

# The Office at Your Office: Head of the Committee Against Workplace Bullying



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# Overview



- Workplace Bullying Definition
- Research Purpose
- Theoretical Background
- Research Model & Hypotheses
- Sample & Procedure
- Data Analysis & Findings
- Strengths & Limitations of Study
- Future Research
- Implications

# Workplace Bullying



- For the purpose of this study, the following definition was used:
  - continuous, unwanted behavior towards an employee by another employee (or group of employees) with the intent to cause physical or emotional harm
  - (Lee and Brotheridge, 2006, pg. 353)
  - (Einarsen et al., 2003)

# Research Purpose



- The objective of this study is to:
  - determine the need for formalization of workplace bullying policies in organizations and which level of the organization should develop and administer those policies

# Theoretical Background



Source	Research
Heesacker et al., 1999	Predominant stereotype suggests that women are more emotional than men in terms of the sensitivity of their feelings and emotional responses to situations
Vanve et al., 2004	Women are more emotionally reactive to disempowering and condescending types of behaviors
Adams and Crawford, 1992, pg. 13	Bullying is a crippling and devastating problem
Coyne et al., 2000	Bullying results in a ripple effect, does not involve just a few problem employees
Parzefall and Salin, 2010	Lack of research on organizational action against bullying
Eisenberger et al., 2004	When employees perceive that the organization is supportive and committed to them, employees will reciprocate by helping the organization meet its goals

# Theoretical Background

## Abused Employees



Source	Research
Namie, 2003	At risk of depression
Scott and Stradling, 2001	Prolonged duress stress disorder
Richman et al., 2001	Alcohol abuse
Leymann and Gustafsson, 1996	Post-traumatic stress disorder
Leymann, 1990	Suicide
Leymann and Gustafsson, 1996	Some employees are so damaged they cannot return into the workforce, or can only do so, after intense therapy
SHRM, 2006	Companies cannot wait for new laws to be enacted before they tackle the issues of workplace bullying

# Research Model & Hypotheses



## Hypothesis 1:

Formalization of WB Policy  $\xrightarrow{+}$  Acceptance of WB Policy

## Hypothesis 2: Development Source

A:

Human Resources/Upper Management  $\xrightarrow{+}$  Acceptance of WB Policy

B:

Employee Taskforce  $\xrightarrow{-}$  Acceptance of WB Policy

# Research Model & Hypotheses



## Hypothesis 3:

Women  $\xrightarrow{+}$  Need for WB Policy

## Hypothesis 4:

Women have a better understanding  $\xrightarrow{+}$  Frequency of Updating Policies



# Hypotheses



## Supported

- Hypothesis 1
- Hypothesis 3
- Hypothesis 4

## Not-Supported

- Hypothesis 2 A
- Hypothesis 2 B

# Sample



- 50 Surveys Collected
  - Response Rate – 67%
  - Executives at all different organizations
    - ✦ HR Managers, Business Managers, Owners, CEOs, etc.
  - Average years at current organization = 11
- 54 % Male Respondents
- Average age of respondent = 43.7 years
  - Range = 20 to 65
- Small to Large Companies
  - 1 – 15 ee's - 14
  - 16 – 50 ee's - 11
  - 51 – 100 ee's - 4
  - 101 – 300 ee's – 7
  - 301 – 500 ee's – 4
  - > 500 ee's – 10
  
  - 50 % Small, 50% Medium/Large

# Procedure



- **Created 50 survey questions**
  - Our organization would benefit from having a WB policy.
  - I feel knowledgeable about other company policies.
- **Administered in April 2011 via SurveyMonkey**
  - Sent email with link to survey
- **1-5 Rating Scale**
  - Strongly Disagree to Strongly Agree

# Measures



<b>Variable</b>	<b>Hypothesis</b>	<b># of Items</b>	<b>Alpha</b>
Need for WB Policy (DV)	H3	3	.878
Acceptance of WB Policy (DV)	H1, H2A, H2B	5	.789
Frequency of Updating Policies (IV)	H4	7	.733
Formalization of Policies (IV)	H1	5	.807
Development Source (IV)	H2A, H2B	3	N/A

# Correlation Matrix



	ABuPol	NPol	ForPol	FrePol	DevSource	Gender	Age
Acceptance WB Policy	[.789]						
Need for WB Policy	.360**	[.878]					
Formalization of Policies	.623***	.193	[.807]				
Frequency of Updating Policies	.610***	.279*	.792***	[.733]			
Development Source	.006	.164	.039	.118			
Gender	.269	.377**	.307*	.284*	.141		
Age	-.053	.009	-.301*	-.078	-.012	.103	
Education	-.037	-.023	-.167	-.119	.365**	-.015	-.209

\* < .05, \*\* < .01, \*\*\* <= .001

# Results by Hypothesis



H1: Formalization of WB Policy  $\xrightarrow{+}$  Acceptance of WB Policy

Model	R	R <sup>2</sup>	R <sup>2</sup> Change	F Change	Sig. F Change
1	.281	.079	.079	2.015	.145
2	.641	.411	.332	25.954	.000

Model 1: Age, Gender

Model 2: Age, Gender, Formalization of Policies

Large Effect Size (R = .576) - For the testable Model 2 variable

# Results by Hypothesis



## H2: Development Source

A: Human Resources/Upper Management  $\xrightarrow{+}$  Acceptance of WB Policy

B: Employee Taskforce  $\xrightarrow{-}$  Acceptance of WB Policy

	Human Resources	Department Manager	Employee Taskforce
Mean - Acceptance of WB Policy based on DevSource	4.4167	4.1333	4.000
n	12	6	4

ANOVA: Between Groups  $F(3,46)=1.057, p=.377$  (Non Significant)

# Results by Hypothesis (H2)



<b>Development Source</b>	<b>Frequency</b>
No Preference	15
HR&EE	6
HR	12
HR&DM	5
DM	6
DM&EE	2
EE	4



# Results by Hypothesis



H3: Women  $\rightarrow$  Need for WB Policy

	<b>n</b>	<b>Mean</b>
Male	27	3.3086
Female	23	3.9855

ANOVA: Between Groups,  $F(1,48)=7.960$ ,  $p<.01$

Effect Size = .142 (Large)

# Results by Hypothesis



H4: Women have a better understanding  $\rightarrow$  + Frequency of Updating Policies

	<b>n</b>	<b>Mean</b>
Male	27	2.6878
Female	23	3.0683

ANOVA: Between Groups,  $F(1,48)=4.205$ ,  $p<.05$

Effect Size = .0805 (Medium)

# Strengths & Limitations



## Strengths:

- Supported hypotheses
- Great start for future research
- Representation from 50 different organizations
- Representation across various industries
- All different sizes of companies

## Limitations:

- No pre-determined scales
- Little knowledge of workplace bullying in workplace settings
- The unwillingness to complete the survey based on the research topic

# Future Research & Implications



## Future Research

- Refinement of Scales & Different Questions:
  - Development Source
    - ✦ HR/Upper Management
    - ✦ Department Managers
    - ✦ EE Taskforce
- Increase sample size
- Creation of WB policy
- Employees vs. Executives
- Enforcement
  - Maintaining WB policy

## Implications

- HR Managers & Business Managers
- Company guidelines, policies, procedures
  - Structural issues that allow wb to exist
  - Create zero-tolerance policy
- Continuous training

# Contact Information



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