

# INFLUENCE OF WORKPLACE VIOLENCE ON PRODUCTIVITY OF EMPLOYEES: A CASE STUDY OF ONE COUNTY IN WESTERN KENYA

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**Abstract:** Current society is exposed to more frequent violence than previous years which is as a result of news broadcasts, movies, video games, television, and books. The study was the influence of workplace violence on productivity of employees of one county in western Kenya. The study aimed to achieve the following objectives, to investigate the influence of physical violence at workplace, psychological violence, workplace incivility and sexual violence on productivity of employees a case study of one county in western Kenya. The study adopted the cognitive adaptation theory, the social conflict theory, conflict theory as well as expectancy theory. The study employed a descriptive survey and correlation designs. The study targeted 2,714 respondents from departments of one County Government in western Kenya. The sampling technique used in this study was simple random sampling. The sample size for the study was 348 respondents. The questionnaire were used as the data collection instruments. Data analysis and interpretation was based on descriptive statistics as well as inferential statistics using SPSS version 22. The results of physical violence, psychological violence, workplace incivility and sexual violence were significant. The findings of the study will help in coming up with solutions to challenges facing county governments concerning violence happening at work, especially when it comes to handling and managing human resources. Organizations need to be keen to ensure that they enhance their workers productivity to ensure that workplace violence is not a norm at workplace, the study recommends that organizations should streamline this vice through all stakeholders involvement in order to improve productivity of employees.

**Keywords:** Workplace Violence, Physical Violence, Productivity of Employees, County Government in Western Kenya.

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## 1. INTRODUCTION

### Background of the Study

Work place violence has various definitions for example occasions where staff are abused, threatened or assaulted in circumstances related to their work, including going to and from work, which is a challenge to safety and well-being of an individual (Richards, 2003). It involves physical and non-physical violence. They include physical assault, bullying, swearing, shouting, sexual homicide, robbery with violence, verbal abuse and racial bullying, calling people names, threatening people, tempering with work tools and equipment (Essenberg, 2003). Violence at work involves all forms of intimidations, harassment and reprimanding people and may cause physical and psychological harm. Vittorio di Martino (2003) in his study conducted in Geneva, Switzerland, established that a strong correlation exists between work stress and violence hence stressed people are likely to be violent at the workplace. The study established that good working environment involving physical and organizational setting make a contribution to reducing the risks of stress and violence that happens at workplace.

Machteld (2012) found out that hundreds of thousands of workers who are migrants in the United States faced violence working in fields, packing houses and other agricultural sectors as they work. Violence of such nature among farm workers was difficult to determine, since the sector is characterized by a high amount of seasonal, migrant and illegal population who sneak in the United States. Those who work in farm do not speak English well enough to defend themselves in case of abuse at workplace. Nabi, Syduzzaman & Munir (2016) states that they always depend on their employers for housing and transport, which makes them particularly vulnerable. Farm workers who do resist the abuse, or report incidents to management, reports that they suffer retaliation, getting fewer hours, more abusive treatment and they end up losing their jobs altogether (Proctor, 2014).

In a different study conducted in Nigeria by Oni-Ojo. (2014), it established that domestic abuse on female workforce in Nigeria was a crime in which action against the aggressor can be taken. Any place there is workplace violence it affects employee productivity and finally their overall performance contribution and the organization at large. Norbert (2016) in an article titled, human resource domestic violence and the workplace points out that domestic violence is likely to become a serious problem if not taken care of since people transfer domestic issues to place of work too. Workplace violence is worldwide hence government sectors are getting more concerned to get solutions. There is continued reports on workplace violence every time. For example, murder cases were reported in the United States in the year 2013, that about 397 amounting to about 9% of all deaths reported (Botelho, 2014) however in Africa according to Vigoda, 2000 the bosses harass their juniors always.

In Kenya, the Central Organization of Trade Unions (COTU) and leaders in different fields have been raising an alarm over the issue of violence against employees at the work place (Donahue, Selden, and Ingraham, 2000). Male gender are the most affected with a percentage of 93 of all deaths at workplaces, with a total of 4,101 deaths reported in the year 2014 alone across the world (Norbert 2016), these statistics are just a small fraction of workplace violence across the globe. The issue of sexual abuse among women workers worldwide has been a silent issue, very few studies touch on violence affecting women in the developing world and third world countries. Sexual harassment is a problem at workplace has been poorly handled and defined. While in some contexts sexual harassment is understood to indicate inappropriate verbal communication or off-color jokes happening at workplace (Tessema, Ready & Embaye, 2013).

According to Kareng (2002) the workers in all sectors acknowledged there exists sexual harassment at their places of work. In the Export Processing Zones (EPZs,) about 93% of the people who were asked questions agreed that sexual harassment exists. Human Rights Watch identified sexual violence and harassment as a concern, Victims frequently face systemic barriers therefore making it difficult to bring perpetrators to justice (Chepkwony, 2014).

Most workers lack awareness of labour laws that help stop harassment in the workplace. Often, if they complain, they are discriminated, punished, dismissed or receive a negative appraisal, while others are blacklisted. Due to lack awareness victims often do not know what steps to take especially casual workers. This is a problem in both developed countries and developing countries. According to Terera, (2014) in Germany, 50% of those harassed do not understand where to report incidents, or fear reporting due to fear losing their jobs.

### Statement of the Problem

Many organizations in both private and public sector are at problems today due to work place violence (Machteld 2012). This has resulted many government sectors getting much involved in order to get a lasting solution, Work place violence cases at work have been reported continuously each and every time. For example, in the year 2013, 397 fatal workplace violence cases were reported in the United States, indicating a 9% of all deaths reported in the United States however there are still many not reported (Botelho, 2014). Although there are efforts through collaborations to do away with violence in the workplaces in Kenya, the problem is still persistent (Paludi, 2016). In a different study titled workplace stress, Vittorio & Martino (2013) established that stress is likely to result in violence at the place of work. The studies indicate the effects of violence in different levels, but they fail to address workplace violence on employee productivity. According to Howard, & Wech (2011) the central government through various institutions have tried in solving the issue but it has been ineffective because of lack of clear written policies, lack of follow up and lack of effective workplace management practices with continued persistence of this vice in different organizations across the country in both private and public. In a different study titled violence against women in Kenya Odicho, (2018), found out that violence against women and any other kind of violence imposes a very heavy burden on the well being of people, but

they fail to establish how the violence influence the productivity at their workplace. Njururi (2016) in his article determination of employee productivity in private companies in Kenya talks of organizations ensuring employees need to be motivated and have an enabling environment so that they can perform highly without putting into consideration that people undergo through some forms of violence that interfere with their performance.

Studies have shown little studied on the influence of workplace violence (physical violence, psychological violence and workplace incivility constructs) on the employee productivity in particularly county government, Kenya. However, some studies have shown that very few institutions know workplace violence happening in their institutions and is usually underestimated in many organizations (Bowie, Fisher, Cooper & Cooper, 2012; Kerr, 2010). It is from this background that the study aims to establish the influence of workplace violence on the employee productivity in County government in Kenya.

### Research Objectives

i) To investigate the influence of physical violence at workplace on productivity of employees of one county in western Kenya.

### Research Hypothesis

$H_{01}$ : There is no significant relationship between physical violence and employees' productivity at workplace of one county in western Kenya.

### Significance of the Study

This study may be of importance to the human resource managers in implementing of strategies to enhance productivity for all and help address some of the problems the employees encounter. Findings of this study may support policies formulation on workplace violence. The study in Counties may be of great significance since it may increase employee job satisfaction. It may create job satisfaction in county governments. It is a benefit that may accrue to employees because of this study's findings in terms of improved interpersonal relationships, mutual understanding and acceptance of each other without regard to demographic differences.

Similarly, the study may contribute to the existing body of knowledge in the area of employee violence on productivity. To other researchers, this may inspire and offer a basis for further research in the same area. The findings of this research will inform Governments and their agencies like human rights Commission to solve the current issues in employees' employee violence and productivity. The expected outcome will be efficient and effective utilization of resources and enhance service delivery at large, as well as enhancing program sustainability in County Governments. This will further result into better understanding of the workplace violence and its effect on employees' productivity. This study will play a critical role in helping policymakers, labour organizations, and concerned authorities in regulating employee violence.

### Scope of the Study

This study addressed four constructs of workplace violence namely physical violence, psychological violence, sexual violence, and workplace incivility in county government. This study focused on county executive departments which were able to bring out a clear picture of what happens in organizations, so the subject matter is to focus on how physical violence, psychological violence, sexual violence, and workplace incivility affects the efficiency of employees. It was conducted between April 2019 and November 2019 on a target population of two thousand seven hundred and fourteen employees in county executive departments at a cost of eighty thousand.

### Limitation of the Study

The study experienced respondents withholding vital information in one way or another therefore the researcher had to assure the participants the confidentiality so that they could freely share the information more so the formal letter obtained from the University supported the idea too hence it reduced the aspect of being victimised after the study.

The other challenge was questions were raised by the respondents how the study would be important to them the researcher had to assure them that he was ready to share the findings with the organization so that it may help in implementing policies that would see the organization improve the performance hence it brings sustainability in employment

## 2. LITERATURE REVIEW

### Theoretical Review

This study was guided by two theories to investigate how workplace violence influences the productivity of employees of the county government of one county in western Kenya. These theories which are discussed in the next section to establish how the independent variables and the dependent variable relate

### Cognitive Adaptation Theory

This theory was found by Taylor (1983) this theory will be used in the study in that it talks about employees who can maintain high self-esteem, high personal control, and high optimism in the face of work violence challenges and trauma. Cognitive Adaptation Theory may be particularly important in seeing successful adjustment to this transition. Moreover this theory points out that people's life transitions such as workplace violence, usually they make adjustment to their new reality. The process of adjustment involves around three areas namely looking for good meaning in the experience or optimism, having a sense of mastery in life and ability to enhance self-esteem.

We believe that cognitive adaptation can occur not only when there's a highly threatening event but also in everyday life. The focus of this paper will thus be on 'normal', healthy individuals that are not undergoing a major threatening event such as workplace violence. In agreement with Taylor and Brown (1988), we can say that that optimism, perceived control, and positive self-perceptions can be of benefit to individuals. Furthermore, individuals have a good memory of their positive attributes than of their negative ones (Kuiper & Derry, 1982; Kuiper & MacDonald, 1982; Kuiper, Olinger, MacDonald, & Shaw, 1985). Research on the egocentric bias has also demonstrated that individuals selectively attribute success feedback to themselves and failure to sources outside the self such that their self-esteem is maintained at a high level.

CAT means that individuals' belief they have the ability to control their environment. Findings have documented this tendency for individuals to perceive mastery over uncontrollable events. For example, people who gamble often behave as if they exerted control over the results of the game, which is clearly an outcome of chance (Langer, 1975). So, they will exaggerate their responsibility if they get the results are in the desired direction (Langer, 1975; Miller & Ross, 1975).

CAT proposes that individuals hold an optimistic outlook on life. Indeed, research indicates that individuals believe that their present situation is better than their past and that their future will be rosier than the present even if this optimism is not warranted by their current situation (Brickman, Coates, & Janoff-Bulman, 1978). For example, individuals estimate having more chances than their peers to experience a range of positive events such as liking their first job, getting a good salary, or having a gifted child (Weinstein, 1980). This theory is relevant to the study in that views, employees as self-organizing, proactive, self-reflecting, and self-regulating, not just reactive organisms shaped and shepherded by external events. Employees have the power to influence their own actions to produce certain results. The capacity to exercise control over one's thought processes, motivation, affect, and action operates through mechanisms of personal agency.

### Empirical Review

This section reviewed the study variables as outlined in the conceptual frame work in this proposal. These variables are employee learning opportunity, employee bonuses, employee recognition and employee extra responsibility

### Physical Violence and Employees' Productivity

This includes such events as beatings, destroying property, throwing objects, shoving, kicking. People who experience physical violence have lost productivity, they had difficulties in concentrating on work tasks, and it affects the financial strength and success of the companies for which they carry out duties. The extent of employee work violence is as a result of structure of the organization in terms of complexity, bureaucratization, centralization or of the social structure which brings violence (Tobin, 2001), the organization culture and climate are studied to explain climate violence (Steffgen, 2008).

The lack of social support on supervision as well as co-workers enhances chances of physical threats in the workplace (Cole, 1997). Barling (1996) points out has link between a lack of job security and aggressive behaviors, but this was confirmed by Greenberg & Barling (1999). Despite that there are big results that show layout/nature of the work station in

terms of security guards or transporters of funds, with a high frequency when in job stations (Castillo & Jenkins, 1994; Kraus, 1987).

There is a link between consumption of alcohol and aggressive behavior and highly shown in general relating physical violence in the workplace ((Krahé, 2001). There are other factors of violence behaviours to workers and supervisors namely victimization experienced in the past during childhood or in the professional environment ( Douglas & Martinko, 2001). Various personality factors have been researched in relating to violence namely low self-esteem, irritability insufficient control of impulses which follow under pronounced type A behavior with a tendency to become annoyed in combination with weak self-control have been proven to be particularly important factors of violent behaviors in the professional environment (Hepworth & Towler, 2004).

Consuming of high alcohol by the employees increases chances of victimization (McFarlin, 2001). Recent studies reveal that the employees who show symptoms would likely face threats and physical violence in the workplace (Winstanley and Whittington, 2002). Lack of ways to resolve conflicts is a risk factor basically lower level enterprise occupants and have a low self-image (Harvey and Keashley, 2003). Changes in job station or environment or their social status leads to higher aggressiveness among the employees (Baron and Neumann, 1996).

Elliot and Jarrett (1994) points out a global approach to society, refer to the key role played by the economic climate and multicultural situations. In coming up with the structure of regressive reaction, Neuman and Baron (1998) looks at the principal factors with condition. The social determinants namely unfair treatment, frustration, increase in the changes of work duties, normative behavior and transgressing the norms, situational factors like changes in the work station, surrounding constraints such as heat, noise, when associated with certain personality factors are likely to provoke a state of unpleasant feelings. Unpleasant feelings and hostile thinking directly results in behaviours either aggressive or non aggressive.

Baron and Neumann (1999) discuss that organization change of work a change, injustice perception can lead to more common workplace aggressive behaviors. The results of physical violence are shown on the level of the employee productivity and the competitiveness of the organization e.g high absenteeism (Southerland, 1997). The economic harm to organizations as a result of work place violence is difficult to evaluate. Despite economic and material harm can be calculated it is difficult possible to predict it and hence neither to calculate all the longterm and indirect influence on the institution, nor to foresee all psychological and health-related consequences that a violent act will show on the individual victim (Brakel, 1998).

The productivity costs associated with productivity reduction due to psychological traumas, which still continue, can be considerable (Jenkins, 1992). Recovering of psychological balance in workplace or one's capacity to work can lead to a reduction in the commitment to the organization through activities withdrawal not related to professional activities, job dissatisfaction, a new job search or a new work station (LeBlanc and Kelloway, 2002). Victims of physical violence show physical injuries and psychosocial consequences (Greve, 2002).

### **Workplace Violence on Employee Productivity**

According to Speroni, (2009), in a study on incidence and cost of nurse workplace violence perpetrated by hospital. He found out that workplace violence was serious problem to nurses in US urban/community hospital with a capacity of 5,000 nurses pointing out incidence of workplace violence against nurses in their hospital system. This study had conclusion that workplace violence was much with nurses. Programs should be introduced in hospitals for training and incident reporting, for nurses at higher risk when caring for patients with different ailments. The study differs with study the current study since it was done in a hospital set up with nurses as respondents.

My study was concentrated on county government with county government staff as the participant. This article very particular in violence inflicted by patients and visitors while my study concentrated on violence caused by colleagues and supervisors. Another difference is that this article sample size of 762 while my study will sample size of 348 participants with total population of 2,714 respondents. Moreover, my study investigated how workplace violence influenced productivity of workers while this study studied incidences and cost implications of nurse workplace violence by hospital patients or patient visitors. According to Spector, 2012 a study done on psychosocial precursors and physical consequences of workplace violence towards nurses. The study points out workplace violence on nurses is common and

hence causing nurses reduced job attitudes resulting poor productivity. The findings further predict higher chances of nurses exposure by nurses. In addition, results supported that physical violence by nurses have effects for over six months. The study points out that pressure reduction by organization against violence decreases physical violence and improves health and safety. This study differs with my study in the following ways: firstly, this study was also conducted in hospital set up with nurses as its participants. My study was concentrated on county government with county government staff as the participant. Another difference is that this article sample size of 176 nurses while my study has sample size of 348 respondents obtained from a target population of 2,714 respondents. Moreover, my study investigated how workplace violence influenced productivity of workers while this study investigated psychosocial precursors and physical consequences of workplace violence towards nurses. This study was a longitudinal examination with naturally occurring groups in hospital settings while my research was cross-sectional.

Kowalenko, (2012) conducted a study titled prospective study of violence against emergency department workers. The study noted that health care support occupations have an assault-injury rate nearly 10 times the general sector. Emergency departments (EDs) are at greatest risk of such events. The study concluded that: Emergency department HCWs Health Care Workers are frequent victims of violence perpetrated by visitors and patients. This results in injuries, acute stress, and lost productivity. Acute stress has negative consequences on workers' ability to perform their duties.

### Conceptual Framework

The conceptual framework describes study phenomenon accompanied by a graphical or visual depiction of variables under study (Winter, 2006). The diagram clearly shows the how the independent and dependent variables relate.

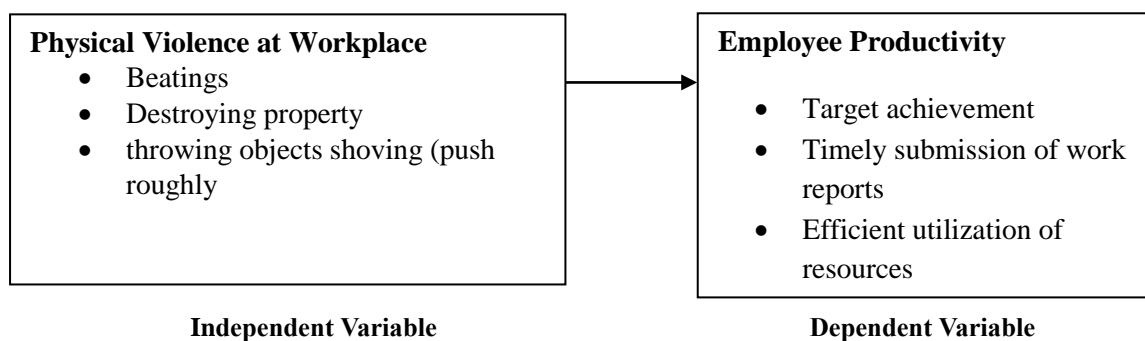


Figure 2.1: Conceptual Framework.

### Critique of the Existing Literature relevant to the Study

Studies on the influence of workplace violence on performance of employees in various employment sectors have been conducted and it is well documented. However, no studies have been conducted in county government on how workplace violence influences productivity of workers. From my empirical literature, it is evidence that Speroni, et al, (2009), conducted a study on incidence and cost of nurse workplace violence perpetrated by hospital patients or patient visitors.

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Kowalenko, (2012) also conducted a study titled prospective study of violence against emergency department workers. Which also differs significantly from this study in that it was done in Kenya, the study had differences in methodologies. Karega (2002) looked at violence against women in the workplace in Kenya: Assessment of work place harassment sexually in the commercial Agriculture and Textile Manufacturing Sectors in Kenya, the study differ with this which will focus on county government

### 3. RESEARCH METHODOLOGY

#### Research design

This study adopted a descriptive survey research design. Ngechu (2004) argues that descriptive research design can be used to determine the nature of prevailing conditions or relationships and practices that exist. The design is preferred since it ensures complete description of the situation that explain the link of the study variables. According to Sekaran & Bougie, (2011) descriptive study is undertaken in order to ascertain and be able to describe the characteristics of the variable of interest in a situation hence it is relevant in this study. On the other hand Saunders, (2003), descriptive survey is a discussion with an individuals about topic about themselves. This research design is suitable to describe and portray characteristics of an event, situation, and a group of people, community, or a population by gathering accurate information. It enables the researcher to profile the sample or population.

#### Target Population

Cooper & Schinders, 2008 describes population as the entire group of people or objects having common observable characteristics and is of interest to the researcher. According to Mugenda and Mugenda, (2003) target population is that population to which the researcher wants to generalize the results of the study. It is also described as a total of all that conforms to given specifications (Kothari, 2008). The target population involved 2,714 respondents from the ten (10) executive departments of County Government. (County finance and administration records, 2018).

#### Sampling Frame

Sampling frame refers to the ultimate entities which may be people, households, organizations or other units of analysis (Mugenda, 2008). It is a physical representation of the target population and comprises all the units that are potential members of a sample (Kothari, 2008). The sampling frame in this study was derived from county government.

Name of the department	Number of employees
Lands, Energy, Housing and Urban Management	58
Education, Sports & Social Protection	488
Infrastructure, Transport & Public works	33
Health and Sanitation Services	1,196
Public Service, Administration and Disaster Management	174
Agriculture, Pastoral Economy and Fisheries	133
Water Services, Environment & Mineral Resource	228
Tourism, Culture and Natural Resources	55
Finance and Planning	274
Trade, Gender and Youth Affairs	75
<b>Total</b>	<b>2714</b>

### Sample Size and Sampling technique

Kothari,(2009) asserts that a sample size is a definite plan for obtaining a sample from the sampling frame. Sampling is the process by which a relatively small number of object or event is selected and analysed in order to find something about entire population from which it is selected (Wanjohi, 2010).The sample size was calculated by formula by Yamane, (1967) which according to population of 2714 the sample size is 348 .The study adopted simple random sampling so as to give equal chances of the respondents to participate in the study thus avoiding bias.

$$n = \frac{N}{1 + Ne^2}$$

N – is the population size

e – is the level of precision (95%; e = 0.05)

$$n = \frac{2714}{1 + 2714(0.05)^2}$$

$$n = \frac{2714}{1 + 2714(0.0025)}$$

$$n = \frac{2714}{7.785} \quad n = 348.619$$

Therefore the sample size for the study was 348 participants to whom questionnaires will be provided.

**Research Instruments** The questionnaire as a tool for collecting the data was used. The primary data was gathered using questionnaire closed-ended to collect data from respondents. The advantage of using this type of instrument is the ease that it accords the study during the analysis (Okello, 2015). The information that will be obtained from questionnaire is free from bias of researchers influence thus accurate and valid data will be gathered (Festing, 2017). A five point Likert scale was used in the study where strongly agreed, 5, agree, 4, undecided, 3, disagree, 2 and strongly disagree, 1. The Likert scale has scales that assist in converting the qualitative responses into quantitative values (Mugenda & Mugenda, 2003). The Likert scale measures the level of agreement or disagreement and is good in measuring perception, attitude and values . The results were presented in form of tables.

### Data Collection Procedure

An introduction letter from the University was obtained to seek permission for carrying out the study. The research used self-administering of questions . The questionnaires were sent to the respondents attached with a forwarding letter from the University. Follow ups were made and the fully completed questionnaires were later picked from the respondents. Completed questionnaires were collected after completion of the exercise is over in a period of two weeks. The questionnaires were distributed to the respondents by hand delivery.

### Pilot test

To ascertain the validity and reliability of data collection instruments, a pre-test and pilot survey was conducted. This helped in establishing the accuracy and appropriateness of the data collection instruments. The pilot study was conducted to standardize the instruments before the instruments were used for actual data collection. This was carried out in county government. Mugenda (2003) points out that in pilot study the sample should range between 1 -10 . This study applied 10% of the respondents in County Government standing at 35 from sample size of 348 respondents received questionnaire after which some respondents were not involved in actual analysis

### Reliability

Reliability refers to the degree to which scores obtained with an instrument are consistent measures (Kothari, 2008). Mugenda and Mugenda (1999) defined reliability as a measure of the degree to which a research instrument yields



consistent results or data after repeated trials. Common internal consistency measure was used known as Cronbach's alpha ( $\alpha$ ) to measure reliability. An instrument is reliable when it can measure a variable accurately and obtain the same results over a period of time. A correlation greater or equal to 0.7 is accepted (George & Malley, 2003). The responses from the respondents were compared to the threshold of reliability of 0.7.

**Table 3.2 Reliability Test Results**

Study Constructs	Alpha Coefficients
Physical Violence	0.862
Employee Productivity	0.931

### Validity

According to Porter, 2010 data validity is the level to which a test measures that which it is supposed to measure. However Mugenda and Mugenda (2008) points out that validity as the degree to which the research results obtained from the analysis of the data represent the phenomenon under study Bartlett's test sphericity which tested the null hypothesis item to item correlation matrix based on the responses received from respondents for all the effective variables was an identity matrix. The Bartlett's test was evaluated through chi-square presented in Table 4.2 for the entire variables and were all significant at 0.000 level of significant, indicating that null hypothesis was rejected.

**Table 4.2 Test for Validity**

Factors	KMO test	Barlett's Test of Sphericity		
		Chi-Square	Df	Sig.
Employee productivity	0.904	271.50	4	0.001
Physical violence at workplace	0.816	276.48	4	0.003

Extraction Method: Principal Component Analysis.

### Data processing and analysis

Descriptive and inferential statistics was used in analyzing data. Descriptive statistics provide meaningful distribution of scores using statistical measures central tendencies, dispersion and distribution (Kothari, 2008). Respondents collected data was coded and analyzed using the statistical package for social sciences (SPSS). Regression analysis was applied to determine the relationship between variables. Descriptive statistics comprised of frequencies: mean, median, mode (measures of central tendencies); and standard deviation, range and variance (measures of dispersion). Inferential statistics was used to measure the relationships and differences between variables which comprises of both regression analysis and correlation analysis. Regression model was as follows.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where

$X_1$  = Physical Violence

$X_2$  = Psychological Violence

$X_3$  = Workplace Incivility

$X_4$  = Sexual Violence

$Y$  = Work Violence

$\alpha$  = the constant

$\beta_1, \beta_2, \beta_3, \beta_4$  = Regression constants

$\epsilon$  = Error term

#### 4. RESEARCH FINDINGS AND DISCUSSIONS

##### Response Rate

In this study, out of a total of 313 questionnaires that were distributed to the sampled respondents, 300 of them were filled and returned. Therefore, 300 were correctly filled and these were the once used for the analysis, which made up a response rate of 95.8%. The results are presented in Table 4.3

**Table 4.3: Response Rate**

Questionnaire	Respondents	Percentage %
Returned	300	92.8
Not Returned	13	4.2
<b>Total</b>	<b>313</b>	<b>100</b>

The study established that the researcher employed various strategic techniques that were attributed to the high response rate. For example, the researcher physically was tasked with the distribution and collection of the questionnaires with the key informants.

##### Background Information

This section contains the analysis of information on respondent's years of service in the organization, and gender. The main purpose of this was to find out any trend from the respondent's profile how they relate study variables.

##### Gender of the Respondents

The study aimed to find out the gender of the respondents in the study, Table 4.4 shows the distribution of the respondents according to their gender.

**Table 4.4: Gender of the Respondents**

Gender	Frequency	Percent	Mean	Std. Deviation
Male	148	49.3	1.945	.782
Female	152	50.7		

From the results majority of the respondents were male 50.7% while female respondents were 49.3% with a deviation of 0.782.

##### Distribution of Respondents Years of Service in the Organization

The study also aimed to find out the years worked in the organization. This was very important because previous studies indicated that there was strong relationship between length of service and employee productivity. Table 4.5 shows the findings.

**Table 4.5: Years of Service in the Organization**

Age	Frequency	Percent	Mean	Std. Deviation
Less than one year	25	8.4	3.14	1.745
1-3 years	70	23.2		
4-6 years	115	38.4		
7-9 years	54	18.0		
10 years and above	36	12.0		

According to the findings in Table 4.5, 38.4% of respondents had worked in the organization for between 4-6 years. Ideally when combined, more than 68.4% had worked for the organization for more than three years and only 31.6 % had worked with the organization for less than four years. From the findings, the study made a conclusion that many respondents had worked in the organization for quite some time and hence would provide valid and credible information on employee productivity.

### Age distribution of the Respondents

The study aimed to establish respondents age, Table 4.6 shows the respondents according to their age distribution.

**Table 4.6: Age of the Respondents**

Age	Frequency	Percent	Mean	Std. Deviation
25-34 years	38	16.2	2.20	1.161
35-44 years	130	43.2		
45-54 years	84	28.0		
55 years and above	48	12.6		

According to the study findings, (43.2%) were aged between 35-44 years; 28.0% between 45-54 years; 16.2 between 25-34 years; 12.6% 55 years and above with a deviation of 1.161.

### Level of Education of the Respondents

The study sought to find out education level of the respondents in the study, Table 4.7 shows the distribution of the respondents education level.

**Table 4.7: Level of Education of the Respondents**

Level	Frequency	Percent	Mean	Std. Deviation
Certificate	57	19.0	2.19	0.924
Diploma	89	29.8		
Degree	123	41.0		
Masters	31	10.2		

### Age of the Respondents

The study sought to find out the age of the respondents. The results are shown in Table 4.2.

**Table 4.8: Ages of Respondents**

Age	Frequency(N)	Percentage (%)
Below 20		
21-30	72	33.3
31-40	81	37.5
41-50	36	16.7
Above 50	27	12.5
<b>Total</b>	<b>216</b>	<b>100.0</b>

The study results indicated that the employees are mature and are able to work since they have attained the right age of employment as majority are 31-40 (37.5%) years although it doesn't form part of the variables under study.

### 4.1.3 Gender of the Respondents

The study sought to find out the gender of the respondents. The results are shown in Table 4.9.

**Table 4.9: Gender of the Respondents**

Gender	Frequency(N)	Percentage (%)
Male	123	56.9
Female	93	43.1
<b>Total</b>	<b>216</b>	<b>100.0</b>

From Table 4.3 the study established that there are more male 123 (56.9%) compared to female 93 (43.1%) working in the organization. This is as a result of the perception that certain jobs were meant for men and that's why most female never had the interest of joining for such opportunities but as a result of awareness there is now an increased number of female joining very many fields believed to have been for men those old days.

### Working Experience

The study sought to find out the working experience of the respondents. The results are shown in Table 4.10.

**Table 4.10: Working Experience**

Number of Years Worked	Frequency(N)	Percentage (%)
Less than 1 year	3	1.4
1-5 years	69	31.9
6-10 years	102	47.2
More than 10 years	42	19.4
<b>Total</b>	<b>216</b>	<b>100.0</b>

The study found out that majority had enough experience in carrying out their duties. This means that they are able to know and handle the organization vision and mission towards achieving its goals. They also understand the challenges the organization is facing in terms of performance.

### Education Level

The study sought to find out the education level of the respondents. The results are shown in Table 4.1.1.

**Table 4.11: Education Level**

Education Level	Frequency(N)	Percentage (%)
Doctorate		
Masters	3	1.4
Degree	54	25.0
Diploma	72	33.3
Form Four	87	40.3
<b>Total</b>	<b>216</b>	<b>100.0</b>

The aim of the study was to find out the level of the education of the respondent's. From the Table 4.5 it was found out that majority of the respondents had attained form four level 87 (40.3%) and they have grown up in ranks through hands experience in serving the organization in different capacities. It is worth noting that the organization recognizes the skills in an employee not the academic papers although on the other hand employees are advised to upgrade so that in case of arising opportunities they stand high chance of being recruited from the system.

### Descriptive Statistics of the Variables

The study analysed the views of the employees working with county government located in western Kenya regarding influence of physical violence on employee productivity. The construct of the study was physical violence and employee productivity. The results of the descriptive analysis were presented in form of measures of distribution comprising of frequencies, measures of central tendencies and measures of dispersion constituting means and standard deviations respectively. The responses sought from the sampled respondents were on a 5-point Likert scale where integers 1 – 5 represented strongly disagree, disagree, undecided, agree, and strongly agree respectively.

**Table 4.12: Responses on Physical Violence on Employee Productivity**

	N	SD (%)	D (%)	U (%)	A (%)	SA (%)	Mean	Std. Dev.	Max	Min
Do some employees use substance abuse that causes tensions among workers	300	51 (17.1)	112 (37.4)	58 (19.2)	58 (19.4)	21 (6.9)	2.87	2.202	5	1
There has been cases of workers handling each other in a rough way	300	21 (7.1)	83 (27.8)	76 (25.4)	68 (22.5)	52 (17.2)	4.01	1.045	5	1
Poor leadership by those in authority affects workers' at the county	300	12 (4.1)	21 (7.0)	31 (10.3)	150 (50.0)	86 (28.6)	4.96	1.782	5	1
There has been incidences of rape cases reported at the county offices	300	36 (12.1)	68 (22.5)	142 (47.3)	54 (18.1)	0 (0.0)	3.99	1.962	5	1
There has been incidences of physical abuse at the county	300	34 (11.3)	31 (10.2)	60 (20.0)	96 (32.1)	79 (26.4)	4.14	1.217	5	1
Are there damages of property reported at the county	300	21 (7.1)	25 (8.3)	75 (25.0)	107 (35.7)	72 (23.9)	4.04	1.147	5	1

The results as illustrated in Table 4.8 indicated that some employees use substance abuse that causes tensions among workers (mean = 2.87; std dev. = 2.202). There has been cases of workers handling each other in a rough way (mean = 4.01; std dev. = 1.045). Poor leadership by those in authority affects workers' at the county (mean = 4.96; std dev. = 1.782). There has been incidences of rape cases reported at the county offices (mean = 3.99; std dev. = 1.962). There has been incidences of physical abuse at the county (mean = 4.14; std dev. = 1.217). Are there damages of property reported at the county (mean = 4.04; std dev. = 1.147).

The study further inquired on the influence of workplace violence on employee productivity the results are presented in Table 4.12.

**Table 4.13: Responses on Employee Productivity**

	N	SD (%)	D (%)	U (%)	A (%)	SA (%)	Mean	Std. Dev.	Max	Min
There is satisfactory performance from employees	300	11 (3.5)	12 (3.8)	65 (21.5)	83 (27.7)	129 (43.6)	4.18	0.980	5	1
I am able to provide efficient service delivery	300	36 (12.1)	44 (14.5)	60 (20.1)	65 (21.8)	95 (31.5)	3.97	1.220	5	1
I always meet timelines	300	35 (11.8)	41 (13.8)	63 (21.1)	111 (37.0)	50 (16.3)	4.04	1.268	5	1
I am able to meet set targets	300	21 (7.1)	83 (27.8)	76 (25.4)	68 (22.5)	52 (17.2)	4.01	1.110	5	1
Employees feel a strong sense of belonging to this firm	300	31 (10.4)	39 (13.1)	45 (14.9)	104 (34.6)	81 (27.0)	4.21	1.192	5	1

There is satisfactory performance from employees (mean = 4.18; std dev. = 0.980). I am able to provide efficient service delivery (mean = 3.97; std dev. = 1.220). I always meet timelines (mean = 4.04; std dev. = 1.268). I am able to meet set targets (mean = 4.01; std dev. = 1.110). Employees feel a strong sense of belonging to this firm (mean = 4.21; std dev. = 1.192).

### Inferential Statistics Analysis

The study further put into perspective the relationship between physical violence and employee productivity in a county government in western Kenya. This was achieved through both Spearman rank correlation analysis and regression analysis. The results of correlation analysis are as shown in Table 4.24. The findings indicated that there was a strong

negative and significant relationship between physical violence and employee productivity. This is depicted by a Pearson correlation coefficient  $r=-0.716$ ,  $p\text{-value}=0.002<0.05$  which was significant at 0.05 level of significance. This implies that increased physical violence results in decrease of employee productivity.

**Table 4.14: Correlation Analysis of the Study Variables**

Correlations		Employee productivity	Physical violence	Psychological violence	Workplace incivility	Sexual violence
Employee productivity	Pearson Correlation	1				
	Sig. (1-tailed)					
Physical violence	Pearson Correlation	-.716	1			
	Sig. (1-tailed)	.002				
Psychological violence	Pearson Correlation	-.226*	.100*	1		
	Sig. (1-tailed)	.000	.036			
Workplace incivility	Pearson Correlation	-.057*	.006	-.359*	1	
	Sig. (1-tailed)	.001	.456	.000		
Sexual violence	Pearson Correlation	-.452*	.271.*	.009	.021	1
	Sig. (1-tailed)	.008	.282	.302	.017	
	N	300	300	300	300	300

\*. Correlation is significant at the 0.05 level (1-tailed).

There was negative significant relationship between psychological violence and employee productivity with a Pearson correlation coefficient  $r=-0.226$ ,  $p\text{-value}=0.000<0.05$  which was significant at 0.05 level of significance. This implies that increased psychological violence results in an decrease of employee productivity in the workplace in County government.

**Table 4.15: ANOVA Table of Multiple Regression**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5826.804	4	1456.701	33.122	.021 <sup>a</sup>
	Residual	13721.669	296	43.980		
	Total	19548.473	300			

a. Predictors: (Constant), physical violence, psychological violence, workplace incivility, and sexual violence at workplace

b. Dependent Variable: Employees' productivity

The ANOVA test is used to determine whether the model is important in predicting the employees' productivity at workplace in County government. At 0.05 level of significance the ANOVA test indicated that in this model the independent variables namely; physical violence, psychological violence, workplace incivility, and sexual violence at workplace were predictors of employees' productivity at workplace in County government as indicated by significance value=0.021 which is less than 0.05 level of significance ( $p=0.021<0.05$ ).

Table 4.16: Model Coefficients of Multiple Regression

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.296	2.218		5.994	.002
	Physical violence	-.211	.065	.229	3.229	.017
	Psychological violence	-.338	.083	.071	.943	.001
	Workplace incivility	-.198	.102	.156	1.944	.002
	Sexual violence at workplace	-.012	.066	.377	5.008	.048

a. Dependent Variable: Employees' productivity

Letting  $Y$  be employees' productivity,  $X_1$  be physical violence,  $X_2$  be psychological violence,  $X_3$  workplace incivility, and  $X_4$  be sexual violence at workplace, using the regression coefficients in Table 4.27, we have;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

$$Y = 13.296 - 0.211 * X_1 - 0.338 * X_2 - 0.198 * X_3 - 0.012 * X_4$$

From the equation above when physical violence is increased by one unit employees' productivity will decrease by 0.211, a unit increase in psychological will result to 0.338 decrease in employees' productivity, a unit increase in workplace incivility will result to 0.198 decrease in employees' productivity, and finally a unit increase in sexual violence at workplace will result to 0.012 decrease in employees' productivity in County government .

### Hypotheses Testing

#### Hypothesis 1: Physical Violence and Employees Productivity

$H_{01}$  There is no significant relationship between physical violence and employees' productivity at workplace.

Table 4.17: Model Summary Physical Violence

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.657 <sup>a</sup>	.431	.437	5.03507

From the study findings in Table 4.17, the value of R-square is 0.431. This implies that, 43.1% of variation of employees' productivity at workplace of County government was explained by physical violence.

Table 4.18: ANOVA Test on Physical Violence

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4320.7741	1	4320.741	170.431	.002 <sup>b</sup>
	Residual	5704.176	299	25.352		
	Total	10024.916	300			

a. Dependent Variable: employees' productivity

b. Predictors: (Constant), physical violence

From the findings in Table 4.18, at 0.05 level of significance the ANOVA test indicated that in this model the independent variable namely; physical violence is important in predicting of employees' productivity at workplace in County government as indicated by significance value=0.002 which is less than 0.05 level of significance ( $p=0.002 < 0.05$ ).

**Table 4.19: Coefficients Model of Physical Violence**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.476	.712		6.285	.000
	Physical violence	-.510	.026	.910	19.927	.002

a. Dependent Variable: employees' productivity

From Table 4.19, the study findings revealed that physical violence had significant influence on employees' productivity at workplace in county government (t-statistic=19.927, p-value=0.002 < 0.05). Therefore at 5% level of significance the null hypothesis was rejected, indicating that physical violence has a negative significant relationship with employees' productivity at workplace in County government. Thus, for every unit increase in physical violence there was a corresponding decrease of employees' productivity at workplace in County government by 0.510.

## 5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The main objective of the research was to find out the influence of work place violence on employee productivity in county government in western kenya.

### Summary of the Findings

This section presents a summary of both descriptive and inferential statistical findings. The summary captures the key results and interpretations on influence of work place violence on employee productivity in county government in western kenya.

### Influence of Physical Violence on Employee Productivity.

The main purpose of the study was the influence of work place violence on employee productivity in county government in western kenya. The first objective was to find out physical violence on employee productivity in county government in western kenya. In view of statistical results, physical violence implied that there was an influence of physical violence on employees' productivity at workplace of County government. From the findings at 0.05 level of significance the ANOVA test indicated that in this model the independent variable namely; physical violence is important in predicting of employees' productivity at workplace in County government as indicated by significance value=0.002 which is less than 0.05 level of significance. This results concur with a study by Baron & Neumann (1999) who pointed out how physical violence level affects employee productivity and the competitiveness of the organization through high absenteeism.

### Conclusions of the study

Workplace violence influence on the productivity of employees was studied in terms of physical violence, psychological violence, workplace incivility, sexual violence and their influence on employee productivity. The study has made a number of important contributions into employee productivity. The findings of the study resulted in an understanding how physical violence, psychological violence, workplace incivility, sexual violence have influence on employee productivity. The intention of this study is to produce relevant results which are practical for organizations. The findings of the study indicate that work place violence are important drivers to employee productivity hence organizations need to enhance and manage them for them to perform well. Although some organizations have realized the importance of work place violence, often they exactly not understand what to implement for long-term benefits. This is due to lack of understanding of what constitutes a comprehensive set of work place violence. The findings of this study have a number of significant implications for managers. First, managers can use the results to assess what decision-making processes they can use to increase their employee productivity. It also provides managers with an indication on areas that requires higher or lower concentration to support responsiveness. The practitioners may gain more understanding as well as direction in the academic body of knowledge, which involves relationship of enhancing work place violence in gaining employee productivity. The findings of the study will also assist policy makers in providing justification for allocation of resources and maintenance. This study makes a significant contribution by providing a framework for decision making.



### Recommendations

Physical violence affects employee productivity since it lowers their productivity level. The study therefore recommends that organizations need to be more competitive so as to cope with more highly dynamic environments and there is need to be keener in addressing physical violence so as to enhance productivity. The study further recommends that firms should streamline workplace violence through involving all the stakeholders so that their is improved productivity

### Recommendations for future studies

- i. The current research focused on County government in Kenya so it can also be done on a wider perspective to include all regions.
- ii. The relationship between management capabilities and workers productivity of county government in Kenya.
- iii. Across-boundary research on other county government other than what was mentioned. In future studies should collect data from a larger population and compare with other firms to further validate or extend theories and variables identified in this study.
- iv. Current study focused on county government another study can be done on strategic repositioning capabilities on employee productivity.

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