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## THE PHENOMENON OF WORKPLACE BULLYING: A FOCUS ON TEMPORARY WORKERS FROM SELECTED INDUSTRIES IN SOUTH WEST NIGERIA.

Faremi O. Oluwatosin

*Albany State University, 504 College Dr. Albany Georgia 31705, USA.*

**ABSTRACT:** Workplace bullying is a rising phenomenon in today's organizational settings. As a well-researched topic in academia, it has been adjudged as abuse, manipulation, exploitation, mistreatment, ill-use or misuse of power in a workplace. The study observed that, Nigerian organizational/institutional structures and traditions encouraged bullying behaviors generated at any level (upward movement's trends, horizontal line bullying, or downward workplace bullying). This act was believed to have persistently created feelings of defenselessness among various categories of workers in an organization, especially those on temporary basis or the ad hoc staff therefore undermining their right to dignity, self-worth, self-respect, self-esteem and formality at work. The study, through a quantitative research method, investigated why temporary staff in a workplace are more vulnerable to workplace bullying. However, arising from the findings of the study, recommendations on how to control workplace bullying on temporary staff were made.

*Keywords:* workplace bullying; temporary staff; organization; workplace.

### I. INTRODUCTION

Workplace is an organization, according to Onileowo and Fasuan (2018), where social or economic activities are being undertaken, carried out or taking place on a regular basis. From Fulcher and Scott (1999) point of view, workplace is an organization of people that generally features a working organizational structure, systems and its styles, specific goal with definite objectives, a directives based on focus, rules of behaviour and workplace conduct of relationships. Today, several research have shown that workplace organizational structures and conduct of relationships are persistently bridled with bullies' behavioral demeanors operating under-cover. Workplace bullying are adjudged to be abuse, manipulation, exploitation, mistreatment, ill-use or misuse of power in a workplace. The bullying conduct could be generated or existed at any level of an organization such as through the managers or superior officers, through the subordinates and among other co-subordinate workers, between the customers/clients and the workers, between employees and employers, or employees and their peers coworkers and colleagues (Davenport, Schwartz & Elliott, 1999, Brodsky, 1976).

Workplace bullying are found everywhere, both in public, corporate, and private organizations, bullying are universally practiced. Workplace bullying can be described as a frequent irrational actions that are directed on individuals or a group of people especially towards an employee/workers or towards a group of employees/workers in a manners that anticipated, intended and intentional intimidation that could create a high-risk to the health, safety and hazards exposure of the employee or a group of employees (Vorell & McCarmack, 2015).

The acts of bullies in a workplace includes the department inform of intimidation to an employee at work or affronts, degrading, humiliating a worker, unjustifiable or invalid condemnation, blame without factual justification, being treated differently but negatively than the rest of other co-workers' group, exclusion, being shouted at and humiliated, a targeted of practical jokes, excessive monitoring in specific, and all these particularly in front of other colleagues.

However, the Nigerian organizational/institutional structure and tradition has encouraged bullying behavior among the managers or the superior officers in workplace organization. This act has persistently created feelings of defenselessness for the subordinates, even among the coworkers and other categories of workers especially those on temporary basis or the ad hoc staff therefore undermines an individual's right to dignity, self-worth, self-respect, self-esteem and formality at work. Workplace bullying, as it is more specifically put by Andersson & Pearson, (1999), is a low-intensity abnormal or deviant behavior with ambiguous intention

to cheat and harm the target, in total violation of workplace norms for mutual respect. It is a rude and discourteous, displaying a lack of regard for others' (Andersson & Pearson, 1999: p. 457).

Meanwhile, the workplace bullying in any form is detrimental particularly for human resource and its professionalism. According to Lisa Castle, Vice President of Human Resources at the University of British Columbia, said:

Workplace bullies' has an impact that is enormous to the welfare of the employee. The impacts are negatives and some of the negatives impacts are disengagement; loss of creativity and productivity; and sick leave, benefit, and turnover costs.

During the Harvard Business Review in 2013, it was reported that decades ago, somehow two decades ago, the number of workplace bullied people increased drastically. Majority of the cases were traced to the practice and the use of temporary employments or ad hoc staff in an organizations. The implication of this is that, people on temporary appointments and those employed as an ad hoc staff are vulnerable to workplace bullying and intimidations (Vorell & McCarmack, 2015).

Several indications have also shown that people on temporary appointments and those employed as an ad hoc staff are facing, experiencing or witnessing numerous types of incivility, discourteously, coarseness and abrasiveness in the hands of their employers. Workplace bullying is a strange, bizarre and mild form of negative workplace system. It is characterized by low concentration, low intensities for staff well-being (Lim, Cortina, & Magley, 2008; Holm, Torkelson, & Bäckström, 2015; Reio & Ghosh, 2009), lower commitment, lower job satisfaction, uncared and ambiguous intent to harm (Pearson, Andersson, & Wegner, 2001). Today, temporary employments are on the rise in Nigeria, particularly among the corporate organizations (i.e. Banking industries) and private organizations. According to Mauno (2015), majority of the staff in these category of workers are often reportedly found overused, less supportive or encouraged (Mauno 2015), particularly, as described by Halbesleben & Clark, (2010), these set of staffing are always being marginalized, disrespectfully treated, poorly remunerated or not acknowledged for their competence (Halbesleben & Clark, 2010)

### 1.1 Statement of the Problems

Even though, workplace bullying had been identified previously as a significant problem in various organizations. There has been virtually little or no research that examines this negative phenomenon on the temporary-labor in workplace-site industry. Meanwhile, the workplace organizational bullying in Nigeria has been regarded as an emerging concern among the employers, the employee, the scholars, and global researchers because the negative practices has however become conventional as part of the workplace culture and therefore manifesting itself in many different ways such as in policies and practices. Most of these practices includes placing unreasonable, irrational practices workplace organization to bully their employee inform of affronts, humiliating, chastening (or dismissing) (Reio & Ghosh, 2009),

For example, a worker who are weak or stressed resulting from overworked load; while completely ignoring, snubbing or denying imaginable overwork-related causes of the stress or fatigue but in most cases, the inactive hours or days spent are usually removed from their salaries or wages particularly, these type of bullying are common among private organizations in Nigeria. Looking at it from another point of view, the view from the public organizations in Nigeria, the unreasonable, irrational practices workplace organization to bully the coworkers by the superior are common, the superior would engaged in excessive monitoring to actually nailed the subordinates particularly to fabricate, make a false claim, and facilitate complaints about subordinates to implicate the other coworkers with a threats of discipline, chastisements, rebukes, castigates or reprimands. Another one is the irrational targets and expectations on employees particularly from the corporate organizations, where eventuality and possibility of failure to meet those expectations, targets and goals means doomed for such employee hence making life unpleasant, unkind (or dismissing) for the employee (Mauno 2015). This is particularly common among in Nigeria like in banking industries etc. Meanwhile, recent research have shown empirical evidence that bullying is conventional that exists across every occupational sectors (public, private) and organizational stratum but there are always omissions of the plight of the temporary workers or ad hoc staff facing discourteously, coarseness and abrasiveness in the hands of their employers, a new trends by the corporate organizations to enslave, misuse or exploits their workers hidden under the disguise of temporary workers.

### 1.2 Objectives of the Study.

The research work was guided by the following objectives:

1. To determine the categories of staff regarded or employed as a temporary staff and why.
2. To investigate why the temporary staff in a workplace are more vulnerable to workplace bullying.
3. To investigate the certain kinds of bullying experience at temporary-job site.
4. To find out the ways how to control workplace bullying on temporary staff.

## II. CONCEPTUAL CLARIFICATIONS

### 2.1 What is Workplace Bullying?

Bullying is defined as the persistent use of negative or damaging acts towards one or more individual(s) in an organization. It is a situation whereby a stronger person acts harshly, bitterly or inordinately towards someone of a weaker party thereby creating a hostile work environment (Einarsen, 1996; Hoel & Cooper, 2000; Zapf, 1996). Accordingly, bullying is unreasonable actions of individuals (or a group) directed towards an employee (or a group of employees), which is intended to intimidate and creates a risk to the health and safety of the employee(s), thus it is a form of interpersonal aggression or hostile, anti-social behaviour in the workplace. Several terms have been used to describe various aspects of bullying as follows:

- i. Unwarranted or invalid criticism.
- ii. Blame without factual justification.
- iii. Being treated differently than the rest of your work group.
- iv. Being sworn at.
- v. Exclusion or social isolation.
- vi. Being shouted at or being humiliated.
- vii. Being the target of practical jokes.
- viii. Excessive monitoring.

### 2.2 Movements of Bullying in a Workplace-Site

The conducts of bullying can be generated and happen at any level in an organizational settings. Bullying could exist through the top level managements, through the subordinates and among other co-workers, or even through the customers/clients within the organization (Davenport, Schwartz & Elliott, 1999, Brodsky, 1976). Arising from this, bullying can be an upward movements trends, horizontal line bullying, and downward bullying in the workplace; upward bullying is a situation whereby the subordinate is bullying his superior or a person in a managerial position, horizontal bullying is a kind of bullying's among coworkers and peers; worker bullying their co-worker, and downward bullying is usually class of bullying that is being perpetrated by managers against subordinates (Branch, Ramsay, & Barker, 2012; Getz, 2013). Managerial bullying is often associated with behaviors such as excessive monitoring of one's work, ignoring a subordinate's views or opinions, and assigning unmanageable workloads (Lewis, Sheehan, & Davies, 2008). Studies have shown that managerial bullying is widespread in the workplace, with a particularly high proportion of these bullying incidents occurring in medium- and small-sized organizations (Lewis, Sheehan, & Davies, 2008). Downward bullying may be found in social environment, the behaviors which may include the bully's interrupting or interjecting the victim while speaking particularly while at a committee meeting, spreading negative rumors to emasculate, to condemn the victim's credibility and collegiality, ignoring the victim or shutting him or her out from social gatherings or conversations (Fogg, 2008).

### 2.3 Classifications of Workplace Bullying

There are basically two major classifications of workplace bullying according to Branch, Ramsay, & Barker, (2012) and Getz, (2013). These are:

- i. Predatory workplace bullying; and
- ii. Dispute-related workplace bullying.

#### i. Predatory Workplace Bullying

This classification of bullying are targeted at the victims purposefully. In this instances, the bullies uses its position and power to intimidate other coworkers in an organization. The victims of predatory bullying are considered as easy targets to the bullies. Here, the bullies often use the victims to demonstrate their power. The bullies usually make use of predatory workplace bullying to punish the victims especially where the victims are not in his caucus or belongs to the members of an out-group not supported by leadership (Einarsen, 1999).

. These victims in an organization generally become easy targets of unresolved frustration and stress within the organization. From another point of view, this type of bullying is commonly as a result of enabling structures within an organization that usually emerges alongside other organizational issues, such as when there are multiple levels of worker status or differential group status, present in a workplace (LaVan & Martin, 2008). For example when various departments in an organization have unequal status, the group with the greater status may bully groups with lesser status.

#### ii. Dispute-Related Workplace Bullying

Dispute-related workplace bullying are classified as a work-related disputes in an organization. Such continuous unsettled disputes that escalates into hostile scenarios in an organization. In this classification of workplace bullying, it emphasizes on three kinds of dispute-related bullying such as:

- i. aggressive behaviors,

- ii. malingering, and
- iii. Resentment or unfair treatment.

All the three emphasizes types of dispute related workplace bullying are always results in interpersonal conflicts, which could highly be emotional situations that can escalate into personal attacks on the victims' self-worth. This classification of workplace bullying are commonly includes behaviors, such as gossip and rumors, isolation, practical jokes, and teasing, to name a few (Keashly&Jagatic, 2003; Zapf et al., 2003; Lewis, Sheehan, & Davies, 2008). This type of bullying might leave both parties feeling like victims (Einarsen, 1999).

#### **2.4 Effects of Workplace Bullying**

In an organizational setting where workplace bullying is present, physical and psychosomatic symptoms are always gradually emerge in the victims (Hallberg & Strandmark, 2006). Research have shown workplace bullying into the following individual outcomes:

- i. depression and anxiety,
- ii. lowered self-esteem,
- iii. difficulty making decisions,
- iv. change-related anguish,
- v. psychological strain,
- vi. passive aggressive traits,
- vii. somatic symptoms,
- viii. stress symptoms,
- ix. problems with general health,
- x. the need for attention and affection,
- xi. chronic fatigue, and
- xii. troubles with sleeping (Girardi et al., 2007; Lind, Glaso, Pallesen, & Einarsen, 2009; Nielson & Einarsen, 2012; Tuckey & Neall, 2014).

According to Nielson & Einarsen, (2012) and Gamian-Wilk, (2013), the researchers affirmed some other outcomes of workplace bullying to include noncompliance, expulsion from the organization or leaving the organization, problems with concentration, increased absenteeism, reduced organizational commitment and job satisfaction, reduced productivity, an altered view of the work environment, (Nielson & Einarsen, 2012; Gamian-Wilk, 2013). Moreover, empirical studies suggest that victims of workplace bullying may suffer from posttraumatic stress disorder and that this trauma can be just as harmful as a physical assault on the job (Bond, Tuckey, & Dollard., 2010; Rodriguez-Munoz, Moreno-Jimenez, SanzVergel, & Garrosa Hernandez, 2010; Mayhew, McCarthy, Chaoell, Quinlan, Barker, & Sheehan, 2004).

### **III. JUSTIFICATION FOR THE RESEARCH WORK**

Generally, for an incidents to be adjudged and identified as an act of bullying, they must have occurred severally over a specific periods of time. And, the individuals and the person who are subjected to bullying, harassment, humiliation, intimidation, or dishonor must have felt that they have been maltreated or posited inferiority in the workplace. As of (Shelton, 2011), bullying at workplace was said to have illustrates a situations where a worker (particularly, temporary workers), is systematically and repeatedly mistreated or victimized by colleagues, subordinates or superiors. Bullying, rather a gradually evolving process (Zapf & Gross, 2001) allows victims to become isolated, rejected and excluded. According to Einarsen, (1999), this pattern of behavior results in physical and psychological damage to the victims (Einarsen, 1999).

The results from these research work would provide information about workplace bullying on temporary workers in a workplace with a special reference to temporary workers in south west Nigeria. The research work would give a vivid picture of various challenges some temporary-laborers faced while performing temporary-labor jobs. More specifically, the temporary-laborers experience at their workplace would be investigated to quickly identify bullies and suggestion would made to provide ways of dealing workplace bullying on temporary workers.

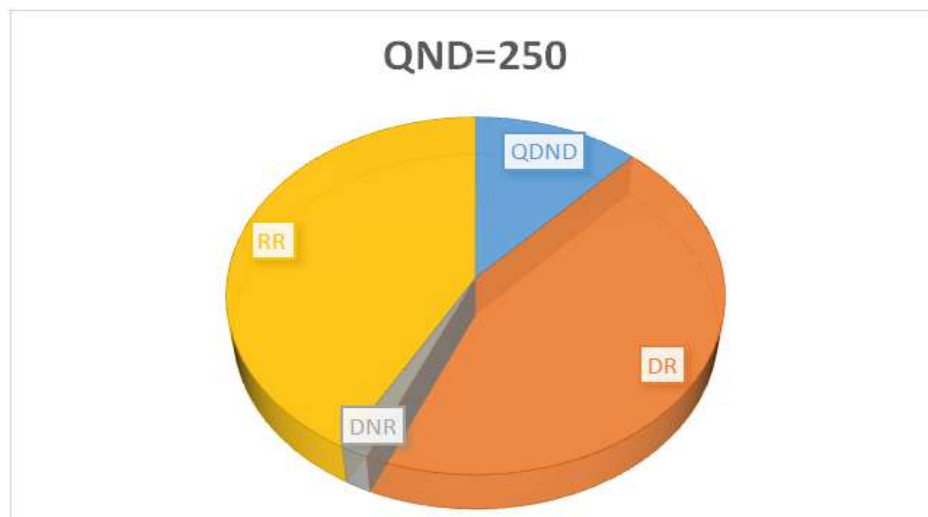
### **IV. METHODOLOGY**

The study was conducted among the temporary workers across the selected corporate organizations/industries in south west Nigeria. The choice of the selection of corporate organizations/industries was owing to the fact that corporate organizations are always found of hiring staff on a temporary basis. Such staff would not be captured under their regular condition of service, hence the temporary staff are misused, exploited and enslaved. The participants for the study were selected from male and female members of the temporary workforce from various corporate industries and organizations in South West Nigeria.

The potential participants who were eligible for the study were adult of age between 20-50 years and had to be working in a corporate organization in south west Nigeria with a minimum of 1 year on temporary employment in their respective organizations. The selection of the age between 20-50 years was informed due to the fact that the information from the research at hand had revealed that the majority of temporary workers are between 20-50 years of age. Data were collected through administration of questionnaires, the request was distributed via e-mail to 250 temporary workers, 51 did not delivered possibly as a result of wrong address, 192 respondents responded to the email, 7 respondents did not responded to the questionnaire and did not replied, 180 out of the 192 respondents that responded to the email replied the questionnaire. The analysis of the responses are indicated in the table 1 below:

**4.1 Table 1: Responses Table**

S/N	Variable	Frequency	Percentage
1	NQD	250	100
2	QDND	51	20
3	DR	192	77
4	DNR	7	3
5	RR	180	72



Interpretations: NQD=numbers of the questionnaires distributed, QDND =questionnaires distributed but not delivered, DR =questionnaire delivered and responded to, DNR= questionnaire delivered but not responded to, RR =numbers of questionnaire responded to and replied.

This process included a link to an internet survey, through some employment agencies in South West Nigeria. Table 2 below shows the selected organizations where the study was sampled:

**4.2 Table 2: Sampled Organizations**

S/N	Corporate Organization	Study Area	Location	Sample Size
1	Petroleum industry	South-West Nigeria	Lagos	50
2	Banking industry		Ekiti State	50
3	Insurance company		Ogun State	50
4	Construction company		Ondo state	50
5	Supermarkets stores		Oyo state	50
<b>Total</b>				250



### 5.0 Data Analysis, Interpretations and Discussion of Findings

Table 3: analysis the objective one: To determine the categories of staff regarded or employed as a temporary staff and why.

S/N	Variables	F	%	V.%
1	the workers who are employed provisionally for a short-time period	103	57.2222 2	57
2	workers employed for a particular purpose based on need at the material time	97	53.8888 9	54
3	Workers employed as a complementary or helping hand to fill a gap in an organization.	88	48.8888 9	49
4	temporary staff are not on regular payroll	75	41.6666 7	42

The above table indicated the categories of staff who were employed but by the nature of their employments they were being regarded as a temporary staff. However, arising from the above analysis; the study found that workers who are employed provisionally for a short-time period, whom their employments can be terminated at any time are being referred to as temporary staff. 103 numbers of the respondents that is 57% indicated and supported the claim. Also, 97 respondents that represented 54% are of the opinion that workers who were employed for a particular purpose based on need at the material time are referred to as a temporary staff while 49 % that represent 70 respondents admitted that temporary workers are the workers employed as a complementary or helping hand to fill a gap in an organization and 75 respondents (42%) confirmed that temporary staff are those staff who are not on regular payroll system of the organization.

5.1 Table 4: analysis the objective two: To investigate why the temporary staff in a workplace are more vulnerable to workplace bullying

S/N	Variables	F	%	V. %
1	they are not a permanent staff	91	50.55556	51
2	they can be hire and fired at will	103	57.22222	57
3	they are always afraid to complain	97	53.88889	54
4	they are not employed through a regular/appropriate means	100	55.55556	56
5	they can be easily maneuver	143	79.44444	79
6	they don't belong to a staff-union association	93	51.66667	52
7	they are not integrated into a payroll system of a regular staff they	99	55	55
8	work to impress their employer	151	83.88889	84
9	they are paid based on the measure of their output	81	45	45

From the table 4 above, investigation was carried out on why the temporary staff in a workplace are more vulnerable to workplace bullying. The results shown that temporary staff in an organizations are vulnerable to workplace bullying because of the following reasons:

- 1 they are not a permanent staff. Temporary staff are always subjected to bullying because they are not among the regular or permanent staff of the organization. This was said according to 51% of the respondents during the interview.
- 2 they can be hire and fired at will. In another point of view, temporary staff can be hire and fire at will while on temporary job. This was affirmed by 57% of the respondents, as a result of this, the temporary workers are subjected to workplace bullying.
- 3 they are always afraid to complain. The study found that majority of the temporary staff on job are often afraid to complain while they are being bullying on the job for the fair of being disengaged 54% of the respondents justify to this as indicated from the table above.
- 4 they are not employed through a regular/appropriate means. The study also indicated that temporary staff are not always considered as a regular staff who were appropriately employed. However, this are one of the

- conditions that makes them subjected to be treated anyhow including bullying at the workplace. According to the data gathering, 54% of the respondents' attested to the fact.
- 5 they can be easily maneuver. Also, the study discovered that temporary staff in an organization are vulnerable to bullying owing to the fact that they can be easily maneuver, tricks, and even bullies. This is according to 79% of the respondents.
  - 6 they don't belong to a staff-union association. Generally, temporary staff are not covered by the staff union associations. This is one of the major challenges that makes them to be more vulnerable to workplace bullying. When they are not part of the regular staff, they are excluded from being belonging to a staff union association, hence their right are not covered, they have no right to protest etc. from the analysis in above, 52% of the respondent claimed that temporary staff does not have a right to belong to a staff union association.
  - 7 they are not integrated into a payroll system of a regular staff. Accordingly as it was earlier stated in above, temporary staff are not always integrated into a regular Payroll system of an organization. This is the situation in most cases as it was indicated by 55% of the respondents during the administration of questionnaire.
  - 8 they work to impress their employer. Analysis from the above table indicated that, temporary staff in an organization are always wanted to work in order to impress their employer hence, they are subjected to over labored or overworked. Owing to this, they are also vulnerable to workplace bullying. This is being justified by the majority of the respondents. That is 84% of the respondents agreed with the assertion.
  - 9 they are paid based on the measure of their output. In most of the organization that used to engage temporary staff, the study discovered that, majority of these organizations makes this temporary staff to work excessively unlike the regular staff. As part of the slavery the temporary staff are subjected to, their wages are often subjected to their output at work. 45% of the respondents confirmed this.

5.2 Table 5: analysis of objective three: To investigate the certain kinds of bullying experience at temporary-job site

S/N	Variables	F	%	V.%
1	Been glared at in a mean way?	132	73.33333	73
2	Been ignored or given the "silent treatment"?	150	83.33333	83
3	Been treated in a rude or disrespectful manner?	129	71.66667	72
4	Had obscene language, yelled, shouted or hostile gestures directed at you?	103	57.22222	57
5	Heard negative comments about your intelligence or ability?	114	63.33333	63
6	Been treated poorly for being a temporary-worker?	109	60.55556	61

The analysis according to the table 5 above indicated the investigation report on certain kinds of bullying experience at temporary-job site. The results shown was discussed below:

- 1 temporary staff are always been glared at in a mean way. As it was indicated above, temporary staff are always subjected to bullying because they are always been looked down or glared at in a mean way by other regular staff an organization. This was said according to 73% of the respondents during the administration of questionnaire.
- 2 been ignored or given the "silent treatment". As part of the bullying experience faced by temporary staff at work site, it was discovered that they are always been ignored with a negative silent treatment. This was affirmed by 83% of the respondents, as a result of this, the temporary workers are subjected to workplace bullying.
- 3 been treated in a rude or disrespectful manner. Many times, the study discovered that temporary staff can be treated in a rude or disrespectful manner by other coworkers especially the regular workers. 72% of the respondents justify to this as indicated from the table above.
- 4 had obscene language, yelled, shouted or hostile gestures directed at temporary staff. The study indicated that there are some obscene language, yelled, shouted or hostile gestures always directed at temporary staff at the temporary work-site. However, this are categorically a condition of bullying at temporary staff in a workplace. According to the available data gathered, 57% of the respondents' attested to this fact.

- 5 heard negative comments about your intelligence or ability. From the analysis, it was discovered that temporary staff in an organization are vulnerable to bullying hence faced with certain kinds of bullying experience at temporary-job site particularly temporary staff always faced with negatives comments about their intelligence, abilities or capabilities at work. This is according to 63% of the respondents.
- 6 been treated poorly for being a temporary-worker. Generally, it was also discovered that temporary staff been treated poorly for being a temporary-worker in a work site some of this poorly treatments includes incommensurate salary with the kind of work they do, poor welfare packages, denial of some basic allowance, restriction to join staff union association etc. It was acclaimed that this certain kinds of bullying experience is one of the major challenges temporary workers faced with in temporary-job site and hence they are more vulnerable to workplace bullying. from the analysis in above, 61% of the respondent claimed that temporary staff does not have a right to belong to a staff union association.

5.3 Table 6: analysis of objective four:To find out the ways how to control workplace bullying on temporary staff

S/N	Variables	F	%	V. %
1	Wherever there is need to employ into organization, regular appointments into a permanent positions should be encouraged	13 9	77.22222	77
2	organizational policies, practices, and programs against workplace bullying should be incorporated	14 2	78.88889	79
3	Autocratic style of office management should be stopped	15 0	83.33333	83
4	Temporary system of employments should be abolished	16 1	89.44444	89

The analysis from the above table agreed how to find out the ways to control workplace bullying on temporary staff. However, as a follow up on the matter, and based on the responses gotten through the questionnaire administered, the study found that to control workplace bullying on temporary staff, whenever there is need to employ staff into the organization, employment should be made directly into organization through regular process of appointments; and this should be into permanent position rather than temporary position. 139 numbers of the respondents that is 77% indicated and supported the above point claim. In addition, 142 respondents that represented 79% are of the opinion that, to find out the ways to control workplace bullying on temporary staff in a workplace-site, organizational policies, practices, and programs against workplace bullying must be incorporated. This is to discourage a general workplace bullying particularly on a temporary staffs. The study also find out that some organizations are practicing autocratic style of office management. This usually tell negatively on their staff particular on temporary staff. Arising from this, the study found during the administration of questionnaire and according to 83% of the respondents, that to control workplace bullying on temporary staff, autocratic styles of office management should be stopped. Finally, the study observed that some organizations are always found of employing temporary staff to as their workforce. This act is found to be inimical and strange to the rule of public/civil service enjoyments. According to the analysis in above, the study found that temporary system of employments should be abolished. This was said according to 161 number of respondents, which is 89% of the total population sampled.

## V. CONCLUSION AND RECOMMENDATIONS

Bullying is a destructive workplace force. It existed across all industries, organizations and institutions either private, corporate or public. This study shows that the phenomenon of workplace bullying is prevalent and widespread particularly among temporary workers in south west Nigeria. The study indicates the shocking levels of vulnerability of temporary workers to bullying in an organizational settings, the results from the study have shown that the temporary staff in an organizations are vulnerable to workplace bullying because they are not a permanent staff of an organization, this is hanged on the background that they can be hired and fired at will and as a result of this, majority of the temporary staff on job are often afraid to complain while they are being bullied on the job for the fear of being disengaged. And, another major challenges that makes temporary workers to be more vulnerable to workplace bullying is that they are not part of the regular staff, they



are excluded from being belonging to a staff union association, hence their right are not being adequately covered or protected.

However, in order to address the issue of workplace bullying among temporary workers, the following recommendations are made based on the findings from the study:

- i. Regular appointments into a permanent positions should be made compulsory wherever there is need to employ into organization.
- ii. There should be a redesign of organizational policies, practices, and programs that would stand against workplace bullying should be incorporated
- iii. Office/organizational management's styles should be reviewed, and where necessary overhaul to abolish autocratic style of office management that have negative effects on employee particularly the temporary workers.
- iv. Temporary system of employments should be abolished.
- v. There should be an awareness campaigns for everyone in an organization on what bullying is and encourage reporting.
- vi. There should be an established independent contact for every employees such as Human Resources contact; and
- vii. Managements should demonstrate commitment "from the top" about what is acceptable good conducts devoid of bullying and what is not acceptable behavior in an organization.

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