

**The consequences of workplace bullying: A comparative
study of migrant Chinese and other workers in the New
Zealand hospitality industry**

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Attestation of Authorship

“I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material pervious published or written by another person (except where explicitly defined in the acknowledgements), nor material which to a substantial extent has been submitted for the award of any other degree or diploma of a university or other institution of high learning”.

Signed by Che Liu

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Abstract

In the New Zealand hospitality industry, workplace bullying and its influences have been researched extensively (Bentley et al., 2012; O'Driscoll et al., 2011); the literature (Janta, 2011; Taran & Geronimi, 2002) notes that migrant workers are often the target of bullying in the hospitality industry. As a fast-growing ethnic population group in New Zealand, however, Chinese migrant workers have not previously been a research target in regards to workplace bullying. Therefore, the objective of this study is to determine the prevalence of perceived workplace bullying against Chinese migrant workers in the New Zealand hospitality industry and to examine the relationship between workplace bullying and its consequences in terms of organisational citizenship behaviour-individual (OCBI), turnover intention and negative word of mouth reported by employees. Four hypotheses were suggested to achieve this objective.

This study adopted a quantitative research approach and recruited 64 Chinese respondents and 59 non-Chinese respondents engaged in the hospitality industry in Auckland, New Zealand. Following the data analysis, the results of both groups were discussed and compared in terms of their consistency with the findings of the extant literature. The key points of the study are summarised as follows:

Firstly, workplace bullying in New Zealand has become a severe issue, with the percentage of employees who have suffered workplace bullying reflecting a sharp increase compared to Bentley et al.'s (2009) survey conducted five years ago. The main reason for this change may be the large number of Chinese migrant workers, who suffer high levels of workplace bullying.

Secondly, and as discussed later in this dissertation, Chinese people have unique characteristics, some of which aggravate the levels of workplace bullying. Language

barriers limit their ability to interact with local communities, which results in unfair treatment that includes less training and advancement opportunities, and workplace bullying. Short-term visas mean that they are dependent on their employers to obtain New Zealand permanent residency and are therefore compelled to suffer bullying and abuse when this occurs. In addition, most Chinese migrant workers are engaged in the food and beverage sector, which has higher levels of workplace bullying than other sectors.

Finally, the results of this study show that employees who suffer more workplace bullying tend to withhold their OCBI, have high turnover intention and spread negative word of mouth. Due to their suffering higher levels of workplace bullying, Chinese migrant workers are more likely to think about leaving, or actually leave their current organisations, and complain about their company or supervisor. Despite this, they appear to maintain high OCBI regardless of whether or not they have been bullied.

CHAPTER 1: INTRODUCTION

1.1 Research Background

In recent years, workplace-related problems such as abusive behaviour, sexual harassment, psychological terror and workplace stress have been widely exposed as problems in the hospitality industry (Bentley et al., 2012; Bloisi & Hoel, 2008; Chang & Chang, 2007; Poulston, 2008). Einarsen (2003) concluded that these workplace-related issues include workplace bullying, which has drawn attention from both researchers and commercial organisations (Oladapo & Banks, 2013; Simons, Stark, & DeMarco, 2011). Although employees are protected under the New Zealand Human Rights Act and Employment Relations Act (Equal Employment Opportunities Trust, 2014), workplace bullying is still a problem in New Zealand. According to O'Driscoll et al. (2011), 17.8% of New Zealand employees have been bullied at work. Einarsen (2011) deemed workplace bullying to be a more crippling and devastating issue for employees than all other work-related issues combined. Thus, understanding the nature and consequences of workplace bullying is a significant issue.

Research suggests that work place bullying may result in adverse consequences (Liu & Wang, 2013; Öcel & Aydın, 2012; Uen, Peng, Chen, & Chien, 2011). These studies focused on three organisational consequences of workplace bullying; reducing employees' organisational citizenship behaviours-individual (OCBI), increasing employee turnover, and increasing incidents of negative word of mouth by employees. Firstly, workplace bullying can have a negative influence on the target's OCBI. When employees are subjected to workplace bullying, their expectations of fair treatment are not met; in return, they may, therefore reduce their OCBI by withdrawing help to co-workers (Liang, 2012; Liu & Wang, 2013). Zellars and Tepper (2002) also found that

abusive supervision is related to employees' organisational citizenship behaviour (OCB), and that targets of abuse or bullying are more likely to withhold their OCB than are employees with supportive leadership. Secondly, a high turnover rate is another important consequence of workplace bullying. Many researchers find that those who have been bullied are more inclined to think about leaving, or to actually leave the job, and that bullied workers leave their jobs more frequently than do those who have not been bullied (Brus, 2012; Houshmand, O'Reilly, Robinson, & Wolff, 2012; Öcel & Aydın, 2012). Finally, workplace bullying may result in negative word of mouth reports about an organisation, which could influence the attractiveness of the organisation for other workers. Employers or staff can offer information about their organisation to other employees through a specific channel or source (Uen et al., 2011). Therefore, targets of bullying might spread negative information in their social networks, which will reduce the attractiveness of the organization (Uen et al., 2011). With the negative consequences of workplace bullying being well documented, employers and management teams would benefit from understanding the nature of workplace bullying and should try to avoid bullying in the workplace.

1.2 Research Problem Statement and Objectives

Migrant workers perform a significant role in the New Zealand hospitality industry. According to Statistics New Zealand (2013a), approximately one quarter of migrants to New Zealand worked in the retail, food and beverage, and accommodation sectors in 2012. Migrant workers, however, often become the subject of workplace bullying, and the level of this exploitation has accelerated (Taran & Geronimi, 2002). Janta, Ladkin, Brown, and Lugosi (2011) supported this viewpoint and found that workplace bullying

has become more prominent with increasing numbers of migrants working in the hospitality industry.

As a fast-growing ethnic population group in New Zealand, there is an increasing trend for Chinese migrant workers (especially new immigrants) to enter the hospitality industry due to this sector's low entry requirements (Janta et al., 2011; Statistics New Zealand, 2013b). Some media have exposed the fact that Chinese migrant workers are apparently reprimanded more frequently than native-born co-workers, and can be bullied by both types of employers (native-born and migrant) (Skykiwi, 2012; Xinhua Net, 2004). For example, a Chinese newspaper reported that a Chinese girl working in a New Zealand Chinese restaurant was often abused by her employer and suffered a workplace injury as a consequence; apparently the employer rarely blamed native-born workers for problems in the workplace (Xinhua Net, 2004). Skykiwi (2012) also reported that a Chinese waitress was paid under the minimum wage and eventually dismissed because she would not tolerate sexual harassment from customers. Chinese migrant workers have, however, not previously been the research subjects of workplace bullying studies. To address this, the first objective of this study is to determine the prevalence of perceived workplace bullying against Chinese migrant workers in the New Zealand hospitality industry.

As a potential target of workplace bullying, Chinese migrant workers may be sensitive to the consequences of workplace bullying. They may withhold their OCBI for their company, have a strong intention to leave the job, and spread negative information about their company in their community. Therefore, the second objective of this study is to determine the relationship between workplace bullying and its consequences in terms of OCBI, turnover intention and negative reports about an employer by word of mouth, and then examine the Chinese migrant workers' sensitivity towards this relationship.

1.3 Research Hypotheses and Synopsis of the Method

Four research hypotheses proposed to address the research objectives of the study.

The first objective; *to determine the prevalence of perceived workplace bullying against Chinese migrant workers in the New Zealand hospitality industry*; is addressed by H1:

H1: Chinese migrant workers suffer from higher levels of workplace bullying than non-Chinese workers in the New Zealand hospitality industry.

To achieve the second objective is *to determine the relationship between workplace bullying and its consequences in terms of OCBI, turnover intention and negative reports about an employer by word of mouth, and then examine the Chinese migrant workers' sensitivity towards this relationship*. Three further hypotheses are proposed (using comparisons between Chinese and non-Chinese respondents):

H2: Workplace bullying is negatively related to an employee's organisational citizenship behaviour-individual (OCBI).

H3: Workplace bullying is positively related to an employee's turnover intention.

H4: Workplace bullying in an organisation is positively related to the level of negative word of mouth about the organisation.

A quantitative approach was adopted to investigate respondents' experiences of workplace bullying and further examine the consequences of workplace bullying. Data were collected through a self-administered questionnaire and analysed using the Statistical Package for Social Science (SPSS) 20th version. Respondents comprised both Chinese migrant workers and non-Chinese workers (including New Zealanders, Europeans, Māori, Pacific, Middle Eastern and other Asian people) from various

hospitality sectors including small- to large-scale fast food outlets, coffee shops, restaurants, hotels, motels and backpacker accommodation. Data from respondents provided information related to their experiences of workplace bullying and consequences. To test H1, whether or not Chinese migrant workers suffer from workplace bullying, results from Chinese migrant respondents were compared with those from respondents from other ethnic groups, such as New Zealanders and Indians. To test H2, H3 and H4, the relationship between workplace bullying and the three consequences, using data from both Chinese and non-Chinese respondents, were analysed. The research methodology will be discussed in detail in Chapter Three.

1.4 Outline of the Dissertation

This dissertation comprises five chapters; the Introduction, Literature Review, Methodology, Results, and Discussion.

Chapter 2: Literature Review. This chapter provides an overview of the previous studies relevant to this topic. It mainly focuses on the background of Chinese migrant workers in the New Zealand hospitality industry, workplace bullying, OCBI, turnover intention and word of mouth. Previous statements regarding the relations between the key items are overviewed and four hypotheses suggested based on the work of previous studies.

Chapter 3: Methodology. This chapter explains the research method and research design selected to address the research hypotheses. A quantitative approach was adopted to investigate the respondents' experiences of workplace bullying and explore its consequences. A self-administered questionnaire was used to collect data from both Chinese migrant workers and non-Chinese workers engaged in the New Zealand hospitality industry.

Chapter 4: Results. This chapter provides the findings of the data analysis. First, it provides a description of the demographic profiles of the respondents. The different characteristics of Chinese migrant workers and non-Chinese workers are uncovered in the descriptive statistics. More importantly, respondents' experiences of workplace bullying, and their behaviours and attitudes towards OCBI, turnover intention, and word of mouth are also presented.

Chapter 5: Discussion. This chapter analyses the findings drawn from the results outlined in Chapter 4 and addresses the hypotheses. A comparison between Chinese migrant workers and non-Chinese workers is made and their differing experiences of workplace bullying are presented. Furthermore, this chapter examines the relationship between workplace bullying and an employee's OCBI, turnover intention, and negative word of mouth, thereby testing the hypotheses. Both the theoretical and managerial implications of the findings are discussed in this chapter. In addition, this chapter identifies limitations based on the discussion and suggests agendas for future research.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

This literature review examines research that addresses workplace bullying and its consequences, including withdrawing OCBI, improving turnover intention and spreading negative word of mouth, and explores the linkage between these constructs. It is composed of three sections; workplace bullying, Chinese workers in the New Zealand hospitality industry, and consequences of workplace bullying.

The first section conceptualizes extant theories of workplace bullying. Section 2.2.1 outlines the important elements in defining workplace bullying and synthesises the results of existing studies to formulate an appropriate definition. Section 2.2.2 groups over 30 different types of bullying behaviours into categories.

The next section describes the general situation of the target population; Chinese migrant workers in the New Zealand hospitality industry. It begins by describing the population of New Zealand Chinese migrants and their penetration into the hospitality labour market; data from the Department of Statistics are examined to support the statements made. The features of the target population are also summarised in this section. In addition, this section exposes the phenomenon of workplace bullying of Chinese migrant workers in the New Zealand hospitality industry and suggests the first hypotheses.

The last section reveals three consequences of workplace bullying; reducing organisational citizenship behavior-individual, increasing employees' turnover intentions, and creating negative word of mouth. Each sub-section conceptualises these consequences and links them with workplace bullying.

2.2 Workplace Bullying

2.2.1 Definition of Workplace Bullying

The hospitality industry is characterised by certain types of workers linked to marginalisation within secondary workforce markets (Lucas & Mansfield, 2008). Workplace bullying against migrant workers is often reported in hospitality-related industries, which are part of the secondary workforce.

The term *bullying* is traditionally applied in a school context, and is a subset of repeated aggressive behaviour against a victim (Cowie, Naylor, Rivers, Smith, & Pereira, 2002; Smith, 1997). In the early 1980s, Leymann (1996) borrowed the word *mobbing* to describe aggressive and abusive behaviours in the workplace; this term describes similar behaviour to bullying. Bullying has now become identified as a common and severe issue in a workplace context (Cowie et al., 2002). The concept of workplace bullying generally refers to interpersonal negative and aggressive behaviour in the workplace that causes psychosomatic and psychological problems for the target (Bentley et al., 2012; Einarsen, Hoel, & Notelaers, 2009; Leymann, 1996).

The extant definition, however, does not identify all characteristics of bullying behaviour in the workplace. Criticisms of this definition of workplace bullying have been suggested by some researchers and a more comprehensive definition is needed. Cowie et al. (2002) and Einarsen et al. (2009) argued that the core concept also contains two other elements that influence the definition of workplace bullying, even if the most essential element of workplace bullying is unwanted negative behaviour towards the victim. First, the concept of workplace bullying includes an imbalance of the power relationship between the parties involved (Einarsen et al., 2009). An imbalance of power is a central part of the workplace bullying experience, and occurs when one party

involved in an interaction with another party lacks the strength to defend themselves in the workplace (Einarsen, 2003; Marcello, 2010). An isolated incident, or a conflict between two parties with equal strength, cannot be deemed to be bullying in the workplace (Einarsen, 2003). Cowie et al. (2002) and Marcello (2010) commented that when the weaker party suffers workplace bullying, he or she is placed in an inferior position and becomes a target of systematic negative acts within the workplace. Second, the concept of workplace bullying involves the repetition and duration of the negative behaviour (Einarsen et al., 2009). Einarsen (2003) defined workplace bullying as a consistent and escalating hostile workplace relationship, rather than occasional and disconnected incidents, with bullying being linked with repetition (frequency of abusive behaviour) and persistence over a period of time (duration). Marcello (2010) agreed that a single threatening act without regular behaviour of this type cannot be regarded as workplace bullying. Therefore, a certain frequency and duration has been suggested by some researchers to be necessary in order to measure workplace bullying; abusive and negative behaviours that have occurred at least “now and then”, or once “per week”, over a period of “at least six months” can be referred to as workplace bullying (Einarsen & Skogstad, 1996, p. 190; Leymann, 1996, p. 168). In addition, Leymann (1996) emphasised the psychological nature that should be included in the definition. Among bullying behaviours, psychological terror frequently occurs in the workplace and results in psychological stress or damage (Leymann, 1996). Einarsen et al. (2009) agreed that most bullying behaviours are concerned with negative behaviour of a psychological nature. Based on the foregoing argument, this study suggests a new definition, which includes these characteristics:

An interpersonal negative and abusive behaviour at work primarily of a psychological nature, in which the aggression is repeated over a period of time,

with the effect of humiliating, intimidating, frightening, or punishing the target (Bentley et al., 2012; Cowie et al., 2002; Einarsen et al., 2009; Leymann, 1996).

This definition will be applied throughout this dissertation.

2.2.2 Categories of Workplace Bullying

The nature and act of bullying behaviour has characteristics that allow for the classification of workplace bullying into several groups. Bartlett and Bartlett (2011) integrated the existing bullying literature and, from this, developed a classification of bullying into synthesised categories, based on what the target is bullied about. The overarching thematic areas of Bartlett and Bartlett's (2011) classification are work-related bullying and personal bullying. Work-related bullying can also be divided into three categories in terms of workload, work process, and evaluation and advancement. Personal bullying comprises indirect and direct groupings. The details of bullying acts in each category are shown in Table 1.

Table 1: Classification of Workplace Bullying Behaviours

Work Related Bullying	Workload	Work overload, Removing responsibility, Delegation of menial tasks, Refusing leave, Unrealistic goals, Setting up to fail
	Work Process	Shifting opinions, Overruling decisions, Flaunting status/power, Professional status attack, Controlling resources, Withholding information
	Evaluation & Advancement	Excessive monitoring, Judging work wrongly, Unfair criticism, Blocking promotion
Personal Bullying	Indirect	Isolation, Ignoring, Excluding, Not returning communications, Gossip, Lies, False accusations, Undermining, Hint of leaving
	Direct	Verbal attack/harassment, Belittling remarks, Yelling, Interrupting other, Persistent criticism, Intentionally demeaning, Humiliation, Personal jokes, Negative eye contact/staring, Intimidation, Manipulation, Threats

Source: (Bartlett & Bartlett, 2011, pp. 73-75)

Bartlett and Bartlett's (2011) research did, however, eliminate physical bullying, as they viewed this as going beyond psychological bullying into a type of physical violence.

This classification agrees with the viewpoint of Leymann (1996), who believed that bullying behaviours at work primarily relate to psychological dimensions and only occasionally involve physical dimensions. Some researchers, however, critiqued this classification and advocated that physical bullying acts should be included in the definition (Einarsen et al., 2009; Meglich-Sespico, Faley, & Knapp, 2007; Rayner & Hoel, 1997). Einarsen et al. (2009) and Rayner and Hoel (1997), in particular, insisted that physical bullying should be involved in the classification of workplace bullying, although their surveys found that less than 5% of respondents suffered from physical bullying. In addition, some recent studies (D'Cruz & Noronha, 2014; Vickers, 2013) connected biased behaviours such as nepotism in the scope of workplace bullying, which could be considered a new category of workplace bullying. Poulston (2009) suggested that nepotism or favouritism is closely linked to harassment, which is one of the most important elements of workplace bullying. Biased behaviours, such as nepotism, unfair treatment and workplace alliances, have been reported as being part of the repertoire of predatory bullying alliances (D'Cruz & Noronha, 2014; Vickers, 2013).

2.3 Chinese Workers in the New Zealand Hospitality Industry

2.3.1 Background of Chinese Hospitality Workers in New Zealand

A large number of Chinese migrants have settled in New Zealand and there is a growing trend for Chinese people to move to New Zealand. According to Statistics New Zealand (2013b), Chinese were the largest Asian ethnic group in 2013, at 171,411 people representing 36.3% of Asian people and 4.0% of the total New Zealand population. Furthermore, the Chinese ethnic group is a fast-growing population group in New Zealand, with a 16.1% growth rate between 2006 and 2013 (Statistics New Zealand, 2013b).

The hospitality industry is the world's greatest job creator and allows for quick entry into the workforce for migrant workers (Baum, 2012; Connell & Burgess, 2009; Janta & Ladkin, 2009). Hence, it is a popular choice for Chinese migrants. Some hospitality sectors rely on migrant workers, and even prefer them to domestic workers due to their reputedly better work ethic and positive working attitude (Janta et al., 2011; Ruhs & Anderson, 2010). In New Zealand, approximately one quarter of migrants worked in the retail, food and beverage, and accommodation sectors in 2012 (Statistics New Zealand, 2013a). Among them, young migrants made up the largest proportion (over 60%) of workers, with most being recent immigrants (Statistics New Zealand, 2013a). As a fast-growing ethnic population group in New Zealand, there is an increasing trend for Chinese migrant workers to enter the hospitality industry in New Zealand (Statistics New Zealand, 2013a).

2.3.2 Characteristics of Chinese Migrant Workers

Chinese migrant workers in the hospitality industry have characteristics that are similar to those of other migrant workers; they tend to be young, female, student, part-time workers (Connell & Burgess, 2009; Janta, 2011; Joppe, 2012). There are, however, two unique characteristics (language barrier and unique moral standards) that may enable them to be more easily bullied at work.

Migrant workers, including Chinese migrants, typically have poor English skills and limited work experience; many of them lack interaction with host communities (Connell & Burgess, 2009; Janta, 2011; Joppe, 2012). According to Batnitzky and McDowell (2013), migrants in London overwhelmingly do not interact socially, or professionally, with either native-born people, or co-ethnic immigrant communities. Therefore, migrants often prefer employers from their own countries (Batnitzky & McDowell,

2013). Furthermore, the hospitality sector has low entry barriers and provides employees with an opportunity to communicate with local customers (Connell & Burgess, 2009; Janta et al., 2011). Janta et al. (2011) found that 82% of migrant workers in England chose to work in the hospitality sector because they wanted to practise foreign languages. Although language barriers may force Chinese migrants to choose the hospitality sector as their first job in a foreign country (Janta et al., 2011), they are more likely to suffer from workplace bullying because of their poor language skills. Some studies indicate that such employees are vulnerable to involvement in unfair treatment in the workplace, such as more criticism, less training and lower rates of promotion, due to their limited communication skills (Connell & Burgess, 2009; Madera, Dawson, & Neal, 2012).

In terms of cultural identity, workplace behaviours of Chinese migrant workers are directed by Confucian moral standards, which include ideologies such as harmony, diligence and interdependence of relationships. These ideologies may influence the behaviours and attitudes of Chinese workers towards workplace bullying. Firstly, Chinese people tend to seek harmonious relationships with others in their workplace (Hua & Yoo, 2011; Liu & Wang, 2013). This principle guides the behaviour of Chinese migrant workers and enables them to avoid conflicts so as to maintain harmony at work (Liu, 2003). Due to this characteristic, Chinese migrant workers might maintain silence when they suffer from abuse, in order to maintain harmonious relationships in the workplace. Secondly, Chinese migrant workers are very diligent and willing to compromise when they encounter difficulties. They believe that hardships and frustrated efforts can toughen a person's nature and improve their emotional intelligence; difficulties that they have suffered contribute to their achieving a bright future (Han & Altman, 2010; Li, 2002). Therefore, many Chinese migrant workers may regard

workplace bullying as a challenge and opportunity to toughen their personality and improve their emotional control. Finally, it is a Chinese belief that people are interdependent, rather than independent (Han & Altman, 2010). Chinese people tend to position themselves in a specific relationship of mutual dependence in order to optimise benefits for all members (Chou, Han, & Zhang, 2014). In some cases, Chinese migrant workers may compromise their attitudes towards misbehaviours in the workplace, as they have to consider the common interest in their specific relationships.

2.3.3 Workplace Bullying of Migrant Workers in the New Zealand Hospitality Industry

Apart from the above mentioned characteristics that enable New Zealand Chinese to be more likely targets of workplace bullying, migrant workers are also more often the targets of workplace bullying. Many studies have found that migrant workers often become the subject of workplace bullying (Connell & Burgess, 2009; Janta et al., 2011; Taran & Geronomi, 2002). Furthermore, many domestic workers are hostile towards migrant workers (Connell & Burgess, 2009). Janta et al. (2011) reported that migrant workers are exploited to a greater extent, and are less well treated, than local co-workers. The New Zealand Human Rights Commission receives an average of 550 complaints about workplace racial prejudice every year (New Zealand Herald, 2013); many of these involve bullying. Migrants are apparently reprimanded at work more frequently than native-born co-workers, and can be bullied by both employers and colleagues (Janta et al., 2011). Furthermore, the issue of workplace bullying appears to arise most frequently in the hospitality industry (Heugten, 2013). The hospitality industry is characterised by certain types of employees who have been marginalised within the secondary labour market (Lucas & Mansfield, 2008). These employees tend to be low skilled workers who therefore are vulnerable to bullying (Taran & Geronomi, 2002).

Evidence of hospitality migrant workers vulnerability to workplace bullying can be found in media resources. For example, the New Zealand media has exposed the fact that some Indian restaurant owners withheld migrant employees' passports and assaulted them when the employees left their positions (Krishnan, 2013). A Chinese newspaper further reported that a Chinese girl working in a New Zealand Chinese restaurant was often abused by the employer, even suffering workplace injury, as a consequence; however, the employer blamed rarely native-born workers for problems (Xinhua Net, 2004). Sexual harassment in the workplace is another problem related to the bullying of migrant workers (Andall, 1992). Xinhua Net (2004) reported that a Chinese girl working in a New Zealand restaurant was dismissed by her Chinese employer because she would not tolerate sexual harassment from customers. In another example, an Indian employee in a New Zealand restaurant claimed that she was sexually harassed by her colleague, but her employer denied her help to deal with the problem (Sunday Star Times, 2013). These examples demonstrate that workforce bullying is a common issue for migrant workers in New Zealand, especially Chinese migrant workers. Some media sources have reported that Chinese migrants have become the subject of workplace bullying in New Zealand (Skykiwi, 2012).

To conclude, findings from extent literature and media source indicate that Chinese migrant workers in the New Zealand hospitality industry might be the target of workplace bullying. Firstly, unique characteristics (low language skills and cultural identity) may enable Chinese to be more easily bullied at work. Secondly, migrant workers are also more often the targets of workplace bullying. Finally, the issue of workplace bullying appears to arise more frequently in the hospitality industry. To verify this, the first objective of this study is to determine the prevalence of perceived

workplace bullying against Chinese migrant workers in the New Zealand hospitality industry. To achieve this objective, the first hypothesis is suggested:

H1: Chinese migrant workers suffer from higher levels of workplace bullying than non-Chinese workers in the New Zealand hospitality industry.

2.4 Consequences of Workplace Bullying

Although some Chinese migrant workers might regard workplace bullying as an opportunity to improve their ability to overcome difficulties, few researchers have positive attitudes towards the positive effects of workplace bullying. To the contrary, the literature emphasises the negative consequences of workplace bullying. Workplace bullying has become a widespread problem and has drawn attention from commercial and social organisations (Oladapo & Banks, 2013; Simons et al., 2011). Furthermore, it is estimated that the adverse effects of workplace bullying, such as high employee turnover, workplace absenteeism and low employee productivity, cost Australian organisations around AU\$3 billion per annum (Oladapo & Banks, 2013).

The relationship between workplace bullying and its negative influence can be explained by social exchange theory and equity theory. According to social exchange theory, an employee's behaviours are influenced by different types of exchange relationships, which are based on the norm of reciprocity (Liu & Wang, 2013; Song, Tsui, & Law, 2007); that is, when one party does a favour for another, there should be a future favour in return from the other party (Blau, 1964). In the workplace, employees repay favourable work conditions and environments by engagement and discretionary behaviours (Liu & Wang, 2012). When employees perceive that unfavourable treatment occurs towards them, they will adjust their attitudes and behaviours downwards (Song

et al., 2007). In this way, when employees experience bullying behaviours, they may seek to repay the behaviours with negative attitudes or behaviours, such as an intention to leave, spreading negative word of mouth about the organisation, or performing ineffectively (Liu & Wang, 2013). This explanation corresponds with Adams' equity theory developed in 1963, which advocates that when an individual feels distress from unequal treatment he or she might withhold inputs to be consistent with the treatment received. Therefore, someone experiencing workplace bullying is likely to react negatively at work, generating negative consequences for the organisation.

Some studies summarised the consequences of workplace bullying for both target and organisation. Unfair behaviour in the workplace can threaten occupational attitudes and change long-term work life within the workplace (Kvartuc & Cubela, 2007; Öcel & Aydın, 2012). Targets of workplace bullying suffer more from negative emotions, such as low self-esteem, fatigue, stress, burnout and anxiety, than do non-targets (Agervold & Mikkelsen, 2004; Bentley et al., 2012; Brank, Hoetger, & Hazen, 2012; Oladapo & Banks, 2013). The literature also summarises the negative effects for organisations of workplace bullying, such as reducing productivity, job satisfaction and organisational commitment (Bentley et al., 2012; Einarsen, 2003; Oladapo & Banks, 2013; Simons et al., 2011). Other consequences of workplace bullying also exist, with those that have received less attention including a reduction in organisational citizenship behaviour in the individual dimension, the generation of high turnover rates and negative word of mouth. It is these consequences that this study focuses on examining.

2.4.1 Organisational Citizenship Behaviour-Individual (OCBI)

As a specific type of helping behaviour, *organisational citizenship behaviours (OCB)* can be defined as a series of individual activities entailing a greater commitment than

spontaneous assistance and, in aggregate, promoting the efficient and effective functioning of the organisation (Organ, 1988; Wilson, 2000). OCB is generally related to social responsibility or communal work, rather than monetary payment for the job undertaken (Liang, 2012; Noor & Blyton, 1997). Increasing OCB improves performance for the organisation, whereas an employee with low OCB might perform ineffectively and, more seriously, might even have a negative influence upon the business operation (Coyle-Shapiro, Kessler, & Purcell, 2004). Williams and Anderson (1991) suggest two dimensions; OCB-organisation (OCBO), and OCB-individual (OCBI); to measure the level of OCB. OCBO benefits the organisation in general and contains the behaviours of conscientiousness, sportsmanship and civic virtue (Williams & Anderson, 1991). OCBI immediately benefits specific individuals, who then contribute to the organization (Williams & Anderson, 1991). It includes the behaviours of altruism and courtesy.

Some researchers believe that employees' OCB can be withheld if they suffer from workplace bullying (Zellars & Tepper, 2002). Liang (2012) explained the reason for this phenomenon; when employees are subject to unfavourable treatment such as workplace bullying, they might feel that their expectations of fair treatment are not being met by the organisation. In return, they may withdraw their OCB to stop helping others, or perform some negative behaviours that harm the organisation.

There is, however, a criticism that workplace bullying only affects employees' OCBI, without having much influence upon employees' OCBO for Chinese workers (Liu & Wang, 2013). Directed by Confucian moral standards, which advocate that individuals should obey orders and rules to maintain harmonious relationships, Chinese employees will still carry out their in-role work with diligence and follow the organisation's rules and regulations voluntarily, with these actions being part of OCBO-conscientiousness

(Warner, 2009). Therefore, workplace bullying does not greatly affect Chinese workers' OCBO. Liu and Wang (2013) agreed that even if Chinese workers suffer from workplace bullying, they may still demonstrate OCBO if they can obtain work-related rewards from their job, such as promotions and higher salaries. However, Chinese behaviours are still likely to follow the norm of social exchange theory because when Chinese suffer from workplace bullying, they may repay this unfavourable treatment with negative behaviours such as withholding OCBI. A survey by Liu and Wang (2013) found, however, that Chinese workers' dissatisfaction with workplace bullying might manifest as a withholding of OCBI, such as withdrawing concern and help for their co-workers, as this type of negative behaviour does not go against the rules of their organisation.

The second hypothesis arises from a consideration of this theoretical rationale:

H2: Workplace bullying is negatively related to an employee's organisational citizenship behaviour-individual.

2.4.2 Turnover Intention

The definition of *turnover intention* can be explained through the term *intention to leave*. Cho, Johanson, and Guchait (2009) described *intention to leave* as referring to the subjective estimation of an employee considering the probability of leaving their present organisation in the near future. Intention to leave is regarded as a deliberate and conscious desire and considered to be the last stage of a sequence in the withdrawal cognition process that to a large extent, is decided by the employee's job satisfaction (Mobley, Horner, & Hollingsworth, 1978). Mok and Finley (1986) identified a negative relationship between job satisfaction and employees' turnover intentions in the food-service and hotel sectors. Furthermore, the literature notes that bullying can result in

low job satisfaction in the workplace (Bentley et al., 2012; Madera, King, & Hebl, 2012). Workplace bullying has a negative influence upon the target's emotional experiences, such as physical and psychological stress, which will accumulate over time and then affect workplace attitudes such as job satisfaction (Glasø & Notelaers, 2012; Oladapo & Banks, 2013). Therefore, it follows that workplace bullying can increase an employee's turnover intention, and this inference has been proved extensively in many previous studies.

The literature unanimously states that this assumption is evidence. Öcel and Aydın (2012) and Matthiesen and Einarsen (2004) held that being a target of bullying plays a significant role in determining an employee's intention, or decision, to leave and that these targets tend to be more vulnerable than other employees in the workplace. Brus (2012), Öcel and Aydın (2012) and Quine (1999) reported that a significant relationship between being the target of bullying and the intention to leave. Compared with employees who were not bullied, those who were been bullied are more inclined to think about leaving, or to actually leave the job; bullied workers quit their job more frequently (Houshmand et al., 2012; Öcel & Aydın, 2012; Quine, 1999; Rayner, 1999). In addition, the cost of turnover for an organisation is significant; for those who intend to leave, but cannot keep silent about their bullying experience, the costs will be even higher, as the victim works for the organisation while expressing a negative attitude (Milliken, Morrison, & Hewlin, 2003).

Based on these studies' findings, a third hypothesis is suggested:

H3: Workplace bullying is positively related to an employee's turnover intention.

2.4.3 Negative Word of Mouth

Word of mouth is defined as an informal interpersonal communication between a perceived communicator and a receiver (Mahajan, Muller, & Bass, 1990). In the workplace, communicators can spread both positive and negative information about their specific job, co-workers, or employers (Harris & Ogbonna, 2013; Uen et al., 2011). Word of mouth communication is an external information source, which is difficult for the organisation to control (Cable & Turban, 2001). It can be spread by personal conversations with friends, colleagues, family and even strangers through all kinds of media, such as telephone calls, or the Internet (Dellarocas, 2003; Smith & Vogt, 1995). Word of mouth is critical to an organisation; positive word of mouth can benefit an organisation in terms of recruitment, bringing repeat customers and increasing organisational attractiveness, whereas negative word of mouth can have an adverse influence upon these aspects (Harris & Ogbonna, 2013; Keeling, McGoldrick, & Sadhu, 2013; Uen et al., 2011).

Workplace bullying is likely to result in negative word of mouth reports about an organisation. Perpetrators of workplace bullying will deliver negative messages about the organisation to the staff. Targets of bullying might spread this negative information within their social network, which is harmful to the organisation's attractiveness (Uen et al., 2011). Harris and Ogbonna (2013) stated that reducing discrimination, or abusive behaviour, within management contributes to controlling employee misbehaviour, including the spreading of negative word of mouth. There are, however, few studies that examine the relationship between workplace bullying and negative word of mouth. The last hypothesis, therefore, arises from this gap in the literature:

H4: Workplace bullying in an organisation is positively related to the level of negative word of mouth about the organisation.

2.5 Summary

This chapter started by conceptualising workplace bullying. To remedy the shortcomings of previous theories and to better understand workplace bullying, a new definition was created based on the previous studies and through developing new items from them. Furthermore, although the categories of workplace bullying have been reviewed by previous researchers, this study also highlights physical intimidating bullying, which was ignored by other researchers, and suggests biased behaviours such as nepotism as a new category. This review and development has led to a more comprehensive understanding of the term workplace bullying.

This study also explores the characteristics of Chinese, migrant workers and the hospitality industry, and links these to workplace bullying in order to produce the first hypothesis, that *Chinese migrant workers suffer from higher levels of workplace bullying than non-Chinese workers in the New Zealand hospitality industry*; and thereby achieve the first objective.

In addition, this study reviews some negative organisational behaviours such as withholding OCBI, increasing turnover intention and spreading negative word of mouth, and attempts to build on the relationship between workplace bullying and these behaviours. Firstly, it proposes that workplace bullying is related to employees' OCB and that targets of abuse are more likely to withhold their OCBI, such as not as being concerned for and helpful to co-workers, than employees with supportive leadership are. Secondly, those who have been bullied are more inclined to think about leaving, or to actually leave, the job, with bullied workers leaving their jobs more frequently. Finally, workplace bullying results in negative word of mouth reports about an organisation, and

thereby impacts the organisational attractiveness of the business. Three hypotheses are suggested to test the relationship between workplace bullying and these behaviours.

The next chapter explains the methodology used to address the four hypotheses.

CHAPTER 3: METHODOLOGY

3.1 Introduction

This chapter outlines the research methodology of this study and clarifies the methods used to collect information from the respondents. The research paradigms for previous methods used to investigate workplace bullying are discussed to support the choice of the selected approach and measurement instruments used in this study. The data collection procedure is explained, followed by an explanation of the data analysis processes, which are presented at the end of the chapter.

3.2 Research Paradigms

This study aims to determine the prevalence of perceived workplace bullying against Chinese migrant workers in the New Zealand hospitality industry and examine the consequences of workplace bullying. The hypotheses suggested are based on the literature, as outlined in Sections 2.3 and 2.4, and are used to achieve the study's aims. The study uses a quantitative approach with deductive reasoning used to address the research objectives. This section explains the methodology used and justifies why the paradigm and approach were selected.

The research approach used in this study is quantitative, which is an inquiry into an enquiry into a social or human phenomenon based on testing a theory composed of variables, measured with numerical data and analysed with mathematical techniques, in order to determine whether the predictive generalisations of the theory hold true (Creswell, 1994). The quantitative approach follows deductive reasoning and

contributes to addressing the hypotheses through measuring numerical data and statistical procedures.

Although quantitative methods benefit academic research through generating objectivity and detachment, some criticisms of the quantitative approach have been suggested by qualitative researchers. Guba and Lincoln (1994) argued that the quantitative method involves little, or no, contact with the social and cultural constructions of respondents in reality. Flick (2006) agreed that statistical correlations might involve common-sense, or might be based on variables that are arbitrarily defined by the researchers themselves. Therefore, some studies have adopted a qualitative approach to explore the nature of bullying behaviours. For example, Baillien, Neyens, De Witte, and De Cuyper (2009) applied analytic induction, which adopts in-depth interviews to examine workplace bullying. Leymann (1996) and Niedl (1996) used case studies to explore employees' experiences of workplace mobbing. The similarity of these studies is that all of them explore the development of mobbing behaviours in the workplace, which should be discovered from the point of view of the respondents, or cases. Therefore, a qualitative approach was adopted by these researchers.

Some disadvantages of the qualitative approach are suggested. However, Pettigrew (1970) discussed and reviewed the literature and questioned how the researcher knows that the information from respondents is truthful; the researcher identifies the information that the respondent have given in a qualitative study, but this information may not actually be truthful. Similar statements can be found in other studies, which claim that the information from interviews, or case studies, may not reflect the real thinking of respondents, and that the researcher may therefore misinterpret respondents' real intentions (Atkinson, Coffey, & Delamont, 2003).

In comparison, a quantitative approach can provide more objective, valid and replicable results, which are enhanced by statistical and numerical analysis rather than being affected by personal understanding (Gray, 2009; Hakim, 2000). The application of the quantitative method in workplace bullying scholarship is widely accepted. Many studies (Bentley et al., 2012; Cowie et al., 2002; Dawn, Cowie, & Ananiadou, 2003; Djurkovic, McCormack, & Casimir, 2005; Marcello, 2010; Öcel & Aydın, 2012; Simons et al., 2011) examined workplace bullying using a quantitative approach. Among these studies, Einarsen and Skogstad (1996) created a Negative Acts Questionnaire-Revised (NZQ-R) approach, which is the most authoritative quantitative method in workplace bullying scholarship and has been used by many researchers.

The use of a quantitative approach in this study is not only indicated by previous studies, but also meets the requirement of achieving the objectives of this study. The quantitative method tends to use a deductive approach, which suggests a priori questions, or hypotheses, arising from engagement with the existing literature (Gray, 2009). In a similar vein, this study aims to seek and verify the truths arising from existing theories. It allows for predictions to be made about the relations between variables, and creates hypotheses describing the research questions in testable formats that predict the nature of the answers. Particularly, the objective is set as being to determine whether Chinese migrant workers suffer more workplace bullying, and are more sensitive to the consequences of workplace bullying, than non-Chinese workers. This objective has been suggested by perceived truth based on social reality and verified by previous studies. To achieve this objective, the literature was reviewed to produce four hypotheses, which were tested through a survey. The results of the survey were analysed using statistical techniques and presented as numerical data to test the four hypotheses, and thereby meet the research objectives.

3.3 Research Instrument

A research instrument is a channel to collect answers from respondents to test hypotheses, and thereby achieve the research objectives. It is an intermediate link of the deductive approach and provides a connection between the research hypotheses and the results. The research instrument adopted in this study is a survey questionnaire. Instruments of each variable developed by previous scholars were referred to in order to create a new instrument suited to the current investigation. The questions used in each part of the survey were referenced from validated scales, or selected from them.

Validity and readability of each of the measure item were tested through a pilot survey before undertaking the main data collection. Gray (2009) suggested that judicious piloting can reduce the non-response incidence and make the questionnaire more accurate, unambiguous and reliable. Five Chinese and five New Zealand workers were invited to complete hard copy pilot questionnaires. Through this pilot, two major issues were identified and modifications made before conducting the actual survey. First, the style, wording and presentation of the questionnaire were adjusted to make the questionnaire simpler to complete. Second, several questions that measured the same variables were dropped to avoid redundancy and increase reliability. The final questionnaire is presented in Appendix A.

3.3.1 Workplace Bullying

The measurement of workplace bullying was based on Einarsen and Skogstad's (1996) Negative Acts Questionnaire-Revised (NAQ-R), which contains 22 items and measures the frequency of workplace bullying within the last 6 months, offering the response alternatives of; "Never", "Now and then", "Monthly", "Weekly", and "Daily" in a Likert scale. The design of the questionnaire reflected an important feature of bullying

behaviour; that is, the repetition (frequency) of abusive behaviour and its duration (over what period of time it occurs) of negative behavior (Einarsen et al., 2009). After conducting the pilot test, 8 items were deleted, including those with similar meanings and some that scored low incidence levels. The final questionnaire for this section had 16 items of measurement. Cronbach's alpha coefficient, as an indicator of internal consistency, was used to measure the internal consistency of the scale for this study (Gaur & Gaur, 2006). In the test, α -value exceeds 0.7, which indicates a reasonable test of scale reliability (Gaur & Gaur, 2006). Cronbach's alpha of the 16-item final scale was 0.92, which indicates high consistency and reliability.

3.3.2 Organisational Citizenship Behaviour-Individual

In terms of OCBI, the study applied 4 items from Bommer, Miles, and Grover's (2003) scale, which provided 7-point Likert scales ranging from "Strongly Disagree" (1) to "Strongly Agree" (7). The four items used were: "I help others who have been absent"; "I help others who have heavy workloads"; "I go out of way to help new employees"; and "I pass along information to co-workers". A Cronbach's alpha of 0.92 was obtained from the 4-item scale, which indicates strong consistency and reliability.

3.3.3 Turnover Intention

The measurement instrument of turnover intention was drawn from O'Driscoll and Beehr (1994), using their three items of: "I often think about leaving my current job"; "I am planning to look for a new job in the near future"; and "I have already been searching for a new job outside the firm". Seven-point Likert scales ranging from "Strongly Disagree" (1) to "Strongly Agree" (7) were given for each of these

alternatives. The reliability and consistency of the three items was also high, with the Cronbach's alpha for this scale being 0.82.

3.3.4 Negative Word of Mouth

The measurement instrument for word of mouth (WOM) was developed from Harris and Ogbonna's (2013) interview, which asked respondents whether they complained about their firm, whom they spoke with, and when and where the incidents occurred. This study considered the key elements from Harris and Ogbonna's (2013) questions of when, where and whom, from which a 7-point Likert scale ranging from "Strongly Disagree" (1) to "Strongly Agree" (7) was developed to measure negative word of mouth behaviours. The 4 items' statements are: "I often complain about my firm or boss to colleagues during work"; "I often complain about my firm or boss to colleagues out of work time"; "I often vent and express my dissatisfaction about my firm or boss to others or in my community"; and "I often reveal negative information (perhaps including leaking commercial secrets) about my firm after leaving my job". A Cronbach's alpha of 0.84 was obtained from the 4-item scale, which also indicates strong consistency and reliability.

3.4 Data Collection and Sampling

Participant included both Chinese and non-Chinese hospitality workers. Chinese workers included mainland Chinese, Taiwanese, and Hong Kong people. Non-Chinese comprised native New Zealanders and other ethnic groups such as European, Māori, Pacifica, Middle Eastern and other Asian. A total of 123 valid questionnaires were collected out of 285 questionnaires distributed. The response rate was 43.2%.

The survey was conducted in Auckland, the largest and most populous city in New Zealand. According to Statistics New Zealand (2013b), around two-thirds of New Zealand Asian-ethnicity people and one quarter Māori reside in Auckland. Of the 17,000 migrant Chinese living in New Zealand, 12,000 reside in Auckland. Although hospitality and tourism organisations are common throughout New Zealand, the largest concentration of these businesses is in the Auckland region, which is an important tourism destination for the country (Immigration New Zealand, 2014). About 25% of new migrants were identified as working in hospitality related sectors, such as the accommodation, and food and beverage sectors (Statistics New Zealand, 2013a). Therefore, this study chose Auckland as the survey destination in order to collect a large number of respondents.

The hospitality industry contains a wide range of workplaces and a number of sub-sectors, such as food and beverage, accommodation, events and conventions, and travel and tourism (Morrison, 1998). Employees were selected from three of these sub-sectors; food and beverage, accommodation, and the tourism industry. Employees from five major food and beverage businesses, including fast food outlets, coffee shops, bars, bakeries and restaurants, were selected. Two fast food chains, one coffee shop chain, one medium size privately-owned New Zealand restaurant and one small size privately-owned Chinese restaurant were the key targets for data collection. Respondents were also recruited from two motels and one hotel chain, which were regarded as representative organisations for the accommodation sector. In terms of the tourism sector, the largest tourism information provider in New Zealand was selected as the target organisation for data collection. A snowball sampling technique was adopted to recruit more respondents. Hard copy questionnaires were distributed to the initial

respondents who work in the target organisations, who were then asked to pass copies of the questionnaires to their co-workers.

In addition, this study used a convenience sampling method to increase the sample size. Convenience sampling is non-probability sampling in which members of the target population are selected due to their convenient accessibility and proximity to the researcher (Farahman & Asger, 2012). The survey was also conducted on the Auckland University of Technology campus, where the researcher was studying in the School of Hospitality and Tourism. Students engaged in the hospitality industry were asked, with their lecturer's permission, to complete a hard copy questionnaire at the end of class.

3.5 Data Analysis

The data analysis process applies statistical techniques to analyse the outcome of the data collection section. It aims to find the results of the data set, and thereby systematically formulates logical certain conclusions for the hypotheses. This study employed the IBM Statistical Package for Social Sciences (SPSS) Version 20th in the data analysis process. SPSS is a computer software package specifically designed to perform statistical operations and facilitate data analysis (Miller, Acton, Fullerton, & Maltby, 2002). The results of the survey were analysed using SPSS techniques such as descriptive statistics, factor analysis, t-test and correlation analysis.

The demographic information of the respondents and results for each question were analysed using descriptive statistics. Frequency analysis can be applied to summarise the data by counting the number of times each category of a particular variable occurs (Miller et al., 2002). In this study, frequency analysis was employed to analyse the distribution of variables, such as job and age distribution, by presenting headcounts and

percentages (See Tables 2 and 3). Comparisons were made through a frequency analysis (i.e. descriptive statistics), examining data such as differences in employment status and job position between Chinese migrant workers and non-Chinese workers, thereby identifying the unique characteristics of Chinese migrant workers.

Exploratory factor analysis was used to identify classifications of bullying behaviours and find the underlying dimensions of bullying measurement items. This is a data reduction statistical technique that can simplify the correlations between a large number of continuous variables (Miller et al., 2002). Through factor analysis, the underlying dimensions were identified and negative acts of workplace bullying were classified into categories. To maintain consistency and reliability of the correlations between factors, items with cross-loading (variable loads on multiple factors) and low factor loading (lower than 0.4) were removed. Through factor analysis, it is easy to find the correlations between items that are otherwise not directly observable (Gaur & Gaur, 2006). After identifying the underlying dimension of workplace bullying, the reliability of the measurement items needed to be tested. In this study, reliability of the measurement items was tested using Cronbach's alpha, which is an indicator of the internal consistency of the scale (Gaur & Gaur, 2006). Besides these tests, the reliability of the measurements of OCBI, turnover intention and negative word of mouth were also tested using Cronbach's alpha coefficient. The Alpha values of all items in this study were above 0.7, which indicates high scale reliability (Gaur & Gaur, 2006).

The hypotheses were tested by independent sample t-test and correlation analysis. An independent sample t-test was employed to explore the difference between the means of the two independent groups (Gaur & Gaur, 2006). H1 was tested using this technique to compare the means of workplace bullying between Chinese migrant workers and non-

Chinese workers, and thereby identify which group suffered a higher level of workplace bullying (the group with the higher mean was identified as being the target of more workplace bullying). H2, H3 and H4 were tested using correlation analysis, which presents a mathematical value to measure the strength of the relationship between two variables (Gaur & Gaur, 2006). The correlations between workplace bullying and its consequences were determined by the r -value derived in the testing. A positive value of r indicates that the level of workplace bullying is higher; the level of a consequence is stronger. In contrast, a negative value of r indicates a negative relationship between the two variables. The value of r also determines the strength of a relation; the strength of the relationship is stronger when the r -value is higher (regardless of whether it is positive or negative) (Miller et al., 2002). Therefore, whether workplace bullying influences an employee's behaviour in terms of OCBI, turnover intention and word of mouth was examined by testing the relations between these variables.

3.6 Ethical Considerations

As the study involved human respondents, ethical risks needed to be considered during the recruitment and data collection process. The nature of the questions had the potential to cause discomfort for respondents who had suffered from bullying. Free counselling from the AUT Counselling service (See Appendix D) was, therefore, arranged in case this was required, and specialised free counselling for Chinese nationals was also sourced. This was explained in the Participant Information Sheet accompanying the survey. Further discomfort might also come from fear of pressure from employers. To avoid this, the questionnaire was not administered in respondents' workplaces, but handed to initial respondents, who were friends of the researcher. These respondents were then asked to distribute questionnaires to their co-workers away from their

workplaces. Additionally, respondents were advised that they could seek advice from the Human Rights Commission if they had any employment issues.

An AUT-approved Participant Information Sheet (PIS) was provided to respondents with each copy of the questionnaire (See Appendix A). The PIS offered a brief introduction to the research objectives and process and, more importantly, took two ethical considerations into account. First, it explained the potential discomfort that could be experienced, and second, it informed respondents that participation was both voluntary and anonymous, in order to protect their autonomy and privacy. A Mandarin version of the questionnaire and PIS were prepared for Chinese respondents.

Ethics approval was obtained from the Auckland University of Technology Ethics Committee (AUTECH) on 28 April 2014, approval number 14/70. The letter of approval is attached in Appendix C.

3.7 Summary

To address the hypotheses and achieve the objectives, this study adopted a quantitative research approach. The decision to use this approach in the study was strengthened by the experience of previous researchers, as explained in Section 3.2.

This study used hard copy questionnaires to collect information from New Zealand hospitality employees, both Chinese and non-Chinese workers. The research instruments for this study were based on those identified in the literature and refined through the pilot study. Workplace bullying was measured by the refined Negative Acts Questionnaire-Revised (NAQ-R); its consequences, including OCBI, turnover intention, and negative word of mouth, were measured using 7-point Likert scales. The answers from the respondents were presented as numerical data, which were analysed by

descriptive statistics, factor analysis, t-test and correlation test. The specific results of the data analysis are presented in the next chapter.

CHAPTER 4: RESULTS

4.1 Introduction

This chapter explores the findings of the data analysis from 123 respondents in the Auckland hospitality industry, and presents these results in a tabulated manner. The chapter first presents the descriptive statistics. The results for the Chinese and non-Chinese respondents are compared, which assists in determining the different characteristics of each group. Furthermore, factor analysis was adopted to determine the underlying dimensions of the workplace bullying measurement items and examine the reliability of each item. An independent sample t-test was employed to expose the level of workplace bullying that respondents suffered from. Then, the relationships of workplace bullying with its consequences were examined and the strength of the relationships between bullying of Chinese respondents were compared to those of non-Chinese. In addition, the hypotheses were tested and analysed through the application of these results.

4.2 Descriptive Statistics

The response rate for this study was 43.2%. A total of 123 valid questionnaires were received from a wide range of job sectors across each of the three main sub-sectors; food and beverage, accommodation, and tourism. Descriptive statistics explore the results from the analysis of data from 64 Chinese migrant workers and 59 non-Chinese workers (i.e. New Zealanders, Europeans, Māori, Pacifica, people from the Middle East and other Asian workers). A comparison was made between these main groups in terms of gender, age, whether or not they were student workers, business type, position level, employment status and tenure. To understand the behaviours of Chinese respondents,

the characteristics of Chinese migrant workers were reviewed in terms of the length of stay in New Zealand, visa type, nationality of their employers and English level (measured by the frequency at which they speak English).

4.2.1 Comparison of Chinese and Non-Chinese Workers

The demographic characteristics of Chinese migrant workers and non-Chinese workers are presented in Table 2. This section makes comparisons between these two groups of respondents. In terms of gender, the number of female workers was almost double that of male workers for both Chinese migrant workers (65.6%) and non-Chinese workers (62.7%). This is consistent with data from the Department of Labour (2010), which shows that female workers occupy a greater percentage of positions than males in the New Zealand hospitality industry.

The age of the Chinese respondents was concentrated between 25 and 35. Comparatively, the age of non-Chinese was evenly distributed, but also reflected the dominance of young people in the hospitality labour sector. Department of Labour (2010) data similarly show that young migrants are an important labour force in the New Zealand hospitality industry.

Demographic data further show that Chinese respondents (68.8%) were more likely to be students than were non-Chinese respondents (40.7% of the non-Chinese workers were students).

In terms of business type, over half (70.3%) the Chinese respondents were engaged in the food and beverage sector, while only 15.6% and 14.1% worked in accommodation and tourism organisations respectively. Comparatively, the business distribution of non-Chinese was relatively balanced, with 40.7% working in food and beverages, and 39%

in tourism. This is consistent with data from the Department of Labour (2010), which indicate that employment in the hospitality industry is dominated by the food and beverage sector, such as cafes and restaurants.

There were no significant differences between Chinese and non-Chinese respondents' job position level, with most (76.4%) engaged in basic positions. However, the percentage of senior positions for non-Chinese (32.2%) was more than twice that of Chinese respondents (15.6%). Most (71.9%) Chinese held part-time positions (n = 64), whereas the employment status of the non-Chinese was relatively even, with just 54.2% working part-time (n = 59).

Non-Chinese respondents had more work experience than did Chinese respondents, evidenced by their longer tenures. This may reflect the short-term residency of some migrant respondents. Most (64.1%) Chinese were engaged in short-term work, working for their current organisations less than one year, and only 12.5% had worked for their current organisations for more than three years. In contrast, most of the non-Chinese (64.4%) had been engaged in their job more than a year. The percentage of non-Chinese that had worked more than three years in their current position was double that of Chinese respondents.

Table 2: Demographic Profile of Chinese and Non-Chinese Respondents

	Total		Chinese migrant workers		Non-Chinese workers	
	Count	Percent	Count	Percent	Count	Percent
Gender						
Female	79	64.2%	42	65.6%	37	62.7%
Male	44	35.8%	22	34.4%	22	37.3%
Age						
16-18	8	6.5%	0	0.0%	8	13.6%
19-21	15	12.2%	5	7.8%	10	16.9%
22-24	23	18.7%	7	10.9%	16	27.1%
25-27	37	30.1%	30	46.9%	7	11.9%
28-35	32	26.0%	21	32.8%	11	18.6%
35 above	8	6.5%	1	1.6%	7	11.9%
Student or not						
Student	68	55.3%	44	68.8%	24	40.7%
Not a student	55	44.7%	20	31.3%	35	59.3%
Business type						
F&B	69	56.1%	45	70.3%	24	40.7%
Accommodation	22	17.9%	10	15.6%	12	20.3%
Tourism	32	26.0%	9	14.1%	23	39.0%
Position						
Basic position	94	76.4%	54	84.4%	40	67.8%
Senior position	29	23.6%	10	15.6%	19	32.2%
Employment status						
Full-time	45	36.6%	18	28.1%	27	45.8%
Part-time	78	63.4%	46	71.9%	32	54.2%
Tenure						
<3 months	16	13.0%	12	18.8%	4	6.8%
3-11 months	46	37.4%	29	45.3%	17	28.8%
1-2 years	38	30.9%	15	23.4%	23	39.0%
3-10 years	20	16.3%	7	10.9%	13	22.0%
>10 years	3	2.4%	1	1.6%	2	3.4%
Total			64	100.0%	59	100.0%

4.2.2 Characteristics of Chinese respondents

Table 3 presents the demographic characteristics of Chinese migrant workers in terms of their length of stay in New Zealand, visa type, nationality of their employer, and English usage. This section aims to find unique characteristics of Chinese migrant workers that may contribute to understanding bullying against Chinese migrant workers.

1. Length of Stay in New Zealand:

Over half (59.4%) of the Chinese workers were new migrants who had come to New Zealand less than four years ago. Half (51.6%) had been in New Zealand for between one and three years. With increasing lengths of stay in New Zealand, less and less migrant Chinese workers want to work in the hospitality industry: 28.1% of the Chinese respondents had lived in New Zealand between four and ten years; and only 12.5% had lived in New Zealand for over ten years. This phenomenon can be explained by the finding of Janta et al. (2011), that many migrant workers choose hospitality sectors for their first jobs in overseas countries; therefore, most migrant employees in the hospitality industry are new migrants.

2. Visa type:

Most of the Chinese respondents held short-term visas, such as student visas and work visas. This might be the reason for the short tenure of Chinese employees. Chinese workers holding student visas (56.3%) dominated the distribution of visa type. Only 28.2% of the Chinese workers were New Zealand permanent residents or citizens, who have permission to stay in New Zealand long term.

3. Nationality of employer:

Batnitzky and McDowell's (2013) survey results showed that migrant workers prefer to be employed by people from their own country of origin. The results from the current study verified this finding, with 45.3% of the Chinese respondents found to be working for Chinese employers. Furthermore, many of the Chinese migrant workers (37.5%) were willing to be employed by local residents. Few Chinese had employers from other ethnic groups.

4. Frequency of Speaking English:

Previous studies (Connell & Burgess, 2009; Janta, 2011; Joppe, 2012) suggested that many migrants have poor English skills and lack interaction with host communities. This phenomenon can be measured by the frequency of speaking English. Most of the Chinese respondents (78.1%) spoke English at work as a requirement of their job, but only communicated with other Chinese, rather than the local community, in their daily lives. It was found that 15.6% of Chinese even spoke Chinese in their jobs, which did not require any English skills, while 1.6% never spoke English in New Zealand. Only 4.7% of the Chinese respondents were able to integrate into the local community, as they spoke only English while in New Zealand.

Table 3: Characteristics of Chinese Migrant Workers

	Chinese migrant workers	
	Count	Percent
Length of stay in NZ		
<1 year	5	7.8%
1-3 years	33	51.6%
4-10 years	18	28.1%
11-20 years	7	10.9%
>20years or born in NZ	1	1.6%
Visa type		
NZ citizen or PR	18	28.2%
Student visa	36	56.3%
Work visa	9	14.1%
Working holiday scheme	1	1.6%
Nationality of employers		
Chinese	29	45.3%
New Zealander	24	37.5%
Other ethnic employer	11	17.2%
English usage		
English only	3	4.7%
English at work, Chinese in daily life	50	78.1%
English occasionally, mostly Chinese	10	15.6%
Never speak English	1	1.6%
Total	64	100.0%

4.3 Workplace Bullying

This section identifies the prevalence of workplace bullying through the criteria stipulated by Bentley et al. (2012). Factor analysis was employed to identify the underlying dimensions and test the reliability of each measurement item. The level of workplace bullying that both Chinese and non-Chinese respondents suffered was explored using an independent samples t-test in order to examine H1. In addition, an independent t-test was also used to examine whether or not visa type and business type influence workplace bullying.

4.3.1 Bullying Prevalence

To identify employees that had been bullied, Bentley et al.'s (2012) criteria were used. Employees who experienced at least 2 negative acts from the 16-items at least weekly during the past 6 months were regarded as the targets of workplace bullying. Half (n=61) of the hospitality employees were identified as targets based on this criteria. This new finding exceeded the percentage in the survey by Bentley et al. (2009), who reported that 15.0% of hospitality workers and 11.4% of tourism workers had been bullied in New Zealand. This suggests that workplace bullying has become an increasingly severe issue in the New Zealand hospitality workplace. Further, more Chinese migrant workers (59.4%) suffered workplace bullying than non-Chinese workers (39.0%) and the frequency of the bullying behaviour was higher (See Table 4).

Table 4: Prevalence of Workplace Bullying

	N	Employees who have been bullied	
		Count	Percent
Chinese	64	38	59.4%
Non-Chinese	59	23	39.0%
Total	123	61	49.6%

4.3.2 Factor Analysis

The 16 measurement items were analysed to determine the underlying dimensions of workplace bullying. Firstly, Kaiser-Meyer-Olkin (KMO) and Bartlett's Test were used to test the homogeneity and correlation of the variances of the 16 measurement items (Gaur & Gaur, 2006). Bartlett's test of sphericity demonstrated that the correlation between the variables was significant, with a value of 1105.807 (Sig. of .000). Furthermore, the KMO index of sampling adequacy was 0.875 (See Table 5), which represented a reliable result; Hua and Yoo (2011) indicated that a threshold of 0.6 is an

adequate factor analysis. Therefore, both statistical measures proved the reliability of the data.

Principal Components Analysis (PCA) with varimax rotation was adopted in the factor analysis. To retain items in the interpretation of a factor, a cut off point of 0.4 was set in the data analysis. Items with cross-loadings and low factor loadings were removed. Traditionally, factors with Eigenvalues above one are seen as significant factors (Miller et al., 2002). Based on this criterion, a total of nine workplace bullying items were retained and classified by three underlying factors, which were coded as work-related bullying, person-related bullying and physically intimidating bullying (See Table 6). This result was consistent with the finding of Einarsen et al. (2009), who used the same method to analyse measurement items of workplace bullying.

In addition, the reliability of each factor was tested by Cronbach's alpha coefficients. All of the factor loadings exceeded 0.7, which indicates a high correlation and internal consistency for each of the variables (Miller et al., 2002).

Table 5: KMO and Bartlett's Test

KMO		.875
Bartlett's Test of Sphericity	Approx. Chi-Square	1105.807
	df	120
	Sig.	.000

Table 6: Factor Analysis of Workplace Bullying

Factor	Loading	EV (Eigenvalues)	% of Variance	α
Factor 1: Work-related bullying		4.095	45.496	.797
Excessive monitoring of my work	.811			
Being ordered to do work below my level of competence	.767			
Being given an unmanageable workload with unreasonable deadlines	.701			
Someone withholding information which affects my performance	.681			
Factor 2: Person-related bullying		1.154	12.819	.760
Being ignored or excluded	.844			
Having key areas of responsibility removed or replaced with more trivial or unpleasant tasks	.765			
Being humiliated or ridiculed in connection with my work	.681			
Factor 3: Physically intimidating bullying		1.030	11.446	.793
Being shouted at or being the target of spontaneous anger	.888			
Intimidating behaviours such as finger-pointing, invasion of personal space, shoving, blocking my way	.838			
Total variance explained			69.761	
Total scale reliability				.846

4.3.3 Independent Samples t-Test

1. Comparison between Chinese and Non-Chinese

The different level of workplace bullying between Chinese and non-Chinese workers is presented through an independent samples t-test, with the results shown in Tables 7 and 8.

The results of the independent samples t-test first show the statistics for the two groups, with their means and standard deviations followed by the value of the difference between the means. The results show that, for the 64 Chinese respondents the mean level of workplace bullying was 2.199 (SD was 0.963), while for the 59 non-Chinese respondents the mean was 1.727 (SD was 0.714). Therefore, Chinese migrant workers

suffered higher levels of workplace bullying than non-Chinese workers. The mean difference was 0.472 (See Table 7).

The homogeneity of the level of workplace bullying between Chinese respondents and non-Chinese respondents is also presented. In this study, F is 7.785 and Sig. (p) is 0.006 ($p < 0.05$), which indicates that the homogeneity of the variances (equal variances) cannot be assumed (Miller et al., 2002). The t-value is 3.107 and the degree of freedom is 115.851 (See Table 8). Therefore, the difference between the means of workplace bullying between Chinese and non-Chinese is significant ($p < 0.05$).

Based on the discussion above, H1 that “*Chinese migrant workers suffer from higher levels of workplace bullying than non-Chinese workers in the New Zealand hospitality industry*”; is supported.

Table 7: Comparison of the Means between Chinese and Non-Chinese

Ethnicity	N	Mean (SD)	Mean Difference
Chinese	64	2.199 (0.963)	0.472
Non-Chinese	59	1.727 (0.714)	

Table 8: Independent Samples t-Test of Workplace Bullying: Comparison between Chinese and Non-Chinese

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2- tailed)
Workplace bullying	Equal variances assumed	7.785	0.006	3.070	121.000	0.003
	Equal variances not assumed			3.107	115.851	0.002

2. Comparison between Different Visas Status

Independent samples t-test also presents the difference level of workplace bullying between employees who hold different visas, as presented in Tables 9 and 10. The results show that the mean level of workplace bullying for the 67 New Zealand citizens and permanent residents was 1.747 (SD of 0.771), which is lower than for the 56 short-term visa holders (mean of 2.242, SD of 0.935). The mean difference of the two groups was -0.495 (See Table 9). The p-value (0.028) is less than 0.05, which indicates that no equal variances are assumed. These results support the viewpoint that short-term visa holders suffer from more workplace bullying than New Zealand citizens and permanent residents.

Table 9: Comparison of the Means between Employees Holding Different Visas

Visa status	N	Mean (SD)	Mean Difference
NZ citizens or residents	67	1.747 (0.771)	-0.495
Short-term visa	56	2.242 (0.935)	

Table 10: Independent Samples t-Test of Workplace Bullying: Comparison between Different Visa Status

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	T	df	Sig. (2- tailed)
Workplace bullying	Equal variances assumed	4.976	0.028	-3.216	121.000	0.002
	Equal variances not assumed			-3.163	106.617	0.002

2. Comparison between F&B Workers and Other Workers

As shown in Tables 11 and 12, employees engaged in the food and beverage sector suffered more workplace bullying. The 69 food and beverage employees experienced a higher level of workplace bullying (mean of 2.188, SD of 0.948) than the 54 employees who worked in other hospitality sectors (mean of 1.697, SD of 0.706). The mean difference of the two groups is 0.491. The P-value (0.004) is less than 0.05, which indicates that no equal variances are assumed.

Table 11: Comparison of the Means between F&B Workers and Other Workers

Job Preference	N	Mean (SD)	Mean Difference
F&B	69	2.188 (0.948)	0.491
Other	54	1.697 (0.706)	

Table 12: Independent Samples t-Test of Workplace Bullying: Comparison between F&B Workers and Other Workers

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	T	df	Sig. (2- tailed)
Workplace bullying	Equal variances assumed	8.695	0.004	3.182	121.000	0.002
	Equal variances not assumed			3.296	120.746	0.001

4.4 Consequences of Workplace Bullying

Three hypotheses are tested through correlation analysis in this section, and the strength of the relationship between bullying of Chinese and non-Chinese respondents is compared and contrasted.

4.4.1 Hypothesis Testing

Table 13 demonstrates the correlations between workplace bullying and its consequences, including OCBI, turnover intention and negative word of mouth among the 123 respondents. A 2-tailed test was used in the study under the assumption of there being no predictions regarding the direction of the relations between the variables (Gaur & Gaur, 2006). The results presented in the table prove that correlations exist between each variable. Workplace bullying is negatively related to an employee's OCBI; the Pearson Correlation is $-.248$ at the less than 0.01 level (2-tailed). This indicates that the more workplace bullying the participant perceived, the less OCBI they had. Therefore, H2, that "*Workplace bullying is negatively related to an employee's organisational citizenship behaviour-individual*", is supported.

The positive correlations between workplace bullying, turnover intention and negative word of mouth were statistically significant at the 0.01 level under a 2-tailed test. The Pearson Correlation between workplace bullying and turnover intention is $.372$. According to the criterion of Miller et al. (2002), this result indicates a moderate correlation (between $.30$ and $.40$) between these two variables. The result supported H3, that "*Workplace bullying is positively related to an employee's turnover intention*". In terms of negative word of mouth, there was a moderately strong positive correlation ($.474$) between workplace bullying and negative word of mouth. Einarsen et al. (2009) illustrates that a moderately strong correlation lies between $.40$ and $.50$. Thus, H4; that "*Workplace bullying in an organisation is positively related to the level of negative word of mouth about the organisation*", is supported.

Table 13: Correlation Analysis between Workplace Bullying and Its Consequences: General Results

Variables	Mean (SD)	1	2	3	4
1. Workplace bullying	1.973 (.882)	1			
2. OCBI	5.520 (1.498)	-.284**	1		
3. Turnover intention	3.889 (1.774)	.372**	.036	1	
4. Negative word of mouth	2.6728 (1.464)	.474**	-.260**	.455**	1

** Indicates that the correlation is significant at the 0.01 level (2-tailed). N=123

4.4.2 Comparison of Chinese and Non-Chinese Workers

Tables 14 and 15 present different results for the Chinese respondents and non-Chinese respondents in terms of the correlations between workplace bullying and its consequences.

In terms of OCBI, both the Chinese and non-Chinese respondents demonstrated negative correlations between the workplace bullying they suffered and their OCBI. The Pearson Correlation of non-Chinese respondents showed a moderate negative correlation (-.351), with significance at the 0.01 level (2-tailed). Although the correlation of the Chinese respondents was negative (-.220), the result was not statistically significant, as the Sig. was high (data without asterisks in the table). These data prove that workplace bullying is negatively related to an employee's OCBI, and that the strength of these relationships for non-Chinese workers is stronger than those for Chinese migrant workers.

Workplace bullying is positively related to an employee's turnover intention for both Chinese and non-Chinese respondents. The results show that Chinese respondents presented a moderate strong correlation (.465 with significance at the 0.01 level in a 2-tailed

test), which is stronger than that for non-Chinese respondents (.263 with significance at the 0.05 level in a 2-tailed test).

Results from both Chinese and non-Chinese respondents presented a high positive correlation between workplace bullying and negative word of mouth. Chinese respondents showed a slightly higher correlation (.525) than non-Chinese respondents (.418), with both being significant at the 0.01 level (2-tailed). This proves that the strength of the relationship between workplace bullying and Chinese migrant workers is stronger than that for non-Chinese migrant workers. Chinese migrant workers are more likely to report negative word of mouth about their current organisations when they suffer workplace bullying.

Table 14: Correlation Analysis between Workplace Bullying and Its Consequences: Chinese Respondents

Variables	Mean (SD)	1	2	3	4
1. Workplace bullying	2.199 (.963)	1			
2. OCBI	5.383 (1.541)	-.220	1		
3. Turnover intention	3.948 (1.758)	.465**	.146	1	
4. Negative word of mouth	2.805 (1.367)	.525**	-.147	.474**	1

** . Correlation is significant at the 0.01 level (2-tailed). N=64

Table 15: Correlation Analysis between Workplace Bullying and Its Consequences: Non-Chinese Respondents

Variables	Mean (SD)	1	2	3	4
1.Workplace bullying	1.727 (.714)	1			
2. OCBI	5.670 (1.448)	-.351**	1		
3. Turnover intention	3.825 (1.804)	.263*	-.080	1	
4. Negative word of mouth	2.530 (1.562)	.418**	-.363**	.437**	1

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

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

N=59

4.5 Summary

This chapter presented the results from an analysis of the data from both Chinese migrant workers and non-Chinese workers. The important findings of this chapter were as follows:

- Young female employees dominate the New Zealand hospitality labour market.
- Chinese migrant workers in the hospitality industry have some specific characteristics. Firstly, most Chinese migrants are student workers (68.8%), part-time workers (71.7%), basic position workers (84.4%), short-term workers (64.1% of them had worked in an organisation for less than one year), new migrants (59.4% of them came to New Zealand less than four years ago) and short-term visa holders (72.0%). Secondly, most (78.1%) spoke English at work as the requirement of their job, but communicated with other Chinese people, rather than the local community, in their daily lives. Thirdly, most (70.3%) worked in the food and beverage sectors, and many (45.3%) preferred to work for Chinese employers.

- Of total respondents, 49.6% identified as targets of workplace bullying, which was a greater percentage than identified by Bentley et al. (2009). Chinese accounted for 62.3% of these targets.
- Of the 123 respondents, Chinese migrant workers, short-term visa holders, and food and beverage workers suffered more workplace bullying than other workers.
- Workplace bullying was negatively related to an employee's OCBI, and positively related to an employee's turnover intention and negative word of mouth. In the relationship between workplace bullying and OCBI, non-Chinese workers showed stronger correlations than Chinese migrant workers. On the other hand, Chinese migrant workers presented a stronger correlation than non-Chinese workers in terms of turnover intention and negative word of mouth.

The next chapter interprets these data resources into text analysis. In addition, the theoretical and managerial implications of the research findings are discussed based on the interpretation of the results.

CHAPTER 5: DISCUSSION

5.1 Introduction

This discussion chapter summarises and refines the core findings from the results chapter and outlines the theoretical and managerial implications of these findings. It aims to address the hypotheses of this study and present them through deductive analysis. The chapter first interprets the findings in terms of workplace bullying and its consequences. The unique characteristics of Chinese workers are discussed to identify the contribute factors of workplace bullying. Furthermore, the relationship between workplace bullying and its consequences are examined, and the comparative analysis between the Chinese and non-Chinese study groups is discussed. The chapter discusses the theoretical and managerial implications of the study before addressing the limitations of this research and making recommendations for future study.

5.2 Workplace Bullying

This study measured the extent of workplace bullying of Chinese migrant workers and non-Chinese workers in the New Zealand hospitality industry using a survey. The results indicate three sub-dimensions of workplace bullying that the New Zealand hospitality workers suffered from: person-related bullying, work-related bullying, and physically intimidating bullying. This result is consistent with that of Einarsen et al. (2009), who found the same three sub-dimensions of workplace bullying in a general working context.

Workplace bullying has become a widespread issue in the New Zealand hospitality industry. In comparison to 2009, the percentage of individuals who suffered workplace bullying reflects a sharp increase, from 15.0% in 2009 (Bentley et al., 2012) to 49.6% in

this study (See Table 4). One important reason for this change is that the new result contains a large number of Chinese migrant workers who have become targets of workplace bullying. The evidence of perceived workplace bullying against Chinese is not only reflected in the percentage of workers targeted, but the frequency of workplace bullying against Chinese is also higher than that against non-Chinese workers in this study. This finding is consistent with information in cases published in the New Zealand media, which suggest that Chinese migrant workers are apparently reprimanded at work more frequently, but paid less than non-Chinese co-workers (Skykiwi, 2012; Xinhua Net, 2004).

The unique characteristics of Chinese migrant workers, such as low English skills, short-term visa status, and particular job preferences might be contributors to this high level of workplace bullying. Initially, language barriers may expose Chinese migrant workers to workplace bullying and cause them to miss out on some advancement opportunities. Most Chinese migrant workers speak Chinese in their daily lives, indicating that they might only interact with other Chinese and thus lack the ability to assimilate into local communities. Language barriers are regarded as the main disadvantage facing migrant workers, and may result in unfair treatment such as being subjected to more abusive behaviour, and less training and advancement opportunities than domestic workers (Connell & Burgess, 2009). This statement is evidenced by the higher percentage of non-Chinese workers engaged in senior job positions, such as in a managerial or supervisory role, which was twice that of Chinese migrant workers in this study. The direct relationship between language barriers and workplace bullying was, however, not examined in this study due to the limitations of the small sample size.

The holding of short-term visas is another important factor influencing whether Chinese migrant workers suffer from workplace bullying. Most Chinese migrant workers in this

study held short-term visas, such as student visas, work visas and working holiday visas. Short-term visa holders tend to be migrant workers who suffer higher levels of workplace bullying than New Zealand citizens, or permanent residents. This finding supports stories in the New Zealand media, which explain the reason for this situation. Migrant workers may have been bullied and abused by employers because they depend on them to obtain extensions to their visas, or New Zealand permanent residency; therefore, these workers may feel compelled to do everything possible to please their employers (Treen, 2013). This also suggests that these workers may feel unable to obtain their legal rights, such as having breaks and being paid according to the legal rates and methods.

In addition, the type of business also influences the level of workplace bullying that Chinese migrant workers suffer. About 70% of Chinese migrant workers in this study were engaged in the food and beverage sector. The results of this study show that employees engaged in the food and beverage sector suffer more workplace bullying than other workers. This is because the food and beverage sectors have relatively lower entry barriers, which attracts some new migrants and offers them an opportunity to improve their English skills (Connell & Burgess, 2009; Janta et al., 2011). Employers may, however, discriminate against these new migrants due to their poor language skills and domestic cultural background (Janta et al., 2011).

5.3 Consequences of workplace bullying

The high frequency of workplace bullying results in negative outcomes at work. The study's findings show that workplace bullying influences employees' OCBI, turnover intention and negative word of mouth. As proposed in the hypotheses, employees who

suffer more workplace bullying tend to withhold their OCBI, think about leaving or actually leave the job, and spread negative word of mouth.

The findings support H2, that “*Workplace bullying is negatively related to an employee’s OCBI*”. This means that the more workplace bullying employees suffer, the less OCBI they demonstrate. These employees are reluctant to behave in ways that can benefit co-workers; such as helping co-workers who have heavy workloads, helping new employees, helping others who have been absent, and passing along work-related information to co-workers. This result is similar with that of previous studies (Liu & Wang, 2013; Zellars & Tepper, 2002), however, this relationship only exists among non-Chinese workers. Workplace bullying does not have a significant influence upon the OCBI of Chinese migrant workers. This phenomenon can be explained by the Chinese workers’ background in Confucianism, a Chinese traditional ethical and philosophical principle that is deeply rooted in Chinese ideology. Confucianism advocates harmony, co-operation and diligence, and implicitly and explicitly regulates organisational behaviour and the work outcomes of Chinese employees (Han & Altman, 2010). Confucianism advocates that people should obey orders and rules, which indicates that Chinese people will be very loyal to their supervisors (Chou et al., 2014). The characteristics of Confucianism are the great virtues of the indigenous forms of the OCBI of Chinese people, including helping co-workers (Han & Altman, 2010). Therefore, considering the effect of Confucianism, Chinese migrant workers are predisposed to demonstrate high OCBI and maintain harmonious relationships even when abused.

The findings support H3, that “*Workplace bullying is positively related to an employee’s turnover intention*”. This indicates that the more workplace bullying an employee suffers, the more likely it is that the employee intends to leave the

organisation. According to the survey results, employees subjected to bullying think more often about leaving their current job, plan to look for a new job in the near future, or have already been searching for a new job outside their current firm. This result is consistent with the findings of Öcel and Aydın (2012), Quine (1999) and Rayner (1999). This relationship presents for both Chinese and non-Chinese participant groups, however, Chinese workers show stronger turnover intentions when they suffer from workplace bullying. This might be because Chinese migrant workers suffer higher levels of workplace bullying; therefore, their turnover intentions are stronger than those of non-Chinese workers. This finding is similar to that of Madera et al. (2012) that employees with racial and ethnic identity who were disclosed to workplace discrimination achieved less job satisfaction and higher turnover intention than other employees. The reason for this phenomenon can be explained by social exchange theory, which states that when employees perceive that they have received unfavourable treatment, such as workplace bullying or abusive management, they will withdraw their behaviour through methods such as leaving the current job (Song et al., 2007).

H4, that “*Workplace bullying in an organisation is positively related to the level of negative word of mouth about the organisation*”, is supported by the findings of the study. In other words, employees who have been bullied are more likely to complain about their company or supervisor to colleagues during, or outside of work, as well as being more likely to express dissatisfaction about their company in their community and more likely to reveal negative information (including leaking commercial secrets) about their company after leaving their job. This finding complements the statement of Harris and Ogbonna (2013), that reducing discrimination or abusive behaviour by management helps reduce employees’ misbehaviour, such as spreading negative word of mouth about the organisation. The results regarding Chinese migrant workers present a higher

correlation between workplace bullying and negative word of mouth output, since Chinese migrant workers suffer a higher level of workplace bullying.

5.4 Theoretical Implications

From a theoretical perspective, results of this study provide empirical evidence encouraging further research to explore issues relevant to workplace bullying and its consequences, including OCBI, turnover intention and negative word of mouth. Although some studies have examined the relationship between workplace bullying, and OCBI and turnover intention in the New Zealand hospitality industry (e.g. Bentley et al., 2012), these studies did not focus on Chinese migrant workers, or compare this group to other populations. This is the first study involving Chinese migrant workers in the New Zealand hospitality industry.

This is the first New Zealand study to explore employees' sensitivities to the consequences of workplace bullying in terms of OCBI, turnover intention and negative word of mouth, and make comparisons between Chinese migrant workers and non-Chinese workers of these sensitivities. The sensitivities were measured by effect sizes (strength or magnitude) of correlations between workplace bullying and its consequences. Results indicated that Chinese were more sensitive to the consequences of workplace bullying in terms of turnover intention and negative word of mouth, but less sensitive to OCBI than were non-Chinese workers. This finding reveals a new understanding of Chinese workers' organisational behaviours, in that they are more likely to leave their current job and spread negative word of mouth of the firm if they are bullied. This finding can assist future researchers to understand the characteristics and likely behaviours of Chinese workers in the workplace.

This is also the first quantitative study to examine the relationship between workplace bullying and employees' negative word of mouth. Although some studies (e.g. Uen et al., 2011; Harris & Ogbonna, 2013) indicated that abusive management in an organisation will result in an employee's misbehaviour through spreading negative word of mouth, these studies did not focus on the relationship between workplace bullying and negative word of mouth, and made few efforts to explore this relation from a theoretical perspective. Through deductive analysis of quantitative data, this study demonstrates a moderately strong correlation between these theories, and offers a 4-item instrument to quantify the level of negative word of mouth for future studies.

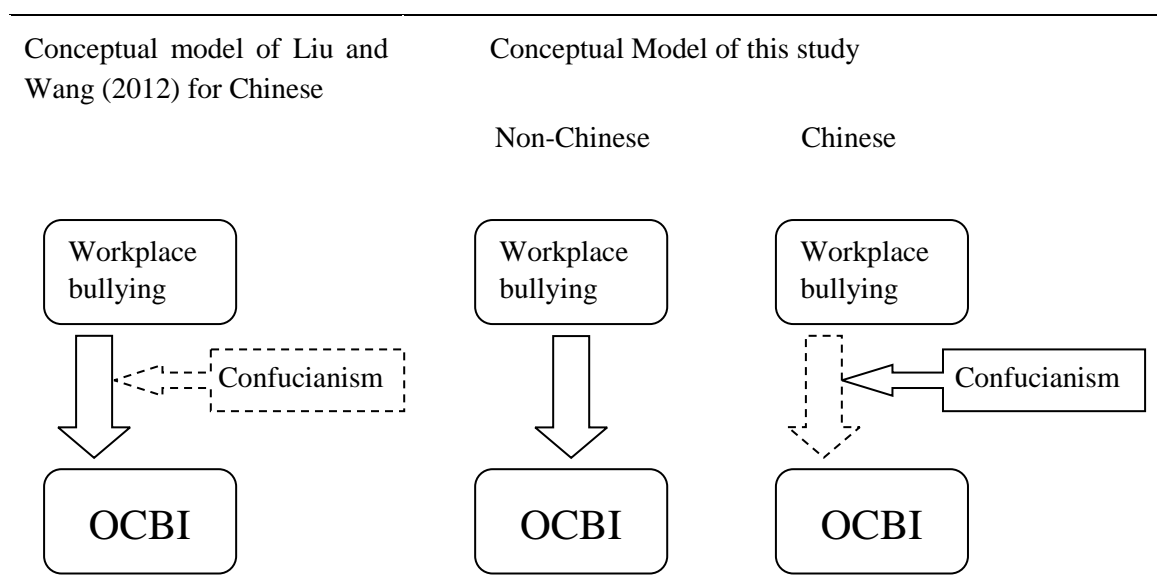
This study developed a 16-item scale to measure the level of workplace bullying based on the existing literature and qualitative feedback from the pilot test, which offers a concise measurement for further research. In previous studies of workplace bullying (e.g. Bentley et al., 2012), Einarsen and Skogstad's (1996) 22-item Negative Acts Questionnaire-Revised (NAQ-R) was considered the most authoritative workplace bullying measurement instrument, with 47% of behavioural experience studies applying this instrument. The current study also employs this instrument and has developed it to ensure that it suits the context of the New Zealand hospitality industry. The items with similar meanings, and some that were seldom used, have been deleted to avoid redundancy and to improve the measurement reliability in the New Zealand hospitality context. Cronbach's alpha for the 16-item measurement was 0.92, which is slightly higher than for the 22-item measurement (0.90) tested in 2009 (Einarsen et al., 2009). The KMO index of sampling adequacy for the new measurement is also high (0.878). Both of these indicate a high validity and reliability of the new measurement. Therefore, the new 16-item instrument is recommended for future studies.

The results of this study provide a new method to classify the categories of workplace bullying. This study used factor analysis to search for the underlying factors of negative acts of workplace bullying, presenting the three dimensions; work-related bullying, personal-related bullying, and physically intimidating bullying. This result complements the finding of Einarsen et al. (2009), who adopted the same method to analyse measurement items of workplace bullying in Britain. Einarsen et al.'s (2009) survey was not confined to the hospitality industry, but shows a high level of similarity with the findings of this study. Therefore, these three sub-dimensions could be considered as reliable criteria to classify workplace bullying behaviours from a theoretical perspective.

In addition, this study raises a possibility of the moderating role of cultural values between workplace bullying and OCBI based on the theory of Liu and Wang (2012). Liu and Wang (2012) found that abusive management such as bullying have negative influence on Chinese employees' OCBI even though the organisational behaviours of Chinese are directed by Confucian moral standards (See Section 2.4.1 and the first Column of Table 16). In Liu and Wang's (2012) theory, Confucianism exerts few influence (dotted line indicates low level of effect) on Chinese's OCBI when they suffer from workplace bullying. This study challenged the findings of Liu and Wang (2012) by using a comparative study of Chinese and non-Chinese workers. Unlike the findings of Liu and Wang (2012), results of this study showed workplace bullying affects OCBI of non-Chinese workers rather than Chinese migrant workers. As shown in the second column of Table 16, workplace bullying affects non-Chinese workers' OCBI because their organisational behaviours are not influenced by Confucianism. In terms of Chinese migrant workers, workplace bullying does not have a significant influence (dotted line indicates low level of effect) upon the OCBI of Chinese migrant workers due to the effect of Confucianism (See the last column of Table 16). This is consistent with the

statement of Chou et al. (2014) that Confucianism may influence the behaviours and attitudes of Chinese and confound the negative impact of workplace bullying on the OCBI. In other words, Chinese migrant workers may try to keep high OCBI in order to maintain harmonious relationship with co-workers and obey orders of superiors (Chou et al., 2014). Therefore, the sensitivities towards consequences of workplace bullying for Chinese can be different from non-Chinese because they hold different cultural value. This viewpoint also can support Hofstede's (1980) Dimensions of Culture theory which emphasis on the effect of cultural value on the organisational behaviour and diversity management.

Table 16: Conceptual Model of the Moderating Effect of Confucianism



5.5 Managerial Implications

This study has examined the prevalence of perceived workplace bullying against New Zealand Chinese migrant workers and has compared these results to non-Chinese workers. It not only provides theoretical implications that will contribute to future research, but also presents some findings that can assist organisations to identify employee value in diversity management.

This study tested the relationship between workplace bullying and its consequences, which are reducing OCBI, increasing employees' turnover intention and spreading negative word of mouth in regards to the organisation. The study provides evidence that workplace bullying can result in negative consequences for organisations in terms of these three areas. Therefore, it is suggested that management teams formulate strategies to prevent workplace bullying.

Organisations might find it helpful to establish management teams with production-centred, people-centred and change-centred leadership styles (Hauge, Skogstad, & Einarsen, 2007). This suggestion was also made by Bentley et al. (2012), who noted that employees who worked in an absence of leadership, or under laissez-faire leaders, were more likely to report workplace problems. In contrast, bullying behaviours can be controlled by organisational initiatives.

It is recommended that managers treat all employees equally, and respect the cultures and habits of ethnic employees. Bentley et al. (2012) found that the most effective organisational strategy for the successful control of bullying behaviours in the workplace involved creating open and respectful communication and appropriate ways for people to interact with co-workers. Therefore, the structure and strategies of the management team is crucial to controlling workplace bullying and, preventing its negative consequences.

Through the comparison of Chinese migrant workers and non-Chinese workers, the unique characteristics of Chinese migrant workers have been identified, which will assist organisations in understanding the organisational behaviours of Chinese workers. Chinese migrant workers present a higher level of OCBI, meaning that they are willing to help co-workers even when they have been bullied in the workplace. Previous studies (Cohen, Ben-Tura, & Vashdi, 2012; Zacher & Jimmieson, 2013) suggested that

employees with high OCBI can perform better, and show high levels of productivity and efficiency. This finding may assist managers to understand the behaviours of Chinese workers, and therefore improve efficiency in diversity management.

Chinese migrant workers are, however, more likely to leave an organisation, and spread negative word of mouth about it, when they suffer from workplace bullying. Apart from reducing bullying behaviours and abusive management in the workplace, the management team could take action to avoid these consequences, such as providing fair remuneration and work benefits to retain skilled workers and offering reward strategies to improve job satisfaction and to encourage work initiatives and performance. Such strategies must, however, be fairly applied, and not just to the native-born workers. In addition, language barriers are an important issue that may create problems, both in relation to the work of those with language barriers and in relation to management processes. Managers could take these factors into consideration in diversity management and formulate some strategies to improve employees' English skills. For example, it is suggested that managers avoid putting Chinese workers together, so they must learn to speak English with their co-workers. It is worth mentioning that bilingual talent can be used to expand market share in migrant communities.

5.6 Limitations

This study is subject to some limitations. Sample size of 123 valid responses is relatively small. Hoyle (1995) suggests that the optimum sample size for probability sampling is in a range from 100 to 200. The total sample size of this study meets this criterion; however, the two sub-dimensions are under this size (only 64 for Chinese respondents and 59 for non-Chinese workers). Although, this study had to undertake some measures to extend the number of respondents, such as recruiting student workers

from the Auckland University of Technology, this only increased the sample size by 20 respondents and did not make a significant contribution to enlarging the sample size. Some assumptions suggested in the proposal cannot be addressed due to this limitation. For example, this study intends to compare the difference results between employees that worked for Chinese employers and others that worked for non-Chinese employers, however, the study received less than 30 questionnaires completed by respondents working for Chinese employers. The insufficient sample size resulted in a low p-value that cannot prove the significance of the findings. These assumptions can be tested in future studies with a larger sample.

Another limitation of this study is that the Negative Acts Questionnaire-Revised (NAQ-R), which has been applied in the present study, has some limitations and has been criticised by some researchers. Salin (2001) argued that the NAQ-R is not an exhaustive measure of all bullying behaviours in the workplace. This problem is exacerbated by the deletion of nine items after conducting the pilot survey. The reliability was, however, increased after this deletion, which is supported by the result of the Cronbach's alpha test. Salin (2001) also argued that there is no opportunity for the participant to rate the perceived effect of the exposure. This indicates that questions can be scored by respondents' subjective judgment, as they might hold different measurement standards in their minds. For example, one negative act that occurred occasionally, but lasted over a long time period, is difficult to classify as either "now and then", or "weekly" (Agervold, 2007). In addition, the criterion of workplace bullying is also criticised by some researchers. The present study has used at least two negative acts a week as the criterion to identify whether a participant has been bullied (Bentley et al., 2012). Agervold (2007) argued that the number of negative acts required for classification as workplace bullying should be increased to at least three or four.

In addition, the results of the survey were affected by the disadvantage of convenience sampling. In a convenience sampling method, results are likely to be biased and a sample cannot scientifically make generalisations about the total population (Farahman & Asger, 2012). To protect respondents, the researcher chose not to distribute the questionnaires in respondents' workplaces, so many of the questionnaires were handed out by the initial respondents, who were friends of the researcher. Therefore, respondents were drawn from a limited range of organisations, which reduced the generalisability of the results. For example, most were students, which may not represent the general population employed in the hospitality industry. The researcher did, however, try to select initial respondents from all types of businesses across the food and beverage, accommodation and tourism sectors to mitigate this issue.

5.7 Future Research

According to the results and limitations of the study, the following suggestions are offered for future research. Initially, it is suggested that future studies address two unsolved assumptions of this study. First, it is assumed that employees working for Chinese employers suffer more workplace bullying than employees working for native-born employers. The difference for each group is expected to be found in future studies. Second, previous studies reviewed language barriers as being a contributory factor of workplace bullying. The correlation between language barriers and workplace bullying is suggested as an area for exploration in future studies.

Future studies can adopt a qualitative approach to explore employees' attitudes towards workplace bullying. The results can be directed by different ethnic groups, and social or cultural identities. For example, it would be productive to determine how Confucianism influences the attitudes of Chinese workers towards workplace bullying in future studies.

This study mentioned that Chinese employees may regard workplace bullying as a challenge that will toughen their personality, but did not examine to what extent, or how many, Chinese workers agree with this viewpoint.

Furthermore, this study focuses on Chinese migrant workers. Future studies could explore workplace bullying against other ethnic groups, such as Māori, Indian and Korean workers. It is suggested that a comparative study could be conducted between all the main ethnic groups. This would require a large sample size and extension beyond Auckland to all regions of New Zealand.

This study has linked workplace bullying to its consequences. Sources of workplace bullying (from co-workers or supervisors) could be specified and discussed in future studies. Moreover, future researchers could examine the influential factors of workplace bullying, such as a unique cultural identity and ethical climates (Appelbaum, Semerjian, & Mohan, 2012; Liu & Wang, 2013). It is also suggested that future studies explore how to reduce workplace bullying and outline the managerial implications of the research outcomes.

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APPENDICES

Appendix A: Questionnaire and Participant Information Sheet

Participant Information Sheet



Date Information Sheet Produced:

11 March 2014

Project Title

The consequences of workplace bullying: A comparative study of migrant Chinese and other workers in the New Zealand hospitality industry

An Invitation

I am Che Liu, a master's student in the School of Hospitality and Tourism at AUT University. I am undertaking a research project for a dissertation which as part of my Master of International Hospitality Management (MIHM) qualification. My research explores the consequences of workplace bullying of New Zealand hospitality workers, with an emphasis on Chinese migrants. I invite you to participate in this research. Participation is voluntary and you can withdraw from the study by not completing or submitting the completed questionnaire. You must be over 16 years old to participate in this study.

What is the purpose of this research?

This study's purpose is to explore workplace bullying in hospitality work. The findings will have implications for employers' understanding of the consequences of workplace bullying and the importance of treating workers well. It is expected that a conference paper and journal article will help disseminate findings to other researchers and students.

How was I identified and why am I being invited to participate in this research?

You have been invited to participate because you work in the hospitality industry such as in a hotel, motel, restaurant, cafe, bar or similar. You may have been asked to join the study at the end of a class or by someone who knows about the study and has given you a questionnaire to complete. I would really appreciate it if you can pass copies of the questionnaire to your co-workers and other people engaged in the hospitality industry.

What will happen in this research?

You will be asked to complete a questionnaire, which will take about 10 minutes. Please complete this questionnaire and put it in the collection box outside WH519. If you received the questionnaire in class, you may also fold your questionnaire and give this to your lecturer. Otherwise please put it in the stamped addressed envelope provided, and mail this to me through the postal system.

What are the discomforts and risks and how these discomforts and risks be alleviated?

Answering these questions may bring up uncomfortable memories. You do not have to answer all of the questions, and you do not need to join the study if you prefer not to, as participation is voluntary. You can access three free counselling sessions with the AUT Counselling Team if you feel any discomfort arising from the survey, or access free counselling for Chinese by contacting chineselifeline.org.nz. You also can seek advice about workplace issues from Human Rights Commission for employment issues.

How will my privacy be protected?

Your answers will be anonymous. Please do not put your name on the questionnaire.

What opportunity do I have to consider this invitation?

If you wish to participate, please complete the questionnaire now and return it to your lecturer at the end of class, or complete it within two weeks and place it in the collection box outside WH519 or post it to me.

How do I agree to participate in this research?

If you wish to participate, please respond within two weeks and put it in the collection box outside WH519, or put it in the envelope provided and post this to me.

Will I receive feedback on the results of this research?

The final report will be posted on the Research Reports page of the School of Hospitality and Tourism's web-page in six months.

What do I do if I have concerns about this research?

Any concerns regarding the nature of this project should be notified in the first instance to the Project Supervisor, Dr Jill Poulston, Jill.poulston@aut.ac.nz, +64 09 921 9999 ext 8488.

Concerns regarding the conduct of the research should be notified to the Executive Secretary of AUTECH, Kate O'Connor, ethics@aut.ac.nz, 921 9999 ext 6038.

Whom do I contact for further information about this research?

Concerns regarding for further information about this research, please contact the researcher, Che Liu, appleliu777@gmail.com, or one of the project's supervisors (details below).

Researcher Contact Details:

Dr Jill Poulston
School of Hospitality and Tourism
Auckland University of Technology
Private Bag 92006
Auckland 1142
jill.poulston@aut.ac.nz
+64 9 921 9999 ext 8488

Dr Peter Kim
School of Hospitality and Tourism
Auckland University of Technology
Private Bag 92006
Auckland 1142
bc.peter.kim@aut.ac.nz
+64 9 921 999 ext 6431

Questionnaire

Part 1: Workplace Bullying

Please indicate the level of frequency for the following statements in terms of what has happened to you at your workplace during the last 6 months.

1=Never, 2=Now and then, 3=Monthly, 4=Weekly, 5=Daily

Items

Someone withholding information which affects my performance	1	2	3	4	5
Being ordered to do work below my level of competence	1	2	3	4	5
Having my opinions ignored	1	2	3	4	5
Being given an unmanageable workload with unreasonable deadlines	1	2	3	4	5
Excessive monitoring of my work	1	2	3	4	5
Pressure not to claim something to which by right I am entitled (e.g. minimum wage, sick leave, holiday entitlement, travel expenses)	1	2	3	4	5
Being humiliated or ridiculed in connection with my work	1	2	3	4	5
Having key areas of responsibility removed or replaced with more trivial or unpleasant tasks	1	2	3	4	5
Threats of verbal abuses including sarcasm, rumours and offensive remarks	1	2	3	4	5
Being ignored or excluded	1	2	3	4	5
Hints or signals from others that I should quit your job	1	2	3	4	5
Repeated reminders or criticism of my errors or mistakes	1	2	3	4	5
Being ignored or facing a hostile reaction when I approach	1	2	3	4	5
Practical jokes carried out by people I don't get along with	1	2	3	4	5
Being shouted at or being the target of spontaneous anger	1	2	3	4	5
Intimidating behaviours such as finger-pointing, invasion of personal space, shoving, blocking my way	1	2	3	4	5

Part 2: Consequences of Workplace Bullying

Please indicate the level of agreement for the following statements in terms of your behaviour at your workplace.

1=Strongly disagree, 2=Moderately disagree, 3=Slightly disagree, 4=Neither agree or disagree, 5=Slightly agree, 6=Moderately agree, 7=Strongly agree

1. Organisational Citizenship Behaviour

Items

I help others who have been absent	1	2	3	4	5	6	7
------------------------------------	---	---	---	---	---	---	---

I help others who have heavy workloads	1	2	3	4	5	6	7
--	---	---	---	---	---	---	---

I go out of my way to help new employees	1	2	3	4	5	6	7
--	---	---	---	---	---	---	---

I pass along information to co-workers	1	2	3	4	5	6	7
--	---	---	---	---	---	---	---

2. Turnover Intention

Items

I often think about leaving my current job	1	2	3	4	5	6	7
--	---	---	---	---	---	---	---

I am planning to look for a new job in the near future	1	2	3	4	5	6	7
--	---	---	---	---	---	---	---

I have already been searching for a new job outside the firm	1	2	3	4	5	6	7
--	---	---	---	---	---	---	---

3. Word of Mouth

Items

I often complain about my firm or boss to colleagues during work	1	2	3	4	5	6	7
--	---	---	---	---	---	---	---

I often complain about my firm or boss to colleagues out of work time	1	2	3	4	5	6	7
---	---	---	---	---	---	---	---

I often vent and express my dissatisfaction about my firm or boss to others or in my community	1	2	3	4	5	6	7
--	---	---	---	---	---	---	---

I often reveal negative information (perhaps including leaking commercial secrets) about my firm after leaving my job	1	2	3	4	5	6	7
---	---	---	---	---	---	---	---

Part 3: Demographic Profile

Please answer some questions about yourself.

1. I am: ☐ Female ☐ Male
2. Age: ☐ 16-18 ☐ 19-21 ☐ 22-24 ☐ 25-27 ☐ 28-35 ☐ 35 above
3. Are you a student? ☐ Yes ☐ No
4. Your country of origin: _____
5. Your nationality: _____
6. How long have you been to New Zealand: ☐ I was born in New Zealand ☐ Over 20 years
☐ 11 – 20 years ☐ 4 – 10 years ☐ 1 – 3 years ☐ Less than 1 year
7. Please indicate your visa status: ☐ New Zealand Citizen ☐ New Zealand Permanent Resident ☐ Student visa ☐ Work visa ☐ Working holiday scheme ☐ Visitor visa
☐ Other (Please specify) _____
8. Type of business of your current job: ☐ Fast food ☐ Coffee shop ☐ Bar ☐ Bakery
☐ Restaurant ☐ Hotel ☐ Motel ☐ Backpacker ☐ Other (Please specify) _____
9. The nationality of your employer: _____
10. Your position in the business: _____
11. Your employment status: ☐ Full-time ☐ Part-time ☐ Casual
12. How long have you worked in the current organisation? ☐ Over 10 years ☐ 3-9 years
☐ 1-2years ☐ 3months-11months ☐ less than 3 months
13. (For Chinese respondents) How often do you speak English in your workplace? ☐ I speak English only ☐ I speak English at work and speak Chinese in daily life. ☐ My job does not require any English, so I speak Chinese both at work and at home. English will be used occasionally. ☐ I never speak English

Thank you for completing the questionnaire.

Appendix B: Questionnaire and Participant Information

Sheet-Chinese Version

Participant Information Sheet 参与者须知



日期

2014 年 3 月 11 日

项目标题

职场暴力对新西兰酒店行业的危害：关于华裔从业者和非华裔从业者的对比研究分析

邀请函

您好，我是刘彻，奥克兰理工大学酒店管理硕士。基于学位需要，目前的正在进行一项关于新西兰酒店行业职场暴力的调查。本次问卷的调查对象是 16 岁以上的酒店行业从业者。我很荣幸邀请您参加这项调研，您的参与对我们来说非常重要。这是一项自愿调查，您有权拒绝或者在任何环节推出此项调查。

我为什么做此项研究？

此项研究的目的是：以新西兰酒店从业者为目标群体，对比华人从业者和非华人从业者的职场暴力经历，发掘职场暴力的危害。研究结果有助于提高华人对于工作权益的自我保护意识，使雇主意识到华人员工的重要性，了解职场暴力的企业的危害。项目报告会以会议记录和学术期刊文献的形式展现其研究结果，并为未来的相关学术研究提供依据。

为何您会被选为项目调查对象？

项目调查对象必须在新西兰从事酒店及相关行业，例如酒店，餐厅，咖啡店，面包店，酒吧，或其他住宿及餐饮行业。如果您愿意邀请您的同事或者其他符合以上要求的朋友，我们将不甚感激。

调研内容

大部分由选择题构成。完成此项问卷将会花费您宝贵的 10 分钟的时间。请在完成问答后将问卷投放进奥克兰理工大学酒店旅游学院 5 楼 WH519 外面的信箱内，或者放入我们提供给您附有地址的信封内寄送回来。如果您是在上课的时候接受的调查，请将完成的问卷放进信封中并交给您的老师。

作答的风险

我们希望您能和我们分享关于职场暴力的经历。如果回忆这些经历会给您带来不愉快或者精神压力，我们深表歉意。然而此类情况的发生率非常低，所以请您不必担心。如果您感到不愉快，奥克兰理工大学心理咨询室可以为您提供免费的心理咨询来保证您的心情舒畅。与之

同时，您也可以选择新西兰华人免费咨询机构——中文生命线，为您提供中文资讯。在调查过程中，您有权选择在任何环节退出。

问卷会涉及您的隐私吗？

为了保护您的隐私，请您匿名作答，此次调查的内容将会完全保密。

怎样得到调研结果？

如果您想得到调研结果，请将您的邮箱地址写在问卷的最后一页。我们会将调研报告发送给您。

如果您想进一步了解此项调查的相关事宜，欢迎和我（项目调研人）取得联系。

如果您有其他疑问，欢迎和项目领导人或奥克兰理工大学道德委员会取得联系。

项目调研人：

刘彻
旅游管理硕士
电子邮箱：appleliu777@gmail.com

项目领导人：

Jill Poulston 博士 Peter BeomCheol Kim 博士
奥克兰理工大学酒店旅游管理学院奥克兰理工大学酒店旅游管理学院
私人信箱 92006 奥克兰私人信箱 92006 奥克兰
邮编：1142 邮编：1142
电话+64 9 921 9999 转 8488 电话：+64 9 921 9999 转 6105
电子邮箱：Jill.poulston@aut.ac.nz 电子邮箱：bc.peter.kim@aut.ac.nz

奥克兰理工大学道德委员会：

Kate O'Connor
奥克兰理工大学道德委员会行政秘书
电话：+64 921 9999 转 6038
电子邮箱：ethics@aut.ac.nz

此项目已通过奥克兰理工大学道德委员会批准于2014年4月28日，查询编码14/70.

问卷调查

第一部分: 职场暴力

请选择您在过去六个月的工作中遇到以下事件的频率。

1=从未发生过 2=偶尔有 3=每个月都有 4=每周都有 5=每天都有

职场暴力行为

有人隐瞒信息,影响我的工作表现	1	2	3	4	5
老板或者同事强制要求我去做大大低于自身能力的工作	1	2	3	4	5
我在工作中的想法和意见经常被忽视	1	2	3	4	5
给与的任务期限不合理（短期内完成极大的工作量）	1	2	3	4	5
我在工作当中总是被监视	1	2	3	4	5
在对上司表达我的正常需求时感到为难（请病假，要求应得福利，报销差旅费）	1	2	3	4	5
我所做的工作被同事或上司嘲笑辱骂	1	2	3	4	5
当我处于工作的核心领域时，经常被上司或同事替换成其他不重要的工作。或者我手上的重要工作经常被别人抢去做	1	2	3	4	5
受到言语上的攻击：被讽刺，有人散播关于我的谣言，被人恶意评论	1	2	3	4	5
我被孤立	1	2	3	4	5
接收到一些暗示让我离职	1	2	3	4	5
我曾经犯的错误被反复提醒	1	2	3	4	5
当我升职，收到表扬，或被委予重任时，受到同事的攻击或者敌视	1	2	3	4	5
被相处不好的同事恶作剧或陷害	1	2	3	4	5
上司或者同事对我大吼大叫，拿我当作出气筒	1	2	3	4	5
个人空间被侵占，被推搡，驱赶	1	2	3	4	5

第二部分：职场暴力的影响

您同意以下关于工作的说法吗？

1=完全不同意 2=不同意 3=有点不同意 4=中立 5=有点同意 6=同意 7=非常同意

1. 组织公民行为

行为准则

我会力所能及的帮助请假的同事完成工作	1	2	3	4	5	6	7
我会帮助工作量大同事完成工作	1	2	3	4	5	6	7
我会帮助新员工，即使这不是我的职责所在	1	2	3	4	5	6	7
我会和同事分享工作信息	1	2	3	4	5	6	7

2. 离职意向

离职意向

我想辞掉现在的工作	1	2	3	4	5	6	7
我计划在近期换一份新工作	1	2	3	4	5	6	7
我正在寻找新工作	1	2	3	4	5	6	7

3. 口碑宣传

对公司的抱怨

我经常在上班的时候谈论上司或者公司的不合理行为	1	2	3	4	5	6	7
我经常在下班以后向同事或者朋友谈论上司或者公司的不合理行为	1	2	3	4	5	6	7
我经常在朋友圈或者对其他人发泄对上司或者公司的不满	1	2	3	4	5	6	7
我会在离职以后谈论公司的负面信息（包括泄漏前公司的商业机密）	1	2	3	4	5	6	7

第三部分：人口统计信息

为了充分了解您的答案，请您回答以下问题：

1. 性别：☐女☐男
2. 年龄：☐16-18☐19-21 ☐22-24 ☐25-27 ☐28-35 ☐35 以上
3. 您是学生吗？☐是☐否
4. 您在哪个国家出生：_____
5. 国籍：_____
6. 您来新西兰多久了：☐我出生在新西兰☐20 年以上☐11-20 年☐4-10 年☐1-3 年☐不到一年
7. 您持有那一种签证：☐我是新西兰国民☐我拥有新西兰的永久居留权☐学生签证☐工作签证☐工作旅游签☐旅游签证☐其他(请说明)_____
8. 您从事以下哪项职业：☐快餐☐咖啡店☐酒吧☐面包店☐餐厅☐酒店☐汽车旅馆☐背包客旅店☐其他 (请说明)：_____
9. 您老板的国籍是：_____
10. 您在工作中的职位是：_____
11. 您的工作性质是：☐全职☐兼职☐临时
12. 您在现任公司工作了多久？☐十年以上☐3-9 年☐1-2 年☐3 个月-11 个月☐不到三个月
13. (请中国人作答)您经常说英语吗？☐我只说英语☐我在工作中说英语，日常生活中说中文☐我的工作不要求我说英语，所以我大多数时候说中文，偶尔说一点英语☐我只说中文

感谢您的参与和支持。

Appendix C: Ethics Approval Letter from AUTECH



AUTECH
SECRETARIAT

12 May 2014

Jill Poulston
Faculty of Culture and Society

Dear Jill

Re Ethics Application: **14/70 The consequences of workplace bullying: A comparative study of migrant Chinese and other workers in the New Zealand hospitality industry.**

Thank you for providing evidence as requested, which satisfies the points raised by the Auckland University of Technology Ethics Committee (AUTECH).

Your ethics application has been approved for three years until 28 April 2017.

As part of the ethics approval process, you are required to submit the following to AUTECH:

- A brief annual progress report using form EA2, which is available online through <http://www.aut.ac.nz/researchethics>. When necessary this form may also be used to request an extension of the approval at least one month prior to its expiry on 28 April 2017;
- A brief report on the status of the project using form EA3, which is available online through <http://www.aut.ac.nz/researchethics>. This report is to be submitted either when the approval expires on 28 April 2017 or on completion of the project.

It is a condition of approval that AUTECH is notified of any adverse events or if the research does not commence. AUTECH approval needs to be sought for any alteration to the research, including any alteration of or addition to any documents that are provided to respondents. You are responsible for ensuring that research undertaken under this approval occurs within the parameters outlined in the approved application.

AUTECH grants ethical approval only. If you require management approval from an institution or organisation for your research, then you will need to obtain this. If your research is undertaken within a jurisdiction outside New Zealand, you will need to make the arrangements necessary to meet the legal and ethical requirements that apply there.

To enable us to provide you with efficient service, please use the application number and study title in all correspondence with us. If you have any enquiries about this application, or anything else, please do contact us at ethics@aut.ac.nz.

All the very best with your research,

Kate O'Connor
Executive Secretary
Auckland University of Technology Ethics Committee

Cc: Che Liuappleliu777@gmail.com

Appendix D: Psychological support for research respondents:

Letter from AUT Health, Counselling and Wellbeing



MEMORANDUM

TO Che Liu

FROM Kevin Baker

SUBJECT Psychological support for research respondents

DATE 4th March 2014

Dear Che

I would like to confirm that Health, Counselling and Wellbeing are able to offer confidential counselling support for the respondents in your AUT research project entitled:

"The consequences of workplace bullying: A study of Chinese migrant workers in the New Zealand hospitality industry."

The free counselling will be provided by our professional counsellors for a maximum of **three** sessions and must be in relation to issues arising from their participation in your research project.

Please inform your respondents:

- They will need to contact our centres at WB219 or AS104 or phone **09 921 9992 CityCampus** or **09921 9998 North Shore campus** to make an appointment
- They will need to let the receptionist know that they are a research participant
- They will need to provide your contact details to confirm this
- They can find out more information about our counsellors on our website: http://www.aut.ac.nz/students/student_services/health_counselling_and_wellbeing

Yours sincerely

Kevin Baker
Head of Counselling
Health, Counselling and Wellbeing