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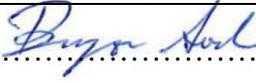
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Fulfillment of the Requirements for the Degree of
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ABSTRACT

Title of dissertation	Bullying in Workplace: A Study of the Relationships among Big five personality traits and Organizational cultures with the Victimization of Workplace Bullying in Thai Organizations
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In Thailand, there are very few research studies on the topic of bullying in which most have focused on children in school. This present study was conducted in order to investigate the relationship among individual factors (big five personality traits), organizational cultures (power distance, masculinity, and individualism), and the victimization of bullying with coping strategies as a moderator. This study was conducted using a mixed method (qualitative and quantitative) with 193 samples for the quantitative approach and 12 participants for the qualitative approach. The samples in this study were white-collar employees aged between 20-60 years old in Thai urban setting included Bangkok and Chiang Mai. The measurement tools used in this research included IPIP-NEO 120 or big five personality test developed by Lewis Goldberg in 1999; organizational culture scales that comprised of power distance, masculinity, and individualism, and coping strategy scales. The victimization of bullying scales included physical, emotional, relational, and cyberbullying. All of the measurement tools were developed for this study except IPIP-NEO 120. The tools were tested of their validity and reliability. The reliabilities of the power distance, masculinity, and individualism questionnaires were high ($\alpha > .620$). The reliabilities found for the victimization of physical, emotional, relational, and cyberbullying bullying questionnaires were also in the high range ($\alpha > .930$.). The reliability for the coping strategies questionnaire was

also high (α =.831). Data analyses utilizing those questionnaires found strong correlations among extraversion, neuroticism, and conscientiousness with the 4-type victimization of bullying; however, 2 personalities which were agreeableness and openness to experience displayed not significant correlations. In relation to the organizational cultures, this study discovered strong correlations between power distance, masculinity, and individualism with the 4-type victimization of bullying. This study demonstrated that the level of victimization were significantly affected by employing low coping strategies. To validate the findings, a semi structured interview method with a total of 16 questions was used in the qualitative approach. Most of the data from the quantitative results were supported by the elicited information from the interviews and also bring a new perspective to investigate. Further discussion of the findings, limitations, and recommendations for practices and future research were also discussed.

ACKNOWLEDGEMENTS

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ABBREVIATIONS

Abbreviations	Equivalence
PV	Power distance
MV	Masculinity
IV	Individualism
PBV	Physical bullying
EBV	Emotional bullying
RBV	Relation bullying
CBV	Cyberbullying
CITC	Corrected item-total correlation
EX	Extraversion
NUE	Neuroticism
AGREE	Agreeableness
CON	Conscientious
OPTE	Openness to experience
LGBT	Lesbian, Gay, Bisexual, and Transgender

CHAPTER 1

INTRODUCTION

1.1 Statement of the Research Problem

Bullying in the workplace is a very serious issue that an organization should not underestimate. According to Einarsen, Hoel, Zapf, and Copper (2011), the results of bullying in the workplace are high absenteeism, depression, anxiety, post-traumatic stress disorder (PTSD), and/or a high turnover rate that could lead to low productivity and cooperation. In addition, Vartia (2001) pointed out that the target of bullying is not only those who received the effects, but also the bystanders who reported significantly more general and mental stress reactions than employees in the workplace who were not bullied. As Namie, Christensen and Philip (2014) found in their survey, 65.6 million people in the American workforce including victims and witnesses had been affected by workplace bullying.

According to Lewis and Gunn (2007), workplace bullying can be founded in many organizations no matter the size, location, or sector. Hence, bullying can be considered as the most common form of violence in society that can happen anywhere. The American Medical Association (AMA) reported that approximately 3.7 million youth engage in bullying, and more than 3.2 million are victims of moderate or serious bullying annually (Cohn & Canter, N.D.) The Workplace Bullying Institute also revealed that 37% or 54 million people in the American workforce have been bullied at work, and workplace bullying cost a billion US dollars for American organizations per year (Georgakopoulos, Wilkin, & Kent, 2011).

Leymann (1990, as cited in Einarsen Hoel, Zapf & Copper, 2011) reported his calculation that every victimized individual would produce a cost to the organization of around US$30,000 to US$100,000 annually. These costs would come from the organization having to replace the position of the employees who resigned as a result of bullying, which Reyner (2000, as cited in Einarsen et al., 2011) estimated that this would cost around GBP£1 million annually in replacement. Furthermore, in Australia,

workplace bullying led to an 83% staff turnover, 87% in absenteeism, 25-58% in efficiency reduction, 19-28% decline in work quality, 18% sought counseling, 10% required mediation or grievance proceedings, 10% had an increase in the error margin, 5% worked in an unsafe workplace, 3% lodged worker's compensation claims, 2% claimed anti-discrimination, and 1% stated other outcomes. This bullying cost Australian employers around AUD$6 million to AUD$13million every year (Moayed, Daraiseh, Shell, & Salem, 2006; Sheehan et al., 2001, as cited in Einarsen et al., 2011). With regards to workplace bullying in ASEAN, Business Talk (2013) conducted an interview with Assoc. Prof. Dr. Siriyupa Roongrerngsuke from Chulalongkorn University and her colleague from London University, and they revealed the results from their research that estimated victimization was around 25% from 5,000 samples comprising respondents from Thailand, Cambodia, Vietnam, and the Philippines. For workplace bullying in Thailand, silent treatment and sexual harassment were considered as the most common type of bullying in offices, which this was different from workplace bullying in the Philippines as the ways of bullying were more aggressive than Thailand. Cambodia and Vietnam had similar results to Thailand, but had more humiliation; such as, making the victim feel embarrassed in front of other employees or over monitoring. Assoc. Prof. Dr. Roongrerngsuke also reported that both male and female victims who experienced sexual harassment in Thailand; for example, a flight service position, did not seem to have enough courage to retaliate or request for help because they were afraid in losing their job. This could result in high depression and/or anxiety that would make the victims leave the organization; however, there was no damage report available in terms of the amount costing the organizations for workplace bullying in Thailand. Additionally, it is very difficult to counteract bullying in Thailand because of the evaluation system that is inappropriate for the Thai work culture, as the victims can suffer a worse situation if they inform about such negative behavior from their colleagues. Moreover, most multinational companies did not provide training and knowledge regarding workplace bullying to their employees, which this could harm the organization as a whole.

According to Rayner, Hoel and Cooper (2002), employees who were currently victimized had the highest number of absenteeism due to health problems and remained distant from bullies, followed by employees who used to be bullies and witnesses of workplace bullying, respectively. Irish telephone surveys reported that 20% of 3,500

samples had directly taken sick leave as a result of bullying (Einarsen et al., 2011). In addition, Quine (2001, as cited in Einarsen et al., 2011) conducted a study of bullying amongst nurses in the UK and found out that 8% of employees took time-off due to bullying; moreover, Vartia (2001, as cited in Einarsen et al., 2011) conducted a research study among municipal employees, which she reported that 17% of employees were absent for the same reason. However, it is possible that a target of bullying might not be absent from their workplace too often because of the fear of further escalation of the conflict and additional retribution; hence, taking days off might increase the likelihood of becoming a target of bullying (Rayner et al., 2002). At this point, absenteeism from bullying can be costly and waste the resources of the organization that could affect the operation of the firm and quality of the work.

Resigning from the organization is one of the impacts of bullying at work, and this can be considered as a very high cost for the organization. Many studies already prove that workplace bullying may have a negative impact on job satisfaction and commitment, which would increase the targets' intention to leave (Einarsen et al., 2011). Nevertheless, it is not just the victims that choose to leave the company, but the witnesses as well, which the UNISON surveys provided a report that about a quarter of the victims leave the job and over 20% of witnesses choose to leave the job (Rayner et al., 2002). Thus, it can be seen that many victims choose to resign from their job as a coping strategy, so they can leave all the problems behind and start new life elsewhere (Einarsen et al., 2011; Rayner et al., 2002).

Bullying is also possibly leading some victims to commit suicide. Many news stories have reported cases of suicide that occurred due to bullying. CNN (2012) reported that a 12- year-old Japanese girl committed suicide because she could not endure the bullying in her school, and also the teachers already acknowledged that she was being bullied but ignored to intervene, which led her to commit a tragic solution, so she could avoid any further negative feeling. In the last few years, the news has reported that South Korea has promoted an anti-bullying campaign, as a 15-year-old boy committed suicide because he was being bullied for over two years (Kapook.com, 2013). Moreover, it is not just children that choose a sad way as a solution, but some adults also do the same. There were many of cases of workplace bullying that resulted in the victims choosing to end their life. Peterson (2009) provided an example of a victim that chose to end her life in order to escape from workplace bullying, which she

had a rational and scientific mind, but her superior kept bullying her and she became confused, more anxious and depressed, and lost 40 pounds in weight in about a year. Yamada (2010) also gave an example of a victim that decided to end her life due to bullying, as she became a target of bullying in the workplace and even her superior joined in the bullying, which this situation went on for a month and became worse, so death was her only solution. However, suicide is not the worse result from bullying, as bullying can turn many victims into a murderer. For example, the famous Sasebo slashing case in Japan where a 12-year-old girl decided to kill her bullies by using a cutter to slice their throats (The Japan Times, 2004). The news also reported another case of an adult victim who turned into a murderer, as an Afro-American employee had been bullied at work for over two years and the manager acknowledged the workplace bullying issue, but did not do anything to stop it, so as a result, the employee decided to shoot the bullies and manager (WXYZ, 2018).

Bullying can affect various factors; such as, commitment, job satisfaction, creativity, innovation, and so on (Bassmann, 1992, as cited in Einarsen et al., 2011). That is, the victims will be more likely to have a high stress level, anxiety, depression, and so forth, which they will become unhealthy and less creative, so their performance would be reduced that could affect their work. Hoel et al. (2001, as cited in Einarsen et al., 2011; as cited in Rayner et al., 2002) asked the targets of bullying to rate their work performance, which they rated themselves around 80% of their normal capacity compared with people who had not been bullied that reported a 92% capacity.

As mentioned before, bullying is not harmful to just the victims and organization, but observers and witnesses as well. This is because workplace bullying can produce a negative impact on the witnesses; such as, a high level of stress, anxiety, less job satisfaction, and so forth (Einarsen, Hoel, Cooper, Glaso, and Hetland, 2010). According to Rayner et al. (2002, p. 58) and Einarsen et al. (2011, p. 137), the "ripple effect" has been found in many cases of bullying in the workplace. Rayner (1999, as cited in Einarsen et al., 2011) reported that one in five employees had considered leaving the organization as a result of being a witness of bullying in the workplace. Moreover, the UNISON surveys reported that 22% of witnesses of workplace bullying resigned from the job and 70% felt stressed due to the climate of fear, as they were reported to feel unsafe in the situation that bullies "got away with it" and also it might

be difficult for them to be uninvolved in the situation (Einarsen et al., 2011, p. 136; Rayner et al., 2002, p. 59).

Thus, bullying is not only harmful to just the individual, but the organizations as well (Salin, 2003). This is an issue that the organization must be concerned with in order to prevent or decrease it, as well as to create harmony in the workplace that could lead to the best benefit for the organization. This is important because workplace bullying can occur in both private and public organizations with both males and females being victimized (Bashir, Hanif & Nadeem, 2014). Nevertheless, with regards to bullying in Thailand, there were very few research studies available since most of the research focused on children in Thai schools, and the number of studies focusing on workplace bullying in Thailand was very limited. Hence, this present study could benefit organizations by providing more understanding and knowledge regarding the workplace bullying issue. Nonetheless, beforehand, all organizations need to understand the causes of workplace bullying and the personality of the bullies and victims who are involved. As such, this present study was conducted for studying the white-collar workforce in Thai organizations in an urban setting area, who were aged from 20 to 60 years old, which could cover most of the employees in all work levels of the organization. The main reason for choosing white-collar workers in city areas as a sample was because it could be seen that the total number of white-collar workers in urban setting had continually increased in the Thai labor market from 20% in 1990 to 31% in 2008, with the tendency to increase even further in the future (Aemkulwat, 2010). Furthermore, Prof. Bozionelos showed the results from his study that bullying in the workplace seemed to be acceptable for white-collar workers in high-power distance countries (HR in Asia, 2014).

1.2 Purpose of the Study

This study focused on examining bullying in the organization with the aim of exploring the personality traits and organizational cultures in relation to the workforce victim in Thai organizations. The research question for this study was: What is the relationship among the big five personality traits, organizational cultures, and the victimization of workplace bullying in Thai private organizations?

1.3 Significance of the Study

The results of this research would benefit the organizations as follows:

(1) To explain the relationships among the big five personality traits, organizational cultures, and the victimization of workplace bullying in Thai organizations.

(2) To provide companies with the information and knowledge that could be applicable to prevent workplace bullying.

(3) To gain a clear understanding about bullying in the workplace and understand the way to efficiently cope with the situation of bullying.

(4) To develop and validate a tool that could be used to measure the victimization of bullying.

In all, the findings could provide organization administrators, particularly human resource managers and working teams, the relationship among personality traits, organizational cultures, and the victimization of workplace bullying in Thai organizations. By knowing these factors, the organization could reduce or eliminate internal problems or conflict as well as develop training programs appropriate to their workforce to prevent bullying in the workplace.

CHAPTER 2

LITERATURE REVIEW

This chapter provides information from the review of the literature on the variables that were studied, which includes the victimization of bullying and the factors that might affect and be associated with being a victim of bullying in the workplace.

2.1 Victimization of Bullying

2.1.1 Definition of bullying

According to Lines (2008), many researchers have suggested that the word bullying can be defined in many different ways; such as, the systematic abuse of power (Smith & Sharp, 1994), and a willful conscious desire to hurt another and put him/her under stress (Tattum & Tattum, 1992). Generally, bullying is a long-standing form of violence, physically or psychologically, conducted by an individual or a group against another individual who is unable to defend him/herself in a particular situation (Roland, 1989). It can be a repeated form of attack, physically, psychologically, socially or verbally (Besag, 1989), and repeated oppression of a less powerful person, physical or psychological, by a more powerful person (Farrington, 1993).

From these definitions, Lines (2008, p. 19) constructed a group definition as follows: "Bullying behavior is continual physical, psychological, social, verbal or emotional methods of intimidation by an individual or group. Bullying is any actions such as hitting or name-calling that makes you feel angry, hurt, or upset." Technically, bullying is not labeled as a crime, but Garrett (2003, p. 79) argued that "Bullying is a crime, because it injures, maims, destroys, and kills as effective as a gun." He also provided an example in Japan that some children had committed suicide because of bullying.

Bullying in the workplace is also called "mobbing" or "harassment" in many countries (Einarsen et al., 2011, p. 4). Nevertheless, bullying, mobbing and harassment are not totally defined the same, as the authors pointed out that harassment is usually

linked with prejudice and discrimination in terms of race, gender, and so forth whereas bullying is usually targeting someone who is competent and popular (Lincon, N.D.; West Chester University, N.D.). Mobbing is also not altogether the same as bullying, as bullying usually refers to the phenomenon of one perpetrator while mobbing refers to a group of perpetrators against the victims (Einarsen et al., 2011).

It is essential to understand that bullying in the workplace is different from worker conflict. Bullying is repeated, persistent, and continuous negative behavior that refers to physically and mentally harming the target, which generally involves a power imbalance between the victim and the perpetrator (Goodstein, 2013; OSACH, 2009; Salin, 2003). On the other hand, conflict is usually a single occurrence and unplanned that generally happens because of a difference of opinion between members (Goodstein, 2013). Nevertheless, bullying can be considered as a subset of conflict (Zapf & Gross, 2001). However, bullying is not a tough management style that is created by a highly competitive environment about managers trying to get the most out of his/her employees in order to maximize productivity, it is about the intention of the actions from bullying that aims to harm people (Caven & Hart, 2013; Mata, 2012; OSACH, 2009; Randle, 2006; Salin, 2003).

Some researchers provided examples of workplace bullying behavior as follows: social isolation (silent treatment), rumors, attacking the victim's private life or attitudes, over monitoring work, verbal aggression, withholding information, withholding job responsibilities, trivial fault finding, replacing the proper job with a demanding job, and setting unrealistic goals or deadlines (Cowie, Naylor, Rivers, Smith & Pereira, 2002; Salin, 2003). That is, these forms of abusive behavior are meant to threaten the professional status, personal standing, and cause destabilization of the victim (Cowie et al., 2002).

2.1.2 Types of bullying

There are four major types of bullying (refer to Table 2.1). In order to classify the types of bullying, many researchers have excluded illegal actions and criminal behavior; such as, using any kind of weapon or any actions that violate anti-discrimination laws; however, these actions often overlap between legal and illegal responses (McGrath, 2007). The actions that are mostly considered as overlapping actions can be those that make the workplace environment be a hostile one with petty

insults, make the victim feel annoyed, or give the silent treatment, for instance. However, these actions would not rise into a level of illegality unless they became extremely serious. At this point, researchers have focused on the legal aspects for classifying each type of bullying.

1) Physical bullying is an action that can cause damage to an individual's body or possessions; such as, hitting, stealing or destroying an item, blocking movement, and/or pushing, for instance (McGrath, 2007; Werner, 2012). This form of bullying aims to hurt the victim physically. From a survey conducted by Brooks and Bien (2016), the results showed that 32.53% percent of victims encountered this form of bullying.

2) Emotional bullying is an action aimed to degrade and hurt the self-esteem of the victim. Such actions include name-calling, taunting, insulting gestures, insulting remarks relating to a disability or sexual orientation, and/or giving a dirty look, for example (McGrath, 2007; Werner, 2012). This is the most common form of bullying that victims will experience. The statistics showed that 71.98% of victims had faced this form of bullying (Brooks & Bien, 2016).

3) Relational bullying is the activities conducted by bullies that aim to hurt ordamage the relationship between two or more people, or cause damage to group inclusion (McGrath, 2007; Werner, 2012). Examples of relational bullying include the silent treatment, spreading bad gossip or rumors, insulting publicly, exclusion, or undermining other relationships.

4) Cyberbullying is a new kind of bullying that has appeared at the present time. It is an aggressive behavior using electronic devices; such as, a computer or smartphone to send hurtful images or threats through email or other types of social media (Werner, 2012; Willard, 2007). A survey showed that 51.81% of victims had experienced this form of bullying (Brooks & Bien, 2016). The perpetrators use electronic devices to intentionally harm the target (victim) (Bonando & Hymel, 2013). According to Mieczynski (2009), the rate of involvement in traditional bullying ranged from 30% to 70%, and the rate for cyberbullying is estimated to be from 9% to 42%. Mieczynski also remarked that the perpetrators might gain more power in cyberspace by having others engage in bullying activities with them. The bystanders may not be just witnesses, but also participate. In the form of cyberbullying, the perpetrator usually

has more power than the victim because the identity of the perpetrator is usually unknown (Patchin & Hinduja, 2006).

There are other types of bullying that can be considered as subcategories of these four major types including racist bullying, religious bullying, and sexual bullying. Racist bullying refers to offensive behavior to different ethnicities; such as, black people, while the negative actions from religious bullying is similar to racist bullying but aims to target someone's faith; for example, faith in the Dhammakaya temple in Thailand, and sexual bullying where the victim suffers from gender identity or sexual orientation (Werner, 2012). These subcategories of bullying can occur within any of the major types of bullying.

Table 2.1 Types of bullying.

Types of Bullying	Definition	References
Physical bullying	Harm to another person or property	McGrath, 2007; Werner, 2012
Emotional bullying	Harm to another's self-concept.	McGrath, 2007; Werner, 2012
Relational bullying	Harm to another through damage to relationships or to a feeling of acceptance, friendship, or group inclusion.	McGrath, 2007; Werner, 2012
Cyberbullying	Intentional act of aggression toward another person by using electronic devices.	Werner, 2012; Willard, 2007

Within these types of bullying, there are two forms of bullying: direct and indirect (Taylor, 2009). Direct bullying can be action-oriented that consists of overt verbal or physical aggression; such as, hitting or name-calling that has an impact on the target's physical and mental health (ibid). Indirect bullying includes non-physical aggression; such as, social exclusion, rumors, or gossiping that involves the

manipulation of peer relationships or friendships in order to harm others (Crick & Grotpeter, 1995, as cited in Taylor, 2009). These two forms of bullying also include four types of aggression: proactive, reactive, relational and reputational (Taylor, 2009). Proactive and reactive aggression can be used to explain direct bullying whereas relational and reputational aggression are used to explain indirect bullying. Proactive, also called instrumental aggression, is where the bullies are motivated by the perceived benefits of aggression; for example, threatening to beat someone up unless they do your work. Reactive or emotional aggression, in contrast, occurs because of strong emotion; such as, anger or fear (Taylor, 2009).

According to Nicole (2008), relational aggression is also known as covert bullying that includes behavior that specifically attacks the relationships of the target; such as, the silent treatment, for instance. Reputational aggression is an attempt to harm the target's reputation that can cause damage emotionally and to the relationship with others by spreading rumors, for example (Taylor, 2009).

In Thai organizations, emotional and relational bullying are common types of workplace bullying. As Rungrungsung (2013) mentioned, the silent treatment and spreading of rumors are easily seen in Thai organizations while physical bullying rarely occurs. In addition, cyberbullying can be considered as another type of bullying that is now normally seen in Thailand, as bullies try to spread rumors or attack victims with rude words through social media (Ruanggoon, 2017).

2.1.3 Theory of bullying

The phenomenon of bullying in the workplace can be explained by several theories. An individual can develop a personality and behavior through the concept of some theories, so they will become bullies. These theories can be used to explain the situation of bullying in Thailand, as they do explain why an individual can turn into a bully and/or victim.

The theory of differential association that was developed by Sutherland explained that through interaction with others, individuals learn the values, attitudes, techniques, and motives for criminal behavior, so this would be related to the environment of bullies; for example, friends and family (Gaylord & Galliher, 1994). Some researchers argued that the differential association theory is defective because it overlooks the general role of the personality traits in determining criminality, which

does not adequately take into account the "personality traits", "personality factors", and "psychological variables" in criminal behavior (Sutherland, Cressey, & Luckenbill, 1992, p. 95). However, Sutherland emphasized that personality traits did not constitute a special problem to his theory. He concluded that his theory does explain why some individuals with a trait; such as, aggressiveness commit a crime, while other with the same trait do not. Moreover, he concluded that the words "personality traits", "personality factors", and "psychological variables" were synonyms for an unknown condition that must be explained rather than an explanation of such social phenomena as criminal behavior (Gaylord & Galliher, 1994; Sutherland et al., 1992).

Additionally, Bandura's social learning theory can be used to explain bullying in the workplace in a similar way of the differential association theory. An environment; such as, friends and family can create an impact on the learner through observation, that is, when people observed that others get benefit from aggressive interaction or bullying other people, so they will imitate that action and develop a new inner personality and behavior (Brotheridge, 2013; Salin, 2003).

Furthermore, the attachment theory that was introduced by Bowlby could explain why individuals become bullies. In early childhood, if an individual develops an insecure attachment due to the poor quality of care from his/her parents, then he/she will be more likely to develop a negative personality and behavior that could lead him/her to be hostile, aggressive and engage in bullying as a child and adult (Ireland & Power, 2004). This theory can be used to explain the results of a study conducted by Yodprang, Kuning, and McNeil (2009) in which the results indicated that children who had experience of parental violence were more likely to become bullies at school.

The attribution theory that was developed by Weiner is concerned with people's causal explanations for events (Martinko, 1995). Weiner (1985, as cited in Brotheridge, 2013) explained that employees with aggressive personality traits tended to see others as the cause of their negative outcomes that they might feel angry and bully others as a result of their external attributions.

Moreover, the Machiavellian theory was popularized to be used by many psychologists in the United States of America, which this theory reflected one's use of society to conduct strategies, power, and dirty tricks, so the user would gain the benefit (Roeckelein, 2006). Some researchers have remarked that bullies were found to be significantly higher on Machiavellianism (Sutton & Keogh, 2000, as cited in Wei &

Chen, 2011) and also bullies who had high Machs were more likely to use aggressive behavior and perform emotional and relational aggression; such as, spreading rumors without feeling guilty (Gini & Pozzoli, 2006; Sutton & Keogh, 2000, as cited in Peeters, Cillessen, & Scholte, 2010). Additionally, in terms of the big five personality traits, researchers found that Machiavellians tended to be low on agreeableness and conscientiousness (Arnold, 2010). This theory did explained why some bullies are very smart, intelligent, clever, and skilled in manipulating and misinterpreting the facts (Peyton, 2003, as cited in Lucas, n.d.) while some bullies are weak, incompetent and immature (Wilson, 2004, as cited in Lucas, n.d.)

Festinger's social comparison theory explained how individuals evaluate their opinion and ability by comparing themselves with others that could be an upward or downward comparison (Breckler, Olson, & Wiggins, 2006). If people use an upward comparison, it is possible to motivate them to improve themselves; however, it is possible that they will feel envious and make the target of their comparison as their victim. For example, there is a star employee in the department and some employees will feel envious that might threaten that star; such as, saying "You have done a very good job and that makes me look bad, so do less work; otherwise, I will hit you". With a downward comparison, an individual would compare him/herself with someone who has less ability to perform a job. Some people may feel pity on them, but some would make them as a target for bullying.

2.1.4 Stages/Phases of bullying on a victim and remedies

In the literature, researchers described the phases of bullying on a victim in similar ways. Einersen, Hoel and Nielson (N.D.) illustrated that conflict could be the origin of bullying, as they stated that the following four stages could develop into bullying: aggressive acts, bullying, stigmatization and ostracism.

In the first stage, the victims received the negative acts that could be direct or indirect, but the victims were unable to confirm that those actions could be considered as bullying. In the next stage, victims received more direct negative actions from the perpetrator that made them begin to feel that they were truly bullied. As a result of the previous stage, the victims felt stigmatized in their workplace and found it difficult to cope with the problems and defended themselves, which they became unhealthier, physically and psychologically, that would lead to the last stage of ostracism. In this

stage, the victims might take sick leave, or resign from the company; however, the worse outcome of this stage is the victim would commit suicide.

White (2013) described three phases of bullying that was similar to Einersen et al. (N.D.) and Lutgen-sandvik (2008). The first phase was that the victims questioned and doubted that they were being bullied or not. The second phase began when the victims approached the Human Resources Department and sought help. However, over time, the Human Resources Manager might disbelieve the target and mark them as a "troublemaker" and blame them for the conflict (White, 2013, p. 51). The final stage was the phase of confusion and uncertainty for the victims where they were unable to relate to the world around them and start to withdraw into themselves.

However, Lutgen-sandvik's research (2008) examined and described the phases of bullying and the type of identity work that people performed during these phases, which comprised pre-bullying, bullying, and post-bullying, as well as remedies.

In the pre-bullying phase, employees feel uneasy and uncertain that they are being a target of bullying from the behavior of others, or they just misinterpret about the circumstance; for example, a weird glance from co-workers, inflection of the voice, or gesture of the body but still cannot confirm that they are being bullied.

In this phase, the victims protect their identity by using first-level stabilizing and sense-making. First-level stabilizing will help employees to reduce discomfort and increase predictability that could protect their identities, as the victims might notice the disruption to their sense of comfort and predictability. Sense-making is about the confirmation of the perception of abusive behavior, which normally occurs with co-workers. In the sense-making phase, employees will confirm their perception by identifying the causes and solutions. That is, it is about the victims concern why bullying happened and how to deal with it.

The second phase is bullying where employees recognize and confirm that they are a target of bullying and have received more direct abusive behavior. According to Lutgen-sandvik, this phase lasted from six months to eight years including the pre-bullying phase. The victims protect their identity by using reconciling, repairing, and second-level stabilizing.

Reconciling is essential for the victims to regain a sense of equilibrium that they realized the mismatch of how they acted and how they saw themselves, so this would help the victims to bring about their self-narrative and the way they act as a victim of

bullying into alignment (Waldron & Kassing, 2011). Lutgen-sandvik (2008, p. 107) provided an example of reconciling from her participant named Kay, which Kay explained:

> I heard [the bully's] footsteps at the upstairs door, and I ran to my computer with my heart thumping. I remember thinking, 'I am a highly educated, respected professional woman, and I am running to my desk like a child. What is wrong here?' I was physically sick at the thought that I'd be caught looking out a window.

From Kay's experience, it can be seen that she was behaving in the opposite way that she was supposed to as a professional and highly educated person, so Kay would need to reconcile herself in order to regain a sense of equilibrium and reduce dissonance.

Repairing is the way that a victim uses in order to adjust his/her reputation that has been damaged by the perpetrator. The victim could achieve this by being convinced of their pain, veracity, organization's value, and impugning bullies. However, this might not be an easy thing to accomplish, as the listener might have some doubt regarding the victim's claim, and disbelief among peers can be dissolved if bullies target more people. At first, management might not believe the victims and ignore them, but a few reports show that support from co-workers could convince management to take action. Lutgen-sandvik (2008, p. 109) provided an example of a participant named Ann, who said "I had to convince the owner this was bogus … I was saved by having a few friends at work that believed and supported me." Impugning the bully can occur in a repairing state, as the victims attempt to repair their identity with derogatory labels that are implied to bullies; such as, evil, crazy, insane, lunatic, narcissist, and so on.

Second-level stabilizing is the final form of identity work used by the victim (Waldron & Kassing, 2011). There is no question that ongoing bullying would destabilize the victims. The effect of bullying can undermine core values and beliefs of the target of bullying; such as, "people will do the right things" or "the company will protect their employees", for instance (Waldron & Kassing, 2011, p. 80). Lutgen-sandvik (2008, p. 110) mentioned that second-level stabilizing would help the victim to "regain equilibrium, coming to grips with injustice and rebuilding identity narratives with a set of altered beliefs." Lutgen-sandvik (2008) provided an example of Mary who

started to believe that no one would do anything to prevent bullying in the workplace. Normally, she was an A+ employee, but then she changed her way of working that downgraded her to a C- employee. That is, she had to sacrifice her identity as an A+ employee, as the organization failed to intervene in the situation of bullying, so she altered the reciprocity between herself and the company, so she could regain equilibrium.

The last phase is post-bullying that occurs after either the victims or bullies exit the organization. In this phase, the victim was concerned with "re-storying one's damaged self-identity and weaving the experience into a long-term aspect of one's biography" (Lutgen-sandvik, 2008, p. 110). The identity work in this phase is grieving and restructuring.

Grieving is where the victims accept their loss; such as, professional reputation, confidence, organizational identity, lost belief, and so forth. That is, the victims accept loss and deal with it.

Restructuring comes after grieving. This is about the victims restructuring the self-narrative from the effects of bullying and making themselves fit the self-narrative based on their experiences of bullying, which could take months or years in order to restructure a new life. In the end, the victims create their new selves that they might want justice or revenge, or put that bad experience behind them and start a new life, or they might try to use their experiences to help others and prevent bullying from occurring (White, 2013). Nevertheless, some might fail to restructure their self-narrative, as some of the participants of Lutgen-sandvik's study were reported as being so shattered and unable to rebuild their self-identity due to the traumatic events. One of the participants voiced the question that she was a good worker and why did this event occur to her, as she said, "I've just been ripped open by this experience" and unable to recover from that experience for over 12 months (Lutgen-sandvik, 2008, p. 112). These phases of bullying are summarized in Table 2.2.

Table 2.2: Phases of bullying rearranged

Phases	Identity Threat on the Victim	Identity Work	Goal Remedies
Pre-bullying	• Persecution to psychological comfort and day-to-day predictability.	First-level stabilizing	• Reducing discomfort. • Increasing predictability. • Reclaiming the nature of daily work of life.
	• Threats to the cognitive ability that has an impact on the victim's perception.	Sense-making	• Seeking counsel from a co-worker. • Confirming abusive behavior as bullying.
Bullying	• Target responds to abusive behavior and experience of being abused.	Reconciling	• Aligning self-narratives and victimized behavior. • Regaining equilibrium. • Reducing dissonance.
	• Damage personally in terms of mental and physical well-being including reputation and status. • Blame the target for the conflict, • Other disbelief of the victim.	Repairing	• Adjusting damage to the professional reputation. • Authenticating the veracity of the bullying claims. • Impugning the bully.

Table 2.2 (Continued)

Phases	Identity Threat on the Victim	Identity Work	Goal Remedies
Post-bullying	• Loss of value as a professional and long-term loss of belief in justice.	Grieving	• Processing loss. • Revising the self-narrative to include the bullying episode.
	• The restriction of the life narrative and self-perceptions.	Restructuring	• Reframing bullying as an impetus for learning. • Reframing bullying as transformational. • Reframing favored aspects of identity.

Source: Lutgen-sandvik, 2008, p 105.

2.1.5 Definition of the victim of bullying

In general, the definition of a victim is "an innocent person harmed, through no fault of his own, by an external force or the wrongful act of another" (Govier, 2016, p. 19). Unfortunately, the definition for a victim of bullying is not clear, but the notion of harm was found to be central. However, Rombouts (2004, p. 15) provided the definition of a victim from the UN Declaration of Basic Principles of Justice for a victim of crime and abusive power, which stated that "Victim means persons who, individually or collectively, have suffered harm, including physical or mental injury, emotional suffering, economic loss or substantial impairment of their fundamental right."

Govier (2016) indicated that it is easy to demonstrate who is a victim by using two elements, which is innocence and harm. As he said, to be a victim is to be innocent, harmed by the action of another person.

Therefore, it can be concluded that the definition of a victim of bullying is as follows: victim of bullying is individual who is that suffered in term of physical, mental, economic, or reputation by an intentional act from others.

2.2   Factors Affecting and Associated with Being the Victim of Bullying in the Workplace

There are many antecedents that can be considered as the factors for workplace bullying; such as, organizational cultures, and personality of the target (Einarsen et al., 2003; Inceoglu, 2002; Moayed, Daraiseh, Shell & Salem, 2006; Monks & Coyne, 2011; Rayner et al., 2002).

2.2.1 Personality traits and bullying

Most research studies regarding to the personality traits of bullies and victims were undertaken in Western countries and most focused on children in school. Mynard and Joseph (1997) conducted a study in order to examine the personality of children who were classified as both bullies and victims. Their samples were 179 children aged 8–13 years old, who completed the Bullying-Behavior Scale (BBS), Peer Victimization Scale (PVS), Self-Perception Profile for Children (SPPC), and the Junior Eysenck Personality Questionnaire (JEPQ). The researchers found that bullies scored lower on the lie scale, victims scored lower on the extraversion scale, and bully/victims scored higher on the neuroticism scale, which confirmed the results of the research that was previously conducted by Eysenck and Eysenck (1975, as cited in Tani, Greenman, Scheider & Fregoso, 2003) that discovered that children who assumed the role of the victim in their sample scored low on extraversion and high on neuroticism.

Ehrler & Evans (1999) conducted research to investigate the personality traits that were related to the behavioral problem of children. The sample was 86 children with 46 females and 40 males aged 9–13 years old, which used random sampling from a large mixed urban, suburban, and rural town in North Georgia. They used the big five personality test and the behavioral problem scale. The results showed that the personality variables of conscientiousness, agreeableness, and openness to experience were the most highly negative aspects associated with poor social behavior; such as, intimidating others and starting a fight. Similar results were found in adults by Glaso, Matthiesen, Nielsen & Einarsen (2007) who conducted a study with a sample aged 29-56 years old, and found that victims' exposure to bullying tended to be more neurotic and less agreeable, conscientious and extravert.

Based on the findings of the previous research, it can be seen that in Western countries, children who were classified as a victim would have a high score on neuroticism and introverted, but a low score on agreeableness while children who were classified as bullies would have a low score on conscientiousness, agreeableness, extraversion, and openness to experience, and have a high score on neuroticism.

Rigby (2007) summed up the characteristics and personality of children who were considered as bullies, as he mentioned that bullies are more likely to be bigger/stronger than average, impulsive, aggressive, low in cooperativeness/empathy, and generally uncaring. From the victim's side, the results from his research showed that the common characteristics and personality of children who were more frequently victimized were physically less strong than others, timid, introvert, had low self-esteem, and few friends.

Researchers also indicated that from the different types of victims, some children could be provocative where they could intentionally or unintentionally provoke others to them; on the other hand, some were non-provocative and did nothing but drew attention to them somehow (Coyney, Seinge & Randall, 2000; Rigby, 2007). Rigby (2007) also stated that it is important that children who are victimized because of some social characteristics should be classified separately; such as, they belong to a minority group, for instance. Some might be a target of bullying because of the characteristics and personality that they possess.

For adult bullying, researchers have examined the typical characteristics and personality of the perpetrator. It was found that bullies learned misbehavior from their childhood experiences and were unable to break this psychological cycle as they grew into adulthood (Fox, Copper, & Klimoski, 2007). Researchers also noted that the lack of social competency and lack of self-esteem was a common trait of perpetrators, as well as a lack of emotional control and lack of thoughtfulness could contribute to abusive behavior (Ireland, 2002; Lincon, N.D.; Zapf & Einersen, 2003, as cited in Fox et al., 2007). Seigne, Coyne, Randell and Parker (2007) conducted a study that utilized a survey and tests to identify the personality traits of bullies in the workplace. The results showed that bullies tended to be more competitive, assertive, aggressive, and confrontational.

Coyne et al. (2000) conducted a study to investigate the potential personalities of an adult victim by using the ICES Personality Inventory that examined four major

scales: independence, conscientious, extroversion, and stability. Their sample was 120 employees that were classified as 60 victims and the other 60 participants were non-victims from two large organizations with a broad background and demographic in both the public and private sectors of Ireland. The results showed that the victims tended to be less independent and extroverted, less stable, and more conscientious than the non-victims, which the results illustrated that the ICES personality traits strongly predicted the victim's status and could explain why people became a victim of bullying. Many previous research studies regarding workplace bullying and personality traits found that the victims of workplace bullying scored low on agreeableness, openness to experience, high neuroticism and conscientiousness; however, the results from the research that was conducted by Bashir, Hanif and Nadeem (2014) had a slight difference. It was discovered that the victims were associated with low agreeableness, low conscientiousness, and high neuroticism. Moreover, the work that was conducted by Nielson and Knardahl (2015) found the victimization of bullying was negatively related to agreeableness, conscientiousness, and openness to experience. Following this, some later studies of personality traits and workplace bullying discovered that extraversion, agreeableness, and openness to experience were negatively associated to victimization; on the other hand, only neuroticism was found to be positively associated with victimization (Pallesen, Nielsen, Mageroy, Andreassen & Einarsen, 2017). With regards to openness to experience, some researchers conferred considerable agreement for a non-relationship between openness to experience and bullying (Bamberger & Bacharach, 2006; Glaso et al., 2007; Lind, Glaso, Pallesen & Einarsen, 2009; Pallesen et al., 2017). At this point, personality traits can thus be considered as the most complexed and complicated factor to investigate when studying bullying since researchers have found different findings in their work in extraversion, agreeableness, conscientiousness, and openness to experience; however, only neuroticism was found to have a strong correlation with victimization.

According to Lincon (N.D.), normally, bullies tended to target people who were popular and proficient at their job, or targeted people that were different from them, especially those who had high morals and integrity. That is, bullies might feel envious that will be more likely to abuse a person who can be a threat to them in terms of reputation or recognition, especially if they are not too popular or too competent at work. They will try to interrupt and seek to sabotage the work of the victim to make

them less valuable, which this could explain why an extrovert person became the victim of bullying. Moreover, bullies tend to select their victims who are an easy target with the inability to cope with problems or lack social skills to release the perpetrator's stress and frustration (Coyne et al., 2000).

Furthermore, Plenty, Bejerot and Eriksson (2014) conducted a research study that could help to understand the vulnerability to bullying. They examined the role of the humor style and motor skills in vulnerability to bullying by using the Humor Style Questionnaire (HSQ) that comprises of 32 statements intended to represent four styles of humor as follows: aggressive, self-defeating, self-enhancing, and affiliative. The sample of this study was 626 Swedish people with 498 women and 128 men aged 18-69 years old. The results showed that being a victim was associated with higher self-defeating humor and lower affiliative humor.

Therefore, previous research has found many of the antecedents that cause bullying are the environment, power distance, and race (OSACH, 2009; Salin, 2003; Thomas et al., 2013). However, there were quite a few studies focusing on the personality of bullies and victims, which mostly focused on children in schools in Thailand with no research regarding to bullies and victims in Thai organizations. For example, the big five personality traits were used to identify the bullies and victims in Western schools, which found that children who had a low score on agreeableness, conscientiousness, and openness to experience were highly associated with poor social behavior (Coyne, Seigne & Randall, 2000; Ehrler & Evans, 1999). Mynard and Joseph (1997) discovered that victims scored high on neuroticism and low on extraversion. Victims tended to be more neurotic and less agreeable, conscientious and extravert than non-victims (Glaso et al., 2007). Undoubtedly, there are some differences between the use of the big five personality traits in children and adults whereby children would tend to identify concrete preferences and behavior instead of underlying personality traits (Tani et al., 2003). At this point, based on the findings with regards to the big five personality traits of the victim, it can be seen that normally the victim would have high extraversion, neuroticism, low agreeableness, conscientiousness, and openness to experience.

From this evidence, the hypotheses in this study regarding personality traits are:

H1: Extraversion is positively related to the victimization of bullying.

H2: Neuroticism is positively related to the victimization of bullying.

H3: Agreeableness is negatively related to the victimization of bullying.

H4: Conscientiousness is negatively related to the victimization of bullying.

H5: Openness to experience is negatively related to the victimization of bullying.

2.2.2 Organizational culture

Organizational culture is a system shared meaning held by members that distinguish the organization from other organizations; in other words, it provides employees to understand "how things are done around here"; such as, how power and information flow through the organizational hierarchy, or the ways that the company treats its employees, which can have an influence on creating the organization's working environment (Dwivedi, 1995, p. 9). Organizational culture can be considered as an antecedent to bullying in which Hofstede's cultural dimensions could be used to explain the phenomenon of workplace bullying (Cangarli, Paul & Omari, 2013; Samnani & Singh, 2012). Salin (2003) also mentioned that in some organizations, in some sense, they allow bullying in the workplace to happen in their organization, as a way to achieve the work, which some organizations view workplace bullying as an efficient way to induce performance at a low cost, so it is more likely to become acceptable for management. According to Monks and Coyne (2011), workplace bullying tends to be more prevalent in a public organization than a private organization. This is because a greater change in the public sector can result in high competitiveness and create more pressure on employees due to the uncertainty and organizational change, which would lead to a greater focus on business and a more market-oriented approach (Coyne et al., 2000; Einarsen et al., N.D.; Moayed et al., 2006; Monks and Coyne, 2011). Moreover, Lewin (2004, as cited in Monks & Coyne, 2011, p. 163) said this could create "an environment where bullying has become a synonym for tough management style." In a stressful environment, it can elicit interpersonal conflict that peer bullying might be an outcome from that environment (Einarsen et al., 2003).

2.2.2.1 Power distance and bullying

Power distance can be defined as the extent to which a less powerful member of a society accepts and expects that power is distributed unequally (Hofstede, 1984). High-power distance culture can refer to the culture that people value respect, obedience and deference to authority, which people easily accept the autocratic style of

management. On the other hand, low-power distance culture can refer to the culture that everyone sees others as equal regardless of their position, which can be a democratic and consultative culture. Researchers have indicated that an organization that has a strong power imbalance is more likely to create conditions conducive to bullying in the workplace (Samnani and Singh, 2012). In this sense, the organizations or countries that have low-power distance are less likely to incur workplace bullying, which this can be confirmed by a study that was conducted by Einersen and Mikkelsen (2010). On the other hand, organizations or countries that have high-power distance are more likely to influence workplace bullying, as the perpetrators can perceive the low cost in terms of the risk of being punished, which creates less fear for the bullies (Salin, 2003; Samnani & Singh, 2012). Moreover, Hofestede (1980) described that managers in high-power distance countries displayed less consideration for their subordinates than managers in low-power distance countries, which could influence workplace bullying to occur in the organization.

2.2.2.2 Masculinity vs. femininity and bullying

According to Hofstede (1984), the culture of masculinity can refer to the culture that values dominance and assertiveness while feminine culture is referred to supportive culture or relationship orientated. Some organizations have a culture; such as, feminine values that can be expected to have a low risk for bullying, as this culture tends to create a good attitude toward another and cooperation for the common good, as well as has more sympathy on an ,unfortunate victim which could make bullying hard to occur in the workplace; on the other hand, masculine values are more likely to create conditions conducive to workplace bullying, as men and supervisors tend to be self-assertive competitive orientated, and concerned more on success and status (Einarsen et al., N.D.; Samnani and Singh, 2012). Furthermore, many studies with regards to bullying in the masculine culture found that this culture can influence bullying as the results demonstrated a strong association between bullying and masculinity, but these studies were focused on children in Western countries (Gini & Pozzoli, 2006; Munro, 2004).

2.2.2.3 Individualism vs. collectivism and bullying

The culture of individualism represents the culture where the individual is needed to look after him/herself, and normally, there is the value of an individual's

success over his/her peers while collectivism refers to the culture that people need to look after and help each other in order to benefit the whole group (Smith & Robinson, 2019). Workplace bullying is also more likely to happen in the culture of individualism. This is because employees in such culture will typically value the success of the individual over their peers, so this culture may increase the likelihood for the individual to engage in bullying behavior in order to weaken his/her competitors (Samnani & Singh, 2012). According to Smith and Robinson (2019), the culture of individualism can be expected to have a strong correlation with a higher level of aggression more than the collectivism culture, as an individual in the individualism culture tends to use aggressive behavior, which might facilitate the achievement of his/her goals; on the other hand, in the collectivism culture, it appears to be less likely for an individual to use aggression toward others since these actions could harm and destroy the harmony of the group and not be beneficial to collectivism. Thus, it can be concluded that there would be a higher chance for workplace bullying in the individualism culture more than in the collectivism culture. Research conducted by Ji, Zhang and Jones (2016) can be used to support this idea, as they found higher rates of bullying in the UK (individualist) than in Mainland China (collectivist). However, Cangarli, Paul and Omari (2013) argued that bullying would be more likely to occur in the culture of a collectivist as well because an individual in such culture would tend to sacrifice him/herself as a victim in order to protect others. However, the opportunity for bullying to happen in this culture might be low compared with the individualism culture. That is, the culture of collectivism could satisfy the bullies who would love to use the relational bullying method.

2.2.2.4 Uncertainty avoidance and bullying

Uncertainty avoidance is the level of stress when the individual or society is faced with uncertainty and ambiguity. For the organization, if uncertainty avoidance is high then laws, regulations, or rituals are needed to reduce the stress and anxiety (Cangarli et al, 2013). This culture can be an antecedent of workplace bullying as well. Cangarli et al. (2013) stated that the level of uncertainty avoidance influences workplace bullying because if the level of uncertainty avoidance is high that means rules, laws, and regulations are needed to minimize anxiety. Bullies might take the opportunity of unclear rules and regulations to conduct bullying on others. Consequently, it is possible that the role of organizational change could initiate

workplace bullying if the level of uncertainty avoidance is high. Moreover, empirical research studies have shown that the risk of being a victim for bullying is high in such culture (Cangarli et al, 2013). Nevertheless, with regards to workplace bullying, uncertainty avoidance refers to a specific situation where the rules and regulations of the company are not enforced, as this situation could benefit the bullies, especially when they play an important role in the organization, so this cannot be used to measure the victimization of bullying as this could be used to predict workplace bullying on the perpetrator's side.

2.2.2.5 Long-term vs. short-term orientation and bullying

Long term orientation can refer to the culture that people believe in the benefit of long-term investment that could be much more beneficial than short-term orientation in the future, as short-term orientation is in contrast to long-term orientation. These cultures can also be considered as antecedents of workplace bullying because the perpetrator might perceive that bullying would provide a quick advantage for them in work; such as, undermining the confidence and willpower of the victim, so the victim may make errors while working; on the other hand, some studies showed that the acceptability of bullying is negatively related to long-term orientation, and short-term orientation seems to be more prone to bullying than long-term orientation (Cangarli et al, 2013). However, long-term versus short-term orientation can be used to predict workplace bullying on the perpetrator's side not the victim's as this would depend on the belief of the perpetrator, as they might think they would gain a short-term or long-term benefit from bullying.

From this point, the hypotheses are stated as follows:

H6: Power distance is positively related to the victimization of bullying.

H7: Masculinity is positively related to the victimization of bullying.

H8: Individualism is positively related to the victimization of bullying.

2.3 Coping Strategies

There are many strategies that victims of bullying can use to cope with the situation of bullying. Such actions include increasing the predictability of bullying, seeking help from others, adjusting behavior by changing the ways to perform the job, taking a day off for the long term or short term, grieving, meditation, using narcotics,

keeping distant from bullies, retaliating with similar means, psychotherapy, accepting the situation, behaving extra nice to bullies, focusing on the positive aspects, and so forth (Freeman & Richards, 2011; Keashly, Troot & Mclean, 1994; Lutgen-sandvik, 2008; Tenenbaum, Varjas, Meyers & Parris, 2011; Zapf & Gross, 2001).

According to Zapf and Gross (2001), most of the active coping strategies or direct coping strategies; such as, confronting the bully, talking with the bully, or retaliating with similar means were not found to be successful in stopping bullying, especially when the victims were in a subordinate position than the bullies. However, the problems were more likely to be solved when a third party; such as, a supervisor or trade union entered the case. On the other hand, it would be more likely to stop bullying by using passive coping strategies; such as, avoid the situation with bullying, as the victims would be unwilling to confront the bullies to prevent the conflict that might occur and escalate further, and also make as few mistakes as possible, or use an exit strategy (Lim, 2011; Zapf and Gross, 2001).

According to Zapf and Gross (2001) and Keashly et al. (1994), indirect coping strategies; such as, psychotherapy and joking about abusive behavior were found to be efficient ways that often resulted in a more positive situation somehow, but they did not explain why these strategies could lead to a better circumstance.

However, the victims might fail to cope with the situation of bullying that would leave them psychologically shattered with a deep wound in their heart. Thus, the victim might stay in the grieving or restructuring stage for over 12 months in order to regain a sense of equilibrium and restructure themselves (Lutgen-sandvik, 2008).

In reference to the coping strategies for children (Tenenbaum, et al., 2011), researchers discovered that the victim could implement little development of modification that often led to a more positive outcome for the victim to stop being bullied. Moreover, some victims found that using active coping strategies; such as, violence was necessary and proved to be an effective method that affected the level of victimization in some situation. Moreover, with regards to emotional-focused coping strategies, the victims reported that these methods were often unsuccessful in reducing bullying, as the bullies saw these kinds of modification tactics as an action that they wanted to see and found it funny for them; thus, the bullying might continue to occur. Additionally, emotional-focused modification sometimes did not eliminate bullying

directly but could be used to reduce stress and help victims to control themselves to handle a bullying situation more effectively.

Therefore, the last three hypotheses are listed as follows:

H9: Coping strategies can affect the victimization of bullying.

H10: Coping strategies can affect the relationship between personality traits and the victimization of bullying.

H11: Coping strategies can affect the relationship between organizational cultures and the victimization of bullying.

2.4 Conceptual Framework

The conceptual framework is shown in the diagram below.

Big Five PersonalityTraits
- Conscientiousness
- Extraversion
- Agreeableness
- Neuroticism
- Openness to experience

The Victimization of Bullying
o Physical bullying
o Emotional bullying
o Relational bullying
o Cyberbullying

Organizational Culture
- Power distance
- Masculinity
- Individualism

Coping Strategies

Demographic Factors
- Gender
- Age
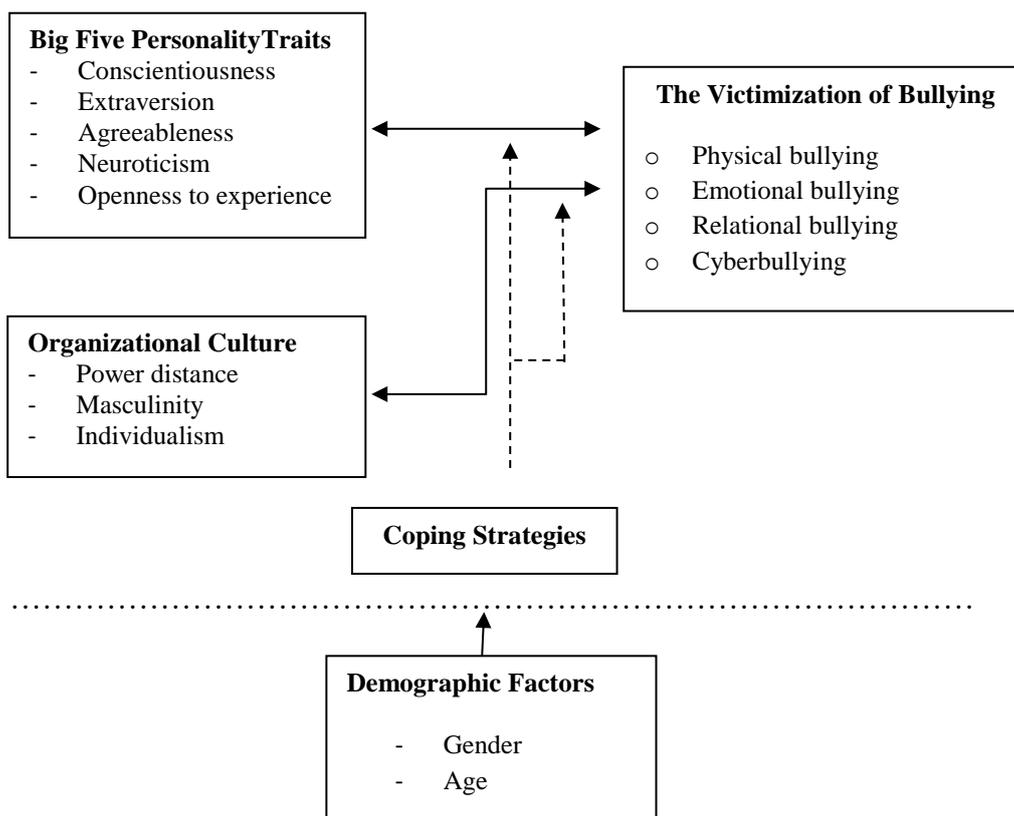
Figure 2.1: Conceptual framework.

2.5 Hypotheses

From the literature review, this study aimed to explore the answer for this research question: What is the relationship between individual factors, organizational factors and the victimization of workplace bullying in Thai private organizations?

This research was conducted to confirm these hypotheses:

H1: Extraversion is positively related to the victimization of bullying.

H2: Neuroticism is positively related to the victimization of bullying.

H3: Agreeableness is negatively related to the victimization of bullying.

H4: Conscientiousness is negatively related to the victimization of bullying.

H5: Openness to experience is negatively related to the victimization of bullying.

H6: Power distance is positively related to the victimization of bullying.

H7: Masculinity is positively related to the victimization of bullying.

H8: Individualism is positively related to the victimization of bullying.

H9: Coping strategies can affect the victimization of bullying.

H10: Coping strategies can affect the relationship between personality traits and the victimization of bullying.

H11: Coping strategies can affect the relationship between organizational cultures and the victimization of bullying.

CHAPTER 3

METHODOLOGY

A mixed method was used in this study, as this research was composed of two components: the first part (Study 1) utilized a quantitative method to find support for the hypotheses, and the second part (Study 2) used a qualitative method to verify the results of previous research to generate a greater point of view that would benefit this study. This chapter provides details about the data collection and data analysis under the following topics: population and sample of the study, tools or questionnaires utilized to collect the data, the analysis of the quality of the scales, data collecting method, and data analysis.

3.1 Population and Sample

The population in Study 1 comprised 193 white-collar workers who were currently employed in Thai organizations located in the urban area of Bangkok and Chiang Mai aged between 20 to 60 years old, who voluntarily answered the questionnaire. The gender of the samples can be categorized as 78 males, 84 females, and 31 LGBTs (lesbian, gay, bisexual, and transsexual).

In Study 2, there were 12 interviewed participants that included four males and eight females, which one of the female participants was currently in a management position, three in a manager position (two males and one female), and three in an operational position (two males and six females).

3.2 Variables and Operational Definition for Developing the Items

In order to develop the items for the questionnaires for Study 1, the operational definition of each variable presented in Table 3.1 as the independent variables were organizational cultures that included power distance, masculinity, and individualism; the dependent variables were the victimization of bullying, which included the

victimization physical, emotional, relational, and cyberbullying, and coping strategies as the moderator for this study.

Table 3.1 Variables and operational definition.

	Variable	Operational Definition
Independent variables	Power distance	The extent to which the less powerful members of institutions and organizations within the countries expect and accept that the power is distributed unequally (Hofstede, 1991, as cited in Joynt and Warner, 2002, p. 108).
	Masculinity	The extent to which the dominant values in society are 'masculine', that is, assertiveness, the acquisition of money and things, and not caring for others, the quality of life, or the people (Godara, 2008, p. 317).
	Individualism	The ties between individuals are loose; everyone is expected to look after him/herself and his/her immediate family only (Hofstede et al., 2001, as cited in Pollitt & Bouckaert, 2017, p. 64).
Dependent variables	The victimization of physical bullying	An individual who is harmed physically to his/her body or property from the intentional acts from others.
	The victimization of emotional bullying	An individual who is harmed emotionally or mentally from the intentional acts from others.
	The victimization of relational bullying	An individual who is harmed in terms of the relationship with others from the intentional acts from others who are not part of the relationship.
	The victimization of cyberbullying	An individual who is harmed from the intentional acts from others from using electronic devices.

Table 3.1 (Continued)

	Variable	Operational Definition
Moderator	Coping strategies	Strategies or tactics that victims of bullying can use to cope with the phenomenon of bullying.

3.3 Tools/Questionnaires

Five questionnaires were used to collect the data in Study 1, which consisted of demographic information, the big five personality traits test (IPIP-NEO-120), organizational cultures (power distance, masculinity, and individualism), victimization of bullying, and coping strategies. The questionnaires were drafted in the Thai language and proved by experts to ensure the validity of the tools.

3.3.1 Personality traits scale

The IPIP Neo big five personality test or IPIP-NEO 120 items that was developed by Professor Lewis Goldberg in 1999 originally consisted of 120 items which freely accessible from the official IPIP website (Johnson, 2014). This test can measure the five domains of personality by using a five-point Likert scale from "very inaccurate" to "very accurate". The IPIP-NEO-120 has been freely distributed since October 2000 and completed by over 600,000 participants including a paper version and online version. It has cronbach alpha coefficients from .60-.90, which are high enough to be used in research, and this test has already been used as a major instrument in many studies (Johnson, 2014). The questions in this test were translated into the Thai language and back-translated into English and proved by an expert to ensure the validity.

3.3.2 Organizational cultures (Power distance/masculinity/individualism)

This study focused on three types of organizational cultures: power distance, masculinity, and individualism. All the items were reviewed and approved by four university instructors.

3.3.2.1 Power distance scale

In order to measure power distance in the organization, eight of the items for the questionnaire were developed by using Hofstede's definition of power distance. The participants responded to each question by using a five-point Likert scale from "very inaccurate" to "very accurate". Table 3.2 displays items of this questionnaire in English language which original version can be seen in appendix C. This questionnaire found the high reliability (Cronbach's alpha) = .660 with an appropriate CITC of $r=$ $>.19$ except P5, and a significant discriminant t-value ($t=>2.90, p = <.05$) (refer to Table 3.2). From the table, only item "P6" was recorded. Thus, these results could indicate the appropriate quality for this questionnaire.

Table 3.2 The analysis of the CITC and discriminant t-value of the power distance questionnaire.

	Item-Total Statistics				
	Item	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Discriminant t-value	Selected or not selected
P1	Only supervisor do planning of work for all employees in the department	.428	.609	7.69**	✓
P2	Supervisors not interested in listening to staff opinions	.566	.571	11.85**	✓

Table 3.2 (Continued)

	Item-Total Statistics			
Item	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Discriminant t-value	Selected or not selected
P3 Lower level employees do not have the opportunity to join activities with high-level employees	.597	.566	12.51**	✓
P4 Employees do not have the opportunity to participate in decision making in organizations	.627	.549	14.58**	✓
P5 Employees in the organization accept the decision made by supervisors	.066	.690	4.05**	✓
P6 Employees in your organization have clear role and responsibility	.198	.750	2.93**	✓
P7 Supervisors reprove his/her employees in front of others when mistake was found	.412	.613	8.83**	✓
P8 Employees in the organization are afraid of employees with higher position	.402	.617	9.11**	✓

3.3.2.2 Masculinity scale

In order to measure masculinity, eight items were developed by using the concept of masculinity; such as, assertiveness, competitiveness, and material rewards. The participants responded to each question by using a five-point Likert scale from "very inaccurate" to "very accurate". Table 3.3 displays items of this questionnaire in English language which original version can be seen in appendix C. This questionnaire had reliability (Cronbach's alpha) = .642 (p=<.05) with an appropriate CITC of r= >.19 except M3, and a significant discriminant t-value (t=>3.35, p = <.05) (refer to Table 3.3). Therefore, these results indicated an acceptable quality for this questionnaire.

Table 3.3 The analysis of the CITC and discriminant t-value of the masculinity questionnaire.

	Item-Total Statistics				
	Item	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Discriminant t-value	Selected or not selected
M1	Does your organization place priority on male employees more than female employees	.293	.624	6.99**	✓
M2	The rules and regulations in your organization does not flexible	.190	.644	4.49**	✓
M3	Negotiation was a major method of solving problems in your organization	.065	.671	3.35**	✓
M4	Does your organization emphasize on increasing the salary of employees more than improving the quality of life	.431	.584	9.10**	✓

Table 3.3 (Continued)

	Item-Total Statistics				
	Item	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Discriminant t-value	Selected or not selected
M5	Does your organization focused on internal competition more than collaboration	.545	.542	14.55**	✓
M6	Employees in your organization working at a race against time	.270	.627	6.71**	✓
M7	Your organization doesn't care about the feelings of the staffs	.513	.560	11.42**	✓
M8	Your organization has high working pressure	.361	.605	8.57**	✓

3.3.2.3 Individualism scale

A total of eight items were developed in order to measure individualism as the items were developed with the concept of individualism, which is individuals are expected to take care of only themselves and their immediate families. The samples responded to each question by using a five-point Likert scale from "very inaccurate" to "very accurate". Table 3.4 displays items of this questionnaire in English language which original version can be seen in appendix C. This questionnaire had reliability (Cronbach's alpha) equal to .623 ($p=<.05$) with an appropriate CITC of $r= >.22$ except I2 and I4, and a significant discriminant t-value ($t=>4.48$, $p = <.05$ except I2 and I4). From Table 3.4, the items "I1" and "I7" were recorded. According to this table, items "I2" and "I4" had a corrected item-total correlation equal to -.060 and .019, respectively, which the reliability could be increased to .682 or higher by deleting these items. Nevertheless, the number of the items was already insufficient, and the validity of this questionnaire could be affected by deleting these items. However, the alpha score was over .60, which could be acceptable to use in research, especially if the scale has

few items (Johnson, 2014). Therefore, these items were kept in order to maintain the total number of items.

Table 3.4 The analysis of CITC and discriminant t-value of the individualism questionnaire.

	Item-Total Statistics			
Item	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Discriminant t-value	Selected or not selected
I1 Does your organization place priority on the collaboration of employees	.218	.617	4.60**	✓
I2 Your organization supported employees to have their own work methods	-.060	.682	2.04**	✓
I3 Does your organization required employees to take responsibility of work as individual task not a team	.583	.517	10.67**	✓
I4 Employees in the organization have clear individual work goals	.019	.662	3.96**	✓
I5 Employees in the organization believe that working alone is better than working as a group	.684	.497	13.60**	✓
I6 Employees in the organization do not focus on helping others	.567	.504	12.46**	✓

Table 3.4 (Continued)

	Item	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Discriminant t-value	Selected or not selected
	Item-Total Statistics				
I7	Employees in the organization are closed to each other like family members	.229	.613	4.48**	✓
I8	Employees in the organization are divided into groups and provided help mainly in their own group	.348	.582	7.80**	✓

3.3.3 Victimization of bullying scale

A total of 40 items were developed in order to measure the victimization of bullying, which 10 items were used to represent each type of bullying: physical, emotional, relational, and cyberbullying. The items for each type were developed based on the definition and example as mentioned in Chapter 2. The participants responded to each question by using a five-point Likert scale from "very inaccurate" to "very accurate". The reliability for these questionnaires were .933, .956, .963, and .966 (p=<.05) for physical, emotional, relational, and cyberbullying, respectively. With regards to the analysis of the CITC and discriminant t value, physical bullying had a CITC of r= >.66 except P1 and significant discriminant t-value (t=>11.12, p = <.05); emotional bullying showed a CITC of r= >.71 except EB6 and a significant discriminant t-value (t=>14.08, p = <.05); relational bullying had a CITC of r= >.75 and a significant discriminant t-value (t=>18.35, p = <.05); cyberbullying displayed a CITC of r= >.82) and a significant discriminant t-value (t=>17.50, p = <.05) (refer to Table 3.5). Hence, these results could indicate an appropriate quality for these

questionnaires. Table 3.5 displays items of this questionnaire in English language which original version can be seen in appendix C.

Table 3.5 The analysis of the CITC and discriminant t-value of the victimization of bullying questionnaire.

	Item-Total Statistics			
Item	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Discriminant t-value	Selected or not selected
PB1 Someone in your organization like to take your stuffs without permission	.579	.934	11.12**	✓
PB2 Someone in your organization tried to damage your properties	.751	.926	24.51**	✓
PB3 Someone in your organization tried to bump at you	.753	.926	16.29**	✓
PB4 Someone in your organization like to pick a fight with you	.751	.925	18.48**	✓
PB5 Someone in your organization intentionally damage your with indirect method such as letting others harm you	.773	.924	14.56**	✓

Table 3.5 (Continued)

		Item-Total Statistics			
	Item	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Discriminant t-value	Selected or not selected
PB6	Someone in your organization throw something at you	.748	.926	12.30**	✓
PB7	Someone in your organization intentionally hurt you	.803	.923	14.38**	✓
PB8	Someone in your organization persecute you	.865	.919	21.80**	✓
PB9	Someone in your organization intentionally make your work more difficult or tried to damage your work	.667	.931	17.83**	✓
PB10	Someone in your organization bullies you with aim of damaging your physical or your properties	.717	.927	17.56**	✓
EB1	Someone in your organization called you with the name that you dislike such as ducky	.757	.954	19.86**	✓

Table 3.5 (Continued)

	Item	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Discriminant t-value	Selected or not selected
	Item-Total Statistics				
EB2	Someone in your organization intentionally laugh at you when you made mistake	.859	.949	17.90**	✓
EB3	Someone in your organization intentionally hurt your feeling	.829	.951	20.61**	✓
EB4	Someone in your organization making fun of your appearance such as fatty or nigga	.851	.950	22.12**	✓
EB5	Someone in your organization intentionally laugh and insult you when you do not understand something	.856	.949	19.99**	✓
EB6	Someone in your organization blow his or her emotion at you without care	.664	.957	14.08**	✓

Table 3.5 (Continued)

		Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Discriminant t-value	Selected or not selected
		Item-Total Statistics			
EB7	Someone in your organization threaten you	.810	.952	14.29**	✓
EB8	Someone in your organization give you a dirty look or send some sign of insulting	.806	.952	20.06**	✓
EB9	Someone in your organization blamed you for their mistake	.846	.950	20.72**	✓
EB10	Someone in your organization making a story of you that made you feel uncomfortable	.824	.951	21.43**	✓
RB1	Someone in your organization tried to have someone misunderstanding you	.801	.860	18.49**	✓
RB2	Someone in your organization intentionally created conflict between you and others	.816	.959	19.14**	✓

Table 3.5 (Continue)

	Item	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Discriminant t-value	Selected or not selected
	Item-Total Statistics				
RB3	Someone in your organization made themselves as enemies to you and your group	.872	.957	18.59**	✓
RB4	Someone in your organization give you a silent treatment	.761	.961	19.25**	✓
RB5	Someone in your organization create a situation that make you and others quarrel to each other	.890	.956	24.35**	✓
RB6	Someone in your organization prevented you from attending to the company's activities	.851	.958	18.76**	✓
RB7	Someone in your organization spreading bad rumor about you	.848	.958	17.77**	✓

Table 3.5 (Continue)

	Item	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Discriminant t-value	Selected or not selected
	Item-Total Statistics				
RB8	Someone in your organization tried to damage the relationship between you and others	.888	.957	20.35**	✓
RB9	Someone in your organization rejected you to join group	.847	.958	14.96**	✓
RB10	Someone in your organization not happy to see others close to you	.754	.962	18.35**	✓
CB1	You were received bad massage about you through email or other social media by your colleague	.843	.962	19.96**	✓
CB2	Someone in your organization making fun of you in group chat	.827	.963	18.05**	✓
CB3	Someone in your organization tell secret about you through social media	.837	.962	21.52**	✓

Table 3.5 (Continue)

	Item	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Discriminant t-value	Selected or not selected
	Item-Total Statistics				
CB4	Someone in your organization expressed serious negative comments in your post in social media	.850	.961	16.29**	✓
CB5	Someone in your organization retouched your photo in negative way that make you feel uncomfortable and post it online or chat	.837	.962	17.52**	✓
CB6	You were received annoying massage through email or other social media from your colleague	.822	.962	17.77**	✓
CB7	Someone in your organization making bad rumor about you through social media	.877	.961	20.66**	✓
CB8	Someone in your organization give you a serious complain in their social media	.861	.961	17.95**	✓

Table 3.5 (Continue)

	Item	**Item-Total Statistics**			
		Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Discriminant t-value	Selected or not selected
CB9	Someone fake your online account with aim of discrediting you	.858	.961	19.80**	✓
CB10	Someone in your organization talked about you in negative way through social media	.831	.962	18.90**	✓

3.3.4 Coping strategies scale

A total of 20 items were developed to measure the ways of coping with a bullying situation in the workplace by using the ways of coping strategies that were mentioned in Chapter 2 to develop an item. The participants responded to each question by using a five-point Likert scale from "Absolutely do" to "Absolutely do not do". Table 3.6 displays items of this questionnaire in English language which original version can be seen in appendix B. The reliability for this questionnaire = .831 (p=<.05) with an appropriate CITC of r= >.17 except CS1 and a significant discriminant t-value (t=>3.16, p = <.05 except CS1) (refer to Table 8). The data indicated an acceptable quality for this questionnaire. Nevertheless, item "CS1" had a corrected item-total correlation = .096, which the reliability could be raised to .838 by deleting this item, but increasing the reliability was considered by slightly changing it by .007, so this item was kept for the study.

Table 3.6 The analysis of the CITC and discriminant t-value of the coping strategies
questionnaire.

	Item-Total Statistics			
	Item	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Discriminant t-value	Selected or not selected
CS1	Go talk with bullies	.096	.838	3.35**	✓
CS2	Inform supervisor	.178	.834	3.46**	✓
CS3	Confronting with bullies and threaten them to stop	.392	.824	7.69**	✓
CS4	Avoid confronting with bullies	.218	.832	3.70**	✓
CS5	Retaliate in a similar way	.615	.813	11.69**	✓
CS6	Take a day-off	.610	.816	10.29**	✓
CS7	Smoking or using alcohol	.636	.812	10.40**	✓
CS8	Forgive and be nice to bullies	.223	.831	4.50**	✓
CS9	Seeking help from friends	.350	.826	6.35**	✓
CS10	Release temper by using force on things	.548	.818	8.63**	✓
CS11	Seeking advice from psychologist	.582	.815	10.74**	✓
CS12	Waiting for opportunity to revenge	.662	.809	16.75**	✓
CS13	See the situation of bullying as funny things	.275	.830	5.35**	✓

Table 3.6 (Continued)

		Item-Total Statistics			
	Item	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Discriminant t-value	Selected or not selected
CS14	Do meditation	.050	.849	4.40**	✓
CS15	Prey and curse the bullies	.620	.812	16.12**	✓
CS16	Ignore the problem of bullying	.406	.824	7.07**	✓
CS17	See the situation of bullying as challenge to overcome	.320	.828	4.62**	✓
CS18	Blame yourself	.442	.822	5.73**	✓
CS19	Blame others and the organization for not helping	.603	.815	9.65**	✓
CS20	Resign or hurting yourself	.472	.821	7.18**	✓

3.3.5 Interview questions

As mentioned at the beginning of this chapter, this study used a mixed method through a qualitative method because it could provide more additional details. This could support the results of the quantitative method and verify the results of previous research, which would be beneficial to the study, as it could generate more ideas and new perspectives. A semi structured interview was used with a set of questions relating to the results from a previous study, as this type of interview could provide the ability of the researcher to probe for more additional details from the interviewees with greater flexibility. Additionally, the conversation was recorded in a sound format. The definition of all variables in this study were presented to the interviewees before the process of the interview. The set of questions for the interviews were related to the

results from each hypothesis that was generated from the quantitative analysis. The interview questions had two parts, as the questions were reviewed and revised by three university instructors. The first part included personal information; such as, name, age, gender, education level, organization's name (optional), position level, and type of organization. The second part was a set of questions that were listed (originally in Thai language which can be seen in appendix D) as follows:

Do you believe there was workplace bullying in the organization?

1) Have you ever seen people being bullied in the organization?

2) Have you ever been a victim of workplace bullying?

3) In previous studies, researchers found that the "personality traits" of the victim were factors that were associated with being the victim of bullying. Were these findings related to your experience or not, and why?

4) An individual that has an extraversion trait refers to an individual who is a sociable and lively person. The individual that has a high score of this trait would be more likely to be victimized. Do you agree or not agree, and why?

5) An individual that has a neuroticism trait refers to an individual who is unstable, emotional, has high stress and anxiety. The individual that has a high score of this trait would be more likely to be victimized. Do you agree or not agree, and why?

6) An individual that has a conscientiousness trait refers to an individual that has high responsibility, pays attention, and is well-organized. The individual that has a high score of this trait would be less likely to be victimized. Do you agree or not agree, and why?

7) An individual that has an agreeableness trait who has a high score of this trait would be less likely to be victimized. Do you agree or not agree and why?

8) An individual that has an openness to experience trait who has a high score of this trait would be less likely to be victimized. Do you agree or not agree, and why?

9) With regards to organizational culture, the study found that the culture of the organization was related to being the victim of bullying. Do you agree or not agree, and why?

10) The first organization's culture was "power distance" that refers to the culture that people accept has unequal power and hierarchy in society. The previous

research found that there was a higher chance for an individual to become a victim in this culture. Do you agree or not agree, and why?

        11) The second organization's culture was "masculinity" that refers to the culture that people are concerned about competitiveness and achievement. The previous studies found that there was a higher chance for an individual to become a victim in this culture. Do you agree or not agree, and why?

        12) The third organization's culture was "individualism" that refers to the culture that people preferred to perform the job alone and were less concerned to work as a group. The previous research found that there was a higher chance for an individual to become a victim in this culture. Do you agree or not agree, and why?

        13) The last issue, previous studies found coping strategies; such as, confronting the perpetrator, avoiding the situation with the perpetrator, ignoring the situation, meditation, and asking for help from friends or supervisor/manager. Such actions could affect the level of victimization. Do you agree or not agree, and why?

        14) Nevertheless, the previous research found that using low coping strategies was a more efficient approach to affect the level of victimization than using high coping strategies. Do you agree or not agree, and why?

        15) Do you have any recommendations to prevent and reduce the problem of workplace bullying and provide reasons?

3.4 Data Collection

The total of 600 questionnaires were distributed to the Human Resources Department or owner of the companies through mail or by hand. The targets were Thai organizations located in an urban area; such as, Bangkok and Chiang Mai in which the size of the organization was irrelevant. Many of the questionnaires were collected by a snowball system starting with the person who already knew about this study project. Moreover, the people who considered him/herself as a victim of workplace bullying received the questionnaire by means of email or by hand. The duration to collect the data was 10 months (October 2017 to August 2018). However, only 193 questionnaires were returned for the data analysis. For the qualitative approach, the duration to collect the data was one month (February – March 2019).

3.5 Data Analysis

3.5.1 Descriptive statistics

This study was conducted by descriptive statistics (frequency analysis) to analyze the personal characteristics in order to find the mean and percentage that was used to identify and categorize the sample groups; such as, gender, age, and types of workplace, for example.

3.5.2 Inferential statistics

This research used inferential statistics, which are coefficient correlation analysis and an independent t-test that were used in order to test the hypotheses for this study, and regression analysis was used to generate additional information from the findings outside the framework (refer to Table 3.7).

3.5.3 Big five personality traits

The data of the big five personality test from each questionnaire was entered into the official IPIP website in order to calculate the score of each trait.

3.5.4 Interpretation of the interview

The data from the interview session were analyzed based on the opinion from the interviewees, which the researcher noted what was their ideas and opinions for the questions, as the information from the interviews was used to create more weight for the findings in this study, and provided additional details for discussion.

Table 3.7 Inferential statistics for testing the hypotheses

No.	Hypothesis	Inferential Statistics
1	Extraversion is positively related to the victimization of bullying.	Coefficient correlation analysis
2	Neuroticism is positively related to the victimization of bullying.	Coefficient correlation analysis

Table 3.7 (Continued)

No.	Hypothesis	Inferential Statistics
3	Agreeableness is negatively related to the victimization of bullying.	Coefficient correlation analysis
4	Conscientiousness is negatively related to the victimization of bullying	Coefficient correlation analysis
5	Openness to experience is negatively related to the victimization of bullying	Coefficient correlation analysis
6	Power distance is positively related to the victimization of bullying.	Coefficient correlation analysis
7	Masculinity is positively related to the victimization of bullying.	Coefficient correlation analysis
8	Individualism is positively related to the victimization of bullying.	Coefficient correlation analysis
9	Coping strategies can affect the victimization of bullying.	Independent t-test
10	Coping strategies can affect the relationship between the personality traits and the victimization of bullying.	Coefficient correlation analysis
11	Coping strategies can affect the relationship between the organizational cultures and the victimization of bullying.	Coefficient correlation analysis
Additional finding	The prediction of the victimization	Regression analysis

CHAPTER 4

RESULTS

Data analyses were performed using descriptive analysis to reveal the personal characteristics of the sample, and inferential statistics were utilized to test the hypotheses of this study.

4.1 Personal Characteristics

The samples in this study were white-collar workers in Thai organizations in an urban setting. There was a total of 193 participants ($N=193$) comprising 78 males (40.4%), 84 females (43.5%), and 31 LGBTs (16.1%). Most of the sample were between 20-40 years old (167 participants or 86.6%) and the rest were over 40 years old (30 participants or 13.4%). Some of the questionnaires were completed by employees in the government sector ($N=23$), non-profit organizations ($N=3$), state enterprises ($N=7$), and business owners ($N=23$). The number of questionnaires completed by employees in a Thai private organization totaled 137 ($N=137$) (refer to Table 4.1).

Table 4.1: Personal characteristics of the samples using the quantitative method.

		Frequency	Percent	Total Frequency	Total Percent
Gender	Male	78	40.4		
	Female	84	43.5	193	100
	LGBT	31	16.1		
Age	20-40	167	86.6	193	100
	Over 40	30	13.4		
Types of organization	Private organization	137	71	193	100
	State enterprise	7	3.6		
	Government	23	11.9		
	Non-profit organization	3	1.6		
	Business owner	23	11.9		

4.2 Hypotheses Testing

The results from the data analysis to test the hypotheses are reported in the following sections.

4.2.1 Big five personality traits and the victimization of bullying

This part of this study presented the results of the data analyses on the correlation between each personality trait and the four types of victimization of bullying.

4.2.1.1 Extraversion and the victimization of bullying

The data analysis examined the coefficient correlation between extraversion and the victimization of bullying (refer to Table 4.2-column 2). This table shows that extraversion is positively correlated with all types of victimization: PBV, EVB, RBV, CBV, and total bullying ($r=.183, .211, .155, .240, .207, p<.05$, respectively). Therefore, based on the statistics, the first hypothesis was supported by the results.

In addition, the data analysis used samples that currently worked in a private organization ($N=123$), which showed a strong significant correlation among

extraversion with PBV, EBV, RBV, CBV, and total bullying (*r*=.223, .243, .182, 240, .236, *p*<.05, respectively). However, no correlation was found between extraversion and each of the four types of victimization of bullying in the group of non-private organizations (refer to Table 4.3-column 3).

Similarly, significant positive correlations were found between extraversion and PBV, EBV, RBV, CBV, and total bullying (*r*=.188, .221, .168, .244, .216, *p*<.05, respectively) in the samples aged 20-40 years old (N=167), but not in the older samples (refer to Table 4.4-columns 2 and 3). Furthermore, gender was not found to be correlated, as the data analysis of the males, females, and LGBTs established no correlation between extraversion and each type of victimization (refer to Table 4.5).

4.2.1.2 Neuroticism and the victimization of bullying

The data of the coefficient correlations between neuroticism and the four types of victimization of bullying showed significant positive correlation between neuroticism and PBV, EBV, RBV, CBV, and total bullying (*r*=.410, .386, .404, .362, .408, *p*<.01, respectively) (refer to Table 4.2-column 3). Therefore, Hypothesis 2 was found to be supported by the results.

The data analysis on the samples that worked in private organizations (*N*=137) also showed significant positive correlations between neuroticism and PBV, EBV, RBV, CBV, and total bullying (*r*=.442, .414, .423, 269, .427, *p*<.01, respectively). However, from the results for the group that worked with other types of organizations (*N*=56), this study did not have any significant correlation except for RVB and total bullying (*r*=.273, .267, *p*<.05, respectively) (refer to Table 4.3-columns 4 and 5).

Samples aged between 20-40 years old (*N*=167) were established to be victimized, as this research discovered significant correlation among all types of bullying of PBV, EBV, RBV, CBV, and total bullying (*r*=.402, .392, .399, .339, .400, *p*<.01, respectively) (refer to Table 4.4-columns 4 and 5). At the same time, this study did not find any significant correlation for samples aged more than 40 years old.

In addition, the statistical data demonstrated significant correlation among all variables in the male samples (*N*=78) of PBV, EBV, RBV, CBV, and total bullying (*r*=.545, .473, .488, .455, .517, *p*<.01, respectively). The female samples (*N*=84) displayed significant correlation with all variables except CBV (*r*=.200, *p*<.05), and the

LGBT samples (*N*=31) also showed significant correlation with all variables except PBV (*r*=.319, *p*<.05) (refer to Table 4.5-columns 5 to 7).

To sum up, the statistical data indicated that neuroticism was positively related to the victimization of bullying in Thai organizations. The second hypothesis was found to be supported by the results.

4.2.1.3 Agreeableness and the victimization of bullying

The results from the statistical data in this part indicated that there was no significant correlation with the types of workplace, age, and gender at all (refer to Tables 4.2-4.5). To conclude, this study founded no support for the third hypothesis.

4.2.1.4 Conscientiousness and the victimization of bullying

The data of the coefficient correlations between conscientiousness and the victimization of bullying showed significant correlation among all variables except RBV (*r*=-.126, *p*<.05) (refer to Table 4.2-column 5). That is, Hypothesis 4 was supported by the results. Moreover, this study did not find any significant correlation for samples that worked in a private company (*N*=137) as shown by all the variables from the data in Table 4.3-columns 8 and 9. On the other hand, the statistical data displayed significant correlation with PBV, EBV, RBV, CBV, and total bullying (*r*=-.350, -.280, -.357, -.332, *p*<.01, respectively) in samples that worked with a non-private organization (*N*=56).

The data from the samples aged 20 to 40 years old (*N*=167) showed significant correlation with all variables except RVB (*r*=-.120, *p*<.05), and significant correlation was established in all variables except CBV (*r*=-.339, *p*<.05) for samples aged more than 40 years old (*N*=26) (refer to Table 4.4-columns 8 and 9).

In reference to gender, this research found significant correlation for females (*N*=84) among all variables as PBV, EBV, RBV, CBV, and total bullying (*r*=-.232, -.250, -.239, -.259, -.256, *p*<.05, respectively), but no correlation could be established for the LGBT (*N*=31) and male samples (*N*=78) (refer to Table 4.5-columns 11 to 13).

Therefore, based on the findings described above, these results could conclude that the fourth hypothesis was supported. Nevertheless, more study should be undertaken to explain why there is no significant correlation with the samples that worked in a private company, but significant correlation with samples in other types

of organizations were found, and also explain why there is no significant correlation for males and LBGTs but only for the female samples.

4.2.1.5 Openness to experience and the victimization of bullying

This study could not find any significant correlation between openness to experience and the victimization of bullying (N=193) (refer to Table 4.2-column 6), that is, the fifth hypothesis was not supported. In the aspect of the workplace, there was no significant correlation for samples in private companies (N=137), but the data showed significant correlation for only PBV (r=-.290, p<.05) for samples in other types of organizations (N=56) (refer to Table 4.3-columns 10 and 11).

The ages of the samples were not correlated as well. This study showed no significant correlation for the samples aged 20 to 40 years (N=167), but found significant correlation in only CBV (r=.431, p<.05) for samples aged over 40 years old (N=26) (refer to Table 4.4-columns 10 and 11). Moreover, this research did not find any significant correlation in all genders (refer to Table 4.5-columns 11 to 13).

Table 4.2 Big five personality traits and the victimization of bullying.

The victimization of bullying	Big five personality traits				
	EX N=193	NUE N=193	AGREE N=193	CON N=193	OPTE N=193
PBV	.183*	.410*	-.067	-.196**	.010
EBV	.211*	.386*	-.024	-.162*	.052
RBV	.155*	.404*	.030	-.126	.097
CBV	.240*	.362*	-.053	-.193**	-.004
Total Bullying	.207*	.408*	-.029	-.177*	.041

**Correlation is significant at the 0.01 level (2-tailed).

*Correlation is significant at the 0.05 level (2-tailed).

Table 4.3 Big five personality traits and the victimization of bullying with the types of organizations.

The victimization of bullying	Big five personality traits									
	EX		NEU		AGREE		CON		OPTE	
	private organization (N=137)	other types organization (N=56)	private organization (N=137)	other types organization (N=56)	private organization (N=137)	other types organization (N=56)	private organization (N=137)	other types organization (N=56)	private organization (N=137)	other types organization (N=56)
PBV	.223**	-.168	.442**	.227	-.057	-.038	-.137	-.350**	.101	-.290*
EBV	.243**	-.162	.414**	.202	-.033	.122	-.122	-.213	.103	-.004
RBV	.182*	-.145	.423**	.273*	.061	-.020	-.069	-.280*	.144	-.004
CBV	.256*	-.045	.369**	.258	-.046	.007	-.136	-.357**	.063	-.197
Total Bullying	.236**	-.146	.427**	.267*	-.019	.022	-.120	-.332*	.107	-.133

**Correlation is significant at the 0.01 level (2-tailed).

*Correlation is significant at the 0.05 level (2-tailed).

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Table 4.4 Big five personality traits and the victimization of bullying with each age group.

The victimization of bullying	Big five personality traits									
	EX		NEU		AGREE		CON		OPTE	
	Age 20 - 40 (N=167)	Age over 40 (N=26)	Age 20 - 40 (N=167)	Age over 40 (N=26)	Age 20 - 40 (N=167)	Age over 40 (N=26)	Age 20 - 40 (N=167)	Age over 40 (N=26)	Age 20 - 40 (N=167)	Age over 40 (N=26)
PBV	.188*	-.005	.402**	.073	-.105	-.167	-.194*	-.526**	.008	.146
EBV	.221**	-.052	.392**	-.321	-.071	-.108	-.165*	-.443*	.067	-.061
RBV	.168*	-.215	.399**	.023	.000	-.075	-.120	-.468*	.101	.184
CBV	.244**	.124	.339**	.066	-.107	-.031	-.208**	-.339	-.012	.431*
Total Bullying	.216**	-.060	.400**	-.070	-.074	-.117	-.179*	-.532**	.044	.174

**Correlation is significant at the 0.01 level (2-tailed).

*Correlation is significant at the 0.05 level (2-tailed).

Table 4.5 Big five personality traits and the victimization of bullying with gender.

The victimization of bullying	Big five personality traits														
	EX			NEU			AGREE			CON			OPTE		
	Male (N=78)	Female (N=84)	LGBT (N=31)	Male (N=78)	Female (N=84)	LGBT (N=31)	Male (N=78)	Female (N=84)	LGBT (N=31)	Male (N=78)	Female (N=84)	LGBT (N=31)	Male (N=78)	Female (N=84)	LGBT (N=31)
PBV	.097	.126	.199	.545**	.288**	.319	-.095	-.133	.040	-.187	-.232*	-.187	-.071	.005	.022
EBV	.141	.109	.236	.473**	.267*	.372*	-.039	-.114	.090	-.186	-.250*	-.186	.033	-.010	.018
RBV	.128	.101	.054	.488**	.261*	.516**	.051	-.119	.205	-.144	-.239*	-.144	.168	.031	-.075
CBV	.167	.197	.190	.455**	.200	.460**	.-037	-.203	.106	-.250	-.259*	-.250	-.073	.019	-.072
Total Bullying	.142	.139	.176	.517**	.264*	.442*	-.030	-.149	.119	-.201	-.256*	-.201	.017	.012	-.031

**Correlation is significant at the 0.01 level (2-tailed).

*Correlation is significant at the 0.05 level (2-tailed).

4.2.2 Organizational culture and the victimization of bullying

This section of this study presents the results from the data analyses to examine the correlation among the three types of organizational cultures (power distance, masculinity, and individualism) and four types of bullying (physical, emotional, relational, and cyberbullying) to test Hypotheses 6 to 8 for this research.

4.2.2.1 Power distance and the victimization of bullying

The data analysis demonstrated a strong significant correlation between power distance and each type of victimization: PBV, EBV, RBV, CBV, and total bullying (r=.402, .431, .391, .356, .414, p<.01, respectively). Therefore, Hypothesis 6 was found to be supported by the results from Table 4.6.

In Thai private organizations, this study found strong significant correlation with power distance and the victimization of bullying of PBV, EBV, RBV, CBV, and total bullying (r= .402, .407, .381, .381, .408, p<.01, respectively). In other types of organizations (N=56), this research established a correlation for only EBV and RBV (r=.361, .290, p<.05, respectively) (refer to Table 4.7).

In addition, this study discovered significant correlation for power distance and the victimization of bullying in samples aged between 20-40 years old (N=167), which the results indicated a strong significant correlation for PBV, EBV, RBV, CBV, and total bullying (r=.423, .463, .424, .381, .442, p<.01, respectively). On the other hand, there was no significant correlation with the group of samples aged more than 40 years old (N=26) (refer to Table 4.8).

Moreover, in the organizations with high-power distance, it was established gender was correlated with victimization, as the data showed a strong significant correlation with males (N=78) of PBV, EBV, RBV, CBV, and total bullying (r=.450, .560, .530, .461, .531, p<.01, respectively). With regards to females (N=84), the data founded no significant correlation for only CBV (r=.195, p<.05) while the other forms had significant correlation. For LBGTs (N=31), this research established significant correlation for PBV, EBV, and total bullying (r=.378, .361, .378, p<.05, respectively); however, RBV and CBV had no correlation (refer to Table 4.9). At this point, it can be concluded that in the culture of power distance, all genders could become a victim, especially for physical, emotional, and relational bullying. These results supported Hypothesis six.

4.2.2.2 Masculinity and the victimization of bullying

In the organizations with a masculine culture, this study found a strong correlation between masculinity and the victimization of bullying (N=193) of PBV, EBV, RBV, CBV, and total bullying (r=.556, .625, .527, .498, .578, p<.01, respectively) (refer to Table 4.6). That is, the results supported Hypothesis 7. Moreover, a strong correlation was established in both private and non-private organizations, as the results showed a strong significant correlation for samples that worked with private companies (N=137) as PBV, EBV, RBV, CBV, and total bullying (r=.549, .615, .505, .512, .568, p<.01, respectively) (refer to Table 4.7) With regards to the samples that worked in non-private organizations (N=56), this study discovered no significant correlation for only CVB PBV (r=.160, p<.01) while the other forms were found to be correlated.

The results also displayed a strong correlation with age, as seen from the samples aged between 20-40 years old (N= 167) for PBV, EBV, RBV, CBV, and total bullying (r=.553, .626, .523, .498, .576, p<.01, respectively). This study found no significant correlation for only CVB (r=.269, p<.05) in samples aged more than 40 years old (N=26) while the other forms were established to be correlated (refer to Table 4.8)

This research also discovered a strong correlation among all genders. The results for males (N=78) for PBV, EBV, RBV, CBV, and total bullying were r=.474, .585, .504, .402, .527, p<.01, respectively. Females (N=84) for PBV, EBV, RBV, CBV, and total bullying were r=.534, .569, .461, .485, .534, p<.01, respectively), and LGBTs (N=31) for PBV, EBV, RBV, CBV, and total bullying were r=.652, .669, .539, .488, .611, p<.01, respectively (refer to Table 4.9).

Therefore, masculinity could be proved as one of the organizational factors that could influence workplace bullying, which could be seen from the statistical data that in a workplace with a masculine culture, bullying could occur in all types of workplaces, and among all genders and ages. That is, Hypothesis 7 was supported by the results.

4.2.2.3 Individualism and the victimization of bullying

The results for this hypothesis showed significant correlation, as the data of the coefficient correlations between individualism culture and the victimization of

bullying (*N*=193) displayed significant correlation of PBV, EBV, RBV, CBV, and total bullying (*r*=.630, .628, .606, .569, .636, *p*<.01, respectively) (refer to Table 4.6). Hence, this study could conclude that Hypothesis 8 was supported by the results. In reference to the types of workplace, this study also found a strong significant correlation among the samples who worked with a private organization (*N*=137) with PBV, EBV, RBV, CBV, and total bullying (*r*=.655, .665, .640, .610, .668, *p*<.01, respectively). The data also indicated the significant correlation for samples that worked with non-private organizations (*N*=56) except CBV (*r*=.150, *p*<.01) (refer to Table 4.7).

A strong correlation was also found in samples aged 20-40 years old (*N*=167) for PBV, EBV, RBV, CBV, and total bullying (*r*=.641, .642, .619, .577, .648, *p*<.01, respectively). In contrast, this study did not find any significant correlation in the samples aged more than 40 years old (*N*=26) (refer to Table 4.8).

Moreover, the different genders were discovered to have a strong significant correlation with individualism culture and victimization. The results presented the correlation of the different genders and bullying as males (*N*=78) with PBV, EBV, RBV, CBV, and total bullying that scored *r*=.565, .559, .563, .549, .590, *p*<.01, respectively. Females (*N*=84) with PBV, EBV, RBV, CBV, and total bullying showed *r*=.610, .614, .586, .547, .614, *p*<.01, respectively, and LGBTs (*N*=31) with PBV, EBV, RBV, CBV, and total bullying had *r*=.792, .799, .704, .598, .754, *p*<.01, respectively (refer to Table 4.9).

Hence, the results showed that individualism was positively related to the victimization of bullying in Thai organizations. Therefore, the results supported Hypothesis 8.

Table 4.6 Organizational cultures and the victimization of bullying.

The victimization of bullying	Organizational cultures		
	PV	MV	IV
	N=193	N=193	N=193
PBV	.402**	.556**	.630**
EBV	.431**	.625**	.628**
RBV	.391**	.527**	.606**
CBV	.356**	.498**	.569**
Total Bullying	.414**	.578**	.636**

**Correlation is significant at the 0.01 level (2-tailed).

*Correlation is significant at the 0.05 level (2-tailed).

Table 4.7 Organizational cultures and the victimization of bullying with the types of Organization.

The victimization of bullying	Organizational cultures					
	PV		MV		IV	
	private organization (N=137)	other types organization (N=56)	private organization (N=137)	other types organization (N=56)	private organization (N=137)	other types organization (N=56)
PBV	.402**	.244	.549**	.415**	.655**	.389**
EBV	.407**	.361**	.615**	.496**	.665**	.304*
RBV	.381**	.290*	.505**	.470**	.640**	.285*
CBV	.381**	.004	.512**	.160	.610**	.150
Total Bullying	.408**	.256	.568**	.434**	.668**	.316*

**Correlation is significant at the 0.01 level (2-tailed).

*Correlation is significant at the 0.05 level (2-tailed).

Table 4.8 Organizational cultures and the victimization of bullying with each age group.

| The victimization of bullying | Organizational cultures | | | | | |
| | PV | | MV | | IV | |
	Age 20 - 40 (N=167)	Age over 40 (N=26)	Age 20 - 40 (N=167)	Age over 40 (N=26)	Age 20 - 40 (N=167)	Age over 40 (N=26)
PBV	.423**	.059	.553**	.447*	.641**	.277
EBV	.463**	-.031	.626**	.506**	.642**	.276
RBV	.424**	-.150	.523**	.405*	.619**	.172
CBV	.381**	-.185	.498**	.269	.577**	.200
Total Bullying	.442**	-.082	.576**	.496**	.648**	.277

**Correlation is significant at the 0.01 level (2-tailed).

*Correlation is significant at the 0.05 level (2-tailed).

Table 4.9 Organizational cultures and the victimization of bullying with gender.

| The victimization of bullying | Organizational cultures | | | | | | | | |
| | PV | | | MV | | | IV | | |
	Male (N=78)	Female (N=84)	LGB (N=31)	Male (N=78)	Female (N=84)	LGBT (N=31)	Male (N=78)	Female (N=84)	LGBT (N=31)
PBV	.450**	.316**	.378*	.474**	.534**	.652**	.565**	.610**	.792**
EBV	.560**	.282**	.361*	.585**	.569**	.669**	.559**	.614**	.799**
RBV	.530**	.216*	.351	.504**	.461**	.539**	.563**	.586**	.704**
CBV	.461**	.195	.354	.426**	.485**	.488**	.545**	.547**	.598**
Total Bullying	.531**	.261*	.378*	.527**	.534**	.611**	.590**	.614**	.754**

**Correlation is significant at the 0.01 level (2-tailed).

*Correlation is significant at the 0.05 level (2-tailed).

4.2.3 Big five personality traits as a predictor to the victimization of bullying

By using regression analysis (stepwise method) to find the predictive power of the personality traits on victimization as a whole, it was found that neuroticism and extraversion could predict PBV, EBV, RBV, CBV, and total bullying were 24.1 percent, 23.5 percent, 22.1 percent, 23.2 percent, and 26.3 percent respectively, which the prediction level was higher than using neuroticism alone as the R square change value equal to 7.3 percent, 8.6 percent, 5.7 percent, 10.1 percent, and 8.6 percent for PBV, EBV, RBV, CBV, and total bullying, respectively (refer to Table 4.10).

Based on the data, predicting bullying by using neuroticism (Model 1) alone was insufficient when compared to the results that used neuroticism and extraversion (Model 2) as a combined predictor. Nevertheless, neuroticism could be considered as a more valuable predictor for comparing each type of bullying with extraversion as PBV (neuroticism = .465; extraversion = .275), EBV (neuroticism = .445; extraversion = .299), RBV (neuroticism = .453; extraversion = .244), and CBV (neuroticism = .426; extraversion = .324) (refer to Table 19-column 6). However, the rest of the personality traits were excluded variables that were not used in this regression analysis, as the data were not significant to use and could not be used as a predictor for victimization.

Table 4.10 Predictive power of the big five personality traits on the victimization bullying.

The victimization of bullying	Model	Predictor	R Square	R Square Change	Standardized Coefficients Beta	t	Sig.
PBV	1	NEU	.168		.410	6.217	.000
	2	NEU	.241	.073	.465	7.208	.000
		EX			.275	4.267	.000
EBV	1	NEU	.149		.386	5.784	.000
	2	NEU	.235	.086	.445	6.876	.000
		EX			.299	4.615	.000
RBV	1	NEU	.163		.404	6.107	.000
	2	NEU	.221	.057	.453	6.927	.000
		EX			.244	3.741	.000

Table 4.10 (Continued)

The victimization of bullying	Model	Predictor	R Square	R Square Change	Standardized Coefficients Beta	t	Sig.
CBV	1	NEU	.131		.362	5.361	.000
	2	NEU	.232	.101	.426	6.565	.000
		EX			.324	4.999	.000
Total Bullying	1	NEU	.166		.408	6.175	.000
	2	NEU	.263	.086	.467	7.303	.000
		EX			.300	4.685	.000

4.2.4 Organizational cultures as a predictor to the victimization of bullying

The regression analysis (stepwise method) presented resulted that organizational cultures could be used as a predictor for the victimization of bullying. PBV, EBV, and total bullying as shown in Model 3. The predictive power of IV, MV, and PV on PBV, EBV, and total bullying were 45.4 percent, 49.4 percent, and 47.1 percent respectively. Model 4 (predictors: IV, PV) was used for predicting the victimization for RBV, which the data indicated that these predictors could predict a total of 40.7 percent for RBV. Model 2 (predictors: IV, MV) was used for predicting the victimization for CBV, as it could predict 35.7 percent (refer to Table 4.11).

The data indicated the R square value slightly changed in PBV when using Model 2. The R square change value equal to 4.4 percent compared with Model 1, and 1.4 percent compared with Model 2 when using Model 3. In reference to the R square change in EBV, Model 2 could predict a higher percentage of EBV when compared with Model 1 at 8.9 percent, and 1.1 percent higher when using Model 3 compared with Model 2. For RBV, the R square change value equal to 4 percent when using Model 4 compared with Model 1. The R square change value for CBV equal to 3.3 percent when using Model 2 compared with Model 1. With regards to the aspect of total bullying, by using Model 2, the R square change value equal to 5.4 percent compared with Model 1, and 1.3 percent when using Model 3 compared with Model 2

Table 4.11 Predictive power of organizational cultures on the victimization of bullying

The victimization of bullying	Model	Predictor	R Square	R Square Change	Standardized Coefficients Beta	t	Sig.
PBV	1	IV	.397		.630	11.216	.000
	2	IV	.441	.044	.463	6.674	.000
		MV			.267	3.850	.000
	3	IV	.454	.014	.467	6.787	.000
		MV			.186	2.375	.000
		PV			.141	2.167	.000
EBV	1	IV	.395		.628	11.161	.000
	2	IV	.484	.089	.390	5.845	.000
		MV			.382	5.730	.000
	3	IV	.494	.011	.169	.393	.000
		MV			.181	.311	.000
		PV			.148	.124	.000
RBV	1	IV	.367		.606	10.539	.000
	4	IV	.407	.040	.535	9.019	.000
		PV			.211	3.565	.000
CBV	1	IV	.323		.569	9.550	.000
	2	IV	.357	.033	.422	5.673	.000
		MV			.234	3.145	.002
Total Bullying	1	IV	.405		.636	11.391	.000
	2	IV	.458	.054	.451	6.601	.000
		MV			.296	4.338	.000
	3	IV	.471	.013	.454	6.714	.000
		MV			.216	2.801	.006
		PV			.139	2.181	.030

4.2.5 Coping strategies

This study divided the samples into two groups: high coping (N=90) and low coping (N=103).

4.2.5.1 Coping strategies affecting victimization

To analyze the effect of the coping strategies on victimization, an independent t-test was used that showed significant results with all types of

victimization. The results indicated that in the low coping group, the mean for PBV, EBV, RBV, CBV, and total bullying were 18.6408, 19.1650, 18.3010, 16.3010, and 72.4078, respectively, which was lower when compared with the high coping group (refer to Table 4.12). This table indicates that the high coping group was more victimized than the low coping group. Hence, it could be concluded that coping strategies could affect the victimization of bullying, so Hypothesis 9 was found to be supported by the results.

Table 4.12 Independent t-test of the victimization by low/high coping strategies

The victimization of bullying	Group	N	Mean	SD	t	Sig
PBV	Low	103	18.6408	9.11458	-4.275	.000
	High	90	24.0778	8.45773		
EBV	Low	103	19.1650	10.88901	-5.625	.000
	High	90	27.3778	9.15727		
RBV	Low	103	18.3010	10.6346	-3.234	.001
	High	90	22.9889	9.32496		
CBV	Low	103	16.3010	10.15935	-4.434	.000
	High	90	22.7667	10.04378		
Total Bullying	Low	103	72.4078	39.7937	-4.617	.000
	High	90	97.2111	34.12222		

4.2.5.2 Coping strategies affecting the relationship between the personality traits and victimization

The results indicated that from the high coping samples, this research did not find significant correlation in extraversion, agreeableness, and openness to experience. In this group, samples with the neuroticism and conscientiousness traits had a strong significant correlation with all types of victimization. Neuroticism with PBV, EBV, RBV, CBV, and total bullying showed that $r=.379$, .349, .438, .343, .408, and $p<.05$, respectively, and conscientiousness with PBV, EBV, RBV, CBV, and total bullying displayed that $r=-.369$, -.309, -.324, -.400, -.381, and $p<.05$, respectively (refer

to Table 4.13). In addition, samples with the openness to experience trait showed a significant correlation in CBV ($r=-.293$, $p<.05$) unlike the rest of the personality traits that only displayed a significant correlation in neuroticism and conscientiousness. These results provided the information that the relationship between the personality traits and victimization could be affected by the high coping strategies for samples with some traits; such as, neuroticism and conscientiousness.

On the other hand, in the low coping group, this research found a strong significant correlation for samples with the personality traits of extraversion, neuroticism, agreeableness, and openness to experience except conscientiousness in which no correlation was founded in conscientiousness with PBV, EBV, RBV, CBV, and total bullying ($r=.069$, .119, .121, .116, .111, and $p<.05$, respectively) (refer to Table 4.13). Therefore, Hypothesis 10 was supported by the results.

Table 4.13 Correlation of big five personality traits and the victimization of bullying with high/low coping strategies.

The victimization of bullying	Group	N	Big five personality traits				
			EX	NEU	AGREE	CON	OPTE
PBV	Low	103	.209**	.388**	.228*	.069	.314**
	High	90	-.008	.379**	-.101	-.369**	-.176
EBV	Low	103	.309**	.359**	.344**	.119	.340**
	High	90	.042	.349**	-.030	-.309**	-.032
RBV	Low	103	.309**	.345**	.292**	.121	.350**
	High	90	-.117	.438**	-.024	-.324**	-.074
CBV	Low	103	.438**	.324**	.324**	.116	.391**
	High	90	-.051	.343**	-.169	-.400**	-.293**
Total Bullying	Low	103	.348**	.363**	.307**	.111	359**
	High	90	-.038	.408**	-.090	-.381**	-.159

**Correlation is significant at the 0.01 level (2-tailed).
*Correlation is significant at the 0.05 level (2-tailed).

4.2.5.3 Coping strategies affecting the relationship between the organizational cultures and victimization

With regards to the aspect of organizational cultures with the high coping group, this study indicated no significant correlation for power distance with all types of victimization, but in the culture of masculinity, this study showed a strong significant correlation for PBV, EBV, and total bullying (r=.266, .366, .265, and p<.05, respectively). This research also found a strong significant correlation in the culture of individualism with PBV, EBV, RBV, CBV, and total bullying (r=.484, .407, .402, .410, .460, and p<.05, respectively) (refer to Table 4.14).

Table 4.14 presents the strong correlation of the organizational cultures with the low coping group. The data shows the results in the culture of power distance with PBV, EBV, RBV, CBV, and total bullying (r=.605, .622, .607, .581, .620, and p<.05, respectively); the coefficient correlation of masculinity for PBV, EBV, RBV, CBV, and total bullying (r=.669, .690, .686, .631, .687, and p<.05, respectively), and for individualism, the coefficient correlation for PBV, EBV, RBV, CBV, and total bullying (r=.661, .662, .671, .600, .666, and p<.05, respectively). The results in Table 4.14 indicated that in these organizational cultures, the low coping strategies could create a significant effect on the relationship between the victimization of bullying and the organizational cultures.

While there were significant correlations between each type of organizational culture and each type of victimization in the low coping group, the study found no significant correlation between power distance culture and all types of victimization in the high coping group, nor between masculinity and two types of victimization, which were RBV and CBV. Therefore, it can be concluded that the coping strategies could be considered as a moderator, which could affect the relationship between the personality traits/organizational cultures and the victimization of bullying. Therefore, these results supported the final hypothesis.

Table 4.14 Correlation of organizational cultures and the victimization of bullying
with high/low coping strategies.

The victimization of bullying	Group	N	Organizational cultures		
			PV	MV	IV
PBV	Low	103	.605**	.669**	.661**
	High	90	.062	.266*	.484**
EBV	Low	103	.622**	.690**	.662**
	High	90	.087	.366**	.407**
RBV	Low	103	.607**	.686**	.671**
	High	90	.009	.184	.402**
CBV	Low	103	.581**	.631**	.600**
	High	90	.000	.171	.410**
Total Bullying	Low	103	.620**	.687**	.666**
	High	90	.041	.265*	.460**

**Correlation is significant at the 0.01 level (2-tailed).
*Correlation is significant at the 0.05 level (2-tailed).

4.2.5.4 Predictive power of big five personality traits on the
victimization of bullying in groups of low/high coping strategies

The data displayed the information of the model summary of the
personality traits and the victimization in the groups of low/high coping strategies by
using regression analysis (stepwise method). In the low coping group, neuroticism,
extraversion, and conscientiousness (Model 3) were used as the predictor to predict
PBV. In Model 9, agreeableness, neuroticism, extraversion, and openness to experience
were used as the predictors to estimate EBV, RBV, CBV, and total bullying. From the
results, Model 3 could predict PBV at a rate of 37 percent, and EBV, RBV, CBV, and
total bullying could be predicted by using Model 9 (42 percent, 40.1 percent, 49.5
percent, and 44 percent, respectively). For the high coping group, neuroticism and
conscientiousness were the predictors for Model 5 that was used to estimate PBV, EBV,

RBV, and CBV with the results of prediction being lower than 30 percent for each type of victimization (refer to Table 4.15).

      In addition, it can be seen that the R square change value in each type of bullying had changed when using a different model in the regression analysis as PBV = 16.3 percent when using Model 2 compared with Model 1, and 3.1 percent when using Model 3 compared with Model 2. For EBV, the R square change value = 10.2 percent when using Model 7 compared with Model 6, 12.7 percent when using Model 8 compared with Model 7, and 3 percent when using Model 9 to compare with Model 8. For RBV, by using Model 10, the R square change value = 18.1 percent compared with using Model 1, 5.1 percent when comparing Model 11 with Model 10, and 3.1 percent when comparing Model 9 with Model 11. With regards to total bullying, the R square change value was increased by 20.9 percent when using Model 2 as the predictor compared with Model 1, 5 percent when using Model 8 to compare with Model 2, and 3 percent when using Model 9 to compare with Model 8. Hence, with more predictors, the percentage of the prediction was increased.

Table 4.15 Predictive power of big five personality traits on the victimization of bullying in groups of low/high coping strategies.

The victimization of bullying	Group	Model	Personality traits	R Square	R Square Change	Standardized Coefficients Beta	t	Sig.
PBV	Low	1	NEU	.176		.420	4.341	.000
		2	NEU	.339	.163	.504	5.663	.000
			EX			.412	4.632	.000
		3	NEU	.370	.031	.558	6.116	.000
			EX			.377	4.239	.000
			CON			.190	2.057	.043
	High	4	CON	.217		-.466	-4.408	.000
		5	CON	.296	.079	-.343	-3.107	.003
			NEU			.307	2.786	.007

Table 4.15 (Continued)

The victimization of bullying	Group	Model	Personality traits	R Square	R Square Change	Standardized Coefficients Beta	t	Sig.
EBV	Low	6	AGREE	.161		.401	4.104	.000
		7	AGREE	.263	.102	.350	3.757	.000
			NEU			.324	3.476	.000
		8	AGREE	.390	.127	.274	3.140	.002
			NEU			.412	4.696	.000
			EX			.373	4.240	.000
		9	AGREE	.420	.030	.252	2.929	.004
			NEU			.429	4.965	.000
			EX			.232	2.113	.037
			OPTE			.229	2.086	.040
	High	1	NEU	.127		.356	3.190	.002
		5	NEU	.179	.052	.256	2.150	.035
			CON			-.249	-2.092	.040
RBV	Low	1	NEU	.138		.371	3.749	.000
		10	NEU	.319	.181	.452	5.022	.000
			OPTE			.434	4.815	.000
		11	NEU	.370	.051	.406	4.566	.000
			OPTE			.381	4.269	.000
			AGREE			.234	2.631	.010
		9	NEU	.401	.031	.429	4.885	.000
			OPTE			.237	2.124	.037
			AGREE			.218	2.486	.015
			EX			.234	2.109	.038
	High	1	NEU	.214		.463	4.371	.000
		5	NEU	.262	.048	.367	3.252	.002
			CON			-.238	-2.110	.038

Table 4.15 (Continued)

The victimization of bullying	Group	Model	Personality traits	R Square	R Square Change	Standardized Coefficients Beta	t	Sig.
CBV	Low	12	EX	.210		.458	4.831	.000
		2	EX	.417	.207	.553	6.613	.000
			NEU			.466	5.569	.000
		8	EX	.468	.051	.504	6.139	.000
			NEU			.419	5.113	.000
			AGREE			.234	2.875	.000
		9	EX	.495	.027	.370	.3617	.001
			NEU			.435	5.397	.000
			AGREE			.214	2.659	.009
			OPTE			.217	2.124	.037
	High	4	CON	.224		-.474	-4.500	.000
		5	CON	.272	.048	-.378	.3.367	.001
			NEU			.239	2.133	.036
Total Bullying	Low	1	NEU	.151		.389	3.955	.000
		2	NEU	.360	.209	.484	5.524	.000
			EX			.467	5.335	.000
		8	NEU	.410	.050	.438	5.072	.000
			EX			.419	4.845	.000
			AGREE			.232	2.706	.008
		9	NEU	.440	.030	.455	5.355	.000
			EX			.278	2.578	.012
			AGREE			.210	2.487	.015
			OPTE			.229	2.124	.037
	High	4	CON	.203		-.450	-4.218	.000
		5	CON	.285	.082	-.325	-2.919	.005
			NEU			.313	2.811	.006

4.2.5.5 Organizational cultures as a predictor to the victimization of bullying in groups of low/high coping strategies

The results of the regression analysis (stepwise method) displayed the information of the model summary of the organizational cultures and the victimization in the groups of lowhigh coping strategies. For the low coping group, the data showed the prediction of PBV, EBV, RBV, CBV, and total bullying by using Model 3 in which the results were 58 percent, 58.5 percent, 58.1 percent, 49.9 percent and 58.7 percent, respectively. However, for the high coping group, Model 5 was used to predict PBV, RBV, CBV, and total bullying with the results being 23.6 percent, 16.7 percent, 15.4 percent, and 20.1 percent, respectively, and Model 6 was used to predict EBV (25.5 percent)(refer to Table 4.16). That is, the organizational cultures could predict victimization in the group of low coping strategies better than the group of high coping strategies (refer to Table 4.16).

In relation to the R square change in each type of victimization, a higher percentage of prediction was found when using more predictors. The R square change value for PBV = 4.5% when using Model 2 compared with Model 1, and 6.2 percent when using Model 3 compared with Model 2. For EBV, the R square change value equal to 4.3 percent when using Model 2 compared with Model 1, and 4.6 percent when comparing Model 3 with Model 2. For RBV, the R square change value equal to 4.5 percent when using Model 2 compared with Model 1, and 5.2 percent when comparing Model 3 with Model 2. For CBV, the R square change value equal to 3.6 percent when using Model 2 compared with Model 1, and 3.4 percent when comparing Model 3 with Model 2. As for total bullying, the R square change value equal to 4.1 percent when using Model 2 compared with Model 1, and 5.2 percent when comparing Model 3 with Model 2. That is, more predictors would offer a higher percentage of prediction to the victimization of bullying.

Table 4.16 Predictive power of the organizational cultures on the victimization of bullying in the groups of the low\high coping strategies.

The victimization of bullying	Group	Model	Organizational cultures	R Square	R Square Change	Standardized Coefficients Beta	t	Sig.
PBV	Low	1	MV	.473		.688	8.892	.000
		2	MV	.518	.045	.520	5.455	.000
			PV			.270	2.832	.006
		3	MV	.580	.062	.188	1.459	.148
			PV			.326	3.588	.001
			IV			.390	3.561	.001
		4	PV	.569	-.011	.399	5.229	.000
			IV			.505	6.613	.000
	High	5	IV	.236		.486	4.649	.000
EBV	Low	1	MV	.496		.704	9.306	.000
		2	MV	.539	.043	.538	5.779	.000
			PV			.267	2.863	.005
		3	MV	.585	.046	.253	1.973	.052
			PV			.315	3.490	.001
			IV			.335	3.084	.003
	High	5	IV	.154		.392	3.566	.001
		6	IV	.255	.101	.337	3.198	.002
			MV			.322	3.056	.003
RBV	Low	1	MV	.484		.696	9.091	.000
		2	MV	.529	.045	.449	3.956	.000
			PV			.325	2.868	.005
		3	MV	.581	.052	.216	1.675	.098
			PV			.387	3.548	.004
			IV			.297	3.279	.002
	High	5	IV	.167		.408	3.743	.000
CBV	Low	1	MV	.429		.655	8.134	.000
		2	MV	.465	.036	.504	5.022	.000
			PV			.242	2.417	.018
		3	MV	.499	.034	.259	1.841	.069
			PV			.284	2.863	.005
			IV			.287	2.405	.018
	High	5	IV	.154		.392	3.568	.001

Table 4.16 (Continue)

The victimization of bullying	Group	Model	Organizational cultures	R Square	R Square Change	Standardized Coefficients Beta	t	Sig.
Total Bullying	Low	1	MV	.494		.703	9.261	.000
		2	MV	.535	.041	.540	5.772	.000
			PV			.261	2.788	.007
		3	MV	.587	.052	.236	1.844	.069
			PV			.312	3.470	.001
			IV			.357	3.297	.000
	High	5	IV	.201		.448	4.191	.000

4.3 Interview Results

This section presents the interpretation of the interview session (Study 2) from 12 participants that comprised four males and eight females. One female participant was currently in a management position, three participants were in a manager position (two males and one female), and eight participants in an officer position (two males and six female) who were aged between 21-60 years old (refer to Table 4.17). In addition, nine of the participants claimed themselves to be a victim of workplace bullying and three participants had been witnesses. The major type of bullying that the participants encountered from their experiences was emotional bullying. The frequency analysis of the answers from the interviewees can be seen in Table 4.18.

Table 4.17: Personal characteristics of the samples in the qualitative method.

No.	Position level	Gender	Age	Type of the organization
1	Officer	Female	26	Private organization
2	Officer	Male	30	Private organization
3	Officer	Female	43	Private organization
4	Manager	Female	32	Private organization
5	Officer	Female	21	Private organization
6	Officer	Female	22	Private organization
7	Manager	Male	35	Private organization
8	Manager	Male	29	Private organization
9	Management	Female	60	Private organization
10	Officer	Male	24	Private organization
11	Officer	Female	32	Private organization
12	Officer	Female	39	Private organization

4.3.1 Personality traits related to being a victim of bullying

Ten participants agreed that personality traits were related to being the victim of bullying while two participants disagreed, as they believed that an individual could not be victimized from their personality traits alone, but the personality traits of the perpetrator and the performance of the victim should be taken into account as well. This is because, sometimes, the perpetrator conducts bullying just for fun or to blame the victim, as they not seriously concerned about the personality traits of the target. In some situations, the perpetrator selected the target based on performance rather than personality, as an employee with a low performance was more likely to be blamed for his/her errors. Furthermore, the perpetrator that was embedded aggressive behavior was more likely to target everyone as their victim regardless of the personality of the target.

4.3.2 Extraversion related to being a victim of bullying

In previous research studies, adult employees with an extraversion personality trait were more likely to be victimized. Ten participants agreed with this finding, as the perpetrator might feel envious and jealous as well as considered this type of person as a threat to them, as they could obstruct them in terms of growth in the organization. However, some disagreed and were unsure as an extrovert individual could be defined as a lovely or reliable person, so there was a lower chance for them to be victimized. However, in some way, the interviewee that was employed as a manager provided the idea that an extrovert individual could be a lovely and reliable person, but had the higher chance for him/her to be victimized if the work performance of that individual was low, as some perpetrators might select the target based on performance rather than on personality traits. Moreover, one of the participants mentioned that the perpetrator usually was an extrovert person who was more likely to target an introvert person as their target for bullying.

4.3.3 Neuroticism related to being a victim of bullying

This personality trait was found to be the most influential trait to being a victim, as most researchers discovered that neuroticism was highly associated with being the victim of bullying. All of the participants agreed that an individual possessing this trait had a higher chance for being victimized because of his/her unstable emotions, or lack of emotional controlling skill that usually led him/her to scream or cry when being bullied, and the perpetrators usually found these kinds of reactions as being funny.

4.3.4 Conscientiousness related to being a victim of bullying

The opinions of the participants regarding the conscientiousness trait for being the victim of bullying were divided into agreed (seven participants), disagreed (two participants) and unsure (one participant). Many of the participants shared experiences that an individual with this trait was less likely to be victimized because this type of person could refer to employees who were highly organized, paid attention to details, had good performance and planned ahead. Consequently, they would be more likely to be prepared for any kind of situation that might happen, so they had a lower chance of being victimized. On the other hand, some participants, including victims and

witnesses, gave an opinion that an individual with this trait could be victimized due to envy or jealousy from the perpetrators, as people with high conscientiousness tended to have a higher performance than the bullies.

4.3.5 Agreeableness related to being a victim of bullying

Eleven participants agreed that an individual with a high score of this trait would be less likely to be victimized, as this kind of person usually agreed with anything, so they created less problems and maintained the harmony of the group. Individual with low score of this trait would be more likely to be victimized. However, one of the managers demonstrated that this individual might not be victimized at first, but he/she could become a victim later as a joke character in the group since this kind of individual was usually less likely to refuse or disagree to do something. For example, the perpetrator might ask to do something embarrassing as a joke to others.

4.3.6 Openness to experience related to being a victim of bullying

Nine participants disagreed that an individual with a high score of the openness to experience trait would be less likely to be a victim of bullying. Normally, Thai people do not like to change and might feel uncomfortable due to a change in lifestyle or processes in the organization, so the perpetrator might bully this kind of person, as a new thing could affect their life. However, there was a lower chance for them to be victimized if the work environment was a highly-dynamic changing one.

4.3.7 Organizational cultures related to being a victim of bullying

According to the information of the interview, nine participants agreed that organizational cultures could be related to the victimization of bullying, as some organizational cultures could influence workplace bullying; such as, power distance. In contrast, some interviewees argued that organizational cultures had less effect of influencing workplace bullying, as they believed workplace bullying would be more likely to occur due to the personality trait factors or performances more than organizational cultures.

4.3.8 Power distance related to being a victim of bullying

With regards to the culture of power distance, nine interviewees agreed that this culture could influence workplace bullying because employees in a subordinate position have to obey their superiors or older employees. Moreover, although they may have the same position level, new recruits still had to obey and give respect to employees that had worked in the company before them. That is, this hierarchy system could influence workplace bullying, especially when the perpetrators had a higher position than the victims. As such, the bullies might order the victim to do something unreasonable and not related to the job, or blame the victims for some errors, which the victim could not talk back because of this culture.

4.3.9 Masculinity related to being a victim of bullying

Seven interviewees agreed that this culture could influence workplace bullying due to the highly competitive environment, and some participants demonstrated that employees with a high performance could be a target for bullying, as they might be a threat to other competitors in the organization. Furthermore, employees with a low performance could be targeted for bullying from the perpetrators with a higher performance, as they would get blamed for the work, or used as a tool to release stress from the bullies. However, some participants argued that this culture alone might not be sufficient enough to influence workplace bullying, as the personality traits of the perpetrator should be involved in the situation of bullying.

4.3.10 Individualism related to being a victim of bullying

Five of the participants disagreed that this culture could be an influencing factor for bullying in the workplace, as people in such culture preferred to work alone. However, many interviewees argued that this culture could influence workplace bullying because people in this culture tended to care for only him/herself. Therefore, they might see other people as competitors or a threat to them, especially when an individual with a high performance who performs the job could be considered as a target. This would result in bullying occurring in the organization, but the culture alone would not be sufficient enough to influence workplace bullying, but would also depend on the personality traits of the perpetrator as well.

4.3.11 Coping strategies and the victimization of bullying

Ten interviewees agreed that coping strategies could affect the level of victimization, as many of the participants, including victims and witnesses, shared their experiences that when employing some of the coping strategies; such as, seeking help and/or support from friends, or retaliating with similar means often led to a better situation. In contrast, when the victims employed no coping strategies or accepted their fate, this often led to a worse situation, as the perpetrators felt no risk or threat from their negative behavior, which resulted in ongoing bullying. Additionally, one interviewee disagreed to this question, as she stated that some bullies would continue to bully the victim based on their satisfaction regardless of how much coping strategies were employed by the victim. Moreover, the participants also shared experiences that using low coping strategies could be a more efficient approach than using high coping strategies. This is because when the victims employed a little strategy; such as, seeking help or retaliating, the bullying tended to end, especially when the perpetrators were smart and intelligent because this could refer as a sign to the perpetrators that the victim would start to retaliate and be a threat to them. On the other hand, high coping strategies could not be considered as an efficient approach because those actions could be regarded as a funny reaction to the perpetrator, and other people in the organization might see the victim as being immature or a troublemaker in the company. However, the situation of bullying might end when employing high coping strategies, as the bullies might forecast that the problem of bullying could become a major issue creating a problem for them later.

Table 4.18: Frequency analysis of the answer of the interviewees.

Question number (see appendix E)	Number of participant		
	Agreed	**Disagreed**	**Not sure**
4.4	10	2	-
4.4.4	10	1	1
4.4.2	12	-	-
4.4.3	7	3	2
4.4.4	11	-	1
4.4.5	2	9	2
4.4.6	9	3	-
4.4.7	9	3	-
4.4.8	7	4	1
4.4.9	7	5	-
4.4.10	10	1	1
4.4.11	10	1	1

4.3.12 Summary of the interview

The results of the interview session could demonstrate the support for most hypotheses regarding personality traits except Hypotheses 1, 4 and 5, as the interviewees indicated that both extroverted and introverted could be victimized, and an individual with a high conscientiousness trait and an individual with either a low or high openness to experience trait could be victimized. However, this would depend on the personality traits of the bullies, which lead to a new perspective for Hypotheses 1, 4 and 5. Some interviewees gave an opinion that personality traits alone could not explain why an individual would become a victim of bullying, as other factors; such as, work performance and the personality traits of bullies would need to be considered

together, which could provide a clear picture and more accurate results. As well as the organizational cultures, most of the interviewees mentioned that these cultures could be considered as factors that influenced workplace bullying as the perpetrators could use these cultures as a tool for conducting bullying. Additionally, the participants stated that these cultures have less influencing power compared with the personality traits of the victim and the perpetrator. The participants agreed that the victim could employ coping strategies, which could reduce the level of victimization, but the victim could consider using low coping strategies more than high coping strategies, as some slight development of modification from the victim should be enough to send a message to the perpetrator that the victim would start to retaliate. On the other hand, the situation of bullying might become worse when employing high coping strategies because when the victim arranged some tactics to stop the bullying, the perpetrators might see these actions as being funny to them, which might lead to ongoing bullying. Nevertheless in some cases, the situation of bullying could be stopped when employing high coping strategies if the perpetrator started to think that the problem of bullying might become a bigger issue in the organization.

4.4 Combining the results of study 1 & 2

To conclude, all hypotheses were supported by the results of both study 1 and 2, except hypothesis 3 and 5 that displayed unclear confirmation as the results of study 1 found no correlation for these hypotheses while the information from study 2 indicated support for hypothesis 3 and 5. The results from study 2 also bring new perspective to investigate as the interviewees demonstrated that individual with either high or low of extraversion, agreeableness, conscientiousness, and openness to experience can be victimized.

CHAPTER 5

DISCUSSION

The conclusion and discussion of the results of each hypothesis in this research, recommendations for organizations, the limitations of this study, and suggestions for future research are presented in this section of the paper.

5.1 Conclusion

In reference to the quantitative approach, 193 samples were used to test the hypotheses. The findings of this research supported most of the hypotheses except hypotheses 3 and 5. The results indicated a strong significant correlation between extraversion, neuroticism, conscientiousness, power distance, masculinity, individualism, and coping strategies with the victimization of bullying except agreeableness and openness to experience personality traits in which there were no significant correlations between these traits with the victimization of bullying. The results also supported the hypotheses regarding the coping strategies.

In addition, the results of this study indicated that individuals with high extraversion, neuroticism, and low conscientiousness traits were found to correlate with being a victim for all types of bullying. As such, the results supported hypotheses 1, 2, and 4. The culture of power distance, masculinity, and individualism also displayed a strong significant correlation with all types of victimization, which supported hypotheses 6, 7, and 8. Hypotheses 9, 10, and 11 were supported by the results, as this study indicated that the coping strategies affected the level of victimization, which also had an effect on the relationship between the personality traits/organizational cultures and the victimization of bullying by using high/low coping strategies. This study indicated that by using low coping strategies could be considered a more effective approach than using high coping strategies because they could affect the relationship between extraversion, neuroticism, agreeableness, openness to experience, power

distance, masculinity, and individualism with all types of victimization while high coping strategies could only affect neuroticism, conscientiousness, masculinity, and individualism. With regards to the qualitative approach, 12 participants provided information that could add more weight to this study. The data demonstrated the support for Hypothesis 1 and provided more additional details, as most participants agreed that an extroverted person would be more likely to be victimized, but some interviewees mentioned that an introverted person could be victimized as well. The interviewees provided information that supported hypothesis 2, as all of them agreed that a high neurotic individual would be more likely to be victimized. The information from most of the participants could be used to support hypothesis 3, as the participants believed that an individual with a high agreeableness personality trait would be less likely to be victimized whereas a low agreeableness would be more likely to be a victim of bullying. However, one interviewee stated that an individual with high agreeableness could be victimized in some situations as a joke character, which could lead to new point of view for this hypothesis as well as hypotheses 4 and 5, as the participants indicated that an individual with high conscientiousness could be victimized as well as an individual with low conscientiousness. Moreover, the participants from the interview session demonstrated that an individual with either low or high openness to experience could be victimized, but this would depend on the personality traits of the bullies, which resulted in a new perspective to investigate for hypotheses 3, 4 and 5.

As for the organizational cultures, most of the interviewees agreed that the culture of power distance, masculinity, and individualism could influence workplace bullying, but it would have less influential power compared with the personality traits of the victim and perpetrator. This information supported hypotheses 6, 7, and 8. Moreover, most of the participants agreed that the coping strategies could affect the level of victimization, and also using low coping strategies were found to be a more efficient approach, as they could affect the relationship between the personality traits/organizational cultures and the victimization of bullying more than using high coping strategies; thus, this supported the remaining hypotheses.

5.2 Discussion of the Findings

5.2.1 Personality traits and the victimization of bullying

This study established that three personality traits; such as, extraversion, neuroticism, and conscientiousness were correlated with the victimization of bullying whereas agreeableness and openness to experience were not. This study also confirmed the findings of many past research studies; such as, an extraverted adult and individual with neuroticism or conscientiousness personality traits could be victimized. The information from the interview session also demonstrated that adult victims were more likely to be extroverted because bullies tended to dislike extroverted people, as they might have a better reputation or performance than the bullies. Therefore, the bullies targeted this type of person in order to weaken him/her, so the perpetrators could gain benefit from bullying; such as, eliminating the target that could prevent the perpetrators from getting a promotion, for instance (Glaso et al., 2007; Lincon, N.D.). However, these findings displayed differences from some of the past studies, as previous research in Western countries found that adults with an introvert personality trait could be victimized. Furthermore, past work supported numerous papers that had focused on children, as the results demonstrated that the victims were more likely to be introvert, which made them a valuable target for bullying since they were not sociable and found difficulty in finding support (Pallesen et al., 2017; Rigby, 2007). From the perpetrator's perspective, the interviewee shared her experiences as a victim of bullying that the perpetrator was usually an extrovert person that normally targeted an introvert person.

The results of the conscientiousness factor could confirm previous research as Bashir et al. (2014) and Coyne et al. (2000) had found the victims of bullying had low conscientiousness, as this kind of person tended to be careless and lacked reliability. As such, this type of person could be a valuable target for bullying, especially when the bullies would like to blame someone for their errors, which this situation could be explained by using the attribution theory. However, these findings were contrary to some previous studies that had found adult victims could have high conscientiousness, as the employees with high conscientiousness would be more likely to have higher job performance (Nielsen, Glaso & Einarsen, 2017). Therefore, the perpetrators might see these people as a threat, and this can be explained by using the social comparison theory

that explained why a high conscientious individual could become a victim. From the information from the qualitative approach, the results could be used to support the findings in this study and also provided a new perspective to research, as some of the interviewees demonstrated that performances or skills of an individual could be considered as a factor of workplace bullying.

With regards to the neuroticism trait, the result supported previous research, as this study found that the results were similar, that is, an individual with a high score of this trait was more likely to be victimized; moreover, both neurotic adults and children were found to correlate with the victimization of bullying (Coyne et al., 2000; Eysenck & Eysenck, 1975, as cited in Tani et al.; 2003; Glaso et al., 2007). Therefore, a high neurotic individual was more likely to be victimized. There was no doubt that people with a neuroticism trait would be more likely to be the victim of bullying because these people appeared to have a low level of emotional stability, as they tended to perform an action that the perpetrators would like to witness when the victims were bullied; such as, screaming and crying, which made them a valuable target in all types of bullying.

This research indicated that samples with low agreeableness and openness to experience were not correlated with the victimization of bullying. This was unlike the results from previous research in Western countries, as it was established that adults and children with low agreeableness and openness to experience were correlated with the victimization of bullying (Bashir et al., 2014; Glaso et al., 2007). According to the interview session in this study, the participants shared their experiences that an individual with either a low or high agreeableness could be victimized, as an individual with a low level of agreeableness would be more likely to disrupt the harmony of the group, sometimes make things be more difficult, be stubborn, and rude that could increase the risk of provoking the perpetrators to bully them (Milam, Spitzmueller & Penney, 2009). Nevertheless, in some ways, an individual with high agreeableness could be victimized in a group as a joke character to others. This study provided a new point of view regarding agreeableness since there was no correlation in this trait with any type of bullying in all types of organizations, genders, and ages. The interviewees mentioned that an individual with both a high and low score of agreeableness could be a victim of bullying; therefore, more study would be needed to confirm this finding in Thailand.

In addition, it was difficult to confirm that openness to experience was unrelated to victimization since this study found significant correlation with some types of bullying; such as, physical bullying in non-private organizations and cyberbullying for older workers. This was an unexpected result, as an individual with low openness to experience would be more likely to interpret a change of environment as a threat to him/her and tend to protect him/herself in order to stay with his/her routine life, so bullies that would like to change something to gain some benefit might see that person as a threat (Smith & Williams, 1992). However, the data from the interview session established that an individual with high openness to experience was more likely to be victimized than a person with low openness to experience, as the perpetrators might dislike him/her and feel threatened by the change because they might invite something new into their lifestyles and changes in the work processes that might harm some individuals that dislike change. As an additional finding regarding to the perpetrator's perspective, it can be assumed that the perpetrators could either have a high or low openness to experience trait. This study found it difficult to confirm the hypotheses, but it could bring a new perspective for future study, as many researchers displayed different findings in their studies regarding the agreeableness and openness to experience personality traits; thus, more study would be needed to uncover this phenomenon in Thailand.

At this point, it can be seen that personality traits could be considered as the most complicated and complexed factors to study as many researchers found different results in their work. Personality traits alone might not be the main factor to investigate, but a combination of other factors; such as, race, gender, position, religion, and social characteristics would be needed to be studied together in order to gain more understanding and generate more accurate results.

In addition, according to the statistical results, it appeared that workplace bullying mostly occurred in private organizations compared to other types of organizations. However, the data indicated that adults with some personality traits; such as, conscientiousness displayed no significant correlation for workplace bullying in private companies, which an individual with this trait was more likely to be victimized in a non-private organization. This finding was different from the results of other personality traits, as most of the personality traits were shown to be correlated with all

types of victimization in private organizations. As a result, this would initiate more questions for future study.

5.2.2 Organizational cultures and the victimization of bullying

This study established that organizational cultures could be considered as the factors of workplace bullying. The results indicated significant correlation with all types of organizational culture and all types of bullying, which also supported previous research (Einarsen & Mikkelsen, 2010; Gini & Pozzoli, 2006; Munro, 2004; Samnani & Singh, 2012; Smith & Robinson, 2019). According to the information from the interview session, all of the interviewees agreed that these cultures could influence workplace bullying, as bullies could use these cultures as a tool to perform any kinds of bullying, but some participants stated that these cultures had less influential power compared with the personality traits factor.

The data indicated that organizational cultures could be considered as a factor for workplace bullying not just in private companies, but in other types of organizations as well. Furthermore, it is interesting, as this study discovered a strong significant correlation in all types of victimization of bullying with all organizational cultures except cyberbullying, which had no significant correlation in non-private organizations. The reason for this could be the employees who are not working with a private company; such as, a government officer might not be skillful in using electronic devices in order to perform cyberbullying activities. Normally, the government sector in Thailand seems to have older employees than younger workers; moreover, older people in Thailand generally find difficulty in using electronic devices more than younger people, but this reason has not yet been confirmed.

Non-private organizations with the culture of power distance seemed less likely to have workplace bullying occurring, as EBV and RBV were found to be correlated with victimization while the culture of masculinity and individualism were established to have a strong significant correlation with most types of victimization except for cyberbullying. This result requires more information from future research to explain this finding.

In addition, this study did not focus on bullying in the culture of feminism and collectivism. The culture of feminism refers to a supportive culture or relationship

orientated whereas collectivism culture refers to the culture that everybody looks after each other. Thus, it could be considered that bullying would be less likely to occur in this culture, but bullying could happen not only from the influence of the organizational cultures, but also other factors; such as, personality traits, race, religion, and so on. All of these could be factors that could influence bullying to happen in the workplace, so it is possible that bullying could occur in these cultures as well but might have less influence than power distance, masculinity, and individualism. Therefore, this gap provided to uncover the phenomenon of workplace bullying in these cultures that could benefit a study in this field.

5.2.3 Demographic characteristics

5.2.3.1 Gender and bullying

The results of the quantitative and qualitative approach indicated that all genders could be victimized with regards to the personality traits, and organizational cultures. Workplace bullying could occur due to the highly competitive environment from the masculinity and individualism cultures whereby the bullies would need to eliminate their competitors in order to gain benefit. As well as in the culture of power distance, people could be victimized no matter their gender due to the high-power distance culture and hierarchical system that makes it clear that people in the company are not equal. As a consequence, an employee in a higher position could perform workplace bullying easier and might say "This is the way we work and motivate our employees here." as an excuse because in some cultures, workplace bullying and a tough management style are considered synonymous (Einarsen et al., 2003). In addition, in Thai culture, respect is given to people who have worked in the organization longer than the victim or who are older in age, so the bullies could force the victim to do what they please with regardless to gender.

According to Monks and Coyne (2011), there are a number of studies that have considered gender as a risk factor for bullying in which the researchers found that females were more likely to be a target than males, and males were more likely to expose a more negative act than females. However, in some studies, researchers found no differences in the victim rate between males and females (Monks & Coyne, 2011; Olafsson & Johannsdottir, 2004). This was further supported by a study conducted by

Lee and Brotheridege (2010), as they found no differences in the victim rate between males and females, and they provided more information that victims would be more likely to be bullied by the same gender with the same or higher status.

Nevertheless, females seem to experience more victimization than males in some countries, as females are perceived to have less power and status (Salin, 2003). Macklem (2003) also provided information that girls were more likely to engage in relational bullying than boys. At this point, it can be seen that gender might not be a direct factor of workplace bullying in which it has been suggested that gender might be an artifact of the samples used rather than a direct risk factor to engage in bullying in the workplace.

5.2.3.2 Age and bullying

This study established that employees aged 20-40 years old seem to be a more valuable target for all types of bullying compared with older workers, especially with the extraversion and neuroticism traits. Furthermore, in the culture of power distance and individualism, the main reason would be the Thai culture where people would be more likely to offer respect to older people, or bullying older people is not considered enjoyable because of the lack of fun that would respond to the bullies' needs. Moreover, the perpetrators might feel guilty and embarrassed if they performed a negative act on older people; additionally, older employees were less likely to become the victim of bullying because they might have a higher position than the bullies. However, a question does arise in the masculine culture. It appeared that older employees could somehow be victimized, but as the concept of masculinity and individualism is similar, this could refer to competitiveness and assertiveness. As such, further study on this culture would be needed to explain this result.

Nevertheless, according to Einarsen et al. (N.D.), age seemed to have a certain correlation to bullying. The researchers stated that the connection between age and bullying depended on the culture. The results showed that older workers were more likely to be a target of bullying than younger workers, but the opposite results were found in the UK where younger workers were the group most subjected to bullying. On the other hand, older employees were less likely to be a target of bullying. At the same time, some research found no significant age differences related to bullying (Ortega, Hogh, Pejtersenn & Olsen, 2009). Therefore, age could be considered as an artifact of

the sample as well as gender which might not be considered as main factor for being a victim of bullying.

5.2.4 Big five personality traits and coping strategies

The results from the coping strategies also found to be interesting. It could be seen from the results that the level of victimization for people with the neuroticism and conscientiousness personality traits seemed to be significantly affected by the excessive use of the coping strategies, but the level of victimization seemed to be unaffected for people with the extraversion, agreeableness, and openness to experience traits.

In addition, it could be seen from both the quantitative and qualitative results that using low coping tactics could be considered to be a more effective way to affect the level of victimization, which confirmed previous research that was conducted by Tenenbaum et al. (2011). This study established that there was a significant effect in the victimization in all personality traits for all types of bullying except conscientiousness that utilized high coping strategies that appeared to be more effective. These results proved to be interesting because using low coping strategies were found to be an effective method for the victimization rather than the excessive use of high coping strategies. These findings were supported by previous research in which slight coping strategies or modification was proved to be an effective way that often resulted in success and stopped bullying. Additionally, for victims with some personality traits, it may be useless to strongly utilize coping tactics, as the bullies may think these are funny reactions from the victim, which could result in ongoing bullying.

5.2.5 Organizational cultures and coping strategies

Similarly to personality traits, the results from both the qualitative and quantitative approaches provided the information that using high coping strategies by the victim in the power distance, masculinity, and individualism cultures did not seem to be an effective way, as the data did not find any significant effect in the power distance culture, but there was significant effect appearing in masculinity and individualism, as physical and emotional bullying seemed to have a significant effect on the culture of masculinity, as well as significant effects for all types of victimization of bullying in the individualism culture.

The data demonstrated that using low coping tactics in such cultures seem to be a more effective way, as this study established a significant effect in all types of the victimization of bullying. These results provided the information that the victim did not need to excessively use coping strategies to affect the victimization level. That is, a slight modification would be sufficient enough for the victim. Nevertheless, these results would need further study for confirmation and to explain these phenomena, as the number of the sample was rather low.

5.3 Recommendations for the Organization

This study provided more understanding regarding the personality traits, organizational culture, and coping strategies. It is, therefore, essential to provide this knowledge and train employees through a human resource development program, so they can modify their personality and adapt to the organization's culture including know effective ways to cope with bullying, understand what bullying is, what it costs to the organization, and also know its steps. This would certainly reduce the risk and level of workplace bullying. Furthermore, everyone in the company, especially managers and the management level, should not ignore the workplace bullying phenomenon, as Thais are more likely to think "They are friends, so there should be no problem." or "I do not want to be involved in this kind of situation, and it will eventually pass.", which could lead to the growth of the problem of workplace bullying, so everyone in the organization should intervene in the situation of bullying and provide support to the victim.

Mathis, Jackson, Valentine and Meglich (2017) suggested that policy, rule and regulation would be a key to reduce workplace bullying such as promote positive work environment where everyone should respect and support others, promote open door policy, investigate complain promptly, and contribute supportive culture were found to be significantly reduced bullying. It is very important for organizations to create a condition or situation that could help everyone to get to know each other better; such as, a "break the ice" activity or small party in the quarter of every year. This is because many of the participants in the interview session believed that when people get close to others, this could establish a good relationship between them and influence the culture

of collaboration in the organization. In addition, the company should employ some rules and regulations that could influence the environment where the workers have to respect others and have a standard penalty policy for people that conduct negative acts on others, which would prevent or reduce the chance for workplace bullying to occur in the organization.

5.4 Limitations and Suggestions for Future Research

There were the limitations for this study. Firstly, the number of the sample was too small for a quantitative study (N=193) and most of the sample were aged between 20-40 years old with very few LGBT participants, so these results might not be very accurate and could possibly be changed if a larger sample could be reached. Secondly, over 600 copies of the questionnaire were sent out to various organizations, but there were over 200 items in the questionnaire, so the samples may have felt uncomfortable completing the questionnaire, which could be the main reason why only 193 questionnaires were returned for data analysis. Moreover, the items in some parts of the questionnaire had few questions; such as, organizational cultures that only had eight items for each organizational culture, so the results might not be accurate; thus, it would need to be developed in a future study. Additionally, this study could not use a shorter version of the big five personality test, as the data would be less accurate compared to the original version (120 items), and a longer version (240 items) would also seem to be inappropriate to use since the items in the questionnaire were currently over 200 items. Therefore, this questionnaire would need to be developed in the future. Finally, this study focused only on an urban setting in Thailand, so this study could not gain information from organizations in other areas; such as, rural parts of Thailand. As such, this could create a gap for this research, which a future study could use samples in other areas of Thailand to gain a broader perspective regarding the workplace bullying issue.

Additionally, this study presented coping strategies in broad view as this research did not categorized these tactics into category such as emotional or behavioral focused. Thus, this study could not demonstrate which strategy would be best to employ in the situation of bullying which provided opportunity for future research.

Moreover, this study was conducted to find the relationship between the personality traits and victimization, as well as between the organizational cultures and victimization only. These findings did not provide sufficient information to offer clear results regarding the influential factors of being a victim of workplace bullying, as the combination of factors; such as, the combination of the personality traits and organizational cultures should be investigated together to generate more accurate results. For example, can extrovert people working in the culture of high-power distance of the government sector be victimized or not? That is, by studying the details in depth, this should benefit society, so the gap that occurred from this research should not be ignored, as it could provide more understanding regarding the workplace bullying phenomenon

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APPENDICES

Appendix A

**Organizational cultures/Types of bullying/Coping strategies Content validity
Assesment Form (original version)**

เรื่อง ขอตรวจสอบคุณภาพแบบสอบถาม (IOC)

เรียน ....

คำชี้แจง

     ข้าพเจ้านาย พิสาข์ ศรีวิลัย นักศึกษาปริญญาเอก สาขา Human resource and organization development ของสถาบันบัณฑิตพัฒนบริหารศาสตร์ ขอความกรุณาท่านผู้ทรงคุณวุฒิตรวจสอบความเหมาะสมของแบบสอบถามเพื่อใช้สำหรับงานวิจัยในระดับดุษฎีนิพนธ์ สำหรับหัวข้อการศึกษา "Bullying in workplace: A study of the relationships among big five personality traits and organizational cultures with the victimization of workplace bullying in Thai organizations"

     โดยแบบประเมินประกอบไปด้วย

1. แบบสอบถาม Organizational Cultures – แบบสอบถามสภาพแวดล้อมการทำงานในองค์กร (24 ข้อ ประเภทละ 8 ข้อ)
2. แบบสอบถาม Victimization of bullying – แบบสอบถามการถูกกลั่นแกล้งในที่ทำงาน (40 ข้อ ประเภทละ 10 ข้อ)
3. แบบสอบถาม Coping Strategies - แบบสอบถามการรับมือแก้ไขปัญหาการถูกกลั่นแกล้งในองค์กร(20 ข้อ)

คำชี้แจง ขอให้ท่านผู้เชี่ยวชาญได้กรุณาแสดงความคิดเห็นของท่านที่มีต่อแบบแบบสอบถามโดยใส่เครื่องหมาย (+) หากเห็นว่าเหมาะสม และเครื่องหมาย (-) หากเห็นว่าไม่เหมาะสม และ 0 หากท่านมีความเห็นว่าไม่แน่ใจที่จะใช้คำถามนี้ ลงในช่องความคิดเห็นของท่านพร้อมเขียนข้อเสนอแนะที่เป็นประโยชน์ในการนำไปพิจารณาปรับปรุงต่อไป

ขอแสดงความเคารพเป็นอย่างยิ่ง

นายพิสาข์ ศรีวิลัย

Operational definition

	Variable	Operational Definition
Independent variables	Power distance	The extent to which the less powerful members of institutions and organizations within the countries expect and accept that the power is distributed unequally (Hofstede, 1991, as cited in Joynt and Warner, 2002, p. 108).
	Masculinity	The extent to which the dominant values in society are 'masculine', that is, assertiveness, the acquisition of money and things, and not caring for others, the quality of life, or the people (Godara, 2008, p. 317).
	Individualism	The ties between individuals are loose; everyone is expected to look after him/herself and his/her immediate family only (Hofstede et al., 2001, as cited in Pollitt and Bouckaert, 2017, p. 64).
Dependent variables	The victimization of physical bullying	An individual who is harmed physically to his/her body or property from the intentional acts from others.
	The victimization of emotional bullying	An individual who is harmed emotionally or mentally from the intentional acts from others.
	The victimization of relational bullying	An individual who is harmed in terms of the relationship with others from the intentional acts from others who are not part of the relationship.
	The victimization of cyberbullying	An individual who is harmed from the intentional acts from others from using electronic devices.
Moderator	Coping strategies	Strategies or tactics that victims of bullying can use to cope with the phenomenon of bullying.

คำจำกัดความที่ใช้ในการวิจัย

1. Organization culture หมายถึง วัฒนธรรมขององค์กรซึ่งในส่วนนี้จะวัดโดยยึดถึงหลักแนวคิดเรื่อง cultural dimension ของ Hofsted ซึ่งจะวัดในเรื่องของ Power distant, Masculinity, และ Individualism โดยแบ่งเป็นอย่างละ 8 ข้อ ซึ่งจะใช้ Likert scale ในการวัด (5 ระดับ โดย 1 = น้อย, 2 = น้อยมาก, 3 = ไม่มาก, 4 = มาก, 5 = มากที่สุด) โดยผู้ถูกประเมินจะให้คะแนนกับสถานการณ์ในองค์กรที่ตรงกับเขา โดยหากผู้ประเมินให้คะแนนสูงในเรื่องนั้นๆ หมายความว่าในองค์กรของผู้ประเมินมีวัฒนธรรมในเรื่องของการประเมินในระดับที่สูง และหากผู้ประเมินให้คะแนนต่ำนั้นหมายความว่าในองค์กรของผู้ประเมินมีวัฒนธรรมในเรื่องของการประเมินในระดับต่ำ

1.1 Power distant scales

Type	Definition	No.	Item	Opinion			Comment
				Inappropriate	Not sure	Appropriate	
Power distant	The extent to which the less powerful members of institutions and organizations within the countries expect and accept that the power is distributed unequally	1	ผู้บังคับบัญชาเป็นคนวางแผนในการทำงานของพนักงานในแผนกทั้งหมด				
		2	ผู้บังคับบัญชาไม่สนใจที่จะรับฟังความคิดเห็นพนักงาน				
		3	องค์กรไม่ค่อยให้โอกาสพนักงานระดับล่างเข้าร่วมกิจกรรมกับพนักงานระดับสูง				
		4	พนักงานไม่ค่อยมีส่วนร่วมในการตัดสินใจสิ่งต่างๆในองค์กร				
		5	พนักงานในองค์กรยอมรับให้ผู้บังคับบัญชาเป็นคนตัดสินใจสิ่งต่างๆ				
		6	พนักงานในองค์กรมีหน้าที่รับผิดชอบต่องานที่ชัดเจน				
		7	ผู้บังคับบัญชาตำหนิลูกน้องเมื่อทำงานผิดพลาดต่อหน้าผู้อื่น				
		8	พนักงานในองค์กรรู้สึกเกรงกลัวผู้ที่ตำแหน่งสูงกว่า				

1.2 Masculinity scales

Type	Definition	No.	Item	Opinion			Comment
				Inappropriate	Not sure	Appropriate	
Masculinity	The extent to which the dominant values in society are 'masculine', that is, assertiveness, the acquisition of money and things, and not caring for others, the quality of life, or the people	1	ที่ทำงานของคุณให้ความสำคัญกับพนักงานชายมากกว่าหญิง				
		2	องค์กรยึดใช้กฎระเบียบชัดเจนไม่มีการยืดหยุ่น				
		3	ที่ทำงานของคุณแก้ปัญหาโดยใช้การเจรจาเป็นหลัก				
		4	ที่ทำงานของคุณให้ความสำคัญกับการเพิ่มเงินเดือนพนักงานมากกว่าการเพิ่มคุณภาพชีวิต				
		5	ที่ทำงานของคุณเน้นการแข่งขันกันภายในองค์กรมากกว่าการร่วมมือกัน				
		6	พนักงานในองค์กรที่ทำงานของคุณทำงานแข่งกับเวลา				
		7	ที่ทำงานของคุณไม่ค่อยใส่ใจกับความรู้สึกของพนักงาน				
		8	ที่ทำงานของคุณมีแรงกดดันในการทำงานสูง				

1.3 Individualism scales

Type	Definition	No.	Item	Opinion			Comment
				Inappropriate	Not sure	Appropriate	
Individualism	The ties between individuals are loose; everyone is expected to look after him/herself and his/her immediate family only	1	ที่ทำงานของคุณให้ความสำคัญกับการร่วมมือกันทำงาน				
		2	องค์กรส่งเสริมให้พนักงานมีวิธีการทำงานที่เป็นแบบของตัวเอง				
		3	องค์กรกำหนดให้พนักงานรับผิดชอบงานแยกเป็นรายบุคคล ไม่ใช่เป็นทีม				
		4	พนักงานในองค์กรมีเป้าหมายการทำงานเฉพาะตัวที่ชัดเจน				
		5	พนักงานในองค์กรเชื่อว่าการทำงานด้วยตนเองดีกว่าทำงานเป็นกลุ่ม				
		6	พนักงานในองค์กรไม่เน้นการให้ความช่วยเหลือผู้อื่น				
		7	พนักงานในองค์กรมีความสนิทสนมกลมเกลียวกันเสมือนคนในครอบครัว				
		8	พนักงานในองค์กรแบ่งแยกกันเป็นกลุ่ม รักใคร่ช่วยเหลือกันเฉพาะกลุ่มของตน				

2. **Victimization** หมายถึง การเป็นเหยื่อซึ่งในงานวิจัยนี้จะตีคำจัดกัดความไว้ว่า การเป็นเหยื่อของการถูกกลั่นแกล้ง ซึ่งจะเกิดขึ้นจากมุมมองของผู้ถูกประเมินเองว่าตัวของเขานั้นเป็นเหยื่อของการถูกกลั่นแกล้งหรือไม่ ซึ่งในส่วนนี้จะวัดการกลั่นแกล้ง 4 ประเภทคือ Physical bullying, Emotional bullying, Relational bulling, และ Cyberbullying โดยจะมีคำถาม 10 คำถามสำหรับแต่ละประเภท ซึ่งจะวัดโดยใช้ Likert scale (5 ระดับ โดย 1 = ไม่เคยมี, 2 = ไม่ค่อยมี, 3 = มีบ้าง, 4 = บ่อย, 5 = ประจำ) โดยถ้าหาก ผู้ประเมินให้คะแนนสูงนั้นหมายความว่า บุคคลผู้นั้นมีความรู้สึกว่าเขาเป็นเหยื่อของการกลั่นแกล้งประเภทนั้นๆในระดับที่สูง หากผู้ประเมินให้คะแนนต่ำนั้นหมายความว่า บุคคลนั้นมีความรู้สึกว่าเขาเป็นเหยื่อของการกลั่นแกล้งประเภทนั้นๆในระดับต่ำ

2.1 Physical bullying scales

Type	Definition	No.	Item	Opinion			Comment
				Inappropriate	Not sure	Appropriate	
Victimization of physical bullying	An individual who is harmed physically to his/her body or property from the intentional acts from others.	1	มีคนในที่ทำงานมักหยิบของๆคุณไปโดยไม่ได้รับอนุญาต				
		2	มีคนในที่ทำงานพยายามทำลายทรัพย์สินบางอย่างของคุณ				
		3	มีคนในที่ทำงานกลั่นแกล้งกระทบกระทั่งคุณ				
		4	มีคนในที่ทำงานชอบหาเหตุทะเลาะกับคุณ				
		5	มีคนในที่ทำงานเจตนาทำร้ายร่างกายคุณทางอ้อมเช่นให้บุคคลอื่นมาทำร้ายคุณหรือทำลายทรัพสินย์ของคุณ				
		6	มีคนในที่ทำงานขว้างปาข้าวของใส่คุณ				
		7	มีคนในที่ทำงานจงใจให้คุณได้รับบาดเจ็บ				
		8	มีคนในที่ทำงานใช้กำลังข่มเหงคุณ				
		9	มีคนในที่ทำงานจงใจทำให้งานของคุณยากขึ้นหรือเสียหาย				
		10	มีคนในที่ทำงานกลั่นแกล้งคุณในหลายเรื่อง				

2.2 Emotional bullying scales

Type	Definition	No.	Item	Opinion			Comment
				Inappropriate	Not sure	Appropriate	
Emotional bullying	An individual who is harmed emotionally or mentally from the intentional acts from others.	1	มีคนในที่ทำงานคุณเรียกคุณด้วยสรรพนามที่คุณไม่ชอบ เช่น ไอ้เป็ด ไอ้เต่า อ้วน ดำ				
		2	มีคนในที่ทำงานหัวเราะเยาะคุณเวลาคุณทำงานพลาด				
		3	มีคนในที่ทำงานจงใจกระทบกระเทียบใส่คุณ				
		4	มีคนในที่ทำงานล้อเลียนคุณจากลักษณะของคุณเช่น อ้วน ดำ สิว				
		5	มีคนในที่ทำงานหัวเราะเยาะและดูถูกคุณเวลาคุณไม่เข้าใจอะไร				
		6	มีคนในที่ทำงานระเบิดอารมณ์ใส่คุณโดยไม่เกรงใจ				
		7	มีคนในที่ทำงานข่มขู่คุณในเรื่องต่างๆ				
		8	มีคนในที่ทำงานส่งสายตาดูถูกหรือเหยียดหยามคุณ				
		9	มีคนในที่ทำงานโยนความผิดให้คุณ				
		10	มีคนในที่ทำงานชอบปั้นเรื่องให้ร้ายคุณให้ไม่สบายใจ				

2.3 Relational bullying scales

Type	Definition	No.	Item	Opinion			Comment
				Inappropriate	Not sure	Appropriate	
Relational bullying	An individual who is harmed in terms of the relationship with others from the intentional acts from others who are not part of the relationship.	1	มีคนในที่ทำงานพยายามทำให้คนอื่นเข้าใจคุณผิด				
		2	มีคนในที่ทำงานจงใจทำให้คุณมีปัญหากับเพื่อนร่วมงานอื่นๆ				
		3	มีคนในที่ทำงานทำตนเป็นศัตรูกับคุณและกลุ่มของคุณ				
		4	มีคนในที่ทำงานทำกับคุณเหมือนคุณไม่มีตัวตน (ไม่ให้เกี่ยรติคุณ)				
		5	มีคนในที่ทำงานสร้างสถานการณ์ให้คุณกับเพื่อนทะเลาะกัน				
		6	มีคนในที่ทำงานพยายากีดกันคุณไม่ให้เข้าร่วมกิจกรรมบริษัท				
		7	มีคนในที่ทำงานสร้างข่าวลือไม่ดีเกี่ยวกับคุณ				
		8	มีคนในที่ทำงานพยายามทำลายความสัมพันธ์ระหว่างคุณกับเพื่อน				
		9	มีคนในที่ทำงานไม่ยอมรับคุณเข้ากลุ่มหรือทีมงานของเขา				
		10	มีคนในที่ทำงานไม่พอใจที่เห็นคนอื่นมาสนิทสนมกับคุณ				

2.4 Cyberbullying scales

Type	Definition	No.	Item	Opinion			Comment
				Inappropriate	Not sure	Appropriate	
Cyber bullying	An individual who is harmed from the intentional acts from others from using electronic devices.	1	คุณเคยได้รับข้อความกล่าวร้ายคุณ(ที่ไม่ดี)จากทาง email หรือ social media จากเพื่อนร่วมงาน				
		2	มีคนในที่ทำงานทำคุณเป็นตัวตลกใน chat group				
		3	มีคนในที่ทำงาน เล่าความลับของคุณผ่าน social media				
		4	มีคนในที่ทำงานแสดงความคิดเห็นทางลบรุนแรงกับสิ่งที่คุณ post online				
		5	มีคนในที่ทำงานแต่งรูปคุณซึ่งทำให้คุณรู้สึกไม่ดีแล้วนำไป post online หรือ chat				
		6	คุณเคยได้รับข้อความน่ารำคาญทาง email หรือ social media จากเพื่อนร่วมงานของคุณ				
		7	มีคนในที่ทำงานสร้างข่าวลือที่ทำให้คุณเสียหายผ่าน social media				
		8	มีคนในที่ทำงานต่อว่าคุณอย่างรุนแรงบน social media				
		9	คุณถูกสร้าง profile online ปลอมโดยมีเจตนาให้คุณมีประวัติที่ไม่ดี				
		10	มีคนในที่ทำงานเคยพูดถึงคุณในทางไม่ดีผ่าน social media				

3. **Coping strategy** หมายถึง กลยุทธ์ที่เหยื่อของการถูกกลั่นแกล้งเลือกใช้เพื่อที่จะปรับให้ร่างกายและจิตใจเข้าสู่สภาวะสมดุล ซึ่งแบบสอบถามนี้จะวัดโดยใช้ Likert scale (5 ระดับ โดย 1 = ไม่ทำเลย, 2 = ไม่ค่อยทำ, 3 = ไม่แน่ใจ, 4 = ทำบ้าง, 5 = ทำแน่นอน) โดยถ้าหากผู้ประเมินให้คะแนนสูงในเรื่องนั้น หมายความว่าเหยื่อของการถูกกลั่นแกล้งในที่ทำงานมีแนวโน้มที่จะเลือกใช้วิธีการดังกล่าวในระดับสูง และหากผู้ประเมินให้คะแนนต่ำในเรื่องนั้นๆ หมายความว่าเหยื่อของการถูกกลั่นแกล้งในที่ทำงานมีแนวโน้มที่จะเลือกใช้วิธีดังกล่าวในระดับต่ำ

3.1 Coping strategies scales

Type	Definition	No.	Item	Opinion			Comment
				Inappropriate	Not sure	Appropriate	
Coping strategies	Strategies or tactics that victims of bullying can use to cope with the phenomenon of bullying.	1	คุยกับผู้กระทำการกลั่นแกล้ง				
		2	แจ้งผู้บังคับบัญชา หรือผู้มีอำนาจ				
		3	เผชิญหน้ากับผู้กระทำและข่มขู่ผู้กระทำให้หยุด				
		4	หลีกเลี่ยงการเผชิญหน้ากับผู้กระทำการกลั่นแกล้ง				
		5	ต่อสู้กลับด้วยลักษณะที่คล้ายกัน				
		6	ลางานเป็นระยะๆ				
		7	พึ่งยาระงับประสาทหรือแอลกอฮอล์หรือบุหรี่				
		8	ให้อภัยและทำตัวดีกับผู้กระทำการกลั่นแกล้ง				
		9	ขอความช่วยเหลือจากเพื่อน				
		10	ระบายอารมณ์ด้วยการใช้กำลังกับสิ่งของต่างๆ				
		11	ขอคำปรึกษาช่วยเหลือจากจิตแพทย์				
		12	รอโอกาสเอาคืน				

3.1 (Continue)

Type	Definition	No.	Item	Opinion			Comment
				Inappropriate	Not sure	Appropriate	
Coping strategies	Strategies or tactics that victims of bullying can use to cope with the phenomenon of bullying.	13	ทำเป็นเรื่องตลก / มองเป็นเรื่องขบขัน				
		14	ทำสมาธิให้ใจสงบ				
		15	ภาวนา/สาปแช่งให้ผู้กลั่นแกล้งได้รับผลกรรมที่ก่อ				
		16	วางเฉยเหมือนไม่มีอะไรเกิดขึ้น				
		17	มองว่าเป็นอุปสรรคที่ต้องก้าวข้ามไป				
		18	กล่าวโทษตัวเองที่ต้องมาเจอกับปัญหาเหล่านี้				
		19	กล่าวโทษผู้อื่นหรือองค์กรที่ไม่ยื่นมือเข้ามาช่วยเหลือ				
		20	คิดอยากจะหนีปัญหาด้วยการ ลาออก หรือ ทำร้ายตัวเอง				

Appendix B
Organizational cultures/Types of bullying/Coping strategies Content validity
Assessment Form (English version)

Subject: **Item Objective Congruence Index**

To…………………………………………..

  My name is Pisa Srivilai PhD student from National Institute of Development Administration (NIDA) major in Human resource and organization development. I would like to request professional to check validity of the questionnaire for the purpose of using in the dissertation topic of "Bullying in workplace: A study of the relationships among big five personality traits and organizational cultures with the victimization of workplace bullying
in Thai organizations"

  The questionnaires consisted of 3 questionnaires as following:

1. Organizational culture questionnaire (24 items in total which each 8 item for each culture)
2. Victimization of bullying questionnaire (40 items in total which each 10 for each type of the victimization)
3. Coping strategies questionnaire (20 items in total)

  I would like the professional to kindly provide the opinion for these questionnaire by putting a symbol (+) if you think the item in the questionnaire is appropriated and (-) if you think the item is inappropriate and (0) if you are unsure regarding to the validity of the item. Additionally, the professional can provide comment and suggestion for the benefit of developing the tool.

                   Best Regards

                   Pisa Srivilai

Operational definition

	Variable	Operational Definition
Independent variables	Power distance	The extent to which the less powerful members of institutions and organizations within the countries expect and accept that the power is distributed unequally (Hofstede, 1991, as cited in Joynt and Warner, 2002, p. 108).
	Masculinity	The extent to which the dominant values in society are 'masculine', that is, assertiveness, the acquisition of money and things, and not caring for others, the quality of life, or the people (Godara, 2008, p. 317).
	Individualism	The ties between individuals are loose; everyone is expected to look after him/herself and his/her immediate family only (Hofstede et al., 2001, as cited in Pollitt and Bouckaert, 2017, p. 64).
Dependent variables	The victimization of physical bullying	An individual who is harmed physically to his/her body or property from the intentional acts from others.
	The victimization of emotional bullying	An individual who is harmed emotionally or mentally from the intentional acts from others.
	The victimization of relational bullying	An individual who is harmed in terms of the relationship with others from the intentional acts from others who are not part of the relationship.
	The victimization of cyberbullying	An individual who is harmed from the intentional acts from others from using electronic devices.
Moderator	Coping strategies	Strategies or tactics that victims of bullying can use to cope with the phenomenon of bullying.

Operational definition for developing items

1. The items for organizational culture were developed based on the definition of cultural dimensions of Hofstede as the questionnaire would use to measure power distance, masculinity, and individualism. There were 8 items for each cultural dimension which the participants responded to each question by using a five-point Likert scale from "very inaccurate" to "very accurate".

1.1 Power distance scales

Type	Definition	No.	Item	Opinion			Comment
				Inappropriate	Not sure	Appropriate	
Power distant	The extent to which the less powerful members of institutions and organizations within the countries expect and accept that the power is distributed unequally	1	Only supervisor do planning of work for all employees in the department				
		2	Supervisors not interested in listening to staff opinions				
		3	Lower level employees do not have the opportunity to join activities with high-level employees.				
		4	Employees do not have the opportunity to participate in decision making in organizations				
		5	Employees in the organization accept the decision made by supervisors				
		6	Employees in your organization have clear role and responsibility				
		7	Supervisors reprove his/her employees in front of others when mistake was found				
		8	Employees in the organization are afraid of employees with higher position				

1.2 Masculinity scales

Type	Definition	No.	Item	Opinion			Comment
				Inappropriate	Not sure	Appropriate	
Masculinity	The extent to which the dominant values in society are 'masculine', that is, assertiveness, the acquisition of money and things, and not caring for others, the quality of life, or the people	1	Does your organization place priority on male employees more than female employees				
		2	The rules and regulations in your organization does not flexible				
		3	Negotiation was a major method of solving problems in your organization				
		4	Does your organization emphasize on increasing the salary of employees more than improving the quality of life				
		5	Does your organization focused on internal competition more than collaboration				
		6	Employees in your organization working at a race against time				
		7	Your organization doesn't care about the feelings of the staffs				
		8	Your organization has high working pressure				

1.3 Individualism scales

Type	Definition	No.	Item	Opinion			Comment
				Inappropriate	Not sure	Appropriate	
Individualism	The ties between individuals are loose; everyone is expected to look after him/herself and his/her immediate family only	1	Does your organization place priority on the collaboration of employees				
		2	Your organization supported employees to have their own work methods				
		3	Does your organization required employees to take responsibility of work as individual task not a team				
		4	Employees in the organization have clear individual work goals				
		5	Employees in the organization believe that working alone is better than working as a group				
		6	Employees in the organization do not focus on helping others				
		7	Employees in the organization are closed to each other like family members				
		8	Employees in the organization are divided into groups and provided help mainly in their own group				

2. Victimization means the victim of workplace bullying as this will be measured based on the point of view and experiences of the participant. This questionnaire will be used to measure 4 types of the victimization (Physical bullying, Emotional bullying, Relational bulling, and Cyber bullying). The participants responded to each question by using a five-point Likert scale from "never happen" to "very often".

2.1 Physical bullying scales

Type	Definition	No	Item	Opinion			Comment
				Inappropriate	Not sure	Appropriate	
Victimization of physical bullying	An individual who is harmed physically to his/her body or property from the intentional acts from others.	1	Someone in your organization like to take your stuffs without permission				
		2	Someone in your organization tried to damage your properties				
		3	Someone in your organization tried to bump at you				
		4	Someone in your organization like to pick a fight with you				
		5	Someone in your organization intentionally damage your with indirect method such as letting others harm you				
		6	Someone in your organization throw something at you				
		7	Someone in your organization intentionally hurt you				
		8	Someone in your organization persecute you				
		9	Someone in your organization intentionally make your work more difficult or tried to damage your work				
		10	Someone in your organization bullies you with aim of damaging your physical or your properties				

2.2 Emotional bullying scales

Type	Definition	No.	Item	Opinion			Comment
				Inappropriate	Not sure	Appropriate	
Emotional bullying	An individual who is harmed emotionally or mentally from the intentional acts from others.	1	Someone in your organization called you with the name that you dislike such as ducky				
		2	Someone in your organization intentionally laugh at you when you made mistake				
		3	Someone in your organization intentionally hurt your feeling				
		4	Someone in your organization making fun of your appearance such as fatty or nigga				
		5	Someone in your organization intentionally laugh and insult you when you do not understand something				
		6	Someone in your organization blow his or her emotion at you without care				
		7	Someone in your organization threaten you				
		8	Someone in your organization give you a dirty look or send some sign of insulting				
		9	Someone in your organization blamed you for their mistake				
		10	Someone in your organization making a story of you that made you feel uncomfortable				

2.3 Relational bullying scales

Type	Definition	No.	Item	Opinion			Comment
				Inappropriate	Not sure	Appropriate	
Relational bullying	An individual who is harmed in terms of the relationship with others from the intentional acts from others who are not part of the relationship.	1	Someone in your organization tried to have someone misunderstanding you				
		2	Someone in your organization intentionally created conflict between you and others				
		3	Someone in your organization made themselves as enemies to you and your group				
		4	Someone in your organization give you a silent treatment				
		5	Someone in your organization create a situation that make you and others quarrel to each other				
		6	Someone in your organization prevented you from attending to the company's activities				
		7	Someone in your organization spreading bad rumor about you				
		8	Someone in your organization tried to damage the relationship between you and others				
		9	Someone in your organization rejected you to join group				
		10	Someone in your organization not happy to see others close to you				

2.4 Cyberbullying

Type	Definition	No.	Item	Opinion			Comment
				Inappropriate	Not sure	Appropriate	
Cyber bullying	An individual who is harmed from the intentional acts from others from using electronic devices.	1	You were received bad massage about you through email or other social media by your colleague				
		2	Someone in your organization making fun of you in group chat				
		3	Someone in your organization tell secret about you through social media				
		4	Someone in your organization expressed serious negative comments in your post in social media				
		5	Someone in your organization retouched your photo in negative way that make you feel uncomfortable and post it online or chat				
		6	You were received annoying massage through email or other social media from your colleague				
		7	Someone in your organization making bad rumor about you through social media				
		8	Someone in your organization give you a serious complain in their social media				
		9	Someone fake your online account with aim of discrediting you				
		10	Someone in your organization talked about you in negative way through social media				

3. Coping strategies refer to method or tactic that employs by the victim in order to deal with the situation of bullying so they regain a sense of equilibrium. The participants responded to each question by using a five-point Likert scale from "will never do" to "absolutely do".

Type	Definition	No.	Item	Opinion			Comment
				Inappropriate	Not sure	Appropriate	
Coping strategies	Strategies or tactics that victims of bullying can use to cope with the phenomenon of bullying.	1	Go talk with bullies				
		2	Inform supervisor				
		3	Confronting with bullies and threaten them to stop				
		4	Avoid confronting with bullies				
		5	Retaliate in a similar way				
		6	Take a day-off				
		7	Smoking or using alcohol				
		8	Forgive and be nice to bullies				
		9	Seeking help from friends				
		10	Release temper by using force on things				
		11	Seeking advice from psychologist				
		12	Waiting for opportunity to revenge				
		13	See the situation of bullying as funny things				
		14	Do meditation				
		15	Prey and curse the bullies				
		16	Ignore the problem of bullying				
		17	See the situation of bullying as challenge to overcome				
		18	Blame yourself				
		19	Blame others and the organization for not helping				
		20	Resign or hurting yourself				

Appendix C

Questionnaire (original version)

คำชี้แจง

เรียน ผู้ตอบแบบสอบถามที่นับถือทุกท่าน

แบบสอบถามฉบับนี้เป็นหัวใจสำคัญของการวิจัยภายใต้การสนับสนุนของสถาบันบัณฑิตพัฒนบริหารศาสตร์ เพื่อศึกษาหาข้อมูลเพื่อประกอบการวางแผนพัฒนาการบริหารบุคคลภายในองค์การต่างๆ

ท่านเป็นบุคคลที่มีผู้แนะนำว่ามีข้อมูลความรู้ที่จะตอบแบบสอบถามนี้ ผู้วิจัยจึงใคร่ขอความกรุณาท่านโปรดตอบแบบสอบถามนี้ด้วยความจริงใจ และเป็นจริง และกรุณาตอบทุกข้อ ผู้วิจัยขอรับรองว่าข้อมูลของแต่ละท่านจะถูกเก็บเป็นความลับโดยจะนำข้อมูลเหล่านี้ไปใช้วิเคราะห์ผลรวมเพื่อประโยชน์ของงานวิชาการ

ผู้วิจัยขอขอบพระคุณท่านไว้ ณ ที่นี้ อนึ่ง หากท่านมีความขัดข้องหรือไม่พร้อมที่จะตอบแบบสอบถามนี้ ท่านสามารถส่งคืนแบบสอบถามได้โดยไม่มีข้อแม้ใดๆ

<div align="right">

ขอแสดงความนับถือและขอบคุณอีกครั้ง

นาย พิสาข์ ศรีวิลัย

</div>

1. แบบสอบถามข้อมูลของผู้ตอบ

เพศ: ○ ชาย ○ หญิง ○ เพศที่สาม (เกย์/เลสเบี้ยน/อื่นๆ)

อายุ: ○ 20-25 ปี ○ 26-30 ○ 31-35 ○ 36-40 ○ 41-45

○ 46-50 ○ 51-55 ○ 56-60 ปี

ระดับการศึกษา: ○ ประถมศึกษา ○ มัธยมต้น

○ มัธยมปลาย ○ กศน.

○ ปริญญาตรี ○ ปริญญาโท ○ ปริญญาเอก

ระดับตำแหน่งงาน: ○ ระดับปฏิบัติการ/พนักงาน

○ ระดับหัวหน้างาน(Senior/Supervisor)

○ ระดับผู้จัดการ ○ ระดับผู้บริหาร

ลักษณะองค์กรที่ทำงาน: ○ องค์กรเอกชน ○ องค์กรวิสาหกิจ

○ องค์การภาครัฐ/ราชการ ○ องค์กรการกุศล/ไม่แสวงหากำไร

○ ธุรกิจของตนเอง ○ อื่นๆ

ขนาดขององค์กร ○ เล็ก (พนักงานไม่เกิน 15 คน

○ กลาง (พนักงาน 15 – 50 คน)

○ ใหญ่ (พนักงานมากกว่า 50 คน)

ประสบการณ์การทำงาน: ○ น้อยกว่า 1 ปี ○ 1 ปี ถึง 2 ปี

○ มากกว่า 2 ปี แต่ไม่เกิน 4 ปี

○ มากกว่า 4 ปี แต่ไม่เกิน 6 ปี

○ มากกว่า 6 ปี แต่ไม่เกิน 10 ปี ○ มากกว่า 10 ปี

2. แบบสอบถามบุคลิกลักษณะ (Personality traits)

ขอให้ผู้ตอบประเมินตนเองในแต่ละข้อว่า ผู้ตอบมีลักษณะตามข้อคำถามนั้นในระดับใด ตามความจริง โดย 1 = น้อยที่สุดหรือไม่เลย, 2 = น้อย, 3 = ปานกลาง, 4 = มาก, 5 = มากที่สุดหรือเป็นประจำ) โดยจะมีข้อคำถามทั้งหมด 120 ข้อ

ข้อ	ลักษณะ	คำตอบ				
		น้อยที่สุด (1)	น้อย (2)	ปานกลาง (3)	มาก (4)	มากที่สุด (5)
1	กังวลเกี่ยวกับสิ่งต่างๆ					
2	หาเพื่อนใหม่ง่าย					
3	เป็นคนมีจินตนาการ					
4	เชื่อมั่นในผู้อื่น					
5	ทำงานสำเร็จลุล่วง					
6	โกรธง่าย					
7	ชอบงานสังสรรขนาดใหญ่					
8	เชื่อในความสำคัญของศิลปะ					
9	ใช้ผู้อื่นเพื่อไปให้ถึงเป้าหมาย					
10	ชอบเก็บตัว					
11	บ่อยครั้งที่รู้สึกเศร้า					
12	เสนอตัวรับผิดชอบสิ่งต่างๆ					
13	เข้าใจความรู้สึกของตนเองอย่างถ่องแท้					
14	ชอบช่วยเหลือผู้อื่น					
15	รักษาสัญญา					
16	เข้าหาผู้อื่นยาก					
17	ยุ่งตลอดเวลา					
18	ชอบกิจกรรมที่มีความหลากหลาย					
19	ชอบการต่อสู้ที่สมน้ำสมเนื้อ					
20	ขยันขันแข็ง					
21	ชอบทำกิจกรรม					
22	ชอบความตื่นเต้นท้าทาย					
23	ชอบอ่านอะไรยากๆ					

24	เชื่อมั่นว่าตนเองดีกว่าผู้อื่น					
25	เป็นคนเตรียมพร้อมเสมอ					
26	ตื่นตระหนกง่าย					
27	เป็นจุดศูนย์กลางของความสนุก					
28	มีแนวโน้มที่จะเลือกนักเสรีนิยมทาง การเมือง					
29	สงสารคนไร้บ้าน					
30	ทำอะไรโดยไม่คิดให้ดีก่อน					
31	กลัวว่าจะพบกับสิ่งเลวร้าย					
32	รู้สึกผ่อนคลายเมื่อมีเพื่อนอยู่ด้วย					
33	ชอบฝันกลางวัน					
34	เชื่อว่าผู้อื่นมีเจตนาในการกระทำที่ดี					
35	ทำตามหน้าที่ได้อย่างดีเยี่ยม					
36	รู้สึกถูกรบกวนได้ง่าย (เสียสมาธิง่าย)					
37	ชอบคุยกับคนแปลกหน้า					
38	เห็นสิ่งสวยงามที่ผู้อื่นไม่สังเกต					
39	ใช้การโกงเพื่อให้ชนะหรือนำหน้าผู้อื่น					
40	หยิบของไปแล้วลืมนำกลับคืนไว้ที่เดิม					
41	ไม่ชอบตัวเอง					
42	พยายามจะเป็นผู้นำคนอื่น					
43	รู้สึกถึงอารมณ์ของผู้อื่น					
44	มีความใส่ใจต่อผู้อื่น					
45	พูดความจริง					
46	กลัวที่จะเป็นจุดสนใจ					
47	ไม่คิดอะไรมาก					
48	ชอบอยู่กับสิ่งที่ตนรู้จักดีอยู่แล้ว					
49	ตะคอกใส่ผู้อื่น					
50	ทำงานมากกว่าที่ผู้อื่นคาดหวัง					
51	ยากที่จะมีความสุข					
52	ชอบผจญภัย					
53	หลีกเลี่ยงการสนทนาเชิงปรัชญา					

54	ประเมินตนเองสูง					
55	ทำตามแผนที่วางไว้					
56	ถูกชักนำโดยเหตุการณ์ต่างๆ					
57	มีความสุข					
58	เชื่อว่าไม่มีสิ่งใดถูกหรือผิดอย่างแท้จริง					
59	รู้สึกสงสารคนที่ด้อยกว่าตนเอง					
60	ตัดสินใจอย่างรวดเร็ว					
61	กลัวหลายๆ สิ่ง					
62	หลีกเลี่ยงการพบปะผู้คน					
63	ชอบเพ้อฝัน					
64	เชื่อในสิ่งที่ผู้อื่นพูด					
65	ทำงานได้ราบรื่น					
66	มักอารมณ์เสีย					
67	ชอบอยู่คนเดียว					
68	ไม่ชอบกลอนหรือบทกวี					
69	เอาเปรียบผู้อื่น					
70	ไม่จัดระเบียบห้องตัวเอง					
71	รู้สึกหดหู่บ่อย					
72	ชอบการควบคุมสิ่งอื่น					
73	ไม่ค่อยรู้สึกถึงอารมณ์ตนเอง					
74	มีความรู้สึกแตกต่างจากผู้อื่น					
75	ไม่รักษากฎระเบียบ					
76	รู้สึกสบายใจเมื่ออยู่กับเพื่อน					
77	ชอบกิจกรรมในยามว่าง					
78	ไม่ชอบการเปลี่ยนแปลง					
79	ดูถูกผู้อื่น					
80	ทำงานตามที่ได้รับมอบหมายเท่านั้น					
81	อดทนต่อสิ่งเย้ายวนได้ดี					
82	มีความสุขกับการทำตัวเรื่อยเปื่อย					
83	เข้าใจในสิ่งที่เป็นนามธรรมได้ยาก					
84	คาดหวังในตนเองสูง					

85	รู้สึกเสียเวลาในการทำสิ่งต่างๆ					
86	รู้สึกไม่สามารถรับมือกับสิ่งต่างๆ ได้					
87	รักและให้คุณค่ากับชีวิต					
88	มีแนวโน้มที่จะเลือกนักอนุรักณ์นิยมทาง การเมือง					
89	ไม่สนใจในปัญหาของผู้อื่น					
90	รีบเร่งในการกระทำสิ่งต่างๆ					
91	เครียดง่าย					
92	รักษาระยะห่างกับผู้อื่น/ไม่ชอบใกล้ชิด สนิทสนมกับใครๆ					
93	ชอบที่จะอยู่กับความคิดตนเอง					
94	ไม่เชื่อใจผู้อื่น					
95	รู้ว่าทำอย่างไรจึงจะทำงานสำเร็จ					
96	ยากที่จะรำคาญสิ่งต่างๆ ไม่รำคาญง่าย					
97	หลักเลี่ยงที่ที่มีผู้คนมาก					
98	ไม่รู้สึกสนุกกับการไปพิพิธภัณฑ์ศิลปะ					
99	ชอบแย้งหรือขัดขวางผู้อื่น					
100	ทิ้งของส่วนตัวเรี่ยราด					
101	รู้สึกดีที่อยู่กับตนเอง					
102	รอให้ผู้อื่นเป็นผู้นำ					
103	ไม่เข้าใจผู้อื่นที่มีอารมณ์กับเหตุการณ์ ต่างๆ					
104	ไม่ให้เวลาแก่ผู้อื่น					
105	ไม่รักษาสัญญา					
106	ไม่รู้สึกอะไรกับสถานการณ์ทางสังคมที่ ยุ่งยาก					
107	ชอบที่จะทำอะไรสบายๆ					
108	เป็นพวกอนุรักษ์นิยม					
109	ชอบแก้แค้นผู้อื่น					
110	ให้เวลาและความพยายามกับงาน					
111	อดทนต่อความปรารถนาของตนเองได้					
112	ทำตัวบ้าบอ					

113	ไม่สนใจในการพูดคุยที่มีหลักการ(เชิงทฤษฎี)					
114	พูดถึงความดีของตนเอง					
115	รู้สึกยากที่จะเริ่มงานใหม่					
116	ใจเย็นได้ในภาวะกดดัน					
117	มองด้านดีในชีวิต					
118	เชื่อว่าอาชญากรรมควรถูกควบคุมหรือลงโทษอย่างจริงจัง					
119	พยายามไม่คิดถึงสิ่งที่อยากได้					
120	ทำงานโดยไม่คิดมาก					

3. แบบสอบถามการทำงานภายในองค์การ

ขอให้ผู้ตอบประเมินองค์กรของตนเองในแต่ละข้อว่า ลักษณะตามข้อคำถามนั้นในระดับใด ตามความจริง โดย 1 = น้อยที่สุดหรือไม่เลย, 2 = น้อย, 3 = ปานกลาง, 4 = มาก, 5 = มากที่สุดหรือเป็นประจำ) โดยจะมีข้อคำถามทั้งหมด 24 ข้อ

ข้อ	คำถาม	คำตอบ				
		น้อยที่สุด (1)	น้อย (2)	ปานกลาง (3)	มาก (4)	มากที่สุด (5)
1	ผู้บังคับบัญชาเป็นคนวางแผนในการทำงานของพนักงานในแผนกทั้งหมด					
2	ผู้บังคับบัญชาไม่สนใจรับฟังความคิดเห็นพนักงาน					
3	พนักงานระดับล่างไม่มีโอกาสทำกิจกรรมร่วมกับพนักงานระดับสูง					
4	พนักงานไม่ค่อยมีโอกาสร่วมในการตัดสินใจสิ่งต่างๆในองค์กร					
5	พนักงานในองค์กรยอมรับให้ผู้บังคับบัญชาเป็นคนตัดสินใจสิ่งต่างๆ					
6	พนักงานในองค์กรมีหน้าที่รับผิดชอบต่องานที่ชัดเจน					

7	ผู้บังคับบัญชาตำหนิลูกน้องเมื่อทำงาน ผิดพลาดต่อหน้าผู้อื่น					
8	พนักงานในองค์กรรู้สึกเกรงกลัวผู้ที่ตำแหน่ง สูงกว่า					
9	ที่ทำงานของคุณให้ความสำคัญกับพนักงาน ชายมากกว่าหญิง					
10	องค์กรไม่มีความยืดหยุ่นในเรื่องกฎระเบียบ บริษัท					
11	ที่ทำงานของคุณแก้ปัญหาโดยใช้การเจรจา เป็นหลัก					
12	ที่ทำงานของคุณให้ความสำคัญกับการเพิ่ม เงินเดือนพนักงานมากกว่าการเพิ่มคุณภาพ ชีวิต					
13	ที่ทำงานของคุณเน้นการแข่งขันกันภายใน องค์กรมากกว่าการร่วมมือกัน					
14	พนักงานในองค์กรที่ทำงานของคุณทำงาน แข่งกับเวลา					
15	ที่ทำงานของคุณไม่ค่อยใส่ใจกับความรู้สึก ของพนักงาน					
16	ที่ทำงานของคุณมีแรงกดดันในการทำงานสูง					
17	ที่ทำงานของคุณให้ความสำคัญกับการ ร่วมมือกันทำงาน					
18	องค์กรส่งเสริมให้พนักงานมีวิธีการทำงานที่ เป็นแบบของตัวเอง					
19	องค์กรกำหนดให้พนักงานรับผิดชอบงานแยก เป็นรายบุคคล ไม่ใช่เป็นทีม					
20	พนักงานในองค์กรมีเป้าหมายการทำงาน เฉพาะตัวที่ชัดเจน					
21	พนักงานในองค์กรเชื่อว่าการทำงานด้วย ตนเองดีกว่าทำงานเป็นกลุ่ม					
22	พนักงานในองค์กรไม่เน้นการให้ความ ช่วยเหลือผู้อื่น					

23	พนักงานในองค์กรมีความสนิทสนมกลม เกลียวกันเสมือนคนในครอบครัว					
24	พนักงานในองค์กรแบ่งแยกกันเป็นกลุ่ม รัก ใคร่ช่วยเหลือกันเฉพาะกลุ่มของตน					

4. แบบสอบถามการเอาเปรียบในที่ทำงาน

ขอให้ผู้ตอบประเมินตนเองในที่ทำงานในว่า มีลักษณะตามข้อคำถามนั้นในระดับใด ตามความจริง โดย 1 = ไม่เคยมี, 2 = ไม่ค่อยมี, 3 = มีบ้าง, 4 = บ่อย, 5 = ประจำ)โดยจะมีข้อคำถามทั้งหมด 40 ข้อ

ข้อ	คำถาม	คำตอบ				
		ไม่เคยมี (1)	ไม่ค่อยมี (2)	มีบ้าง (3)	บ่อย (4)	ประจำ (5)
1	มีคนในที่ทำงานชอบหยิบของๆคุณไป โดยไม่ได้รับอนุญาต					
2	มีคนในที่ทำงานพยายามทำลาย ทรัพย์สินบางอย่างของคุณ					
3	มีคนในที่ทำงานกลั่นแกล้งกระทบกระทั้ง ร่างกายคุณ					
4	มีคนในที่ทำงานชอบหาเหตุทะเลาะกับ คุณ					
5	มีคนในที่ทำงานเจตนาทำร้ายคุณ ทางอ้อมเช่น ให้บุคคลอื่นมาทำร้ายคุณ					
6	มีคนในที่ทำงานขว้างปาข้าวของใส่คุณ					
7	มีคนในที่ทำงานจงใจให้คุณได้รับ บาดเจ็บ					
8	มีคนในที่ทำงานใช้กำลังข่มเหงคุณ					
9	มีคนในที่ทำงานจงใจทำให้งานของคุณ ยากขึ้นหรือเสียหาย					
10	มีคนในที่ทำงานพยายามกลั่นแกล้งคุณ โดยมุ่งหวังให้เกิดความเสียหายทางกาย หรือทรัพย์สินของคุณ					

11	มีคนในที่ทำงานเรียกคุณด้วยสรรพนามที่คุณไม่ชอบ เช่น ไอ้เป็ด ไอ้เต่า หนูน้อย					
12	มีคนในที่ทำงานหัวเราะเยาะคุณเวลาคุณทำงานพลาด					
13	มีคนในที่ทำงานจงใจทำร้ายความรู้สึกคุณ					
14	มีคนในที่ทำงานล้อเลียนคุณจากลักษณะของคุณเช่น อ้วน ดำ สิว					
15	มีคนในที่ทำงานหัวเราะเยาะและดูถูกคุณเวลาคุณไม่เข้าใจอะไร					
16	มีคนในที่ทำงานระเบิดอารมณ์ใส่คุณโดยไม่เกรงใจ					
17	มีคนในที่ทำงานข่มขู่คุณในเรื่องต่างๆ					
18	มีคนในที่ทำงานส่งสายตาดูถูกหรือเหยียดหยามคุณ					
19	มีคนในที่ทำงานโยนความผิดให้คุณ					
20	มีคนในที่ทำงานชอบปั้นเรื่องใส่ร้ายคุณให้ไม่สบายใจ					
21	มีคนในที่ทำงานพยายามทำให้คนอื่นเข้าใจคุณผิด					
22	มีคนในที่ทำงาน จงใจทำให้คุณมีปัญหากับเพื่อนร่วมงานคนอื่นๆ					
23	มีคนในที่ทำงานทำตนเป็นศัตรูกับคุณและกลุ่มของคุณ					
24	มีคนในที่ทำงานทำกับคุณเหมือนคุณไม่มีตัวตน (ไม่ให้เกียรติคุณ)					
25	มีคนในที่ทำงานสร้างสถานการณ์ให้คุณกับเพื่อนทะเลาะกัน					
26	มีคนในที่ทำงานพยายามกีดกันคุณไม่ให้เข้าร่วมกิจกรรมในองค์กร					
27	มีคนในที่ทำงานสร้างข่าวลือไม่ดีเกี่ยวกับคุณ					

28	มีคนในที่ทำงานพยายามทำลาย ความสัมพันธ์ระหว่างคุณกับเพื่อน					
29	มีคนในที่ทำงานไม่ยอมรับคุณเข้ากลุ่ม หรือทีมงานของเขา					
30	มีคนในที่ทำงานไม่พอใจที่เห็นคนอื่นมา สนิทสนมกับคุณ					
31	คุณเคยได้รับข้อความกล่าวร้ายคุณ(ที่ไม่ ดี)จากทาง email หรือ social media จากเพื่อนร่วมงาน					
32	คนในที่ทำงานทำคุณเป็นตัวตลกใน chat group					
33	คนในที่ทำงาน เล่าความลับของคุณผ่าน social media					
34	คนในที่ทำงานแสดงความคิดเห็นทางลบ รุนแรงกับสิ่งที่คุณ post online					
35	คนในที่ทำงานแต่งรูปคุณซึ่งทำให้คุณ รู้สึกไม่ดีแล้วนำไป post online หรือ chat					
36	คุณเคยได้รับข้อความน่ารำคาญทาง email หรือ social media จากเพื่อน ร่วมงานของคุณ					
37	คนในที่ทำงานสร้างข่าวลือที่ทำให้คุณ เสียหายผ่าน social media					
38	คนในที่ทำงานต่อว่าคุณอย่างรุนแรงบน social media					
39	คุณถูกสร้าง profile online ปลอมโดยมี เจตนาให้คุณมีประวัติที่ไม่ดี					
40	คนในที่ทำงานเคยพูดถึงคุณในทางไม่ดี ผ่าน social media					

5. แบบสอบถามการแก้ไขหรือตอบสนองเมื่อมีปัญหา

ขอให้ผู้ตอบให้คะแนนตนเองว่าจะกระทำการลักษณะตามที่กล่าวในแต่ละข้อเท่าใดเมื่อต้องเผชิญกับการเอา
เปรียบในที่ทำงานโดย 1 = ไม่ทำเลย, 2 = ทำเล็กน้อย, 3 = ทำบ้างไม่ทำบ้าง, 4 = ทำโดยส่วนใหญ่, 5 = ทำ/
แน่นอน) โดยมีชุดคำถามทั้งหมด 20 ข้อ

ข้อ	คำถาม (เมื่อถูกให้ร้ายหรือกลั่น แกล้ง คุณจะ)	คำตอบ				
		ไม่ทำเลย (1)	ทำเล็กน้อย (2)	ทำบ้างไม่ ทำบ้าง(3)	ทำส่วน ใหญ่(4)	ทำแน่นอน (5)
1	คุยกับผู้กระทำการกลั่นแกล้ง					
2	แจ้งผู้บังคับบัญชา หรือผู้มีอำนาจ					
3	เผชิญหน้ากับผู้กระทำและข่มขู่ ผู้กระทำให้หยุด					
4	หลีกเลี่ยงการเผชิญหน้ากับผู้กระทำ การกลั่นแกล้ง					
5	ต่อสู้กลับด้วยลักษณะที่คล้ายกัน					
6	ลางานเป็นระยะๆ					
7	พึ่งยาระงับประสาทหรือแอลกอฮอล์ หรือบุหรี่					
8	ให้อภัยและทำตัวดีกับผู้กระทำการ กลั่นแกล้ง					
9	ขอความช่วยเหลือจากเพื่อน					
10	ระบายอารมณ์ด้วยการใช้กำลังกับ สิ่งของต่างๆ					
11	ขอคำปรึกษาช่วยเหลือจากจิตแพทย์					
12	รอโอกาสเอาคืน					
13	ทำเป็นเรื่องตลก / มองเป็นเรื่อง ขบขัน					
14	ทำสมาธิให้ใจสงบ					
15	ภาวนา/สาปแช่งให้ผู้กลั่นแกล้งได้รับ ผลกรรมที่ก่อ					
16	วางเฉยเหมือนไม่มีอะไรเกิดขึ้น					
17	มองว่าเป็นอุปสรรคที่ต้องก้าวข้ามไป					

18	กล่าวโทษตัวเองที่ต้องมาเจอกับ ปัญหาเหล่านี้					
19	กล่าวโทษผู้อื่นหรือองค์กรที่ไม่ยื่นมือ เข้ามาช่วยเหลือ					
20	คิดอยากจะหนีปัญหาด้วยการ ลาออก หรือ ทำร้ายตัวเอง					

ขอขอบคุณที่ท่านให้ความร่วมมือในการตอบแบบสอบถาม

Appendix D
Questionnaire (English version)

To whom it may concern

This questionnaire is a core of the study with supported by National Institute of Development Administration (NIDA) . A researcher required your kindly support for answering this questionnaire for the benefit of this research. As an owner of this researcher, I guarantee that all the information will be classified and will only be used for data analysis for this study.

A researcher would like to thank you for your time and consideration. However, if the participant feel inconvenient or uncomfortable to do this questionnaire, the participant are free to return this questionnaire without any condition

Best Regards

Pisa Srivilai

1. Personal information

Gender:　　　○ Male　　　○ Female　　　○ Gay/Lesbian etc.

Age:　○ 20-25　　○ 26-30　　○ 31-35　　○ 36-40　　○ 41-45

　　　○ 46-50　　○ 51-55　　○ 56-60

Education level:　○ Elementary　　　○ Junior High

　　　　　　　　○ High school　　　○ Non-formal education

　　　　　　　　○ Bachelor degree　○ Master degree

　　　　　　　　○ PhD

Work level　:　○ Operational officer

　　　　　　　　○ Senior/Supervisor

　　　　　　　　○ Manager　　　　○ Management/Executive

Type of company　:○ Private　　　○ State enterprise

　　　　　　　　○ Government　　　○ Non-profit organization

　　　　　　　　○ Entrepreneur　　○ Other

Size of the company　○ Small (less than 15 officers)

　　　　　　　　○ Medium (15-50 officers)

　　　　　　　　○ Big (more than 50 officer)

Working experience:　○ less than 1 year　　○ 1 -2 years

　　　　　　　　○ 2-4 years　　　　○ 4-6 years

　　　　　　　　○ 6-10 years　　　○ more than 10 years

2. Personality traits questionnaire

The participant has to answer to each item as 1 = absolutely not true, 2 = not really true, 3 = moderate, 4 = true, 5 = very true. This part of questionnaire consists with 120 items

No.	Items	Answer (1)	(2)	(3)	(4)	(5)
1	Worry about things.					
2	Make friends easily.					
3	Have a vivid imagination.					
4	Trust others.					
5	Complete tasks successfully.					
6	Get angry easily.					
7	Love large parties.					
8	Believe in the importance of art.					
9	Use others for my own ends.					
10	Like to tidy up.					
11	Often feel blue.					
12	Take charge.					
13	Experience my emotions intensely.					
14	Love to help others.					
15	Keep my promises.					
16	Find it difficult to approach others.					
17	Am always busy.					
18	Prefer variety to routine.					
19	Love a good fight.					
20	Work hard.					
21	Go on binges.					
22	Love excitement.					

23	Love to read challenging material.					
24	Believe that I am better than others.					
25	Am always prepared.					
26	Panic easily.					
27	Radiate joy.					
28	Tend to vote for liberal political candidates.					
29	Sympathize with the homeless.					
30	Jump into things without thinking.					
31	Fear for the worst.					
32	Feel comfortable around people.					
33	Enjoy wild flights of fantasy.					
34	Believe that others have good intentions.					
35	Excel in what I do.					
36	Get irritated easily.					
37	Talk to a lot of different people at parties.					
38	See beauty in things that others might not notice.					
39	Cheat to get ahead.					
40	Often forget to put things back in their proper place.					
41	Dislike myself					
42	Try to lead others.					
43	Feel others' emotions.					
44	Am concerned about others.					
45	Tell the truth.					

46	Am afraid to draw attention to myself.					
47	Am always on the go.					
48	Prefer to stick with things that I know.					
49	Yell at people.					
50	Do more than what's expected of me.					
51	Rarely overindulge.					
52	Seek adventure.					
53	Avoid philosophical discussions.					
54	Think highly of myself.					
55	Carry out my plans.					
56	Become overwhelmed by events.					
57	Have a lot of fun.					
58	Believe that there is no absolute right or wrong.					
59	Feel sympathy for those who are worse off than myself					
60	Make rash decisions.					
61	Am afraid of many things.					
62	Avoid contacts with others.					
63	Love to daydream.					
64	Trust what people say.					
65	Handle tasks smoothly.					
66	Lose my temper.					
67	Prefer to be alone.					
68	Do not like poetry.					
69	Take advantage of others.					
70	Leave a mess in my room.					
71	Am often down in the dumps.					

72	Take control of things.					
73	Rarely notice my emotional reactions.					
74	Am indifferent to the feelings of others.					
75	Break rules.					
76	Only feel comfortable with friends					
77	Do a lot in my spare time.					
78	Dislike changes.					
79	Insult people.					
80	Do just enough work to get by.					
81	Easily resist temptations.					
82	Enjoy being reckless.					
83	Have difficulty understanding abstract ideas.					
84	Have a high opinion of myself.					
85	Waste my time.					
86	Feel that I'm unable to deal with things.					
87	Love life.					
88	Tend to vote for conservative political candidates					
89	Am not interested in other people's problems					
90	Rush into things.					
91	Get stressed out easily.					
92	Keep others at a distance.					
93	Like to get lost in thought.					
94	Distrust people.					
95	Know how to get things done.					
96	Am not easily annoyed.					

97	Avoid crowds.					
98	Do not enjoy going to art museums.					
99	Obstruct others' plans.					
100	Leave my belongings around.					
101	Feel comfortable with myself.					
102	Wait for others to lead the way.					
103	Don't understand people who get emotional.					
104	Take no time for others.					
105	Break my promises.					
106	Am not bothered by difficult social situations.					
107	Like to take it easy.					
108	Am attached to conventional ways.					
109	Get back at others					
110	Put little time and effort into my work.					
111	Am able to control my cravings.					
112	Act wild and crazy.					
113	Am not interested in theoretical discussions.					
114	Boast about my virtues.					
115	Have difficulty starting tasks.					
116	Remain calm under pressure.					
117	Look at the bright side of life.					
118	Believe that we should be tough on crime.					
119	Try not to think about the needy.					
120	Act without thinking.					

3. Organizational cultures questionnaire

The participant has to answer to each item as 1 = absolutely not true, 2 = not really true, 3 = moderate, 4 = true, 5 = very true. This part of questionnaire consists with 24 items

No	Items	answer				
		(1)	(2)	(3)	(4)	(5)
1	Only supervisor do planning of work for all employees in the department					
2	Supervisors not interested in listening to staff opinions					
3	Lower level employees do not have the opportunity to join activities with high-level employees.					
4	Employees do not have the opportunity to participate in decision making in organizations					
5	Employees in the organization accept the decision made by supervisors					
6	Employees in your organization have clear role and responsibility					
7	Supervisors reprove his/her employees in front of others when mistake was found					
8	Employees in the organization are afraid of employees with higher position					
9	Does your organization place priority on male employees more than female employees					
10	The rules and regulations in your organization does not flexible					

11	Negotiation was a major method of solving problems in your organization					
12	Does your organization emphasize on increasing the salary of employees more than improving the quality of life					
13	Does your organization focused on internal competition more than collaboration					
14	Employees in your organization working at a race against time					
15	Your organization doesn't care about the feelings of the staff					
16	Your organization has high working pressure					
17	Does your organization place priority on the collaboration of employees					
18	Your organization supported employees to have their own work methods					
19	Does your organization required employees to take responsibility of work as individual task not a team					
20	Employees in the organization have clear individual work goals					
21	Employees in the organization believe that working alone is better than working as a group					
22	Employees in the organization do not focus on helping others					
23	Employees in the organization are closed to each other like family members					

| 24 | Employees in the organization are divided into groups and provided help mainly in their own group | | | | | |

4. The victimization questionnaire

The participant has to answer to each item as 1 = never happen, 2 = not really happen, 3 = moderate, 4 = happen a lot, 5 = happen very often. This part of questionnaire consists with 40 items

No	Items	Answer				
		(1)	(2)	(3)	(4)	(5)
1	Someone in your organization like to take your stuffs without permission					
2	Someone in your organization tried to damage your properties					
3	Someone in your organization tried to bump at you					
4	Someone in your organization like to pick a fight with you					
5	Someone in your organization intentionally damage your with indirect method such as letting others harm you					
6	Someone in your organization throw something at you					
7	Someone in your organization intentionally hurt you					
8	Someone in your organization persecute you					

9	Someone in your organization intentionally make your work more difficult or tried to damage your work					
10	Someone in your organization bullies you with aim of damaging your physical or your properties					
11	Someone in your organization called you with the name that you dislike such as ducky					
12	Someone in your organization intentionally laugh at you when you made mistake					
13	Someone in your organization intentionally hurt your feeling					
14	Someone in your organization making fun of your appearance such as fatty or nigga					
15	Someone in your organization intentionally laugh and insult you when you do not understand something					
16	Someone in your organization blow his or her emotion at you without care					
17	Someone in your organization threaten you					
18	Someone in your organization give you a dirty look or send some sign of insulting					
19	Someone in your organization blamed you for their mistake					

20	Someone in your organization making a story of you that made you feel uncomfortable					
21	Someone in your organization tried to have someone misunderstanding you					
22	Someone in your organization intentionally created conflict between you and others					
23	Someone in your organization made themselves as enemies to you and your group					
24	Someone in your organization give you a silent treatment					
25	Someone in your organization create a situation that make you and others quarrel to each other					
26	Someone in your organization prevented you from attending to the company's activities					
27	Someone in your organization spreading bad rumor about you					
28	Someone in your organization tried to damage the relationship between you and others					
29	Someone in your organization rejected you to join group					
30	Someone in your organization not happy to see others close to you					
31	You were received bad massage about you through email or other social media by your colleague					

32	Someone in your organization making fun of you in group chat					
33	Someone in your organization tell secret about you through social media					
34	Someone in your organization expressed serious negative comments in your post in social media					
35	Someone in your organization retouched your photo in negative way that make you feel uncomfortable and post it online or chat					
36	You were received annoying massage through email or other social media from your colleague					
37	Someone in your organization making bad rumor about you through social media					
38	Someone in your organization give you a serious complain in their social media					
39	Someone fake your online account with aim of discrediting you					
40	Someone in your organization talked about you in negative way through social media					

5. Coping strategies questionnair

The participant has to answer to each item as 1 = absolutely not do, 2 = might do a little, 3 = might do it, 4 = will do it, 5 = absolutely do it. This part of questionnaire consists with 20 items

No	Items (when you are in the situation of bullying will you do...)	answer				
		(1)	(2)	(3)	(4)	(5)
1	Go talk with bullies					
2	Inform supervisor					
3	Confronting with bullies and threaten them to stop					
4	Avoid confronting with bullies					
5	Retaliate in a similar way					
6	Take a day-off					
7	Smoking or using alcohol					
8	Forgive and be nice to bullies					
9	Seeking help from friends					
10	Release temper by using force on things					
11	Seeking advice from psychologist					
12	Waiting for opportunity to revenge					
13	See the situation of bullying as funny things					
14	Do meditation					
15	Prey and curse the bullies					

16	Ignore the problem of bullying					
17	See the situation of bullying as challenge to overcome					
18	Blame yourself					
19	Blame others and the organization for not helping					
20	Resign or hurting yourself					

Thank you very much

Appendix E

Interview sheet (original version)

แบบสัมภาษณ์

1. **แนะนำตัว**

   ข้าพเจ้า พิสาข์ ศรีวิลัย นักศึกษาปริญญาเอกสถาบันบัณฑิตพัฒนบริหารศาสตร์ จะขออนุญาตเก็บ
   ข้อมูลด้วยการสัมภาษณ์ท่าน เกี่ยวกับความสัมพันธ์ในที่ทำงานในด้านการกลั่นแกล้ง เพื่อที่นำไปใช้
   เป็นข้อมูลประกอบการศึกษาวิจัยในการทำปริญญานิพนธ์ ขอท่านโปรดตอบคำถามตามความเป็นจริง
   มากที่สุด

2. **ข้อมูลผู้ให้สัมภาษณ์**

   ชื่อ-นามสกุล _____   อายุ _____

   เพศ_____   ระดับการศึกษา_____

   ชื่อองค์กร_____

   ตำแหน่ง_____

   ระดับตำแหน่ง

   ☐ พนักงานทั่วไป   ☐ หัวหน้างาน

   ☐ ผู้จัดการ   ☐ บริหาร

   ประเภทขององค์กร

   ☐ เอกชน   ☐ ไม่ใช่เอกชน (ระบุ) _____

   ท่านทำงานในองค์กรแห่งนี้ .... ปี   หากรวมที่อื่นด้วยท่านทำงานมาแล้ว .... ปี

3. **จุดมุ่งหมาย**

   การสัมภาษณ์นี้เน้นสอบถามเกี่ยวกับเรื่องของการเป็น "เหยื่อของการถูกกลั่นแกล้งในที่ทำงาน" โดย
   คำว่า "การกลั่นแกล้ง" กับ "เหยื่อของการถูกกลั่นแกล้ง" มีความหมายดังนี้

   3.1 การกลั่นแกล้ง (bullying) หมายถึง การกระทำใดๆโดยมุ่งหวังผลให้เกิดความเสียหายทาง
   ร่างกาย จิตใจ และ/หรือ ความสัมพันธ์ระหว่างบุคคล กับบุคคลที่เรียกว่าเป็นเหยื่อ ซึ่งอาจเป็น
   การกระทำโดยตรงหรือโดยผ่านสื่อต่างๆ เช่น Facebook หรือ line เป็นต้น

   3.2 เหยื่อของการถูกกลั่นแกล้ง (victim of bullying) หมายถึง บุคคลผู้ถูกกระทำให้ได้รับความ
   เสียหายทางร่างกาย จิตใจ หรือความสัมพันธ์ระหว่างบุคคล

4. **คำถาม**

    4.1 ท่านเชื่อหรือทราบว่ามีการกลั่นแกล้งในที่ทำงานไหม

        ☐ มี   (ตอบ เชื่อหรือมี ถามข้อต่อๆ ไป)

        ☐ ไม่มี (ถ้าตอบ ไม่เชื่อหรือไม่มี ผู้สัมภาษณ์กล่าวขอบคุณและยุติการสัมภาษณ์)

    4.2 ท่านเคยเห็นการกลั่นแกล้งผู้อื่นในที่ทำงานหรือไม่

        ☐ ไม่เคย   ☐ เคย ประมาณ_____คน

    4.3 ท่านเคยเป็นเหยื่อของการถูกกลั่นแกล้งหรือไม่

        ☐ ไม่เคย   ☐ เคย จำนวน_____ครั้งในปีที่ผ่านมา

    4.4 การศึกษาวิจัยที่ผ่านมาพบว่า"ลักษณะบุคลิกภาพ" ของเหยื่อเป็นสาเหตุที่เกี่ยวข้องสัมพันธ์กับการเป็นเหยื่อของการถูกกลั่นแกล้ง ข้อค้นพบนี้สอดคล้องกับประสบการณ์ที่ท่านได้เคยเจอหรือไม่เพราะเหตุใด

        ☐ เห็นด้วย   ☐ ไม่เห็นด้วย

        เหตุผล_____

        _____

        _____

        _____

        4.4.1   ผู้ที่มีลักษณะบุคลิกภาพแบบชอบเข้าสังคม (extrovert) คือเป็นคนที่ร่าเริง ชอบแสดงออก พูดคุยกับใครก็ได้ หรือเป็นที่สนใจของคนอื่น ยิ่งมีลักษณะแบบนี้มากยิ่งถูกกลั่นแกล้งมาก ท่านเห็นด้วยหรือไม่ เพราะเหตุใด

        ☐ เห็นด้วย   ☐ ไม่เห็นด้วย

        เหตุผล_____

        _____

        _____

        _____

        4.4.2   ผู้ที่มีลักษณะบุคลิกภาพแบบหวั่นไหว ไม่มั่นคง (neurotic) ซึ่งเป็นคนที่มีความวิตกกังวลสูง เครียด หรือขลาดกลัว มักเป็นเหยื่อของการถูกกลั่นแกล้ง ท่านเห็นด้วยหรือไม่เพราะเหตุใด

        ☐ เห็นด้วย   ☐ ไม่เห็นด้วย

        เหตุผล_____

        _____

        _____

4.4.3 ผู้ที่มีลักษณะบุคลิกภาพแบบมีสติรู้ (conscientiousness) มีความรับผิดชอบและ
ใส่ใจในงาน **มักไม่เป็นเหยื่อ**ของการถูกกลั่นแกล้ง ท่านเห็นด้วยหรือไม่ เพราะเหตุ
ใด

☐ เห็นด้วย ☐ ไม่เห็นด้วย

เหตุผล_____

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4.4.4 ผู้ที่มีลักษณะบุคลิกภาพแบบยอมตามหรือชอบเห็นด้วย (agreeableness) **มักไม่
ถูก**กลั่นแกล้ง ท่านเห็นด้วยหรือไม่ เพราะเหตุใด

☐ เห็นด้วย ☐ ไม่เห็นด้วย

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4.4.5 ผู้ที่มีลักษณะบุคลิกภาพแบบเปิดรับประสบการณ์ใหม่ๆ (openness to
experience) มักไม่ถูกกลั่นแกล้ง ท่านเห็นด้วยหรือไม่ เพราะเหตุใด

☐ เห็นด้วย ☐ ไม่เห็นด้วย

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4.4.6 เรื่องของวัฒนธรรมองค์การ พบว่าวัฒนธรรมองค์กรหรือค่านิยมในการทำงานของ
องค์การ มีความเกี่ยวข้องสัมพันธ์กับการเป็นเหยื่อของการถูกกลั่นแกล้ง ท่านเห็น
ด้วยหรือไม่ เพราะเหตุใด

☐ เห็นด้วย ☐ ไม่เห็นด้วย

เหตุผล_____

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4.4.7 การศึกษาวัฒนธรรมรายด้าน ด้านแรก ความเหลื่อมล้ำต่ำสูง (power distance) หรือการยอมรับในอำนาจของผู้ที่เหนือกว่า ในสังคมลักษณะนี้ผู้คนจะยอมรับใน เรื่องของชนชั้นในสังคมโดยการศึกษาที่ผ่านมาพบว่า ผู้ที่รับรู้ว่าองค์กรมีการ ยอมรับความเหลื่อมล้ำต่ำสูง มีโอกาสเป็นเหยื่อของการถูกกลั่นแกล้งมากด้วย ท่านเห็นด้วยหรือไม่ เพราะเหตุใด

☐ เห็นด้วย ☐ ไม่เห็นด้วย

เหตุผล_____

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4.4.8 วัฒนธรรมองค์กรด้านที่สอง บุรุษนิยม หรือ นิยมรูปแบบความเป็นชาย (masculinity) คือ เน้นความเข้มแข็ง การแข่งขันและความสำเร็จ โดยสังคม ลักษณะนี้ให้ความสำคัญกับความเก่งและความสำเร็จของบุคคล การศึกษาที่ผ่าน มาพบว่า ผู้ที่รับรู้ว่าองค์การมีวัฒนธรรมด้านบุรุษนิยมสูง มีโอกาสเป็นเหยื่อของ การถูกกลั่นแกล้งมาก ท่านเห็นด้วยหรือไม่ เพราะเหตุใด

☐ เห็นด้วย ☐ ไม่เห็นด้วย

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4.4.9 วัฒนธรรมองค์กรด้านที่ 3 ความเป็นปัจเจกนิยมหรือมุ่งเน้นความเป็นตัวของตัวเอง พึ่งพาตนเอง (individualism) โดยสังคมลักษณะนี้จะมุ่งเน้นไปที่การทำงานด้วย ตนเองเป็นหลักมากกว่าการมีพวกพ้องทำงานเป็นกลุ่มผลการศึกษาพบว่า ผู้ที่รับรู้ ว่าองค์การเน้นปัจเจกนิยมหรือการพึ่งพาตนเองมาก มีโอกาสเป็นเหยื่อของการถูก กลั่นแกล้งมาก ท่านเห็นด้วยหรือ เพราะเหตุใด

☐ เห็นด้วย ☐ ไม่เห็นด้วย

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4.4.10 เรื่องสุดท้าย การศึกษาที่ผ่านมาพบว่า มีกลยุทธ์ที่สามารถรับมือการกลั่นแกล้ง (coping strategies) เช่น การเผชิญหน้าคุยหรือปะทะกับผู้กระทำ การหลีกเลี่ยงที่จะอยู่สถานที่เดียวกันกับผู้กระทำ การทำเมินเฉย ทำสมาธิ การขอความช่วยเหลือจากเพื่อนหรือผู้บังคับบัญชา เป็นต้น ท่านเห็นด้วยหรือคิดว่า มีกลยุทธ์รับมือได้ตามผลการศึกษานี้หรือไม่ เพราะเหตุใด

☐ เห็นด้วย ☐ ไม่เห็นด้วย

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4.4.11 อย่างไรก็ตาม การศึกษาที่ผ่านมาพบด้วยว่าการใช้กลยุทธ์การรับมือการกลั่นแกล้งในระดับเล็กน้อย (low coping strategies) สามารถลดการเป็นเหยื่อของการถูกกลั่นแกล้งได้ดีกว่า-มากกว่าการใช้กลยุทธ์การรับมือการกลั่นแกล้งในระดับมาก (high coping strategies) ท่านเห็นด้วยหรือไม่ เพราะเหตุใด)

☐ เห็นด้วย ☐ ไม่เห็นด้วย

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4.4.12 ท่านมีข้อแนะนำอะไรบ้างเกี่ยวกับการป้องกันและลดปัญหาของการกลั่นแกล้งในที่ทำงาน พร้อมให้เหตุผล

ความคิดเห็น_____

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ขอขอบคุณอย่างยิ่งในการให้ข้อมูลของท่าน

Appendix F

Interview sheet (English version)

Interview sheet

1. Introduction

My name is Pisa Srivilai, PhD student from National Institute of Development Administration (NIDA) would like to conduct an interview with you regarding to the topic or workplace bullying in order to gain the information for data analysis for the research which would like you to offer an honest answer to the interviewer.

2. Personal information of interviewee

Name-Surname _____Age _____

Gender_____Education level _____

Name of organization (optional) _____

Position _____

Working level

☐ Operational officer   ☐ Senior/Supervisor

☐ Manager   ☐ Management/Executive

Type of organization

☐ Private company   ☐ Non-private company_____

How long have you been working here.............. Year

How long have you been working including other companies................ Year

3. Objective

This interview will be focused on "The victimization of workplace bullying" which the word "bullying" and "the victimization" has meaning as following:

3.2   Bullying means any actions that aim to create damage to body, properties, emotion, or relation of the victim which can be direct or indirect method.

3.3   Victim of bullying means an individual who received damage of his or her to body, properties, emotion, or relation.

4.Interview questions

4.1 Do you believe there was workplace bullying in the organization?

☐ Yes(If "yes" continue to next question)

☐ No (If "no" end an interview)

4.2 Have you ever seen people being bullied in the organization?

☐ No ☐ Yes - How many_____

4.3 Have you ever been a victim of workplace bullying?

☐ No ☐ Yes - How many times in last year?_____

4.4 In previous studies, researchers found that the "personality traits" of the victim were factors that were associated with being the victim of bullying. Were these findings related to your experience or not, and why?

☐ Agree ☐ Disagree

Reason_____

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4.4.1 An individual that has an extraversion trait refers to an individual who is a sociable and lively person. The individual that has a high score of this trait would be more likely to be victimized. Do you agree or not agree, and why?

☐ Agree ☐ Disagree

Reason_____

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4.4.2 An individual that has a neuroticism trait refers to an individual who is unstable, emotional, has high stress and anxiety. The individual that has a high score of this trait would be more likely to be victimized. Do you agree or not agree, and why?

☐ Agree ☐ Disagree

Reason_____

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4.4.3 An individual that has a conscientiousness trait refers to an individual that has high responsibility, pays attention, and is well-organized. The individual that has a high score of this trait would be less likely to be victimized. Do you agree or not agree, and why?

☐ Agree ☐ Disagree

Reason_____

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4.4.4 An individual that has an agreeableness trait who has a high score of this trait would be less likely to be victimized. Do you agree or not agree and why?

☐ Agree ☐ Disagree

Reason_____

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4.4.5   An individual that has an openness to experience trait who has a high score of this trait would be less likely to be victimized. Do you agree or not agree, and why?

☐ Agree   ☐ Disagree

Reason_____

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4.4.6   With regards to organizational culture, the study found that the culture of the organization was related to being the victim of bullying. Do you agree or not agree, and why?

☐ Agree   ☐ Disagree

Reason_____

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4.4.7   The first organization's culture was "power distance" that refers to the culture that people accept has unequal power and hierarchy in society. The previous research found that there was a higher chance for an individual to become a victim in this culture. Do you agree or not agree, and why?

☐ Agree   ☐ Disagree

Reason_____

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4.4.8 The second organization's culture was "masculinity" that refers to the culture that people are concerned about competitiveness and achievement. The previous studies found that there was a higher chance for an individual to become a victim in this culture. Do you agree or not agree, and why?

☐ Agree   ☐ Disagree

Reason_____

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4.4.9 The third organization's culture was "individualism" that refers to the culture that people preferred to perform the job alone and were less concerned to work as a group. The previous research found that there was a higher chance for an individual to become a victim in this culture. Do you agree or not agree, and why?

☐ Agree   ☐ Disagree

Reason_____

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4.4.10 The last issue, previous studies found coping strategies; such as, confronting the perpetrator, avoiding the situation with the perpetrator, ignoring the situation, meditation, and asking for help from friends or supervisor/manager. Such actions could affect the level of victimization. Do you agree or not agree, and why?

☐ Agree   ☐ Disagree

Reason_____

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4.4.11 Nevertheless, the previous research found that using low coping strategies was a more efficient approach to affect the level of victimization than using high coping strategies. Do you agree or not agree, and why?

☐ Agree   ☐ Disagree

Reason_____

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4.4.12 Do you have any recommendations to prevent and reduce the problem of workplace bullying and provide reasons.

Reason_____

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Thank you very much for your time

BIOGRAPHY

NAME	Pisa Srivilai
ACADEMIC BACKGROUND	Bachelor Degree in Public Administration from Rajabhat Chandrakasem Universiry, Bangkok, Thailand, 2008 Master degree in International Business from University of Tasmania, Australia, 2012
PRESENT POSITION	Owner of Dukdik Studio
EXPERIENCE	"Whistle Blowing" What are the Tendencies Behind: a Study of Thai Employees, Published in NKRAFA Journal of Humanities and Social Sciences vol.2 (2014)