



WORKPLACE SECURITY; FEMALE NURSES FACTORS PREDICTING PERCEIVED IN PUBLIC SECTOR HOSPITALS IN LAHORE

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ABSTRACT... Introduction: This study is about female nursing staff whose mission is to provide professional care to ailing patients, but who are also vulnerable to bullying, harassment, and even assault while they perform their duties. **Objectives:** The study attempts to describe the level of perceived workplace security among the nurses and investigate relationship between theoretically identified predictors and the perceived workplace security of nurses working in public hospitals in Lahore city. **Study Design:** Factors such as civility in co-worker behavior, clarity of norms of communication with co-workers, integrity and trust of the leaders, awareness of law and legal procedure related to harassment at work place and physical settings characteristics—including transparency and privacy at the workplace—were modeled through a cross-sectional research design as contributing towards workplace security of female nurses. **Study Period:** Oct 2015 to May, 2016. **Methods:** Multi-stage probability sampling was used to collect data from 317 respondents working in five public sector hospitals in Lahore city during first quarter of 2016. Zero-order correlation and multiple regression methods were used to analyze the data. **Findings:** Results showed that civility ($B=.071, p<.000$) in co-worker behavior, integrity ($B=.185, p<.000$) and trust of leaders ($B=.059, p<.000$) is the most potent factor influencing perceived workplace security of female nurses. Moreover, clear norms of communication ($B=.169, p<.000$) and privacy ($B=.133, p<.000$) at workplace also significantly influence their perceived workplace security. Transparency ($B=.017, p>.05$) in physical settings and awareness ($B=-.014, p>.05$) of law and legal procedures were found to be insignificant. **Conclusion:** It was concluded that setting clear work norms and leadership development in the areas of integrity and trust can play a substantial role in improving perception of workplace security in female nursing staff. Awareness of laws regarding harassment among nurses need to be increased through formal and concerted effort.

Key words: Female nurses, workplace security, leadership, work norms, communication, privacy, public sector hospitals.

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INTRODUCTION

Today the issue of increased violent behavior against nursing staff is increasing worldwide. This is the most vulnerable groups that may face aggressive behavior from patients, visitors and coworkers. It has been reported that workplace violence against female nurses in hospitals could even go up to 87% as compared with other categories¹. Many of nurses quit their jobs because of the violence they face at workplace.² Research found that 30 – 60% of new graduate nurses leave or intend to leave their nursing jobs within first year of their jobs because of experienced or perceived workplace insecurity.^{2,3} But a large number of

nurses have also accepted workplace violence as characteristic of their occupation and do not even bother to report it.⁴ Nurses become victim of powerlessness and eventually psychological and physical health issues such as sleeplessness, decrease in work morale, decrease in self-esteem, discontinuation of socializing and depression due to the violence they have to encounter.^{5,6} Employees confronting workplace violence face serious and troubling situation, especially where jobs are scarce and when the employee have fewer alternate job skills. It becomes difficult to perform or concentrate on the regular job duties by disturbing and distracting relatives

accompanying the patient and coworkers. Furthermore, such situation may lead to negligence in professional and ethical standards, not performing to maximum of their potential, low job satisfaction, low morale, absenteeism, and tussle with other professional groups in the discharge of duties. Moreover, these behaviors lead to negative environment for both patients and management. Overall, these behaviors lead to additional costs that eventually add more burdens to the community.⁷ Multiple factors are identified in the relevant literature that could lead

to the perception of insecurity at workplace i.e. incivility in behaviour while dealing with female employees, unclear norms prevailing at the workplace, integrity of the leaders at workplace and trust on them by followers, transparency in physical work-environment, necessary level of privacy at workplace for females employees, and awareness of sexual harrasment laws. These predictors are cited throughout the literature that influence the perception of workplace security among female employees. The conceptual model developed in this study is given in Figure 1.

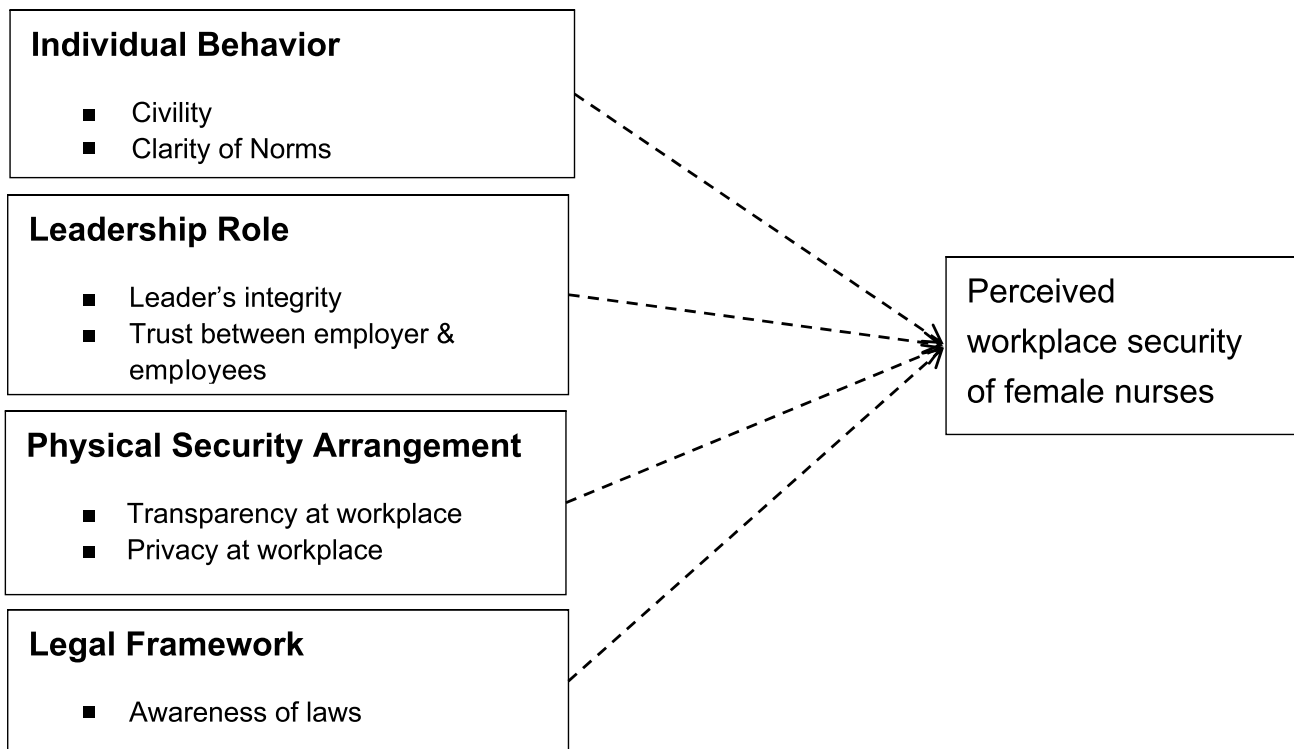


Figure-1. Factors predicting perceived workplace security of female nurses.

This study attempts to fulfill the objectives: 1) study the level of perceived workplace security among the nurses working in public hospitals in Lahore city, 2) study the relationship between the identified predictors and the perceived workplace security of nurses, 3) estimate the relative effect of these predictors on nurses' perception of workplace security and 4) devising recommendations for making hospitals more secured workplace for nurses.

LITERATURE REVIEW
Workplace Security

Workplace security has been identified as a basic need which workers seek to fulfill. It also reflects desire for protection, bonding, and endurance.⁸ Maslow further states, "Individuals desire to satisfy them by recruiting all the capacities of the organism in their service, and we may then fairly describe the whole organism as a safety seeking mechanism". Insecurity, in most cases, cannot be assessed objectively. It is not only depends on ecological conditions and situations but on the

psychological structure of the individuals. Feeling secure or insecure at workplace is the component of personal cognitive-affective repertory formed over time as a result of continuous learning.⁹ The beliefs about workplace security in turn have behavioral implications; they stimulate affective responses and direct intentions to perform. Beliefs about security are subject to schematic rules and values as all other sentiments, which are shaped on the basis of pre-existing knowledge in the society and exposure of individual to experience.¹⁰ Beliefs regarding workplace security are not universal since individuals who differ in terms of their stored knowledge and psychological dispositions differently perceive their environment and, therefore, the information absorbed, interpreted and later retrieved for situation-specific engagement also varies.^{11,12} But, in spite of the subjective nature of these beliefs, individuals who are more perceptive in groups lead through a socialization process which is also responsible for formation or shaping of common beliefs within groups. These beliefs are part of common social awareness: they allow uniform interpretation of reality and guide social action.^{10,13} Workplace security has been associated in literature with 'civility'^{14,15,16,17}, 'clear norms' about socially appropriate behaviors^{18,19}, 'leadership role'^{20,21}, 'leader's integrity'^{22,23}, 'trust in leader'^{21,24,25}, 'physical security' including transparency and privacy at workplace^{26,27,28,29,30}, and 'awareness of law' protecting against harrasment.³¹ As discussed below, these factors are capable of forming an organization secure and free of offensive or violent behaviors in different forms so that women can perform their duties free of fear and perceived insecurity.

Civility

Civility is defined as respect for one another and honoring differences.³² Listening and seeking common ground. Engaging in social discourse and appreciating its relevance. It has been inferred from classic studies that civil behavior comprises of establishing such social behavior norms at workplace such that each organizational member feel esteemed, treats other people with respect, and gives regard to others' feelings.^{14,16,33}

Politeness and sensibility of concern for others, feelings are less governed by following formal rules of interpersonal behavior than by demonstrating civility at workplace.¹⁴ Although certain behavior norms are peculiar to organizations, industries, and cultures, there are some general behavior norms which have more universal appeal. These norms are formed through cooperation among organizational members, shared sentiments and moral understanding among them.^{34,35} Scholars have mostly discussed the direct and clear form of incivility such as outright aggressive behavior.^{36,37} However, some research has also been conducted on minor ways of mistreatment including selfishness, indecent comments or obscene bodily gestures.^{15,38} Research found that a greater proportion of incivility happening at the workplace is actually passive, subtle and indirect form of aggression.^{39,40,41} Furthermore, it was found that small instances of incivility at workplace in hospitals were directly related to interpersonal violence at later stage.⁴² It has thus been suggested that outright violence is the developed form of negative reactions between two parties, rather than a spontaneous act, arising out of accumulating incivility.³⁹ Thus, workplace incivility may very well be an antecedent leading to more intense, overtly aggressive acts in the work-place. Staring, unnecessary physical and verbal advances, or intimidation by coworkers or bosses are also considered part of the incivility that may stimulate the behaviour.¹⁷ It can argued be from literature that if this covert form of aggression towards female employees keeps going unabated, they are likely to feel uncomfortable and insecure at their workplace.

Hypothesis1

Higher level of civility at workplace among organizational members may leads to higher level of perceived workplace security for female employees.

Clarity of Norms

Clear norms, including norms of interaction, help people within a cultural setting understand what is expected of them in a particular social situation. Therefore, the level of social anxiety may be

higher in countries where the norms of interaction are diffused or ambiguous as compared to the countries where norms are clear, since breaking clear norms have well-defined consequences.¹⁸ Individuals from Asia are much easier to get embarrassed in unexpected social situations because their norms of interpersonal behavior are very specific.¹⁹ Thus the Asians individuals are expected to be more concerned about their social behavior because even a little deviation from social norms is rather easy to detect and possibly related with fear of embarrassment and exclusion from the group. In addition, there is also research evidence that clear norms of interaction are the predictors of social participants' satisfaction in collectivist cultures.⁴³ It is proposed that clear norms of social interaction may necessitate employees' behavior that can be evaluated as appropriate and positive for creating a general sense of security at workplace.

Hypothesis 2

A higher level of clarity in norms of gender interaction may leads to a higher level of perceived workplace security for female employees.

Leaders' Integrity and Follower Trust

Leadership is possibly one of the most omnipresent and potent source of interpersonal influence in organizations.²⁰ Leaders can use their formal and informal influence to address unsettling concerns (including workplace security) of their followers. They can use transformational processes—such as charisma and individualized consideration—or transactional processes—such as contingent reward or active management by exception—to address workplace security concerns of their followers.⁴⁴ However, the influence of leadership to create a workplace that is perceived as secure by the followers will depend in part on leader's integrity and followers' trust on leaders.^{45,46,47} As discussed in the literature of 'Authentic Leadership', someone with integrity usually means a person who acts according to expressed personal beliefs; whose commitments and words are aligned with his or her actions.⁴⁸ If such a leader expresses commitment towards safety and security of followers then such claims

must be confirmed in his actions and decisions. Such leaders are perceived as trust-worthy and making people feel psychologically safe within teams.²³ Integrity can be defined as honesty, fairness and consistency between leaders' action and espoused values. Fairness is an element of integrity that has various conceptualizations. It is used to refer one's evaluation of what is fair based on equality, equity, or some other standard.²² For example if equality is thought to be the criteria of fairness in company, a leader will allow information to share responsibility or power with employees irrespective of their gender, ethnicity or position in the organization. No sex based discrimination is carried on by the manager and a level of trust is consequently developed between the employees and the manager on the basis of leader's perceived fairness. On the other hand if equity is considered as the defining attribute of fairness, then all employees must perceive that the salary they receive is increased according to their relative participation and no discrimination factor such as glass ceiling effect was responsible for differences in pay. The consistency of behavior equally contributes towards the integrity, because a leader who is only occasionally fair or honest may not be judged to have integrity.²² Thus integrity with all its constituent components must be present in a leader so that trust can be developed within the organization between leaders and followers. If a level of trust is present between leaders and followers, it is expected that a victim will share or report for taking action against any unethical or offensive behavior.

Hypothesis 3

Higher level of perceived integrity of a leader may leads to higher levels of perceived workplace security in female employees.

Trust has been abstracted as a readiness by one party to accept vulnerability to another party on the basis of positive expectations.⁴⁹ Since trust signifies the positive expectations about the motives and objectives of one party, it also allows people to share their personal and sensitive information and experiences. Positive expectation are formed in trusting relationships

that those being trusted will help, or at least will not harm, the victim's interest.⁵⁰ Trust also leads action and suggests behaviors that are most suitable and advantageous under the assumption that the trusted counterpart will not abuse or misuse one's vulnerability.⁵¹ Leaders are able to influence the followers during crisis. Most people dislike uncertainty generated by crisis, but they tolerate it when they see a leader as supportive, clearheaded, and courageous. These are the people whom a person trusts and listens under conditions of stress and uncertainty.²⁴ High level of trust in leadership will lead to followers' sense of security at workplace.²⁵ An overview of the literature suggests that the role of leaders in personal crises experienced at workplace (e.g. gender based discrimination and harassment) can be that of a guardian and a protector. Followers have high level of trust in a leader who is believed to be highly motivated for self-sacrifice, risk taking and incurring personal cost to achieve the espoused vision.²¹ Followers feel more "secure" in an organization where leaders perceived as fair and trustworthy protectors of followers' interests.⁵² However, literature is scanty on whether and how perceived workplace security may be related to actual reporting of workplace security issues faced by female subordinates. This issue is likely to be significant in organizational settings in Pakistan where certain social-cultural factors may influence women's decision to report offensive language, acts of incivility, threats or even outright violent behavior against them.

Hypothesis 4

Higher level of trust on leader by the employees may leads to a higher level of perceived workplace security in female employees.

Physical Security Arrangement

An organization's physical environment provides its employees to perform their work activities securely. The physical environment is the second largest financial overhead after human resources for many organizations.⁵³ Of the given work spaces, majority of the employees work in some form of office environment.⁵⁴ There is a possible relationship between the quality of the

office environment and the productivity of its occupants.⁵⁵ Furthermore, workspace has an important role in precipitating an assorted range of psychological and behavioral consequences, including individual work motivation³⁰, interaction norms⁵⁶ and job satisfaction.²⁸ However, the internal physical environment within offices has been less focused in research and a vaguely understood factor of management. Considering security of female employees at workplace, two features are of key concern: physical transparency in office infrastructure and privacy in work setting.

Transparency at Workplace

Physical structure of workplace—including the architectural design of office, corridors, entrance and exit ways and physical placement of furnishings—is the venue where the social interaction takes place usually. Behavior of employees is constrained by the physical design and furnishing of the building.⁵⁷ Building design, furniture comfort & seating arrangement, office designs (open vs. close) and lighting are considered as an important factor of physical structure.^{26,58} The building design and physical location influences the interaction and relationship of the employees.⁵⁹ The interaction patterns of the residents are strongly predisposed by relative location of the building. If a building is located in populated area as compared to a building that is located in an unpopulated area, it is likely that women residents will feel more mentally relaxed and secure in a populated place since presence of population will make them less concerned about their safety. Also closely located rooms are likely to increase interaction among the employees.⁶⁰ The arrangement of seating not only influence the interior but it also affects the character of the interaction that occurs. For example in the case of relatively close seating arrangement, presence of all or some workers at the workplace will result in careful conversation by an ill-meaning coworker, so that the reputes of that coworker may not get damaged before the other staff. Some previous research has focused on whether common-open or separate-closed offices are more productive. Even though common-open offices are more noisy and have lack of privacy,

but such office arrangements have been found to facilitate interaction among employees, improve communication, increase efficiency and productivity and are more transparent.²⁷ The open offices are likely to be more secure because the presence of a number of employees prohibits misconduct against female employees. Previous research suggests that workplace violence control programs should include office environment transparency components such as introduction of surveillance cameras, removal of such places where employees have to work alone, alarm systems, sufficient lighting and brightness, entry-exit control, and removal of that places on which employees can possibly be attacked.⁶¹

Hypothesis 5

A higher level of physical transparency at workplace may lead to a higher level of perceived workplace security of female employees.

Privacy

Psychologists and sociologists define privacy as "people's attempts to be open or closed; people need to avoid contact and make a distance for interaction at certain occasions and times."⁶² It is also stated as a boundary between person and environment and a boundary for segregating gender and separating private life and public interactions.^{29,63} Social behavior includes interaction patterns between genders, and is directed by environmental and cultural factors.^{64,65} The study by Rapoport concludes that culture, environment, socio-economic, religious beliefs and environmental behaviour influence the dwelling design.⁶⁶ Islam is the dominant religion in Pakistan that dictates cultural norms and basic requirements of privacy that must be followed in gender interaction. Islam is specific about location and privacy of the women.⁶⁴ Any dwelling should separate the public and private spaces and architectural design of the place should take special consideration of privacy and security of females.²⁹ Islamic principles lay stress on two types of privacy elements i.e. visual privacy and aural privacy to prevent any immoral action against women. Both of these elements are stated in the Holy Quran (24:30). Many organizations

have partially enclosed structures ensuring privacy at either or both level, i.e. visual and aural privacy. Those offices that are having glass walls and doors make the conversation private but the behaviours are evident. There are some offices having solid partial partitions, whose walls do not reach to the ceiling. Although it provides visual privacy but exchange of dialogues can be overheard. A study done on Iranian nurses concludes that there is a significant association among gender-specific needs and workplace designs.⁶⁷ Different mechanisms of behavior such as verbal, para-verbal and behaviors related to the use of spaces (e.g. personal distance) can help to achieve privacy which may in turn lead to decency and morality in behaviour.⁶⁸

Hypothesis 6

Higher extent of privacy in physical setting of workplace may lead to higher level of perceived workplace security in female employees.

Legal Framework

According to Merriam-Webster Dictionary, law is a rule or order that it is advisable or obligatory to observe. Oxford Dictionary defines law as "a system of a particular country or community, recognized as regulating the actions of its members and which it may enforce by the imposition of penalties". Harassment against the women is a risk for the female organizational members' safety and research has shown that it is mostly carried out by the men against women. Although it could be vice versa or against same sex as well. In 1980s the term of sexual harassment was coined in the United States and a written document was introduced which includes regulations, party initiated dispute resolutions, exhortations, punishment and an array of legal, equitable and novel remedies.³¹ However, in Pakistan the legislation of harassment against women is a new development. Government of Pakistan has established policy framework against sexual harassment in 2010. The main documents concerned with our study are anti-sexual harassment policy called "Protection from Harassment at Workplace, 2010" and "Protection against Harassment for Women at the Workplace

Act 2009". The purpose of this document was to establish an anti-sexual harassment policy and a code of conduct for public as well as private sector. The policy states the legal procedure in detail after an act of harassment takes place and is reported in any organization. It is required that the victim shares the information regarding the incident with someone he/she trusts (i.e. friend, coworker, supervisor). It is helpful not only to get an emotional support but also to get a witness before inquiry committee. The inquiry committee should be consisting of three members, from which at least one member must be a woman. After proper inquiry, the committee may recommend the penalty which the management is required to implement. The policy declares penalties, including minor penalties (e.g. criticism, withholding from job for a specific period, promotion or increment; recovery of the compensation payable to the complainant, etc.) and major penalties (e.g. demotion or relegation to a lower post; compulsory retirement; removal from service; dismissal from service; and fine, etc.). Moreover, anti-harassment law also chalks out the detailed process for holding an inquiry. In order to make use of anti-harassment laws, women need to be aware about their rights and obligations fixed by law. Higher levels of awareness may make women feel secure at workplace and enable them to take legal recourse in face of troubled situations.⁶⁹ However, a main problem in Pakistan is that most women have little knowledge about their legal rights and the intricacies involved in law providing them protection at workplace. In absence of public awareness campaigns regarding the new national anti-harassment policy and law, Women in Pakistan in general and even the subordinate judiciary have little awareness regarding the current laws protecting women against harassment.⁷⁰

Hypothesis 7

Higher level of awareness of laws regarding workplace harassment may leads to higher level of perceived workplace security among female employees.

METHODOLOGY

A cross sectional design has been employed for this study. The population comprised of all female nursing staff working in public hospitals in the city of Lahore. A two-stage probability sampling was performed; first of all five hospitals were randomly selected from a total of 15 public hospitals in Lahore. The five selected hospitals employed a total of 1528 female nurses. Required sample size of female nurses in the second stage of sampling from the five selected hospitals was determined by using Solvin’s formula.⁷¹

$$n = N / (1 + N * e^2)$$

$$n = 1528 / \{1 + 1528 (.05)^2\}$$

$$n = 1528 / 4.82$$

$$n = 317$$

Where:

- n = Sample size required
- N = Total population of all nurses in five selected hospitals
- e = Error tolerance

Simple random sampling was then used to proportionally select sections of sample from each of the five hospitals selected in the first stage. Perceived workplace security was measured on five statements including: shared social knowledge, feeling of protection, assurance of support by management, non-damage to reputation and belief in management ability, as multiple indicators. Trust on leaders was measured on three statements including: Acceptance of vulnerability, positive expectation from leaders and chances to misuse information, as multiple indicators. Integrity of leaders was measured on six statements including: honesty, fairness and consistency of leaders, as multiple indicators. Transparency in architectural design was measured on six statements including: open or close plan in architecture, seating plan of employees and lighting at workplace, as multiple indicators. Structured questionnaire was used to collect data. Civility was measured on seven statements including: stereotypical beliefs of men, overlooking mutual respect and disregarding others’ feelings at a workplace, as multiple indicators. Clarity of norms was measured on

four statements including: interaction patterns at workplace among coworkers and clients, sensitivity in communication and social anxiety resulting from breach of norms, as multiple indicators. Privacy was measured on seven elements presented in a checklist form including: Separate washroom, separate workstations, separate common rooms, Emergency communication links, transportation, sufficient brightness and personal cabinets. Awareness of law was measured on five multiple choice questions framed from the anti-harassment law "Protection against Harassment for Women at the Workplace Act 2009". Choices made reflected respondents knowledge of legal definition of harassment, reporting, legal procedure and penalties to the harasser. Measurement of the responses in case of perceived workplace security, trust on leaders, integrity of leaders, transparency of architectural design, civility, and clarity of norms either took the form of frequency of observed behavior (i.e. 1 = Never, through 3 = Sometimes, to 5 = Always) or degree of agreement with statements (i.e. 1 = Strongly Disagree, through 3 = Neutral, to 5 = Strongly Agree). A Checklist was used to measure the availability of privacy elements. Seven such elements were included in checklist. If the element was present there in hospital that was scored as "1". In case of absence of that element the "0" score is given to the element. To measure the awareness of law among female nursing staff a small test was administered in form of five multiple choice questions with four choices to select from at the end of each question. The questions reflected the respondents' basic knowledge regarding the anti-harassment law, i.e. Protection against Harassment for Women at the Workplace Act 2009. Respondents scored '1 = very low' for no or one correct answer, through '3 = moderate' for three correct answers, to '5 = very high' for five correct answers. The questionnaire was based on previous studies^{72,73} and prior exploratory interviews with nursing supervisors. Appropriate measures were taken to assure disclosure of research aims to the respondents and anonymity and voluntary participation of respondents. A Cronbach alpha value of 0.7 is considered satisfactory in social sciences. All

variables except one (i.e. Clear Norms, $\alpha = 0.665$) had Cronbach Alpha values greater than 0.7 indicating a satisfactory degree of internal consistency of measures (Table-I). The instrument is expected to have high content validity since different dimensions of the concepts reported in literature have been incorporated into the statements framed in our questionnaire, and also because it is based on questionnaires used in the past research.^{72,73}

DATA ANALYSIS

The sample comprised of 417 nurses from five hospitals across Lahore that participated in the survey. The mean experience of participants was (1.38 + 4.77) years in their present hospitals. The mean total experience of participants was (11.48 + 7.55) years with a range of 1.3-35 years. Furthermore, 55.6 % of the respondents were having less than 11 years of experience. 83.8% of the sample consisted of early or middle career staff nurses while the rest consisted of senior head nurses. To check Pearson product-moment correlation coefficient (r), a correlation matrix was created with independent and dependent variables, and the reason was to discover whether variables were associated and how strongly this relationship is existed among all continuous variables included in study. The table I below indicates that many of the independent variables are significantly, though minimally, correlated with each other, with the exception of clear norms, integrity, trust on leaders and privacy at workplace.

Before performing regression certain assumptions were fulfilled. To check normality and linearity of independent variables, graphical representation of data was examined. Histograms and P-P plots were created of the data and found out normality in data. Since the histograms showed a normal distribution around mean. P-P plots also shows less deviation from diagonal. Scatter plots were made to measure linearity between dependent variable and predictors. Each plot was showing a trend in it. Independence of observations was measured by using Durbin-Watson statistic. The value of this test was measured as 1.854.

	Mean	Standard Deviation	Perceived workplace security	Civility	Clear norms	Integrity	Trust	Transparency	Privacy	Awareness
Perceived workplace security	3.80	.494	(.736)							
Civility	3.75	.637	.438**	(.700)						
Clear norms	3.66	.784	.667**	.309**	(0.665)					
Integrity	3.29	.785	.726**	.344**	.525**	(.852)				
Trust	3.71	.803	.669**	.339**	.381**	.487**	(.773)			
Transparency	2.65	.800	-.008	-.016	.059	-.060	-.076	(.805)		
Privacy	3.26	1.159	.649**	.277	.452**	.507**	.459**	-.016	(.756)	
Awareness	2.77	1.157	-.120*	-.143	-.096	-.102*	-.039	.057	-.050	(.764)

Table-I. Correlation matrix

Note: The numbers in parentheses on the diagonal are coefficient alphas

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

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

The value around 2 shows “no autocorrelation” between the observations. To detect influential cases cook’s distance and leverage values were used as statistic. There was no value over 1 in Cook’s Distance. This shows that no influential case present in the data. Centered leverage value is also not fulfilling the criteria of influential case presence ($0.002 < .5$). After assessing the variables standardized residuals (ZRESID) against standardized predicted values (ZPRED) were plotted to check the assumption of homoscedasticity. No funnel shape in the plot denote that homoscedasticity is present in the data and dependent variable exhibits similar amounts of variance across the range of values for an independent variable. Normal P-P plot between expected cumulated probabilities against observed cumulated probability of standardized residuals shows a straight line befalling on almost 45 degrees. It shows that our assumption of normally distributed residual is fulfilled. To check multicollinearity between predictors’ tolerance and Variance Inflation Factor (VIF) values were

calculated on SPSS. Since average VIF is close to 1, multicollinearity is not available in our data. Moreover tolerance values are above 0.2.⁷⁴ In order to predict perceived workplace security from predictors, forced entry method regression was performed on the total data of 417 respondents. Two blocks were formed of identified predictors under the criteria of evidences in literature. First block includes all those predictors for which strong evidences were available on effecting perceived workplace security i.e. civility, integrity of leaders, and trust on leaders. Second block includes those predictors which does not have strong evidences in past studies and were added to measure the effect on perceived workplace security of female nursing staff i.e. clarity of norms while interacting at workplace, privacy in physical settings, transparency in office plan, and awareness of laws regarding workplace violence.

	B	t	sig
Model 1			
Constant	1.507	16.161	.000
Civility	.108	4.566	.000
Integrity	.310	14.918	.000
Trust	.078	11.597	.000
Model 2			
Constant	1.261	13.134	.000
Civility	.071	3.609	.000
Integrity	.185	9.410	.000
Trust	.059	10.260	.000
Clarity of norms	.169	9.410	.000
Transparency	.017	1.182	.238
Privacy	.113	8.423	.000
Awareness	-.014	-1.356	.176

Table-II. Regression Models

Note: R² = .674 for Model 1, R² = .779 for Model 2, Adj. R² = .779 for Model 2, p < .05, N = 417

For the first model R² is .674 which means that civility, trust and integrity of leaders accounts for 67.4% of the variation in perceived workplace security of female nursing staff. However when the other predictors, i.e. transparency in physical settings, privacy, clarity of norms and awareness of laws are included as well (model 2) this value increases as .783 or 78.3% of the variance in perceived workplace security. This addition of predictors accounts for additional 10.9%. So the inclusion of 4 predictors for which there is scant evidence available in the literature leads to a larger amount of explanation in variation in perceived workplace security in the final model. For the initial model the F-ratio is 284.304 which is very unlikely to happen by chance (p < .05). For the second model F-ratio is lower (210.365) which is also highly significant (p < .05). We can interpret these results as initial model has more ability to predict the outcome variable, but the new model (with extra predictors) was also better because the F ratio is significant and still F-ratio (210.365) is very unlikely to have happened by chance. For testing hypotheses the values of model 2 are preferred. The B values are showing the relationship of perceived workplace security with the understudied predictors. Considering model 2, the intercept and coefficients are showing significant B values. Addition of clarity of norms and privacy at workplace increased R² substantially while transparency at workplace

and awareness of laws did not add value of R² significantly. Furthermore, the difference between R² and adjusted R² in the Model 2 is negligible. This suggests high cross validity of our model since the extent of prediction will be more or less the same if another model is estimated using a different random sample from the same population.

Civility coefficient (B = .071) indicates that an increase in civility in hospitals would result in an increase of perceived workplace security. This interpretation is true only if all other predictors are held constant. For our model civility (t(409) = 3.609, p < .05) is significant predictor for perceived workplace security. Clarity of norms coefficient (B = .169) indicates as increase in clarity of norms in hospitals would result in increase of perceived workplace security. This interpretation is true only if all other predictors are held constant. For this model clarity of norms (t(409) = 9.410, p < .05) is significant predictor for perceived workplace security. Integrity of leader coefficient (B = .185) indicates as increase in integrity of leaders in hospitals would result in increase of perceived workplace security. This interpretation is true only if all other predictors are held constant. For this model integrity of leaders (t(409) = 9.636, p < .05) is significant predictor for perceived workplace security. Trust on leaders coefficient (B = .059) indicates as increase in trust on leaders would result in increase of perceived workplace security. This interpretation is true only if all other predictors are held constant. For this model trust on leaders (t(409) = 10.260, p < .05) is significant predictor for perceived workplace security. Transparency at workplace coefficient (B = .017) indicates as increase in transparency at workplace would not make an increase in perceived workplace security. This interpretation is true only if all other predictors are held constant. For this model transparency at workplace (t(409) = 1.182, p > .05) is an insignificant predictor for perceived workplace security. Privacy at workplace coefficient (B = .113) indicates as increase in privacy at workplace would result in increase in perceived workplace security. This interpretation is true only if all other predictors are

held constant. For this model privacy at workplace ($t(409) = 8.423, p < .05$) is significant predictor for perceived workplace security. Awareness of laws in case of violence at workplace coefficient ($B = .014$) indicates as increase in awareness would not make an increase in perceived workplace security. This interpretation is true only if all other predictors are held constant. For this model awareness of laws ($t(409) = -1.356, p > .05$) is an insignificant predictor for perceived workplace security.

DISCUSSION

The research and results combined have shown that an increase in civility in hospitals would result in increase of perceived workplace security. Similarly poll of American public, 91% of respondents believed in a survey that incivility is an element contributing much in rise of violence at workplaces.⁷⁵ It was also revealed that events leading to the physical assaults invariably start with exchange of harsh comments.^{76,77} Result of this study confirms previous studies. For clarity of norms statistical evidence conforms cultural study in Pakistan that collectivistic culture is prevailing, where breaking the norms have a well-defined consequence.^{18,78} By accepting this hypothesis we may deduce that work-related norms in public sector hospitals are quite clear and understandable for each employee working in hospital and breaking those norms is not acceptable. For integrity of leaders, the positive relation and strong causality are noteworthy. Statistical results are in line with the study that shows that the behavioral integrity for safety of head nurses positively related to team priority of safety as well as psychological safety. It also suggests if leaders maintain their espouse safety values then they can get a solution to the managerial dilemma of delivering safety instructions whilst boosting employees to report the faults during safety deliverance.⁷⁹ Trust is considered as a positive psychological strength on working adults.⁸⁰ People need to understand others and vice versa. Trustworthy leaders are safe to talk, share problems with and to share fears and concerns.⁸¹ It is also evident that pakistani nurses have enough confidence on

their superiors and they can share about the violence faced by them unlike taiwanees nurses, who deal the events of violence themselves. Only few nurses sought counseling and help from the organization which are in line with previous studies.⁸² Physical transparency does not prove as a strong predictor to workplace security of female nursing staff. Although literature suggests occupational hazards through engineering control is a concept through which job hazards are “engineer out” because job is improved by job safety without depending on consistent changing workers’ behavior.⁸³ Reduced privacy at workplace leads to more conversations among workers, which other workers in close proximity has no opportunity to avoid⁸⁴; it negatively affects cognitive processes and causes stress.⁸⁵ In this study respondents also value factor of privacy regarding their perception about workplace security. Awareness of laws does not prove as a strong predictor to workplace security of female nursing staff. There was no correlation found in our regression process between the dependent and independent variable. One of the reasons for not accepting this hypothesis may be that public hospitals have a very strong leader driven culture. The followers do not want to know what law orders about their working environment instead they rely on leaders for directions or rules and policies. Secondly, more awareness about laws among the followers could also be harmful for leaders. Since their credibility goes down if a flaw found in rules and policies which they helped to shape.

CONCLUSION

Other studies undertaken in other parts of the world also show high sexual harassment among female healthcare workforce.^{1,86,87,88,89,90} All these studies showed that female nurses were the most targeted group for sexual harassment in hospitals. On the average 50% of them experienced verbal abuse, and 25% were physically exploited. This study concludes that perceived workplace security of female nursing staff is high in public sector hospitals of Lahore district. Moreover civility, integrity and trust of the leader play a substantial role in improving perception of workplace security in female nursing staff. Results

of these predictors conformed previous studies i.e. leaders discourage verbally and physically abusive behavior at workplace by engaging every member of nursing staff. Additionally clarity of norms and privacy (which did not show a direct relationship with perceived workplace security in previous studies) appeared as contributing predictors to perceived workplace security in

this study. Transparency and awareness of laws did not prove as a contributing predictor to our dependent variable. Another surprise finding was that awareness of laws regarding harassment was very low among nurses. In result of the above discussion the survey results finalize hypothesis which were set before the implementation of survey.

Hypothesis	Statement	Status
Hypothesis 1	Higher level of civility at workplace among organizational members leads to higher level of perceived workplace security for female employees.	Supported
Hypothesis 2	Higher levels of perceived clarity of norms in gender interaction lead to a higher level of perceived workplace security for female employees.	Supported
Hypothesis 3	Higher level of perceived integrity of a leader lead to higher level of perceived workplace security in female employees.	Supported
Hypothesis 4	Higher level of trust on leader by the employees leads to a higher level of perceived workplace security in female employees.	Supported
Hypothesis 5	Higher extent of physical transparency at workplace leads to a higher level of perceived workplace security of female employees.	Not Supported
Hypothesis 6	Higher extent of privacy in physical setting of workplace lead to higher level of perceived workplace security in female employees.	Supported
Hypothesis 7	Higher level of awareness of laws regarding workplace harassment lead to higher level of perceived workplace security among female employees.	Not Supported

Table-III. Results of the study.

Implications

The research is aim to explore the relationship between the predictors identified and their impact on the perceived workplace security of the female nursing staff. It will help organization to understand the requirements of women employees and to overcome the lagging sections. These sections are hindering the female employees to perform their work and diminish their productivity. These factors some time compel these working women to quit their jobs. The organization can address the problems regarding workplace security of female nursing staff.

Limitations

One of the restraints in trying to study the workplace violence on females is that most of the females may feel reluctant to mark themselves as targets of violence.⁹¹ Accepting the victimization philosophy may trivialize their status in the organization and they could misrepresent the facts. Another limitation is that study is mainly

focused in city of Lahore. Data from different cities in Pakistan along with Lahore could easily generalize results on nurses in Pakistan.

Future Directions

The research is focusing mainly only on the female nursing staff working in hospitals. The data gathered and result concluded are solely based on the factors are limited in scope that focuses on a particular city, particular culture, and particular religion. These elements shows, how they influence to design a better and safer workplace for women. Furthermore, the females working staff in any other fields of work other than the health services may perceive workplace security differently and their perception of security may rely on different variables other than mention in this research. The results of this research can also be studied in different countries to see the effect of culture, as it is mentioned above that culture has a great influence and considered to be a backbone in developing safer workplace for

women. The immediate leaders of sample are also females. This study can also be done across gender to see the difference.

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“Always go with the choice that scares you the most, because that’s one that is going to help you grow.”

Caroline Myss

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