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## Right-wing authoritarianism, social dominance orientation, and workplace implications

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RIGHT-WING AUTHORITARIANISM, SOCIAL DOMINANCE ORIENTATION  
AND WORKPLACE IMPLICATIONS

by

DEVIN BURNELL

A thesis submitted in partial fulfillment of the requirements  
for the Honors in the Major Program in Psychology  
in the College of Sciences  
and in The Burnett Honors College  
at the University of Central Florida  
Orlando, Florida

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Thesis Chair: Dr. Doan Modianos

## **ABSTRACT**

Workplace bullying is a recently recognized problem within organizations. Two personalities may be theoretically related, and may be able to predict this aggressive behavior: right-wing authoritarianism and social dominance orientation. However, it is still unclear how to measure right-wing authoritarianism as a construct. Two surveys were distributed. The first was to assess the factor structure inconsistency among the literature. A three-factor operationalization was supported. Analysis of the second survey examined the relationship between the aggression dimension of right-wing authoritarianism, dangerous worldview and workplace bullying; as well as the relationship between social dominance orientation and competitive worldview on workplace bullying. No significant relationship was found between authoritarian aggression and workplace bullying, however, social dominance orientation fully mediated competitive worldview and workplace bullying. Theoretical implications, limitations, and practical applications are discussed.

## DEDICATION

This undergraduate thesis is dedicated to the most important people in my life. First and foremost, I could not be where I am today if it were not for my family. Thank you, mom, for always believing in me and helping me through tough times. This journey could not have been made without you.

Thank you, grandma, for always giving me love, insight, and wisdom from your own experiences.

And David, I dedicate this manuscript to you. I know you will one day find the passion and motivation to find your own success and make your own way through the struggles and hardships of life. I will always be here for you, brother.

To my best friends, Cody, Eric, and Sam. You guys are stuck with me. Thank you for all the adventures and laughs.

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Finally, to my mentor and advisor, Dr. Doan Modianos. Thank you for teaching me from your heart. You have taught me so much in our time together. I am deeply grateful for all of our conversations.

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## TABLE OF CONTENTS

CHAPTER 1: THE PROBLEM OF WORKPLACE BULLYING .....	1
Right-Wing Authoritarianism.....	4
<i>Factor Structure</i> .....	5
<i>Dangerous Worldview</i> .....	6
Social Dominance Orientation .....	8
<i>Competitive Worldview</i> .....	9
CHAPTER 3: METHOD.....	11
Participants .....	11
Measurements.....	11
<i>Independent Measures</i> .....	11
<i>Dependent Measures</i> .....	13
Procedures .....	14
CHAPTER 4: RESULTS .....	15
Study 1.....	15
Study 2.....	18
CHAPTER 5: DISCUSSION.....	24
General Discussion.....	24

Limitations .....	26
Conclusion and Preventing Workplace Bullying .....	27
APPENDIX A: IRB LETTERS .....	29
APPENDIX B: AUTHORITARIANISM FACTOR ANALYSIS RESULTS .....	32
APPENDIX C: MEDIATION ANALYSIS RESULTS USING REGRESSION .....	36
REFERENCES .....	41

## LIST OF TABLES

Table 1. Factor analysis of right-wing authoritarianism (Zakrisson, 2005).....	16
Table 2. Factor analysis of right-wing authoritarianism (Funke, 2005). ....	17
Table 3. Factor analysis of right-wing authoritarianism (Duckitt, et al., 2010).....	18
Table 4. Descriptive statistics for study 2. ....	19
Table 5. Correlations.....	21
Table 6. Zakrisson’s (2005) scale factor analysis results.....	33
Table 7. Funke’s (2005) scale factor analysis results. ....	34
Table 8. Duckitt, et al.’s (2010) scale factor analysis results.....	35
Table 9. First regression analysis (CWV predicting WB) .....	37
Table 10. Second regression analysis (CWV predicting SDO) .....	38
Table 11. Third regression analysis (SDO predicting WB) .....	39
Table 12. Fourth regression analysis (SDO predicting WB while controlling for CWV) .....	40



## LIST OF FIGURES

Figure 1. The dual process-motivational model (Duckitt & Sibley, 2010).....	9
Figure 2. Illustration of the hypothesized mediation chain.....	23

## **CHAPTER 1: THE PROBLEM OF WORKPLACE BULLYING**

American researchers are becoming more aware of workplace bullying and its harmful effects on employees. Lutgen-Sandvik, Tracy, and Alberts (2007) found more than a quarter of U.S. workers are affected by bullying. Bullying is defined as the persistent exposure to interpersonal aggression and mistreatment from colleagues, superiors or subordinates (Stale Einarsen, Hoel, & Notelaers, 2009). Victims experience unnecessary anxiety and stress (Scott & Stradling, 2001), depression (Namie, 2003), withdrawal behaviors (e.g., showing up late to work, not showing up at all), lower job satisfaction amongst themselves and witnesses (Vartia-Väänänen, 2003), and other detriments to their physical and psychological health. Workplace bullying can be extremely devastating to valuable employees (Stale Einarsen & Mikkelsen, 2003). Additionally, this aggression affects the overall success of organizations. Absenteeism, decreased productivity, and negative turnover can all result from workplace bullying (Hoel, Sheehan, Cooper, & Einarsen, 2011). Thus, it is imperative that researchers find the roots of bullying for the subjective well-being of employees as well as the objective success of the organizations in which they are employed.

Discrimination is just as problematic. Discrimination is the harmful actions toward members of historically subordinated groups because of their membership in a particular group (Fishbein, 2014). This discrimination stems from our cognitive tendency to categorize others into stereotypes (Macrae & Bodenhausen, 2001). Stereotypes allow us to organize people into clusters of groups, and in doing so allow us to know useful information with minimal energy (Macrae,

Milne, & Bodenhausen, 1994). However, this cognitive process comes at a social cost, as we categorize people we perpetuate stereotypes that can lead to prejudice and discrimination. This discrimination can result in aggressive behaviors. It appears workplace bullying and discrimination seem to stem from the same characteristic; one in which the perpetrator selects a targeted individual and aggresses. Indeed, Fox and Stallworth (2005) examined bullying behavior toward minority group members and found they reported higher degrees of bullying than Caucasian employees in the United States. However, this research examined bullying from the victim's perspective. Though, some research has found that workplace discrimination and bullying may come from two related, but characteristically different, individual traits (Parkins, Fishbein, & Ritchey, 2006). Nonetheless, there is a need to understand the underlying foundations of discrimination and workplace bullying so practitioners and managers can reduce the problem. Thus, this research aims to investigate the association between two personality variables and self-reported bullying engagement from the bully's perspective (past literature tends to focus on the victim side).

Research suggests two related personality traits, right-wing authoritarianism (Altemeyer, 1981) and social dominance orientation (Pratto, Sidanius, Stallworth, & Malle, 1994), predict a general proneness to prejudice quite accurately (Duckitt & Sibley, 2007). Individuals with these traits are ethnocentric, favor hierarchy and inequality among social groups, and generally disapprove of outgroup members. Perhaps these personalities can predict workplace bullying, too. Past research suggests workplace bullying and discrimination is separately predicted by social dominance orientation and right-wing authoritarianism, respectively (Parkins, et al., 2006). Thus, the overarching questions driving this thesis is this: To what degree do these personalities predict

workplace bullying? Consequently, the contributions of this study is the investigation of bullying from the bully's perspective (as most literature focuses on bullying from the victim perspective) and the examination of two individual difference constructs and their ability to predict workplace bullying behaviors.

## **CHAPTER 2: LITERATURE REVIEW**

### **Right-Wing Authoritarianism**

In response to the fascist ideologies expressed by the Nazis in Germany during World War II, researchers sought to understand the psychological basis of this anti-Semitism. Adorno, Frenkel-Brunswik, Levinson, and Sanford (1950) found those who were hostile towards Jews tended to be hostile toward other minority groups as well. In other words, those who were prejudice against Jews were also prejudice against all of those who were “different” from their perceived in-group identity. This ethnocentric view seemed to be a relatively stable characteristic, suggesting it had roots in personality. Consequently, Adorno theorized an “authoritarian personality,” in which some individuals are particularly prone to stereotyping and prejudice.

Adorno developed a measure for this fascist personality, named appropriately, the “F-scale.” This scale used nine operational variables to measure fascism as a construct including the following: strict adherence to traditional values; strong submission to established authority; aggression toward individuals who do not obey this way of living; opposition to the imaginative and intolerance to ambiguity; superstition and stereotypy; power and “toughness;” destructiveness and cynicism; the disposition to believe that wild and dangerous things go on in the world; and exaggerated concern for sexual activities. The term “right-wing” came from the strong relationship with those with this personality and conservative political affiliation, although some have

entertained the idea of left-wing authoritarianism (Altemeyer, 1996). Nonetheless, these authoritarian characteristics tend to lie closer to the right side of the political spectrum.

Nearly thirty years later, Altemeyer (1981) examined the psychometric properties of the original F-scale and found weak internal reliability among items as well as acquiescent bias because all of the items were pro-trait, causing an unbalanced scale. Thus, Altemeyer sought to develop a new measure of the authoritarian personality composed of items reflecting the three factors he theorized to be most important in describing the construct. According to him, these factors described the overarching construct of authoritarianism and were identified as conventionalism or strict adherence to traditional values, submission to established authorities, and aggression toward dissenters and out-group members. Although future researchers found the items on this scale were double-barreled and even triple-barreled with items attempting to measure each theoretical dimension simultaneously, leading to a messy and unreliable scale that could not be used to independently predict separate dependent measures. For example, one item states “God’s laws about abortion, pornography and marriage should be strictly followed before it is too late, violators must be punished.” This item could be considered as both conventional and aggressive, which does not allow the three dimensions he proposed to correlate with other outcomes separately.

### ***Factor Structure***

Despite this psychometric development, researchers are still inconclusive on how to measure the construct. Some measure it using a single dimensional scale (Dallago, Mirisola, & Roccato, 2012; Zakrisson, 2005), while others are pushing to deconstruct the loaded items so we can tap into each of the three factors separately and independently (Duckitt, Bizumic, Krauss, & Heled, 2010; Funke, 2005). Duckitt and colleagues (2010) seem to have developed the most psychometrically valid and reliable scale to date. This scale measures the three dimensions independently. However, research examining the relationship between this personality and workplace bullying and discrimination have only used the single dimension scale (Parkins et al., 2006). Nonetheless, the current research will address this factor structure debate in effort to resolve inconsistencies amongst the literature. Three-factors would allow researchers to distinguish separate effects of each of the dimensions (in particular, the aggression dimension). Therefore, my first hypothesis is as follows:

*Hypothesis 1: Right-wing authoritarianism will show a three-factor structure.*

### ***Dangerous Worldview***

Authoritarian behaviors occur most often during threatening times of economic recessions and social disorder, and result in aggressive behaviors (Doty, Peterson, & Winter, 1991; Feldman & Stenner, 1997). Indeed, a dangerous world-view has predicted right-wing authoritarianism consistently over time (Dallago et al., 2012; Sibley, Wilson, & Duckitt, 2007). For example, in

Germany during World War II, the rise of the Nazi party was attributed to the propagated nationalist threat of Jews. When the country was going through a recession and looking for a scapegoat, Jews were the selected target of tormenting prejudice because of a dangerous world view was elicited by Nazi propaganda.

More recently, Donald J. Trump's presidential campaign has become violent during some of his rallies (Davey & Bossman, March 11, 2016). This social aggression toward minorities and out-group members may be due to the fear of the recent terrorist activity and economic instability, thus leading to outgroup violence. Actually, researchers have found high authoritarians tend to express prejudice toward groups they perceive to threaten their safety over time (Asbrock, Sibley, & Duckitt, 2010). This leads me to hypothesize those with a high dangerous worldview will commit workplace bullying through the aggression dimension of right-wing authoritarianism because they feel threatened at work. Therefore, my second hypothesis follows:

*Hypothesis 2a: Dangerous worldview is positively related to right-wing authoritarianism*

*Hypothesis 2b: Right-wing authoritarianism (specifically the aggression dimension) is positively related to workplace bullying.*

*Hypothesis 2c: Right-wing authoritarianism (specifically the aggression dimension) mediates the relationship between dangerous worldview and workplace bullying.*

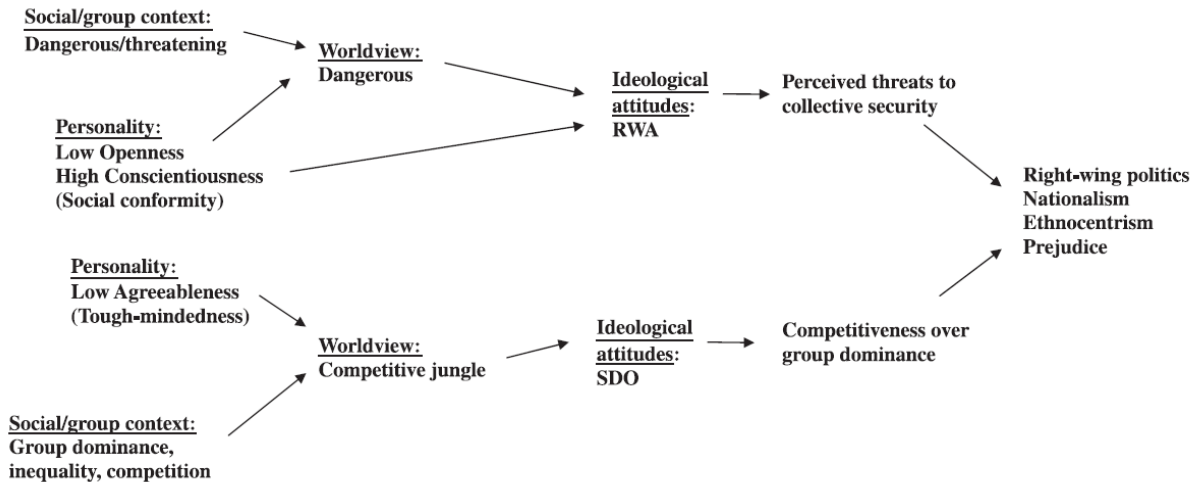


## **Social Dominance Orientation**

Coined the “other authoritarian” personality (Altemeyer, 1998), social dominance orientation is also a likely personality trait potentially related to workplace bullying. Social dominance orientation is “the extent to which one desires that one’s in-group dominate and be superior to out-groups (Pratto et al., 1994). Those who have high social dominance orientation tend to be generally prejudice toward minority groups, seek out hierarchy favoring positions in society, and also tend to be more often male than female (Sidanius, Pratto, & Bobo, 1996). In essence, these individuals agree with the statement, “In getting what you want, it is sometimes necessary to use force against other groups.”

There seems to be some overlap with social dominance orientation and right-wing authoritarianism and their predictions of generalized prejudice and inequality favoring disposition. However, literature shows these two personality dimensions seem to explain generalized prejudice to a high degree (Duckitt, 2001), yet may be related to prejudice independently of each other (Altemeyer, 1998). The dual-process motivational model (Duckitt, 2001) posits these personality dimensions may stem from different worldviews. Thus, they are related personality traits which come from different motivations, one in which the world is a dangerous and threatening place and one must protect the collective security (right-wing authoritarianism), and the other in which the world is a cut-throat jungle characterized by ruthless struggle to obtain power and dominance (social dominance orientation). Figure 1 illustrates these distinct processes.

Figure 1. The dual process-motivational model (Duckitt & Sibley, 2010).



### Competitive Worldview

The dual-process motivational model suggests social dominance orientation has roots in a competitive worldview. Persons with a competitive worldview care more about winning and power, versus cooperation and caring for others (Perry, Sibley, & Duckitt, 2013). This worldview is characterized by an intense desire to compete against others. Thus, its relation to social dominance orientation is self-evident.

Indeed, competitive worldview has predicted social dominance orientation consistently and accurately over time (Perry et al., 2013; Sibley et al., 2007). This competitive worldview from which social dominance orientation theoretically originates, should be related with aggressive workplace behaviors because of their insistence on dominating others. Thus, competitive

worldview through a socially dominant personality may also explain why people bully at work, and for this reason my final hypothesis follows:

*Hypothesis 3a: Competitive worldview is positively related to social dominance orientation*

*Hypothesis 3b: Social dominance orientation is positively related to workplace bullying*

*Hypothesis 3c: Social dominance orientation mediates the relationship between competitive worldview and workplace bullying.*

## **CHAPTER 3: METHOD**

### **Participants**

All participants were recruited from the University of Central Florida. Participants were recruited using SONA systems in which they completed a Qualtrics survey and received class credit for participating. We first had to examine the factor structure of right-wing authoritarianism. For study 1, each person completed a 65-item questionnaire for the first survey composed of three of the most popular measure of right-wing authoritarianism to date. For the second study, a 100-item self-report survey consisting of scales assessing personality, worldview, and bullying behaviors was taken. Informed consent was received by participants before taking the survey by clicking on a box labeled “yes” (“I consent”). There was no potential harm for participants.

### **Measurements**

#### ***Independent Measures***

Right-wing authoritarianism is one’s predisposition to hold traditional values, submit to established authorities, and support aggression toward outgroup members (Altemeyer, 1981). A statement they would likely agree with is “the way things are going in this country, it is going to

take a lot of ‘strong medicine’ to straighten out the troublemakers, criminals, and perverts” (aggression dimension). For the first survey, we assessed both a unidimensional scale (Zakrisson, 2005) as well as two three-dimensional scales (Duckitt et al., 2010; Funke, 2005). The authoritarianism measure used in the second study was Duckitt and colleague’s (2010) “ACT” scale because it has shown the most psychometric development to date and separates the three dimensions into authoritarianism (aggression), conservatism (submission), and traditionalism (conventionalism). It has 18 items (six items for each dimension) with counterbalanced items on each subscale to avoid acquiescence bias. All of the right-wing authoritarian measures asked participants to rate the degree to which they agreed with each statement on a likert scale from 1 (strongly agree) to 7 (strongly disagree).

Social dominance orientation is one’s preference for hierarchy and dominance amongst groups (Pratto, et al., 1994). We used Pratto and colleagues (1994) scale as it has consistently shown to be valid and reliable in the literature. An example of an item someone with this personality would agree with is “some groups of people are simply inferior to other groups.” This scale is composed of 16 items which are split by eight pro-trait items and eight con-trait items. Participants indicated how much they agreed with each statement on a likert scale from 1 (strongly disagree) to 7 (strongly agree).

Dangerous and competitive worldview are paradigms one sees the world through as life-threatening or a competitive jungle where only the strongest survive. An example of a dangerous world-view item is “any day now chaos and anarchy could erupt around us. All the signs are pointing to it.” An example of a competitive world-view item is “it is a dog-eat-dog world where you have to be ruthless at times.” Both of these measures are counterbalanced with pro-trait and

con-trait items. I used Perry, Sibley, and Duckitt's (2013) scale which asked participants to rate the degree to which they agreed to each statement from 1 (strongly disagree) to 7 (strongly agree).

### *Dependent Measures*

The operational definition of workplace bullying is the persistent exposure to interpersonal aggression and mistreatment from colleagues, superiors or subordinates (Einarsen, Hoel, & Notelaers, 2009). "Persistent exposure" has been debated among researchers. However, for the current research, we asked participants to indicate whether they committed common bullying behaviors within the last six months. The measure we used was the Negative Acts Questionnaire – Revised (NAQ-R). This measure has shown three-factors, which were work-related bullying, person-related bullying, and physically intimidating bullying. Although we only used 10 of the items from this scale, we did use an item from each of these factors to assess overall "bullying" behaviors.

One caveat must be mentioned. This scale originally attempted to tap into victims of bullies, not the bullies themselves. Questions on the original questionnaire were asked from a victim perspective. For this study, we simply reversed the original question from "how often does this happen to you" to "how often have you performed the following behaviors" and then they selected a response on a likert scale of how often they expressed that behavior. An example of an item is "how often have you ridiculed or teased another co-worker." Although, caution must be exercised as this scale has not been validated. There could be a better way of measuring workplace

bullying than from the perpetrators self-reports, and social desirability bias may have influenced the results.

## **Procedures**

For the first study, three of the most popular right-wing authoritarianism scales to date were used. The scales used were from articles cited over 100 times in the literature. After collecting the data, exploratory factor analysis was used with principle axis factoring and promax rotation to assess whether right-wing authoritarianism was better measured using three distinct, yet related, dimensions or as a unidimensional construct.

For the second study, we used regression analysis to assess mediation amongst the variables. Mediation is a hypothesized causal chain in which one variable affects a second variable that, in turn, affects a third variable. The second variable is the “intervening variable” that explains the relationships between the first and the third variable. the Baron and Kenny (1986) four step approach to mediation in which several regression analyses were conducted and significance of coefficients was examined at each step.

## CHAPTER 4: RESULTS

### Study 1

There were 873 participants (517 female, 343 male, and 5 who chose not to answer for gender) in the first survey. The majority of participants were approximately 18 years old (54.6%), with a minimum age of 18 and a maximum of 54. There were 62.9% self-reported as affiliating with the democratic political party, 27.1% were affiliated with republicans, and 4.9% were independent.

Principle components factor analysis was performed with promax rotation on three of the most popular right-wing authoritarianism scales to date. The first scale that was analyzed was used Zakrisson (2005), who took items from Altemeyer's (1996) 32-item measure and constructed his own short version. This scale was counterbalanced with both pro- and con-trait items, however, it was not subjected to factor analytic methods. Thus, Zakrisson considered it to be a unidimensional scale. Appendix B shows the pattern matrix results of our analysis. There were three factors that had Eigenvalues above one, and those factors accounted for 50.69% of the cumulative variance. This scale arguably shows a two or three factor structure, and it was the only scale theoretically unidimensional. However, each of the items were still double and even triple barreled with items assessing multiple theoretical factors.



*Table 1. Factor analysis of right-wing authoritarianism (Zakrisson, 2005).*

Factor	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	4.799	31.993	31.993
2	1.654	11.025	43.019
3	1.15	7.668	50.686

The second scale used was constructed by Funke (2005). This scale was intentionally meant to tap into the three factors separately and distinctly. As Funke states,

(1) Multidimensional assessment allows the identification of several phenotypes of authoritarian attitudes (especially among “Moderates”); (2) in experimental studies it becomes possible to clarify the dialectal dynamics linking the dimensions...; and (3) the proposed approach creates the opportunity to test the (qualitative) intra-individual stability of authoritarianism.

Thus, we expected to see a three factor structure emerge out of our analysis. Appendix B shows the results of our analysis on this scale. As expected, three factors emerged with Eigenvalues greater than one and cumulatively explained 54.48% of the total variance. There was a clear separation of factors, however, our analysis reveals the items do not line up with how Funke named the factors. For example, the first aggression item “what our country really needs instead of more ‘civil rights’ is a good stiff dose of law and order” lined up with his second conventionalism item “the withdrawal from tradition will turn out to be a fatal fault one day.”

*Table 2. Factor analysis of right-wing authoritarianism (Funke, 2005).*

Factor	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
<b>1</b>	3.903	32.525	32.525
<b>2</b>	1.616	13.468	45.993
<b>3</b>	1.019	8.491	54.483

The third and final measure of right-wing authoritarianism was by Duckitt and researchers (2010). This scale was, like Funke's, intended to distinctly tap into each sub-dimension separately. Duckitt and colleagues changed the subscale names to authoritarianism ("authoritarian aggression"), conservatism ("authoritarian submission"), and traditionalism ("authoritarian conventionalism") to reflect the underlying motivation for each attitude dimension. Thus, the "ACT" scale was subjected to our factor analysis with a three-factor expectation. Appendix B shows the pattern matrix results of the analysis. Seven factors emerged with Eigenvalues greater than one and explained 54.86% of the total variance. The first factor was clearly the traditionalism ("conventionalism") factor, which contained both pro and con trait items. However, both the conservatism ("submission") and the authoritarian ("aggression") factors were split cleanly between pro and con items.

*Table 3. Factor analysis of right-wing authoritarianism (Duckitt, et al., 2010).*

Factor	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
<b>1</b>	8.591	23.865	23.865
<b>2</b>	2.659	7.385	31.25
<b>3</b>	2.558	7.105	38.355
<b>4</b>	1.982	5.505	43.861
<b>5</b>	1.54	4.277	48.137
<b>6</b>	1.343	3.731	51.869
<b>7</b>	1.075	2.987	54.856

## **Study 2**

For the second survey, there were 293 participants (188 female, 105 male). The mean age for this survey was 20.35 with a standard deviation of 5.14. The youngest person in our study was 18 and the oldest was 67. There were 83 participants (28.3%) who self-reported as affiliating with the republican political party, 113 (38.6%) who self-identified as democrats, 64 (21.8%) independents, and 33 (11.3%) self-reported as other.

The second survey used Duckitt's three-factor right-wing authoritarianism scale because it seemed to be the most up to date measure of the construct. Additionally, it was the most cleanly split between the individual factors so we could determine relationships between authoritarian dimensions and other variables of interest.

Significant, but moderate, correlations existed amongst the three dimensions of right-wing authoritarianism. Each factor also significantly correlated strongly with the total right-wing authoritarianism score. Right-wing authoritarianism and social dominance orientation also significantly correlated ( $r = .279, p < .001$ ). Not surprisingly, there was a significant relationship between dangerous worldview and right-wing authoritarianism ( $r = .369, p < .001$ ). Additionally social dominance orientation and competitive worldview also showed a significant correlation ( $r = .407, p < .001$ ). Consistent with previous research, competitive worldview did not show a positive relationship with right-wing authoritarianism ( $r = -.183, p < .01$ ), and social dominance orientation and dangerous worldview did not show a significant relationship at all ( $r = -.048, n.s.$ ). This finding shows further evidence of differences between the way people see their world and their personalities and social attitudes.

*Table 4. Descriptive statistics for study 2.*

<b>Variable</b>	<b>Mean</b>	<b>SD</b>	<b>Min.</b>	<b>Max.</b>
<b>RWA sub</b>	23.32	6.22	6	39
<b>RWA con</b>	19.58	7.11	6	38
<b>RWA agg</b>	25.04	4.86	6	40
<b>RWA total</b>	67.95	15.06	20	106
<b>SDO total</b>	43.52	15.74	16	98
<b>CWV total</b>	23.88	6.20	8	47
<b>DWV total</b>	29.84	6.49	12	48
<b>WB total</b>	14.38	5.26	10	45

<b>Sex</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Female</b>	188	64.2	64.2	64.2
<b>Male</b>	105	35.8	35.8	100
<b>Total</b>	293	100	100	

<b>Race/Ethnicity</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Asian</b>	28	9.6	9.6	9.6
<b>Black</b>	37	12.6	12.6	22.2
<b>White/Caucasian</b>	149	50.9	50.9	73
<b>Hispanic/Latino</b>	59	20.1	20.1	93.2
<b>Middle-eastern</b>	2	0.7	0.7	93.9
<b>American Indian</b>	15	5.1	5.1	99
<b>Multiracial</b>	3	1	1	100
<b>Total</b>	293	100	100	

<b>Political Party</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Republican</b>	83	28.3	28.3	28.3
<b>Democrat</b>	113	38.6	38.6	66.9
<b>Independent</b>	64	21.8	21.8	88.7
<b>Libertarian</b>	11	3.8	3.8	92.5
<b>Socialist</b>	1	0.3	0.3	92.8
<b>Other</b>	21	7.2	7.2	100
<b>Total</b>	293	100	100	

**Table 5. Correlations.**

	<b>RWA sub</b>	<b>RWA con</b>	<b>RWA agg</b>	<b>RWA total</b>	<b>SDO total</b>	<b>CWV total</b>	<b>DWV total</b>
<b>RWA sub</b>							
<b>RWA con</b>	.597**						
<b>RWA agg</b>	.514**	.434**					
<b>RWA total</b>	.861**	.859**	.740**				
<b>SDO total</b>	.219**	.256**	.210**	.279**			
<b>CWV total</b>	-.169**	-.219**	-.029	-.183**	.407**		
<b>DWV total</b>	.267**	.353**	.285**	.369**	-.048	-.045	
<b>WB total</b>	-.022	-.010	-.163**	-.067	.282**	.365**	.001
<b>**.</b> Correlation is significant at the 0.01 level (2-tailed).							
<b>*</b> . Correlation is significant at the 0.05 level (2-tailed).							

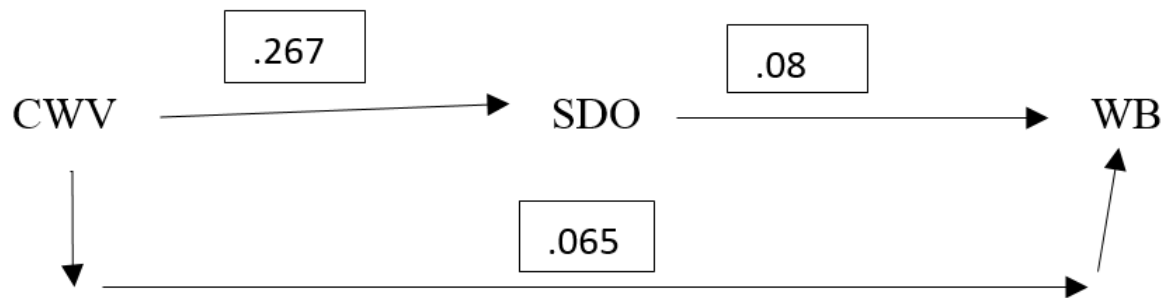
Interestingly, right-wing authoritarianism did not significantly predict self-reported workplace bullying ( $r = -.067, n.s.$ ). Furthermore, there was a significant negative correlation with the aggression dimension of right-wing authoritarianism and workplace bullying ( $r = -.163, p < .01$ ), suggesting those high in right-wing authoritarianism – especially the aggression dimension – bully people within their organization less than people who are low in right-wing authoritarianism, which does not support my second hypothesis.

There was a significant positive relationship between competitive worldview and workplace bullying ( $r = .365, p < .01$ ), as well as social dominance orientation and workplace bullying ( $r = .282, p < .01$ ). Thus, my third hypothesis was tested using Baron and Kenny’s (1986) four step method for testing mediation with regression analysis. The first regression analysis was between competitive worldview and workplace bullying. A significant regression was found when

predicting for workplace bullying ( $F = 4.669$ ,  $p < .05$ ,  $r^2 = .016$ ). The standardized beta for competitive worldview was .126. The second step was to conduct a simple regression of the first variable (competitive worldview) and the mediating variable (social dominance orientation). This produced a significant regression equation ( $F = 24.565$ ,  $p < .001$ ,  $r^2 = .078$ ) with a beta weight of .279 for competitive worldview predicting social dominance orientation. The third step is to conduct a simple regression of the mediating variable (social dominance) and the dependent variable (workplace bullying). This regression equation produced a significant regression ( $F = 8.798$ ,  $p < .01$ ,  $r^2 = .029$ ) with a standardized beta of .171 for social dominance orientation. The purpose of these first three steps is to calculate a zero-order relationship among each of the variables, which was found.

The final step is to use both variables to predict the dependent variable. If the first variable is not significant when the intervening variable is controlled, this supports full mediation (Newsom, 2014). This regression equation was significant ( $F = 5.403$ ,  $p < .01$ ,  $r^2 = .036$ ) with a beta weight for social dominance orientation at .148 ( $t = 2.461$ ,  $p < .05$ ) and competitive worldview as .084 ( $t = 1.406$ , *n.s.*) and a significant, but small, indirect effect of .021 ( $p < .05$ ). Significance was determined using Sobel's (1982) test for mediation significance. Thus, my third hypothesis was supported: this data suggests the influence of competitive worldview on workplace bullying is fully mediated by social dominance orientation. The results of these analyses are summarized in Appendix C. This illustration shows the unstandardized betas:

Figure 2. Illustration of the hypothesized mediation chain.





## CHAPTER 5: DISCUSSION

### General Discussion

The first hypothesis was that right-wing authoritarianism would show a three factor structure. Three scales were examined using exploratory factor analysis and the results showed, even with an intentionally unidimensional scale, that three factors inevitably emerge from this construct. Although Zakrisson's scale showed a relatively stable three-factor solution, we chose to use Duckitt's measure because it was intentionally meant to be constructed of three separate factors. Moreover, it shows updated theoretical considerations, such as balanced pro and con trait items to avoid biased results.

As previously mentioned, three distinct factors would allow researchers to examine phenotypes of right-wing authoritarianism (Funke, 2005), particularly among "moderates." People may vary in each sub-dimension of right-wing authoritarianism between persons, as well as during different circumstances and at different times. For example, it could be hypothesized those who are high on the broad "authoritarianism" construct may be higher on the conventionalism dimension during times of peace, whereas during war-time they may be higher on the submission and aggression dimension because they feel threatened as a group and want to preserve social order and eliminate the threat. Overall, this research provides further support for the psychometric use of a three-dimensional scale of right-wing authoritarianism.

The second hypothesis was not supported. In fact, the opposite of the expected relationship was found; the authoritarianism aggression dimension showed a negative correlation with workplace bullying. Although these findings may seem odd, a second look at the literature shows this is theoretically consistent with other findings. For example, Duckitt (1989) theoretically considered authoritarianism as “the normatively held conception of the appropriate relationship between *group* and individual member, determined primarily by the intensity of *group* identification and consequent strain toward cohesion.” Using this paradigm, right-wing authoritarianism is conceptualized as an intragroup construct influencing intergroup behavior. This view of the construct is consistent with the present data. Those with high RWA scores may very well self-identify within a cohesive group that shares a common core values, in which outgroups may be seen as threatening, or rather, they will become aggressive if a group seems threatening.

Indeed, there is a group authoritarian (GA) measure which has been validated and reliable (Stellmacher & Petzel, 2005). Future research could examine this view of the construct between groups and teams in the workplace. Similarly, between company studies on behavior using this construct may also provide fruitful insights into corporate decisions and macro-level behaviors. Mobbing is similar to bullying, but different in that it is a group of bullies that “gang up” on a target (Leymann, 1990) and is just as wide spread of a problem (Zapf & Einarsen, 2005). Consequently, if right-wing authoritarianism is a group phenomenon then mobbing may be a theoretical consequence at work. This may also explain the negative relationship in the current study on bullying – authoritarians may regard members of their in-group highly and therefore do not commit interpersonal aggression.

The data support the final hypothesis, that social dominance orientation mediates competitive worldview on workplace bullying. In relation to what was previously discussed with right-wing authoritarianism, does this mean social dominance orientation is an interpersonal phenomenon (opposed to *inter-group*)? It seems all of the social dominance orientation items are worded as a group construct. For instance “to get ahead in life, it is sometimes necessary to step on other *groups*.” It seems there is more support for social dominance orientation as a between-person, rather than between-group, construct.

The dual-process motivational model also seems to fall in this line of thought. Researchers have found the dual-process model can differentially predict prejudice toward specific factors of traditionally stigmatized people (Duckitt & Sibley, 2007). More specifically, social dominance orientation seems to predict prejudice toward members of society who seem to be derogated (e.g., obese, unattractive, mentally handicapped), which could be viewed more individually than the dangerous *groups* right-wing authoritarianism predicts (such as terrorists and gang members). Future psychometric development could be aided with this conclusion, where social dominance orientation is viewed more as an interpersonal personality construct and authoritarianism as a group phenomenon. Additionally, experimental designs that could assess the degree of bullying on specific targets would bring more light to this topic.

## **Limitations**

Although there were significant relationships found, self-reported bullying, measured by directly asking the participant how frequently they perform the behavior, may not necessarily be valid or reliable. The scale used in this study by Staale Einarsen et al. (2009) is actually directed toward the victim, assessing how much bullying they experience within their organization. For this study, the item wording was switched to reflect a self-reported behavior of the bully. Thus, it is possible that social desirability bias may have skewed the results. Moreover, some may not even be aware of their bullying actions. Validating the scale used in this study or constructing a better measure of workplace bullying from the bullies end could be another avenue of future research. Even better would be an experimental design examining behavior, although this would be difficult given the unethical nature of inducing aggressive behavior.

Another caveat to this research would be the restriction of range for generalizability. The participants in this study, albeit quite heterogeneous, were all from the same university. Extending this research to different areas may give us a clearer picture, including actual employees from an industry organization. Also, a cross-cultural study would be interesting to examine the influence of culture on bullying within organizations in other nations, as well as examining within company culture.

## **Conclusion and Preventing Workplace Bullying**

Some research has identified various factors related to bullying (Salin, 2008) such as “sophisticated” HR policies, negative publicity about bullying, and age of the HR manager.

Leadership can have an important influence on workplace bullying and destructive leader behaviors have been identified (Ståle Einarsen, Aasland, & Skogstad, 2007). Abusive and tyrannical leadership may stem from a social dominance orientation. Likewise, laissez-faire leadership has been found to be just as destructive, if not worse, by allowing bullying to escalate (Skogstad, Einarsen, Torsheim, Aasland, & Hetland, 2007). Indeed, it may be dangerous to hire a manager with a social dominance orientation with authoritarian followers, or a lenient manager with a group of socially dominant employees.

In sum, this research corroborates the three-factor operationalization of right-wing authoritarianism. Additionally, it suggests right-wing authoritarianism may be a group phenomenon that does not explain interpersonal bullying at work. On the contrary, social dominance orientation may be better viewed as an interpersonal phenomenon, suggested by its positive relationship with workplace bullying.

**APPENDIX A: IRB LETTERS**



University of Central Florida Institutional Review Board  
Office of Research & Commercialization  
12201 Research Parkway, Suite 501  
Orlando, Florida 32826-3246  
Telephone: 407-823-2901 or 407-882-2276  
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### Approval of Exempt Human Research

From: **UCF Institutional Review Board #1  
FWA00000351, IRB00001138**

To: **Doan T. Modianos and Co-PI: Devin Burnell**

Date: **June 09, 2015**

Dear Researcher:

On 06/09/2015, the IRB approved the following activity as human participant research that is exempt from regulation:

Type of Review: Exempt Determination  
Project Title: Psychometric Analysis of Right-Wing Authoritarianism  
Investigator: Doan T Modianos  
IRB Number: SBE-15-11352  
Funding Agency:  
Grant Title:  
Research ID: N/a

This determination applies only to the activities described in the IRB submission and does not apply should any changes be made. If changes are made and there are questions about whether these changes affect the exempt status of the human research, please contact the IRB. When you have completed your research, please submit a Study Closure request in iRIS so that IRB records will be accurate.

In the conduct of this research, you are responsible to follow the requirements of the [Investigator Manual](#).

On behalf of Sophia Dziegielewska, Ph.D., L.C.S.W., UCF IRB Chair, this letter is signed by:

A handwritten signature in black ink that reads "Joanne Muratori".

Signature applied by Joanne Muratori on 06/09/2015 04:38:08 PM EDT

IRB manager



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## Approval of Exempt Human Research

From: **UCF Institutional Review Board #1**  
**FWA00000351, IRB00001138**

To: **Doan T. Modianos and Co-PI: Devin Burnell**

Date: **December 22, 2015**

Dear Researcher:

On 12/22/2015, the IRB approved the following activity as human participant research that is exempt from regulation:

Type of Review: Exempt Determination  
Project Title: Antecedents, Correlates, and Consequences of Right-Wing  
Authoritarianism and Social Dominance Orientation:  
Measurement Confirmation, Contextual Influences, and  
Workplace Implications  
Investigator: Doan T Modianos  
IRB Number: SBE-15-11903  
Funding Agency:  
Grant Title:  
Research ID: N/A

This determination applies only to the activities described in the IRB submission and does not apply should any changes be made. If changes are made and there are questions about whether these changes affect the exempt status of the human research, please contact the IRB. When you have completed your research, please submit a Study Closure request in iRIS so that IRB records will be accurate.

In the conduct of this research, you are responsible to follow the requirements of the [Investigator Manual](#).

On behalf of Sophia Dziegielewski, Ph.D., L.C.S.W., UCF IRB Chair, this letter is signed by:

A handwritten signature in black ink that reads "Joanne Muratori".

Signature applied by Joanne Muratori on 12/22/2015 02:03:44 PM EST

IRB Manager



**APPENDIX B: AUTHORITARIANISM FACTOR ANALYSIS  
RESULTS**

**Table 6. Zakrisson's (2005) scale factor analysis results.**

<b>Pattern Matrix</b>			
	<b>Factor</b>		
	<b>1</b>	<b>2</b>	<b>3</b>
<b>ZAK1</b>		0.482	
<b>ZAK3</b>	0.308	0.304	
<b>ZAK5</b>	0.599		
<b>ZAK7</b>	0.782		
<b>ZAK9</b>		0.595	
<b>ZAK11</b>		0.669	
<b>ZAK13</b>		0.486	
<b>ZAK15</b>		0.555	
<b>ZAK2</b>			0.635
<b>ZAK4</b>			0.637
<b>ZAK6</b>			0.745
<b>ZAK8</b>			
<b>ZAK10</b>	0.518		
<b>ZAK12</b>	0.715		
<b>ZAK14</b>			0.472
<b>Extraction Method: Principal Axis Factoring.</b>			
<b>Rotation Method: Promax with Kaiser Normalization.</b>			
<b>Rotation converged in 6 iterations.</b>			

*Table 7. Funke's (2005) scale factor analysis results.*

<b>Pattern Matrix</b>			
	<b>Factor</b>		
	<b>1</b>	<b>2</b>	<b>3</b>
<b>FUNKECON1</b>		0.716	
<b>FUNKEAGG2</b>	0.432		0.517
<b>FUNKESUB3</b>			0.391
<b>FUNKECON4</b>	0.355		0.304
<b>FUNKEAGG5</b>			
<b>FUNKESUB6</b>	0.641		
<b>FUNKECON7</b>		0.581	0.328
<b>FUNKEAGG8</b>	0.598		
<b>FUNKESUB9</b>		0.463	
<b>FUNKECON10</b>	0.584		
<b>FUNKEAGG11</b>			0.587
<b>FUNKESUB12</b>	0.789		
<b>Extraction Method: Principal Axis Factoring.</b>			
<b>Rotation Method: Promax with Kaiser Normalization.</b>			
<b>Rotation converged in 7 iterations.</b>			

*Table 8. Duckitt, et al.'s (2010) scale factor analysis results.*

Pattern Matrix							
	Factor						
	1	2	3	4	5	6	7
DUKSUB1			0.4				
DUKSUB2		0.555					
DUKSUB3			0.587				
DUKSUB4		0.635					
DUKSUB5		0.806					
DUKSUB6			0.583				
DUKSUB7			0.52				
DUKSUB8			0.87				
DUKSUB9							
DUKSUB10		0.798					
DUKSUB11		0.722					
DUKSUB12		0.569					
DUKCON1							0.358
DUKCON2	0.474						
DUKCON3	0.921						
DUKCON4	0.534						
DUKCON5	0.629						
DUKCON6	0.905						
DUKCON7	0.502						
DUKCON8	0.601						0.481
DUKCON9	0.634						
DUKCON10	0.557						
DUKCON11	0.561						
DUKCON12	0.718						
DUKAGG1						0.569	
DUKAGG2					0.52		
DUKAGG3						0.667	
DUKAGG4				0.336	0.378		
DUKAGG5					0.706		
DUKAGG6				0.502			
DUKAGG7				0.67			
DUKAGG8				0.712			
DUKAGG9					0.481		
DUKAGG10					0.341		
DUKAGG11							
DUKAGG12					0.633		
<b>Extraction Method: Principal Axis Factoring.</b>							
<b>Rotation Method: Promax with Kaiser Normalization.</b>							
<b>Rotation converged in 7 iterations.</b>							

## **APPENDIX C: MEDIATION ANALYSIS RESULTS USING REGRESSION**

*Table 9. First regression analysis (CWV predicting WB)*

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate			Change Statistics		
					R Square Change	F Change	df1	df2	Sig. F Change
1	.126 <sup>a</sup>	.016	.012	8.14123	.016	4.669	1	291	.032
<b>a. Predictors: (Constant), CWVtot</b>									
ANOVA <sup>a</sup>									
Model		Sum of Squares	df	Mean Square	F	Sig.			
1	Regression	309.486	1	309.486	4.669	.032 <sup>b</sup>			
	Residual	19287.388	291	66.280					
	Total	19596.874	292						
<b>a. Dependent Variable: WBtot</b>									
<b>b. Predictors: (Constant), CWVtot</b>									
Coefficients <sup>a</sup>									
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	33.618	1.401		24.004	.000			
	CWVtot	.065	.030	.126	2.161	.032	.126	.126	.126
<b>a. Dependent Variable: WBtot</b>									

Table 10. Second regression analysis (CWV predicting SDO)

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.279 <sup>a</sup>	.078	.075	14.48249	.078	24.565	1	291	.000
<b>a. Predictors: (Constant), CWVtot</b>									
ANOVA <sup>a</sup>									
Model		Sum of Squares	df	Mean Square	F	Sig.			
1	Regression	5152.267	1	5152.267	24.565	.000 <sup>b</sup>			
	Residual	61035.064	291	209.742					
	Total	66187.331	292						
<b>a. Dependent Variable: SDOtot</b>									
<b>b. Predictors: (Constant), CWVtot</b>									
Coefficients <sup>a</sup>									
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	56.338	2.491		22.613	.000			
	CWVtot	.267	.054	.279	4.956	.000	.279	.279	.279
<b>a. Dependent Variable: SDOtot</b>									

Table 11. Third regression analysis (SDO predicting WB)

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		df1	df2	Sig. F Change
					R Square Change	F Change			
1	.171 <sup>a</sup>	.029	.026	8.08499	.029	8.798	1	291	.003
a. Predictors: (Constant), SDOtot									
ANOVA <sup>a</sup>									
Model		Sum of Squares	df	Mean Square	F	Sig.			
1	Regression	575.075	1	575.075	8.798	.003 <sup>b</sup>			
	Residual	19021.798	291	65.367					
	Total	19596.874	292						
a. Dependent Variable: WBtot									
b. Predictors: (Constant), SDOtot									
Coefficients <sup>a</sup>									
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	30.130	2.187		13.776	.000			
	SDOtot	.093	.031	.171	2.966	.003	.171	.171	.171
a. Dependent Variable: WBtot									



Table 12. Fourth regression analysis (SDO predicting WB while controlling for CWV)

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate			Change Statistics		
					R Square Change	F Change	Df 1	df2	Sig. F Change
1	.190 <sup>a</sup>	.036	.029	8.07143	.036	5.403	2	290	.005
<b>a. Predictors: (Constant), CWVtot, SDOtot</b>									
ANOVA <sup>a</sup>									
Model		Sum of Squares	df	Mean Square	F	Sig.			
1	Regression	703.950	2	351.975	5.403	.005 <sup>b</sup>			
	Residual	18892.924	290	65.148					
	Total	19596.874	292						
<b>a. Dependent Variable: WBtot</b>									
<b>b. Predictors: (Constant), CWVtot, SDOtot</b>									
Coefficients <sup>a</sup>									
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zer o-order	Partial	Part
1	(Constant)	29.089	2.306		12.616	.000			
	SDOtot	.080	.033	.148	2.461	.014	.171	.143	.142
	CWVtot	.044	.031	.084	1.406	.161	.126	.082	.081
<b>a. Dependent Variable: WBtot</b>									

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