



RESEARCH ARTICLE

THE REALITY OF JOB BULLYING IN PALESTINIAN UNIVERSITIES DUE TO ADMINISTRATIVE STAFF OPINION

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ABSTRACT

Purpose: This study aimed to identify the reality of job bullying in Palestinian Universities due to administrative staff opinion. **Methodology:** Analytical descriptive method had been used, a questionnaire was distributed on a sample of (134) administrative employees from Al-Azhar University and Al-Aqsa University and University of Palestine in Gaza Strip. **Findings:** The study found that the reality of job bullying at Palestinian universities from the point of view of administrative employees was average with a relative weight (63.25%). **Significance:** There are statistically significant differences about the reality of job bullying in Palestinian universities due to gender in favor of males, there are and due to (type of university) between Al-Azhar University (General University) and Al-Aqsa University (Governmental University) in favor of Al-Azhar University, and between Al-Aqsa University and University of Palestine (Private University) in favor of University of Palestine.

INTRODUCTION

Universities are one of the important sectors in the educational system, which society builds its hopes, aspirations, goals and future aspirations to reach the knowledge, professional and cultural structure for the educated generations, which provide the community with educated, qualified and trained human staff in order to achieve a competitive advantage in advancement and development locally and regionally. Human resources are considered one of the most important components of the university education system, and the intellectual capital that contributes to the advancement and development of society. These resources need to take care of, developed, and known for their needs, as it represent the main engine for the success advancement of any institution, and it is the real wealth that countries seek to preserve. The availability of job security is one of the things that successful educational institutions pursue. The extent to which the employees feel about security, which is a positive relationship, that is, reaching success is evidence of the extent to which the organization enjoys job security, and its failure is one of the most important reasons for which employees do not obtain job security, so that this affects the amount of their organizational commitment or volunteer activities, which leads Influencing their organizational citizenship behavior. (sarsor, 2015). Also, the employee's sense of organizational and social justice and the absence of any penetration of this justice helps him to

increase his work motivation and cohesion among the members of the work, so the application of its various rule is one of basic factors in obtaining positive results for the work of the institution and leads to the organization of human cooperation between various professional groups (Mirouh and Bou Atit, 2017). Employees in educational settings are exposed to various occupational problems and psychological and physical stress resulting from the deterioration of the methods of human interaction of narcissism condescension leaders, the presence of arduous work environments, the spread of administrative corruption, and the deficiency of the system of rights and duties in these environments. Bullying in the workplace is one of the results of this deterioration, international a serious problem, and passive consequences stress such as job burnout, depression, absenteeism or leaving work, and the search for another job. (Hamada, 2018) Indicates that Bullying costs a lot of effort, time and money it may lead to damages the institution's reputation, and long-term negative effects on the psychological state of employees and their families and society (Karim, 2018). Abuse of authority in humiliating the employee and stripping him of the tools of his success and the persistence of a heavy-handed, ill-remembered, incomprehensible, narrow-minded, narcissistic director, in his position for long lean years, and the exposure of employee to non-professional personal not certified for work and efficiency discrimination, depriving him from Participating in decisions related to the details of his work, and Procrastination in giving him his rights. They are matters that need to reform the functional environment from these chronic ills to save what can be saved.

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The state of bullying increases when administrative control, awareness of rights and duties are weak, and the protective considerations of bullies by political, regional, or tribal parties, or from a group of self-interests who have power and influence rise. So if these factors were treated, bullying will be reduced and does not exist because of a legal deterrent that applies to everyone. Al Hamada, (2018) and Tottredle *et al.*, (2012) indicates that employees who expose to bullying face negative symptoms such as: Emotional fatigue, psychological and physical stress, sleep disorders, anxiety disorders, adjustment disorder, post-traumatic stress disorder, These disturbances lead to decreased enthusiasm, motivation, feeling tired, muscular and skeletal and stomach problems. (Arcangeli *et al.*, 2014; Glambek *et al.*, 2014; Nielsen & Knardahl, 2015) mentioned that there are another negative symptoms result from organizational bullying, such as: Decreased employee performance, which leads to lower production, early retirement- Grievance- Excess complaints and litigation This effects on the organization to focus on its primary goal, which is productivity and profit making Because of the preoccupation with the conflicts, the continuous absence of employees, the impact on the efficiency and effectiveness of employees and Leaving the job due to lack of contentment with the institution's policies.

Hertz (2013) divided bullying in to: (Verbal bullying) includes teasing, mockery, provocation, inappropriate comments, and threats, It is one of confrontation forms, Belongs to the category of direct bullying. (Physical bullying) It includes beating, violence, slapping, stabbing and other methods of physical abuse and falls under the category of direct bullying. (Emotional bullying) represented by spreading rumors it belongs to indirect bullying so malicious rumors about a person are spread within the work environment. (Cyber bullying) It occurs via social media Internet, e-mail, or text messages on mobile phones. Social exclusion is indirect persecution and exclusion of a person as part of the team's work. Bullying is classified into three main dimensions:

The First Dimension: Is Underestimation (Brotheridge and Lee, 2010, 688) indicated that Underestimation is the humiliation of employees in front of others and the reduction of their value to justify aggression towards them, The tyrannical director justifies his domination and aggression against employees by belittling their personality Claiming their immaturity and unaware of the organization's interest. He justifies his decisions with their right by viewing them as ignorant, lazy, and unworthy of humane treatment.

The Second Dimension: Is Undermining work (Einarsen *et al.*, 2009, 26) indicated that Undermining work is giving the worker few and very simple tasks, Or constantly criticize him and his work, Not giving information about work, Mock him, Denying his activity, not giving him his rights such as vacations, Squeeze him into action, Change his role and ignore him, and monitoring him too much in the organization.

The Third Dimension: Is verbal abuse (Pompeii *et al.*, 2015, 2) indicated that Verbal abuse includes aggressive or inappropriate language that makes the worker feel threatened, fearful, or uncomfortable at work by the group at the same level towards the worker.

Although job bullying is a treatable phenomenon, but not always preventable. But those in charge of the administrative

system can control it Significantly reduce it and maintain a valid working environment All this may require some patriotism, sincerity, and a little bit of time and resources to obtain large positive returns that preserve the institution's position and reputation to contribute effectively and realistically in building society. (Hamada, 2018) here is an important role for leadership in facing negative organizational results and negative employees. (Heather K., Spence L. & Roberta, 2014) Therefore, it is imperative for the higher management of educational institutions to find out the reasons that lead to reduce the loss of employees and reinforce their affiliation with the institutions in which they work and Reducing absence or complaining about work, but rather they strive to do more than that, which is to help them in career commitment and work, leading to creativity. (Bin Hamed, Bel-Habib, and Oman, 2019). This requires the preparation of research and studies related to identifying the psychological, moral and social aspects of academic and administrative staff to reach job satisfaction and stability and increase their motivation to work and accomplish. (Zahid, Mahrous, and Hammouri, 2011). Many studies in the social and human sciences have focused on studying bullying in the workplace such as the study of (Al-Nuaimi and Aziz, 2018).

Which aimed to know the effect of job bullying on organizational commitment, the descriptive and analytical approach had been used and data had been collected via questionnaire applied up on a sample of employees who work in the General Directorate of Education in Babil Governorate The study found a high level of job bullying from the point of view of the employees of the Directorate of Education in Babylon with a Relative weight (70) and mean= (3.54) and negative direct influence relationship between job bullying and organizational commitment The study recommended that the General Directorate of Education in Babil Governorate should continue to pay attention in treatment job bullying, which has a major role in reducing organizational commitment. Ismail (2017) conducted a study aimed to identifying the role of spiritual leadership in reducing job bullying behaviors of employees at Sadat City University. The researcher used the analytical descriptive method depending on the questionnaire as a tool for data collection. The study found that the reality of applying spiritual leadership was low on the overall level and for each of its dimensions separately Also, the practices of employees at Sadat City University for job bullying behaviors were high on the overall level and for each dimension separately. And there is a very strong negative statistical significance correlation between the dimensions of spiritual leadership total degree and the dimensions of career bullying total degree. Dardouni (2017) conducted a study aimed at uncovering the reality of bullying in the Algerian university administration, A descriptive approach was adopted to achieve the objectives of the study, which was applied to all employees of the Faculty of Humanities and Social Sciences in Muhammad Khudair University in Biskra, a questionnaire was used as a tool to collect data, The study found that the abuse contributes in spreading of bullying in university administration with a medium degree. Moderate degree of discrimination among employees contributes to the spread of bullying in university administration. And job Authoritarianism causes amoderate increase in bullying level in university administration. Leah P. Hollis (2016) study with the aimed to identifying the role of employee ethnical status and gender in avoiding bullying in community colleges.

A descriptive approach was adopted to achieve the objectives of the study and a questionnaire was used in data collection. The results show that 32.5% of the sample, especially women, are far from bullying. The data revealed that those who are not bullied are white's women, and from middle management. Moreover, only 6% of colored people who held all positions in the community college structure reported that they were not affected by workplace bullying. The study of (Al-Zoubi and Muhaidat, 2014) aimed to reveal the bullying behavior practiced by employees in both Irbid Governmental College and Toledo Private College in Jordan. A descriptive approach was adopted to achieve the objectives of the study and a questionnaire was used in data collection the study found that the bullying behavior level among employees in Irbid College is high but in Toledo College is moderate. The study recommended to create a safe and supportive work environment for achievement and productivity and to apply a policy of non-complacency in facing bullying phenomenon. Carol S.B., Christine T.K., Rana F.O., Wendy C. B., (2013) conducted a study to examine the relationship between levels of verbal abuse of a physician and nurses early career work and demography. Job characteristics, damaged work environment, the study adopted the analytical descriptive approach, and Global opinion poll presented to new nurses work in the fourth stage in 2006.

The results of the study showed that nurses in different parts of the world are aware that verbal abuse by doctors is closely related to the existence of a weak work group. Supervisors and mentors support this behavior, increased quantitative workload, and organizational constraints, and low nurses' job satisfaction. Nurses are subjected to verbal abuse from doctors as a result of an unfavorable work environment.. the study of Ruth, M., Diane, H., A., Jae, F., & Roland, T., 2008 aimed to find out the results of bullying in the workplace through a survey sent to faculty, teachers and librarians at a medium-sized Canadian university. focused on identifying potential sources of bullying in the workplace by colleagues, officials, and students The study found that workplace bullying was a source of anxiety among new or unqualified employees, Also, the systemic nature of bullying phenomenon and its indirect effect varies from one field of employment to another. The results indicate that the university's expenses are related to bullying in the workplace, so it increase the job burnout of employees, thus changing their perception of the university and reducing their engagement at work level. Through extrapolating of the previous studies, it becomes clear that they focused on the main objective of the current study.(bullying in the workplace) Which employees in institutions are exposed to at different rates and degrees depending on the type of institution, its location and the nature of the study community. The current study is similar to previous studies in adopting the descriptive approach, collect data and analyze using pilot measures. these studies were conducted in Arab and foreign societies There is no local study, within the limits of the researcher's knowledge , that has dealt with job bullying among administrative employees in Palestinian universities, especially in Gaza Strip. Which makes the current study important and shows the need to conduct it, by monitoring the phenomenon and identifying its size and dimensions, in order to formulate appropriate recommendations to face it.

Problem Statement: Job bullying is a widespread phenomenon all over the world, employees in all service and educational institutions are exposed to it and it is not related to

a specific job grade, gender or ethnic, its severity varies from one job level to another. It is practiced by officials on employees in various forms. Several studies (such as Al-Nuaimi and Aziz, 2018 and Ismail, 2017) have indicated an increase in the percentage of bullying in the workplace. Some studies (Gabriele, G., 2012) indicated that job bullying is the main reason for a negative organizational climate that affects employee's health. And is considered a source of fear and anxiety for employees, especially new employees. The environment of universities, colleges and scientific research centers is the most suitable for practicing bullying behaviors, due to its deviation from centralization but it often uses decentralization in decision-making. (Fogg, 2008) Therefore, the study problem is determined in answering the following main question:

What is the reality of job bullying in Palestinian universities due to administrative staff opinion?

From The Main Question, the Following Sub-Questions Are Divided

Q1-: Are there statistically significant differences about the reality of job bullying in Palestinian universities according to the administrative staff opinion due to employee gender (male - female)?

Q2-: Are there statistically significant differences about the reality of job bullying in Palestinian universities according to the administrative staff opinion due to name and type of the university (Al-Azhar University, Al-Aqsa University and University of Palestine)?

Research hypothesis

Ho₁: There are no statistically significant differences about the reality of job bullying in Palestinian universities according to the administrative staff opinion due to employee gender (male - female).

Ho₂: There are there no statistically significant differences about the reality of job bullying in Palestinian universities according to the administrative staff opinion due to name and type of the university (Al-Azhar University (General University), Al-Aqsa University (Governmental University) and University of Palestine (Private University)).

Research Objectives

This study aims to achieve the following objectives:

-)] Identifying the reality of job bullying in Palestinian universities due to administrative staff opinion .
-)] Detection the existence of statistically significant differences at (0.05) about the reality of job bullying in Palestinian universities according to administrative staff due to (gender - name and type of the university).

Research Importance

Scientific (Theoretical) Importance: Bullying in the workplace is a serious international problem, a few studies that have dealt with it to evaluate its risk in the academic community of Arabic universities.

So it needs to conduct extensive studies to enrich the Arabic library due to the lack of studies that dealt with it in Palestinian society.

Practical (Applied) Importance: The results of the study are expected to help the Administrators of the educational process to understand the causes that lead to the occurrence of bullying, its types and negative consequences that may cause job burnout and fatigue. It is also useful for holding training courses and workshops for officials and employees to educate and guide them about identifying the necessary techniques' to prevent and manage this phenomenon. And may guide leaders to play a main role in creating positive work environments and discouraging negative personal experiences and behaviors of bullies.

Research Limits and Scope

The scope of the study shall be as follows:

-) **Objective Limits:** The study focused on studying the reality of job bullying among administrative employees in Palestinian universities.
-) **Human Limits:** The study was conducted on the administrative staff of the Palestinian universities under study, and who responded by filling out the questionnaire.
-) **Institutional Limits:** The study was conducted on universities in Gaza Strip (Al-Azhar University, Al-Aqsa University, and University of Palestine). The respondents responded to the study tool.
-) **Spatial Limits:** The study was conducted in the State of Palestine.
-) **Time Limits:** The study was conducted in the year (2020/2021).

Research Terminology

-) **Job bullying:** Bullying is a set of repeated actions and practices directed at one or more factors undesirable by the victim, which can be performed intentionally or unconsciously, and interfere with job performance, create an unfavorable work environment, these actions occur through threat, intimidation or humiliation. (Einarsen *et al.*, 2009).
-) **Procedurally,** it is defined as the employee's exposure to verbal or physical abuse, underestimation, undermining of his powers, neglect, exclusion, or harassment by the official or colleagues. It is expressed procedurally in this study by the total scores obtained by the participants of the study sample on the scale of the reality of job bullying in Palestinian universities used in the current study, which is prepared for this purpose.
-) **Administrative Staff:** Administrative Employees who work in the following academic and administrative departments (admission, registration and examinations, student affairs, personnel affairs, public relations, maintenance and services, libraries, and secretariat) in Palestinian universities.
-) **Palestinian Universities:** These are institutions that include at least three university colleges and offer educational programs award a bachelor's degree or first university degree. (Ministry of Education and Higher Education 2020 <http://www.aqac.mohe.gov.ps>)

) Palestinian universities are classified according to the system of administration, supervision and ownership into three categories: Public universities are under the administration and supervision of the Palestine Liberation Organization. The president of PLO appoints the President of the University and its board of trustees. The employees receive their salaries only from the university. Governmental universities belong to the Palestinian Authority and are directly supervised by the Ministry of Education and Higher Education, and the appointment is made through the employees' office of the government of the Authority the employees receive their salaries from the Palestinian Authority government as government employees. Private universities belong to a group of investors, and employees receive their salaries from the university according to a special system differs from the unified job staff system adopted by the ministry. The president is appointed by the university's board of directors. These types of universities belong to the Palestinian Ministry of Higher Education in terms of technical and control supervision, accreditation and certification of colleges, programs, majors, certificates and academic degrees.

Methodology and Procedures

Study Methodology: The researcher used the descriptive approach to describe the phenomenon depending on the questionnaire to collect data from the study sample in order to identify the reality of job bullying in the universities of Gaza Strip from the point of view of the administrative staff, diagnosing this reality and analyzing its results in clear and specific terms in order to reach suggested solutions to improve the reality.

Study Population: The study population consisted of all the administrative employees in three different Palestinian universities in Gaza Strip, who were intentionally chosen (Al-Azhar University (General University), which is a public university, University of Palestine (Private University), and Al-Aqsa University, which is a governmental university). The number of the original study population is (257) administrative employees (Ministry of Higher Education, 2019-2020).

Study Sample: the researcher used two types of samples for the purpose of applying the study tool:

-) **Pilot Sample:** The researcher applied the questionnaire to a pilot sample of (30) administrative employees, were chosen by a simple random method, in order to calculate the validity of the internal consistency and reliability of the study instrument (the questionnaire). After making sure that all the paragraphs and dimension of the questionnaire had internal consistency at a significance level (0.01), and high reliability using Cronbach Alpha equation coefficient equal to (0.976), the researcher applied the following actual sample.
-) **Actual Sample:** The researcher distributed (150) questionnaires to the members of the study population, by the stratified random method. After excluding pilot sample and damaged questionnaires from the study population. The number of the study sample became (134), which represents (52.7%) of the original study population this percentage is representative of the population. The following table no. (1) Shows the

distribution of the actual sample of the study according to its variables.

Study instrumentation: For the purpose of conducting the study and collecting data about it, the researcher developed a questionnaire from Brotheridge, CM, & Lee, RT (2010), Matthiesen, SB, & Einarsen, S. (2004)), (Al-Naimi and Aziz, 2018) and (Moghar, 2015) that dealt with Job bullying and its dimensions were prepared to suit the objective and characteristics of the current study population. The questionnaire consists of two parts: The first section: It includes the personal variables represented in: gender (male-female), university name (Al-Azhar University, University of Palestine and Al-Aqsa University). The second section: It includes a set of paragraphs that deal with the reality of job bullying in Palestinian universities in Gaza Strip from the point of view of the administrative staff and ways to improve it The number of these paragraphs is (26), and they are divided into three dimensions: (The first dimension: underestimating has (10) paragraphs (1-10), the second dimension: undermining work has (9) paragraphs (11-19), the third dimension: verbal abuse has (7) paragraphs (20-26). These paragraphs were drafted and modified to answered by choosing one of the following five alternatives according to Likert's five-point scale: Achieved (very large and given the value (5) - to a large extent and the value was assigned (4) - to a moderate degree and the value was given - (3) Slightly available and given the value (2) - Very little availability and is given the value (1).

Validity: The researcher has codified the paragraphs of the questionnaire in order to ensure its validity as follows:

Validity of Arbitrators the questionnaire was presented, in its initial form, to a group of specialist's professors of Palestinian universities in the Gaza governorates. They expressed their opinions and observations about the belonging of the questionnaire paragraphs to their fields, the extent of belonging to the fields, and clarity and accuracy of the linguistic formulation. The arbitrators' opinion were taken and the questionnaire was modified, so the number of its paragraphs is (26) paragraphs covering three dimensions of job bullying, namely (underestimation - undermining work - verbal abuse). Therefore, the number of its final form paragraphs is (26) covering three dimensions of job bullying, which are (underestimation - undermining work - verbal abuse).

Internal consistency Pearson correlation coefficient between the scores of each paragraph and the total score of the questionnaire was calculated through applying it to a pilot sample of 30 person. The validity coefficients ranged between (0.483 - 0.890), which are statistically significant values at (0.01). This confirms that the questionnaire has internal consistency. And correlation coefficient between all dimensions with each other, and the total degree of the questionnaire were calculated in order To ensure its internal consistency as shown in Table (2)

The previous table showed that all correlation coefficients between every dimension and total degree were significant at 0.01 which indicates that the questionnaire is internally consistent in all its dimensions.

Reliability: the questionnaire applied on pilot sample then Alpha Cronbach coefficients were computed, in order to find

its reliability coefficient, where reliability coefficient is equal to (0.976) which is very high coefficient as shown in table (3)

Statistical Treatment: (SPSS) program had been used to calculate means, Relative weight, standard deviations, and differences between averages, using independent samples T. test law, one way analysis of variance (anova) to calculate the differences between the averages of more than two independent samples, Scheffé post-hoc test to find out the direction of differences. The following criterion was adopted In order to explain and analyze the reality of job bullying in Palestinian universities.

STUDY RESULTS, DISCUSSION AND EXPLANATION

Answering of the Main Question

What is the reality of job bullying in Palestinian universities due to administrative staff opinion and ways of facing it?

To answer this question, the researcher calculated means, standard deviations, Relative weights, and the order for each paragraph and dimension of the questionnaire and the total score, as showm in table (5). Table (5) shows that total score of the questionnaire has (63.25%) Relative weight according to the criterion adopted for evaluation in Table No. (4). this means that the phenomenon of job bullying in Palestinian universities according to the administrative staff opinion is dangerous moderately exists. In spite of the increasing studies indicating severe negativity of the consequences associated with this phenomenon, stating that interpersonal suffering has serious effects on job satisfaction and also leads to higher costs for organizations, Organizational researchers and enterprise managers have made long term changes in the work environment through past years their focus has increased on the psychosocial factor in the work environment, and interested in preventing personal harassment and hostility in the workplace.

Where the current study indicated a significant percentage existence of bullying is a treatable phenomenon, but it is not always preventable The bullying in educational institutions, whether are officials or colleagues, may be due to external life stress such as unpleasant life events, work stress, difficult roles that, and the lack of a comfortable workplace. This affects the psychological state of the employee or the official and motive him to bullying, feeling of distress and impediment to satisfying biological or psychological needs frustrate person, which generates aggressive behavior, the desire of bullying and violence behavior differs in the size of the frustration that the person suffers. This result agree with the results of (Dardoni, 2017 and Leah P. Hollis, 2016) studies. The second dimension (undermining work got the first rank with Relative weight (67.25%), followed by the first dimension (underestimation).its Relative weight (63.75%) third dimension (verbal abuse) in the last rank with medium Relative weight (59%). The researcher calculated the means, standard deviations, Relative weights, and the rank of the paragraphs of each dimension separately in rank to identify the reality of job bullying according to administrative stuff opinion as follows:

Table 1. Distribution of study sample individuals according to their variables (n = 134)

Variable	Category	Frequency	Percentage
Gender	Male	86	%64.2
	Female	48	%35.8
Name And Type Of The University	Al-Azhar University (General University)	51	100.0%
	University of Palestine (Private University)	36	%38
	Al-Aqsa University (Governmental University)	47	%26.9
Total	134		%35.1

Table 2. Person correlation coefficients between job bullying dimensions

Dimensions	1 st Dimension Underestimating	2 nd Dimension: Undermining Work	3 rd Dimension: Verbal Abuse	Total Degree
1 st Dimension: Underestimating	1			
2 nd Dimension: Undermining Work	0.849**	1		
3 rd Dimension: Verbal Abuse	0.799**	0.856**	1	
Total Degree	0.930**	0.957**	0.942**	1

** All coefficients significant at 0.01

The First Dimension: the reality of underestimating employees. To find out the reality of underestimation, the researcher calculated mean, standard deviations, Relative weight, and the rank as shown in table (6): Table (6) showed that Underestimation of the employees has gained (63.75%) Relative weight, which indicates that the reality of underestimating the employees in the Palestinian universities in Gaza Strip is medium, the presence of this percentage poses a danger to the moral and psychological state and satisfaction causes job burnout for employees, This may be due to the presence of unqualified lack experience in organizational and administrative work officials. Some of them may seek to build a relationship with employees by working to assert themselves in a magical tyranny and deny the other using bullying. Paragraph (10) obtained the highest Relative weight (72.5) (scholarships, and promotions are limited to close persons) This may be due to the tendency of bullying officials to buy the zeal and loyalty of those close to them and grace them with grants and promotions so that they are under their command and be witnesses to their colleagues who are bullying them and in the interest of the bullying manager the lowest paragraph is. No (8), (assigning trivial tasks that do not reflect the skills or scientific level of the targeted employee), obtained the lowest Relative weight (58.75%). This may be due to the existence of a job description for each employee specified by the Human Resources Department at the university, this description is related to the specialization of each employee, therefore the work is divided among the employees according to specialization and based on previously prepared work guides and instructions, the official in higher education institutions cannot overtake them.

Table 3. Reliability coefficients of the study tool

#	Dimensions	Alpha Cronbach coefficients
1.	1 st Dimension: Underestimating	0.940
2.	2 nd Dimension: Undermining Work	0.948
3.	3 rd Dimension: Verbal Abuse	0.846
	Total degree	0.976

Table 4. The criterion adopted in the study

Mean	Relative weight	Level
1- less than 1.8	20- less than 36	Very low
1.8- less than 2.60	36- less than 52	low
2.60- less than 3.4	52- less than 68	Medium
3.4- less than 4.20	68- less than 84	High
4.20- 5.0	84-100	Very high

Table 5. means Slandered deviation Relative weight Order of each dimension and total degree

Dimensions	Mean	Slandered Deviation	Relative weight	Rank
1 st dimension: underestimation	2.55	.917	%63.75	2
2 nd dimension: undermining work	2.69	1.033	%67.25	1
3 rd dimension: - verbal abuse	2.36	1.052	%59	3
Total Degree	2.53	.944	%63.25	

Second Dimension: the reality of undermining work: In this dimension the researcher calculated means, standard deviations, Relative weights, and rank as in the following table no. (7). Previous table no. (7) Shows that the second dimension, undermining the work of employees has Relative weight = (67.25%). This indicates that the reality of undermining the work of employees in Palestinian universities in Gaza Strip was close to high. This may be due to the weak administrative control by the higher management of the bullying officials in the organization, or the lack of awareness of the bullying official of the rights and duties of the employees, The bullying administrative official may receive support, and protection from political, regional, or tribal parties, or from a group of self-interest holders of power and influence This result agree with the study of (Dardouni, 2017) and Dasa (Al-Nuaimi and Aziz, 2018). The highest paragraph is No. (14), (the use of close supervision for the employee to monitor his movements.), it obtained the highest Relative weight (69.25%).

This may be due to the bully's insecurity or lack of self-confidence, as well as the feeling of jealousy and envy towards others and fear that their victims of the employee bullying them will do their work better than they do, so they monitor all the movements of the employees bullying them. The lowest paragraph was No. (16), (not informing the employee of developments or results of meetings related to him in his field of work.), And Paragraph No. (18) (Intentionally concealing the rules, regulations, laws and instructions that organize the workflow from the employee.) obtained the lowest Relative weight (66%).which medium. It may be due to the bully's belief hiding information impedes the completion of the work at the required time and level. The blame and responsibility fall on the victim employee, thus the bullying official realizes aggressive self and feels He has power and authority that he does not want others to possess.

Table 6: means, standard deviations, Relative weight, ranks of the first dimension underestimating and the total degree of the dimension at (n = 134)

#	Item	Mean	Slandered Deviation	Relative weight	Rank
1.	He does not call the target employee by his name, title, or academic degree intentionally.	2.45	1.015	61.25%	8
2.	Questioning the employee's capabilities and role in performing the tasks assigned to him.	2.60	1.103	%65	3
3.	Urging employees not to deal with the employee in order to neglect him.	2.47	1.059	%61.75	6
4.	The strange looks that carry with it rejection and neglect of the employee.	2.53	1.066	%63.25	4
5.	Not to give any attention to the employee's suggestions or interventions in the meetings with the intent to ignore.	2.52	1.135	%63	5
6.	Reducing the employee's work in order to drive him to failure.	2.46	1.121	%61.5	7
7.	Excluding the targeted employee from traditional conversations in the work environment in order to make him feel unwelcome.	2.47	1.087	61.75%	6
8.	Assigning trivial tasks that do not reflect the skills or scientific level of the target employee.	2.35	1.119	58.75%	9
9.	Depriving the employee of incentives and material and moral rewards and giving them to someone who does not deserve them.	2.72	1.300	%68	2
10.	Scholarships and promotions are limited to close persons.	2.90	1.325	%72.5	1
Total Degree Of 1st Dimension		2.55	.917	%63.75	

Table 7. Means, standard deviations, Relative weight, ranks of the 2nd dimension underestimating and the total degree of the dimension at (n = 134)

#	Item	Mean	Slandered Deviation	Relative weight	Rank
11.	Excluding the employee from attending meetings, seminars or conferences related to the institution.	2.71	1.236	%67.75	3
12.	Assigning the employee to perform other work that does not fall within his specialization.	2.70	1.176	%67.5	4
13.	Intentionally transferring employee from his place of work to another place..	2.67	1.290	66.75%	6
14.	Using the employee's close control method to monitor his movements.	2.77	1.236	%69.25	1
15.	Depriving the employee of training courses that develop his performance in his field of work.	2.73	1.164	%68.25	2
16.	Not informing the employee of developments or results of meetings that pertain to him in his field of work.	2.64	1.133	%66	7
17.	Deliberately overloading the employee with more work..	2.68	1.241	%67	5
18.	Deliberately concealing the rules, regulations, laws and instructions that organize the workflow.	2.64	1.322	%66	7
19.	Hide the assignments issued from above that pertain to the employee or delay sending them to him.	2.67	1.248	66.75%	6
Total Degree Of 2nd Dimension		2.69	1.033	%67.25	

Table 8. Means, standard deviations, Relative weight, ranks of the 3rd dimension underestimating and the total degree of the dimension at (n = 134)

#	Item	Mean	Slandered Deviation	Relative Weight	Rank
20.	Raise a voice on the employee and reprimand him in front of colleagues or customers or individual.	2.32	1.160	%58	5
21.	Pleasure unfairly blaming others	2.44	1.140	%61	2
22.	The desire to make an employee funny in front of co-employees.	2.16	1.171	%54	7
23.	Launching misleading inflammatory rumors that undermine the employee's reputation and status, to defame him.	2.36	1.283	%59	4
24.	Threatening with all kinds of threats, such as warning, transporting from the workplace, or threatening to dismiss from service without an actual reason.	2.50	1.324	%62.5	1
25.	Exaggerated and disrespectful criticism of employee performance.	2.41	1.228	%60.25	3
26.	Use inappropriate comments about an employee's appearance with intent to mock.	2.29	1.163	%57.25	6
Total Degree Of 3rd Dimension		2.36	1.052	%59	

Table 9. Mean, Standard deviation, T value, p-value due to gender

Variable	Category	No	Mean	Standard Deviation	T Value	P-Value	Sig.
Gender	Male	86	2.6602	0.96629	2.064	.041	Significant
	Female	48	2.3130	0.87134			

**t critical value at degree of freedom (132) and sig level (0.01)= (1.96) *t critical value at degree of freedom (132) and sig level (0.05)= (2.58)

Third Dimension: The reality of verbal abuse: In this dimension the researcher calculated means, standard deviations, Relative weights, and rank as shown in table No. (8): Table (8) shows that the third dimension: verbal abuse of employees obtained a Relative weight = (59%), which indicate that the rate of exposure to verbal abuse by senior management in Palestinian universities in Gaza Strip was moderate.

This result is in agreement with (Al-Nuaimi and Aziz, 2018). The researcher attributes this result to the high rate of aggression in society and the tendency to shout more, severity in dealing as the most effective method in achieving and the process of communication between the responsible and employees. The reason for this result may be due to the personality of the employee who feels inferior and lack of self-assertion, lack of self-confidence and fear of others, which

Table 10. The source of variance, the sum of squares, degrees of freedom, the mean of squares, the "q" value, and the level of significance attributed to the variable of the name and type of the university

Variable	Source Of Variance	Sum Of Square	Df	Mean Square	F Value	P-Value	Sig.
Name And Type Of The University	Between group	14.889	2	7.444	9.389	0.00	Significant
	Within group	103.873	131	0.793			
	Total	118.762	133				

Table 11. Results of scheffe post hoc test due to name and type of the university

Category	Al-Azhar University (General University) Mean=2.7718	University of Palestine (Private University) Mean=2.7934	Al-Aqsa University (Governmental University) Mean=2.0824
Al-Azhar University (General University) Mean=2.7718			
University of Palestine (Private University) Mean=2.7934	.02160		
Al-Aqsa University (Governmental University) Mean= 2.0824	.6893*	.7110*0	

makes him Exposed to bullying from others, Consequently, he stands helpless in the face of rejecting the offense and verbal attacks of the official and obeying his orders, thus the bully gets what is received and this reinforces his wrong behaviors , pushes him to continue to establish bullying attitudes against persons surrounding him without the slightest resistance from them or others. Verbal abuse may be attributed (Carol SB, Christine TK, Rana FO, Wendy CB, 2013) study which indicated that verbal abuse by physicians is closely related to the presence of a weak work group, support of supervisors and guides this behavior, and increased quantitative workload. Regularity rules. The highest proportional mea was for paragraph is (24), (threatening with various types of threats such as warning, transporting from the workplace, or brandishing dismissal from service without an actual reason for that) (62.5) This may be due to the bullying official's lack of social control criterion that regulate and direct his behavior towards others, and his lack of awareness of the concept and importance of job security for the employee. The lowest paragraph is No (22) (the desire to make an employee a laughing stock in front of colleagues.) it got the lowest Relative weight (54%). This may indicate a lack of acceptance by colleagues and perhaps the intervention of trade union and supervisory authorities to reduce such disgraceful behavior by the official.

Answering of the following sub-questions

Q1-: Are there statistically significant differences about the reality of job bullying in Palestinian universities according to the administrative staff opinion due to employee gender (male - female)?

To answer this question, the researcher examined the following hypothesis:

Ho₁: There are no statistically significant differences about the reality of job bullying in Palestinian universities according to the administrative staff opinion due to employee gender (male - female).

Independent sample T-Test was used to examine this hypothesis as shown in table (9). Table (9) shows that t value is larger than t critical value which means that there are statistically significant differences between males and females at a significant level of (0.05).

Therefore, we reject the null hypothesis that says that there are no differences, and accept alternative hypothesis "there are statistically significant differences about the reality of job bullying in Palestinian universities at a significance level (0.05) due to gender variable in favor males of the higher mean. This may be due to the fact that employees are more daring than female employees to speak frankly and without fear about the forms, methods, and level of bullying they are exposed to from officials, but Female employees may be afraid to declare that they are bullied by the direct official fear of threatening them with a transfer from the workplace, suspension from work, or non-promotion, and other penalties, The reason may be due to the fear of some officials from exposure of female employees because of laws, customs, traditions and beliefs that criminalize and prohibit exposure to women, so aggressor or bully situations is not good, thus bullying women decreases. The results of this study are in agreement with the results of the study (Leah P. Hollis, 2016).

Q2-: Are there statistically significant differences about the reality of job bullying in Palestinian universities according to the administrative staff opinion due to name and type of the university (Al-Azhar University, Al-Aqsa University and University of Palestine)?

To answer this question, the researcher examined the following hypothesis:

Ho₂: There are there no statistically significant differences about the reality of job bullying in Palestinian universities according to the administrative staff opinion due to name and type of the university (Al-Azhar University (General University), Al-Aqsa University (Governmental University) and University of Palestine (Private University)).

Table No. (10) Shows that calculated (F) value (F) = (9.389), which is larger than critical (F) value. Therefore, null hypothesis was rejected. This result indicates that there are statistically significant differences about the reality of job bullying in Palestinian universities due to name and type of the university. Table (11) shows that there are differences between Al-Azhar University and Al-Aqsa University at significance level (0.01), which smaller than (0.05) in favor of Al-Azhar University, which has the highest mean. This indicates that the administrative staff in the College of Education at Al-Azhar University have indicated that the phenomenon of bullying in the workplace is greater than that of the Faculties of Education

in other universities. This may be due to the increase in the volume of work and external stress represented by partisan and political interventions and organizational blocs, severe polarizations that lead to the existence of intellectual, political and organizational conflicts between colleagues themselves and bosses at work, which increases the area of bullying in the workplace here are also differences between Al-Aqsa University and University of Palestine at the level of significance (0.01), in favor of University of Palestine. This is because University of Palestine is a private university, and most of its employees work on a temporary contract system. Consequently, they feel job insecurity, threatened with dismissal from service at any time, so they must always obey orders and work stress carry out tasks that may not be compatible with their aspirations and interests.

Conclusion and Recommendations

Conclusions

The finding this study indicates that bullying in Palestinian universities in Gaza Strip exists over 63%. It constitutes a major risk factor for the psychological, moral, satisfaction and job security of employees in these universities, and negatively affect the level of productivity and reduce the motivation in achievement and increase the financial cost of the educational institution. Also, the increase in the percentage of work undermining practiced against employees =67% which is a strong evidence of the lack of awareness, the lack of interest and the low level of responsibility by the higher administration of the Palestinian universities in Gaza Strip, and a lack of understanding of the nature and extent of bullying and its danger to the organizational climate. It was found that male employees are more specific and may be exposed to the phenomenon of bullying in its various dimensions than female employees in these universities, and that public and private universities have more bullying in the workplace than governmental universities for various reasons, which are organizational and political conflicts and job insecurity.

Recommendations

The study recommended the following:

-) Increasing awareness of university administrators of the importance and seriousness of the phenomenon of job bullying on institutional work.
-) Higher management enact and implement laws that criminalize job bullying in all its forms, and punish any person (regardless of his job rank) who disparages the employee, undermines his work, or violates him verbally or physically.
-) Activating the trade union role of employees to preserve and follow up the rights of employees and protect them from bullying officials.
-) Holding workshops and seminars for employees to introduce them to job bullying and its risks, and to instruct the employee who is bullying him how to confront this behavior.
-) Encourage administrative and academic leadership in universities to provide the appropriate psychological, social and material climate for work and to adopt a positive, supportive and aware work environment So that

employees feel safe when bullying occurs with their superiors, colleagues, or subordinates.

-) The officials in Palestinian universities set administrative controls that protect employees from cyberbullying by colleagues, students, officials, or other people through social media and e-mail, and punish anyone who commits such a crime.
-) Activating the system of legal oversight, accountability within university educational institutions to reduce officials' bullying against employees.
-) Directing employees towards applying self-control methods, instead of using close monitoring methods to monitor their performance and behavior.
-) Encourage officials to reduce harsh criticism and excessive blame on the employee, and not to question the employee's capabilities and their role in performing the tasks assigned to him.

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