

Workplace bullying

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Bullying: Types

- Personal:
 - (insults, criticisms, name calling)
- Work related:
 - (Excessive workloads, unreasonable deadlines)
- Einarsen:
 - Predatory bullying
 - Dispute related

Rates in the UK

- Hoel et al (2001) – (n=5288) found:
 - 10.6% over past 6 months
- IES (2005) – (n=1359) HE staff
 - 17% had experienced bullying in past 12 months
- TUC (2008) – (n=2857) adults:
 - 14% bullied in their current job
 - 19% in the public sector
- UCU survey (2008) – (n=9700)
 - 27% in FE sample had been bullied sometimes or more
 - 23% in HE sample had been bullied sometimes or more

Cyber-bullying

“An aggressive, intentional act carried out by a group or individual, *using electronic forms of contact*, repeatedly and over time against a victim who cannot easily defend him or herself” (Smith et al., 2008 p. 376)

- NASUWT (2008) – (n=1400)
 - 3% of bullying incidents involved the Internet, 6% e-mail and 2.5% mobile phone texts
- ATL (2008) – (N=269)
 - 16% been a victim of cyber-bullying
 - Mostly by a pupil (64%)
 - 34% had video posted on YouTube

Individual impact

Loss of confidence

Inability to cope

Low self-esteem

Depression

PTSD

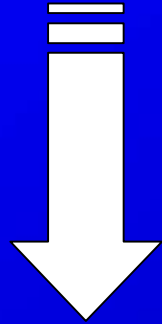
High stress

Physical symptoms

Frustration

Organisational impact

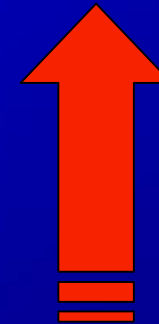
Decrease in:



Productivity

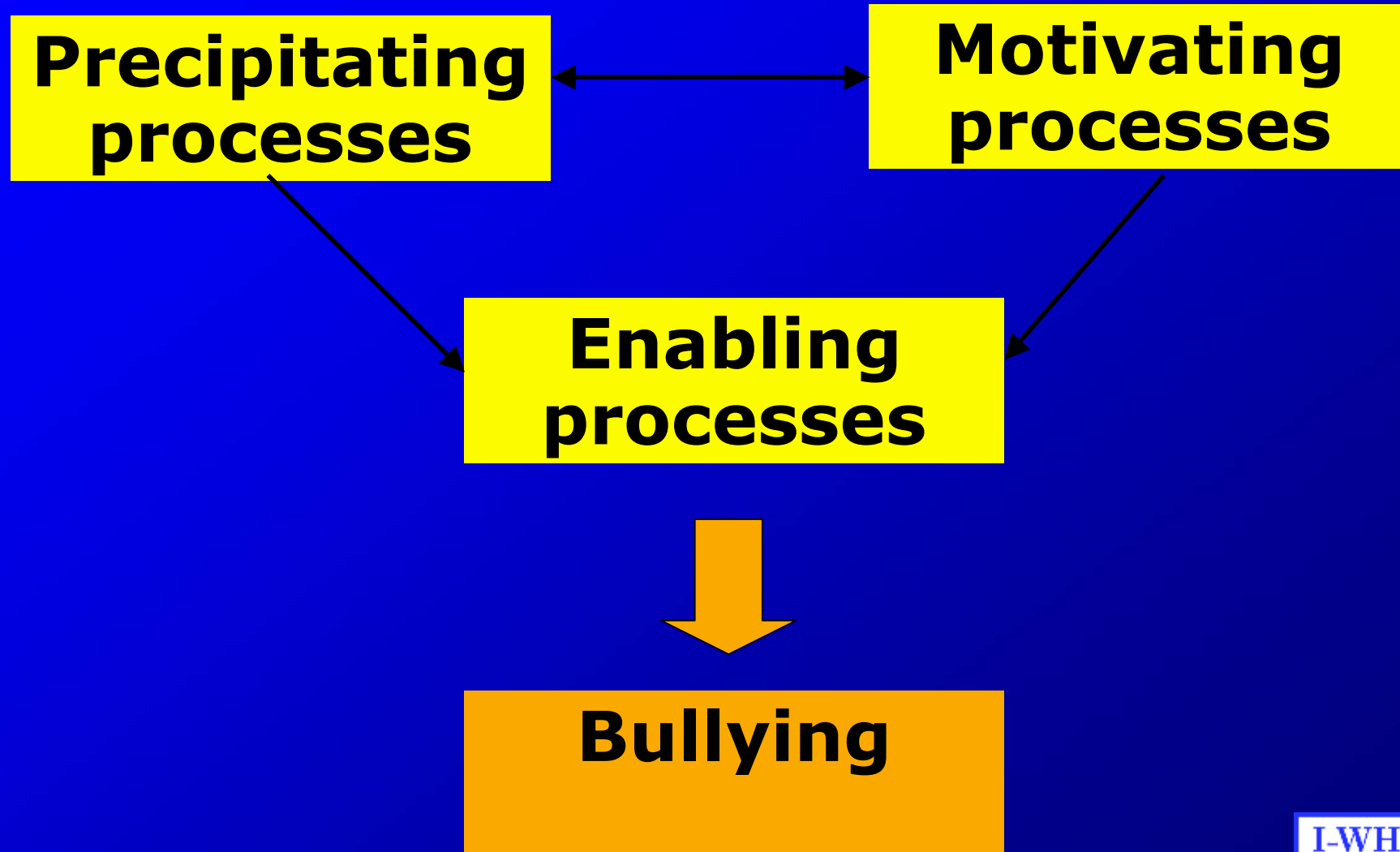
Workplace
morale

Absence
Turnover
Other costs



Increase in:

Organisational factors



Salin (2003)

Lewis (1999)

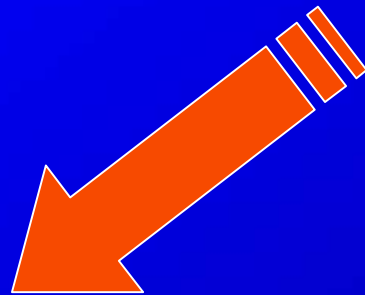
- Workplace causes:
 - Lack of professionally trained middle/senior managers (35%)
 - Power imbalance between lecturers and managers (32%)
 - Short-term contracts and job insecurity (26%)
 - Values & beliefs on the organisation (23%)
 - Post Incorporation changes to employment contracts (22%)
 - Knock-on pressures caused by funding issues (21%)

The bully's disposition

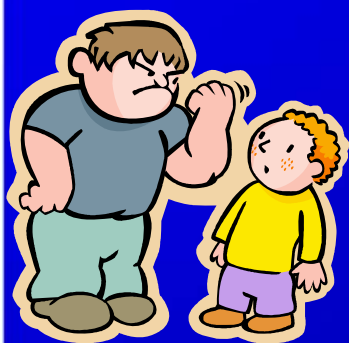
- Protection of self esteem:
 - ego threat as a result of inflated or unstable view of self-esteem
- Lack of social competencies:
 - lack of emotional control
 - lack of awareness of the impact of behaviour
- Micropolitical behaviour:
 - Competitive, assertive and dominant behaviours

The victim's disposition

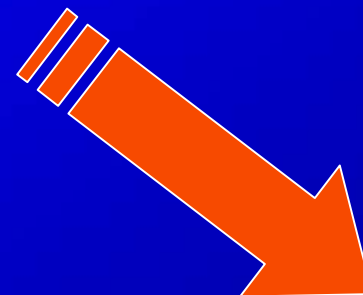
Specific characteristics may pre-dispose an individual to be a target of bullying



Vulnerable personality



- Lack of social skills
- Avoid conflict
- Inability to cope

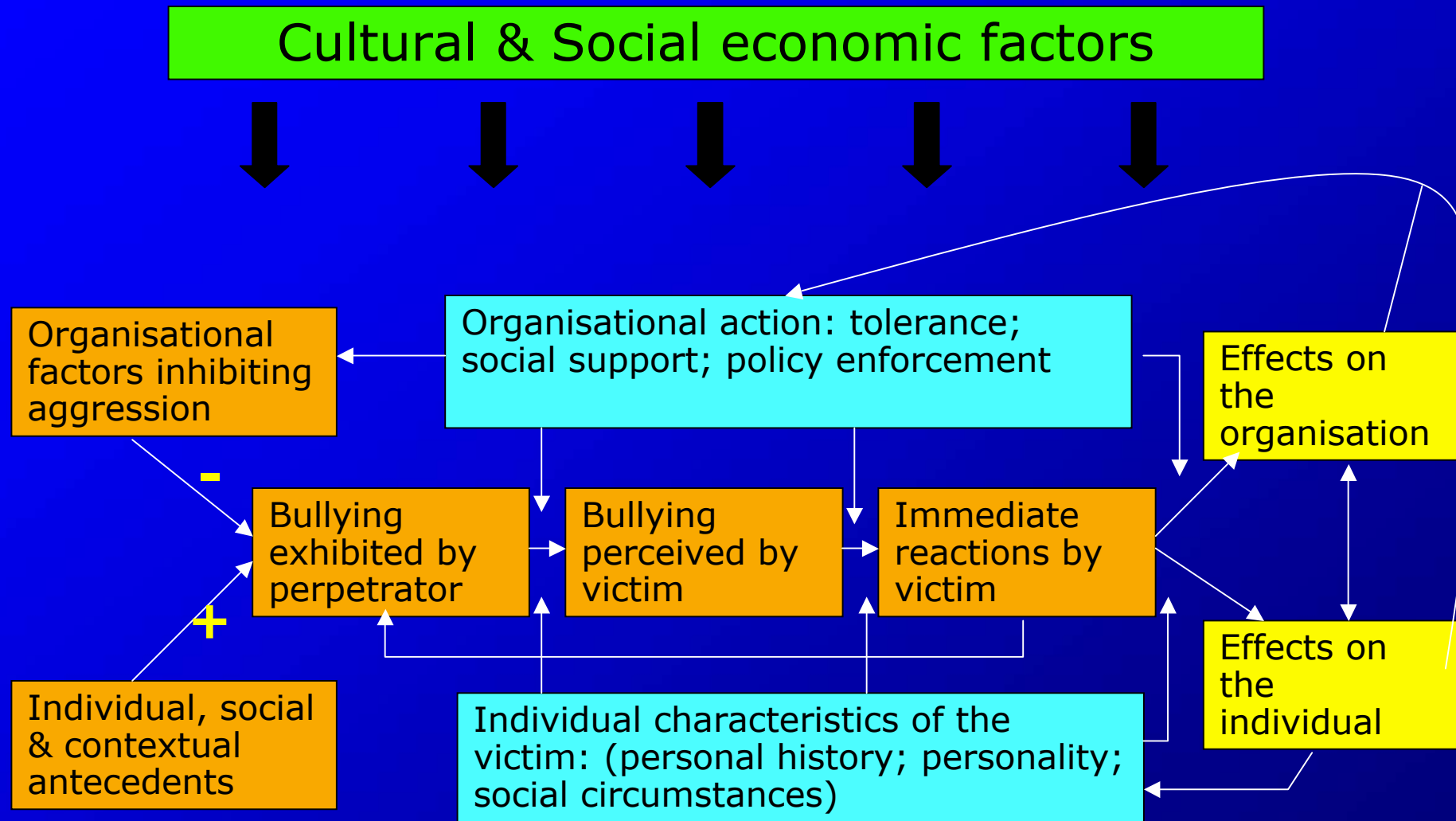


Provocative personality

Provoke aggressive behaviour by others



Model of bullying (Einarsen et al 2003)



A framework for intervention

	Prevention	Support / intervention	Remedial
Organisation	Change work design Leadership training Culture change Policy	Staff surveys Support from senior managers Monitor absence records	Ensure sanctions are implemented Monitor culture change
Group	Foster appropriate group norms Awareness training	Regular meetings with group Examine group network	Group interaction with outside expert Team-building Change the team
Individual	Training Mental toughness training	Contact person – buddy system Informal solution	Counselling support for victims and bullies