

Does bullying increase compliance?

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Bullying

Bullying in different environments:

preschool abuse / victimisation /teasing

school bullying

peer violence

domestic abuse

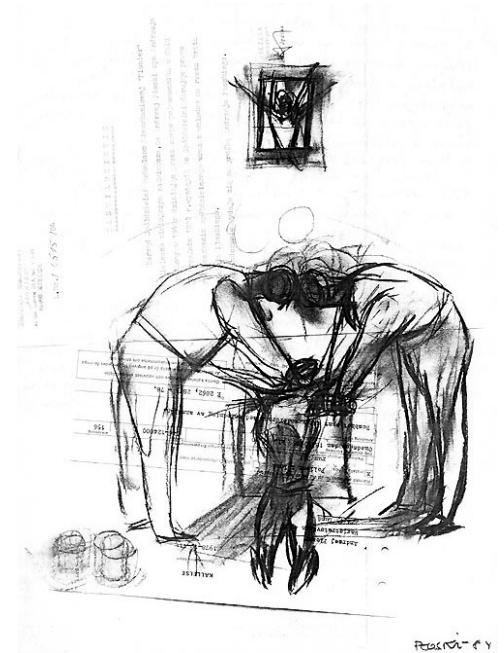
dating violence

prison bullying

workplace bullying / mobbing / harassment

elder abuse

cyberbullying



Monks, Coyne (eds.) (2011). *Bullying in different contexts*. Cambridge University Press.

Bullying

Bullying in different contexts

but the same defining criteria:

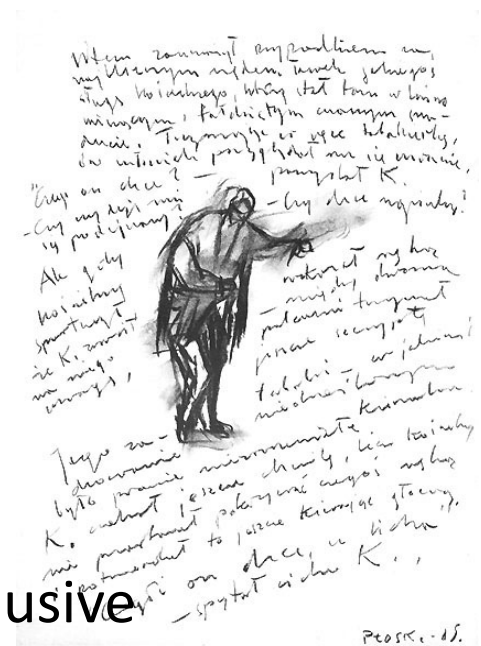
a group of (intentional) negative activities / abusive behaviours

repeated

systematic (escalation of negative acts)

power imbalance (social / psychological hierarchy; dominance – submissiveness – control behaviours)

(Monks, Coyne, 2011)



Bullying

Bullying in different contexts

types of behaviours:

physical abuse

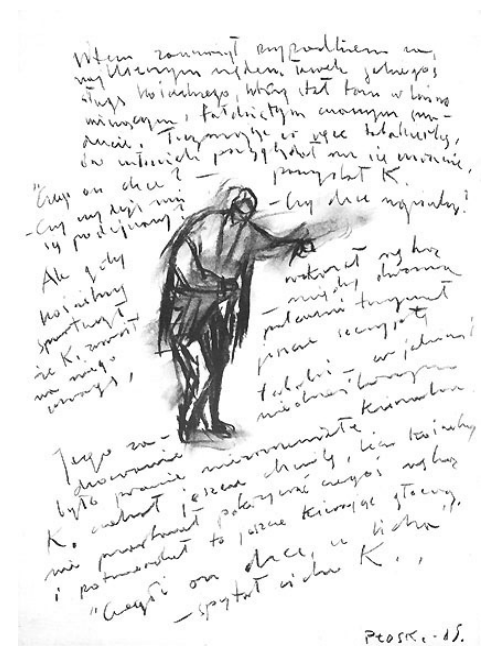
verbal abuse

emotional (relational and indirect abuse: social exclusion, spreading rumours)

sexual abuse

neglect

theft-related, work-related, organisational



(Monks, Coyne, 2011)

Workplace bullying

Types of behaviours:

physical abuse

verbal abuse

emotional (relational and indirect abuse: social exclusion, spreading rumours)

sexual abuse

neglect

theft-related, **work-related, organisational, financial**

(Einarsen, et al., 2011; Monks, Coyne, 2011)



Workplace bullying

Negative activities of a bully (or a group) against a person

Frequent and persistent (at least once a week)

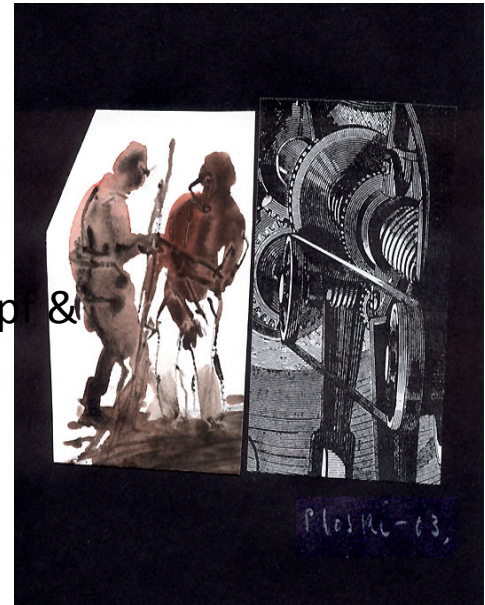
Long-lasting process (about six months)

Imbalance of power between a target and a perpetrator, a target is not able to defend her/himself

Aim: exclusion from workplace

(Brodsky, 1976; Einarsen, 2000; Einarsen, et al., 2011; Fevre et al., 2012; Hirigoyen, 2003; Leymann, 1990, 1996; Matthiesen, 2006; Zap & Einarsen, 2001, 2005)

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Workplace bullying

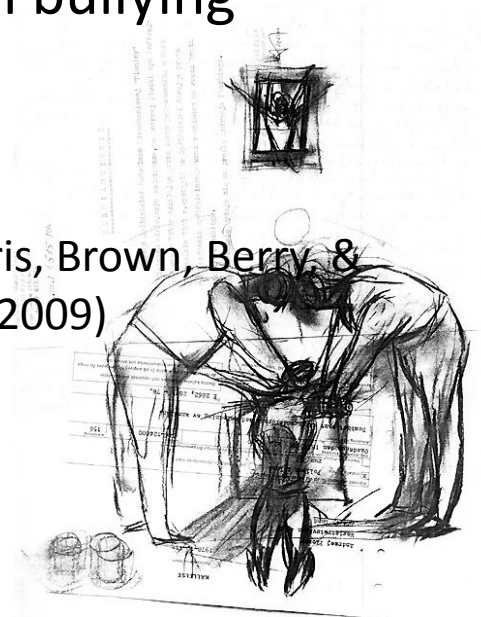
Workplace bullying as a type of social ostracism:

social exclusion as one of the most often form of negative behaviour

expelling from workplace – the aim

ostracism per se is conceptually separate from bullying

(Einarsen, Hoel, Zapf, & Cooper, 2003; Einarsen, et al., 2011; Ferris, Brown, Berry & Liam, 2008; Fox & Stallworth, 2005; Smart Richman & Leary, 2009)



Workplace bullying

Roles connected with bullying:

bully (or a group) + bully reinforcers and followers

victims

witnesses and bystanders (stay out of things), defenders (help the victim)

Bullying is an interpersonal and group process
which escalates
in an inconvenient environment



Bullying as a process

Bullying phases:

1. Indirect strategies of bullying (spreading rumours, permanently interrupting)
2. More direct acts of aggression (isolation, humiliation in public)
3. Extreme forms of direct aggression and power abuse (accusing of psychologically illness, threats to distribute intimate knowledge)

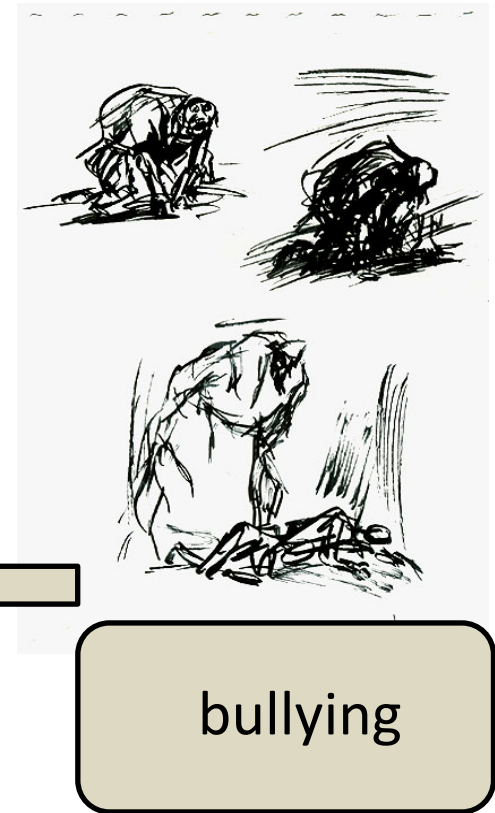
(Björkvist, 1992; Leymann, 1996)



Bullying as a process

Conflict phases and bullying:

- 1 - 3: attempts to co-operation, incidental tensions, polarisation and debating style, interaction based on deeds
- 4 – 6: concern for reputation and coalition, loss of face (and moral outrage), dominance and strategies of threats
- 7 – 9: systematic destructive campaigns against the other party, attacks, total destruction / suicide



(Glasl, 1994; Zapf & Gross, 2001)

Risk factors, bullying and consequences

External factors (economic situation, joblessness)

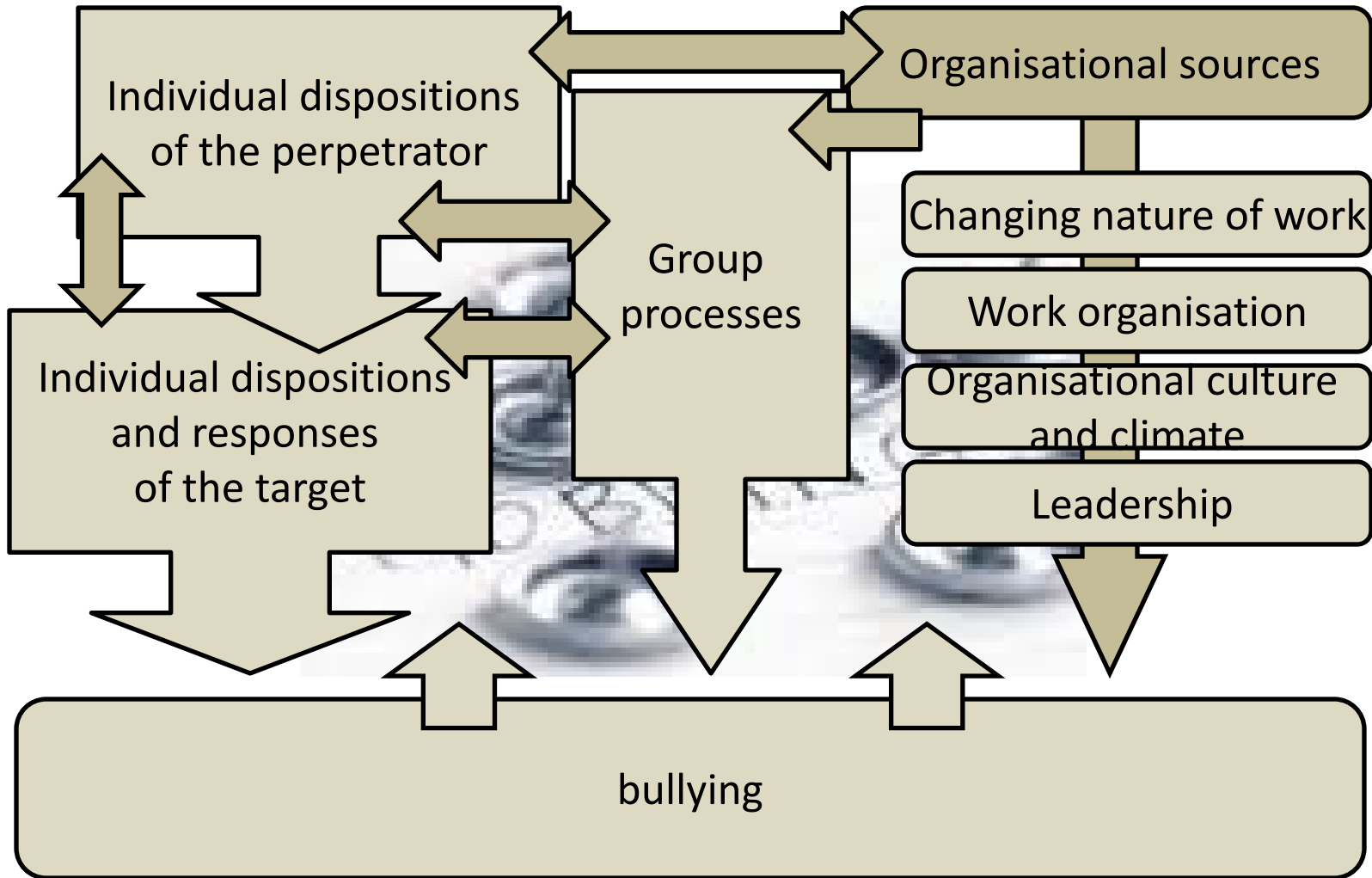
Organizational and interpersonal antecedents (role ambiguity, role conflicts, social climate and interpersonal conflicts, job control, leadership: unfair and unexpected behaviors, lack of support, lack of empowerment)

Bullying

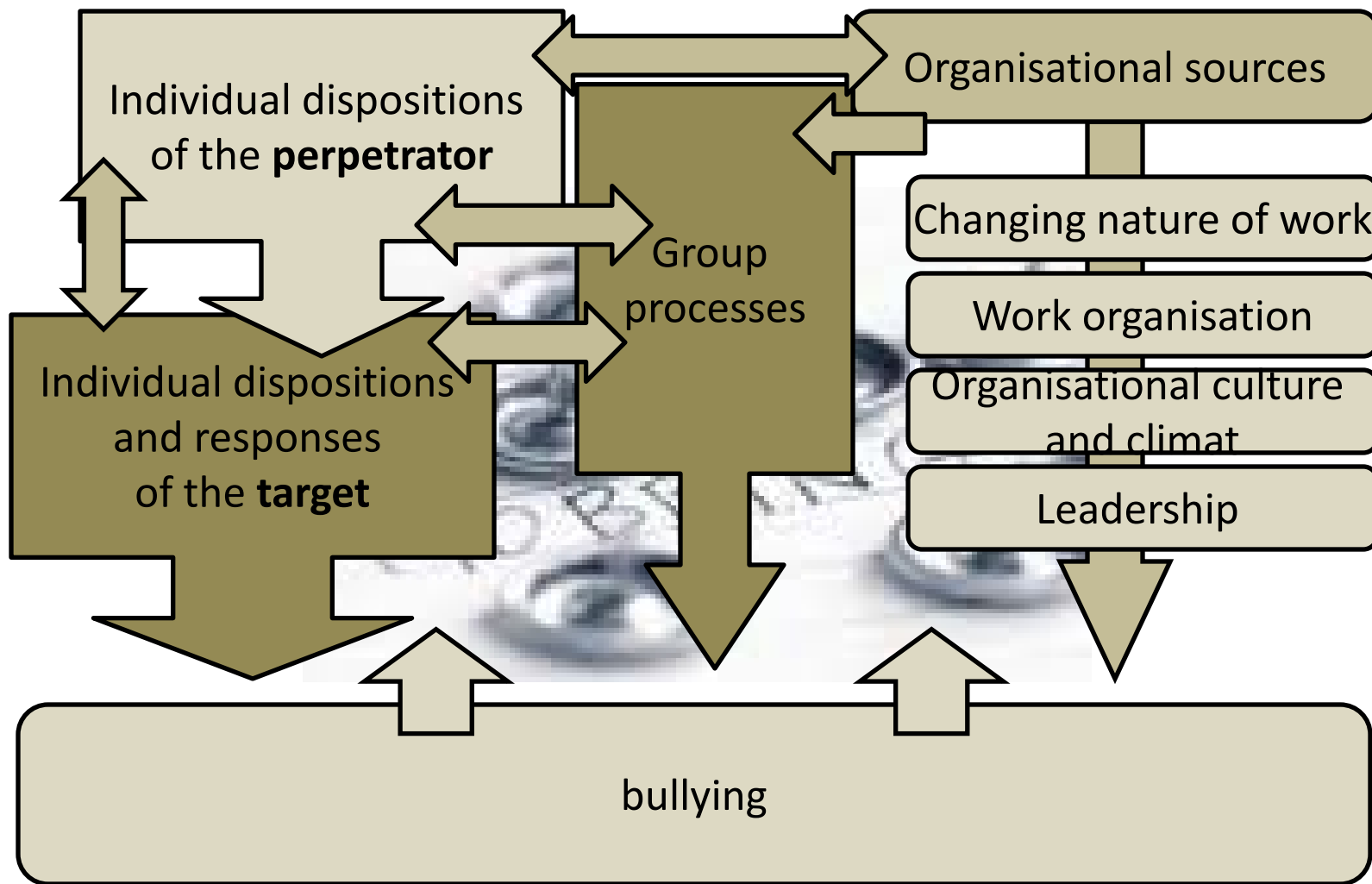
Outcomes for the target
(stress, negative emotionality, psychosomatic symptoms, depression, cardiovascular problems)

Outcomes for targets' family, the company, bystanders, the society

Bullying antecedents



Bullying antecedents and downward spiral



Bullying: group processes

Social processes triggering and reinforcing bullying:

- creating norms, group boundaries, common sense of meaning and social bonds (*dynamic social impact theory of rumour*)

- *social interactionist theory of bullying*: forcing compliance and making impression / maintaining one's position within the hierarchy (dominant status of the perpetrator)

„for the company's interest” (the bully's perspective)

Especially: unclear and crisis situation

anxious, self-uncertain individuals

(DiFonzo & Bordia, 2007; Felson & Tedeschi, 1994; Juvonen & Galvan, 2009; Kowalski, 2007; Neuman & Baron, 2011; Shapiro et al., 1991)



Bullying, group processes and compliance

Social processes triggering and reinforcing bullying:

bully wants to

maintain the status quo / gain better position

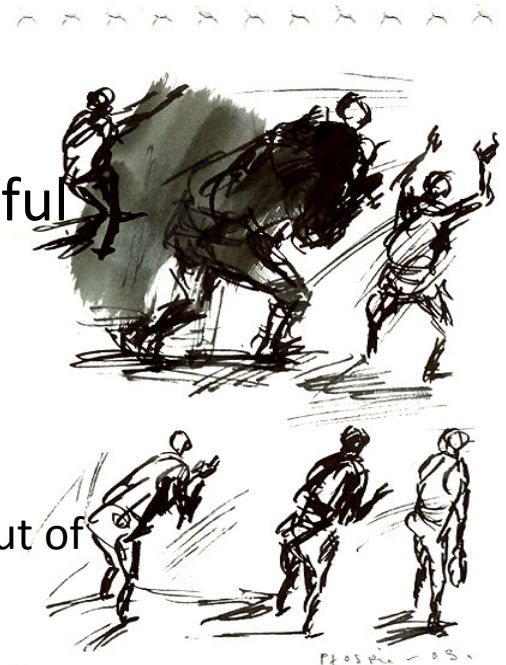
influence the group (= be powerful)

Influencing others is beneficial

by influencing others one may fortify needs of belonging, positive self-esteem, control, meaningful existence and consistency

(Cialdini & Goldstein, 2004; Sommer & Bourgeois, 2010)

(Bourgeois, M.J., Sommer, K.L., Bruno, S. (2009). What do we get out of influencing others? *Social Influence*, 4(2), 96 – 121.)



Bullying and compliance

Questions:

1. If bully forces compliance *is bullying target compliant?*

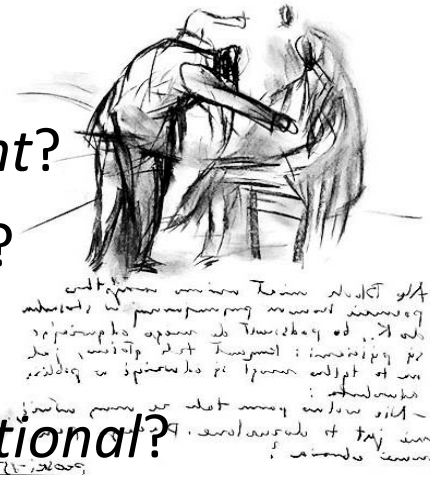
Who is compliant: targets (or witnesses) / non-targets?

2. If influencing others is functional *is compliance functional?*

Does compliance fortify needs in the workplace domain?

compliance – agreeing to a request

compliance at workplace – agreeing other coworkers' and supervisors' requests (even if it takes time / makes no sense...)



Bullying targets

Who may become a bullying target?

Everybody may become a bullying victim (Leymann, 1996)

Yes, everyone may be employed in a bad climate company, but different people experience situational inconveniencies (and being subjected to negative activities differently)

Vulnerability hypothesis

(Matthiesen & Einarsen, 2006; see also Gamian-Wilk, 2010)



Bullying targets

Who may become a bullying target?

To some extent

teasing and bullying is in the eye of the beholder
the stress reactions and responses depends on
target's attributions (how bullying will be evaluated)

But

being subjected to negative activities is an objective
fact

(Kowalski, 2007; Notelaers, et al., 2011)



Bullying targets

Who may become a bullying target?

targets lack social competencies,

low social skills, lack of fit

less likeable, understanding and diplomatic

low agreeableness and high conscientiousness

(Einarsen, 2003; Glasø, Matthiesen, Nielsen, & Einarsen, 2007; Juvonen & Galvan, 2009; Lind, Glasø, Pallesen, & Einarsen, 2009; Matthiesen et al, 2003; Matthiesen, 2006)



Bullying targets

Who may become a bullying target?

targets become less likeable and less hard-working in the process of being bullied

predictors of becoming a bullying target:

neuroticism

attention to details

(Gamian-Wilk, 2012; Kalinowska, 2012; Podsiadły, 2013)



Bullying targets

What are bullying targets responses to being bullied?

Possible positive responses:

looking for social support

being nice, **sense of humour**

constructive strategies (talking with the oppressor)

conformity, compliance



(Høgh & Dofradottir, 2001; Zapf & Gross, 2001)

Bullying targets

What are bullying targets responses to being bullied?

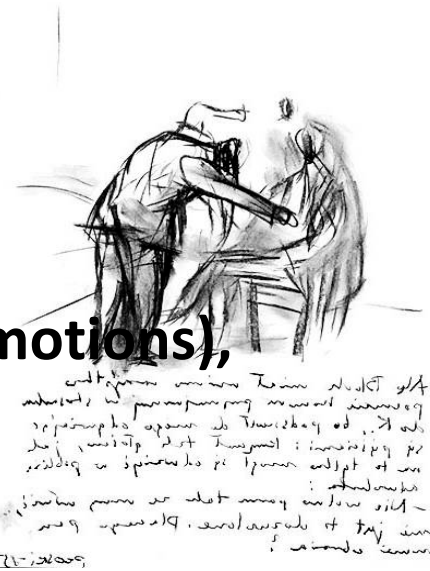
Possible negative responses:

**aggression and retaliation (as a result of negative emotions),
especially hostility, self-aggression**

ignoring

worsened task and social functioning (as a result of being fatigue)

withdrawal



(Gamian-Wilk, Bjørkelo & Hauge, unpublished data; Ireland & Archer, 2002; Lutgen-Sandvik, 2006 ; Zapf & Gross, 2001)

Bullying targets

What are bullying targets responses to being bullied?

Possible positive responses:

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being nice, **sense of humour**

constructive strategies

conformity, compliance ?

Possible negative responses:

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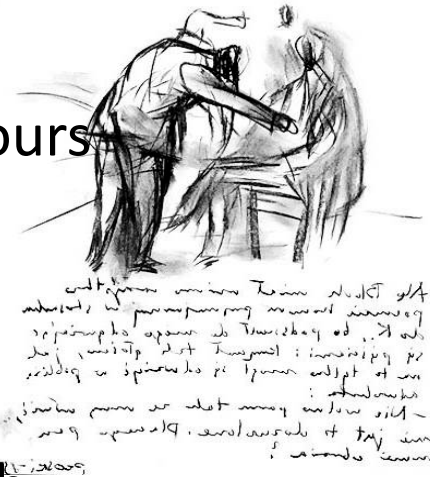


Bullying and compliance

bully forces compliance

but bullying targets respond with undesirable behaviours

(hypothesis of „lack of fit“)



Hypothesis:

being subjected to bullying activities is connected with
low compliance

Is being bullied connected with being compliant: Study 1

Participants:

197 workers (age: $M = 26.13$; $SD = 6.22$)

mature part time university students taking further education course

(selection criteria: participants in full-time positions and in contact with their superiors or subordinates at least three times a week)

(selection criteria after: Glasø & Einarsen, 2008; Rayner, 1997)

Is being bullied connected with being compliant: Study 1

Tools:

NAQ-R (Einarsen, Hoel & Notelaers, 2009; Warszewska-Makuch, 2007), 22 statements, Cronbach's alfa = .92

Compliance Scale (Gamian-Wilk, 2013), 15 items, Cronbach's alfa = .94;

scales: Task-Related Compliance (10 items, Cronbach's alfa = .93),
Social Compliance (5 items, Cronbach's alfa = .85)

Is being bullied connected with being compliant: Study 1

Results:

	compliance	tast-related compliance	social compliance
being subjected to bullying	-.32**	-.34**	-.23*

* $p < .05$

** $p < .01$

(Gamian-Wilk, M. (2013). Does bullying increase compliance? *Social Influence*, 8(2-3), 131-148.)

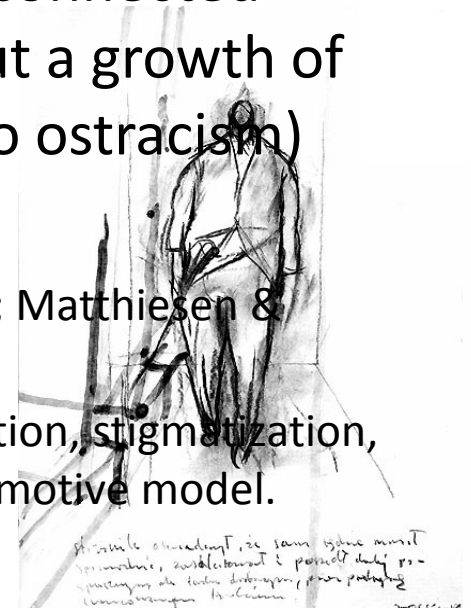
Is being bullied connected with being compliant: Study 1

Discussion:

- low social skills of bullying targets, low agreeableness
- self-regulation deterioration (worsened social functioning) as a result of being excluded
- chronic, unexpected and unjust exclusion is connected with a drop of socially desirable responses, but a growth of aggression (multimotive model of responses to ostracism)

(Baumeister & Dwall, 2005; Glasø, et al., 2007; Lind, et al., 2009; Matthiesen & Einarsen, 2001, 2004; Smart Richman & Leary, 2009)

(Smart Richman, L. & Leary, M. R. (2009). Reactions to discrimination, stigmatization, ostracism, and other forms of interpersonal rejection: a multimotive model. *Psychological Review*, 116, 365-383.)



Is being bullied connected with being compliant: Study 1

Bullying – being subjected to chronic, unexpected exclusion and unjust supervision

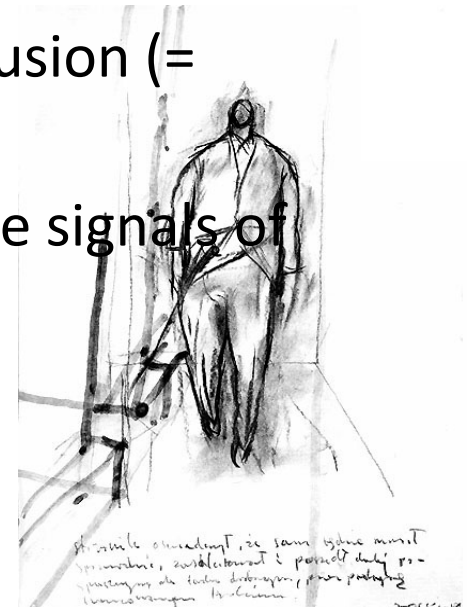
in such situations further exclusion may produce a drop in compliance

Questions:

How bullying targets react to single signals of exclusion (= further exclusion)?

How non-targets („happy workers”) react to single signals of social exclusion?

Are they compliant?



Does rejection and bullying lead to compliance: Study 2

Participants:

309 employees (age: $M = 27.64$; $SD = 6.18$)

Tools:

NAQ-R (bullying)

workplace exclusion vs inclusion manipulation (recall procedure)

EXC: everybody is sometimes rejected or ignored by coworkers (...) Remind and describe a situation you were rejected at work

INC: everybody is sometimes included by coworkers (...) Remind and describe a situation you were included at work

(recall and re-living procedures used in ostracism experiments: Chen, Williams, Fitness, & Newton, 2008; Craighead, Kimball, & Rehak, 1979)

Does rejection and bullying lead to compliance: Study 2

Tools:

Manipulation check:

feeling of being rejected at work: 3 items, Cronbach's alfa = .73

Emotions Scale:

3 positive, 3 negative (van Beest & Williams, 2006); Cronbach's alfa = .82

Fundamental Needs:

5 items for each need: belonging, self-esteem, control, meaningful existence

(van Beest & Williams, 2006); Cronbach's alfa = .82

Compliance Scale (Gamian-Wilk, 2013)

Zadro, L., Williams, K.D., & Richardson, R. (2004). How low can you go? Ostracism by a computer lowers belonging, control, self-esteem, and meaningful existence. *Journal of Experimental Social Psychology*, 40, 560-567.

Does rejection and bullying lead to compliance: Study 2

Results

Manipulation check:

$$F(1,57) = 6.15, p = .01, \eta_p^2 = .02$$

Participants felt being ignored after recalling a situation of being rejected at work (in comparison to recalling a situation of being included)

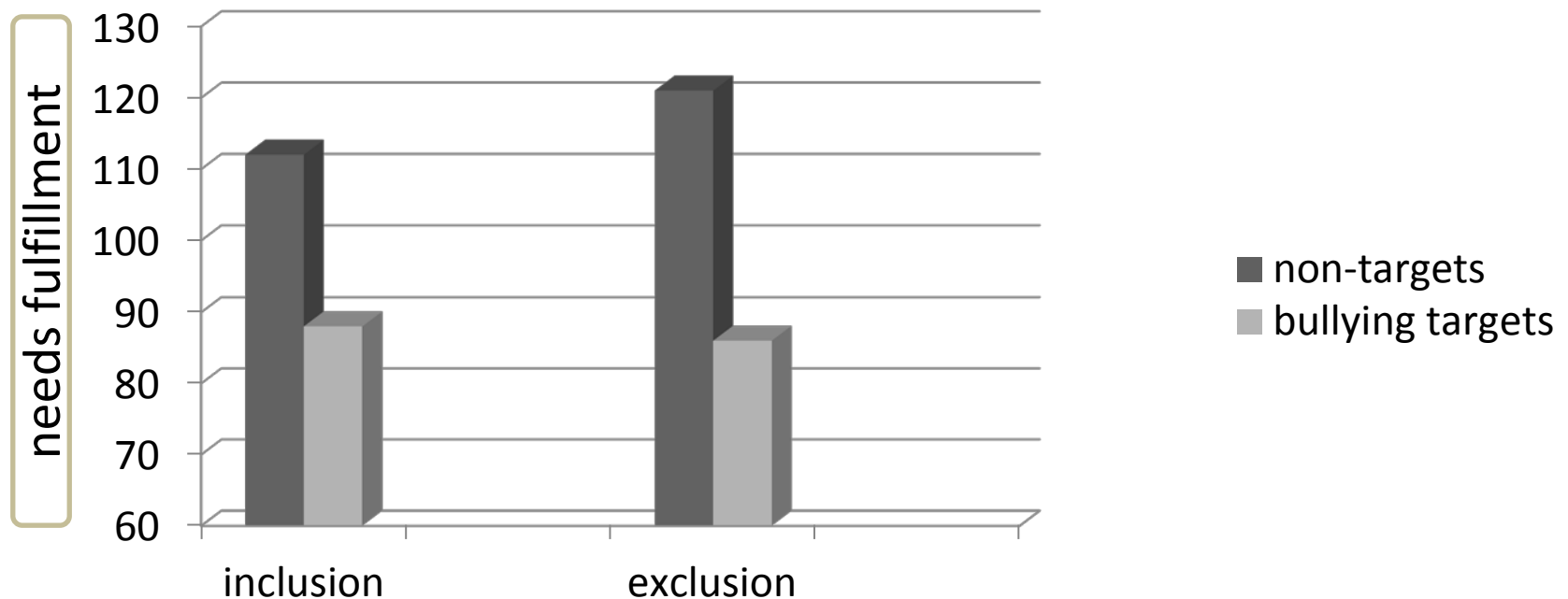
(Gamian-Wilk, M. (2013). Does bullying increase compliance? *Social Influence*, 8(2-3), 131-148.)

Does rejection and bullying lead to compliance: Study 2

The impact of exclusion vs inclusion manipulation on needs fulfilling

bullying targets frustrated needs: $F_{(1,57)} = 103.41, p < .001, \eta_p^2 = .58$

interaction effect: $F_{(1,57)} = 3.71, p = .06, \eta_p^2 = .05$



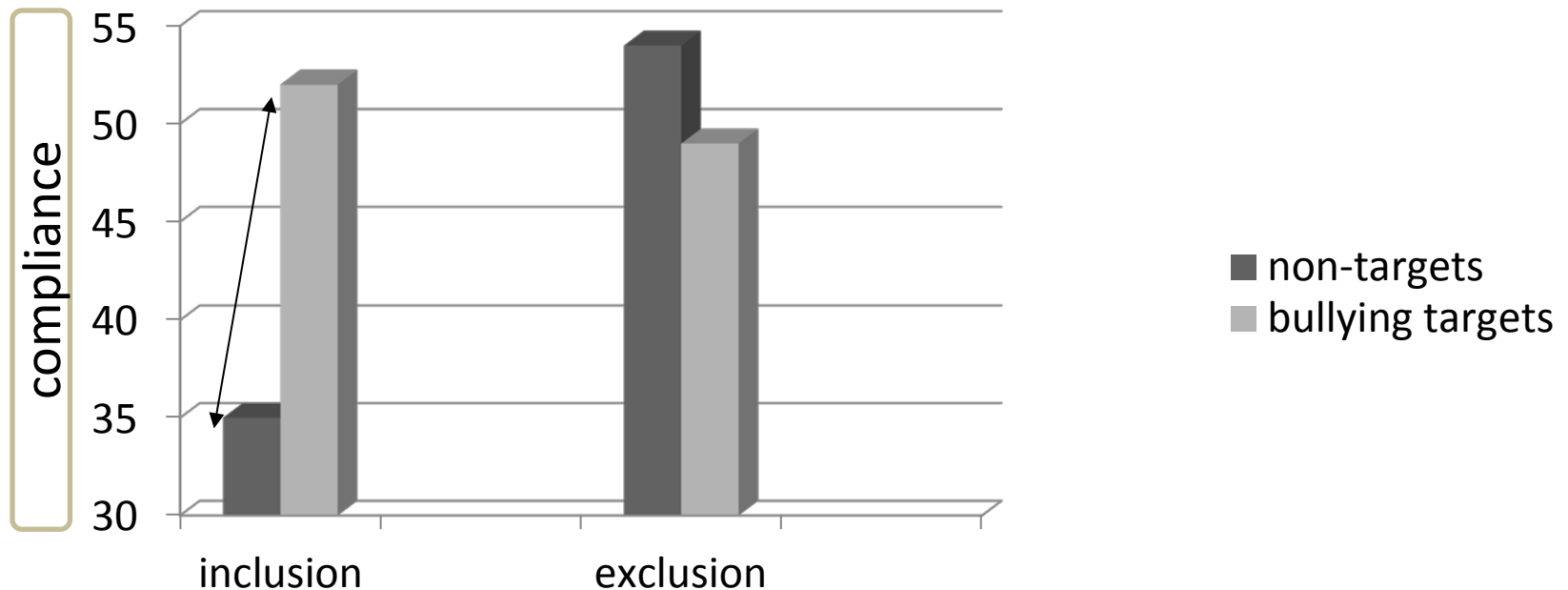
Does rejection and bullying lead to compliance: Study 2

The impact of exclusion vs inclusion manipulation on compliance

bullying targets' compliance: $F(1,57) = 3.77, p = .057, \eta_p^2 = .07,$

manipulation effect: $F(1,57) = 6.09, p = .02, \eta_p^2 = .1$

interaction effect: $F(1,57) = 10.72, p = .002, \eta_p^2 = .17$



Does rejection and bullying lead to compliance: Study 2

What leads to compliance?

needs satisfaction – the only predictor of workplace compliance

$\beta = .47, t = 2.58, p = .02, R^2 = .22$

Does rejection and bullying lead to compliance: Study 2

Discussion:

bullying targets

if basic needs are primarily frustrated we cannot expect compliance

being bullied is connected with low compliance, but not because of the feeling of exclusion

recalling single acts of rejection produced a drop in compliance

compliance decreases in time (preliminary results: bullying – compliance time 1 and bullying – compliance time 2)



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Does rejection and bullying lead to compliance: Study 2

Discussion:

“happy workers” surprising pattern of response while included – low compliance but the mere recall of being excluded results in an increase of compliance

exclusion recall = activation of social monitoring system (monitors environment for verbal, nonverbal social cues and opportunities for social connection)

compliance = opportunity to regain acceptance, fortify threatened needs



(Carter-Sowell, Chen, & Williams, 2008; Pickett & Gardner, 2005)

What happens when a „happy worker” becomes a witness?

”happy workers” do not experience and do not witness others being bullied – low compliance

What about those who are engaged in bullying but are not bullied?

crisis situation – ”we feeling” threatened

witnesses’ increased compliance

as a protection against victimization

= reinforcement of bullying

(Juvonen & Galvan, 2009)



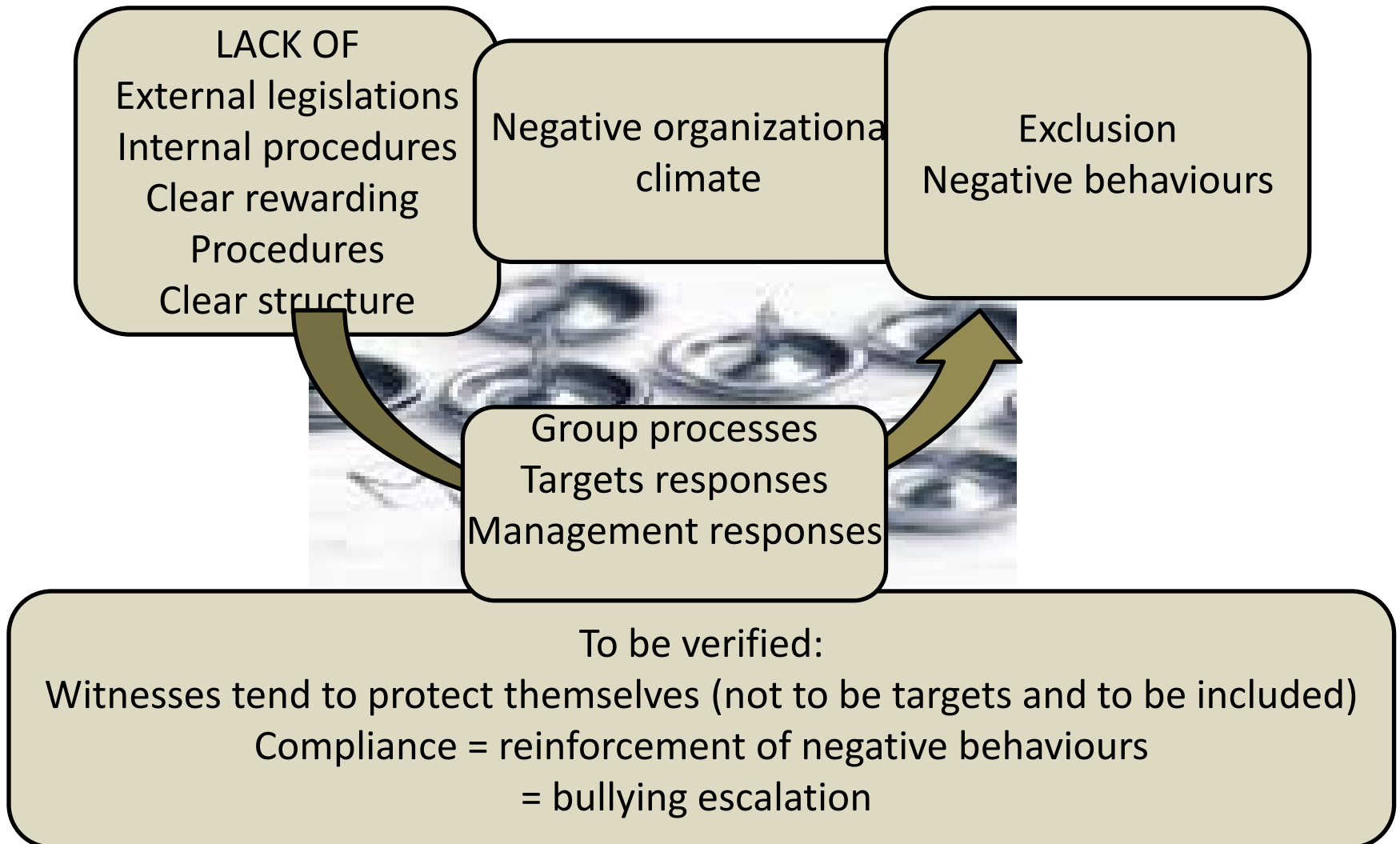
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Bullying and compliance: a downward spiral?



To be verified:
Compliance only to initiate, strengthen or repair relations
not to maintain good relations
reciprocation rule

Bullying and compliance: a downward spiral?





Thank you for any suggestions

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Pictures: Andrzej Płoski (2003), from Franz Kafka's books