



Bullying and victimisation: Evidence based interventions

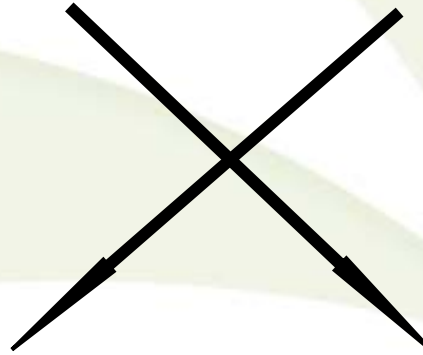
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Australian National University

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The question of interest is what is the 'turning point' and when does it start

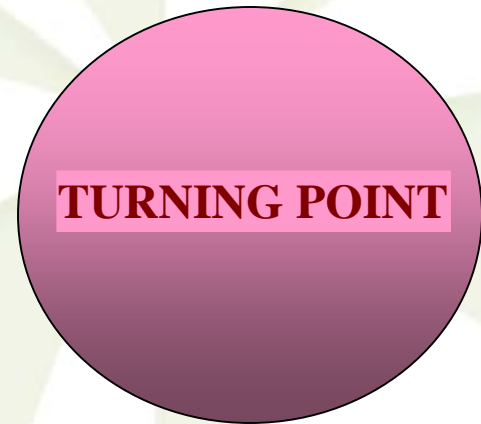
BULLYING/VICTIMISATION
AT SCHOOL

**NO PROBLEMS OF
BULLYING/VICTIMISATION**



CONTINUES INTO
ADULTHOOD

TURNING POINT



Data sources

- Organisational Culture Project (1999, 2002, 2003)
- Life at School Project (1996 -)
- Teachers' Views and Experiences Project (2001)
- Cross-national School Behaviour Research Project (2002)



REGNET
REGULATORY
INSTITUTIONS
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Chains of reaction in bullying and victimisation

BULLY → **VICTIM** → **BULLY** → **VICTIM**

Figure 1. Frequencies of different types of bullying and victimisation

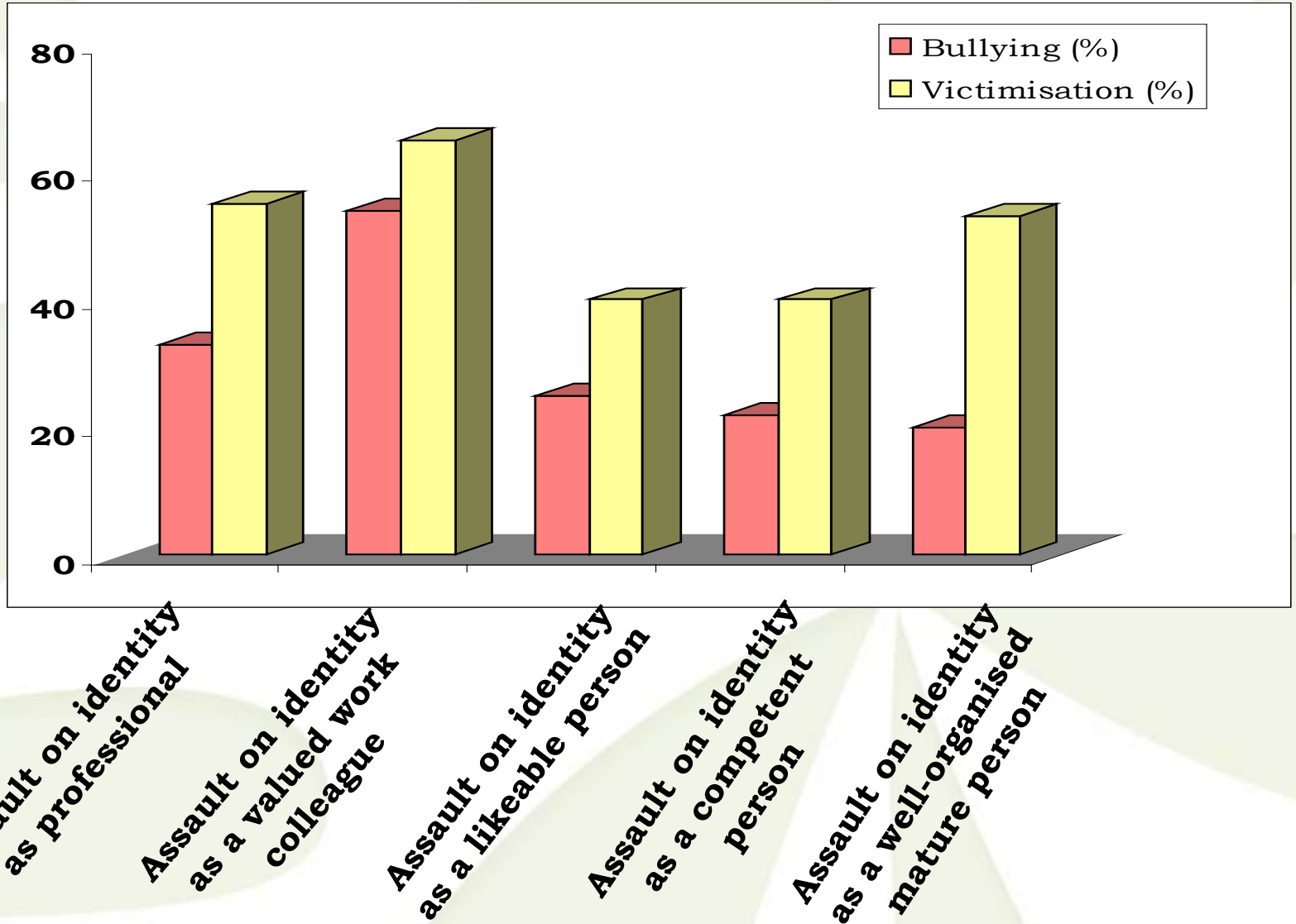


Table 1. Grouping people according to their bullying involvements

Non-bully/non-victims:	neither victims nor perpetrators
Victims:	victims but not perpetrators
Bullies:	perpetrators but not victims
Bully/victims:	both victims and perpetrators

Table 2. Percentages of people involved/not involved in bullying/victimisation

Non-bully/non-victims	18%
Victims	17%
Bullies	3%
Bully/victims	62%

Table 3. Actions undertaken by victims when bullying takes place in the workplace

Response categories	Yes (%)
Discussed the problem with colleagues	47
Discussed it with friends and family	38
Confronted the bully	34
Visited Human Resource personnel	13
Did nothing	13
Visited a GP	10
Visited a counsellor	8

Continuity story of bullying and victimisation

- Workplace bullies have little turnover
- Workplace bullies use authoritarian and stigmatising shaming
- The highest risk of workplace *bullying* is for those who were hard-core bullies at school followed by those who were only victims
- The highest risk of workplace *victimisation* is for those who were bully/victims at school
- Parents who bully in the workplace are more likely to have children who are hard-core bullies at school
- Parents who bully in the workplace are also likely to have children who are victims at school

Turning point story of bullying and victimisation

- Acknowledging shame/guilt and taking responsibility for hurting others contributes to desistance from bullying
- NOT feeling others' rejection for a mishap contributes to desistance from victimisation
- NOT engaging in withdrawal behaviours contributes to desistance from victimisation
- Disapproval in a respectful manner can facilitate acknowledging shame/guilt among staff
- Workplaces where there is LESS of a command-and-control approach encourage shame acknowledgment and discourage blame and anger among staff

Figure 2. Results from a regression analysis predicting workplace bullying

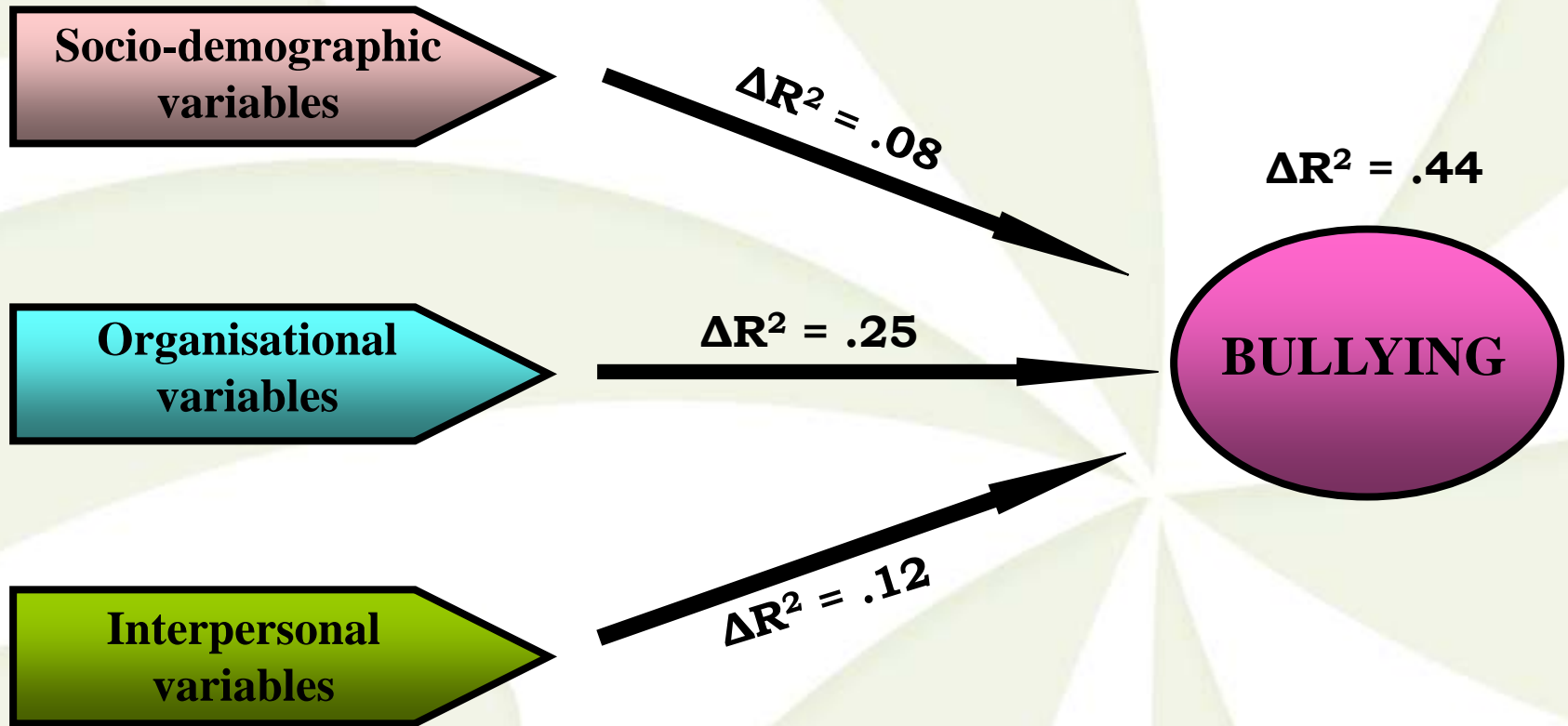


Figure 2A. Results in relation to socio-demographic variables in predicting workplace bullying

Socio-demographic
variables

Gender:	-.14, p < .001
Age:	.09, p < .05
Job status:	.09, p < .05
Income:	.11, p < .01

$\Delta R^2 = .08$

Summary: Bullying is more likely to be carried out by male staff in senior positions with high salaries.

Figure 2B. Results in relation to organisational variables in predicting workplace bullying

**Organisational
variables**

Trust in management: $-.44, p < .001$

Organisational justice: $.21, p < .001$

$\Delta R^2 = .25$

Summary: Bullies perceive that management will not intervene.



Figure 2C. Results in relation to interpersonal variables in predicting workplace bullying

Interpersonal variables

Shame management

- Shame acknowledgment: $-.11, p < .01$
- Shame displacement: $.38, p < .001$

Pride management:

- Narcissistic pride: $.17, p < .01$
- Humble pride: $-.12, p < .01$

Integration and connectedness: $-.11, p < .001$

$$\Delta R^2 = .12$$

Summary: Bullies do not acknowledge shame, rather displace shame and anger to others. Humility and modesty have no place in their daily routine. They show arrogance and narcissism. They have less social integration and connectedness.

Figure 3. Results from a regression analysis predicting workplace victimisation

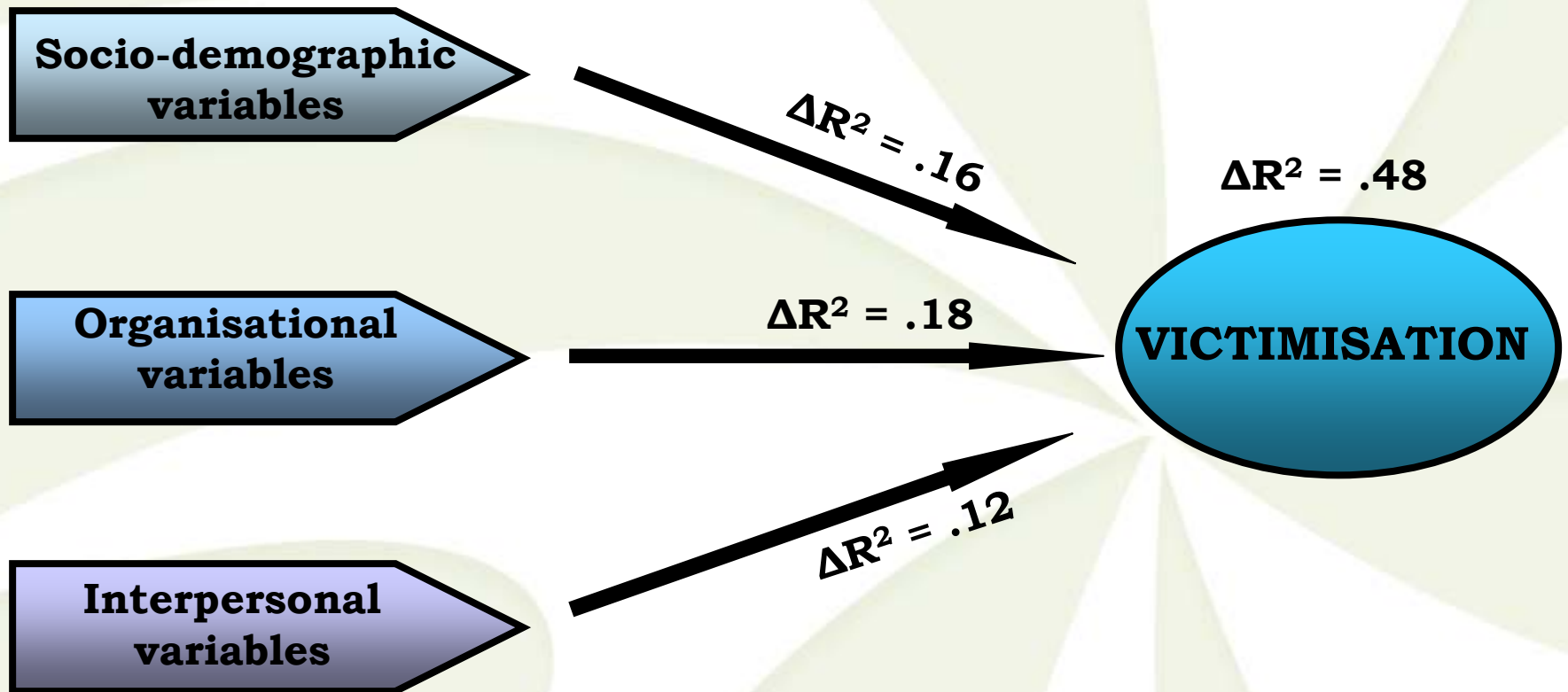


Figure 3A. Results in relation to socio-demographic variables in predicting workplace victimisation

Socio-demographic variables

Gender:	-.17, p < .001
Age:	-.06, ns
Job status:	-.14, p < .001
Income:	-.27, p < .001

$\Delta R^2 = .16$

Summary: Victimisation is more likely to occur among male staff in junior positions with low salaries.

Figure 3B. Results in relation to organisational variables in predicting workplace victimisation

Organisational
variables

Trust in management: $-.15, p < .001$
Organisational justice: $-.42, p < .001$

$\Delta R^2 = .18$

Summary: Victims perceive that management can not be relied on. They also perceive their organisation as unfair and unjust.

Figure 3C. Results in relation to interpersonal variables in predicting workplace victimisation

Interpersonal variables

Shame management

- Shame acknowledgment: .16, $p < .001$
- Shame displacement: .22, $p < .001$

Pride management:

- Narcissistic pride: .24, $p < .001$
- Humble pride: .01, ns

Integration and connectedness: -.20, $p < .001$

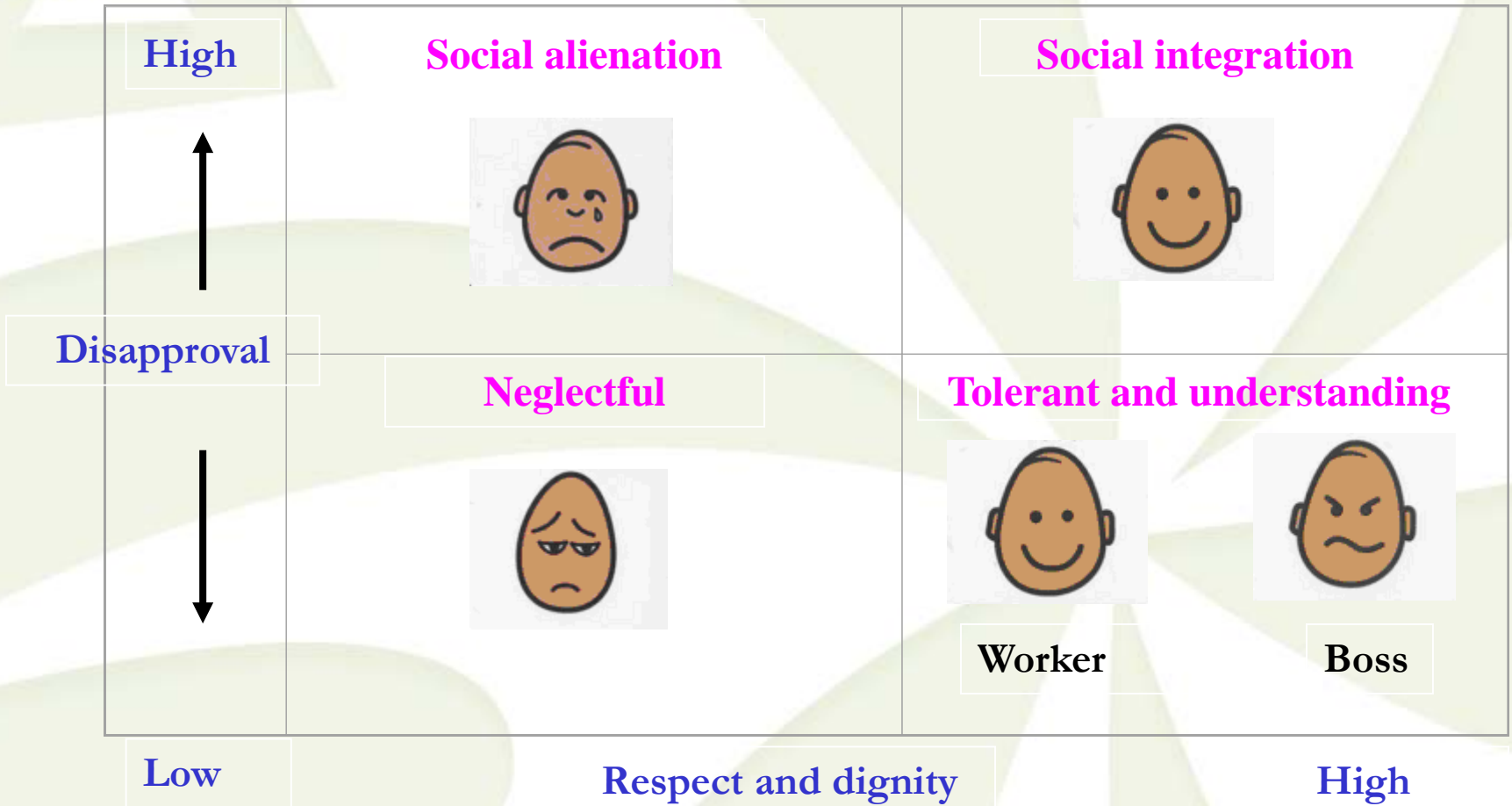
$$\Delta R^2 = .12$$

Summary: Victims internalise shame with feelings of others' rejection. They also displace shame and anger to others. They show arrogance by proxy. They have less social integration and connectedness.

**Table 4. A model of building relationships:
Shame, pride and justice**

	<u>Shame</u>	<u>Pride</u>
<u>Constructive</u>	<p>A</p> <p>Shame acknowledgment (Social integration)</p>	<p>C</p> <p>Humble pride (Social integration)</p>
<u>Destructive</u>	<p>B</p> <p>Shame displacement (Social alienation)</p>	<p>D</p> <p>Narcissistic pride (Social alienation)</p>

Table 5. A model of social alienation and social integration in the workplace



Where to from here?

What needs to change?

- Rewarding leadership which builds trust
- Implementing workplace practices that are respectful of staff
- Training staff in managing each others' "shame displacement" and appreciating each others' "shame acknowledgment"
- Implementing an organisational regulatory pyramid for dealing with bullying problems that are persistent



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