

Bullying and Psychological Aggression in the Workplace

The Case for a 2007 Workplace Environment Survey





Let's Talk About

- The **concept** of workplace bullying
- Why we should **care** about bullying
- What you can **do** about bullying



The Concept

- Definition of workplace bullying
- What bullying looks like
- Where bullying happens



The Concept Definition of Workplace Bullying

“... all those **repeated** actions and practices that are directed to one or more workers, which are **unwanted** by the victim, which may be done deliberately or unconsciously, ... cause **humiliation, offense, and distress**, and that may **interfere with job performance** and/or cause an unpleasant working environment.”

-Einarsen, 1999



The Concept

Important Components of the Definition

- Repeated
- Enduring
- Unwanted
- Causes harm
- Interferes with work



The Concept

Important Distinctions

- Sexual harassment
- Discrimination



The Concept

Some Commonly Used Terms

Bullying

Mobbing

Harassment

Abuse

Incivility

Psychological aggression

Perpetrator

Bully

Victim

Target

Hostile environment

Workplace environment



The Concept

What Bullying Looks Like

- Threat to professional status
- Threat to personal standing
- Social isolation
- Overwork
- Destabilization
- Obstructionism



The Concept

Threat to Professional Status

- Constant criticism
- Damaging rumors
- Belittling your opinions
- Undermining your authority
- Assigning meaningless tasks
- Excluding/ignoring your views
- Public professional humiliation
- Accusations regarding lack of effort
- Unreasonable/inappropriate monitoring



The Concept

Threat to Personal Standing

Intimidating

Insulting and name calling

Criticizing in front of others

Questioning your judgment

Spreading untrue rumors/gossip

Devaluing with reference to age or other characteristics/attributes



The Concept

Social Isolation

- Physical or social isolation
- Withholding information
- Preventing access to opportunities

Overwork

- Undue pressure
- Impossible deadlines
- Unnecessary disruptions



The Concept

Destabilization

Failure to give credit

Meaningless tasks

Removal of responsibility

Repeated reminders of blunders

Setting you up for failure



The Concept

Obstructionism

- Causing others to delay actions
- Impeding your ability to perform
- Interfering with/blocking your work
- Refusing to provide resources and support
- Repeatedly failing to return phone calls and e-mail



The Concept

Organizational Risk Factors

Large

Hierarchical

Authoritarian

Insecure leadership

Role conflict

Poorly managed

Poorly organized

Organizational change

Restructuring

Downsizing

Layoffs

Budget cuts

Pay cuts

- Ferris; Leymann; Bauman & Baron



Why We Should Care About Workplace Bullying and Psychological Aggression



Why We Should Care

- Individual consequences
- Organizational consequences



Why We Should Care

Individual Consequences

Mental Health

Physical Health

Relationships

Career

Financial

Performance problems

inability to concentrate

ruminations

risk-averse behavior

cognitive & emotional impairment



Why We Should Care

Organizational Consequences

Poor work quality

Poor work quantity

Organization quality

Financial liability

Turnover

Absenteeism

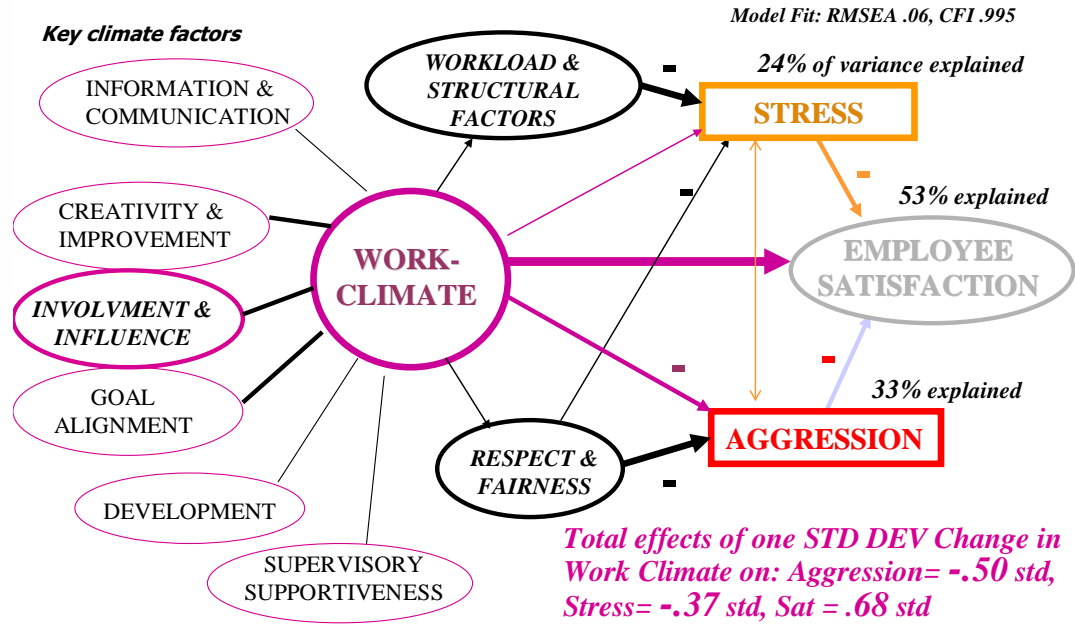
EEO actions

Workers comp claims



Why We Should Care

Work Climate Effects on Aggression, Stress, Satisfaction (Individual-Level Structural Equation Model on 2000 Survey (N=3001))



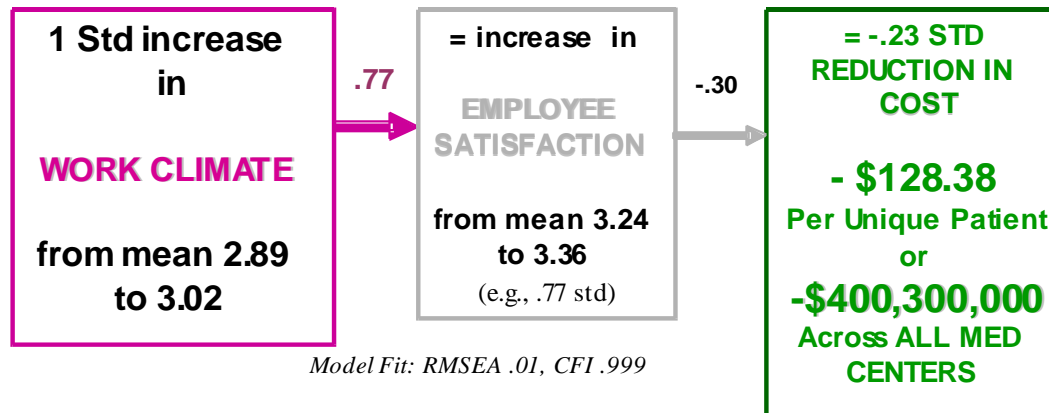


Why We Should Care



VETERANS MEDICAL CENTERS: EFFECTS OF WORK CLIMATE ON BUSINESS RESULTS THROUGH EMPLOYEE SATISFACTION

Facility-Level Structural Equation Model: 1997
Employee Survey and 1997 -1998 Cost -Efficiency
Data (N=147 facilities)





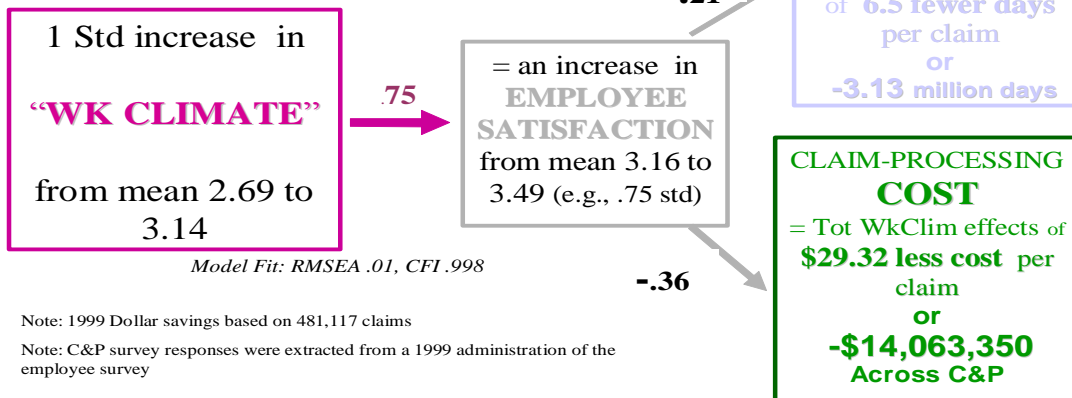
Why We Should Care

J. Harmon, Mar. 2002



VETERANS SERVICE CENTERS: EFFECTS OF WORK CLIMATE ON BUSINESS RESULTS THROUGH EMPLOYEE SATISFACTION

**Facility level Structural Equation Model:
Compensation & Pension Service Line 1999
Employee Survey and 1999-2000 Performance Data
(N=49)**



Note: 1999 Dollar savings based on 481,117 claims

Note: C&P survey responses were extracted from a 1999 administration of the employee survey



Why We Should Care

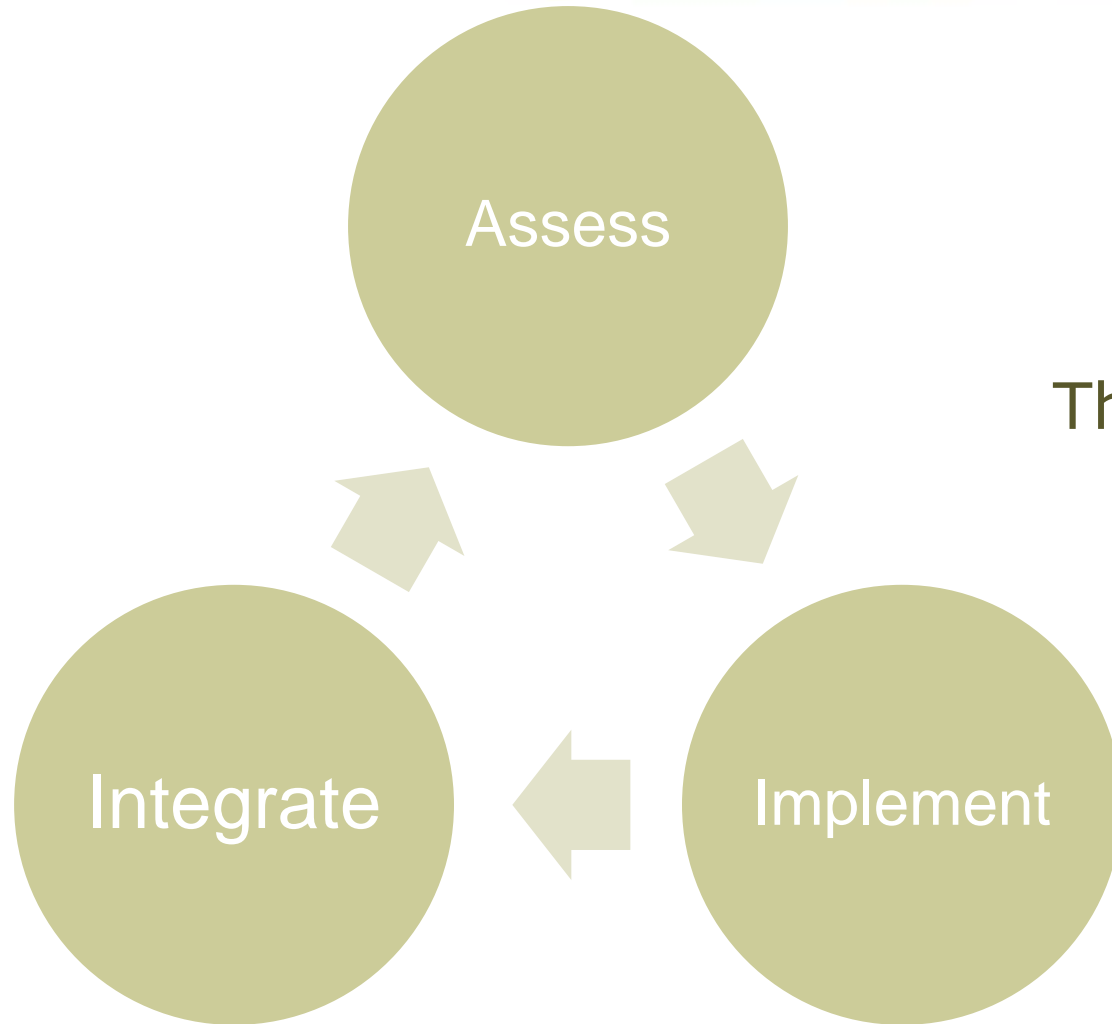
Organizations allowing workplace bullying effectively engage in “a process of adverse selection in which the best and brightest may be let go at the expense of the most aggressive and uncivil.”

-Glendinning, 2001



What We Can Do About Workplace Bullying and Psychological Aggression

What You Can Do About It



The Change Process

What You Can Do About It



ASSESS: Our Survey

Designed & administered by experienced work environment researchers

CONFIDENTIAL – responses go directly to the researchers

All employees (including student employees) surveyed

Representative campus steering committee

Takes 10-40 minutes to complete

Online with paper option

Campus-specific items

What You Can Do About It



Contact Our Consultants

Loraleigh Keashly, Ph.D.

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What You Can Do About It



Contact Steering Committee Members

Linda Duckett (AA)

Maria Baxter-Nuamah (ASF)

Janet Cherrington-Cucore (IFO)

Jim Dickey (MGEC)

Sara Granberg-Rademacker (CSW)

Deb Jesseman (IFO)

Lori Lamb (Co-chair)

Sandra Loerts (former CSW Chair)

Luda Lindahl (MAPE)

Jackie Frederick (Student)

Kelly Meier (Co-chair)

Ellen Mrja (IFO)

Valerie Roberts (AFSCME)

Deirdre Rosenfeld (CSW)

Susan Taylor (Co-chair)

Pam Weller-Dengel

Barry Wilkins (MMA)

Melva Wojahn (AFSCME)

Judith Ziemke (AFSCME)

What You Can Do About It



The best thing you can do now...

Respond

to the 2007 survey

about our workplace environment!

Assess

What You Can Do About It



IMPLEMENT: What Will Happen with the Results?

Raw data will be controlled and maintained by Drs. Keashly and Neuman and will not be shared with the campus or released to any other parties beyond their research team

Researchers conduct data analyses

Researchers report results to all campus stakeholders

Researchers work with stakeholders to make sense of the data

Researchers provide recommendations for our campus with our input

Our campus implements recommendations that address important issues and make sense for us

What You Can Do About It



INTEGRATE: A Respectful Workplace Environment

"I want to ensure that we have the most positive work environment possible.

Please help, by taking the 2007 workplace environment survey.

I'd like to thank all of the committee members for their thorough and conscientious work. Their efforts – and yours – will make Minnesota State Mankato a better place for students, faculty and staff."

- President Richard Davenport

What You Can Do About It



Top 10 Reasons to Respond to the Survey

10. You spend more waking time at work than anywhere.
9. You want career advancement.
8. You are committed to excellence.
7. You want financial security.
6. You are committed to continuous learning.

What You Can Do About It



Top 10 Reasons to Respond to the Survey

5. You want to stay healthy.
4. You want to have respectful relationships.
3. You care about this institution.
2. You want to make a difference.
1. Your voice makes a difference.

What You Can
Do About It



Elect to Make a Difference

What You Can Do About It



Make a Difference

- Contact your steering committee bargaining unit representatives.
- Contact our consultants.
- Come to feedback and reporting sessions in 2007-08.
- Respond to the survey.

What You Can
Do About It



Questions?