereas, male employees experienced significantly experienced higher degree of workplace bullying in the law enforcement and corporate sector.

4.8.4 Effect of work experience of the employees on the perception of psychosocial parameters and workplace violence dimensions.

4.8.4.1 Effect of work experience of the employees on the perception of psychosocial parameters.

It was hypothesized that there will be a significant effect of working experience on psychosocial parameters.

The present study confirmed the conjectured hypotheses. Employees do differ in their perception of psychosocial parameters at their workplaces. For the present study, the sample of

employees working in four different sectors namely finance, health, law enforcement and corporate sector, was divided into four groups- group 1 (0-1year), group 2 (2-4 years), group 3 (5-10 years), group 4 (11 or more years). The results of the present study indicated that those employees with 11 or more years of working experience do perceive lesser degree of stress as compared to those employees in other work experience groups. There is no strong evidence to support the present finding but the reason could be because of the fact that those employees having more number of working experiences are fairly paid and are more satisfied with their personal life and thus they are less likely to quit and experience less stress at their respective workplaces. It is also indicated that employees with 11 or more years of work experience do get more support from superior, subordinate and organization, engage lesser degree in counterproductive as compared to other employees in other work experience groups. Employees with work experience of 0-1 year perceived higher degree of stress as compared to employees with different levels of work experience. Possibly, the new entrants in the job market have challenging issues to cope up with certain workplace situations causing work related stress. In addition, new entrants who expect close guidance and support while they gain experience on the job may find it difficult to adapt in a workplace that favors the survival of the fittest (Krishnan C.R 2013).

4.8.4.2 Effect of work experience of the employees on the perception of workplace violence dimensions

It was hypothesized that there will be a significant effect of working experience on the perception of workplace violence dimensions.

The results of the present study rejected the alternative hypotheses, since employees across varied work experience groups were not perceived differently on any of the dimensions of work place violence. It is indicated that employees with 5-10 years of work experience and 11 or more work experience do indulge in bullying, pressurizing, humiliating and discriminating and harassing sexually in their respective organizations. There are numerous other factors that lead those employees to indulge in workplace violence dimensions, for instance, their personality factors such as those who want to suppress others, less knowledge but wants to be dominating, those who believe that discipline can be imposed by generating forces, depressed individuals, those who want to harass others, those who have a dominant nature, those who lack resources, skills and talents; and age and education of the employees.

4.8.5 Effect of age of the employees on the perception of psychosocial parameters and workplace violence dimensions

4.8.5.1 Effect of age of the employees on the perception of psychosocial parameters.

It was hypothesized that there will be significant differences among employees from different age groups across the psychosocial parameters.

The findings of the present study confirmed the conjectured hypotheses. The employees of different age groups were perceived to be differing in their perception of psychosocial parameters. The sample of the study was divided into four age groups- age group 1 (below 35 years), age group 2 (35-44 years), age group 3 (45-54 years) and age group 4 (55 and above years). Those employees, whose age groups ranging from 55 years and above are perceived to be keeping their health better, get support from superior, subordinate and organization, as compared to other employees of different age groups. A study by Judith Healy (2003) in his study points

out that mature age workers today have a greater capacity than previous generations to work beyond a retirement age of 60-65 years as they are healthier and better educated and the nature of work is less physically demanding. Another probable explanation to the finding that older employees get more resources i.e. subordinate, superior and organization support, from the organization could be based on the study done by National Healthy Worksite (2012), wherein it is said that employers have positive views of older workers and reported that older workers have greater knowledge of the job tasks they perform than their younger colleagues, willingly learn new tasks quickly, bring wisdom and resilience to work, and are able to keep up with the physical demands their jobs require. All of these elements are widely believed to positively affect productivity. Therefore, this very well explains the findings of the study that older employees get more support from their respective organizations. However, employees of the ages ranging from 35-44 years were found to be more indulging in conflict and they perceive more job demands. At the same time they perceived as comparatively low on getting from their superiors, subordinates and organization. The results also reveal that young employees, age ranging below 35, are perceived to be engaging in more counterproductive work behaviour, as opposed to those employees of the age ranging from 55 years and above. Studies in the past have supported the findings of the study where younger employees, age ranging below 35, are twice more likely to engage in theft than older employees (Karin Instone, 2002), younger workers might be most likely to engage in counterproductive work behaviour (Hollinger and Clark, 1983) as they workers are commonly hired for low status and low paying positions that may be conducive to counterproductive work behaviours. A study by Benjamin and Samson (2011) in support of the findings, reveal that age has a significant effect on engaging in counterproductive work behaviour, with older employees showing lesser intention to commit fraud and this might

be as a result of the fact that older employees believe that they have put in substantial number of years and feel the need not to lose their effort or it could be that the number of years of years spent in the organization might have increase the level of commitment to this set of employees, whereas the younger employees who are still full of a sense of adventure believe that they can take the risk and whatever happens there is still a long future ahead of them.

4.8.5.2 Effect of age of the employees on the perception of workplace violence dimensions

It was hypothesized that there will be significant differences among employees from different age groups across the dimensions of workplace violence.

The conjectured hypothesis was partially confirmed since the findings of the study indicate that employees of the age ranging from 55 years and above perceived more illegitimate pressure to a greater degree as compared to employees in other age groups. There is no evidence to support the findings of the study that older employees perceived more illegitimate pressure than the younger employees. The reason could be the fact that the older employees are more focused and inclined to their work and strive for better results. The present study finding is found to be in contradiction with the study conducted by Alterman & Colleagues (2013), where they revealed that lower prevalence rates for experiencing a hostile work environment were identified for workers aged 65 and older workers compared to workers in other age groups. With respect to the age, conflicts findings have been reported, in the study of Einarsen & Skogstad (1996), it indicates that the older employees tend to be more bullied than the young ones.

4.8.6. Effect of marital status in the perception of psychosocial parameters and workplace violence dimensions.

4.8.6.1 Effect of marital status in the perception of psychosocial parameters

It was hypothesized that there will be significant differences among employees with different marital status on the psychosocial parameters.

The conjectured hypothesis was found to be partially confirmed since the findings of the study indicate that employees across varied marital status perceived only stress, superior support and organization support differently. Unmarried employees perceived more stress as compared to employees in other marital status. The findings of the present study is supported by the study conducted by Workplace Bullying Institute (2007) where it is found out that higher prevalence rates for experiencing a hostile work environment were identified for divorced or separated workers compared to married workers, widowed workers, and never married workers. The reason could be that married employees usually developed a sense of responsibilities for the livelihood of his family in his mind and thus looked at work as a responsibility and does not feel stressed. Unmarried employees on the other hand usually will not have this sense of responsibilities and hence a similar outlook toward his work. Therefore, he would tend to look at varying amounts of work as extra job pressure and thus feel stressed. The findings of the present study also indicated that married employees get more support from their superiors and subordinates at their workplace. A probable explanation to this finding could be based on the study conducted by Azim & colleagues (2013) where it is said that marriage imposes increased responsibilities that may make a steady job more valuable, and therefore their job is generally given recognition and valued by their superiors and subordinates. In addition to this, among the married employees, there is a difference between male married employees and female married employees in terms of getting support from their seniors and subordinates at their respective workplaces. In contrary to the findings of the present study, a study by Jordan & Zitek (2012) stated that there is always a bias against married women as they have been assigned a social role

of fulfilling responsibilities at home and due to this assumptions, married women are expected to be less dedicated to their jobs compared to their single counterparts whereas, male employees are expected to be more motivated in their jobs if married. This owes the fact that traditional social role in marriage cast women as caregivers rather than breadwinners. Stereotypically feminine traits (e.g., nurturance) do not match the attributes often considered conducive to career advancement in many jobs. Therefore, being perceived through feminine stereotypes might lead married women to be seen less positively in ways that affect employment decisions. Thus, in comparison with their male counterparts, married women get less support from their superiors and subordinates at work.

4.8.6.2 Effect of marital status in the perception of workplace violence dimensions

It was hypothesized that there will be significant differences among employees with different marital status on the dimensions of workplace violence.

The results of the present study partially accepted the conjectured hypothesis. Marital status of the employees does differ in the perception of humiliation as the dimensions of the workplace violence. Married employees do perceived more humiliation as compared to employees in other marital status. With respect to the marital status, conflict findings have been reported; higher prevalence rates for experiencing a hostile work environment were identified for divorced or separated workers compared to married workers, widowed workers, and never married workers (Alterman & Colleagues, 2013).

4.8.7 Effect of educational qualification on the perception of psychosocial parameters and workplace violence dimensions:

4.8.7.1 Effect of educational qualification on the perception of psychosocial parameters

It was hypothesized that there will be significant differences among employees from different levels of education on the perception of psychosocial parameters.

The results of the present study confirmed the proposed hypothesis. The employees of the four organizational sectors were seen to differ in terms of their educational qualification in their perception of psychosocial parameters.

Stress- The employees having bachelor's degree perceive comparatively more stress when compared with their counterparts at different levels of educational background whereas, those employees who have only HSC degree relatively perceive stress at a lesser degree at their respective workplaces. The happiness survey (2013) found people with higher qualifications had great worries than those with low education attainment, and this very well support to the findings of the present study that employees having higher qualification perceived more stress than their counterparts at other low educational levels. Another study by David Cameron (2013) also revealed that people with higher educational achievements have a greater risk of suffering from stress or anxiety. The reason could be that those with great abilities and most demanding jobs are more likely to suffer from the pressures they face than those with lesser talents and responsibilities.

General health- The graduates' employees perceive their health better than those employees who have the educational qualification of up to 12th standard. The study also revealed that there is no significant difference between the graduate and post graduate employees in terms of perceiving their health better. The findings of the present study is supported by the study conducted by Egerta et al. (2009) that people with more education are likely to live longer, to experience better health outcomes. Moreover, more and better education generally means a

greater likelihood of being employees and having a good job with healthier working conditions, better employment based benefits and higher wages. Higher paying jobs offer greater economic security and increased ability to accumulate wealth, enabling individuals to obtain health care when needed. Therefore, education provides the knowledge and skills necessary for employment which can shape health. This is also revealed in the study findings by Egerta & colleagues (2009) that less educated employees in lower wage jobs are also less likely to have health related benefits including paid sick, personal leave, etc. They are more likely to hold lower-paying jobs with more occupational hazards, including environmental and chemical exposures and poor working conditions that put them at higher risk of injury and fatality (Cubbin & Colleagues, 2000). This very well supports to the findings of the present study that more educated employees perceive their health better as compared to the less-educated employees.

Superior support- In terms of getting support from the superior employees of their respective organizations, it is found out that employees who have HSC degree tend to get more superior support as compared with their counterparts at other levels of educational background. However, the post graduate employees tend to get superior support at a lesser degree. So far there is no strong evidence available to support this finding. Thus, another venue for new research is opened by this finding. The researcher assumes that top-ranking officials has lesser expectations from less qualified employees as compared to the higher qualified employees and tend to forgive them for mistake and even support them on occasions.

Subordinate support- Employees having HSC degree get more support from their subordinates whereas, those employees having post graduate degree get relatively lesser degree of support from their subordinates. The reason could be that the employees having PG degree might be maintaining highly professional relations with their subordinates and on the other hand, those

employees having HSC degree due to their nature of work, spends more time with their subordinates thereby developing informal relations between them. Thus in this way, they might be probably getting more support from their subordinates.

Counterproductive work behaviour- Employees having post graduate degree are more likely to engage in counterproductive work behaviour in their respective workplaces when compared with other employees at different levels of educational background. However, those employees having SSC degree are found to be relatively engaging in the CWB at a lesser degree. Observations of the study results reveal that there is no significant difference between the graduate employees and postgraduate employees in engaging in CWB. The finding of the present study goes well with the study conducted by Adkins (2009) where he found out that those with an advanced education who are in a high-complexity (e.g. doctors, engineers etc.) are more likely to engage in counterproductive work behaviour as compared to those in low-complexity jobs (e.g clerk). This may be due to the added stress of being in a high-complexity job. On the contrary, education levels have been shown to be negatively related to undesirable work behaviour such as workplace aggression. This may be because college-educated individuals' tend to adhere more to rules regarding attendance and protection of organizational property.

4.8.7.2 Effect of educational qualification on the perception of workplace violence dimensions

It was hypothesized that there will be significant differences among employees from different levels of education on the perception of workplace violence dimensions.

The findings of the study confirmed the conjectured hypothesis. The effect of educational qualification of the employees was observed in the perception of workplace bullying, illegitimate pressure and discrimination & sexual harassment as the dimensions of workplace violence.

Workplace bullying- Employees having HSC degree are observed to perceive more workplace bullying as compared to other employees at different educational qualification. However, employees having graduate degree are relatively less likely to perceive workplace bullying. This implies that those employees who have the lower educational status are more likely to be bullied by other employees in their respective organizations. On the other hand, those graduate employees are less likely to perceive workplace bullying at their work as compared to other employees at different levels of educational background. The present study finding is in contradiction with the study findings by Alterman & Colleagues (2013) where they revealed that higher prevalence rates for experiencing hostile work environment were identified for workers with only a high school and workers with some college education compared to workers with less than a high school education.

Illegitimate pressure- Again, we observe that the employees having HSC degree perceived illegitimate pressure at a greater extent whereas, employees having graduate degree are likely to perceive illegitimate pressure at a lesser degree at their work.

Discrimination & sexual harassment- Employees having HSC degree perceived discrimination & sexual harassment at a greater extent when compared to other employees at different levels of educational qualification. However, those employees having graduate degree perceived discrimination & sexual harassment at a lesser degree. The present finding is very similar to Chou & Choi (2011), in which workers with the lowest education reported the highest prevalence of perceived workplace discrimination and those with the highest education reported the lowest. Another similar finding is by Roper ASW (2002), in which 25 percent of all the respondents aged 45-74 reported that having higher education resulted in better treatment from employers, whereas 53 per cent of those with a post graduate education reported receiving

preferential treatment. The reason could be that education provides more resources for better job performance and therefore highly educated employees may be less likely to be discriminated.

4.8.8 Effect of working hours on the perception of psychosocial parameters and workplace violence dimensions:

4.8.8.1 Effect of working hours in the perception of psychosocial parameters

It was hypothesized that there will be significant effect of working hours on psychosocial parameters.

The findings of the study confirmed the conjectured hypothesis. A significant effect was observed in the perception of stress, general health, superior support, organization support and work overload of psychosocial parameters.

Stress- The employees having the working hours of 6-8 perceived stress relatively higher degree as compared to other employees at different amount of work hours. However, the findings also reveal that those employees having 10-12 working hours perceived stress at a lesser degree. The finding of the present study is found to be in contradiction with the past studies where it is revealed that those who have long working hours perceived more stress (David Di Salvo, 2012) where he revealed that long working hours may be the cause of workers' serious health problems. Thus, the study opens a new avenue that those having work hours up to 8 hours perceive more stress comparatively.

General health-In terms of perceiving better health, employees having 8-10 work hours was found to keep their health better as compared with their counterparts. However, those employees having 10-12 work hours perceived their general health at a lesser degree. It is also observed that

those employees having 6-8 work hours do keep their health comparatively better than those with work hours of 10-12 and 12 or more. This implies that employees having 6-8 and 8-10 working hours have enough time to look after themselves, eat properly and they are less likely to have sleeping disturbances and thus their general health is better when compared with their counterparts at different amounts of working hours. A growing body of evidence suggests that long working hours adversely affect the health and well being of workers. Dembe et al (2005) reported that working in jobs with schedules that routinely involve overtime work or extended hours increase the risk of suffering an occupational injury or illnesses. Another study by Henry A. (2014) revealed that long working hours always links with poor health and it can lead to higher premature mortality. For example, stress can contribute to range of problems like heart disease and depression. Long work hours have been and continue to be of enormous concern for the health and well being of working people (Bosch, 1999). Josip (2011) suggested that in Japan, where long hours are common, a growing number of workers have been dying from cardiovascular causes in their most productive years. The study showed that many of the workers have been putting long working hours before they died. The Japanese have named such deaths Karoshi, meaning “death from overwork.” Thus, it can be concluded that working long hours is hazardous to health and productivity.

Superior support- Employees with 10-12 working hours get comparatively higher degree of superior support than those employees having 6-8 work hours, 12 or more and 8-10 working hours. However, those employees having working hours of 6-8 are less likely to get lesser degree of support from their superiors. There is no evidence available to support the findings of the present study results. The reason could be that employers or superiors expect their employees to work hard, work long hours and tend to support those who work overtime.

Organization support- The results of the study indicate that employees with working hours of 12 or more get additional support from the organization at a greater extent than their counterparts. However, the employees with 6-8 work hours get less support from their respective organizations. A probable explanation to this finding of the study is the concept of the greedy organization (Burchielli, Bartman & Thanacoody, 2008) which result in the extraction of surplus values from employees. This could be owing to the fact that the aim of the organization is profit maximization and at the same time, organizations provided work arrangements that could be used to support work and family demands.

Work overload- Employees whose working hours is 12 or more perceived work overload than their counterparts at other amounts of working hours. On the other hand, employees having 6-8 working hours are less likely to perceive work overload. The finding of the present study is supported by the study done by Johnson & Lipscomb (2006) where they revealed that overtime hours are associated with higher levels of stress and overwork. Gryna (2004) also revealed that work overloads happen when job demands exceed the time and resources available. He further added that work overload is only one of many organizational factors that lead to stress. The finding of the study by Josip (2011) revealed that work overload resulting in long hours, has been linked with stress, indefinite complaints and fatigue.

4.8.8.2 Effect of working hours in the perception of workplace violence dimensions.

It was hypothesized that there will be a significant effect of working hours in the perception of workplace violence dimensions.

The findings of the present study rejected the hypothesis. The dimensions of workplace violence were not found to affect the dimensions of workplace violence.

4.8.9 Effect of hierarchical levels in the perception of psychosocial parameters and workplace violence dimensions.

4.8.9.1 Effect of hierarchical levels in the perception of psychosocial parameters

It was hypothesized that there will significant differences among employees working in different levels of job on the perception of psychosocial parameters.

The results of the present study rejected the conjectured hypothesis, since the employees across varied levels of job were not perceived differently on any of the psychosocial parameters.

4.8.9.2 Effect of hierarchical levels in the perception of workplace violence dimensions

It was hypothesized that there will significant differences among employees working in different levels of job on the perception of workplace violence dimensions.

The results of the present study rejected the conjectured hypothesis, since the employees across varied levels of job were not perceived differently on any of the dimensions of workplace violence.

4.8.10.1 Correlation between positive psychosocial parameters and workplace violence dimensions:

It was hypothesized that there will be a significant and negative correlation between positive psychosocial parameters and workplace violence

The result of the present study partially rejected the proposed hypothesis since a significant positive correlation was observed in the psychosocial parameters such as energy, superior support, subordinate support, organization support. However, the findings also reveal that the

general health variable and perceived health variable of psychosocial parameters was not found to be correlated with the dimensions of workplace violence, except for the workplace bullying. In general, it was found that the psychosocial parameters had low correlation with all the dimensions of workplace violence. The result of the present study indicated that employees who are perceived to be more energetic are likely to engage in bullying, actively hostile behaviour, illegitimate pressure, humiliation and discrimination & sexual harassment dimensions of workplace violence at their workplaces. There is no evidence available to support the finding that more energetic people in the workplace do engage workplace bullying. However, findings of the past studies revealed that bullies are typically bosses (Goman, 2014), they are put into leadership positions because they appear to be smart, ambitious, result-oriented and take charge. According to Eddy (2008), bullies at work are high conflicting people with high conflict personalities, they try to prove themselves and others that they are superior beings and are highly suspicious of others and believe that people are taking advantage of him thus creating a high conflicting situations because of their excessive fears of everyone else. Therefore, this finding can be lined up with the finding of the present study. It can be hereby concluded that bullies feed off the energy of other people's and steal power from others in order to feel more powerful and they bully others to prove their strength, superiority and power (Grace , 2009). The result of the study also revealed that more energetic employees do engage in actively hostile behaviour at their respective workplaces. Since the organization consists of humans from different backgrounds, wherein each individual has a different way of thinking and working, therefore it is quite possible that each individual employee must have engaged with hostile behaviour at work, however, there is no single evidence available to support the finding of the present finding that energetic people engage in more actively hostile behaviour. While empowering the employees

to excel in their professional career and to align them with the company's direction, they were allotted lots of professional responsibilities and sometimes hectic deadlines and these altogether pressurized the employees, yet there is no finding obtained from the past studies that more energetic people do engage more in pressurizing others illegitimately. Another finding of the present study reveal out that those energetic people do engage in humiliating others at the workplace however, there is no evidence to support the finding of the study. Yet the possible explanation could be the work of Brandenberg D (2014) where he found out that many workplaces have bully managers and bosses that regularly embarrass and humiliate their subordinates. A study by Hartley & Luchetta (1999) revealed that humiliation typically occurs in relationship of unequal power where the humiliator has power on the victim, although it can be the most intense when a person of lower status criticizes and thus humiliates one of the higher status. In general, psychological research reveals that people experience humiliation when others treat them as objects or as having worth not equal to that of the humiliator or witnesses. Thus, it can be concluded that when humiliation occurs in an institutional setting like the workplace, it can be destructive for the organizational as a whole.

Further, the findings of the present study shows that employee respondents who get more support from their superiors, subordinates and organization are more likely to engage in workplace bullying, actively hostile behaviour, illegitimate pressure, humiliation and discrimination & sexual harassment to the other employees of the organization. The result of the present study is supported by the findings of the study by Eddy B. (2008) where he revealed that bullying appears to be a growing problem and the individual targets are usually overwhelmed, especially because bullies appear to have the active or passive support of their employers.

However, the employees who perceive their health generally better than other employees are more likely to engage in workplace bullying at their respective organizations. There is no study available to support the finding of the present study. Yet the possible explanation could be the reason that even though they perceive their health better than their counterparts, they might be lacking in certain skills like lack of leadership skills, lack of interpersonal skills. They might be an inadequate people and for this reason they bully to hide the fact that they lack these skills and the resultant is demotivating, demoralization, disloyalty, and disaffection etc. to their fellow employees at their workplaces. Therefore, those employees who are in better health are more likely to engage in bullying others.

4.8.10.2 Correlation between negative psychosocial parameters and workplace violence dimensions.

It was hypothesized that there will be a positive and significant correlation between negative psychosocial parameters and workplace violence.

The findings of the present study partially confirmed the stated hypothesis. stress was found to be positively correlated with workplace violence dimensions, i.e. workplace bullying, illegitimate pressure, actively hostile behaviour and humiliation. This implies that employees undergoing stress are more likely to engage in bullying, pressurizing, being hostile and humiliating other employees. Also, the psychosocial parameters such as work overload, conflict, job demands and CWB have been found to be positively correlated with the workplace violence dimensions. The findings of the present study is supported by the study conducted by Quine (1999) where he revealed that staff who had experienced bullying reported lower levels of job satisfaction and higher levels of job induced stress. They were more likely to be clinically

anxious and depressed and were more likely to report wanting to leave. Three explanations could account for these associations. Firstly, being bullied leads to psychological ill health and reduced job satisfaction. Secondly, certain staff may be more likely to report being bullied than others. These may be people who are more pessimistic in outlook. Such people might also report higher levels of job dissatisfaction, propensity to leave, etc than other workers. Thirdly, being depressed, stressed, or anxious may cause a person to be bullied by unscrupulous workers who choose weaker people as their victims. Anxiety and depression may also weaken a person's ability to cope with stressors such as bullying or make them more likely to perceive other people's behaviour as hostile and critical.

4.8.10.3 Correlation between counterproductive work behaviour and workplace violence dimensions.

It was hypothesized that there will be a significant positive correlation of counterproductive work behaviour and workplace violence dimensions.

The findings of the present study have rejected the conjectured hypothesis. Counterproductive work behavior was seen to be negatively correlated with the workplace violence dimensions. This implies that employees engaging in counterproductive work behaviour do not indulge in violating at the workplace place. The reason could be that the counterproductive work behaviour is itself a violent behaviour wherein the employees.

4.8.11.1 Psychosocial parameters (stress, work overload, conflict and job demands) as predictors of workplace dimensions.

It was hypothesized that there stress, work overload, conflict and job demands will positively predict workplace violence dimensions.

The results of the study have confirmed the conjectured hypothesis. The negative psychosocial parameters positively predict the dimensions of workplace violence.

More specifically, stress as a psychosocial parameter, has emerged as a significant predictor of all the dimensions of workplace violence such as workplace bullying, actively hostile behaviour, illegitimate pressure. The result of the present study is very well supported by the work of Einarsen S. (1999), revealed that bullying occurs when someone at work is systematically subjected to aggressive behaviour from one or more colleagues or superiors over a long period of time, in a situation where the target finds it difficult to defend him or herself or to escape the situation. Such treatment tends to stigmatize the target and may even cause severe psychological trauma. Empirical studies on the causes of bullying have concentrated on the personality of the victim and psychosocial factors at work. Most studies treat bullying as a unified phenomenon, in spite of the fact that different kinds of behaviours are involved. The result of the present study is found to be in contradiction with the findings of Mogens & Mikkelsen (2004) where they revealed that bullied employees reported higher levels of stress. Therefore, it can be concluded that poor psychosocial work environment, mainly low social support at work, job strain etc. creates conditions that encourage bullying at work.

The findings of the present study also reported that stress predicts actively hostile behaviours. However, there is no evidence to support the finding, yet the possible explanation could be that even if a person has a job and is making adequate salary, there are stresses associated with the workplace that add to daily stressors. Some of the typical sources of stress in

the workplace include the workload, long hours, poor physical conditions and lack of job security and these occupational stress results in yelling or screaming, use of derogatory names, the silent treatment, withholding of necessary information, aggressive eye contact, negative rumors, explosive outbursts of anger, and ridiculing someone in front of others, in their respective workplaces as people spend such a large proportion of their lives at work.

4.8.11.2 Psychosocial parameters (energy, general health, perceived health, superior support, subordinate support and organization support) as negative predictors of workplace violence.

It was hypothesized that energy, general health, perceived health, superior support, subordinate support and organization support will negatively predict workplace violence.

The results of the present study confirmed the conjectured hypothesis. The positive psychosocial parameters negatively predict workplace violence, except for the perceived health.

In the present study, Energy, General health, superior support and subordinate support have emerged as significantly and negatively predict workplace bullying. In the case of actively hostile behaviour, superior support and subordinate support have emerged as significant and negative predictors. Superior support was found to be significant enough to predict negatively the illegitimate pressure and humiliation dimensions of workplace violence. This could be the reason that those employees getting support from superior are less likely to indulge in illegitimate pressure and humiliation at their workplace. Energy is the only variable which emerged as significant and negative predictor of discrimination and sexual harassment.

4.8.11.3 Counterproductive work behaviour as predictor of violence at workplace.

It was hypothesized that counterproductive work behaviour will predict workplace violence.

The present study confirmed the stated hypothesis. Workplace bullying is the only variable which significantly predicts counterproductive work behaviour. The finding of the present study is very well supported by the work of Ayoko and colleagues (2003) where it is revealed that higher levels of bullying were predictive of workplace counterproductive behaviours such as purposely wasting company material and supplies, purposely doing one's work incorrectly and purposely damaging a valuable piece of property belonging to the employer. Thus, workplace bullying has been shown to impact the physical and psychological health of victims, as well as their performance at work. Workplace bullying impacts the organization through decreased productivity, increased sick time and employee attrition.