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
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
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
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-aversive behavior
cognitive & emotional impairment
Why We Should Care

Organizational Consequences

<table>
<thead>
<tr>
<th>Poor work quality</th>
<th>Turnover</th>
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</thead>
<tbody>
<tr>
<td>Poor work quantity</td>
<td>Absenteeism</td>
</tr>
<tr>
<td>Organization quality</td>
<td>EEO actions</td>
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<tr>
<td>Financial liability</td>
<td>Workers comp claims</td>
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Why We Should Care

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

- Model Fit: RMSEA .06, CFI .995
- Total effects of one STD DEV Change in Work Climate on: Aggression = -.50 std, Stress = -.37 std, Sat = .68 std

***Key climate factors***
- INFORMATION & COMMUNICATION
- CREATIVITY & IMPROVEMENT
- INVOLVEMENT & INFLUENCE
- GOAL ALIGNMENT
- DEVELOPMENT
- SUPERVISORY SUPPORTIVENESS

***Work Climate Effects***
- WORKLOAD & STRUCTURAL FACTORS
- RESPECT & FAIRNESS

***Stress***
- 24% of variance explained
- 53% explained

***Employee Satisfaction***
- 33% explained

***Aggression***
- 33% explained
Why We Should Care

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


1 Std increase in WORK CLIMATE from mean 2.89 to 3.02

= increase in EMPLOYEE SATISFACTION from mean 3.24 to 3.36 (e.g., .77 std)

= -.23 STD REDUCTION IN COST
- $128.38 Per Unique Patient
- $400,300,000 Across ALL MED CENTERS

Model Fit: RMSEA .01, CFI .999
Why We Should Care

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)

1 Std increase in “WK CLIMATE” from mean 2.69 to 3.14

Model Fit: RMSEA .01, CFI .998

Note: 1999 Dollar savings based on 481,117 claims
Note: C&P survey responses were extracted from a 1999 administration of the employee survey

CLAIM-PROCESSING TIME = Tot WkClim effects of 6.5 fewer days per claim or -3.13 million days

CLAIM-PROCESSING COST = Tot WkClim effects of $29,32 less cost per claim or -$14,063,350 Across C&P

J. Harmon, Mar. 2002
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

Assess

Integrate

Implement

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!
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
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?