

Antecedents and Consequences of Workplace Bullying

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Workplace Bullying

Have you ever experienced this at work? Someone:



- Withheld important information you needed to do your job
- Spread gossip or rumors about you
- Ignored or excluded you on purpose
- Excessively monitored your work
- Hinted that you could quit your job if you didn't like something
- Criticized your personal/private life at work
- Ordered you to do work below your level of competence
- Yelled at you in front of your coworkers

Einarsen, S., Hoel, H., & Notelaers, G. (2009). Measuring exposure to bullying and harassment at work: Validity, factor structure and psychometric properties of the Negative Acts Questionnaire-Revised. *Work & Stress, 23*, 24-44. doi:10.1080/02678370902815673

What is workplace bullying?

Workplace bullying refers to:

“repeated actions and practices that are directed against one or more workers; that are unwanted by the victim; that may be carried out deliberately or unconsciously, but clearly cause humiliation, offence, and distress; and that may interfere with work performance and/or cause an unpleasant working environment” (Einarsen, Hoel, Zapf, & Cooper, 2011, p. 9).

Einarsen, S., Hoel, H., Zapf, D., & Cooper, C. L. (2011). The concept of bullying and harassment at work: The European tradition. In S. Einarsen, H. Hoel, D. Zapf, & C. L. Cooper (Eds.), *Bullying and harassment in the workplace: Developments in theory, research, and practice* (2nd ed., pp. 3-39). Boca Raton, FL: CRC Press.

In victims' own words...

- Metaphors of the bullying process:
 - Terry [educational training firm]:

“She literally made me feel like I was going crazy! She would tell you to do things. She would tell you that she didn't say what she just said. She would write me notes. She would tell me one thing, then she would tell me something else, then she would question what I was doing.”
 - Lothar [flight technician]:

“When I was kid, my old man was a little hard on me. This guy reminds me so much of my old man, it starts dragging up crap from when I was a kid, and I'm sitting there going, “I've got to feel like 10 years old again.”

Tracy, S. J., Lutgen-Sandvik, P., & Alberts, J. K. (2006). Nightmares, demons, and slaves: Exploring the painful metaphors of workplace bullying. *Management Communication Quarterly*, 20, 148-185.
doi:10.1177/0893318906291980

Distinct Features of Workplace Bullying

- Repetition
- Duration
- Escalation
- Harm
- Intent
- Hostile Work Environment
- Power Disparity
- Communication Patterning
- Distorted Communication Network

Lutgen-Sandvik, P., Namie, G., & Namie, R. (2009). *Workplace bullying: Causes, consequences, and corrections*. In P. Lutgen-Sandvik & B. D. Sypher (Eds.), *Destructive organizational communication: Processes, consequences, & constructive ways of organizing*. New York, NY: Routledge.

Prevalence of Workplace Bullying

- A study of 148 worldwide organizations found that that 49% of the organizations reported workplace bullying on a routine basis (Hodson et al., 2006).
- During any given 6 to 12 month period, up to 13% of workers are bullied at their job in the US, about 37% are bullied sometime during their career (Namie, 2007).
- Financial costs for an organization for each case of workplace bullying are estimated to be in the tens of thousands of dollars annually, collectively costing organizations billions of dollars at a national level (Hoel et al., 2011).

Antecedents

- Individual Differences, Conflict and Disputes, Discrimination, Power and Position, Organizational Culture, Management, Unstable Organizations
- *Boiler Room Environment*



Boiler Room

It starts with: **Job Demands**



Boiler Room

And there is little **control** over how the job is done.

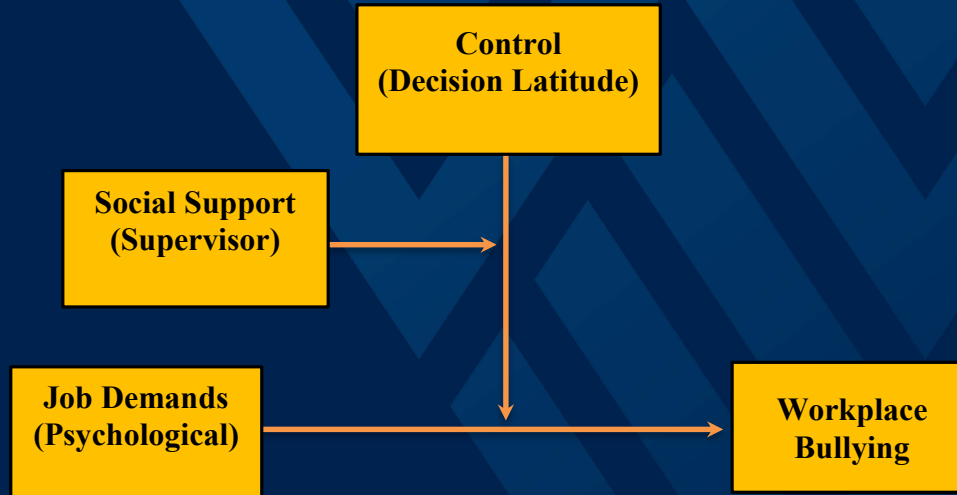


Boiler Room

And there is **little social support**
from a **supervisor**.



Boiler Room and Job Strain



Goodboy, A. K., Martin, M. M., Knight, J. M., & Long, Z. (2017). Creating the boiler room environment: The job demand-control-support model as an explanation of workplace bullying. *Communication Research*, 44, 244-262. doi:10.1177/0093650215614365

Consequences: Public School Bus Drivers

- Gresham, Oregon
- Appomattox County, Virginia

Karen Klein
June 2012
Greece, NY



Consequences: Public School Bus Drivers Bullied by Student Riders

- Job Stress
- Anxious Driving
- Job Dissatisfaction
- Less Driver Efficacy
- Burnout on Job
- Negative Occupational effects are worse for **veteran drivers**



Goodboy, A. K., Martin, M. M., & Brown, E. (2016). Bullying on the school bus: Deleterious effects on public school bus drivers. *Journal of Applied Communication Research*, 44, 434-452.
doi:10.1080/00909882.2016.1225161

Consequences: Public School Bus Drivers Bullied by Student Riders

- Interviews with bus drivers who were bullied



What happened to Karen and the student bullies?



Consequences: Graduate Students Bullied by Professors

- Student Interest
 - Meaningfulness
 - Impact
 - Competence
- Student dissent
 - Expressive
 - Rhetorical
 - Vengeful
- Intention to Leave Graduate School



Martin, M. M., Goodboy, A. K., & Johnson, Z. (2015). When professors bully graduate students: Effects on student interest, instructional dissent, and intentions to leave graduate education. *Communication Education, 64*, 438-454. doi:10.1080/03634523.2015.1041995

Consequences: Graduate Students Bullied by Professors

- Organizational Citizenship Behaviors
 - Helping
 - Civic Virtue
 - Sportsmanship



Goodboy, A. K., Martin, M. M., & Johnson, Z. (2015). The relationships between workplace bullying by graduate faculty with graduate students' burnout and organizational citizenship behaviors. *Communication Research Reports*, 32, 272-280. doi:10.1080/08824096.2015.1052904

Consequences: Other workplaces

- K-12 Teachers Bullied by their colleagues
- College Professors bullied by their colleagues
- For profit organizations in general

What should we do?

- **On the school bus: Drivers, Administrators, Parents, Students**
 - Interventions on the bus
 - Administrative Support
 - Bus driver Training
- **In academia: Graduate Students, Professors, Chairs**
 - Encourage rhetorical dissent
 - No tolerance for bullying
 - Colleague intervention
- **High Strain Working Environments: Supervisors and Subordinates**
 - Job demands
 - Employee autonomy
 - Managerial social support

Thank you! Questions...